

# Unified Planning Work Program

# UPWP

## 2011-2012

Volume III  
Subregional Studies Program  
Year 2 Update



North Jersey  
Transportation  
Planning  
Authority, Inc.



**UNIFIED PLANNING WORK PROGRAM  
VOLUME III  
FY 2011-FY2012 SUBREGIONAL STUDIES PROGRAM  
YEAR TWO UPDATE**

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**New Projects - FY2012-2013:**

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## FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES

### PROGRAM DESCRIPTION

The purpose of the Subregional Studies Program is to fund studies of important regional issues including those that analyze regional accessibility and mobility issues intended to produce or support project concepts consistent with the North Jersey Transportation Planning Authority's (NJTPA's) Regional Transportation Plan (RTP). These studies should include an analysis of existing and future conditions that lead to the identification of potential transportation solutions for a particular system or study area. Strategies are developed and refined into detailed concepts that can advance to implementation phases involving appropriate implementing agencies (such as NJDOT, NJ Transit, TMAs, subregions, or municipalities).

On a competitive basis, funds are provided to individual subregions or subregional teams. Subregional Studies often lead to project concepts that can go onto further project development and implementation phases. They should serve to advance the regional goals and objectives of the NJTPA RTP, *Plan 2035*. Studies are encouraged that address accessibility and mobility needs and strategies identified in the RTP.

Studies may also complement other planning and strategy development work in the region. For example, while they may involve highway or transit-oriented strategy development, studies can complement such strategies under development by NJDOT or NJ TRANSIT through a subregional focus on growth management, travel demand management, walking and bicycling modes, intermodal connections, or incident management.

The NJTPA Project Development Work Program (PDWP) contains project concepts that will be further analyzed and developed into candidates for implementation. Subregional Studies could develop and refine issues and strategies to be considered for further advancement in subsequent PDWPs or through other appropriate advancement paths.

#### **Eligible Activities:**

Activities can include such initiatives as: analyzing the performance of the transportation system (current and future); conducting needs assessments; generating strategies and concepts for further development; recommending improvements; integrating transportation and land use; and suggesting financing solutions. Inter-agency and public outreach is also encouraged in these studies.

## FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES

### PROGRAM DESCRIPTION (cont'd)

#### **Suggested Emphasis Areas:**

The following are regional and/or federal emphasis areas to be considered when developing proposals which are consistent with the SAFETEA-LU factors and RTP goals. Subregional Studies must also take into account Environmental Justice (EJ) concerns. Emphasis should be given to planning studies that utilize the results of NJTPA regional initiatives such as: strategy evaluation and refinement; freight system performance assessment and the regional safety initiatives. Subregions should strive to address one or more of the following emphasis areas:

1. Establish **Sustainable Community Strategies** to help improve access to affordable housing, more transportation options, and lower transportation costs while protecting the environment within existing communities. The following six **Livability Principles** encapsulate the Sustainable Communities program goals:
  - a. Provide More Transportation Choices
  - b. Promote Equitable, Affordable Housing
  - c. Enhance Economic Competitiveness
  - d. Support Existing Communities
  - e. Coordinate Policies & Leverage Investment
  - f. Value Communities and Neighborhoods
  - g. Preserve Historic Character of Communities

Other suggested Emphasis Areas that support these Livability Principles include:

- h. Transit Oriented Development (TOD).
  - i. Smart Growth and other transportation system investments linked to sustainable development.
  - j. Climate Change—strategies that address climate change to help reduce greenhouse gas emissions.
  - k. Development of pedestrian and bicycle facilities, walkable communities and other strategies to increase non-motorized travel.
  - l. Promotion of transit ridership and completion of major transit links (i.e. links between bus and rail).
2. **Safety:**
  - a. Safety Conscious Planning (SCP) efforts designed to reduce crash and fatality rates for motorists, pedestrians and/or bicyclists.
  - b. Incident management strategies, emergency evacuation planning and action plans.

3. **Accessibility/Mobility:**

- a. Specific accessibility, mobility and congestion-related strategies from *Plan 2035*.
- b. Accessibility studies for low-income, minority and/or mobility impaired populations.
- c. Strategies that relate to corridor planning priorities.
- d. Intermodal planning promoting the linkage of truck, rail freight and modal transfers.

4. **Intelligent Transportation Systems (ITS):**

- a. Investigation of Intelligent Transportation Systems (ITS) strategies.
- b. Travel demand management and multimodal mobility strategies that might also serve as Transportation Control Measures (TCMs).

**Eligible Applicants:**

Subregional Studies Program awards are available only to NJTPA member subregions. Proposals can be submitted by individual subregions or subregional teams.

## FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES

### PROPOSAL DEVELOPMENT

#### **Thumbnail Proposal:**

Provide a brief overview of the proposed study, no greater than two pages in length that includes the following (which can be further developed in the Executive Summary section of the preliminary and final proposal):

- study purpose and need
- description of project, including a map and/or photos of the study area (where applicable)
- goals and objectives
- link to the RTP/Strategy Refinement Area or other identified Subregional Need
- regional impact
- methodology
- description of prior work and funding
- future work/funding
- project schedule
- final product deliverables
- contact information

The NJTPA will screen all Thumbnail Proposals received and notify applicants of the proposed study's eligibility for the program prior to proceeding with the development of the full proposal. During this screening process, consideration will also be given to the applicant's staffing capabilities and performance on past program studies.

#### **Full Proposal:**

***Executive Summary:*** Provide a detailed summary of the proposed study, expanding on the information presented in the Thumbnail Proposal (described above).

***Regional Impact:*** Explain why the study is a priority and describe its expected regional benefits. Identify other agencies and jurisdictions that will be involved and/or affected by the project. All applicants must notify any other affected agency (i.e., NJDOT, NJ Transit, etc.), municipality or subregion of proposals that might involve them. This notification must take place before the proposal is submitted and copies of the notification letters requesting their participation must be included in the proposal. In addition, Resolutions of Support from municipalities and agencies must be included since the proposal will likely require the support and participation of these groups.

***Work Program and Schedule:*** List all the tasks to be completed, including a schedule of completion dates (using the template form provided in Appendix D) and a description of the scope of work and products to be developed. Tasks should be planned in three-month increments in alignment with the quarterly reporting cycle. Project duration should also be planned in three-month increments to a maximum of two years, i.e. 6, 9, 12, 15, 18 or 24 months. Please note that no extensions are provided in the Subregional Studies Program; all work must be completed within the two-year timeframe.

Consultant contracts, if and where included in a proposal's work program, are subject to Title 49, Part 26, Code of Federal Regulations (49 CFR 26) entitled "Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs" and shall comply with the NJDOT's statewide DBE/ESBE participation goal in effect at the time of consultant solicitation. In order to increase the likelihood that the DBE/ESBE goals will be achieved, applicants should take this requirement into consideration when selecting portions of the work to be performed by consultants. This may include, where appropriate, breaking out contract work items into economically feasible units to facilitate DBE/ESBE participation, even when the applicant might otherwise prefer to perform these work items with its own forces.

***Budget Plan:*** Develop a line item budget for the project including direct and indirect labor and expenses, consultant costs and project total using the standard budget plan form provided in Appendix B. The requested budget must not exceed the two-year program duration and must identify the proposed funding sources, i.e. 80%-20% split of federal and local match funding.

Fringe Benefits, Leave Additive and Indirect Cost Allocation budget line items are optional and should be used only if the applicant intends to have fringe rates, calculation of leave time (holidays, vacation and sick days) against work days, and/or certified Indirect Cost Allocation Plan submitted for review and approval by the NJTPA.

***Staffing Plan:*** Provide a breakdown of the total staff time required for each task outlined in the proposed Subregional Study's work program. Identify the in-house staff who will be involved in the project and the amount of time each person will spend on the project. **This should also reflect time on other programs administered by this office** (i.e. the Subregional Transportation Planning Program). Do not include individual salary information. Appendix C provides the format to follow.

#### **Submission Requirements:**

***Thumbnail Proposal:*** Submit six hard copies of the thumbnail proposal, and a MS Word file (font – Times New Roman, Size 12) on CD to Megan Kelly, Principal Planner-Subregional Planning Studies at the NJTPA or via e-mail to [mkelly@njtpa.org](mailto:mkelly@njtpa.org).

***Full Proposal:*** Submit twelve hard copies of the complete proposal, and a MS Word file (font – Times New Roman, Size 12) on CD to Megan Kelly, Principal Planner-Subregional Planning Studies at the NJTPA or via e-mail to [mkelly@njtpa.org](mailto:mkelly@njtpa.org).

**FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES**

**PROGRAM DEVELOPMENT AND IMPLEMENTATION PROCESS TIMELINE**

<b>Task / Milestone</b>	<b>Responsible Party</b>	<b>Milestone Deadline</b>
<b>Solicitation</b>		
Develop draft program guidelines, evaluation criteria and timeline	Central Staff	June 17, 2010
Review draft program guidelines, evaluation criteria and timeline	R-TAC	June 24, 2010
Issue solicitation package	Central Staff	July 8, 2010
Submit Thumbnail Proposals	Applicants	August 18, 2010
Review and notify applicants of proposals eligibility	Central Staff	August 26, 2010
Submit Preliminary Proposals	Applicants	September 30, 2010
<b>Evaluations</b>		
Forward Preliminary Proposals to SSP Selection Committee	Central Staff	October 1, 2010
Final Assessments (schedule site visits for SSP Selection Committee, if & where warranted)	SSP Selection Committee	October 11-15th, 2010
Review and score Preliminary Proposals & SSP Selection Committee Review Meeting	SSP Selection Committee	October 19, 2010
Proposal Presentations to SSP Selection Committee	Applicants	October 19, 2010
Compile and provide final comments to applicants	Central Staff	October 29, 2010
Address comments and submit Final Proposals	Applicants	November 12, 2010

## FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES

### PROGRAM DEVELOPMENT AND IMPLEMENTATION PROCESS TIMELINE

<b>Final Project Selection and Grant Application</b>		
Review Final Proposals	Central Staff	November 24, 2010
Prepare PED Committee Agenda Package (included with UPWP)	Central Staff	December 1, 2010
Present Draft FY 2012-2013 SSP to RTAC	Central Staff	December 8, 2010
Present Draft FY 2012-2013 SSP to PED Committee	Central Staff, R-TAC	December 13, 2010
Submit comments to FY 2012-2013 SSP	PED, R-TAC, Stakeholders	January 14, 2011
Submit Draft FY 2012-2013 SSP to NJDOT, FHWA & FTA	Central Staff	January 28, 2011
Submit final comments to the FY 2012-2013 SSP	R-TAC	February, 2011
Present Final FY 2012-2013 SSP and RTAC recommendations to PED Committee	Central Staff, R-TAC	February, 2011
Present Final FY 2012-2013 SSP to NJTPA Board of Trustees for adoption	PED, Central Staff	March, 2011
Submit Final FY 2012-2013 SSP to NJDOT, FHWA & FTA	Central Staff	April, 2011
<b>Program Implementation</b>		
Program Start Date	Applicants	July 1, 2011
Submit First Quarter Report & Invoice	Applicants	October 14, 2011
Submit Second Quarter Report & Invoice	Applicants	January 16, 2012
Submit Third Quarter Report & Invoice	Applicants	April 13, 2012
Submit Fourth Quarter Report & Invoice	Applicants	July 16, 2012
Submit Fifth Quarter Report & Invoice	Applicants	October 15, 2012
Submit Sixth Quarter Report & Invoice	Applicants	January 15, 2013
Submit Seventh Quarter Report & Invoice	Applicants	April 12, 2013
Program End Date- Submit Final Products and Deliverables	Applicants	June 30, 2013
Submit Eighth Quarter /Final Report & Invoice	Applicants	July 22, 2013

**FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES**

**APPENDIX A – PROPOSAL ASSESSMENT FORM**

	<b>EVALUATION CRITERIA</b>	<b>POINTS</b>					
1.	<b>Demonstrates a Regional Need:</b> <i>The proposal will be evaluated based on how this project is a priority and how this proposal is regionally significant.</i>	<b>25</b>					
2.	<b>Supports Federal and Local Emphasis Areas, Strategy Refinement Areas and Other Identified Needs:</b> <i>Proposals will be evaluated on how well it responds to federal and state Emphasis Areas, Strategy Refinements and/or other needs as identified by the Subregion.</i>	<b>15</b>					
3.	<b>Responds to Specific Issues Identified in the RTP:</b> <i>The proposal will be evaluated based on how well it responds to issues identified in the RTP, Plan 2035.</i>	<b>20</b>					
4.	<b>Methodology / Clarity of Approach and Product Deliverables:</b> <i>The proposal will be evaluated based on the methodology and clarity of the project's approach. Product deliverables will be evaluated for completeness and comprehensiveness.</i>	<b>25</b>					
5.	<b>Potential for Future Implementation:</b> <i>The proposal will be evaluated based on its potential strategies and viability for future implementation and application.</i>	<b>15</b>					
<b>TOTAL SCORE</b>		<b>100</b>					

**FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES**

**APPENDIX B – BUDGET PLAN FORM**

**FY 2012-2013 SUBREGIONAL STUDIES PROGRAM**

**SUBREGION: STUDY TITLE**

**BUDGET PLAN**

<b>PART I: DIRECT EXPENSES - PERSONNEL SERVICES</b>	<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
1. SALARIES	\$ -		
2. FRINGE BENEFITS (%)	\$ -		
3. LEAVE ADDITIVE (%)	\$ -		
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>0%</b>	<b>100%</b>
 <b>PART II DIRECT NON-LABOR EXPENSES</b>			
1. SUPPLIES	\$ -		
2. TRAVEL	\$ -		
3. PRINTING & REPRODUCTION	\$ -		
4. TELEPHONE	\$ -		
5. POSTAGE	\$ -		
6. CONFERENCE/TRAINING	\$ -		
7. OTHER (SPECIFY)	\$ -		
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>0%</b>	<b>100%</b>
 <b>PART III: INDIRECT COST ALLOCATION</b>			
INDIRECT COST ALLOCATION (%)	\$ -		
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>0%</b>	<b>100%</b>
 <b>PART IV: CONSULTANT COSTS</b>			
CONSULTANT	\$ -		
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>100%</b>	<b>0%</b>
<b>TOTAL PROGRAM BUDGET</b>	<b>\$ -</b>	<b>80%</b>	<b>20%</b>

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, and III will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**                      **Federal Share: \$**                      **Local Match: \$**                      **Total: \$**

**FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES**

**APPENDIX C – STAFFING PLAN FORM**

**Project Task Budget**

<b>Task # - Description</b>	<b>Subregional Staff Hours</b>	<b>Direct Labor Costs</b>	<b>Direct Non-Labor Costs</b>	<b>Indirect Costs</b>	<b>Consultant Costs</b>	<b>Total Costs</b>	<b>% of Total Budget</b>
Task 1 -							
Task 2 -							
Task 3 -							
Task 4 -							
Task 5 -							
Task 6 -							
Task 7 -							
Task 8 -							
<b>TOTAL</b>							

**Subregional Staff Plan**

<b>Personnel (Name/Title)</b>	<b>Estimated % of Time Needed for Study (based on total work hours for the year)</b>	<b>Total Estimated Hours For Study</b>
<b>TOTAL</b>		

## FY 2012 – 2013 SUBREGIONAL STUDIES PROGRAM GUIDELINES

### APPENDIX D – PROJECT SCHEDULE

Task # - Description	FY 2012												FY 2013												Final Qtr Report	
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter				
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June		July
Authorized Project Start Date	★	July 1, 2011																								
Task 1 - Project Management																										
Task 1a - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★	
Task 2 - Public Outreach & Interagency Coordination																										
Task 3 -																										
Task 4 -																										
Task 5 -																										
Task 6 -																										
Task 7 -																										
Task 8 - Final Report																										
Project Completion Date																									June 30, 2013	★

**Legend:**  
 Milestone Date ★  
 Meeting Date ☺



**Administrative Procedures and Requirements  
for the  
Subregional Studies Program**



## **Administrative Procedures, Requirements, and Allowable Expenses Under the Subregional Studies Program**

As the federally designated Metropolitan Planning Organization for northern New Jersey, the North Jersey Transportation Planning Authority (NJTPA) is responsible for the development of regional transportation plans and programs. As stated in the board-adopted mission statement:

The NJTPA is the regional transportation planning leader and technical and informational resource for the people of northern New Jersey that:

- Creates a vision to meet the mobility needs for people and goods;
- Develops a plan for transportation improvement and management to fulfill the vision;
- Partners with citizens, counties, cities, state, and federal entities to develop and promote the transportation plan;
- Prioritizes federal funding assistance to make the plan a reality; and
- Links transportation planning with safety and security, economic growth, environmental protection, growth management, and quality of life goals for the region.

The NJTPA provides nearly one third of its federal allocation to support local planning to achieve this mission. The following is provided to guide participants in the management and oversight of this program.

All costs associated with the program must adhere to applicable federal circulars and must be in keeping with the guiding principles of the program.

The Subregional Studies Program analyzes regional accessibility and mobility issues, and helps find investments that are consistent with the North Jersey Transportation Planning Authority's (NJTPA's) Regional Transportation Plan (RTP). These studies should include an analysis of existing and future conditions that lead to the identification of potential transportation solutions for a particular system or study area. Subregions select and investigate needs and/or strategies identified in the RTP. Strategies are developed and refined into detailed concepts that can advance to implementation phases involving appropriate implementing agencies (such as NJDOT, NJ Transit, TMAs, subregions, or municipalities).

For the Subregional Studies Program, expenditures will be guided by the following:

**General Financial Guidelines:**

- Budgets may be developed using Labor and Direct Non-Labor Categories.
- Subregions may allocate funds for fringe benefits, leave additive and overhead. **However, the rates of the subregions must be certified by the CFO or treasurer and approved in advance.**
- All salary costs must be developed using time and effort per task according to the work program.
- Current salary rates for each employee charged to the program must be supplied in advance. If the salary rate changes, notification must be supplied in writing to NJTPA staff.
- All budget transfers between Labor and Direct Non-Labor categories require written approval. **All requests must be in writing and must be submitted with a revised budget and staffing plan.** Requests must be submitted no later than the end of the third quarter (March 31<sup>st</sup>). **No budget modification will be granted in the 4<sup>th</sup> Quarter.**
- 10% of budget may be transferred within Direct Non-Labor Expenses without pre-approval. 10% of budget may be transferred within Direct Labor Expenses without pre-approval. However, a copy of the revised budget must be submitted to central staff.
- Copies of all receipts and payment vouchers for direct non-labor expenses must be attached to the quarterly invoice. This includes travel vouchers. **The NJTPA will be unable to reimburse subregional expenses incurred without receipts.**
- **All** equipment, including office or capital equipment (regardless of dollar amount), and software purchases must be requested in advance. These requests will be evaluated and, if approved, paid from the annual Technology Library (see section on Technology Library).
- **Labor costs and expenditures of staff not listed on staffing plan will not be reimbursed.**
- **Subregions must submit reports and invoices whether or not the subregion is seeking reimbursement.**
- **Back billing of expenditures is not allowed. You may not bill for expenditures incurred in previous quarters. Subregion must seek reimbursement in the quarter in which the consultant was paid.**
- **The source of Local Match funds cannot be from another federally funded grant. Match funding may either be county or state funds but not federal funds.**

**Guidelines for Direct Non-Labor Expenses (Part II of Program Budget):**

Allowable charges include the following line items:

Line Item: Supplies

Allowable costs include:

1. Office supplies used to carry out grant work (i.e. Paper, pens, ink, etc.)

Line Item: Travel

**Please note: Subregions may expend up to 5% of the Total Program Budget on Travel. Any expenses over 5% of budget will be disallowed.**

Allowable costs include:

1. Hotel and transportation costs associated with conference travel
  - Subregions must adhere to the current Federal Per Diem rates.  
(Information for current per diem rates can be found at [www.gsa.gov](http://www.gsa.gov))
2. Parking
3. Mileage
  - Subregion will be reimbursed at the county/city approved rate. The rate may not exceed the federal mileage allowance for vehicle use.  
(Information for current P.O.V. rates can be found at [www.gsa.gov](http://www.gsa.gov))
4. Food charges related to overnight travel. All dining charges associated with overnight travel must adhere to the Federal Per Diem rates.
  - Subregions may not charge for dining associated with daily travel such as attendance of a meeting or day conferences. (i.e. purchase of lunch while attending NJTPA Board Meetings)
  - Gratuity is allowed on applicable meal charges. No gratuity will be allowed for services (i.e. maid/room service, bellhop, taxi, and etc.).
5. Subregions will only be reimbursed for a maximum of two staff members (in addition to the Board of Trustees' representative) for all NJTPA Board, Committee and RTAC meetings. Additional Staff may attend however; their costs will not be reimbursed through the STP program.

Line Item: Printing and Reproduction

Allowable costs include:

1. Costs of printing final reports.  
*Note: Please make sure to account for the number of reports that are required to be submitted to the NJTPA.*

Line Item: Postage

Allowable costs are as follows:

- I. Cost associated with mailing documents for the Subregional Studies Program.

Line Item: Conference/Training

*Not Applicable under this program.*

Line Item: Other

All items that are to be charged to "Other" must be specified in advance and exclusively attributable to the Subregional Studies Project.

It is recognized that all budgets are forecast nearly one year in advance, and that revisions may be required throughout the year. Therefore, individual exceptions that arise throughout the program year will be addressed on a case-by-case basis. Early notification allows staff to provide the necessary assistance to ensure that work continues without interruption and that the subregion is able to fully expend the budget without disallowance.

**Budget Revisions are not allowed in the 8<sup>th</sup> quarter of the program.**

**Guidelines for Monitoring Consultant Work & Expenditures (Part IV of program Budget):**

1. All project consultants must be registered to do business in the State of NJ. Business Registration Certificates are required for all consultants. Check with your Purchasing Office as to county/city requirements for submission.
2. ESBEs must be certified by NJDOT. DBEs may be certified by any participating member (NJDOT, NJ Transit, and PANYNJ) of the NJ Unified Certification Program (UCP).  
**Please Note:** All certified DBEs are ESBEs. Certified DBEs will satisfy an ESBE contract goal.  
**Special Note:** Firms certified as MBE/WBE/SBEs by the NJ Department of Commerce **will not** satisfy the DBE/ESBE requirement established under this program. However, the NJTPA does not discourage the use of such firms.
3. Make sure that any incurred costs are a part of the original agreement/cost proposal.
4. Carefully review invoices before issuing payment
  - a. Check rates and personnel. Should agree with cost proposal.
  - b. Check the math. Make sure the multiplication/addition is correct.
5. If you are doing extensive reports, maps, brochures and etc., be sure that you have budgeted for these costs.
6. Consultants must adhere to Federal Travel Regulations and current Per Diem rates.
7. Check time and efforts reports to ensure that **% of project completed** agrees with **% of project billed to date**.
8. Make sure project is on schedule. Get timely reports and invoices. Try to have consultant bill you monthly, at most quarterly. This insures that you receive regular reports and that you are kept up to date on the project's status.
9. Alert Central Staff to any problems immediately.
10. Monitor ESBE/DBE goal. Alert Central Staff as soon as possible if goal attainment is in question.
11. Amendments/Changes to Project.
  - a. Changes to scope of work. If doing the course of this project it is discovered that the scope of work is changing, Central Staff should be made aware of this immediately. Changes in project scope require Board approval.
  - b. Budget changes. We also must be aware of any budget changes. A change to the budget may affect the ESBE goal requirement. If changes to the budget or scope of work affect ESBE/DBE participation the subregion will be required request a waiver of exemption from the ESBE/DBE goal. The subregion must document that a good faith effort was made in order to meet the goal. All requests for a waiver of exemption from ESBE/DBE goal require Executive Committee Approval.

**Ask questions. The consultant is working for you. You should never be afraid to ask questions or direct the consultant to meet the project's needs.**

### **Quarterly Reporting**

#### I. Submitting Subregional Studies Invoices and Reports to NJTPA:

##### (A) Invoice Requirements:

- (1) Signed Invoice.
- (2) Cost Tracking System Reports.
  - a. Budget Summary
  - b. Employee Time Summary Report
  - c. Summary by Task Report
  - d. Consultant's Quarterly Expenditures Report
- (3) Payment voucher. This is a cost reimbursable program. **Back billing is not permitted; reimbursement must be sought the quarter in which the consultant is paid.** A subregion cannot seek reimbursement until it can provide documentation (**signed payment voucher by Treasury or Finance Department**) stating that the consultant has been paid. If signed payment voucher is unable, copy of check or financial statement will be sufficient. For example, if the subregion is billed in the 3rd quarter but does not pay the consultant until the 4th quarter, then reimbursement, accompanied by the payment voucher, consultant's invoice with all supporting documentation, and activity summary, should be sought at the end of the 4th quarter.

**Note: Invoices submitted with incomplete or unsigned payment vouchers will not be processed until proof of payment can be provided.**

- (4) Consultant Invoice(s) and supporting documentation.

#### A. Reviewing Consultant invoices.

##### I. Supporting Documentation.

- a. Timesheets or Certified Payroll Summary (if submitting payroll summary, timesheets must be available if requested).

*Sample Certified Payroll Language:*

*I (name and title of authorized personnel) do hereby certify that during the period covered by this payroll all personnel listed on certified payroll were gainfully employed in service for the subject project and their classification, rate of pay, hours worked and amount earned is a true and accurate report.*

---

*Signature and date*

#### A Certified Payroll Summary must provide the following information.

Name of Employee/Classification  
Date (Payroll period covered)  
Hours (by Task)  
Hourly Rate  
Total Salary

Executed certification of accuracy by authorized personnel. See sample documentation for sample payroll summary.

- b. Direct Expense Receipts

- All direct expense receipts must be submitted with consultants' invoice. This includes but not limited to: Printing, Postage/Express Mail, Travel Vouchers (should detail destination and purpose of trip) with toll, transit and parking receipts, and all other direct expense receipts.
- c. Time and Efforts summary/progress report that shows % of project completed.
- d. Subconsultant invoices and supporting documents. (Same as above)

(B) Requirements for Quarterly Reports

Reports must be based on tasks in the original proposal/scope of work. You must report on the progress of each task every quarter. Must follow reporting format issued July 2005. See section on sample documents for sample report.

(C) Submitting Reports-Deadlines

Reports and invoices are due 10 business days after the close each quarter for quarters 1-7. For the 8<sup>th</sup> quarter: Reports and Invoices are due no later than 15 business days after close of the final quarter (June 30<sup>th</sup>). All consultant invoices for cost incurred during the eight quarter (end June 30<sup>th</sup>) must be paid within this period. **Costs incurred after July 1 of final project year will be disallowed.**

**\*\*\* Please remember that there are No Extensions for program \*\*\***

Final Reporting

- Make sure that all tasks have been completed as stated in your original scope of work.
- Before paying the final invoice and closing out the project make sure that the contract has been successfully fulfilled and that all you have received what you contracted for.

Requirements

- Final Invoice with final release clause (one copy of financials only).  
Must include: Cost tracking reports, payment voucher, prime consultant invoice and supporting documentation, subconsultant's invoices and supporting documentation.
- Five (5) copies of the final report(s).
- Five (5) copies of all final products.
- One (1) electronic copy of all report(s).
- One (1) electronic copy of all products.

# **SAMPLE DOCUMENTS**

## **(Subregional Studies Programs)**



Sample Subregional Studies Invoice

**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY, INC.**

**INVOICE FOR PAYMENT**

**Date:** 7/1/\*\*\*\*

**Fiscal Year:** 200\*

**Invoice Period:** 7/1/200\* - 9/30/200\* (1<sup>st</sup> Quarter)

**Program Name:** FY200\* Subregional Studies

**Invoice Number:**

**Allowable amount: \$0.00**

**PAYEE NAME AND ADDRESS:**

**PAYEE DECLARATION:**

**County**

Department  
Address  
City, State Zip

I certify that this invoice is correct in all its particulars, that the described services have been furnished or rendered, and that no bonus has been given or received on account of said invoice.

**REMIT TO:**

North Jersey Transportation Planning Authority, Inc.  
One Newark Center – 17<sup>th</sup> Floor  
Newark, NJ 07102

\_\_\_\_\_  
Payee Signature

\_\_\_\_\_  
Title

FUNDING	GROSS BUDGET	EXPENDITURES THIS QUARTER	EXPENDITURES TO DATE	AMOUNT AVAILABLE
FEDERAL	\$00,000.00	\$0.00	\$0.00	\$00,000.00
LOCAL MATCH	\$00,000.00	\$0.00	\$0.00	\$00,000.00
	\$000,000.00	\$0.00	\$0.00	\$000,000.00

Sample Subregional Studies  
Budget Summary

**Quarterly Request for Payment  
Budget Summary**

**County:** County                      **Program:** FY200\* Subregional Studies Program  
**Fiscal Year:** 200\*                      **Quarter:** 1<sup>st</sup> Quarter                      **Date:** 7/1/\*\*\*\*

	Annual Budget	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Actual Expenditures to Date	Available Balance
Salaries	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fringe	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Additive	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<i>Subtotal</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Telephone	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Postage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Training	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Consultants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<i>Subtotal</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Indirect Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Allowable Cost by Funding Source</b>							
FEDERAL	\$00,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$00,000.00
<i>Subtotal</i>	\$00,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$00,000.00
Local Match	\$00,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$00,000.00
<b>Total</b>	\$000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	000,000.00

Sample Subregional Studies  
Time Summary Report

County of .....

**EMPLOYEE TIME SUMMARY REPORT**

Period: 7/1/200\* - 9/30/200\* (1st Quarter)

Employee	Program	Task	Hours	Salary	Fringe	Additive
	Subregional Studies					

Totals :

Hours:	
Salaries :	\$0.00
Fringe:	\$0.00
Additive	\$0.00
Grand Total:	\$0.00

Sample Subregional Studies  
Task Report

County of .....

**SUMMARY by TASK REPORT**

Period: 7/1/200\* - 9/30/200\* (1st Quarter)

Program	Task	Hours	Salary	Fringe	Additive
Subregional Studies					

**Totals :**

**Hours:**

**Salaries :** \$0.00

**Fringe:** \$0.00

**Additive** \$0.00

**Grand Total:** \$0.00

### Consultant Quarterly Expenses Report

<b>County:</b>	<b>Program:</b>	<b>Fiscal Year:</b> 200*	<b>Quarter: 1st</b> <b>Quarter (7/1/200*</b> <b>- 9/30/200*)</b>
----------------	-----------------	-----------------------------	--

Consultants	DBE/ESBE	Budget Amount	Expended This Quarter	Amount Available
Prime	<input type="checkbox"/>	\$00,000.00	\$0.00	\$00,000.00
Sub 1	<input checked="" type="checkbox"/>	\$00,000.00	\$0.00	\$00,000.00
Sub 2	<input type="checkbox"/>	\$00,000.00	\$0.00	\$00,000.00
Sub 3	<input type="checkbox"/>	\$00,000.00	\$0.00	\$00,000.00

Summary			
<b>Total Consultant Budget:</b>	<b>\$000,000.00</b>	<b>Billed to Date:</b>	<b>\$0.00</b>
<b>Total Billed This Quarter:</b>	<b>\$0.00</b>	<b>Total Amount Available:</b>	<b>\$200,000.00</b>
<b>Total DBE/ESBE%</b>	<b>00.00%</b>	<b>DBE/ESBE% to Date</b>	<b>0.00%</b>

## **Final Invoice Release Clause\***

### Final Invoice Release Clause

“In consideration of the requested payment of its final invoice for FY\*000 <insert project name>, the <insert county/city name> hereby releases the NJTPA and NJIT from all claims and liabilities for work or services performed by the <county/city insert name> under this Agreement, including claims for extra work or claimed extra work.”

---

Signature

\*To be submitted with final invoice.

Sample Certified Payroll Summary

<b>Employee Name &amp; Job Position</b>	<b>Rate</b>	<b>Task</b>	<b>Hours</b>	<b>Total</b>
John Smith, Senior Project Manager	\$50.00	Project Management	2	\$100.00
Jane Brown, Planner	\$35.00	Data Collection & Analysis	2	\$70.00
			Total Salaries	\$170.00

Sample Certification Language

I (insert name of authorized personnel) do hereby certify that during the period covered by this payroll all personnel listed on the certified payroll were gainfully employed in service for the subject project and their classification, rate of pay (exclusive of vacation and holiday pay, social security, unemployment insurance, worker's compensation, employee bonuses), hours worked, and amount earned is a true and accurate report.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

## QUARTERLY REPORTING FORMAT

### SUBREGION

### FY 201X-201X SUBREGIONAL STUDIES PROGRAM

### QUARTERLY PROGRESS REPORT

### REPORTING PERIOD

Study Title \_\_\_\_\_  
In-House or Consultant Effort \_\_\_\_\_  
Total Budget\* \$ \_\_\_\_\_  
Consultant Budget \$ \_\_\_\_\_  
DBE/ESBE % \_\_\_\_\_

Milestones	Scheduled Deadline	Actual Timeline	Status
Authorized Project Start Date:	7/1/XX	7/1/XX	Completed
Selection of TAC:	8/31/XX	8/1/XX	Completed
Approved RFP/RFQ:	9/31/XX	9/20/XX	Completed
Award of Consultant Contract:	12/31/XX		
Consultant Contract Start:	1/3/XX		
<b>Project Products/Deliverables</b>			
Consultant Contract End Date:	3/31/XX		
Project Completion Date:	6/31/XX	6/31/XX	

### Project Description:

Include a brief description of the study (consistent with the study summary provided in the original proposal) including the following:

- a map of the study area
- goals and objectives
- methodology
- work plan & schedule by task
- final products deliverables

### Activities Undertaken This Quarter by Task:

Include a list and description of all activities undertaken this quarter **by task** as originally set out in your proposal. Please **list all tasks** in your report even if work was not done on a particular task this quarter. All tasks must be addressed in each quarterly report. In addition to listing and describing work done by task, you must also include **the cumulative % of work completed to date by task**. In addition please include any interim and final products that are completed by task.

### Products & Outcomes:

Include a list and description of **all interim and final products and outcomes** completed this quarter.

**Problems & Impacts:**

Include a discussion of all problems encountered with any aspect of the study such as administrative, project management, public response, methodology, product delivery, etc. Also include a discussion of what action is being undertaken to address the problem and what assistance the NJTPA can offer in helping deal with the problem. Please include a similar discussion of all impacts that the work has had this quarter.

**Work Completed:**

This Quarter \_\_\_\_\_%  
Year-to-Date \_\_\_\_\_%

**Budget Expended:**

This Quarter \_\_\_\_\_%  
Year-to-Date \_\_\_\_\_%

Please note that any variance greater than 10% between the % of work completed and the % of budget expended must be explained fully.

\* Note that this report is the narrative only, and the **financial documents generated from the Cost Tracking System must accompany this report each quarter whether or not funds are being invoiced.** Specifically those reports are as follows:

- invoice for payment
- budget by line item
- budget summary
- employee time summary report
- summary by task report



**FY2011-FY2012 SUBREGIONAL STUDIES PROGRAM  
YEAR TWO UPDATE**

**PROGRAM BUDGET**

<u>Subregion</u>	<u>Title</u>	<u>Project Cost</u> <sup>1</sup>
<b>New Projects FY 2012-2013</b>		
Bergen County	River Road/Hudson Waterfront Corridor Strategy: A Phase 2 Study	\$460,000 <sup>2</sup>
Essex County	Comprehensive Transportation Plan	\$350,000
Hudson County/ Jersey City	Jersey City/Journal Square/Bayonne BRT Study	\$240,000
City of Jersey City	Liberty State Park Circulator Cost-Benefit Analysis	\$220,000
City of Jersey City	Morris Canal Greenway Plan	\$220,000
Middlesex County	Update of the Transportation Plan Element of the Middlesex County Comprehensive Master Plan	\$100,000
Monmouth County	Comprehensive Bicycle and Pedestrian Master Plan.	\$250,000
Morris County	NJ 124 Corridor Transit Access Improvement Study	\$300,000
Passaic County	History and Tourism Plan	\$150,000
Somerset County	Using Access and Mobility Improvements to Support Redevelopment Opportunities in Somerset County	\$300,000
Sussex County	Complete Streets Study	<u>\$150,000</u>
<b>Subtotal - New Projects Program Cost</b>		<b>\$2,740,000</b>
<b>Continuing Projects FY2010-2011 and FY2011-20123</b>		
Newark	FY2010-2011: Newark Master Plan Transportation & Mobility Element Update	\$240,000
Passaic	FY2010-2011: Passaic County Master Plan, Transportation Element	\$213,943
Warren	FY2011-2012: 25 Year Action for the Morris Canal Greenway	<u>\$200,000</u>
<b>Subtotal – Continuing Projects Program Cost (Reprogrammed)</b>		<b>\$653,943</b>
<b>Total Program Cost</b>		<b>\$3,393,943</b>

<sup>1</sup> Includes 20% Match

<sup>2</sup> Includes \$230,000 re-allocated from the FY2010-2011 Subregional Studies Program.

<sup>3</sup> No-cost extensions have been requested for the two FY2010-2011 SSP projects. Actual balances at end of FY 2011 will be carried into FY 2012.



**UNIFIED PLANNING WORK PROGRAM  
VOLUME III  
FY 2011-2012 SUBREGIONAL STUDY PROGRAM  
YEAR TWO UPDATE**

**NEW PROJECTS**

Bergen County: River Road/Hudson Waterfront Corridor  
Strategy, A Phase 2 Study

Essex County: Comprehensive Transportation Plan

Hudson County/Jersey City: Jersey City/Journal  
Square/Bayonne BRT Study

City of Jersey City: Liberty State Park Circulator  
Cost-Benefit Analysis

City of Jersey City: Morris Canal Greenway Plan

Middlesex County: Update of the Transportation Plan Element  
of the Middlesex County Comprehensive Master Plan

Monmouth County: Comprehensive Bicycle  
and Pedestrian Master Plan.

Morris County: NJ 124 Corridor Transit Access  
Improvement Study

Passaic County: History and Tourism Plan

Somerset County: Using Access and Mobility Improvements to  
Support Redevelopment Opportunities in Somerset County

Sussex County: Complete Streets Study



**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor:** Bergen County

**Title of Proposed Study:** River Road/Hudson Waterfront Corridor Strategy: A Phase Two Study

**Budget Requested:** \$460,000

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*Executive Summary*

This Technical Study will plan and develop concepts for improvements to mobility, accessibility, safety, and quality-of-life along the River Road Corridor in the Boroughs of Edgewater and Fort Lee, Bergen County, New Jersey. This effort will build upon the recommendations put forth in the previous Technical Study effort, entitled the River Road/Hudson Waterfront Circulation Study, which took a broader-brush approach in looking at overall corridor operations, issues, and opportunities. This prior effort was undertaken in conjunction with Hudson County. The current effort, in focusing on specific improvements to be implemented by Bergen County, focuses on the Bergen County communities of Edgewater and Fort Lee, as these are the communities through which the corridor passes. Improvements here will fall under three specific categories. First, the needs of pedestrians traveling the corridor will be addressed with particular attention to missing sidewalks and crosswalks. Second, the needs of bicyclists will be address by developing a bicycle plan for the corridor. Lastly, improvements that directly benefit transit riders will be developed for transit stops and their surroundings. This effort will build upon the recommendations put forth in the previous Technical Study effort entitled, *The River Road/Hudson Waterfront Circulation Study*.

The project area is a 3.8-mile stretch of County Route 505 (River Road) from Edgewater’s boundary with Hudson County in the south (MP 3.67) to its intersection with Bruce Reynolds Boulevard at the foot of the George Washington Bridge in the north (MP 7.46). This Study shall employ state-of-the-art design elements that appropriately fit the context of the community through which this route passes.

The outcome of the Study would take the form of conceptual improvements to roadways, traffic signals, sidewalks, crosswalks, transit stops, signage, and bicycle accommodations throughout the Study Area, with heightened attention to pedestrian travel, bicycle travel, and transit access, as well as access to other relevant modes of transportation. Relevant modes of travel include, but are not limited to, auto, bus, rapid transit, light rail, shuttle routes, ferry, bicycle, pedestrian, park-and-ride, etc. It is anticipated that the concepts identified in this effort, when implemented, will move River Road closer to become a ‘Complete Street’ as it is commonly defined – a road that considers the needs of all of its users.

Several related, but varied elements of the study comprise the core of this effort. They require expertise and experience in urban design, streetscape, traffic engineering and planning, multimodal planning, including bicycle and pedestrian efforts, and public outreach. A website shall be developed for this study to assist in public outreach, and will be an enhanced continuation of the current website developed for the prior technical study. Responding firms are to provide examples demonstrating their experience in all of these areas. All proposals submitted should take these elements into consideration in the overall scope of work. Individual “micro-studies” in each of these topical areas, where deemed necessary, should ultimately feed into a unified and fully-developed conceptual plan of an improved corridor for advancement into various funding pipelines and grant opportunities (Capital Improvement Programs, Local Safety Program, Transportation Enhancement Grants, Local Lead Program, etc.).

Improvements advanced as part of this study shall be based upon the recommendations of the previous study, a determination of need, and key local input and desire to move the project forward to the next level.

### ***Regional Impact***

The Hudson River waterfront in Bergen County is among the most densely populated landscapes in the entire state. This “Gold Coast” has experienced tremendous development and redevelopment pressures, as former industrial and Brownfield properties have been converted into commercial centers and residential enclaves. This unique landscape, a narrow strip sandwiched between the Hudson River to the east and the Palisades to the west, remains considerably isolated from the remainder of Bergen County – with only a small number of access points from the riverfront communities to the rest of the region.

Such rapid growth in this narrow strip requires cooperative efforts from the County, NJ Transit, private developers, and the local municipalities of Edgewater and Fort Lee to ensure that these communities remain viable and that all transportation options are considered, including pedestrian-friendly and transit oriented development. In addition, the corridor represents a critical link for Bergen County, Hudson County, and other North Jersey residents accessing job centers in New York City, Jersey City, throughout this tier of Bergen County, and the region at large. Therefore, this ongoing study needs to promote regional and multi-jurisdictional strategies to better accommodate pedestrians, bicyclists and transit riders in the River Road corridor.

The previous technical study profiled the alignment of River Road (County Route 505) and its abutting land uses, intersections, and interface with other transit modes on its route closely paralleling the Hudson River. This study is available on the Bergen County Department of Planning and Economic Development web page at [www.co.bergen.nj.us/planning](http://www.co.bergen.nj.us/planning) (on the right-hand side, under “Project Updates”, the prior study is under the link for Hudson River Circulation Study). While improvements to River Road have been made incrementally by Bergen County over the years, this Subregional Study provided us the opportunity during the first phase to view the corridor as a whole, addressing issues and recommending improvements necessary to sustain current and future development. As the County enters the second phase, we are honing in on access and safety with respect to transit services, as well as continuity and connectivity for pedestrians and bicyclists.

*The goals and anticipated outcomes of this study fall in line with a number of Federal emphasis areas and the NJTPA Regional Transportation Plan 2035. These are enumerated below:*

### **Sustainable Community Strategies**

The study will address the following Sustainable Communities goals:

- a. ***Provide more transportation choices.*** As indicated above, River Road is a multimodal corridor. During this phase of study, the focus will be on transit accessibility, especially for pedestrians and bicyclists, as well as ensuring connectivity and continuity of bicycle and pedestrian ways.
- b. ***Enhance economic competitiveness.*** Given its isolated location at the foot of the Palisades, the River Road corridor is “shoehorned” in as far as opportunities for accessibility. The cycle of redevelopment here has focused on the waterfront amenities afforded along the corridor. The competitiveness, sustainability, and continued viability of the economic investment in this corridor hinges on providing much-needed transportation alternatives.

- c. ***Support existing communities.*** Of the existing communities in the corridor, Fort Lee is an established urban community (an Urban Area in the NJTPA *Plan 2035* Place Types), while Edgewater (Mature Metropolitan community in the NJTPA *Plan 2035* Place Types) has undergone extensive redevelopment in conjunction with capitalizing on its waterfront amenities.
- d. ***Coordinate policies and leverage investment.*** This study looks toward various funding streams at its tail-end to implement improvements, capitalizing on the multimodal and Transit-Oriented Development nature of the study -- including Local Safety, Transportation Enhancement Grants, “Complete Streets” and “Safe Routes to School”, “Safe Routes to Transit”, etc.
- e. ***Value communities and neighborhoods.*** This study is, by its very nature, context-sensitive to the surrounding communities, and in fact addresses existing and future community needs (access to transit stations, need for sidewalks, need for bicycle infrastructure, safe pedestrian crossings, etc.)
- f. ***Transit Oriented Development (TOD).*** Improvements advanced at the tail-end of this study such as focusing on pedestrian and bicycle access to transit will afford opportunities to coordinate with, enhance, or spur Transit-Oriented Development.
- g. ***Smart Growth and other transportation system investments linked to sustainable development.*** Focusing on alternatives to the automobile, capitalizing on transit-supporting densities, and encouraging Transit Oriented Development all fall in line with smart growth and sustainable development principles.
- h. ***Climate Change strategies that help reduce greenhouse gas emissions.*** Again, focusing on alternatives to the automobile, access to transit, support of bicycling and walking, supporting alternative transit modes in an established and redeveloped community all support this initiative.
- i. ***Development of pedestrian and bicycle facilities, walkable communities, and other strategies to increase non-motorized travel.***
- j. ***Promotion of transit ridership.*** Transit ridership is to be supported, promoted, and encouraged through providing safe and convenient access to transit stops and stations, and through integrating transit with other modes of travel including bicycle, pedestrian, and other mass transit (ferry, light-rail, BRT, etc.)

## **Safety**

***Safety Conscious Planning (SCP) efforts designed to reduce crash and fatality rates for motorists, pedestrians, and/or bicyclists.*** This study supports this safety conscious planning tenet by seeking to provide and enhance of safe and convenient access to transit stops and stations, and by providing for connectivity and continuity in bicycle and pedestrian infrastructure.

## **Accessibility/Mobility**

Specific accessibility, mobility, and congestion-related strategies from *Plan 2035*.

- ***Repairing and maintaining infrastructure.***
- ***Encouraging smart growth and livable communities.***
- ***Addressing climate change.***
- ***Supporting “Complete Streets” throughout the region.***

- *Expanding and enhancing public transit.*
- *Making all modes of transportation safer and more secure.*

In addition, this study supports a number of *Regional Capital Investment Strategies* called out in the *NJTPA Regional Transportation Plan 2035*:

- *Promote smart growth rather than continued sprawl (see above, regarding Smart Growth).*
- *Make travel safer and more secure.*
- *Give highest funding priority to maintaining and repairing existing infrastructure.*
- *Expand public transit where possible.*
- *Improve roads but limit capacity expansions.*
- *Support walking and bicycling*

Further, a similar strategy was cited in *Plan 2035*'s discussion of *Strategy Refinement*:

- *Create appropriate and safe bicycle and pedestrian facilities in an area of Bergen and Passaic Counties to be determined in consultation with the County.*

## **Work Program and Schedule**

The consultant effort will be undertaken in cooperation with staff of the County Department of Planning and Economic Development, as well as the County Engineer's office. The selected consultant shall work with the County staff to achieve the following tasks, as specified in a contractual scope of services:

### **Task 1. Prepare Request for Qualifications/Request for Proposals & Consultant Selection (Local Match only) (3 months: July 2011 – September 2011)**

- Includes ongoing project management by County staff.
- The NJTPA will actively assist in RFQ/RFP development and consultant selection, as part of the Consultant Selection Committee.

**Deliverables:** All solicitation documentation and selection of consultant, including consultant and selection criteria scoring sheet.

### **Task 2. Project Management (Ongoing, milestones indicated in Appendix D)**

- The project manager for the Consultant team shall maintain diligent and timely contact with project management from County Staff.
- Consultant project manager shall be responsible for maintaining smooth flow and timely completion of work efforts as outlined throughout the scope of work and by task as the project progresses.
- Consultant project manager shall be responsible for Quality Assurance and Quality Control of all work products and billing generated by the Project Team.
- In addition to this, the consultant project manager shall be responsible for the following task deliverables, including but not limited to:
  - Preparation of all invoices including detailed progress reports for each invoice.
  - Coordination of all subconsultants with respect to billing and meetings.

- Preparation of any meeting flyers and notifications (these will be reviewed by County staff, who shall then handle signature and mailing).
  - Preparation of all materials for meetings including but not limited to agendas, presentations, minutes, handouts, and notes.
  - Preparation of web-ready materials for website, as hosted by the County (County staff will review, approve, and upload materials prepared by consultant).
  - Preparation and quality control for all deliverables (written and website), including but not limited to text, tables, graphs, graphics, and photography.
  - Conducting all public meetings.
- Consultant project manager will close-out the consultant effort beginning three months prior to the end date of this study (June 30<sup>th</sup>, 2013)

**Deliverables:** All invoicing, billing, progress reports, meetings materials, written copy, and quality assurance/quality control on all website, outreach, and report documents, as outlined above.

**Task 3. Public Outreach and Interagency Coordination  
(Ongoing, milestones/meeting dates indicated in Appendix D)**

- The elements developed as part of this study shall be designed together with the Community and the County utilizing a series of public forums and a project website (to be designed and supplied with content by the Consultant, and to be hosted by the County).
- Coordinate and participate in a Technical Advisory Committee (TAC) in cooperation with Staff from Department of Planning and County Engineer, to include participants from the Boroughs of Edgewater and Fort Lee (administrators, public safety officers, engineers, and planners), NJTPA, NJ Transit, and may also include participants from other interested agencies including New York Waterway, Port Authority of New York and New Jersey, NJDOT, local chambers of commerce, etc.
- Coordinate and participate in community outreach/public information efforts, in cooperation with Staff from Department of Planning and County Engineer. (As outlined in Task 2).

**Deliverables:** Formation of Technical Advisory Committee, sundry meetings (TAC, Community, Public), and Project Website. Facilitation of all meetings, preparation of meeting materials (including agendas, flyers, notifications, handouts, presentations, minutes). Particulars of consultant responsibility are included in Task 2. It is anticipated that this effort will include 3 TAC Meetings (kickoff, midpoint progress, final), 3 Public Meetings (early stage, midpoint update, and final), and various project team coordination meetings.

**Task 4. Develop Critical Datasets for Study Area  
(6 months: October 2011 – March 2012)**

The consultant effort will be undertaken in cooperation with staff of the County Department of Planning and Economic Development, as well as the County Engineer's office. Base data not included in the previous study will be developed by the consultant team at the onset of Study. Where possible and practicable, the consultant shall utilize information and datasets from the previous effort to incorporate into their work effort and streamline necessary analysis.

Specifically, consultant shall develop a survey and right-of-way map under this task, an essential tool from which to develop the County's final recommendations:

***Task 4A. Survey***

Consultant shall deliver a complete survey of River Road in paper copy and AutoCAD files. The Survey will cover the entire 3.8-mile stretch of County Route 505/River Road from the Hudson County boundary in the south (MP 3.67) to its intersection with Bruce Reynolds Boulevard at the foot of the George Washington Bridge in the north (MP 7.46). Survey shall be at 1:20 scale and show as separate layer files all roadways, all benchmarks, all baselines and centerlines with stationing, all existing curbs, curblines and curb cuts, all right of way and property lines, property owners and block and lot numbers adjacent to the right of way, all sidewalks, all road and pavement markings, including striping and crosswalks, all driveways and ramps 25 feet from the existing curblines, all traffic signals, all structures within the right of way, all above and below ground utility lines and equipment, all storm drains, valves, catchbasins and other drainage facilities, all trees, bushes and plantings, all buildings within 50 feet of the right of way, all cross streets to 150 feet of the centerline of River Road, all turn radii, and any other items normally and customarily included on a survey. All signs shall be identified on a sign legend with dimensions, quantities and MUTCD reference numbers. A separate geometric control plan (tie sheet) shall be included. The final product will be printed copies of the survey on multiple sheets with match lines and AutoCAD files.

Consultant should note that the County has an existing survey that does not match as-built plans and is to be used as a reference only.

***Task 4B. Right-of-Way Map***

Consultant shall deliver a map, in paper copy and AutoCAD file, depicting property ownership along River Road. The right-of-way map shall cover the entire 3.8-mile stretch of County Route 505 (River Road) from the aforementioned milepost 3.67 to mile post 7.46. It shall include all lot and block lines, all block and lot numbers, tax parcel and ownership information.

***Task 4C. Traffic Signal Data***

Consultant shall obtain relevant data on traffic signals in the corridor, including signal timing and phasing. Note the County may supply signal timing and phasing plans, but these may not reflect field conditions and the Consultant shall reconcile plans and as-builts as part of this task. The Consultant is expected to use this data to develop conceptual improvements to traffic signals as part of Tasks 5, 6, and 7, including, but not limited to, changes to traffic signal timing and phasing to facilitate safer and more efficient travel along and across River Road by pedestrians, bicyclists and transit riders.

***Task 4D. Environmental Scan***

Consultant shall perform a detailed environmental scan of the corridor as related to the conceptual improvements developed through this study. All known existing and potential environmental contamination and ecologically sensitivities should be listed and mapped. For each mapped location, a recommendation as to the appropriate remediation or mitigation strategy should be made.

#### ***Task 4E. Additional Data***

In addition, as a resource for further development of concepts in this Study, the consultant shall develop and/or review relevant datasets, including but not limited to the following:

- Roadway profile and operations in vicinity of study area and relative to corridor-wide usage and traffic flow.
- Adjacent land uses and activities.
- Traffic patterns within study area, especially relative to targeted transit improvements in corridor, ferry locations, bus stops, activity centers, etc.
- Intermodal interfaces within study area, especially relative to NJ TRANSIT and other bus and shuttle service, access to the Hudson-Bergen Light Rail Transit line, and ferry terminals.
- Bicycle and pedestrian activity and accommodations within study area, with particular emphasis on the River Road alignment and access to nearby activity centers.

**Deliverables:** Survey; Right-of-Way Map; Compendium of data collection efforts as pertaining to study area. This includes all GIS data relevant to the analysis. These will be utilized as we move forward into the analysis phase.

#### **Task 5. Sidewalks and Pedestrian Facilities Plan (9 months: April 2012 – December 2012)**

Consultant shall identify missing and in-need-of-repair sidewalk segments. A comprehensive list of concepts will be developed and shall be prioritized by need for staged implementation. Improvement concepts will be developed noting that the first phase of study cited the difficulty in crossing River Road to access reverse-side transit stops and other uses, and the difficulty presented by lack of infrastructure (sidewalks, crosswalks, pedestrian signalization, etc.) for continuity and connectivity. Improvements will be coordinated with adjacent land uses.

**Deliverables:** Prioritized list of concepts for missing and in need of repair sidewalk segments.

#### **Task 6. Bicycle Plan (9 months: April 2012 – December 2012)**

Consultant shall develop a bicycle plan for the River Road corridor. The bicycle plan shall be composed of a narrative explanation and a prioritized list of improvement concepts for any and all bicycle facilities proposed as part of the Plan. In consultation with planners, engineers, police, elected officials, school officials, the TAC, and any other interested party, the Consultant will examine the feasibility of accommodating bicycle travel on River Road. They will analyze different types of bicycle facilities (bikeways, bike lanes, shared lanes, etc.) and recommend those, if any, that are most appropriate for River Road with regard to safety, traffic flow, potential usage/ridership, adjacent land uses and community character.

The Bicycle Plan shall consider the ongoing Hudson River Waterfront Walkway project and linkages to it as part of the Plan, including the design of portions of the Hudson River Waterfront Walkway that are proposed to run on River Road. Plans for these sections of River Road are expected to be compatible with and comparable to those referenced in the forthcoming (expected by the end of 2010) report entitled, *Bergen County Hudson River Waterfront Walkway Design and Implementation Strategy Plan*. Note these sections are where long-term industrial use of the waterfront or existing residential development prevents the construction and use of the Walkway. They are, as noted in the draft *Bergen County Hudson River Waterfront Walkway Design and Implementation Strategy Plan (2010)*:

- Hess Oil & Chemical Corporation  
(615 River Road, Edgewater, Block 76; Lot 5)
- Admiral's Walk  
(1055-1077 River Road, Edgewater, Block 33; Lots 1N,1S and 2)
- Waterside  
(1111 River Road, Edgewater, Block 33; Lots 1.02 and 1.03)
- The Edgewater Colony  
(1445 River Road, Edgewater, Block 1; Lots 1 and 7)

Improvements will be developed noting that the first phase of study cited the difficulties presented to bicyclists using the River Road corridor, especially the lack of infrastructure such as bicycle accommodations and amenities.

**Deliverables:** Bicycle plan and prioritized concepts for bicycle facilities.

**Task 7. Plan for Access to Transit**  
**(9 months: April 2012 – December 2012)**

Consultant shall develop concepts for improvements to selected transit stops in the River Road corridor. The decisions to select transit stops for improvement shall be informed by collected data about service type, frequency, ridership (boarding and alighting) access to service, including by those with limited mobility, accidents and safety data, and comments received through public outreach. Improvement concepts will be developed noting that the first phase of study cited the difficulty in crossing River Road to access reverse-side transit stops, and the lack of infrastructure (sidewalks, crosswalks, pedestrian signalization, etc.) in accessing some stops. Improvements will be coordinated with adjacent land uses and consider best practices and techniques of Transit Oriented Development.

**Deliverables:** Prioritized list of improvement concepts for transit stops in the corridor.

**Task 8. Transit Oriented Development Study**  
**(6 months: July 2012 – December 2012)**

Consultant shall examine current land use and zoning along River Road in the study area. Based on the location of transit stops, vacant or redevelopable land, and various densities and mixes of uses, the Consultant shall develop a conceptual Transit Oriented

Development (TOD) plan that will maximize the use of public transit as a primary transportation mode and minimize automobile usage in the corridor. The Consultant should consider the potential benefits of mixing uses both horizontally and vertically and the possible relocation of transit stops to take advantage of redevelopable land. Deliverables for this task include a brief narrative and accompanying map(s) of the TOD plan and a sample ordinance and/or implementation guide to adopting TOD policies.

**Task 9. Prepare Conceptual Designs for Proposed Alternatives  
(9 months: October 2012 – June 2013)**

- Prepare a screening of best practices to determine design features appropriate to the study area. Special attention will be paid to the design elements necessary to achieve better intermodal interface, while still careful to remain context-sensitive within the surrounding community. Design best practices will be evaluated with an eye toward enhancing circulation, geometrics, linkages to transit, transit interfaces, bicycle and pedestrian accommodations, and other transportation enhancements appropriate to this “intermodal corridor”, including gateway treatments and traffic-calming techniques.
- Prepare a cost screening and analysis to further assess the viability of proposed alternatives.
- State-of-the-art techniques evaluated shall be shared with Staff from Department of Planning and County Engineer in order that the County may apply said techniques to other, comparable areas both within and without the corridor.
- Present a conceptual design plan of implementable alternatives for the study area, summarizing potential “roadblocks” to implementation, identifying needed permits and ROW acquisitions and noting the phase of implementation (short-term/medium-term/long-term).
- Through the TAC, public outreach and community liaison, recommend a preferred alternative to progress through the next phase of the project’s delivery and implementation.
- Develop conceptual designs to the level of detail necessary to flow seamlessly into the next phase of the project delivery process, including cost estimates for identifying and securing potential funding resources.
- The outcome(s) of this study are anticipated to flow into the State or Federal project funding pipeline, and/or utilize County/local funding and in-house efforts to proceed. Therefore, all necessary project development phases and elements including preliminary engineering, permitting, ROW, final design, construction drawings, and all relevant specs (including Federal and County and possibly State), and other necessary bid documents shall be considered when presenting concept alternatives for further development following this study effort.

**Deliverables:** A prioritized list of potential alternatives as identified in the previous tasks for short-term, medium-term, and long-term improvements. These will be included in a blueprint of implementable alternatives to be vetted with the TAC, community, public meetings, and the County. Project outcomes will be selected to advance as funding permits, including funding streams afforded by the NJTPA and potential public/private partnerships. Concepts are to be developed to the level of detail necessary to flow seamlessly into the next funding phase and preparation of complete engineering drawings for implementation.

**FY 2012 - 2013 SUBREGIONAL STUDY PROGRAM  
BERGEN COUNTY: RIVER ROAD/HUDSON WATERFRONT CORRIDOR STRATEGY: A PHASE II STUDY  
BUDGET PLAN**

	PROPOSED BUDGET	REPROGRAMMED FUNDS FROM PREVIOUS SSP	ADDITIONAL REQUESTED FUNDS	FEDERAL SHARE	LOCAL MATCH
<b>Part I: DIRECT EXPENSES * (PERSONNEL SERVICES):</b>					
1. Salaries	\$ 58,242.59	\$ 29,121.30	\$ 29,121.30		
2. Fringe Benefits @ Rate 57.96%	\$ 33,757.41	\$ 16,878.70	\$ 16,878.70		
3. Leave Additive	\$ -				
<b>Subtotal</b>	<b>\$ 92,000.00</b>	<b>\$ 46,000.00</b>	<b>\$ 46,000.00</b>	0%	100%
<b>Part II: DIRECT NON LABOR EXPENSES:</b>					
1. Supplies	\$ -				
2. Travel	\$ -				
3. Printing & Reproduction	\$ -				
4. Telephone	\$ -				
5. Postage	\$ -				
6. Conference/Training	\$ -				
7. Other (Specify)	\$ -				
<b>Subtotal</b>	<b>\$ -</b>			0%	100%
<b>Part III: INDIRECT COST ALLOCATION</b>					
Indirect Cost Allocation	\$ -				
<b>Subtotal</b>	<b>\$ -</b>			0%	100%
<b>Part IV: CONSULTANT COSTS</b>					
Consultant	\$ 368,000.00	\$ 184,000.00	\$ 184,000.00		
<b>Subtotal</b>	<b>\$ 368,000.00</b>	<b>\$ 184,000.00</b>	<b>\$ 184,000.00</b>	100%	0%
<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 460,000.00</b>	<b>\$ 230,000.00</b>	<b>\$ 230,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

**Federal Share:** \$ 368,000.00      **Local Match:** \$ 92,000.00      **Total:** \$ 460,000.00

\* These matching funds are in-kind match from Bergen County Department of Planning & Economic Development Budget Categories: Salary (001-121-524-10-11) and Supplies (001-121-524-13-11)

**FY 2012 - 2013 SUBREGIONAL STUDY PROGRAM  
BERGEN COUNTY: RIVER ROAD/HUDSON WATERFRONT CORRIDOR STRATEGY: A PHASE II STUDY  
STAFFING PLAN**

**Project Task Budget**

<b>Task #/Description</b>	<b>Subregional Staff Hours</b>	<b>Direct Labor Costs</b>	<b>Direct Non-Labor Costs</b>	<b>Indirect Costs</b>	<b>Consultant Costs</b>	<b>Total Costs</b>
Task 1 - Prepare RFQ/RFP & Consultant Selection	100	\$ 6,923	\$ -	\$ -	\$ -	\$ 6,923
Task 2 - Project Management	204	\$ 14,122	\$ -	\$ -	\$ 15,000	\$ 29,122
Task 3 - Public Outreach & Interagency Coordination	150	\$ 10,384	\$ -	\$ -	\$ 40,000	\$ 50,384
Task 4 - Develop Critical Datasets for Study Area	100	\$ 6,923	\$ -	\$ -	\$ 73,000	\$ 79,923
Task 5 - Sidewalks & Pedestrian Facilities Plan	150	\$ 10,384	\$ -	\$ -	\$ 40,000	\$ 50,384
Task 6 - Bicycle Plan	150	\$ 10,384	\$ -	\$ -	\$ 40,000	\$ 50,384
Task 7 - Plan for Access to Transit	150	\$ 10,384	\$ -	\$ -	\$ 40,000	\$ 50,384
Task 8 - Transit-Oriented Development Study	150	\$ 10,384	\$ -	\$ -	\$ 40,000	\$ 50,384
Task 9 - Prepare Conceptual Design Plan	175	\$ 12,114	\$ -	\$ -	\$ 80,000	\$ 92,114
<b>TOTAL</b>	<b>1,329</b>	<b>\$ 92,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 368,000</b>	<b>\$ 460,000</b>

**Subregional Staff Plan**

<b>Personnel (Name/Title)</b>	<b>Estimated % of Time Needed for Study (based on total work hours for a 2-year cycle)</b>	<b>Total Estimated Hours for Study</b>
Farouk Ahmad, Director	2%	83
Donna Orbach, Division Director	12%	500
Christopher Helms, Asst. Division Director	12%	500
Sean Zhang, Principal Planner	2%	80
Joseph Baladi, Engineer	2%	83
Jaison Alex, Engineer	2%	83
<b>TOTAL</b>	<b>5%</b>	<b>1329</b>

**FY 2012 - 2013 SUBREGIONAL STUDY PROGRAM GUIDELINES**  
**River Road/Hudson Waterfront Corridor Strategy: A Phase II Study**  
**APPENDIX D - PROJECT SCHEDULE**

	FY 2012												FY 2013										Final Qtr. Report July			
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter				
	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April		May	June	
Authorized Project Start Date	*																									
Task 1 - Prepare RFQ/RFP & Consultant Selection																										
Consultant Kick-Off				*																						
Task 2 - Project Management																										
Task 2a - Quarterly Reports & Invoices				*			*			*			*			*			*			*			*	
Task 3 - Public Outreach & Interagency Coordination																										
Task 3a - TAC Meetings																										
Task 3b - Community/Public Meetings																										
Task 4 - Develop Critical Datasets for Study Area																										
Task 5 - Sidewalks & Pedestrian Facilities Plan																										
Task 6 - Bicycle Plan																										
Task 7 - Plan for Access to Transit																										
Task 8 - Transit-Oriented Design Study																										
Task 9 - Prepare Conceptual Design Plan																										
Project Completion Date																										*

**Legend:**  
Milestone Date \*  
Meeting Date ●

**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor(s):** County of Essex

**Title of Proposed Study:** Essex County Comprehensive Transportation Plan

**Estimated Budget Requested:** \$350,000 (Includes In-Kind Match)

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*Executive Summary*

Essex County is a diverse area of New Jersey, as it contains one of the most urban areas in the State, the City of Newark and inner ring urban and outer ring suburban municipalities such as Essex Fells and Livingston. Despite visual and functional differences, the County's twenty-two municipalities have at least one thing in common: they are at or nearing full build out. This fully developed character places the majority of the planning focus on improving or replacing existing infrastructure, and preserving the little available land to serve as parks and open space for a growing population. During the County's State Plan Cross-Acceptance process there were common concerns echoed by nearly all participating municipalities, it was transportation and its aging infrastructure.

The current Essex County Transportation Plan has not been updated since 1984 and no longer reflects the current or future comprehensive needs of the County transportation system which have drastically changed over the last 26 years. Transportation planning changes have occurred at all levels of government and most assumptions of the 1984 plan have since become irrelevant.

The Essex County Transportation Plan will be an implementation agenda for a countywide, multi-modal transportation network for the movement of people and goods, while addressing environmental concerns, traffic congestion and pedestrian and bicyclist safety. In addition, a Complete Streets policy for the development of traffic-calmed, congestion-mitigated transportation system and providing connections to home, workplace, school, recreation and shopping destinations for the regional commuter as well as County residents.

The approach to updating the 1984 plan will take place through six primary steps. First a thorough review of the County's goals will be conducted and data will be collected on transit, goods movements, bicycle/pedestrian, demographics and land use information. Next, the data will be incorporated into the County's GIS system to develop maps for inclusion into the plan as well as to facilitate discussion. Maps will include such topics as population density, employment activity centers, land use, transportation system, major trip generators, areas of congestion and intermodal facilities. This collected and mapped data will be used to assess the state of the County's transportation system, and identify preliminary issues concerning the system's ability to support future growth. The following step will be to develop a set of goals, objectives and policy strategies specifically tailored to meet the County's needs and priorities for maintaining and operating its transportation system. Lastly, the process will conclude with the preparation of the final document, which will include chapters on Goals and Objectives, Existing Conditions, Transportation Needs, Policies and Implementation Strategies, Capital Improvement Projects and compatibility with Regional and State Plans.

Creation of the plan will take into account the comprehensive needs of all the County's transportation users including motorist, pedestrians, bicyclist and transit users while addressing emerging issues such as climate change and pedestrian safety. The plan will generate a prioritized implementation project list that will reflect the transportation priorities of the County. A Complete Streets policy will be developed and

adopted to create a comprehensive, integrated, connected multi-modal network of transportation alternatives. The plan will include policies and implementation strategies and a prioritized implementation project list that will reflect the transportation priorities of the County. This priority listing will direct the County not only how to best invest its capital program but where to invest its state and federal transportation improvement funding. In addition, the County will generate GIS transportation data developed as part of this planning effort.

The Essex County Comprehensive Transportation Plan will build on the following existing County planning documents.

NAME	ELEMENT	YEAR	PAGES	PULL OUT MAPS
ESSEX COUNTY FACILITIES MASTER PLAN		1992	221	N
IMPACTS OF RECENT CONSTRUCTION ON THE TRANSPORTATION NETWORK		1998	20	N
TRANSPORTATION ELEMENT UPDATE- UNFINISHED		2000	166	Y
ESSEX COUNTY CROSS-ACCEPTANCE REPORT		2004	315	Y

The proposed planning effort will use the existing plans to the extent possible to develop an understanding of how the existing transportation network has evolved and what issues have historically been identified with the County’s transportation network.

The Complete Streets concept is an initiative to design and build roads that adequately accommodate all users of a corridor, including pedestrians, bicyclists, users of mass transit, people with disabilities, the elderly, motorists, freight providers, emergency responders, and adjacent land users. This concept dictates that appropriate accommodation(s) be made so that all modes of transportation can function safely and independently in current and future conditions. The County will incorporate this policy as it reviews and modifies the site plan and subdivision standards, develops the capital project prioritization criteria and as policy directive for all County projects in either planning, design, construction and maintenance phases.

The *Essex County Comprehensive Energy Plan* will commence in October of 2010 and should be completed in June of 2011. It is anticipated that the recommendations of the Energy Plan applicable to transportation will also be reflected in the proposed transportation plan addressing climate change concerns. Some applicable Energy Plan concepts that could be carried over into the Transportation Plan include LED traffic and pedestrian signal conversions, proposing average fuel consumption standards for the County’s vehicle fleet or promoting LEED-certified development on projects under County Planning Board Jurisdiction. In addition, the County will be participating with the NJTPA in the Region-wide GHC Reduction Plan scheduled to launch in FY 2012.

## **Regional Impact**

The Essex County's transportation network is utilized daily by regional and local commuters as well as goods freight movement traveling to a major portion of the region's core, which is located in Essex County, including such destinations as the Newark CBD, Newark Liberty International Airport, Newark Penn Station, University Heights and Port Newark. Increasingly, due to the development of regional travel generators such as the Prudential Center and the expanded Turtle Back Zoo and South Mountain Recreation Complex, the County has seen increases in off-peak recreational travel as well.

The cost of maintaining the transportation network in a state of good repair has become increasingly expensive. This has resulted in an increased strain on limited funding resources to maintain older infrastructure found in the County. In addition to funding becoming more constrained and highly competitive, the need for transportation improvements to consider and reduce adverse impacts on the environment has increased as well. As an outcome of this plan, transportation needs will be analyzed in order to properly assess and prioritize future transportation investment in a manner that best optimizes the County's transportation system's life cycle with the available funding.

## **Work Program and Schedule**

### *1. STEERING ADVISORY COMMITTEE*

Essex County and the consultant team will create a broad-based steering advisory committee (SAC) to oversee and direct this Plan consisting of representatives from the Essex County Planning Board, Essex County Transportation Advisory Board, Essex County Office of Special Transportation, Essex County Department of Engineering, NJDOT, NJTPA, NJ Transit, New Jersey Department of Environmental Protection and interested municipal officials and private sector businesses among others.

The responsibilities of the SAC shall include, but not be limited to:

- Review and provide feedback to the consultant on draft and final project reports and documents throughout the project schedule.
- Identify stakeholders, community groups and partners associated with community outreach and participation for various public participation activities.
- Develop, guide and participate in community involvement activities.
- Guide the development of sections in the Transportation Plan.
- Review and provide input on the needs assessment, public outreach, the technical efforts and recommended implementation strategies for the Plan.
- Review the final report's short, medium and long-term transportation strategies.
- Ensure that the final report clearly identifies the implementation priorities along with agencies responsible for each project hand-off.

**Deliverables:** Ten to Twelve (10-12) meetings of the SAC are anticipated, at which consultant participation will be required. A mailing list of stakeholders, community groups, and partners will be prepared and maintained by the Consultant who will also be responsible for preparing PowerPoint presentations and all meeting materials.

## 2. *COMMUNITY/STAKEHOLDER INVOLEMENT*

The consultant will draft a community/stakeholder involvement strategy, which will be reviewed and finalized by the SAC. The community/stakeholder involvement strategy will include, but will not be limited to the following activities:

- Interview Sessions
- Stakeholder Group Participation
- Public Meetings
- Web Site Development
- Report Distribution

**Deliverables:** The consultant will conduct six to eight interviews and provide summaries of each. The consultant will participate in three (3) public meetings and prepare the necessary materials for these meetings. Copies of presentations and other presentation aides will also be provided by the consultant in advance for the County staff to review. Summaries of the public meetings will be prepared by the consultant. The mailing list of stakeholders, community groups, and partners will be prepared and maintained by the County planning staff. Planning staff will handle posting of meeting materials on the Essex County web site.

## 3. *DATA GATHERING AND ANALYSIS*

The consultant will undertake the data collection and analysis activities including review of current legislation, plans, studies and technical reports. The consultant will review all existing reports, plans and mapping provided by the County, steering committee and relevant stakeholders.

The consultant will develop a facility inventory for different transportation modes and a technical memorandum summarizing information from previous planning work. The consultant will create base maps which show existing conditions including system deficiencies, impediments and safety hazards for county roads and bridges. These existing conditions maps will also identify linkages to transit hubs, schools and major trip generators. The existing conditions maps will be used to develop targeted improvements to address identified system needs.

Additionally, the consultant will review and make recommendations on the existing subdivision and site plan review regulations. The existing standards have been in place since 1984 and are not appropriate for today's urbanized Essex County. Consultant shall consider changes that have since occurred in the ASHTO and MUTCD manuals plus the emergence of Complete Streets policy at a minimum.

County staff, working with the consultant will develop an online survey to solicit public input to identify the most pressing transportation needs and potential solutions within Essex County through a series of questions to gauge the public's view regarding desirable development levels and packages of transportation improvements needed to support those levels of development.

**Deliverables:** The consultant will develop a facility inventory for different transportation modes and a technical memorandum summarizing information from previous planning work. The consultant will also prepare a technical memo that summarizes the all of data collected. The consultant will develop mapping that shows existing conditions, system deficiencies, impediments and safety issues. The mapping will also show locations for proposed improvements. The mapping will conform to the County standards for documenting GIS maps and data reporting requirements. The consultant will also develop surveys for residents and employers to identify pressing transportation needs and potential solutions.

#### 4. *TECHNICAL ANALYSIS*

The consultant will use the North Jersey Regional Transportation Model as the backbone of the Travel Demand Modeling analysis. The results of the County's wastewater build out analysis and the total regional model of the NJRTM area will be used to establish growth scenarios for the both the County and beyond its borders to simulate what potential traffic pattern changes may be caused by factors within and outside the County. The results of this analysis will be used to determine what transportation improvements and land use changes will be needed to meet the projected growth in Essex County. Detailed level of service analysis will be completed for key locations to determine level of magnitude improvements and costs as necessary.

The modeling will also be used to identify current and future development areas to show heavy travel patterns between specific destinations and identify any road network segments that are not operating efficiently should be analyzed and solutions proposed. The model, once calibrated, will include running several scenarios to identify future areas of development and segments on the transportation network that will experience increasing traffic congestion. These scenarios may include a current growth trend scenario including the current levels of road and public transit service and proposed system improvements.

The technical analysis will also include a section on walking, biking and trails with emphasis on walking and biking to transit. The analysis should identify issues, needs and recommendations to improve the connectivity of the County sidewalk, bicycle and greenways network including where adequate shoulders exist on county roads and where missing segments are located.

**Deliverables:** The consultant will prepare a series of technical memoranda summarizing the results of the analysis of following areas: travel demand modeling and, pedestrian and biking, and freight. The travel demand modeling memorandum will include the process utilized in calibrating and running the model and summarize the results including GIS maps for each scenario.

#### 5. *PLAN DEVELOPMENT*

The consultant will prepare the final report comprised of the following sections: Vision Statement, Goals and Objectives, Overview and Planning Framework, Existing Conditions of the County Transportation System, Preferred County Transportation System and the Plan Implementation Strategy. The draft and final documents will be based on the results of the previous tasks.

Based upon input from the SAC and through input from the public outreach efforts, a brief vision statement will be developed by the consultant team. This vision statement will guide the efforts of the consultant team as well as the SAC as the Plan progresses.

Working with the SAC and through input from the public outreach process, the consultant will develop a set of goals and objectives to guide the development of various mobility strategies to improve mobility throughout the County. The current mission statement will be used as the basis for identifying expanded goals and objectives. Detailed guiding principles would also be developed to provide guidance for each of the sections of the Transportation Plan. It is envisioned that these goals and objectives would build upon the ones found in the Regional Transportation Plan and Essex County's existing Transportation Plan.

This element will provide an overview of the County's transportation system and the planning framework in which the County operates. This section will also discuss new state and federal transportation legislation that has been enacted since 1984.

The plan will summarize the County's existing transportation system and highlight the key planning and infrastructure challenges the County faces. Maps and figures will be utilized to convey this information. The Plan will also outline the preferred County Transportation system and identify a series of transportation projects that will implement the vision and recommendations of the County's Plan. Transportation improvements and strategies will be developed for the following areas: roadway, transit, bicycle and pedestrian, freight and environmental enhancements. A section of the Plan will highlight the importance of connecting coordinating transportation and land use decisions. In order to rationally prioritize capital improvements, realistic criteria will be instituted. The following categories are a preliminary starting point:

- Project Location (Population density)
- Land Use
- Functional Classification
- Repair /Maintenance
- System Coordination
- Complete Street Policy

The Plan will prioritize and identify the top initiatives for in the element including transit, roadway, congestion mitigation, and bicycle and pedestrian improvements. The goal is to make the implementation agenda more focused through prioritizing the proposed projects. The proposed strategies will be broken into short, medium and long timeframes and will have listed key stakeholders needed to advance each strategy. This element will also include a set of benchmarks that will allow Essex County to monitor its progress in implementing the strategies and projects in the plan.

**Deliverables:** The consultant working with the SAC will prepare the draft Essex County Transportation Plan comprised of the following sections: Vision Statement, Goals and Objectives, Overview and Planning Framework, Existing Conditions of the County Transportation System, Preferred County Transportation System and the Plan Implementation Strategy.

## 6. *FINAL REPORT AND PLAN IMPLEMENTATION STRATEGY*

The Consultant will provide the following:

- Summary of all SAC, stakeholder and public meetings
- One electronic and one paper copy summarizing the results of the review of current applicable plans, studies and reports
- One electronic and one paper copy of GIS mapping of existing conditions needs assessment and recommended improvements
- One electronic and one paper copy of the technical modeling analysis
- One electronic and 20 hard copies of the draft report
- One electronic and 20 hard copies of the final report
- One electronic and one paper copy of all presentations materials used to facilitate meetings

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
ESSEX COUNTY: COMPREHENSIVE TRANSPORTATION PLAN  
BUDGET PLAN**

		<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ -		
2. FRINGE BENEFITS	0%	\$ -		
3. LEAVE ADDITIVE	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>		
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
7. OTHER (SPECIFY)		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>		
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>		
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ 350,000.00		
	<b>SUBTOTAL</b>	<b>\$ 350,000.00</b>	80%	20%
<b>TOTAL PROGRAM BUDGET</b>		<b>\$ 350,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$ 280,000.00	<b>Local Match:</b>	\$ 70,000.00	<b>Total:</b>	\$ 350,000.00
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**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM  
 ESSEX COUNTY: COMPREHENSIVE TRANSPORTATION PLAN  
 STAFFING PLAN**

**Project Task Budget**

Task	Subregional Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Task 1 - STEERING COMMITTEE	0	\$ -				
Task 2 - PUBLIC OUTREACH	0	\$ -				
Task 3 - DATA GATHERING & ANALYSIS	0	\$ -				
Task 4 - TECHNICAL ANALYSIS	0	\$ -				
Task 5 - PLAN DEVELOPMENT	0	\$ -				
Task 6 - FINAL PLAN	0	\$ -				
<b>TOTAL</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000.00</b>	<b>\$ 350,000.00</b>

**Subregional Staff Plan**

Personnel (Name/Title)	Estimated % of Time Needed for Study (based on total work hours for the year)	Total Estimated Hours For Study
<b>TOTAL</b>	<b>0%</b>	<b>0</b>

Task # - Description	FY 2012												FY 2013												Final Qtr Report
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter			
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Authorized Project Start Date	★	July 1, 2011																							
Task 1 - Project Management																									
Task 1a - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★
Task 2 - Steering Advisory Committee																									
TASK 3- Public Involvement																									
Task 4 - Data Gathering & Analysis																									
Task 5 - Technical Analysis																									
Task 6 - Plan Development																									
Task 7 - Final Plan & Strategy																									
Task 8 - Final Report																									
Project Close Out																									
Project Completion Date																									June 30, 2013 ★

**Legend:**

Milestone Date ★  
Meeting Date Ⓞ

Proposed Timeline   
Actual Timeline 

**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor(s):** Hudson County and City of Jersey City

**Title of Proposed Study:** Jersey City/Journal Square/Bayonne Bus Rapid Transit Study

**Estimated Budget Requested:** \$250,000 (Includes In-Kind Match)

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*Executive Summary:*

The purpose of this proposal is to advance a study of bus rapid transit (BRT) service in the City of Bayonne, the Greenville section of Jersey City and the Journal Square transportation center in the City of Jersey City using existing rights-of-way. The City of Bayonne is a transit-dependent community that has substantial bus ridership on the major north-south roadway corridors particularly the CoachUSA/Red&Tan 10 and 99S routes on John F. Kennedy (JFK) Boulevard and NJ TRANSIT's 81L, 81X and 120 routes along Avenue C. The JFK Boulevard corridor is a critical link connecting the two cities and providing access from the core residential neighborhoods of Bayonne to employment centers, educational institutions, PATH Journal Square Transportation Center, entertainment destinations and redevelopment areas within the project limits

This study would locate the necessary corridors and alternate routes where bus transportation is required to connect these communities to downtown areas and employment centers. The existing bus service is constrained by excessive headways, substantial travel times, low average speeds, lack of passenger amenities and the absence of transit priority along the route. As a result, there is a need for improved transit service in the corridor with a focus on improvement of the existing bus service for intra-county trips and transfers to PATH for out-of-county trips especially to Newark.

**Description of Project:** The proposal may be described as a preliminary study of the feasibility of BRT service along the length of JFK Boulevard between Bayonne and the Greenville section of Jersey City and the Journal Square Transportation Center in Jersey City and other potential routes between Bayonne, Greenville and Journal Square. The study will be multi-jurisdictional in nature and include participation by the County of Hudson as lead agency with the City of Jersey City as a project sponsor and the City of Bayonne as a supporting partner.

The study is intended to include an analysis of existing conditions, evaluation of origins and destinations, identification of alternatives and study/refinement of alternatives with an emphasis on improvements to bus service. BRT services that will be explored in this study will include kiosks for passengers to easily and quickly purchase bus tickets to reduce boarding time; intelligent transportation systems which will provide countdown timers for real-time bus arrivals and bus information at the bus shelter and via website; optimizing the distance between bus stops with specific BRT branding to distinguish the BRT buses from other local bus service; and specialized BRT vehicles for faster boarding and alighting of pre-ticketed passengers. The proposed physical infrastructure will include information kiosks, off-vehicle ticketing and bus shelters. A separate BRT right-of-way is not being proposed in this study. A BRT service would decrease congestion, reduce travel time, provide a comfortable ride for passengers, address the goals and objectives of Bayonne's and Jersey City's Circulation Plans, and provide service improvement by maintaining service as much as possible for transit-dependent customers and the existing underserved population and minimizing reductions in areas where there are no other transit alternatives. The existing North – South roadway corridors will be explored for implementation of BRT between

Bayonne, Greenville and Journal Square. JFK Boulevard which is owned by Hudson County, Broadway and Avenue C which is owned by the City of Bayonne, and Garfield Avenue and Ocean Avenue, which are owned by the City of Jersey City will be examined.

The study will explore the opportunities for connections/transfers to New York City Transit's S89 Bus between the 34<sup>th</sup> Street Station in Bayonne and Staten Island and look at commuter bus market needs that were identified in the Jersey City Circulation Plan. The study will address journey-to-work trips, discretionary travel and service necessary to support current as well as future redevelopment. Provisions shall be made for the implementation of improvements on a phased or interim basis such as NJ Transit's Go Bus service and New York City Transit's Select Bus Service.

#### 1. **Goals and Objectives:**

- Improve mass transit access to Journal Square for the residents of Bayonne and southern Jersey City.
- Undertake a comprehensive study of JFK Boulevard, Avenue C, Garfield Avenue and other streets as regional transportation corridors for the purpose of determining the feasibility of BRT service for journey-to-work and discretionary trips as well as service to/from major redevelopment areas.
- Improve mass transit service with an emphasis on bus service that improves headways, reduces travel time, increases average speeds and expands passenger amenities.
- Ensure that improved bus service and a BRT system increase access to employment centers, educational institutions, PATH Journal Square Transportation Center and support redevelopment in a sustainable manner.
- Identify the improvements necessary on an interim and permanent basis that are required to implement improved bus service and a BRT system between Bayonne, Greenville and Journal Square.
- Create seamless connections to bus usage for cyclists and pedestrians by providing bicycle storage at bus stops, buses with bicycle storage at the front end of the bus, and pedestrian improvements such as traffic calming where appropriate.

#### 2. **Link to the RTP/Strategy Refinement Area or other identified Subregional Need :**

The proposed BRT study will promote the following livability principles:

- **Provide More Transportation Choices:** BRT would be a new service and will promote efficient public transportation which will reduce congestion, and decrease travel time. By providing bicycle racks on buses and at bus stops with traffic calming improvements for pedestrians, a stronger link between pedestrians, cyclists and bus transit will be created.
- **Enhance Economic Competitiveness:** BRT service will create reliable and timely access to employment for residents of Bayonne and Jersey City and will provide employers with access to the labor force. Transit links will be explored in this study between the proposed BRT service, HBLR and PATH system.
- **Support Existing Communities:** The study will promote safer bus stops, additional connections to transportation and bicycle and pedestrian amenities which in turn will reduce vehicular traffic, congestion and promote faster travel times between existing destinations in the community.

### **Additional Emphasis Areas:**

- **Accessibility/Mobility:** Promote bus usage during am/pm peak periods to reduce vehicular traffic along the corridor. Provide accessible transportation for residents to access employment centers, government services, educational institutions and various amenities. Provide pedestrians and cyclists with safe and convenient paths to walk and bike while promoting connections to BRT services along JFK Boulevard.
  - **Intelligent Transportation Systems:** Provide kiosks with real-time bus arrivals and other bus information to serve as a Transportation Control Measure.
3. **Regional Impact:** The proposed study and implementation of BRT service between Bayonne and Jersey City will have a substantial regional impact for the following reasons:
- Expansion of mass transit service and transportation capacity in southern Hudson County including the City of Bayonne and City of Jersey City where access is constrained and high quality transit service is limited. Existing service between Bayonne and Jersey City include NJ TRANSIT buses 81L and 81X along Avenue C. Connections from Bayonne to additional destinations in Jersey City can be made on Bus #80 or Bus #87. Coach USA's Red and Tan Bus #99S and #10 have service along JFK Boulevard terminating at Exchange Place in Jersey City. Service within Bayonne is provided by the Broadway Bus Owners' Association Broadway Bus Line along Broadway. The Bergen Avenue Bus Owners' Association provides service along Bergen Avenue to Journal Square for Jersey City residents. Attached please find a map that indicates the existing bus service to the corridor. We will encourage private carriers like Coach USA, Bergen Avenue Bus and Broadway Bus lines to become stakeholders or interested parties for this study.
  - Improved mass transit service in the JFK Boulevard corridor inducing a modal shift and greater use of mass transit for journey-to-work trips and discretionary travel thereby reducing congestion on local and regional roads, maximizing the capacity of existing transportation infrastructure, contributing to air quality improvement and supporting sustainable development.
  - Increased access to employment centers including the Journal Square central business district, Hudson County government center, Jersey City's gold coast, and City of Newark via transfer to PATH all of which are regional employment destinations.
  - The study may result in improved access to educational institutions including New Jersey City University, St. Peter's College and Hudson County Community College which draw students from throughout the region. Access to institutions of higher education in Newark is available by transfer to PATH at the PATH Journal Square Transportation Center.
  - Greater economic development and sustainable growth through improved mass transit service to existing redevelopment areas and planned redevelopment areas incorporating high density housing, mixed-uses and substantial commercial elements. These include but are not limited to the Texaco Redevelopment Area in Bayonne and the Bayfront, New Jersey City University West Side Campus and Journal Square Redevelopment Areas in Jersey City.
  - The affected agencies include the County of Hudson, City of Bayonne, City of Jersey City, NJ Transit, N.J. Department of Transportation, Port Authority of New York and New Jersey (PATH), and the Metropolitan Transportation Authority.

4. **Methodology:** The proposed study shall be a comprehensive study evaluating the feasibility of BRT service, analysis of alternatives and recommendations as to implementation including preferred alternatives and conceptual plans. The study shall conform to all NJTPA, State and Federal guidelines and requirements. Three public meetings will be held in Bayonne and three in Jersey City at the beginning, middle and end of the study. The public will participate in visioning exercises that will promote community feedback. Appropriate high quality materials will be provided to the public that effectively explain bus rapid transit and various BRT options. A project website will be created for updates on the study and information for interested parties. TAC meetings will be held bimonthly. The TAC will consist of members from Hudson County, the City of Bayonne, the City of Jersey City, NJ Transit, an employee of NJTPA and a consultant. The TAC will reach out to interested parties such as the MTA, Port Authority of NY and NJ, Coach USA, Bergen Avenue Bus and Broadway Bus to participate in this study.
5. **Description of Prior Work and Funding:** N/A
6. **Future Work/Funding:** The Master Plans of Bayonne, Jersey City and Hudson County may be amended to include the project recommendations. Additional work/funding will be determined through the feasibility study of BRT service.
7. **Work Program and Schedule:**

*Task 1: Project Management*

Staff from the County of Hudson Division of City Planning will serve as the project manager for this effort. Hudson County staff will work closely with staff from the City of Jersey City and the City of Bayonne throughout this project. A consultant will be hired to prepare the final report for the study.

The project manager will serve as a liaison between the consultant and members of a Technical Advisory Committee and the general public. The project manager will be responsible for keeping all relevant parties on task, on time, and within budget. The project manager will prepare reports and invoices for submission to NJTPA at the end of each quarter.

A Technical Advisory Committee (TAC) shall be convened, which will be comprised of representatives from the County of Hudson, the City of Jersey City, the City of Bayonne, and an employee of NJTPA. The TAC will reach out to NJ Transit, NJ DOT, Port Authority of New York and New Jersey, MTA, Coach USA, Bergen Avenue Bus, and Broadway Bus to participate as stakeholders or interested parties. The TAC will provide input into the consultant-selection process, serve as a resource for the selected consultant, review all consultant work products, and guide the project. The TAC will meet regularly throughout the course of the project. The project manager will be responsible for notifying the TAC of meetings and preparing meeting minutes.

A qualified consultant will be hired to prepare the final report. Staff representing Hudson County, Jersey City, and Bayonne will prepare a draft request for proposals (RFP). The TAC shall provide comment on the draft RFP prior to its finalization. The RFP will be mailed to preferred vendors and advertised per NJTPA requirements. After all proposals are received, a consultant-selection committee will review and score submissions, interview potential consultants, and select the consultant team. The project manager will prepare all necessary documents for the hiring of the selected consultant.

Throughout the duration of the study, Hudson County, Jersey City, Bayonne, the TAC, the selected consultant, and the general public will work collaboratively to develop the final product.

**Products:** Technical Advisory Committee, TAC meeting materials and minutes, RFP, contract with selected consultant, NJTPA quarterly reports and invoices

*Task 2: Public Outreach and Interagency Coordination*

Public outreach will play a significant role in the study. The process shall be transparent, allowing for maximum communication between Hudson County, Jersey City, Bayonne, the consultant, the TAC, and the general public. To facilitate the dissemination of information, the consultant will create a website that will remain active for the duration of the effort. Content of the website should include project background, meeting announcements, meeting minutes and handouts, draft and final work products, and contact information. The website should be interactive and include a forum that allows users to post comments and questions. Key components of the website should be in English and Spanish.

Throughout the course of the project, the consultant will hold at least three well-advertised public meetings in each municipality. Meetings of the TAC will not constitute public meetings and will be held bimonthly. When appropriate, meeting materials will be made available to the public in advance of the meeting. Efforts will be made to reach the widest audience possible. Thus, the consultant will prepare meeting materials in both English and Spanish. Innovative and effective ways to engage the public will be encouraged. The public will be given ample opportunity to review and provide feedback on consultant work products.

**Products:** website, materials and minutes from public meetings

*Task 3: Data Collection and Analysis*

The consultant will be responsible for the collection of data necessary to identify alternatives to improve the bus service between Bayonne and Jersey City in the study area. Data collection will allow the consultant to accurately assess the existing land use and transportation network, as well as evaluate anticipated changes to land use and the transportation network.

The consultant will review, at a minimum, the following documents: study area redevelopment plans, Jersey City Circulation Plan, The Port Authority of NY/NJ Regional Economy Report, NJTPA *Plan 2035*, the Jersey City Land Development Ordinance, the Bayonne Land Development Ordinance, Hudson County Land Development Regulations, the Hudson County Bus Circulation and Infrastructure Study, Jersey City Master Plan, Bayonne Master Plan, Hudson County Master Plan.

The consultant will collect data and information for all modes of transportation within the study area, including but not limited to, existing alignments and facilities, traffic volumes for key roads, and transit ridership. The consultant will create an inventory of bicycle and pedestrian accommodations, including but not limited to, existing crosswalks, sidewalks, and bicycle amenities.

The consultant will also compile planned projects, and/or policy changes from County or municipal departments and transportation agencies that provide service to the study area.

The consultant, with the cooperation of County and municipal staff and the TAC, will be responsible for gathering the above information. Data collection may require field work, site inspections, surveys, document review, and interviews.

The consultant will collect demographic data in order to perform an Environmental Justice evaluation. Demographic data will help the consultant to identify the impacts of alternatives on low-income and minority populations.

**Products:** Technical memorandum that summarizes the data collection effort and the results of the analysis of that data.

*Task 4: Needs Assessment*

Once the consultant has collected all necessary data, the consultant shall analyze the data in order to identify current and future deficiencies in the roadway network, transit service, pedestrian accommodations, and bicycle facilities. The consultant will provide comprehensive analysis of all data sources that will include a build-out analysis of the study area and a determination of transportation demands to be created by attractions within the study area and external traffic inputs. Analysis will also be performed to determine how planned future development will affect local and regional access and circulation within the study area.

In addition to impacts to connectivity and traffic flow, the consultant will examine impacts to the environment, air quality, low-income and minority populations (Environmental Justice evaluation), budget (cost), and schedule. Evaluation criteria shall be developed in order to rank all alternatives. It is anticipated that the consultant will hold three public meetings at the start, middle and end of the project. Three meetings will be held in Bayonne and three in Jersey City, to solicit feedback on the evaluation of the alternatives.

**Products:** A summary based on the data collection of the transportation needs in the area and any transportation deficiencies.

*Task 5: Model Development*

It is anticipated that the consultant will model all alternatives to determine impacts to traffic flow. The analysis must show how each alternative improves connectivity between Jersey City and Bayonne as well as any unintended impacts. Any transportation modeling should be done in close coordination with the NJTPA to ensure that output is compatible with the NJTPA's North Jersey Regional Transportation Model –Enhanced (NJRTM-E).

The model should include a transportation survey to obtain current data of a typical daily commute, origins and destinations and how many trips are made into and out of the study area by each mode. Surveys should be designed by both the Project Team and the Consultant. The survey should be bi-lingual and ask for the mode of travel, and the origins and destinations for all home-work and work-home trips.

The Consultant will create a Travel Demand Model using the data gathered from the transportation surveys. The Model should include: data on existing and proposed buildings; traffic impact studies prepared for major site plan and subdivision applications; a Trip Generation spreadsheet; Mode Split data; and a model build out to a future year.

The Consultant will collect data on existing mass transit in the Study Area and provide a map with available data on service frequency, headways and capacity. The Consultant will determine an approximate level of service for each transit route using the existing capacity of the transit network in the Study Area.

**Product:** Create a Travel Demand Model and transportation survey.

*Task 6: Draft Recommendations*

The consultant will develop a draft set of recommendations that improve connectivity between Jersey City and Bayonne. The recommendations shall be action-oriented and may include project and policy recommendations. Recommendations shall include actions for the short, medium, and long terms.

Recommendations shall include an implementation strategy and a method to monitor and evaluate the progress of implementation. Potential funding sources and agency responsibility will be identified for each recommendation. The consultant will prepare problem statements that are suitable for the Project Development Work Program project pool for recommendations that impact state facilities.

**Product:** Draft recommendations, problem statements (if applicable), implementation strategy, and method to monitor and evaluate implementation progress

*Task 7: Draft Final Report*

The consultant will prepare a draft of the final report for review by staff from Hudson County, Jersey City, Bayonne and the TAC. It is anticipated that the consultant will hold six public meetings, three in Bayonne and three in Jersey City, to share their recommendations with the public and to solicit feedback on the draft final report. Public comments shall be recorded in a separate written supplement. The consultant will revise the draft final report per received comments from the public, the TAC, Hudson County, Bayonne, and Jersey City.

**Product:** Draft final report, public comments

*Task 8: Final Report*

The consultant will prepare the final report. The consultant shall provide both hardcopies and digital copies of the final report to the project manager for distribution.

**Product:** Final report

Month 0:	Preparation of RFP
1-3 Months:	Solicitation of consultant, consultant selection, contract execution
4-6 Months:	Data Collection
7-9 Months:	Needs Assessments
10-13 Months:	Model Development
14-17 Months:	Draft Recommendations
18-20 Months:	Draft Final Report
21-24 Months:	Final Report

- Final Product Deliverables:** Feasibility Study with evaluation of existing conditions, identification of alternatives, analysis of alternatives, recommended alternatives and conceptual plans/maps.

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
HUDSON COUNTY AND JERSEY CITY: JERSEY CITY/BAYONNE BRT SUBREGIONAL STUDY  
BUDGET PLAN**

		<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ 36,250.82		
2. FRINGE BENEFITS	43.21%	\$ 9,181.00		
3. LEAVE ADDITIVE	21.50%	\$ 4,568.17		
	<b>SUBTOTAL</b>	<b>\$ 50,000.00</b>	0%	100%
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
7. OTHER (SPECIFY)		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ 200,000.00		
	<b>SUBTOTAL</b>	<b>\$ 200,000.00</b>	100%	0%
<b>TOTAL PROGRAM BUDGET</b>		<b>\$ 250,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$ 200,000.00	<b>Local Match:</b>	\$ 50,000.00	<b>Total:</b>	\$ 250,000.00
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**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
HUDSON COUNTY AND JERSEY CITY: JERSEY CITY/BAYONNE BRT SUBREGIONAL STUDY  
STAFFING PLAN**

**Project Task Budget**

Task	Subregional Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Task 1 - Project Management	420	\$ 25,231.04				
Task 2 - Public Outreach & Inter-Agency Coordination	195	\$ 11,738.24				
Task 3 - Data Collection and Analyses	0	\$ -				
Task 4 - Needs Assessments	42	\$ 2,636.69				
Task 5 - Model Development	0	\$ -				
Task 6 - Concept Plans and Recommendations	43	\$ 2,685.91				
Task 7 - Prepare Draft Report, Review and Comment	63	\$ 3,944.22				
Task 8 - Final Report	62	\$ 3,763.89				
<b>TOTAL</b>	<b>824</b>	<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000.00</b>	<b>\$ 250,000.00</b>



**Subregional Staff Plan**

Personnel (Name/Title)	Estimated % of Time Needed for Study (based on total work hours for the year)	Total Estimated Hours For Study
Stephen D. Marks, Director of Planning (Hudson)	7.4%	271
Megan Massey, Hudson County Principal Planner	7.4%	269
John Lane, Hudson County	0.0%	0
John Fussa, Bayonne Planning Director	0.0%	0
Jesse Ann Ransom, Bayonne Planner	0.0%	0
Don Schlachter, Bayonne Engineer	0.0%	0
Suzanne Mack, Bayonne	7.5%	272
Doug Greenfeld, Jersey City Planning	0.0%	0
Naomi Hsu, Jersey City Planning	0.0%	0
Daniela Ciammurconi, Hudson County Planning	0.0%	0
Mario Tridente, Hudson County Planning	0.0%	0
Jonathan Luk, Hudson County Planning	0.4%	13
<b>TOTAL</b>	<b>1.9%</b>	<b>824</b>

**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM**

**Hudson County  
Jersey City/Bayonne BRT Study  
PROJECT SCHEDULE**

Task # - Description	FY 2012												FY 2013												Final Qtr Report
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter			
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Authorized Project Start Date	★	July 1, 2011																							
Task 1 - Project Management																									
Task 1a - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★
Task 2 - Public Outreach & Interagency Coordination																									
Task 3 - Data Collection and Analysis																									
Task 4 - Needs Assessment																									
Task 5 - Model Development																									
Task 6 - Concept Plans and																									
Task 7 - Draft Report, Review and																									
Task 8 - Final Report																									
Project Completion Date																									June 30, 2013 ★

**Legend:**  
 Milestone Date ★  
 Meeting Date ○  
 Proposed Timeline   
 Actual Timeline 

**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor(s):** City of Jersey City

**Title of Proposed Study:** Liberty State Park Circulator Cost-Benefit Analysis

**Estimated Budget Requested:** \$220,000 (Includes In-Kind Match)

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Executive Summary

The Liberty State Park Circulator Cost-Benefit Analysis will evaluate a range of route and mode options for a mass transit circulator service that connects existing and future destinations in and near Liberty State Park. This study will result in the identification of a priority project or projects and a detailed implementation strategy to advance the highest-ranked option(s). While mass transit currently serves the western and northern edges of the park, there is no mass transit service to the interior of the 1,212-acre park. Liberty State Park is a major local and regional destination that provides open space for passive and active recreation and is the home of several landmarks and attractions including the Liberty Science Center, the Central Railroad of New Jersey Terminal, the park's Interpretive Center, and ferry access to the Statue of Liberty and Ellis Island. Established businesses and residential neighborhoods surround the park, and over 10,000 additional residences are anticipated in redevelopment plan areas adjacent to the park. The City of Jersey City will hire a consultant to conduct the study. Input from local and state agencies, stakeholders, and the general public will be solicited throughout the course of the study. A mass transit circulator service will support tourism and enhance the multi-modal mass transit network for park visitors as well as residents and workers.

Study Purpose and Need

The purpose of the study is to conduct a cost-benefit analysis of a range of options for mass transit circulator service throughout Liberty State Park (LSP) to serve destinations within the park and existing and future adjacent residential development and businesses. The cost-benefit analysis will consider various routes and modes including rail and rubber tire. The circulator route could include a high-quality transfer to/from the existing Liberty State Park station of the Hudson-Bergen Light Rail (HBLR) located at the northwestern edge of LSP or to/from a potential new Jersey Avenue station that may be construction as part of a possible HBLR re-alignment. The range of options will be evaluated using a comprehensive set of quantitative and qualitative evaluation criteria that is to be developed as part of the study. The study will also make recommendations on the steps necessary to advance the highest-ranked project(s).

The analysis of the costs or benefits of various modes and/or alignments should not be construed as any part of an alternatives analysis for the purposes of compliance with the National Environmental Policy Act or state or federal transit planning procedures. The intended utility of this study is to eliminate certain alternatives as cost-inefficient prior to the commencement of the Concept Development phase of work (which includes the alternatives analysis phase).

Previous studies have found that mass transit circulator service in Liberty State Park is needed. In 2008, a Rutgers University graduate planning studio found that mobility in and around LSP, New Jersey's most-visited park, needs considerable improvement. Both the HBLR Liberty State Park station and its adjacent 1,700-space park-and-ride lot are potentially valuable to the management of LSP, but no transit connection exists to connect that station and park-and-ride lot to the destinations, existing or anticipated, in and around LSP, which are all beyond reasonable walking distance. Additionally, Jersey City is an environmental justice community with high mass transit dependency. Because 40% of Jersey City residents are without access to a car, residents are reliant upon alternate modes such as mass transit to access park facilities. In order to help close a budget shortfall, the NJ TRANSIT #305 shuttle, which connected some points in LSP, was recently discontinued. This transit gap discourages use of the HBLR as the penultimate link into LSP from northern and central New Jersey's extensive transit system, most notably NJ Transit's commuter rail and bus lines and PATH. This situation assures a predominant modal share for autos and charter buses.

Additionally, Jersey City's FY 2004-2005 Subregional Study, the Liberty State Park Access Study, found that the demand for parking that serves LSP will increase in the coming years and identified the LSP HBLR station park-and-ride lot as an opportunity for shared parking, since, in general, the parking demand of commuters complements that of park visitors. However, the LSP Access Study stated that spaces in the park-and-ride lot could serve park visitors only if a circulator service were available from the lot to destinations within LSP. It is not desirable or feasible to construct additional parking spaces near or within LSP to serve park users. Land in LSP is Green Acres encumbered, which makes the process of converting park land to other uses exceedingly difficult, and it is preferable to redevelop other lands near the park for uses that are more productive than surface parking. Furthermore, in order to discourage park visitors from driving to LSP and exacerbating congestion on local streets, the amount of parking for automobiles should be minimized while options for mass transit should be enhanced. A circulator service would not only increase mass transit options to the interior of LSP and environs but would also maximize the utility of existing parking spaces.

The circulator could also serve the industrial area adjacent to LSP to its south for job access and anticipated redevelopment nearby, including the planned 2,000-unit Residences at Liberty. Furthermore, the occupants of the 8,500 additional residential units anticipated in redevelopment plan areas adjacent to LSP and an increasing residential population in Jersey City, especially near HBLR stations, will support a new circulator service. A mass transit circulator through the park, with world-class views of Manhattan, the Statue of Liberty, and Ellis Island may also attract tourist transit riders through the park, which would boost ridership. This study would be the opportunity to perform a comprehensive study of park and local mass transit needs.

### Description of Study Area

The primary study area is Liberty State Park and the areas immediately adjacent to the park. However, since Liberty State Park and environs are a regional destination, the needs of all visitors, regardless of origin, will be considered as part of this study.

Liberty State Park is a 1,212-acre park on Jersey City's eastern waterfront with unparalleled views that provides open space for both passive and active recreation. Furthermore, there are many major destinations within LSP, including the Liberty Science Center, ferry access to Ellis Island and the Statue of Liberty, the historic Central Railroad of New Jersey Terminal, the park's Interpretive Center, and the Liberty Landing marina. Liberty State Park is one of the City's and State's greatest assets. It is the largest park in Jersey City, the most-visited park in the state, and the second most-visited state park in the nation.

To the south of Liberty State Park is the Liberty Industrial Park, which is an active commercial area. Further south is the Liberty National Golf Course, a world-class facility that will include the 2,000-unit Residences at Liberty. To the west and north of LSP are residential neighborhoods in various redevelopment plans where redevelopment is on-going and anticipated to continue into the foreseeable future. The Circulation Element of the Jersey City Master Plan anticipates 8,500 new residential units to be constructed in the various redevelopment plan areas, including Liberty Harbor North, Grand Jersey, and Morris Canal, to the immediate north and west of LSP.

As LSP is bound on three sides by water, access to and from the park is limited to the western and northern edges. LSP is accessible from the NJ Turnpike Extension as well as from a handful of local streets. A footbridge for bicycles and pedestrians across the mouth of Mill Creek links the park to Jersey City's Gold Coast. There are approximately 4 miles of roadway in LSP. On the northwestern edge of LSP is the Liberty State Park station of the Hudson-Bergen Light Rail, which provides a one-seat ride between the park and Bayonne, northern Hudson County, Hoboken, downtown Jersey City, and the west side of Jersey City. NJ TRANSIT provides bus service between Journal Square and the HBLR station and LSP. It is also possible to access LSP via ferry from lower Manhattan and downtown Jersey City. While there are several options to bring visitors to the park's western and northern edges, there is no mass transit service in the interior of the park.

### Goals and Objectives

The goal of the study is to identify the mode and alignment(s) for a circulator route primarily within Liberty State Park. Improvements to mass transit access to, from, and within LSP are consistent with several of the 14 goals of the Circulation Element of the Jersey City Master Plan, including:

- Increase, improve, and enhance public transit service to, from, and within all areas of Jersey City.
- Integrate and connect neighborhoods, and improve public access to and along waterfront areas.
- Improve access between Jersey City and the greater region.
- Reduce the amount of energy that is used to travel, improve air and water quality, reduce greenhouse gas emissions, and encourage healthier lifestyles.

### [Link to NJTPA's Regional Transportation Plan 2035/Strategy Refinement Area](#)

This study is consistent with several of the six Livability Principles established by the federal Interagency Partnership for Sustainable Communities, including:

*Provision of more transportation choices* - A mass transit circulator service in LSP and environs will build on the existing well-used, multi-modal network that provides access to the periphery of the park and provide new service to areas that are currently underserved.

*Enhancement of economic competitiveness* – A mass transit circulator will support local and regional tourism and the industrial businesses to the south of LSP by providing access to jobs.

*Support of existing communities* – Liberty State Park is within walking distance of the Lafayette neighborhood and Paulus Hook and Van Vorst Park historic districts. A mass transit circulator with a connection to the Hudson-Bergen Light Rail will enhance connectivity between LSP and existing neighborhoods in downtown Jersey City, Jersey City's west side, Bayonne, and municipalities in northern Hudson County. It will improve access for local residents to the recreational amenities within LSP.

This study is also consistent with various Emphasis Areas that support the Livability Principles, including Smart Growth, Climate Change, and Promotion of Transit Ridership. The proposed study area is within Public Transit Enhancement Strategy Area #4 identified by the RTP 2035. The advancement of mass transit service in Liberty State Park is consistent with the Circulation Element of the Jersey City Master Plan adopted in April 2009.

### Regional Impact

With 6 million visitors each year, Liberty State Park is the most-visited park in the state and the second most-visited state park in the nation. LSP is a local, regional, national, and international destination with a ferry connection to the Statue of Liberty, a designated National Monument and UNESCO World Heritage Site, and Ellis Island. In 2005, approximately 20% of visitors to the Statue of Liberty/Ellis Island - or roughly 600,000 people – arrived by ferry departing from LSP. The Liberty Science Center on the park's western edge is a regional destination, with 700,000 visitors in 2007. The landmarked Central Railroad of New Jersey Terminal located on the LSP's waterfront is another draw.

Furthermore, the State Development and Redevelopment Plan (SDRP) designates Jersey City as an Urban Center. According to the SDRP, it is the state's goal to concentrate redevelopment in Urban Centers/Metropolitan Planning Areas and provide for a variety of multi-modal transportation alternatives. Jersey City is the second most populous city in the state with a growing residential population and a regional employment center. Increasing mass transit opportunities to, from, and within the park and surrounding areas will benefit residents and visitors alike. Affected agencies include NJDEP, NJ Transit, NJDOT, the Port Authority of NY and NJ, Statue Cruises (ferry operator), Liberty Science Center, Save Ellis Island, US National Park Service, Hudson TMA, and Meadowlink.

### Methodology

It is anticipated that the methodology will include public outreach, data collection, the identification of a range of options for a mass transit circulator service, development of evaluation methodology, the evaluation of the range of options (which may include modeling), and the identification of the priority project(s) that advance the study goals. The City will work closely with the NJDEP, Liberty State Park officials, and appropriate state agencies, including NJ Transit, to prepare the study. A Technical Advisory Committee (TAC) will be formed to guide the study. The City will hire a consultant to prepare the study.

A key component of the study will be a comprehensive public outreach plan that will include meetings with the general public and/or stakeholders.

To facilitate the dissemination of information, the consultant will develop a website that will remain active for the duration of the effort. Content of the website should include project background, meeting announcements, meeting minutes and handouts, draft and final work products, and contact information. The website should be interactive and include a forum that allows users to post comments and questions. Key components of the website should be in English and Spanish.

Throughout the course of the project, the consultant will hold at least two well-advertised public meetings. Meetings of the TAC will not constitute public meetings. When appropriate, meeting materials will be made available to the public in advance of the meeting. As part of the NJTPA's Environmental Justice Study, Jersey City has been identified as an Environmental Justice Community. Therefore, efforts will be made to reach the widest audience possible. Innovative and effective ways to engage the public will be encouraged. The public will be given ample opportunity to review and provide feedback on consultant work products.

Each public meeting will be followed by a public comment period during which the public may submit written comments. Additionally, meetings with individual stakeholders will be held as needed.

*Task 1: Project Management*

Staff from the Jersey City Division of City Planning will manage this effort. The project manager will convene a Technical Advisory Committee (TAC) that will include representatives from the City, County, State, and Park agencies and other interested parties. As the City's point person, the project manager will serve as a liaison between the consultant and City staff, members of the TAC, stakeholders, and the general public. The project manager will be responsible for keeping all relevant parties on task, on time, and within budget. The project manager will prepare reports and invoices for submission to NJTPA at the end of each quarter.

**Products:** Technical Advisory Committee, NJTPA quarterly reports and invoices

*Task 2: Consultant Selection*

City staff will prepare the draft request for proposals (RFP). The RFP will include a conflict of interest prohibition. The TAC shall provide comment on the draft RFP prior to its finalization. The RFP will be mailed to preferred vendors and advertised as per NJTPA and City requirements. After all proposals are received, the TAC (or a subcommittee) will review and score submissions, interview potential consultants, and select the consultant team in compliance with NJDOT's statewide DBE/ESBE participation goals. The project manager of the selected consultant team will be an experienced transit planner and have a New Jersey Professional Planner license, New Jersey Professional Engineer license, and/or AICP certification. The City's project manager, in consultation with the City's corporation counsel, will prepare all necessary documents for the hiring of the selected consultant, including but not limited to a resolution to the Jersey City Municipal Council and the contract between the City of Jersey City and the selected consultant.

**Products:** RFP, contract with selected consultant

*Task 3: Data Collection and Review, Project Website*

With the assistance of Jersey City staff and members of the TAC, the consultant will collect and analyze all relevant data in order to assess existing conditions and identify current travel needs of park visitors and those who live and/or work near LSP.

The consultant will review existing documents, including but not limited to the Circulation Element of the Jersey City Master Plan, the Jersey City Land Development Ordinance, all relevant redevelopment plans, the Liberty State Park Regional Access Study Final Report, the Regional Waterfront Access and Downtown Circulation Study Final Report, and the final report for the Rutgers University graduate planning studio. The consultant will also review all relevant data and documentation related to the LSP master plan and restoration projects.

The consultant will collect and analyze all relevant data and information in order to assess the existing conditions of LSP and environs and the transportation network that serves the area, including but not limited to identification of Environmental Justice communities, preliminary environmental screening, origin-destination surveys, traffic counts (which may be adjusted to account for the closure of the Statue of Liberty's crown planned for October 2010), parking utilization, identification of current transit service, transit ridership, and park visitors.

Early in the study, the consultant will develop and host a project website that will be on-line and updated regularly for the duration of the study.

**Products:** Technical memorandum that summarizes existing conditions and launch of project website

*Task 4: Future Conditions*

Using data collected as part of Task 3, the consultant will develop projections for future conditions in the study area. Any traffic modeling will be performed using Paramics microsimulation traffic software or approved equivalent as part of this task. During this task, the consultant will identify future needs of park visitors and those who live and/or work near the park by examining data including but not limited to anticipated redevelopment in the study area, planned improvements to the transportation network that serves LSP and environs (including the Jersey Avenue extension), and planned improvements to the park and destinations within LSP. It is anticipated that projections of park visitors and potential transit ridership will be developed.

**Product:** Technical memorandum that describes future conditions and summarizes the methodology used to determine future conditions

*Task 5: Options for Circulator Service and Public Meeting 1*

The consultant will identify a range of options for a mass transit circulator service in Liberty State Park that will consider various routes and modes to meet existing and future needs.

It is anticipated that the options will consider connectivity to the HBLR and/or other existing mass transit service as well as destinations within and adjacent to LSP.

The consultant will hold a public meeting to present the work completed to date and to solicit input from the public. A public comment period shall follow the public meeting.

**Products:** Technical memorandum that describes options for mass transit circulator service in LSP and environs and summary of public comments submitted during public comment period

*Task 6: Evaluation*

The consultant will develop a methodology, which is anticipated to include evaluation criteria and scoring system, or use an existing methodology, with which to fairly evaluate the various identified options. The costs and benefits of each option will be identified and evaluated.

Options will be evaluated using the methodology and the highest-ranked project(s) will be identified, for which problem statement(s) will be developed.

**Products:** Technical memorandum that describes methodology used to evaluate range of circulator options, scored projects, and problem statement(s) for the highest-ranked project(s)

### *Task 7: Implementation Strategy*

The consultant will prepare a strategy to implement the priority project(s) identified through the evaluation process. It is anticipated that the implementation strategy will include the identification of funding sources, responsible agency, an operating and maintenance plan, timeframe, phasing plan, and interim treatments if all segments of the circulator cannot be implemented at the same time. The implementation will detail the next steps necessary to advance the priority project(s).

**Product:** Technical memorandum that describes the implementation strategy for priority project(s)

### *Task 8: Draft Final Report and Public Meeting 2*

The consultant will prepare a draft of the final report that summarizes all work completed for review by City staff and the TAC. The consultant will revise the draft final report as per comments from City staff and TAC.

The consultant will hold a public meeting to present the draft final report to the public for comment. A public comment period shall follow the public meeting.

**Product:** Draft final report and summary of public comments submitted during public comment period

### *Task 9: Final Report*

The consultant team will prepare the final report revised per comments from the City, the TAC, and the public and distribute paper copies to City staff and the TAC. A digital copy of the plan will also be provided to the City of Jersey City in a common format that City staff are able to edit and modify, if necessary. All work products and data collected will be the property of the City of Jersey City.

**Product:** Final report

### Prior Work/Funding

In the Spring of 2005, the City of Jersey City completed the Liberty State Park Access Study, the FY 2004-2005 Subregional Study, which identified a range of transportation improvements to the park and environs. The Liberty Park Access Study examined improvements to a variety of modes, and most recommendations were related to vehicular and bike/ped access. The study did not contemplate rail service to the park's interior, and recommendations to mass transit service were primarily related to improvements to NJ Transit's #305 shuttle.

In the Spring of 2008, a Rutgers University graduate planning studio completed feasibility study of a heritage, electrical-powered trolley loop within the park, which is anticipated to be one of the options evaluated by this study.

### Future Work/Funding

The product of this study will be a priority project(s) to advance a mass transit circulator route that serves Liberty State Park and environs. The study will also identify the specific steps to advance the priority project(s), including steps to add the project to the Project Development Work Program, if appropriate. It is anticipated that federal funds will be sought to advance the priority project(s). The study will explore innovative funding sources and partnerships to advance the priority project(s), including but not limited to public private partnerships, partnerships with non-profit organizations, partnerships with TMA(s), and the use of CMAQ funds.

### Project Schedule

Month 0:	Preparation of RFP (can be finalized before July 1, 2011)
1-3 Months:	Task 2 - Solicitation of consultant, consultant selection, contract execution
4-6 Months:	Task 3 - Data Collection
7-9 Months:	Task 4 - Future Conditions
10-12 Months:	Task 5 - Identification of Options
13-15 Months:	Task 6 - Evaluation
16-18 Months:	Task 7 - Development of Implementation Strategy
19-20 Months:	Task 8 - Draft Final Report
21-22 Months:	Task 9 - Final Report
23-24 Months:	Project Close-Out

### Final Product Deliverables

It is anticipated that the product will be a problem statement for the priority project(s) identified through the study's evaluation process and a report that includes, but is not limited to, mode and alignment of a circulator route, an assessment of current and future parking and traffic conditions, an analysis for potential ridership, an operating and maintenance plan, financial and partnership analyses, environmental screening relating to compliance with US DOT Sec. 4(f), and consultation with State (Section 106) and federal historic preservation officers.

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
CITY OF JERSEY CITY: LIBERTY STATE PARK CIRCULATOR COST-BENEFIT ANALYSIS  
BUDGET PLAN**

		PROPOSED BUDGET	FEDERAL SHARE	LOCAL MATCH
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ 10,922.26		
2. FRINGE BENEFITS	32%	\$ 3,547.55		
3. LEAVE ADDITIVE	31%	\$ 3,386.44		
	<b>SUBTOTAL</b>	<b>\$ 17,856.25</b>	0%	100%
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ 202,143.75		
	<b>SUBTOTAL</b>	<b>\$ 202,143.75</b>	87%	13%
<b>TOTAL PROGRAM BUDGET</b>		<b>\$ 220,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$ 176,000.00	<b>Local Match:</b>	\$ 44,000.00	<b>Total:</b>	\$ 220,000.00
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**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
CITY OF JERSEY CITY: LIBERTY STATE PARK CIRCULATOR COST-BENEFIT ANALYSIS  
STAFFING PLAN**

**Project Task Budget**

<b>Task</b>	<b>Subregional Staff Hours</b>	<b>Direct Costs - Personnel Services</b>	<b>Direct Non- Labor Costs</b>	<b>Indirect Costs</b>	<b>Consultant Costs</b>	<b>Total Costs</b>
Task 1 - Project Management	0	\$ -				
Task 2 - Consultant Selection	32	\$ 2,247.07				
Task 3 - Data Collection and Review, Project Website	37	\$ 2,463.53				
Task 4 - Future Conditions	37	\$ 2,463.53				
Task 5 - Options for Circulator Service and Public	37	\$ 2,546.86				
Task 6 - Evaluation	34	\$ 2,299.83				
Task 7 - Implementation Strategy	34	\$ 2,299.83				
Task 8 - Draft Final Report and Public Meeting 2	29	\$ 2,000.04				
<b>TOTAL</b>	<b>262</b>	<b>\$ 17,856.25</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,143.75</b>	<b>\$ 220,000.00</b>

**Subregional Staff Plan**

<b>Personnel (Name/Title)</b>	<b>Estimated % of Time Needed for Study (based on total work hours for the year)</b>	<b>Total Estimated Hours For Study</b>
Bob Cotter, Planning Director	2%	100
Maryann Bucci-Carter, Supervising Planner	3%	140
Jeannine Zampella, Management Assistant	0.4%	16
Jeff Wenger, Principal Planner/GIS Specialist	0.2%	6
<b>TOTAL</b>	<b>1%</b>	<b>262</b>

FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM

City of Jersey City  
 Liberty State Park Circulator Cost-Benefit Analysis  
 PROJECT SCHEDULE

Task # - Description	FY 2012												FY 2013												Final Qtr Report
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter			
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Authorized Project Start Date	★	July 1, 2011																							
Task 1 - Project Management																									
Product - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★
Task 2 - Consultant Selection																									
Product - Executed Contract with Selected Consultant			★																						
Task 3 - Data Collection and Review, Project Website				○																					
Product - Tech Memo						★																			
Product - Launch of Project Website						★																			
Task 4 - Future Conditions							○																		
Product - Tech Memo								★																	
Task 5 - Options for Circulator Service and Public Meeting 1										○			○												
Product - Tech Memo											★														
Task 6 - Evaluation													○												
Product - Tech Memo														★											
Task 7 - Implementation Strategy																○									
Product - Tech Memo																	★								
Task 8 - Draft Final Report and Public Meeting 2																		○	○						
Product - Draft Final Report																			★						
Task 9 - Final Report																					○				
Product - Final Report																						★			
Product - Data collected as part of this study																						★			
Project Close-Out																									
Project Completion Date																							June 30, 2013	★	

NOTE: The number of meetings shown on this schedule is the minimum. All products are due by the last day of the quarter for which the task is scheduled.  
 Revised 110810

Legend:

- Milestone Date ★
- Public Meeting Date ○
- TAC Meeting Date ○

- Proposed Timeline
- Actual Timeline



**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor:** City of Jersey City

**Title of Proposed Study:** Morris Canal Greenway Plan

**Estimated Budget Requested:** \$220,000 (Includes In-Kind Match)

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Study Purpose and Need

The purpose of this study is to prepare a plan for a bicycle and pedestrian greenway that is, to the greatest extent possible, on the former right-of-way of the historic Morris Canal in Jersey City. Most of the right-of-way has been filled in, and much of the right-of-way could be used by bicyclists and pedestrians. Implementation of this plan will result in a continuous facility that will enhance bicycle and pedestrian opportunities and recreational space, and celebrate the history of the Morris Canal. With the assistance of a consultant, the City seeks to verify the location and ownership of the Morris Canal right-of-way, develop design guidelines for a bicycle/pedestrian greenway on the right-of-way to the greatest extent possible, and prepare a strategy to implement the facility. The City has a dearth of off-road facilities for bicyclists and pedestrians. (The Hudson River Waterfront Walkway is currently the only such facility.) Jersey City's population is anticipated to grow dramatically in the coming years, and the addition of a greenway is needed for both circulation and recreation.

Description of Study Area

The Morris Canal in Jersey City was constructed in 1836 to transport coal from Pennsylvania to eastern markets. As the use of rail to transport cargo increased, commercial activity on the Morris Canal decreased, until it was abandoned in 1924. The Morris Canal is listed in the New Jersey and National Registers of Historic Places. The former Morris Canal right-of-way links the Hudson and Hackensack Rivers and travels around the upland Palisade formation in the southern half of Jersey City. It is approximately 6 miles long.

Currently, much of the right-of-way is publicly-owned. The City of Bayonne owns a portion of the southwest section, which contains a water main. The eastern half is on land that is primarily industrial and in various redevelopment plan areas, and in part on land that has been acquired by the Jersey City Redevelopment Area as part a development of a new park. Most of the western portion is alongside Route 440 and is being incorporated into a boulevard concept alternative. It is envisioned that future developers will be required to construct a portion of the greenway during development within the designated redevelopment plan area.

Goals and Objectives

The goals of this study are to enhance bicycle and pedestrian accommodations in Jersey City, to increase the amount of recreational space in the City, and to celebrate one of the City's historic resources. The greenway will provide access to/from other regional facilities, such as mass transit stops, bicycle routes, and parks. The greenway is envisioned to be a facility for local circulation and a regional tourist attraction.

Furthermore, the Circulation Element of the Jersey City Master Plan lists “the creation of a greenway with pedestrian paths and bike lanes where the Morris Canal was filled in, where feasible” as an action for the City to undertake in order to advance the City’s goals of creating an environment citywide that is both pedestrian-friendly and bicycle-friendly. A greenway on the former Morris Canal is shown on the Right-of-Way Needs map of the Circulation Element, which shows rights-of-way for preservation for future transportation use. A greenway is also consistent with the City’s goals of reducing the amount of energy that is used to travel, improve air and water quality, reduce greenhouse gas emissions, and encourage healthier lifestyles and of designing transportation infrastructure in a manner that beautifies the City. Also, the Recreation and Open Space Master Plan prepared in 2008 recommends the re-use of the Morris Canal as a greenway.

#### Link to RTP/Strategy Refinement Area

A trail for bicycles and pedestrians on the former Morris Canal would advance the following Livability Principles established by the federal Interagency Partnership for Sustainable Communities, including:

- *Provide More Transportation Choices:* The Morris Canal Greenway will provide a new facility for bicyclists and pedestrians. It is anticipated that the greenway will not only be used for recreation but as a travelway for commuting and other regular trips. A survey conducted as part of the preparation of the Circulation Element of the Jersey City Master Plan in 2008 found that 26% of Jersey City residents who also work in Jersey City walk/bike to work, which is higher than the national average of 3%. It is hoped that the greenway will encourage expansion of this behavior.
- *Support Existing Communities:* The Morris Canal right-of-way is adjacent to many existing neighborhoods in the most densely-populated county in the state.

It is also consistent with the following Emphasis Areas that support the Livability Principles:

- *Climate Change - strategies that address climate change to help reduce greenhouse gas emissions:* While it may not be possible to quantify the direct impacts to the environment anticipated as a result of the greenway, the bicycle/pedestrian mode share could be used as a proxy. This data could be gathered by surveys conducted by the Census Bureau and other agencies.
- *Development of pedestrian and bicycle facilities, walkable communities and other strategies to increase non-motorized travel.*

#### Regional Impact

The State Development and Redevelopment Plan (SDRP) designates Jersey City as an Urban Center. According to the SDRP, it is the state’s goal to concentrate redevelopment in Urban Centers/Metropolitan Planning Areas and provide for a variety of multi-modal transportation alternatives. Jersey City is the second most populous city in the state with a growing residential population and a regional employment center. Creating a greenway on the former Morris Canal will benefit residents and visitors alike. Furthermore, there may be an opportunity for the greenway to connect to bike/ped facilities outside Jersey City, such as the County park planned along the Hackensack River waterfront, the East Coast Greenway, and/or the former Morris Canal beyond Jersey City, across northern New Jersey. Connections between the greenway and regional mass transit facilities such as the Hudson-Bergen Light Rail will also be explored. Affected agencies include NJDOT, NJ Transit, the Port Authority of New York and New Jersey, Hudson County, the Bayonne MUA, and the Jersey City Redevelopment Agency.

## Methodology

Staff from the Jersey City Division of City Planning will manage this effort. The City will hire a consultant to prepare the plan. The methodology will include data collection, which will include an assessment of the former Morris Canal right-of-way to determine which segments are suitable for an off-road trail and potential connections to other bike/ped and/or mass transit facilities. The methodology will also include the delineation of a continuous facility, preparation of design guidelines, cost estimates/funding sources, and a timeline for implementation. A Technical Advisory Committee (TAC) comprised of interested parties including but not limited to Jersey City staff planners and engineers and representatives of Jersey City Redevelopment Agency, NJDOT, NJTPA, and Hudson County Planning will be formed to guide the study.

A key component of the study will be a comprehensive public outreach plan that will include meetings with the general public and/or stakeholders.

To facilitate the dissemination of information, the consultant will develop a website that will remain active for the duration of the effort. Content of the website should include project background, meeting announcements, meeting minutes and handouts, draft and final work products, and contact information. The website should be interactive and include a forum that allows users to post comments and questions. Key components of the website should be in English and Spanish.

Throughout the course of the project, the consultant will hold at least two well-advertised public meetings. Meetings of the TAC will not constitute public meetings. When appropriate, meeting materials will be made available to the public in advance of the meeting. As part of the NJTPA's Environmental Justice Study, Jersey City has been identified as an Environmental Justice Community. Therefore, efforts will be made to reach the widest audience possible. Innovative and effective ways to engage the public will be encouraged. The public will be given ample opportunity to review and provide feedback on consultant work products. Each public meeting will be followed by a public comment period during which the public may submit written comments. Additionally, meetings with individual stakeholders will be held as needed.

## Prior Work and Funding

Several redevelopment plans identify the Morris Canal right-of-way as a bike/ped facility, including the Canal Crossing Redevelopment Plan and the Morris Canal Redevelopment Plan. Redevelopment plans identify the Morris Canal ROW as a greenway but do not provide specific guidelines on the design or routing of the greenway. Also, redevelopment plans allow a mechanism to construct the greenway by making its construction a requirement of redevelopment. Redevelopment plans only govern the portion of the Morris Canal within its boundaries, and the Morris Canal Greenway plan will describe a holistic vision for the entirety of the greenway in Jersey City to the greatest extent possible. The on-going Route 440/Routes 1&9T Multi-Use Urban Boulevard and Through Truck Diversion Concept Development Study recognizes the significance of the Morris Canal and will likely include a recommendation to highlight the historic resource. However, these efforts have been piecemeal and a comprehensive examination of the development of a greenway on the Morris Canal is needed.

## Future Work and Funding

One of the products of the study will be an implementation strategy and the identification of potential funding sources. It is anticipated that the greenway will not be eligible for inclusion in the Local Concept Development Program and local and state funds will be pursued. It is anticipated that public-private partnerships will be utilized.

### Work Program and Schedule

Month 0: Preparation of RFP (can be finalized before July 1, 2011)  
1-3 Months: Task 2 - Solicitation of consultant, consultant selection, contract execution  
4-6 Months: Task 3 - Data Collection and Review, Project Website  
7-9 Months: Task 4 - Delineation of Greenway Route, Public Meeting 1  
10-12 Months: Task 5 - Development of Design Guidelines  
13-15 Months: Task 6 - Preparation of Implementation Strategy, Public Meeting 2  
16-18 Months: Task 7 – Draft Final Report  
19-21 Months: Task 8 - Final Report  
22-24 Months: Project Close-Out

#### *Task 1: Project Management*

This effort will be managed by staff from the Jersey City Division of City Planning. The project manager, with assistance from other City staff, will convene a Technical Advisory Committee (TAC). The project manager will serve as a liaison between the consultant and members of the TAC, representatives from transportation agencies, and the general public. The project manager will be responsible for keeping all relevant parties on task, on time, and within budget. The project manager will prepare reports and invoices for submission to NJTPA at the end of each quarter.

**Products:** TAC, NJTPA quarterly reports and invoices

#### *Task 2: Consultant Selection*

City staff will prepare the draft request for proposals (RFP). The RFP will include a conflict of interest prohibition. The TAC shall provide comment on the draft RFP prior to its finalization. The RFP will be mailed to preferred vendors and advertised as per NJTPA and City requirements. After all proposals are received, the TAC (or a subcommittee) will review and score submissions, interview potential consultants, and select the consultant team in compliance with NJDOT's statewide DBE/ESBE participation goals. The project manager of the selected consultant team will be an experienced bike/ped facility planner and have a New Jersey Professional Planner license, New Jersey Professional Engineer license, and/or AICP certification. The City's project manager, in consultation with the City's corporation counsel, will prepare all necessary documents for the hiring of the selected consultant, including but not limited to a resolution to the Jersey City Municipal Council and the contract between the City of Jersey City and the selected consultant.

**Products:** RFP, contract with selected consultant

#### *Task 3: Data Collection and Review*

With the assistance of Jersey City staff and members of the TAC, the consultant will collect and analyze all relevant data in order to develop the Morris Canal Greenway Plan.

The consultant will review existing documents, including but not limited to the Circulation Element of the Jersey City Master Plan, the Jersey City Land Development Ordinance, all relevant redevelopment plans, and the urban design guidelines developed as part of the Route 440/Routes 1&9T Multi-Use Urban Boulevard and Through Truck Diversion Concept Development Study (anticipated completion by end of 2010).

Other subtasks include but are not limited to:

1. Verification of the Morris Canal right-of-way
2. Identification of current ownership of Morris Canal right-of-way
3. Documentation of current disposition of Morris Canal right-of-way to answer various questions including but not limited to:
  - a. Which segments of the ROW have been identified by a redevelopment plan or study for use as a bicycle/pedestrian facility?
  - b. Have any above-ground structures been constructed on the ROW that would impede use as a bicycle/pedestrian facility?
  - c. Are there any existing constraints that may impede implementation of a greenway, such as active freight lines?
5. Compilation of all existing regional facilities that the Morris Canal Greenway could connect to including but not limited to mass transit service, bicycle routes/pedestrian paths, trails/greenways, parks, and the East Coast Greenway.
6. Identification of potential ROW (e.g., above pipes) owned by the Municipal Utilities Authority that may be suitable for a bicycle/pedestrian facility
7. Identification of existing greenways to serve as models
8. Environmental Screening, which will include but not be limited to, identifying impacts to Green Acres and properties with historic, architectural, or archaeological significance.

Early in the study, the consultant will develop and host a study website that will be on-line and updated regularly for the duration of the study.

**Products:** Technical memorandum that summarizes data collected during Task 1 and launch of study website

#### *Task 4: Delineation of Greenway Route and Public Meeting 1*

Once the current condition of the Morris Canal right-of-way has been determined, the consultant will assess the suitability of the right-of-way for a greenway and categorize the right-of-way, segment by segment, per its suitability. Where suitable, a context-sensitive, off-road greenway for bicycles and pedestrians will be built on the right-of-way. If the right-of-way is not suitable for an off-road greenway, the potential for an adjacent right-of-way to be used for an off-road greenway will be explored. If it is not possible to create an off-road greenway, on-street bicycle and pedestrian accommodations on an adjacent right-of-way will be explored. If right-of-way adjacent to the Morris Canal is not suitable for either an off-road or an on-street bicycle/pedestrian facility, then an alternate route that is accessible to bicycles and pedestrians will be identified.

For each category, the consultant will develop guidelines for the greenway. Where necessary, the consultant will perform environmental screening of the Morris Canal right-of-way. Furthermore, the consultant will identify connections to other regional facilities such as transit stops, bicycle routes, and parks. It is anticipated that a public meeting will be held to solicit input on the proposed route as part of this task.

**Products:** Documentation of the Morris Canal Greenway alignment including written description and mapping, identification of environmental issues to be addressed, and documentation of regional facilities that Morris Canal Greenway will provide access to and from

### *Task 5: Design Guidelines*

The consultant will develop design guidelines for all categories of the Morris Canal Greenway. The purpose of the design guidelines is to ensure a cohesive look to the greenway with an emphasis on low-maintenance, cost-effective, eco-friendly treatments. Design guidelines will be appropriate to the historic nature of the facility and address a range of topics including but will not be limited to dimensions, materials, signage, historic markers, landscaping, lighting, safety, and amenities. It is anticipated that treatments will vary along the Morris Canal Greenway, depending on the condition of the right-of-way. However, the greenway shall be continuous, and context-sensitive design guidelines shall be developed for all categories the greenway. The consultant will also prepare cost estimates for implementation of the greenway.

**Product:** Design guidelines for the Morris Canal Greenway

### *Task 6: Implementation Strategy and Public Meeting 2*

The consultant will prepare an implementation strategy that identifies the mechanisms to be used to construct the greenway (e.g., required when redeveloper develops property adjacent to the greenway), necessary amendments to the Land Development Ordinance or redevelopment plans, funding sources, responsible agency, timeframe, phasing plan, and interim treatments if all segments of the greenway are not constructed at the same time. Also, the consultant will prepare a strategy to raise awareness of the greenway, which could potentially include an interactive mapping feature on the City's website.

It is anticipated that a public meeting will be held to solicit input on the implementation strategy as part of this task.

**Product:** Draft implementation strategy

### *Task 7: Draft Final Report*

The consultant team will prepare the draft final report that includes a description of the methodology used, a summary of the data collection, the delineation of the Morris Canal right-of-way, the route of the Morris Canal Greenway, design guidelines, the implementation strategy, and public comments submitted.

**Product:** Draft final report

### *Task 8: Final Report*

The consultant team will prepare the final report revised per comments from the City, the TAC, and the public and distribute paper copies to City staff and the TAC. A digital copy of the plan will also be provided to the City of Jersey City in a common format that City staff are able to edit and modify, if necessary. All work products and data collected will be the property of the City of Jersey City.

**Product:** Final report

### Final Product Deliverables

The final product will be a plan that details the steps the City needs to take to create a continuous facility for bicyclists and pedestrians on the former Morris Canal ROW to the greatest extent possible. Where it is not possible to create a greenway on the former Morris Canal ROW, an alternate route will be identified for implementation.

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
CITY OF JERSEY CITY: MORRIS CANAL GREENWAY PLAN  
BUDGET PLAN**

		<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ 11,198.28		
2. FRINGE BENEFITS	32%	\$ 3,637.20		
3. LEAVE ADDITIVE	31%	\$ 3,116.73		
	<b>SUBTOTAL</b>	<b>\$ 17,952.21</b>	0%	100%
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ 202,047.79		
	<b>SUBTOTAL</b>	<b>\$ 202,047.79</b>	87%	13%
	<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 220,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$ 176,000.00	<b>Local Match:</b>	\$ 44,000.00	<b>Total:</b>	\$ 220,000.00
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**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
CITY OF JERSEY CITY: MORRIS CANAL GREENWAY PLAN  
STAFFING PLAN**

**Project Task Budget**

Task	Subregional Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Task 1 - Project Management	0	\$ -				
Task 2 - Consultant Selection	53	\$ 3,282.73				
Task 3 - Data Collection and Review	42	\$ 2,626.87				
Task 4 - Delineation of Greenway Route and Public	42	\$ 2,626.87				
Task 5 - Design Guidelines	42	\$ 2,626.87				
Task 6 - Implementation Strategy and Public Meeting 2	42	\$ 2,626.87				
Task 7 - Draft Final Report	42	\$ 2,626.87				
Task 8 - Final Report	25	\$ 1,535.12				
<b>TOTAL</b>	<b>288</b>	<b>\$ 17,952.21</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,047.79</b>	<b>\$ 220,000.00</b>

**Subregional Staff Plan**

Personnel (Name/Title)	Estimated % of Time Needed for Study (based on total work hours for the year)	Total Estimated Hours For Study
Bob Cotter, Planning Director	2%	65
Maryann Bucci-Carter, Supervising Planner	2%	75
Jeannine Zampella, Management Assistant	0.4%	16
Jeff Wenger, Principal Planner/GIS Specialist	3%	132
<b>TOTAL</b>	<b>1%</b>	<b>288</b>

FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM

City of Jersey City  
Morris Canal Greenway Plan  
PROJECT SCHEDULE

Task # - Description	FY 2012												FY 2013												Final Qtr Report	
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter				
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June		July
Authorized Project Start Date	★	July 1, 2011																								
Task 1 - Project Management	[Grey bar]																									
Product - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★	
Task 2 - Consultant Selection	[Grey bar]																									
Product - Executed Contract with Selected Consultant			★																							
Task 3 - Data Collection and Review, Project Website				○	[Grey bar]																					
Product - Tech Memo						★																				
Product - Launch of Project Website						★																				
Task 4 - Delineation of Greenway Route and Public Meeting 1							○	[Grey bar]		○																
Product - Tech Memo									★																	
Task 5 - Design Guidelines										○	[Grey bar]															
Product - Tech Memo												★				○	[Grey bar]		○							
Task 6 - Implementation Strategy and Public Meeting 2																					★					
Product - Tech Memo																						★				
Task 7 - Draft Final Report																○	[Grey bar]									
Product - Draft Final Report																					★					
Task 8 - Final Report																						○	[Grey bar]			
Product - Final Report																									★	
Product - Data collected as part of this study																									★	
Project Close-Out	[Grey bar]																									
Project Completion Date																									June 30, 2013	★

NOTE: The number of meetings shown on this schedule is the minimum. All products are due by the last day of the quarter for which the task is scheduled.  
Revised 110810

- Legend:**
- Milestone Date ★
  - Public Meeting Date ○
  - TAC Meeting Date ○
  - Proposed Timeline [Grey bar]
  - Actual Timeline [Blue bar]



**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

<b>Proposal Sponsor(s):</b>	<b>Middlesex County Department of Planning</b>
<b>Title of Proposed Study:</b>	<b>Update of the Transportation Plan Element of the Middlesex County Comprehensive Master Plan</b>
<b>Estimated Budget Requested:</b>	<b>\$100,000</b>

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*Executive Summary*

***Study Purpose and Need:***

The purpose and need of the new Middlesex County Transportation Plan will re-examine and update the existing County Transportation Plan that was adopted in May 1999, over a decade ago. Based on what has occurred in the past decade, the new Plan to be developed will more accurately address current conditions new and emerging issues and actions needed to achieve and maintain a sound and responsive transportation system, and one that will help balance the needs of adequate mobility, safety and economic needs for the various population groups in Middlesex County. The new Transportation Plan will be coordinated with the update of the Middlesex County Comprehensive Master Plan which will occur at about the same time. It will also be coordinated with the Middlesex County Sustainability Plan and sustainability planning in areas relating to reducing traffic congestion, improving air quality, offering job commuting alternatives such as carpooling/vanpooling, expanding public transit, promoting the compressed work week and telecommuting options, and expanding the use of alternative low polluting fuels and energy sources such as solar and wind power.

The update of the Middlesex County Transportation Plan Element is a priority because it has been over a decade since its last update. There is a need to re-examine goals, objectives and recommendations from the existing Plan and address new projects, programs, needs, strategies and planning issues affecting the County and the region.

***Project Description:***

The updated Transportation Plan will address a range of transportation components and issues relevant to existing and future needs of Middlesex County. Some of these issues have emerged in the last several years, well after the development of the existing Transportation Plan in 1999.

The updated Plan will include:

- transportation safety and security enhancements;
- intermodal mobility needs;
- projects, programs and recommendations involving roadways and complete street policies;
- conventional fixed route bus services at the local and regional level;
- demand responsive paratransit bus services including specialized services for senior citizens and people with disabilities;

- the jobs access reverse commute (JARC) program;
- safe routes to school (SRTS) program;
- taxi services and on demand automobile facilities (such as “zipcar” accommodations);
- bus rapid transit possibilities;
- conventional and high speed passenger rail;
- bicycling mobility and expansion of bicycling amenities, parking, and use of the bicycle as a linkage to transit facilities;
- pedestrian accommodations for safer and expanded mobility;
- public ferry and water taxi transportation;
- airport and heliport facilities and services;
- freight and goods movement;
- innovative transportation systems technology;
- intermodal and information centers;
- transportation management systems and strategies;
- transportation and land use coordination;
- transportation and sustainable development;
- transportation impacts on climate change;
- transportation mitigation strategies to help reduce/reverse adverse impacts of climate change;
- and the adoption and application of the State’s Complete Streets Policy.

The proposal to update the current transportation plan will not involve the creation of a separate bicycle / pedestrian plan. However, the Plan will address as one of its various and key components the important role that bicycling and pedestrian accommodations can and do serve in maintaining a balanced and environmentally and health sensitive transportation system throughout the County. With regard to safety, the Plan will promote the adoption and application of the new NJDOT Complete Streets Policy to improve the shared use of public roadways in the County including the overall walking and bicycling environment.

The update of this Plan will address transportation options that facilitate multimodal mobility in support of sustainable land use planning efforts in areas along the major highway and transit corridors throughout the County including the corridors of the Route 1- Route 27-Northeast Corridor rail line, the New Jersey Turnpike, Route 18, Route 9-Garden State Parkway-North Jersey Coast rail line, and Interstate Route 287. It will do this by promoting the development/expansion of transit connections and transit centers with transit facilities, amenities and infrastructure that is user friendly and provides a safe and secure environment at all times of day. The Plan will promote bicycling stations and accommodations of bicycles on trains and local/commuter buses, and improvement of routes that can serve as linkages from major residential areas to transit centers along these corridors to encourage and facilitate safer and easier pedestrian/bike access. The Plan will also address a parking structure at major park and ride facilities that provides various parking incentives for people who carpool or use low polluting vehicles. These strategies will also help to address the mobility demands resulting from the recommendations of municipal land use plans at these corridors and elsewhere in the County, especially for land use plans relating to high density and mixed use development.

The Plan will also identify the NJTPA project development process for federal funding from concept development and problem statement submissions to project implementation / construction.

***Project Goals and Objectives:***

The new Transportation Plan will revisit, and update as needed the goals and objectives that are identified in the existing Plan. These include the following:

- Reduce peak period traffic congestion through operational, systems management and capacity improvements.
- Promote safety on roadways in the County.
- Promote transit improvements and security on transit facilities.
- Promote enhancement of a user friendly intermodal transportation system.
- Promote safe and attractive bicycling and pedestrian facilities.
- Promote enhancement of paratransit services.
- Promote Transportation Systems Management strategies and solutions.
- Integrate transportation improvements with land use plans and the State Development and Redevelopment Plan.
- Promote transportation partnerships between the public and private sectors and among different levels of government.

***Link to RTP / Strategy Refinement Area or other identified Subregional Need:***

The Update of the Middlesex County Transportation Plan Element is intended to achieve greater consistency with the NJTPA Regional Transportation *Plan 2035*. In accordance with the priorities of the Regional Transportation *Plan 2035*, the new County Transportation Plan Element will call for the following:

- Making all modes of transportation safer and more secure. These include urban and rural roads, intersections, bridges, bicycle and pedestrian facilities and crossings, transit stations and other waiting facilities, ferry transportation, ITS technologies, and evacuation planning.
- Expanding and enhancing public transit and multimodal facilities, coordination of services, and a customer service delivery that is attractive, and user friendly.
- Sustainable development that is oriented to transit and complete streets designs for accommodating bicycling facilities, pedestrians, and mixed use / activity centers.
- “Fix it first” policy for repairing and maintaining existing infrastructure of the County’s transportation system.
- Walkable neighborhoods, and a transportation system that is user and people friendly, safe and attractive, and offers viable choices for users.

- Climate Change – how it is affected from transportation choices of the past, present and future; how the county transportation infrastructure can be adapted to cope with the effects of the past that are already evident; and what new steps and actions can be taken to reduce or reverse adverse impacts.
- Complete Streets policy throughout the County.
- Expanding and enhancing multimodal facilities and coordination including fixed route and demand responsive/paratransit bus shuttle services, rail and passenger ferry services.

The Plan will seek greater integration between transportation capital investment solutions and the priorities of the Project Development Work Program (PDWP), the Transportation Improvement Program (TIP) , and the TIP project amendment / modification process.

The Plan will address barriers to improving and expanding public transit, high occupancy vehicle use, and non-motorized modes of transportation. The Plan will make recommendations for eliminating or minimizing these barriers so as to promote greater mobility for low income, minority and/or disabled populations. The Plan will call for the kind of coordination and transportation system integration that is needed to integrate into one transportation system the Roadway network with the public transit system with the non-motorized modes of transportation that are more abundant, more user friendly and more convenient for people who cannot drive, choose not to drive, or cannot afford a personal automobile.

***Regional Impact:***

The new plan will touch on a number of regionally significant transportation improvements in Middlesex County that are approaching implementation, and on new improvements that have not been adequately addressed in the existing Plan. The Plan will advance the need for highway, transit and bicycling / pedestrian needs on regional transportation facilities in Middlesex County and further the highway, transit and bicycling / pedestrian and smart growth goals of the Regional Transportation Plan for Northern New Jersey, 2035

Examples of new projects and needs include the Route 1 capacity and operational improvements in North Brunswick and South Brunswick, Improvements to east – west access through southern Middlesex County; the Route 1 Corridor BRT improvements and extension into New Brunswick, BRT services through the Greater New Brunswick Area, the North Brunswick Transit Village and related traffic and transit improvements, access improvements to New Brunswick, Route 18 Corridor pedestrian mobility and access to transit services; Route 287 – 27 Interchange Improvements in Edison and Metuchen; Route 9 Corridor expansion of transit connections in Old Bridge, Sayreville and South Amboy; improved connections between the Northeast Corridor and North Jersey Coast Line rail services within the County; and more.

***Emphasis Areas:***

Top priorities of emphasis areas to be addressed in the Plan update as linkages to the RTP will include the following:

- Making all modes of transportation safer and more secure. These include urban and rural roads, intersections, bridges, bicycle and pedestrian facilities and crossings, transit stations and other waiting facilities, ferry transportation, ITS technologies, and evacuation planning.

- Expanding and enhancing public transit and multimodal facilities, coordination of services, and a customer service delivery that is attractive, and user friendly.
- Sustainable development that is oriented to complete streets accommodation including transit, bicycling facilities, pedestrian accommodations and mixed use centers.

County and local agencies and jurisdictions that will be involved and/or affected by this project include the Middlesex County Department of Transportation, Keep Middlesex Moving, the Middlesex County Engineering Office, and the Planning/Community Development/ Engineering offices of the 25 municipalities in Middlesex County. State and regional agencies with which we will collaborate include NJTPA, NJDOT, NJ Transit, the New Jersey Turnpike Authority and the Port Authority of New York and New Jersey.

***Methodology:***

The update of the Middlesex County Transportation Plan, a functional element of the County Comprehensive Master Plan, will be done at generally the same period of time as the update of the full Comprehensive Master Plan. This will ensure that the relationship between the Transportation Plan Element and the Comprehensive Plan are addressed with up to date data, common and consistent conditions. The last update of the Land Use Plan and all other relevant planning components of the Comprehensive Master Plan were done and adopted in the early 1970's.

Within the Middlesex County Department of Planning, the staff of the Transportation Division will work with staff of the Division of Comprehensive Planning, the Data Management and Technical Services, and the Land Development Review for input and in the update of the Transportation Plan and its relationship to the Comprehensive Master Plan. A great deal of the needed outreach activities to the public and important stakeholders will be provided through similar activities that will be done with the assistance of the Division of Comprehensive Planning as part of the update of the County Comprehensive Master Plan. Through this in-house collaboration and assistance we expect the requested funding level of \$ 100,000 to be adequate to cover this effort. We do not anticipate modeling activities to be included in this effort. Rather, as part of the data gathering and analysis task, we will solicit information from State, County and local officials on observed conditions affecting traffic operations, safety and capacity.

The Plan will address such new and emerging issues as sustainability planning, climate change, and Complete Streets. The Plan will explore the areas of sustainability planning and climate change in areas relating to reducing traffic congestion, improving air quality, offering job commuting alternatives such as carpooling/vanpooling, expanding public transit, promoting the compressed work week and telecommuting options, and expanding the use of alternative low polluting fuels and energy sources such as solar and wind power. Efforts by the County to mitigate transportation related greenhouse gas emissions include the Renewable Energy programs such as the Middlesex County/Rutgers Cooperative Extension Solar Project; the Landfill Gas-To-Energy project; the Common Cents Cooperative Purchasing Program to assist municipalities in reducing costs for natural gas, electricity, services and supplies, and educating municipal governments on "green" technologies. In the area of transportation . the County has integrated alternative fuel vehicles into the county motor fleet and established a policy that requires a minimum 10 percent of all future vehicle purchases to be alternative fueled. From this initiative the Middlesex County Showroom of Environmental Technologies (MCSET) Program which promotes clean air and water initiatives through the use of alternative fuels, energy efficiency and green technologies. This Program assists municipalities, schools and the private sector to identify and implement "green" technologies by coordinating state grants, technical assistance, and county resources. It has regional implications in its partnership between Middlesex County, the NJ Board of Public Utilities and the NJ Department of Environmental Protection.

The Plan will explore a Complete Streets policy for the county to promote a transportation system that is responsive and accommodating to the needs of all users including motorists, transit users, bicyclists, pedestrians, and the disabled. The Middlesex County Transportation Coordinating Committee has passed a resolution in support of a Complete Streets Policy, and for consideration by the Middlesex County Board of Chosen Freeholders. The County has also taken various active steps in support of bicycling, pedestrian and ADA improvements in the transportation infrastructure.

The new Transportation Plan through the participation and input of the Middlesex County Department of Transportation and Keep Middlesex Moving will also address Jobs Access Reverse Commute (JARC) and Safe Routes to School (SRTS) activities in the County.

***Description of Prior Work and Funding:***

The Plan Update will build on the County's FY 2008-2009 Subregional Study: Southern Middlesex County Transit Needs, which was intended to enhance the delivery and coordination of fixed route and demand responsive transit services in southern part of Middlesex County. One key outcome of this study was the implementation in May, 2010 of the Middlesex County Area Transit (MCAT) M-6 Shuttle Route with service to Jamesburg, Cranbury, Plainsboro and Princeton Junction, and providing transit service to shopping, medical, government and recreational facilities.

The new plan will seek to build and advance in other parts of the County the type of recommendations developed in the Southern Middlesex County Transit Needs Study and the success achieved with the implementation M-6 Bus Route.

Results and outcome from the following current and past planning studies/projects will also be examined for identification in the Plan for their possible application in other parts of the County.

***The Route 9 Corridor Transit Linkages Improvement Study, FY 2010-2011 SSP***

***Route 18 Corridor Pedestrian Safety, Transit Enhancement, Park & Ride and Commuter Shuttle Service in Old Bridge Township***

***NJDOT Route 9 Bus Shoulder Lanes and Pedestrian Improvements Old Bridge Township, Middlesex County.***

***Future Project Development and Funding:***

Projects and programs identified in the new Plan will be considered for implementation through the federal, State County, local and private funding sources as appropriate.

**Work Program and Schedule**

The main tasks for study will span 24 months and an example follows:

**Task 1: Project Management, Reporting and Invoicing**

This project will be managed through the Supervising Planner of the Transportation Division of the Middlesex County Department of Planning who will be responsible for the development and submission of the appropriate quarterly reports invoices, and the coordination of this project with other Divisions of

the Department of Planning and other Departments within the County. The Transportation Division also includes two Principal Planners and a Division Secretary. This project will involve coordination with other Divisions of the Planning Department including the Division of Comprehensive Planning and the Division of Land Development Review in regard to its relationship with the update of the County Comprehensive Master Plan.

### **Task 2: Public Outreach and Interagency Coordination**

- Identify stakeholders and initiate public involvement in the update of the County Transportation Plan. Conduct meetings with representatives from key agencies and focus groups including the affected municipalities/local elected officials; NJTPA; NJ Transit; NJDOT; the New Jersey Turnpike Authority; the Middlesex County Department of Transportation; The Middlesex County Engineering Office, the Middlesex County Department of Economic Development, Keep Middlesex Moving (KMM), representatives of major employers; and owners or superintendents of major residential developments.
- Identify groups with a direct interest in improving public transit and general public mobility to activity centers in the County and to regional destinations.
- Additional avenues of public participation for this study will also be provided through the structure of the Middlesex County Transportation Coordinating Committee (MCTCC), which has representation from all the municipalities in the County, the County's State legislative delegation, as well as various local and regional transportation agencies. Similar input will be sought from the Middlesex County Infrastructure Committee and the Middlesex County Comprehensive Traffic Safety Task Force.
- Representatives from the adjacent counties of Mercer, Monmouth, Somerset and Union will also be consulted during the update of the Plan. On plans/recommendations relating to transit services near county lines, coordination efforts with any of their own nearby transit services will be considered. Similarly, road / bridge improvement projects near county lines will involve collaboration with the adjacent county.
- Identify other means of communications with members of the public (public displays at fairs, participation in municipal study advisory committees relating to transportation projects), and scheduled public meetings at designated locations.
- Conduct outreach activities to other regional transportation agencies including AMTRAK, the New Jersey Turnpike Authority, and the Port Authority of New York and New Jersey; and to other relevant State and regional agencies which will be done in concert with the Middlesex County Planning Department Division of Comprehensive Planning.
- To help better capture study area needs in the public outreach process we will utilize input that may be gathered from survey and focus group activities conducted by the Department of Planning and Keep Middlesex Moving.

### **Task 3: Data Gathering and Analysis**

- Re-examine the existing County Transportation Plan, and projects, programs and proposals that have been completed or are no longer applicable.

- Perform comprehensive inventories and data collection; perform field investigations where needed; and conduct outreach activities to the municipalities in the County and examine most current municipal Circulation Plans, and also collaborate with the Middlesex County Department of Transportation (MCDOT), and Keep Middlesex Moving TMA.
- Solicit information from State, County and local officials on observed conditions affecting traffic operations, safety and capacity.
- Coordinate with State and Regional Transportation Plans of NJDOT, NJ Transit.
- Identify municipal land use and regulatory conditions that support transit and all existing and proposed Transit Villages in Middlesex County.
- Develop data on automobiles per household at municipal and county level.
- Review 1990, 2000 U.S. Census, and post 2010 Census data estimates for the County with a focus on employment and Journey to Work (JTW) data and trends.
- Identify existing generators of pedestrian and bicycle traffic and determine the feasibility and possible use of bicycle facilities/accommodations to be integrated within local and regional transit facilities.
- Review the NJDEP Greenhouse Gas (GHG) Reduction Plan (2009) to assist in setting goals and objectives for reducing emissions from mobile sources. Similar goals and objectives will be set for stationary sources.
- Identify GHG reduction goals and targets in the Plan where feasible. In collaboration with the NJTPA on Region-wide GHG Reduction Plan, develop strategies for reducing GHG emissions.
- Analyze vulnerable transportation infrastructure impacts from climate change such as potential flooding of roads, railroads and rail stations, park and ride facilities, and bike parking accommodations; especially for such facilities located near coastal areas of the Coastal areas of the County. Also, collaborate with NJTPA on the vulnerability and risk analysis project for any relationship to the Middlesex County transportation system. Identify possible Plan recommendations in the planning, design, construction, operations and maintenance of the County's transportation system to make it more resistant to new weather and climate extremes and to help reduce the adverse impacts that potentially could result. Examine response measures that may require collaboration with federal, State, County and local agencies to re-evaluate existing design standards and possible rehabilitation and retrofitting of the susceptible transportation infrastructure.
- Review the Middlesex County Subdivision and Site Plan Resolutions and identify those recommendations that are consistent with implementing the goals of the County Transportation Plan Element.

#### Problems and Deficiencies

- Identify problem areas in the County with regard to roadway safety.
- Identify travel corridors in the County that are operating at or near peak period capacity levels.
- Identify notable "hot spots" and problem intersections.

- Identify deficiencies with existing State, County and municipal bridges and other transportation infrastructure.
- Identify unmet transit needs and operational problems/deficiencies.
- Identify problem areas affecting bicyclists and pedestrians.
- Identify current deficiencies, potential and public demand and level of municipal interest in advancing the development of other modes of transportation in the County such as ferry services and waterborne taxi services for waterfront municipalities.

#### **Task 4: Needs Assessment and Solutions / Recommendations**

Specific proposals from this study will include recommendations for roadways, fixed route bus transit and rail services, demand responsive paratransit, bicycling and pedestrian accommodations, a county complete streets policy and implementation of complete streets improvements. The Plan will also address, ferry services, transportation systems management solutions and strategies, land use and sustainable development plans, climate change, alternative energy sources. This task will also include the following:

- Promote greater public/private partnerships in the development and implementation of multi-modal transportation improvements.
- Provide statements of existing conditions, need for proposed improvements, and documentation of local support. Recommended improvements / new projects will include a preliminary environmental scan that assesses the demographic conditions in the County including makeup, changes and trends of the population, residential and other land use characteristics, available transit services.
- As a demand management strategy for reducing GHG emissions and traffic congestion the Plan will discuss parking policies that can be put into effect, including parking cash out and other incentive measures that encourage the use of alternative means of transportation to work other than the single occupant vehicle. Recommendations relating to parking policies and other transportation systems management strategies will be developed in close collaboration with Keep Middlesex Moving, the County's TMA.

**Task 4 A:** As part of the Needs Assessment work, there will be NJTPA modeling support. NJTPA staff will provide Middlesex County with model support that will include transportation system performance results from the latest North Jersey Regional Transportation Model-Enhanced (NJRTM-E) conformity runs as well as a few alternative scenarios reflecting changes in land use and/or minor transportation system changes. Specifics on the chosen scenarios will be determined at a later date based on public outreach findings.

#### **Task 5: Funding and Implementation**

Potential funding sources that will be sought to implement the recommendations of this Transportation Plan will include federal funding through the NJTPA Transportation Improvement Program (TIP), the Congestion Mitigation and Air Quality (CMAQ) Program, and the Safe Routes to Transit Program, the County and Municipal State Aid Programs administered by NJDOT, and special NJ TRANSIT sponsored programs.

Also, the Plan will promote project implementation utilizing new public – private partnerships for the project development and implementation process, and the implementation of quick “fix it first” projects where feasible and other short term and long term projects. Other funding could include local government and private sources, where possible, and funding derived from fare revenues and advertising revenues received from existing routes operated by the Middlesex County Department of Transportation for initiatives relating to local transit routes.

**Task 6: Develop Draft Plan, Circulate to Stakeholders, and hold Public Hearing**

The Draft Plan that will emerge will be coordinated and reviewed with the County Division of Comprehensive Planning, the Division of Land Development and Review, the Middlesex County Department of Transportation, The County Engineering Department; Keep Middlesex Moving TMA, the affected municipality or municipalities, NJ Transit, NJDOT, NJTPA, the adjacent municipalities of Mercer, Monmouth, Somerset and Union, the Middlesex County Transportation Coordinating Committee (TCC), and other appropriate / interested stakeholders.

A formal public hearing on the updated Transportation Plan as part of the Comprehensive Master Plan will be advertised and held at the Middlesex County Planning Board Meeting Center in New Brunswick.

**Task 7: Review Public Hearing Comments, Develop Final Plan**

Following the formal public hearing and the 30 day review period, all comments received will be reviewed, appropriate amendments to Draft Plan will be made and a Final Plan document will be developed.

**Task 8: Middlesex County Planning Board Plan Adoption, Reproduction/Distribution**

Submit Final Plan Document to the Middlesex County Planning Board for adoption of the Plan at regularly held and publicly advertised meeting.

Distribute copies of the Transportation Element of the Plan to NJTPA, NJDOT, NJ Transit, Middlesex County municipalities and the four adjacent counties of Mercer, Monmouth, Somerset and Union.

**Products/Deliverables**

The Final Document of the updated Transportation Element of the Middlesex County Comprehensive Master Plan.

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
MIDDLESEX COUNTY: UPDATE OF THE TRANSPORTATION ELEMENT  
OF THE MIDDLESEX COUNTY COMPREHENSIVE MASTER PLAN  
BUDGET PLAN**

		<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ 57,359.18		
2. FRINGE BENEFITS	52%	\$ 29,757.94		
3. LEAVE ADDITIVE	22%	\$ 12,882.87		
	<b>SUBTOTAL</b>	<b>\$ 100,000.00</b>	80%	20%
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
7. OTHER (SPECIFY)		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	80%	20%
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	80%	20%
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>	80%	20%
	<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 100,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b> \$	80,000.00	<b>Local Match:</b> \$	20,000.00	<b>Total:</b> \$	100,000.00
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**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
MIDDLESEX COUNTY: UPDATE OF THE TRANSPORTATION ELEMENT  
OF THE MIDDLESEX COUNTY COMPREHENSIVE MASTER PLAN  
STAFFING PLAN**

**Project Task Budget**

<b>Task</b>	<b>Subregional Staff Hours</b>	<b>Direct Costs - Personnel Services</b>	<b>Direct Non- Labor Costs</b>	<b>Indirect Costs</b>	<b>Consultant Costs</b>	<b>Total Costs</b>
Task 1- Project Management & Reporting	64	\$ 6,260				
Task 2 - Public Outreach & Inter-Agency Coordination	344	\$ 30,556				
Task 3 - Data Gathering & Analysis	235	\$ 17,639				
Task 4 - Needs Assessment & Recommendations	155	\$ 13,078				
Task 5 - Funding & Implementation	96	\$ 8,445				
Task 6 - Draft Plan Development & Public Hearing	157	\$ 13,058				
Task 7 - Complete Final Plan	67	\$ 5,549				
Task 8 - MCPB Adoption & Distribution of Plan	62	\$ 5,415				
<b>TOTAL</b>	<b>1180</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

**Subregional Staff Plan**

<b>Personnel (Name/Title)</b>	<b>Estimated % of Time Needed for Study (based on total work hours for the year)</b>	<b>Total Estimated Hours For Study</b>
Anthony Gambilonghi, Supervising Planner, Transportation	8%	276
Bruce McCracken, Principal Planner, Transportation	7%	265
Ryan Rapp, Principal Planner	15%	530
Anne Hummel, Secretarial Assistant, Typing	1%	29
George Ververides, Director of County Planning	2%	80
<b>TOTAL</b>	<b>6%</b>	<b>1180</b>

**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM  
PROJECT SCHEDULE**

**Subregion:** MIDDLESEX  
**Study Title:** Update of the Transportation Plan Element

Task # - Description	FY 2012												FY 2013												Final Qtr Report	
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter				
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June		July
Authorized Project Start Date	★	July 1, 2011																								
Task 1 - Project Management																										
Task 1 - Project Management Task 1a- Reporting & Invoicing				★			★			★			★			★			★			★			★	
Task 2 - Public Outreach & Interagency Coordination									⊙									⊙			⊙					
Task 3 - Data Collection & Analysis																										
Task 4 - Needs Assessment, and Recommendations																										
Task 5 - Funding and Implementation																					★					
Task 6 - Develop Draft Plan, and Hold Public Hearing																					★					
Task 7 - Review Public Hearing Comments/ Final Report																								★		
Task 8 - MCPB Plan Adoption and Printing / Distribution																										★
Project Completion Date																										★

June 30, 2013

**Legend:**  
 Milestone Date ★  
 Meeting Date ⊙

**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor:** County of Monmouth

**Title of Proposed Study:** Monmouth County Comprehensive Bicycle and Pedestrian Master Plan

**Estimated Budget Requested:** \$250,000 (Includes In-Kind Match)

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*Executive Summary*

Monmouth County (The County) is requesting that the NJTPA fund a Subregional Study to develop a Comprehensive Bicycle and Pedestrian Master Plan. It is anticipated that the plan will be adopted by the Monmouth County Planning Board as an official planning document.

**Purpose and Need**

Monmouth County has taken an active role in undertaking bicycle and pedestrian initiatives, including:

- Adoption of the first county Complete Streets Policy in New Jersey
- Multiuse trails within and connecting the County Park System
- The Henry Hudson multiuse trail that connects Freehold to the Bayshore
- Acquisition of a permanent easement for the Union Transportation Trail and development of the first 2 mile section
- A Bicycle Map that shows existing bicycling conditions on many roads in Monmouth County (updated in 2010)

To date these efforts have emphasized the recreational aspect of bicycle and pedestrian facilities, but Monmouth County now proposes to emphasize the transportation aspect of bicycle and pedestrian facilities. The adoption of a Complete Streets Policy was a major step in that direction.

In addition, there is a grassroots effort in Monmouth County for bicycle and pedestrian facility development. The Municipalities of Red Bank, Ocean Township and Freehold Borough have all received planning assistance grants from the New Jersey Department of Transportation (NJDOT) to develop bicycle and pedestrian plans for their communities. The staff of the Transportation section of the County Planning Board has been assisting with these efforts by serving on the Steering Committees of all 3 studies. Several municipalities, such as Manalapan, Millstone, and Marlboro, have adopted bike/ped master plans for their communities. As the County and municipalities update their regional and community visions and planning efforts, bicycle and pedestrian facilities are being included in the plans. School districts are grappling with reduced budgets that are impacting their ability to provide bus service and are looking at ways to provide safe routes to school via walking and biking.

The Monmouth County Transportation Council has prioritized non-motorized transportation. That effort led to their 2010 Transportation Summit focusing on bike/ped issues. In addition, all of the municipalities in Monmouth County were contacted in an effort to inventory existing facilities and plans.

It is important to have a County Bicycle and Pedestrian Plan so that when road improvements are considered as a part of the development review process or as a stand-alone road projects, they can be evaluated for bicycle and pedestrian improvements. Having a plan in place will also further encourage individual municipalities to include bicycle and pedestrian plans as part of their circulation elements and to understand how they might connect to a broader system. Finally, having a plan would increase the likelihood of funding opportunities for bicycle and pedestrian facilities.

The State of New Jersey and the North Jersey Transportation Planning Authority have developed visions and long range plans that include programs designed to improve quality of life, including the importance of bicycle and pedestrian facilities. These efforts support the goals of encouraging a healthy lifestyle and providing more choice in modes of transportation.

Since there are so many efforts that have occurred and are occurring right now, the time is right to look at the County as a whole to develop a plan for a system of interconnecting bicycle and pedestrian facilities that can be used for transportation purposes as well as for recreation.

### **Description**

This proposal is for the development of a comprehensive County Bicycle and Pedestrian Master Plan that will build off of past and existing efforts and will create a coordinated system of bicycle and pedestrian facilities for use in the future. Monmouth County Planning Board and Engineering staff will work with a consultant to develop a comprehensive bicycle/pedestrian plan for Monmouth County. The plan will research available information, identify attractors, evaluate existing facilities and propose a comprehensive countywide bicycle and pedestrian network that identifies the different kinds of facilities that may be appropriate, prioritizes improvements and presents potential costs and funding sources.

The plan will place an emphasis on bicycle/pedestrian accessibility to, and travel for, residential, commercial and retail needs rather than simply for recreational purposes. The plan will also look at links to existing transit and will discuss and recommend “accessory facilities” that are necessary to support the use of bicycling and walking as modes of transportation.

### **Project Area**

The study area will include all of Monmouth County, and will look at possible connections with adjacent counties.

### **Goal**

The goal of this plan is to improve the quality of life for the residents and visitors of Monmouth County by facilitating development of bicycle and pedestrian facilities throughout the county. This plan is intended to be long range, looking 20 years into the future.

### **Objectives**

Key objectives of this study include:

- Provide more choice for modes of transportation
- Promote active living and healthy lifestyles
- Decrease traffic congestion and reduce vehicle miles traveled (VMT)
- Provide for a connected and integrated system of safe bicycle and pedestrian facilities
- Ensure that bicycle and pedestrian facilities are appropriately addressed and designed as an integral part of state, local and county public works projects
- Prioritize key projects that will result in a framework of bicycle and pedestrian facilities that can be expanded and connected to in the future as opportunities and funding arise
- Research and identify possible funding sources for construction and maintenance of facilities

- Increase awareness of bicycling and walking as a means for transportation and educate all road users as to their rights and responsibilities

### **Regional Impact**

The Monmouth County Bicycle and Pedestrian Plan helps to implement Plan 2035 because it will lay the groundwork for a pedestrian/bicycle network that will serve all 53 municipalities in Monmouth County and connect regionally-important employment, residential, and recreational areas.

This plan will also coordinate with other bicycle and pedestrian efforts currently occurring in Mercer County, Middlesex County and Ocean County. Examples include the Capital to Coast Trail, the East Coast Greenway and the Union Transportation Trail.

### **Methodology**

- A *Technical Advisory Committee* will be formed that will include, but not be limited to, representatives from various county departments including Parks, Engineering, and Health. In addition, representatives from outside groups will be included such as Meadowlink TMA, the public health community, bicycle and pedestrian advocacy groups and interests, NJDOT, NJ Transit, and NJTPA.
- A *Consultant Team* will be hired to assist the County in preparing the plan.
- A *Public Outreach Program* will be the cornerstone of the process. The first step in the public process will be a meeting with municipal stakeholders and interest groups to gather information of existing facilities, deficiencies and attractors. Once this information is mapped, up to 3 stakeholder/public workshops will be held to gather feedback on the work of the stakeholders. In addition, there will be an interactive website and map posted to gather comments from the general public. After data is collected and analyzed and a preliminary draft Master Plan Map is formulated, up to 3 stakeholder/public workshops will be held to review the preliminary draft Master Plan Map and policies. Finally, the draft final plan with associated recommendations, action plans, priorities and funding opportunities will be presented at 3 stakeholder/public workshops.
- The consultant and Technical Advisory Committee will inventory and identify *Existing Conditions* which will include gathering existing data from the County, identifying (through a stakeholder and public process) key attractors, gather crash statistics and do field investigations as necessary.
- Once baseline information is collected, *Demand and Suitability Modeling* will take place. It is proposed that this study take advantage of the already developed Bicycle Demand Model (BDM), the Bicycle Compatibility Index (BCI) modeling tool and the Pedestrian Compatibility Index used in the New Jersey Statewide Bicycle and Pedestrian Master Plan, Phase 2. This tool will help identify and prioritize key links.
- Once the Bicycle and Pedestrian Master Plan Map has been developed, the consultant will *Evaluate Costs and Priorities* of various segments
- In addition to the map, the Plan will include policies and action plans for *Implementation* of the plan. This will include recommendations to update County policies, provide model ordinances and procedures for municipalities as well as the development of education and enforcement programs to support safe bicycling and walking in Monmouth County.

### **Prior Work and Funding**

MCPB has performed many successful Supportive Tasks, Technical Studies and Subregional Study projects during previous years. The following table provides a summary of the most recent of these previous initiatives, their budgets and their status toward implementation.

<b>STUDY NAME</b>	<b>YEAR</b>	<b>TYPE</b>	<b>BUDGET</b>	<b>STATUS</b>
Transportation Audit and Sustainable Transportation Plan	2010-11	Subregional Study	\$200,000	In Progress
Coastal Evacuation Route Improvement Study	2008-2009	Subregional Study	\$250,000	Completed. The MCTC and County OEM are working together to disseminate specific information and recommendations to each municipality along the routes that were evaluated.
Monmouth County State Route 79 Corridor Study	FY 2006 – FY 2007	Subregional Study	\$225,000	Completed
Asbury Park Transportation Improvement Study	FY 2004 – FY 2005 (Supplemental)	Subregional Study	\$80,000	Completed. City formed task force that is now working to implement recommendations of report.
Monmouth County State Route 33 Corridor Study	FY 2004 – FY 2005	Subregional Study	\$175,000	Completed. Refining Report to Confirm and Better Emphasize Key Recommendations.
Western Monmouth County Route 537 Corridor Study	FY 2003	Supportive Task	\$50,000	Completed. Report was distributed by NJTPA to other subregions as a model approach for Subregional Corridor Studies. Monmouth County Engineering is now advancing design of improvements recommended in Study Area A.
Monmouth County Feeder Bus Service Plan	FY 2002	Supportive Task	\$50,000	Completed. The Dock and Roll program has been underway as a cooperative effort between Middletown and Monmouth County..
Monmouth County Market Based Local Bus Service Enhancement Plan	FY 2001	Technical Study	\$60,000	Completed. Implementation of some recommendations by NJ TRANSIT, others in progress.
Monmouth County Comprehensive Transit Map	FY 2001	Supportive Task	\$40,000	Completed. New Monmouth County Transit Map developed, printed and distributed. The Planning Board Staff will work to update this map in the next year.
Monmouth County Tourism: Transportation Needs Analysis	FY 2000	Supportive Task	\$60,000	Completed. Products include Sandy Hook – Route 36 Summer Traffic Management and Agency Coordination Plan. Implemented and now in use to guide NJDOT Highlands Bridge Replacement project redesign. Being

				used by the NPS as a part of a comprehensive look at transportation related to the Gateway NRA.
Monmouth County Community Traffic Calming Study	FY 1999	Technical Study	\$70,000	Completed. Communities have been seeking NJDOT funding for past few years to implement. Some municipalities have developed their own projects as a result of this study.
Monmouth County Pedestrian Corridors Mobility Concept Study	FY 1998	Technical Study	\$105,000	Completed. Communities have been seeking NJDOT funding to implement. Ocean Avenue project now moving to NJTPA Project Pipeline
Western Monmouth Regional Strategic Plan: Route 9 Regional Corridor	FY 1999	Supportive Task	\$30,000	Completed. Document used as basis for subsequent NJDCA Smart Growth Grant.

### **Advancing Projects to Implementation**

The study will define improvements that could be advanced for further study through the NJTPA PDWP process. Proposed improvements will be stratified into a phased series of short and longer-term recommended improvements for NJDOT, Monmouth County, and/or municipal action. In addition, a vital part of the plan will be to identify potential sources for facility development recognizing that State and Federal funding through the PDWP process is becoming more and more limited.

### **LINK TO NJTPA REGIONAL TRANSPORTATION PLAN (RTP)**

Consistency with *Plan 2035* includes:

- The support of walking and bicycling is identified as part of the Regional Capital Investment Strategy identified on p. 13.
- Improving pedestrian and bicycle facilities near transit are identified in the Strategy and Needs section of the report on page 45.
- Chapter 6 discusses Implementation. There is a section on Walking and Bicycling that begins on page 90.

Consistency with SAFETEA-LU and RTP Goals as laid out in the solicitation:

- The first emphasis area discussed in the background material for this solicitation is to Establish Sustainable Community Strategies. That includes providing more transportation choices, valuing communities and neighborhoods, and supporting existing communities. The proposal would be consistent with all 9 of those objectives.
- The emphasis areas identified include the development of bicycle facilities and walkable communities. Also included is addressing climate change. This Plan would be consistent with those emphasis areas.
- The second emphasis area is safety. This plan would help to reduce crash and fatality rates for bicyclists and pedestrians. This plan could serve as a prototype for other regions to follow.

## **WORK PROGRAM AND SCHEDULE**

### **TASK 1: PROJECT KICK-OFF**

#### **1.1 Consultant/County Coordination**

Within 2 weeks of award of the contract, the consultant and staff will meet to discuss

- Project Scope of Work
- Roles and Responsibilities
- Project Management Approach
- Communication Protocol
- Reporting/Invoicing Requirements

#### **1.2 Technical Advisory Committee**

A project Technical Advisory Committee will be established that will be comprised of representatives from:

- Monmouth County Parks, Engineering, Public Works, Health and IT Departments
- MCTC
- Monmouth County Planning Board
- NJDOT, NJ Transit, NJDEP, NJTPA, Meadowlink TMA
- Rutgers Voorhees Center

The Consultant will meet with the Technical Advisory Committee and present the project approach and Scope of Work.

#### **1.2 Advocacy Committee**

An Advocacy Committee could be formed to provide input into the process and to encourage public participation. The Committee could include representatives from:

- Tri-State Transportation Campaign
- New Jersey Bike and Walk Coalition
- Monmouth County Bicycle Clubs
- Bicycle Shops

### **TASK 2: DATA COLLECTION**

#### **2.1 Identify Stakeholders**

During the first Technical Advisory Committee meeting, a list of potential stakeholders will be reviewed and revised, if necessary. The stakeholders will be contacted by MC staff informing them of the project and encouraging participation.

#### **2.2 Existing Conditions and Information**

The consultant and Technical Advisory Committee will work together to identify existing information relating to bicycle and pedestrian facilities in Monmouth County. This shall include, but not be limited to:

- Information from the *New Jersey Statewide Bicycle and Pedestrian Plan, Phase 2*
- Existing County bicycle and pedestrian facilities
- Existing municipal plans and facilities
- Bicycle and pedestrian facilities in adjacent counties that have the potential for connectivity
- State-wide or region-wide bicycle and pedestrian initiatives such as the Capital to Coast Trail and the East Coast Greenway

- Crash statistics from all available sources
- Road condition information available from NJDOT, MC Engineering and from previous studies
- Current Bicycling Map

### **2.3 Identify Key Attractors**

The consultant and Technical Advisory Committee will work together to develop an initial map and list of key attractors (such as schools, libraries, human service facilities and commercial centers) and opportunities for connectivity trains, buses and ferries.

### **2.4 Initial Public Outreach**

A meeting with municipal stakeholders and interest groups will be held to review the preliminary map developed by the Technical Advisory Committee and to gather additional information of existing facilities, deficiencies and attractors. Once this information is mapped, up to 3 stakeholder/ public workshops (similar workshops but geographically separated) will be held to gather feedback on the work of the stakeholders. An Advocacy Committee could also be formed that could assist in garnering input from the public.

## **TASK 3: DATA ANALYSIS**

### **3.1 Demand and Suitability Analysis**

It is proposed that this study take advantage of the already developed Bicycle Demand Model (BDM), the Bicycle Compatibility Index (BCI) modeling tool and the Pedestrian Compatibility Index used in the New Jersey Statewide Bicycle and Pedestrian Master Plan, Phase 2. This process will help to identify and prioritize key connections.

### **3.2 Initial Prioritization and Cost Analysis**

Based upon all the data collected, the consultant and Technical Advisory Committee will prepare map and list of priority links and connections. In addition, a “spine system” of bicycle and pedestrian facilities will be identified that can be built upon. These connections will be preliminarily prioritized by the Technical Advisory Committee and cost estimates will be developed by the consultant.

## **TASK 4: PRELIMINARY MAP AND PLAN**

### **4.1 Develop Draft Map**

The consultant, in cooperation with the Technical Advisory Committee will prepare a draft Master Plan Map taking into consideration the input received and data collected and analyzed. The map will be in a format that is compatible with Monmouth County GIS and in a format that can be posted on the Monmouth County Planning Board Website.

### **4.2 Develop Policy and Implementation Strategies**

In addition to the map, this plan shall include a policy document that will discuss, at a minimum:

- Goals and objectives
- Prioritization and estimated costs
- Education and enforcement recommendations
- Bicycle and pedestrian facility design guidelines
- Funding sources
- Develop model policies and ordinances for use by the County and municipalities

#### **4.3 Stakeholder and Public Outreach**

Once the draft map and policy plan have been reviewed and revised by the Technical Advisory Committee, a series of public meetings will be held with stakeholders and the public at large to gain input on the draft plan.

#### **4.4 Analysis of Comments and Revisions**

At the conclusion of the public meetings public comment period, the comments will be reviewed and revisions made to the draft map and policy plan, as deemed necessary, for review by the Technical Advisory Committee.

### **TASK 5: FINAL MAP AND PLAN**

#### **5.1 Develop Final Map and Plan**

The Final Monmouth County Comprehensive Bicycle and Pedestrian Master Plan will be developed. It is anticipated that the plan will be adopted by the Monmouth County Planning Board. The map will be in a format that can be easily accessed from the Monmouth County Website. The map will be able to be customized for printing by users and will be compatible with the County GIS system.

#### **5.2 Presentations to Stakeholders**

The consultant will prepare a power point presentation summarizing the plan and will make a presentation to the Stakeholders Group, the Monmouth County Transportation Council, the Monmouth County Planning Board and NJTPA.

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
MONMOUTH COUNTY: COMPREHENSIVE BICYCLE AND PEDESTRIAN MASTER PLAN  
BUDGET PLAN**

		<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ 26,598.82		
2. FRINGE BENEFITS	46%	\$ 12,323.23		
3. LEAVE ADDITIVE	20%	\$ 5,333.06		
	<b>SUBTOTAL</b>	<b>\$ 44,255.11</b>	80%	20%
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ 1,000.00		
2. TRAVEL		\$ 500.00		
3. PRINTING & REPRODUCTION		\$ 13,744.89		
4. TELEPHONE				
5. POSTAGE		\$ 500.00		
6. CONFERENCE/TRAINING				
7. OTHER (SPECIFY)		\$ -		
	<b>SUBTOTAL</b>	<b>\$ 15,744.89</b>	80%	20%
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%			
	<b>SUBTOTAL</b>	<b>\$ -</b>	80%	20%
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ 190,000.00		
	<b>SUBTOTAL</b>	<b>\$ 190,000.00</b>	80%	20%
	<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 250,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, iii and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$ 200,000.00	<b>Local Match:</b>	\$ 50,000.00	<b>Total:</b>	\$ 250,000.00
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**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
MONMOUTH COUNTY: COMPREHENSIVE BICYCLE AND PEDESTRIAN MASTER PLAN  
STAFFING PLAN**

**Project Task Budget**

<b>Task</b>	<b>Subregional Staff Hours</b>	<b>Direct Costs - Personnel Services</b>	<b>Direct Non- Labor Costs</b>	<b>Indirect Costs</b>	<b>Consultant Costs</b>	<b>Total Costs</b>
Task 1 - Project Kick-Off	50	\$ 2,918.95				
Task 2 - Data Collection	200	\$ 11,769.97				
Task 3 - Data Analysis	100	\$ 6,120.37				
Task 4 - Preliminary Map and Plan	200	\$ 11,769.97				
Task 5 - Final Map and Plan	208	\$ 11,675.84				
<b>TOTAL</b>	<b>758</b>	<b>\$ 44,255.11</b>	<b>\$ 15,744.89</b>	<b>\$ -</b>	<b>\$ 190,000.00</b>	<b>\$ 250,000.00</b>

**Subregional Staff Plan**

<b>Personnel (Name/Title)</b>	<b>Estimated % of Time Needed for Study (based on total work hours for the year)</b>	<b>Total Estimated Hours For Study</b>
Nora Shepard, Supervising Transportation Planner	15%	455
Anthony Gamallo, Senior Transportation Planner	10%	303
<b>TOTAL</b>	<b>25%</b>	<b>758</b>

**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM**

**MONMOUTH COUNTY  
COMPREHENSIVE BICYCLE AND PEDESTRIAN MASTER PLAN  
PROJECT SCHEDULE**

Task # - Description	FY 2012												FY 2013												Final Qtr
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter			
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Authorized Project Start	★	July 1, 2011																							
RFP Preparation		★																							
RFP out to bid				★																					
Task 1 - Project Kick-off					★																				
Task 2 - Data Collection										★															
Public Outreach Meetings											★														
Task 3 - Data Analysis																									
Task 4 - Preliminary Plan																									
Public Outreach Meetings																						★			
Task 5 - Final Plan																							★		
Public Outreach Meetings																								★	
Project Completion Date																								April 30	★

**Legend:**

Milestone Date





**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor(s):** County of Morris

**Title of Proposed Study:** NJ 124 Corridor Transit Access Improvement Study

**Estimated Budget Requested:** \$300,000 (Includes In-Kind Match)

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*EXECUTIVE SUMMARY*

The Morris County Division of Transportation (MCDOT) proposes to undertake a consultant-supported study of transit access in southeast Morris County along NJ 124 at three railroad stations. The three stations are, from west to east, Convent Station in Morris Township, Madison Station in Madison Borough, and Chatham Station in Chatham Borough. It is critical to acknowledge that the transit access needs of residents outside of the three municipalities will be taken into account. Harding, Florham Park, and Chatham Townships have expressed the need for expanding transit options for their residents. See the attached study area map. The need for such a study is well supported by previous investigations and inclusion in *Plan 2035*, all of which are detailed in the next section. Previous evaluations require refinement in order to advance implementable targeted improvements.

The three railroad stations that will be studied are evenly spaced along four and a half miles of NJ 124. All stations are located on the Morris & Essex rail line. All three communities have embraced the railroad stations and recognize the benefits associated with transit options. These three stations are similar in the service they provide and the number of riders they serve. Their character, though similar amongst the three, is notably different from neighboring stations to the east and west. Both Summit and Morristown railroad stations act as transit hubs and serve many more riders and provide for multiple transfer options. NJ TRANSIT agrees that Convent, Madison, and Chatham Stations should be studied as a unit due the services currently offered and the regional needs that will be addressed by actions taken at all three stations.

The goal of this study is to determine the most effective and acceptable course of action to improve access to transit in southeast Morris County. The consideration of strategies and infrastructure improvements will be advanced through intense interaction with municipal decision makers, in order to properly integrate transportation and land use decisions. The MCDOT anticipates that NJ TRANSIT will be a partner in this project. As such, it is anticipated that a representative from NJ Transit's Planning Group would be available for advisement during the study. The NJ TRANSIT representative will serve on the technical advisory committee (TAC), with a representative from NJDOT.

A work program is detailed in the next section. It follows a traditional planning study path, though allows for creative methods of data collection and forward-thinking recommendations to support transit oriented development applications.

1. Project Management
2. Literature Search and Review
3. Municipal Interaction and Public Input
4. Zoning around Railroad Stations Analysis
5. Current and Future Station Access Demand Projections

6. Access by All Modes Evaluation
7. Objectives and Recommendations Development
8. Final Report Compilation

It is anticipated that a consultant selection committee will be formed in the spring of 2011. The consultant selection committee will include representatives from MCDOT, each of the three municipalities in the corridor, surrounding municipalities, NJTPA, NJ Transit, NJDOT, and TransOptions. This committee will closely mirror the TAC formed at the conception of the study.

At the conclusion of this study, recommendations will advance through various means, depending on timeframe, jurisdiction, and available sources of funding. For example, pedestrian improvements may advance through NJDOT's Safe Streets to Transit Program. A shuttle could be advanced using CMAQ funds. A parking deck could be investigated further through the new NJTPA Concept Development Program. The comprehensive approach pursued through the NJ 124 corridor will identify projects to improve transit access.

## **REGIONAL IMPACT**

There is a need for access at most, if not all, of the existing railroad stations in northern New Jersey. This study will develop a model for analyzing transit access that can be replicated within Morris County and throughout the region.

Last year, NJ TRANSIT prepared *2030 Parking & Ridership Forecasts for Chatham/Madison/Convent Stations* in response to commuter parking needs expressed by both Madison Borough and Harding Township at a meeting held at the NJTPA on December 5, 2008. Some key observations that were made by this NJ TRANSIT analysis were:

- Convent Station, Madison Station, and Chatham Station have almost identical service patterns.
- All current parking is surface parking.
- All stations have mostly resident-only parking and only a small amount of non-resident parking.
- Summit to the east and Morristown to the west have different catchment areas.
- Based on the 2030 Forecasts, it appears there would be a shortfall of about 320 parking spaces among the three stations, with a more significant parking shortfall for non-residents.
  - Convent Station-80 space shortfall
  - Madison-230 space shortfall
  - Chatham Station-10 space shortfall
- About 70% of the future Madison shortfall in parking demand is for non-residents.
- Parking management policies appear to make the shortfall of parking worse for non-resident of the area because of the imbalance between resident and non-resident parking demand and supply.
- Bus shuttles could reduce some of this parking demand, especially for non-residents, possibly with remote parking.

After significant involvement by both Madison Borough and Harding Township representatives in the regional planning process, the following implementation strategy was highlighted in *Plan 2035: Evaluate the possible expansion of Park and Ride lots along the Morris & Essex Line between Summit and Dover and investigate local shuttle service to improve access to rail stations*. In addition to this specific reference, this proposed study captures much of the intent of *Plan 2035*. The major NJTPA Goals expected to be achieved through this study include:

- Provide affordable, accessible and dynamic transportation systems responsive to current and future customers.
- Enhance system coordination, efficiency and intermodal connectivity.

- Maintain a safe and reliable transportation system in a state of good repair.
- Select transportation investments that support the coordination of land use with transportation systems.

This study will expand on the NJTPA Draft Strategy Refinement Concept Report Summary: *Morris & Essex Line Expansion of Shuttle Service and Park and Rides*. The draft report analyzed the rail corridor from Mount Arlington to Chatham and suggested the following corridor needs:

- Access at stations on the Morristown Line where parking expansion is difficult
- Transit access to major employers
- 300 parking spaces by 2035 in Madison area

In January 2010, the Exxon Redevelopment Regional Traffic Study was completed. This study was supported and funded by the six impacted municipalities, including the three towns that will be involved in the proposed *Transit Access Improvement Study for Southeast Morris*, and Florham Park Borough, Hanover Township, and Morristown, and the county. A thorough analysis was conducted by the Louis Berger Group, who later provided each municipal governing body with presentations on the study recommendations. There was early guidance provided by NJDOT and NJ Transit. Though the study was primarily focused on roadway intersections, all modes were considered and a number of recommendations outside roadway improvements were detailed. These recommendations included expanding rail service, making improvements at railroad stations, adjustments to bus service, improving sidewalks and bicycle connections, and carpool and vanpool incentives. This study and many others will be referenced during Task Two: Literature Search and Review.

Our study is also compatible with all of the Suggested Emphasis Areas detailed in the FY 2012-2013 SUBREGIONAL STUDIES PROGRAM guidelines.

1. Sustainable Community Strategies
2. Safety
3. Accessibility/Mobility
4. Intelligent Transportation Systems

Although Madison Borough's TIGER Grant application was unsuccessful, the municipality conducted significant research to compile the funding request, titled, *Morris Area GREEN Transit Initiative*. The borough sought funds to build a 506-space structured parking deck across from the railroad station and improve access in and around the borough through traffic signal optimization and infrastructure enhancements. This prior work will be utilized for this study.

Recent investments have been made to enhance mobility through southeast Morris County. NJDOT is in the process of implementing the NJ 124 Traffic Signal Optimization Project. The NJTPA Board of Trustees has approved TransOptions application for funds to support a local CMAQ mobility initiative for a shuttle in downtown Madison. This new system is in addition to the bus service in the region retained after the NJ TRANSIT service cuts, including the NJ Transit/Morris County 873 and 878/879 routes.

A letter of notification was provided to the administrators of Chatham Borough, Madison Borough, and Morris Township. NJTPA, NJ Transit, and NJDOT were emailed a copy of the notification. Letters of support have been received by all three municipalities (see attached).

## **WORK PROGRAM**

The Morris County Division of Transportation is requesting \$300,000.00 to undertake this consultant supported effort. The study is estimated to last 18 months, starting with a consultant contract execution in October 2011 and concluding in March 2012. A final report will be submitted to the NJTPA by July 20, 2012. See attached staffing plan, budget plan, and project schedule for more details.

The geographic limits of the study will vary depending on the purpose of each task. The consultant will define the analysis limits as appropriate in their proposal.

### TASK ONE: Project Management

The MCDOT will prepare a request for proposal (RFP) for this study. The RFP will be reviewed by a consultant selection committee. Once finalized, the RFP will be advertised by Morris County Purchasing. Proposals will be provided to the consultant selection committee members for review and at least one meeting will be held to discuss and evaluate the proposals. If deemed necessary proposal presentations will be scheduled. Once a consultant team is selected, the contract will be awarded. MCDOT will submit quarterly reports and invoices on a timely basis.

### TASK TWO: Literature Search and Review

As detailed in the previous section and below in this work program, various elements of the need for transit access in southeast Morris County have already been explored, but never fully coordinated. These resources will be collected and reviewed to identify previous and concurrent efforts and to eliminate redundancies.

In addition to resources related directly to this three railroad station corridor, similar work conducted in other regions should also be researched. For example, Passaic County used SUBREGIONAL STUDIES PROGRAM Funds to complete the *Madison Avenue Commuter Rail Corridor Study* (September 2009), which may have elements that could be applied in southeast Morris County.

### TASK THREE: Municipal Interaction and Public Input

In order to obtain the most useful input, it will be necessary to conduct interviews with municipal representatives and known interested parties. The MCDOT and the consultant will develop a list of contacts to be interviewed. Once a list of potential interview candidates is compiled by the consultant and the county, these contacts will be consulted often to determine, among other things, existing related studies, local needs, points of contact, and proposed undertakings. These may be phone or face-to-face consultations.

In addition to interviews, a technical advisory committee (TAC) will be formed. The TAC will include representatives from MCDOT, each of the three municipalities in the study, surrounding municipalities, NJTPA, NJ Transit, NJDOT, and TransOptions. It is anticipated that the TAC will meet three times during the study.

Another way that information will be gathered about the existing railroad stations and their accessibility is through surveys. In coordination with the MCDOT, the consultant will develop a survey. This survey will have to be brief for the consultant to be able to complete the survey with the rail rider on location. The survey will consist of questions about how the rider accessed the station and what obstacles that rider faced. A poster advertising the survey will be designed by the consultant. The poster will be hung at and around the railroad stations. The consultant will print 15 copies of the poster.

In order to promote the study, the MCDOT will create a project page within [www.MorrisDOT.org](http://www.MorrisDOT.org), where interested individuals can register to get updates on the study and provide feedback. The project page will also be used to let interested residents and transit users know that surveys will be conducted at the stations. The municipalities involved will be asked to link to the project page from their municipal websites. The MCDOT will use Twitter and other social media technology features to involve the public in the study. Members of the TAC will assist with informing the public about the social media options for involvement in the study through their available resources. The consultant will be expected to develop current and interactive web materials that the project registrants can react to on a regular basis. Specifically, a parking fact sheet will be prepared and posted that explains the true cost of parking.

Once the Draft Final Report has been compiled and edited based on input from the TAC, it will be necessary to provide four public officials' briefings, one each for Morris County, Morris Township, Madison, and Chatham. The draft will be further edited based on comments received at the public officials' briefings.

*The MCDOT foresees an interactive and continual process for public involvement and requests creativity from consultants submitting proposals.*

PRODUCTS: Rail passenger survey and website materials.

#### TASK FOUR: Zoning around Railroad Stations Analysis

It is imperative for the consultant to evaluate existing zoning at and around the three railroad stations. The study will make recommendations for zoning changes to promote and enhance transit oriented development. Interviews, detailed in Task Three, with the municipal representatives will be critical during this assessment in order to gauge potential and interest. In Task Seven, if appropriate, recommendations should be made to alter municipal zoning where appropriate.

#### TASK FIVE: Current and Future Station Access Demand Projections

Working closely with NJ TRANSIT and NJTPA, the consultant will determine the current and future station access demand for the three railroad stations. Future should be pursued as 2035 in order to coordinate with NJTPA's *Plan 2035*. As stated earlier, previous analysis has been completed. However, the number must be refined based on 2010 changes to the rail and bus system and the termination of the ARC project.

#### TASK SIX: Access by All Modes Evaluation

Railroad station access by all modes should be evaluated. This analysis should encompass all users accessing the station, whether by foot, bicycle, bus, or vehicle. Drop-offs by vehicle should also be taken into consideration. The infrastructure to be examined will include:

- Sidewalks
- Crosswalks
- Bike lanes
- Path connections (i.e., Traction Line)
- Bike amenities at railroad stations
- Bus linkages
- Shuttles linkages
- Roadways
- Signage
- Traffic signals
- Rail service

A subtask will be to conduct a parking analysis at Convent, Madison, and Chatham Railroad Stations. According to NJ Transit's website, the current parking lots at the three stations have varied ownership: municipal, NJ Transit, and private. All three municipalities have evaluated their parking needs, either informally or through studies. The municipalities will be consulted and the NJ TRANSIT representative will play a large role in determining the following:

- How many parking spaces exist?
- How is parking managed and by who?
- What are the costs of parking?
- Is there reason to create a new cost structure?
- Is parking limited by duration, time of day, or residence?
- Is the current parking being shared by various types of users throughout the day? Can it be?
- What other parking, outside the known railroad station parking lots, is used by transit riders?

Performance measures should be utilized to determine the success or failure of recommendations once they are implemented. In order to capture a change, it will be necessary to collect the current data:

- Crashes for all modes at and near the railroad stations
- Rail Ridership
- Bus ridership
- Shuttle ridership
- Use of available bicycle racks and lockers
- Rail ridership divided by parking usage
- Vehicle miles traveled on roadways entering stations
- Number of available parking spots, both residential and non-residential
- Use of available parking spots, both residential and non-residential
- Average annual cost for parking per railroad station user
- Number of residents within ¼ mile of railroad station

#### TASK SEVEN: Objectives and Recommendations Development

Based on previous tasks, recommendations will be developed to improve transit access to railroad stations for all modes. The objectives will aim to achieve:

- Increased safety for all modes around stations
- Increased efficiency of transit travel
- Reduced congestion around stations
- Decreased number of single occupancy vehicles accessing the railroad stations
- Increased potential for transit oriented development
- Increased shared usage of parking at and near the stations
- Increased consistency of cost of parking

Suggested improvements may include changes to:

- Sidewalks
- Crosswalks
- Bike lanes
- Path connections (i.e., Traction Line)
- Amenities at railroad stations
- Bus routes
- Bus stops
- Shuttles
- Roadway geometry

- Signage
- Rail service
- Zoning
- Parking

The Morris County Transportation Model will be used to evaluate the impact of potential strategies and recommendations. This will be done by incorporating model elements from the North Jersey Regional Transportation Model – Enhanced. The degree of the change to the system will dictate whether a particular recommendation can be effectively modeled.

Recommendations will be explored thoroughly in order to provide clear guidance to implementing agencies. For example, if additional parking is warranted and a community provides an idea for a possible location of such parking, that location should be evaluated. Each recommendation will be supported by a suggested funding option, timeframe, and lead agency. The goal is to deliver recommendations in such a way that they can effectively be implemented by the appropriate agency. Close coordination with the NJTPA, NJ Transit, and NJDOT is critical to accomplish this mission.

#### TASK EIGHT: Final Report Compilation

Tasks one through six and all input derived throughout the study will be compiled into a final report. Paper copies of a draft final report will be supplied to all TAC members. Each TAC member should also receive one copy of the final report. The consultant should plan for twelve TAC members. The report will be added to the project website and be downloadable for interested parties.

**PRODUCTS:** Twelve copies of draft final report and electronic delivery. Twelve copies of final report and electronic delivery.

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
MORRIS COUNTY: NJ 124 CORRIDOR TRANSIT ACCESS IMPROVEMENT STUDY  
BUDGET PLAN**

		PROPOSED BUDGET	FEDERAL SHARE	LOCAL MATCH
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ 46,305		
2. FRINGE BENEFITS	45%	\$ 21,067		
3. LEAVE ADDITIVE	16%	\$ 7,628		
	<b>SUBTOTAL</b>	<b>\$ 75,000</b>	0%	100%
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
7. OTHER (SPECIFY)		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>		
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>		
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ 300,000		
	<b>SUBTOTAL</b>	<b>\$ 300,000</b>	100%	0%
<b>TOTAL PROGRAM BUDGET</b>		<b>\$ 375,000</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$ 300,000	<b>Local Match:</b>	\$ 75,000	<b>Total:</b>	\$ 375,000
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**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
MORRIS COUNTY: NJ 124 CORRIDOR TRANSIT ACCESS IMPROVEMENT STUDY  
STAFFING PLAN**

**Project Task Budget**



<b>Task</b>	<b>Subregional Staff Hours</b>	<b>Direct Costs - Personnel Services</b>	<b>Direct Non- Labor Costs</b>	<b>Indirect Costs</b>	<b>Consultant Costs</b>	<b>Total Costs</b>
Task 1 - Project Management	86	\$ 6,066				
Task 2 - Literature Search & Review	45	\$ 2,813				
Task 3 - Municipal Interaction & Public Input	207	\$ 13,236				
Task 4 - Zoning around Railroad Stations Analysis	135	\$ 8,222				
Task 5 - Current & Future Station Access Demand Projections	144	\$ 9,082				
Task 6 - Access by All Modes Evaluation	221	\$ 13,464				
Task 7 - Objectives & Recommendations Development	221	\$ 13,392				
Task 8 - Final Report Compilation	150	\$ 8,726				
<b>TOTAL</b>	<b>1209</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 375,000</b>

**Subregional Staff Plan**

<b>Personnel (Name/Title)</b>	<b>Estimated % of Time Needed for Study (based on total work hours for the year)</b>	<b>Total Estimated Hours For Study</b>
Gerald Rohsler	5%	185
Deena Cybulski	12%	439
Denise Chaplick	5%	165
John Hayes	7%	239
Erik DeLine	5%	174.87
<b>TOTAL</b>	<b>4%</b>	<b>1209</b>

**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM**  
**MORRIS COUNTY**  
**NJ 124 CORRIDOR TRANSIT ACCESS IMPROVEMENT STUDY**  
**PROJECT SCHEDULE**

Task # - Description	FY 2012												FY 2013												Final Qtr Report	
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter				
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June		July
Authorized Project Start Date	★	July 1, 2011																								
Task 1 - Project Management																										
Task 1a - Prepare RFP																										
Task 1b - Consultant Selection & Contract Award																										
Task 1c - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★	
Task 2 - Literature Search & Review																										
Task 3 - Municipal Interaction & Public Input					⊙									⊙									⊙	4 ⊙		
Task 4 - Zoning around Railroad Stations Analysis																										
Task 5 - Current & Future Station Access Demand Projections																										
Task 6 - Access by All Modes Evaluation																										
Task 7 - Objectives & Recommendations Development																										
Task 8 - Final Report Compilation																									★	
Project Completion Date																									June 30, 2013	★

**Legend:**  
 Milestone Date ★  
 TAC Meeting Date ⊙  
 Public Officials' Briefings (4) ⊙  
 Proposed Timeline   
 Actual Timeline 

**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor(s):** Passaic County

**Title of Proposed Study:** Passaic County History and Tourism Plan

**Estimated Budget Requested:** \$200,000

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**Purpose and Need:** The purpose of the History and Tourism Plan is to create a comprehensive plan detailing the circulation, service, infrastructure, and capital needs for promoting and managing historic and scenic tourism throughout Passaic County. The plan will serve as an action plan for the newly formed Passaic County History and Tourism Board.

**Description:** The History and Tourism Plan will include a comprehensive inventory of all historic, scenic, and tourism areas along Historic and Scenic Corridors defined in the *Passaic County Master Plan Transportation Element*. The plan will also include a circulation plan, way-finding standards, and strategy for growing the success of these economic and cultural resources. The History and Tourism Plan will function as an element of the Passaic County Master Plan that will be regularly updated and vetted through the Planning Board and the History and Tourism Board.

**Goals and Objectives:** One of the primary objectives of the History and Tourism Plan is to more fully develop the inventory of points of interest along historic and scenic corridors, eliminate barriers to accessing sites, and linking sites. Creating way-finding standards and organizing circulation patterns will integrate these sites into the larger transportation system and improve their visibility. Improving the economic impact of historic and scenic corridors will be accomplished through the preparation of mapping and promotional materials. Finally, an implementation plan will outline short, medium, and long term implementation activities that will guide the Passaic County History and Tourism Board and all other partners in the process.

**Link to RTP/ Strategy Refinement Area or other identified Subregional Need:**

The heart of the plan will focus on the Paterson Great Falls National Historical Park, a new unit of the National Parks Service, as the hub with various corridors serving as spokes that connect the surrounding communities. The park is located at the intersection of major highways (46 & I-80), NJ TRANSIT Rail and bus service (including the NJT bus barn), schools, and very active pedestrian area in the Paterson Downtown. Improvements to this circulation system link to several priorities identified in the RTP (*Plan 2035*).

The plan will specifically address Regional Transportation Needs and Strategies in a number of ways. The implementation plan will identify intersections design and operation that can be improved as well as reduce pedestrian, bike, rail, and vehicular conflicts. The plan will directly align with safety needs as a “performance priority”. Proposing specific improvement along historic and scenic corridors “addresses traffic, circulation, issues, and transit access” in some of the most populated and congested parts of Passaic County.

The work that will be completed through the transportation needs assessment and implementation plan address many of the implementation strategies of *Plan 2035*. The plan will identify the most ideal locations to take advantage of potential new Bus Rapid Transit (BRT) service as well as the new Passaic/Bergen Rail Service. Specific implementation strategies may be eligible for the Local Safety Program and will focus on walking and bicycle safety.

The study area serves a number of the Strategy Refinement Areas targeting better highway and road access, improvement to ridesharing and transit support, and improvements to congestion delays. The plan will also address accessibility and mobility for pedestrians. This is critical to any downtown resource, particularly at the confluence of so many modes of transportation and levels of intensity. The plan also addresses transportation, land use, and the environment in a few very important ways. Taking advantage of expanded rail and bus access, promoting more walking and biking opportunities, and reducing reliance on automobiles in some of the most travelled county corridors lessens the impact on the environment. The plan will also provide the framework for creating a more significant sense of place in some of the most historic areas in the country. Reinvestment into the historic district will allow for restoration of historic structures which is the most sustainable and energy efficient building principle that can be employed. In all instances complete streets will be used as guiding principle for creating access to all modes of travel.

**Regional Impact:** The formation of the Paterson Great Falls National Historical Park introduced a new emphasis on history, preservation, and tourism to Passaic County and the region as a whole. As the National Parks Service forms a plan for the development of the park, it is crucial that the local municipalities and Passaic County handle the impact of such a significant investment.

**Methodology:** The first step is highlighting the Historic and Scenic Corridors identified as part of the updated *Transportation Element*. An updated inventory of historic, scenic and tourism sites will be created through coordination with local historians, municipalities, local interest groups, and the Passaic County History and Tourism Board. Regional assets along the corridors will be identified that can serve to organize and accommodate circulation in and around sites and other economic development opportunities. An inventory of signage along and leading to the corridors will be needed in order to determine the way-finding needs. This will feed into a comprehensive way-finding plan and standards that can be adopted by county and municipal officials. Mapping will be used to show all the assets and serve as the base for promotional materials. Any capital needs, impediments, or long term goals will be fed into an action plan that will also identify short term goals. Regular TAC and public meetings will be an integral part of data collection and testing various options for the action plan.

**Prior Work/Funding:** The *Passaic County Master Plan – Transportation Element Update* funded through the FY2010-11 Subregional Studies program provides the basis for delineating historic and scenic corridors, as well as identifying gaps between all modes of transportation within Passaic County. The newly formed Paterson Great Falls National Historical Park serves as the critical investment in what will become a focal point for tourism and history.

**Future Work/Funding:** The implementation plan will outline short, medium, and long term actions or projects that can be programmed into funding avenues at the NJTPA including infrastructure and capital projects.

**Project Schedule:** The first six months of FY2012 will be used to complete the Transportation Element Update, but can be also used to authorize all the funding for this project and begin procurement of any consultant services. In December of 2011 the project team will begin outreach with all groups that can supplement county information and would be involved in the implementation plan. The goal is to have a draft plan finished December 2012 and a final plan by the end of spring 2013.

### **Task 1: Inventory and Transportation Needs Assessment of Historic and Tourism Resources**

The study will begin by developing a thorough inventory of historic and scenic resources on and along historic and scenic corridors that are designated in the Transportation Element of the Passaic County Master Plan. This inventory will build off the research done during the Transportation Element update and will add information such as points of interest, tourist destinations, parks, open space, and any other significant cultural resources.

Outreach and research will be conducted with all municipalities within the county, local historians, interest groups, and chambers of commerce. The newly formed Passaic County History and Tourism Board will act as the clearinghouse as new information is compiled and as a resource for local knowledge and a liaison to local experts in history, scenic resources, and other places of interest.

An inventory of scenic resources will identify the various vistas throughout the county, ranging from pristine views of the watersheds in the up county area to the various views of the urban areas and the New York City skyline that are abundant in the down county area. These view sheds and vistas must be identified in a manner consistent with state and federal scenic byway programs in order to qualify the county for funding, protection, and promotion measures afforded through these programs.

A transportation needs assessment will be conducted in order to inventory all access to sites or groups of sites. This assessment will include but not be limited to the following:

- Proximity to mass transit
- Local roads and highways
- Location, condition, and efficiency of way finding signage
- Barriers to accessing sites
- Specific reference to pedestrian access and safety at the sites and to the surrounding resources
- Parking resources

A series of public meetings will provide the opportunity to solicit information for the inventory and needs assessment. This will also aid in creating a profile on how all of the sites are managed, promoted, and maintained.

All information will be added to a GIS database that can be shared through a project website. This website will also allow more general participation from the public in order to input any new information as it pertains to scenic and historic resources.

## **Product:**

At the end of the first task, a technical memorandum outlining the following will be produced:

- A comprehensive database of scenic, historic, and tourist sites in Passaic County along with a corresponding map and website. This database will include information on the historic designation, condition, ownership and other information that pertains to each of the resources.
- A catalog of pictures of each of the resources that is linked to the GIS.
- Transportation needs assessment of site or groups of sites.
- Profile on the management, promotion, and maintenance of sites or groups of sites.

**Time Frame: months 6 – 10 (~5 months total)**

## **Task 2: Circulation and Way-Finding Plan**

The inventory and transportation needs assessment will lay the ground work for making recommendations on how to improve circulation and way-finding in and around the historic and scenic corridors.

The Circulation and Way-Finding Plan will outline priorities for access along the corridors and between specific sites and groups of sites that hold the potential for significant tourism and use by the public. The Circulation and Way-Finding Plan will outline the following strategies and improvement:

- Identify priority mass transit stops that currently provide access to sites. In addition it will make recommendations on new service, stops, or enhanced transit facilities that will promote safe and easy access to sites by the public without using automobiles.
- Identify specific improvement projects to public roads that will enhance the access and safety for pedestrians and bicyclists. Potential locations will be ones that currently present a great deal of conflict between pedestrians and automobiles, restrict access to scenic, historic, or cultural resources, or degrade the context of these resources.
- Identify sites that can provide shared facilities along the corridor. These facilities can include information centers, parking, mass transit stops and shelters, and way-finding tools.
- Identify routes that connect to other local resources such as downtowns, parks, river walks, or residential centers. All routes should accommodate multiple modes of transportation with an emphasis on bicycles and pedestrians. If the facilities do not exist, determine the feasibility to introduce such amenities.
- Specify locations for all way-finding signage that will efficiently promote historic and scenic corridors from all access points.
- In addition there should be a map of resources and circulation routes that can be posted at connecting transit facilities and disseminated as a promotional tool on hard copy maps and the internet. This should include all tour routes, information centers, and agencies that operate or maintain attractions.
- Maintain all information in a GIS database so that it can be updated and also posted to the project GIS website tool used in Task 1.
- Design the style and content for all way-finding signage.

A good deal of this information will be drawn from the research that is currently underway for the Transportation Element Update of the Passaic County Master Plan. The Transportation Element will also provide guidance on implementing “**complete streets**” elements that will aid pedestrian safety and access.

A key component will be engaging all the public and private entities that maintain and operate facilities along these historic and scenic corridors in order to find out what the priorities are for access and circulation. The National Parks Service will be one of the most important entities to engage as they start developing and implementing a master plan for the Paterson Great Falls National Historical Park. By identifying their priorities and finding opportunities such as open land, efficiency in mass transit service, or redundant services, the County can streamline the circulation patterns in various districts.

All standards and signage will also meet local historic standards and keep in mind the context of the historic and scenic resources Passaic County is looking to promote and enhance at the same time. All implementation projects will meet NJDOT standards for implementation of “complete streets”.

**Product:**

At the end of the second task, a technical memorandum outlining the following will be produced:

- Priority mass transit lines, stops, and potential expansion of services and/or facilities.
- Projects at specific location and intersections that will enhance the access and safety for pedestrians and bicyclists.
- Priority routes to surrounding destinations such as downtowns and parks that will help promote tourism and economic development.
- Shared facility locations that can provide amenities for a number of sites along the corridor. These facilities can provide for parking, information kiosks, way-finding, or other promotional tools.
- Tourism facilities and circulation mapping to use as a promotional tool. This will be provided in GIS format for updates and digital dissemination.
- Way-finding signage locations, design standards, and content.
- Project website and GIS mapping tool.

**Time Frame: months 11 – 16 (~5 months total)**

**Task 3: Implementation Plan and Schedule**

The final element of the plan will be to set implementation goals, timing, and objectives for the History and Tourism Plan. Many of these implementation goals will deal with the proposed projects and actions in the Circulation and Way-Finding Plan, but others will deal with updating the overall History and Tourism Plan and expanding its role in managing scenic and historic corridors in Passaic County.

All aspects of implementation will utilize a schedule that will also include corresponding agencies, approximate costs, and funding resources. The timeline will be organized into short, medium, and long term goals with certain projects highlighted as high priorities.

This implementation schedule will serve as an action plan for the Passaic County History and Tourism Board as well as the various managing entities in and around these scenic and historic resources. The schedule will also provide as much detail as possible on funding avenues for the various projects in order to dictate a schedule of applying for grants and coordinating with local and federal authorities in various districts. The implementation section of the plan should also provide guidance on when the plan should be updated and protocol for adding new sites and resources to the inventory. There should also be goals for implementing new public outreach and information tools that will utilize the new Passaic County website as well as the advances in GIS software, and social media.

The implementation plan and schedule will also provide specific guidance on applying to the state and federal scenic corridor programs. These programs have specific requirements when it comes to the

application, nomination process, and managing these resources. The implementation plan will outline when these steps should occur in the schedule and the actions that should be taken according to the resources identified in the inventory and what the state and federal guidelines dictate.

Finally there will be guidelines created for review of historic and scenic resources in the county development review process. This will take into account what work is already being done by local history and tourism boards to make sure that these resources are being reviewed and protected when it comes to the plan review process. Strategies for county historic and scenic review can include assessing properties in order to preserve or rehabilitate features, protect features by amending various standards, and communicating important resources to local boards and the public.

### **Product:**

At the end of the third task, a technical memorandum outlining the following will be produced:

- A full implementation plan and schedule for all projects, grant applications, and coordinating actions. This will serve as the guiding document for the History and Tourism Board.
- Specific guidance on applying to and qualifying for state and federal scenic corridor programs.
- Specific guidance on funding avenues, qualification for these funds, and coordination with local entities for funding. This will also be included in the schedule in order to plan for grant application cycles.
- County development review standards that support and enhance local standards and focus on preserving the historic and scenic nature of the corridors identified in the update *Transportation Element*. This can also serve as a model for other county planning boards to use as a tool for historic preservation.
- Guidance on the methods and timing for updating the History and Tourism Plan.
- Potential projects that can take advantage of the growing GIS and social media opportunities in order to promote and protect the resources outlined in the plan and bring more notoriety to the History and Tourism Board.

**Time Frame: months 17 – 21 (~5 months total)**

### **Task 4: Public Outreach**

A key task that will relate to every step in producing the Passaic County History and Tourism Plan is public outreach and coordination with the various stakeholder groups. In order to provide parties with an equal voice in the process a Technical Advisory Committee (TAC) will be formed. The membership on this committee will include, but not limited to the following:

Passaic County Board of Chosen Freeholders  
Passaic County History and Tourism Board  
Passaic County Parks Department  
NJDOT (Scenic Byways Coordinator)  
National Parks Service  
NJ State Tourism Board  
Highlands Commission  
North Jersey Transportation Planning Authority  
Local Environmental Commissions  
Local Historians  
Chamber of Commerce  
New Jersey Transit

Various public events will be used to promote the activities of the plan with a focus on events that promote historical or tourism sites. Focus groups will allow for more detailed conversations on subjects as well as testing some of the recommendations.

**Time Frame: months 1 – 21**

**Task 5: Project Management and Reporting**

This will cover items such as RFP preparation to hire any necessary project consultants, meetings with community representatives and leaders, as well as project status reporting to the NJTPA.

**Timeframe: 1-24 months**

**FY 2012-2013 SUBREGIONAL STUDY PROGRAM  
PASSAIC COUNTY: HISTORY AND TOURISM PLAN  
BUDGET PLAN**

<b>PART I: I. DIRECT COSTS (PERSONNEL SERVICES)</b>	<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
1. SALARIES	\$ 56,733.53		
2. FRING BENEFITS                   45.13%	\$25,603.84		
3. LEAVE ADDITIVE                   22.15%	\$12,568.59		
<b>SUBTOTAL</b>	<b>\$ 94,905.96</b>	80%	20%
<b>PART II II. DIRECT NON-LABOR COSTS</b>			
1. SUPPLIES	\$ 206.24		
2. TRAVEL	\$ -		
3. PRINTING & REPRODUCTION	\$ 3,000.00		
4. TELEPHONE	\$ -		
5. POSTAGE	\$ -		
6. CONFERENCE/TRAINING	\$ -		
7. COMPUTER RELATED HARDWARE/SOFTWARE	\$ -		
<b>SUBTOTAL</b>	<b>\$ 3,206.24</b>	80%	20%
<b>PART III: III. INDIRECT COSTS</b>			
INDIRECT COST ALLOCATION           39%	\$21,887.80		
<b>SUBTOTAL</b>	<b>\$ 21,887.80</b>	80%	20%
<b>PART IV: IV. CONSULTANT COSTS</b>			
CONSULTANT	\$80,000.00		
<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 200,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

Federal Share: \$	160,000.00	Local Match: \$40,000.00	
		<b>Total: \$</b>	200,000.00

**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM  
COUNTY OF PASSAIC: PASSAIC COUNTY HISTORY AND TOURISM PLAN  
STAFFING PLAN**

**Project Task Budget**

Task	Subregional Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Task 1 - Inventory and Transportation Needs Assessment	240	\$21,742.81	\$206.24	\$5,054.35	\$30,000.00	\$57,003.40
Task 2 - Circulation and Way-Finding Plan	540	\$30,616.05	\$0.00	\$7,044.80	\$20,000.00	\$57,660.85
Task 3 - Implementation Plan and Schedule	440	\$18,271.58	\$3,000.00	\$4,247.43	\$20,000.00	\$45,519.01
Task 4 - Public Outreach	285	\$11,435.06	\$0.00	\$2,658.20	\$10,000.00	\$24,093.26
Task 5 - Project Management	200	\$12,840.46	\$0.00	\$2,883.01	\$0.00	\$15,723.47
<b>TOTAL</b>	1705	\$94,905.96	\$3,206.24	\$21,887.80	\$80,000.00	\$200,000.00



**Subregional Staff Plan**

Personnel (Name/Title)	Estimated % of Time Needed for Study (based on total work hours for the year)	Total Estimated Hours For Study
La Place, Michael J, Director	7%	240
Lysicatos, Michael, Senior Planner	15%	540
Gonzalez, Jennifer, Environmental	12%	440
Ferrigno, Richard, GIS Specialist	8%	285
Willis, Helen C, Grant Administrator	5%	200
<b>TOTAL</b>	9%	1705

FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM

County of Passaic  
Passaic County History and Tourism Plan  
PROJECT SCHEDULE

Task # - Description	FY 2012												FY 2013												Final Qtr Report
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter			
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Authorized Project Start Date	★	July 1, 2011																							
Task 1 - Inventory and Transportation Needs Assessment of Historic and Tourism Resources																									
Task 1a - Launch GIS web page and incorporat all collected data																									
Task 1b - Use GIS tool and public meeting to solicit sites of interest and transportation needs																									
Task 1c - Photograph site and catalog transportation and way-finding facilities																									
Task 2 - Circulation and Way-Finding Plan																									
Task 2a - Develop list of priority capital project sites																									
Task 2b - Develop local circulation plan and routes for priority area. Highlight shared facility projects																									
Task 2c - Create map of all resources and links to other attractions and economic development areas																									
Task 3 - Implementation Plan and Schedule																									
Task 3a - Create history and tourism schedule																									
Task 3b - Develop funding routes, timing, and priority projects																									
Task 3c - Develop dev review standards for historic preservartion																									
Task 3d - Draft Plan and Comment Period																									
Task 3e - Incorporate Comments and Produce Final Plan																									
Task 4 - Project Management	Time required to complete the Transportation Element Update.																								
Task 3b - Prepare RFQ/RFP - Contract Award																									
Task 4b - TAC and History and Tourism Board Mtgs	○		○		○		○		○		○		○		○		○		○		○		○		○
Task 4c - Quarterly Reports & Invoices	○			★			★			★			★			★			★			★			★
Project Completion Date																								June 30, 2013	★

**Legend:**  
 Quarterly Report Date ★  
 Meeting Date ○  
 Proposed Timeline   
 Actual Timeline 

**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor:** Somerset County

**Title of Proposed Study:** Using Access and Mobility Improvements to Support  
Redevelopment Opportunities in Somerset County

**Budget Requested:** \$300,000 (Includes In-Kind Match)

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*Executive Summary and Regional Impact*

**Study Purpose and Need**

Somerset County actively supports and tracks the progress of redevelopment activity within the County. This activity was most recently documented in the April, 2010 report entitled *Redevelopment in Somerset County Current Status and Lessons Learned*. Somerset County proposes to use the April 2010 report as a launching point for examining access and mobility issues associated with the various designated and potential redevelopment sites throughout the County to identify initial transportation improvement concepts that may be inserted into the appropriate municipal, county, state or federal funding programs for implementation. These concepts could range from simple operational improvements to enhanced transit connections. Planning and zoning recommendations will also be made for the sites to ensure they forward the goals of the *Plan 2035* and further smart growth initiatives. The project would develop a screening process to identify which redevelopment projects would benefit the most from improved access and enhanced mobility. This study responds to specific issues in the *Plan 2035* and will help advance and develop a set of mobility and access recommendations that is uniquely integrated with the land use and redevelopment character of each redevelopment site throughout the County.

**Project Description**

The Using Access and Mobility Improvements to Support Redevelopment Opportunities in Somerset County Study will build up the County's various efforts to promote redevelopment as part of the County's overall smart growth planning initiatives. The study will also build on work that was completed as part of the county's FY2004-2005 Subregional Study entitled, *Transit Oriented Development Opportunities in Somerset County*.

This study proposes to conduct a thorough analysis of all officially designated redevelopment sites in the County, building on previous work completed by the municipalities where available. Based upon the planned redevelopment program for each site, a detailed analysis of current and future transportation needs will be conducted. The identified improvements will be divided into two categories: baseline improvements which include improvements needed in the area regardless of the redevelopment project, and development improvements which include improvements that are required to offset the additional traffic generated by the development. It is anticipated that the baseline improvements would be implemented by through public funding options, and the development improvements would be funded by developers as part of the construction of their project. This analysis will also look to identify a series of multi-modal improvements for each site, paying special attention to pedestrian, bicycle, and mass transit needs that are typically overlooked in traditional traffic impact studies for redevelopment projects.

By identifying and implementing the baseline improvements for each site, the identified areas will be more attractive for redevelopment since developers will only have their responsibility to offset their impact and not need to fix existing problems to access their site.

In addition to the officially designated redevelopment sites, the County, working with its municipalities, will identify other potential redevelopment areas that are currently being studied but not officially designated. These additional sites will also be analyzed to identify necessary transportation improvements.

Once redevelopment sites have undergone the initial access and mobility assessments, a ranking system will be developed to select five to six redevelopment/targeted growth areas that will have sketch plans developed for the recommended baseline multimodal improvements. The sketch plans will show potential improvements overlaid on aerial photographs. Preliminary engineering activities, including design and environmental documentation beyond an initial screening or scan will not be undertaken as part of this study. The study will also provide specific land use and zoning recommendations for use by the municipalities to help promote smart growth initiatives during their redevelopment planning efforts. The study will develop an implementation matrix that will define what actions will need to be taken by each stakeholder in order to continue advancing the recommendations for each redevelopment site. Problem statements will be developed for needed improvements and provided to the appropriate agencies and/or private sector interests for implementation.

### **Project Goals and Objectives**

The goals of this study are to: 1) Advance smart growth planning and redevelopment initiatives underway in Somerset County; 2) Identify necessary mobility and access improvements that will advance local and regional redevelopment initiatives; 3) promote the connection between transportation and land use planning and develop an implementation plan to advance the study's recommendations.

### **Link to RTP/ Strategy Refinement Area or other identified Subregional Need**

This study will promote many of the smart growth, mobility and economic development goals of the NJTPA's *Plan 2035*. It also furthers many of the federal emphases on establishing sustainable communities. By improving access and mobility to the redevelopment areas within Somerset County, the study will help to improve existing, transportation options and lower transportation costs while protecting the environment within existing communities. The study also promotes livability by providing more transportation choices; promoting equitable, affordable housing; enhancing economic competitiveness; supporting existing communities and coordinating policies and leveraging investment.

Also, this study builds upon the *Redevelopment in Somerset County* Study of April 2010. It will also build upon the work from the FY04-05 Subregional Study entitled, *Transit Oriented Development Opportunities in Somerset County*. Both of these studies identify existing and potential redevelopment areas.

## **Regional Impact**

This study will further many of the NJTPA's *Plan 2035* goals of promoting smart growth and economic development. The successful implementation of the various redevelopment plans will create many opportunities for economic development and job creation. In addition, the majority of the redevelopment areas are located in already developed areas or areas designated for growth. Completion of these redevelopment projects will add new residents and jobs in areas that are served or could be serviced by existing or new transit service. By ensuring growth occurs in the proper areas more trips can occur via transit or by walking and biking. This will reduce the number of vehicle miles traveled and help the region reduce its greenhouse gas emissions. The study will be recommending multi-modal improvements for the selected redevelopment and targeted growth areas. Improvements such as road improvements, transit enhancements and bicycle and pedestrian improvements will be identified as part of this study.

## **Methodology**

The following tasks will be undertaken during this study:

- Task One: Project Management
- Task Two: Steering and Stakeholder Committees
- Task Three: Public Outreach Activities
- Task Four: Data Gathering and Existing Conditions Analysis
- Task Five: Development and Analysis of Improvements and Order of Magnitude Costs
- Task Six: Development of Draft Final Report
- Task Seven: Final Report and Problem Statements

## **Prior Work/Funding**

Update of Somerset County Circulation Element, FY2010-11; Easton Avenue Corridor Study (with Middlesex County), FY2010-11; Route 202 Corridor Assessment and Multi-modal Mobility Plan (with Hunterdon County), FY2008-09; Regional Center Bicycle, Pedestrian and Greenways Plan, FY2008-09; Advancing Intermodal Freight Opportunities within Central Somerset County, FY2006-07; West Trenton Station Area Design Study, FY2006-07; I287 Mobility Plan (with Middlesex County), FY2004-05; Transit Oriented Development Opportunities in Somerset County, FY2004-05; Taking Action on Elderly Mobility Needs in Somerset County, FY 2002-03

## **Future Project Development and Funding**

It is envisioned that future work on this project may be provided by the local project development program, the Subregional Studies Program or other programs and initiatives. Local improvements could be funded by the municipality, County or potential redevelopers. Some improvements may be implemented as a public/private partnership.

## **Work Program and Schedule**

The following tasks will be completed in 22 months.

### **Task One: Project Management**

Somerset County will manage the day to day activities of this study. These activities include the consultant selection process, contract negotiations and processing of consultant invoices. Other work associated with this task will include the preparation and submission of the quarterly reports and any other documentation required by the North Jersey Transportation Planning Authority.

**Deliverables:** Somerset County will prepare and submit eight (8) quarterly reports and any other documentation required by the North Jersey Transportation Planning Authority.

### **Task Two: Study Advisory Committee**

Somerset County and the consultant team shall create a study advisory committee (SAC) to oversee and direct this study. This group shall consist of representatives of groups including the Somerset County Planning Board and Engineering Divisions, County Office of Transportation, Somerset County Business Partnership, NJDOT, NJTPA, NJ Transit, NJ Office of Smart Growth and RideWise of Raritan Valley. Municipal officials and private sector businesses may also be asked to participate on the SAC.

The responsibilities of the SAC shall include, but not be limited to:

- Review and provide feedback to the consultant on draft and final project interim reports and documents throughout the study.
- Identify stakeholders, community groups and partners associated with community outreach and participation for various public participation activities. Special consideration will be given to ensure the commitment and involvement of interested parties familiar with County's transportation network, environmental issues and land use patterns.
- Develop, guide and participate in community involvement activities.
- Review and provide input on the data collection, public outreach, development of improvements and recommended implementation strategies for the study.
- Review the final recommended transportation and land use strategies.
- Ensure that the final report clearly identifies the implementation priorities along with agencies responsible for each project hand-off.

**Deliverables:** Five meetings of the SAC are anticipated, at which consultant participation shall be required. The schedule of meetings and distribution of meeting notices and associated materials to committee members will be handled by County Planning Board Staff. Summaries of the SAC meetings shall be prepared by the consultant. The mailing list of stakeholders, community groups, and partners will be prepared and maintained by the County Board Planning Staff. Planning staff will handle posting of meeting materials on the Somerset County web site. The consultant shall be responsible for preparing PowerPoint presentations and preparing all meeting materials.

### **Task Three: Public Outreach Activities**

The consultant shall draft and implement a community involvement strategy, which shall be reviewed and approved by the SAC. The community involvement strategy shall include, but shall not be limited to the following activities:

#### Focus Groups/Interview Sessions

Up to three (3) focus group/interview sessions shall be held by the consultant with municipal representatives, residents, business leaders, and civic and planning organizations to identify early on the transportation and land use issues and possible strategies to advance redevelopment efforts in Somerset County. Potential participants include municipal and county elected officials, NJDOT, NJ Transit, NJTPA, RideWise, representatives from land use, transportation, environmental planning and community organizations and economic development professionals.

#### Municipal Meetings

During the course of the study there will be an ongoing series of meetings with all of the municipalities participating in this study. The intent of these meetings is to ensure open communication and close collaboration between the County, municipalities and the consultant team. These meetings will review current planning activities underway in each community, review and discuss the draft work products and recommended improvements. Up to thirty-five (35) municipal meetings will be held.

#### Stakeholder Meetings

In addition to stakeholder representation on the SAC and/or participation in various interview and focus group sessions and public meetings, the results of the study will be presented at regularly scheduled meetings of various stakeholder groups such as the Somerset County Planning Board, the Business Partnership of Somerset County, Somerset County Governing Officials Association, RideWise of Raritan Valley, and the planning boards and governing bodies of the various municipalities. Study updates to groups with regularly scheduled meetings will be handled by the County Planning staff. Copies of the draft and final report and other related documents will be provided to stakeholder groups to gain feedback, develop a consensus on the prioritized recommendations of the study and increase awareness and support for its recommendations. The consultant shall support these activities by providing project information and material as needed.

#### Public Official Briefings and Public Meetings

Throughout the study there will be opportunities for public input to guide the development of recommendations for the various phases of the study. It is envisioned that five (5) public meetings shall be held during the course of this study. At the kickoff meeting, the consultant shall introduce the project to public officials and general public and solicit input to identify transportation issues and potential targeted growth areas to be considered for analysis during the study.

Once the initial access and mobility assessments for each of the redevelopment and targeted growth sites have been completed, three separate public meetings will be held to review the results of the analysis. The County will be broken into three geographic areas: North, Central and South. This will allow for a more focused discussion on the results of the initial analysis.

At the final public meeting, the results of the detailed planning analysis, sketch plans and recommended improvements for the five to six redevelopment/targeted growth areas. Any specific land use and zoning recommendations for use by the municipalities to support their redevelopment planning efforts will also be presented.

### **Media Relations**

Press releases, cable TV and radio announcements, feature articles, press briefings, and interviews will be provided to all major local newspapers and media outlets. County Planning Staff will work with the County Public Information Officer in preparing and distributing press related materials and scheduling events. The consultant shall support these activities by providing project information and material as needed.

### **Report Distribution**

The final report shall be presented for adoption by County staff and the consultant at a regularly scheduled County Planning Board Meeting. In addition to providing electronic and CD copies of the final report to municipal officials and stakeholders, the final report will be distributed to the County Board of Chosen Freeholders, members of the SAC, stakeholders group and members of civic groups. The report will also be provided to municipalities and be made available to members of the public via the County Planning Board web site.

**Deliverables:** The consultant shall conduct three (3) interview sessions/focus groups, and provide summaries of each meeting as well as provide an overall summary of the findings and recommendations from the focus groups/interview process. Thirty-five (35) municipal coordination meetings will be held at which consultant participation will be required at fifteen (15) of them. The consultant shall participate in five (5) public meetings and prepare the necessary materials for these meetings. The consultant shall present the plan at a regularly-scheduled County Planning Board Meeting. Summaries of the public meetings shall be prepared by the consultant.

### **Task Four: Data Gathering and Existing Conditions Analysis**

The consultant, with assistance from the County Planning staff, will undertake the following data collection and analysis activities.

#### **Review of Current Applicable Plans and Studies**

The consultant will extract applicable information on transportation access and mobility needs and trends from current regional, county and local studies, plans and surveys including available ridership and origin/destination data for NJ TRANSIT local and regional bus lines and the Raritan Valley rail line. The consultant will review available Census 2010 journey to work and other demographic, social and economic data to determine the most appropriate strategies to be explored in the planning analysis.

As part of this task, the consultant, in cooperation with the County and the SAC, will develop a set of criteria to identify additional areas where redevelopment or targeted growth may occur. These potential sites may be grayfields, brownfields or aging strip corridors that may be suitable for analysis as part of this study.

### Initial Access and Mobility Assessments

The consultant will review all of the data gathered in the previous task and will begin a transportation needs assessment of each redevelopment/targeted growth area. Existing conditions such as typical sections, pavement conditions, transit stops, pedestrian facilities and gaps, drainage and culvert problems, vehicular and pedestrians/bicycle safety issues, traffic signals, traffic control and signage, planned intersection upgrades and general land use patterns will be documented and analyzed by the consultant team. Somerset County along with the SAC will oversee an environmental screening consistent with NEPA's ecosystem level screening process. This environmental work will be performed by the consultant team. The results of the environmental scan will identify potential environmental issues and ensure that the proposed improvements will be feasible. The consultant will also examine the land use patterns and development/redevelopment trends along the corridor. Using this information, the consultant will recommend desirable land use patterns for each of the redevelopment/targeted growth sites.

**Deliverables:** The consultant will provide a summary of information extracted from various studies and plans. An environmental screening will be completed by the consultant. The consultant will conduct an initial access and mobility assessment for all of the identified redevelopment and targeted growth areas.

### **Task Five: Analysis and Development of Improvements for Selected Sites and Order of Magnitude Costs**

The consultant, with assistance from the County Planning staff, will undertake the following activities.

#### **Selection of Areas for Additional Analysis**

The consultant, working with the SAC and County staff, will develop set of ranking criteria that will be used to select the five to six redevelopment or targeted growth sites that will receive a detailed transportation assessment and have sketch plans of multi-modal transportation improvements developed for each site. Criteria may include current readiness for redevelopment, what plans and ordinances are in place, location near existing rail or bus service, relationship to other local and regional plans and initiatives and other planning criteria. Once the ranking criteria have been developed, the consultant will rank all of the identified redevelopment and targeted growth areas.

#### **Analysis and Development of Improvements for Selected Areas**

The consultant, in conjunction with the SAC and County staff will utilize the information collected in task three to conduct a transportation analysis at each of the five to six selected sites. This analysis will identify both baseline and developer improvements based on the current planned redevelopment. The baseline improvements will be improvements that are required for the area to ensure safe and effective transportation for the area assuming redevelopment did not occur. The developer improvements will be improvements that are required to mitigate additional new traffic generated by the redevelopment and provide access to the development site.

Cost estimates and sketch level plans will be developed for the identified improvements, with a focus on the baseline improvements that would ultimately be implemented by public sector forces. The sketch plans will show potential improvements overlaid on aerial photographs. These sketch plans will be similar to the plans were included in *Route 202 Corridor Assessment and Multi-modal Mobility Plan Study* Final Report.

Preliminary engineering activities, including design and environmental documentation beyond an initial screening or scan, will not be undertaken as part of this study. Recommendations for on-site connections to existing transportation infrastructure (such as sidewalks, on-site bus shelters, etc) will also be made by the consultant for implementation by the developer.

### **Land Use and Zoning Recommendations for Selected Areas**

In order to ensure that the planned transportation improvements are reinforced by the local planning and zoning policies of the various selected study sites, the consultant will review the land use and circulation elements and zoning ordinances of each community. Using the information gathered in Task Three, the consultant will identify changes to these plans and ordinances to ensure that they support transit and alternative modes for transportation and examine adjustments to the existing land use plans. These land use adjustments will help to ensure that the potential development does not exceed the capacity of the transportation system and maximizes the benefits of the transportation investment. Recommendations for updates to the municipal master plans and zoning ordinances will be developed for each of the selected sites.

**Deliverables:** The consultant will develop technical memoranda for the three sub-tasks in Task Four, including the criteria for selecting the five to six redevelopment and targeted redevelopment sites, the results of the transportation analysis including identified baseline and developer improvements and sketch plans of improvements as appropriate. The consultant will also prepare land use and zoning recommendations for the various municipalities to implement to support the redevelopment efforts.

### **Task Six: Development of Draft Final Report**

#### **Executive Summary**

A brief Executive Summary will be developed by the consultant. This section will summarize the study process and the recommendations for the various improvements. It will also highlight the public outreach efforts and discuss next steps that need to be taken to implement the study's recommendations.

#### **Public Outreach Process**

This section, developed by the consultant, will discuss the various public outreach efforts undertaken during the study. Brief summaries of the public meetings and the various meetings with the municipalities will be highlighted in this section. A summary of the focus group/interview sessions will also be included.

#### **Existing Conditions Analysis**

The Existing Conditions Analysis section of the report will contain a summary of the data gathering activities undertaken during the study. All of the initial access and mobility assessments will be summarized. The results of the environmental screening will also be presented in this section. This section will be prepared by the consultant.

## **Improvements and Land Use and Zoning Recommendations for Selected Sites**

The consultant will provide a summary of the efforts completed to identify the baseline and developer improvements required for each selected site, including the selection process of the five to six sites identified for further analysis. This section of the report will contain the methodology used to determine the required improvements and detail the recommendations including sketch plans as appropriate.

### **Implementation Matrix**

The consultant, the SAC and the implementation agencies will develop a Study Implementation Matrix which will organize all of the proposed packages of projects and problem statements into a matrix to clearly define how each project will be advanced and by which agency. The SAC will work to prioritize the proposed packages of projects into short, medium and long-term priorities. The matrix will serve as a guide to all of the implementation agencies and will be used to monitor the progress of the proposed improvements.

**Deliverables:** The consultant working with the County, Municipalities and the SAC will develop a series of technical memoranda suggesting various strategies for each of the subtasks listed above. The consultant will also develop draft report sections for the Using Access and Mobility Improvements to Support Redevelopment Opportunities in Somerset County Study. The consultant will also develop the Study's Implementation Matrix as well.

### **Task Seven: Final Report and Problem Statements**

The consultant will prepare the final report which will be comprised of the following sections: an Executive Summary, Public Outreach Process, Existing Conditions Analysis, Improvements and Land Use and Zoning Recommendations for Selected Sites and the Implementation Matrix. The draft and final document will be based on the results of the previous tasks. The implementation section will identify existing county, state and federal transportation funding resources available to advance recommendations within the report.

**Deliverables:** The consultant working with the SAC will prepare the Using Access and Mobility Improvements to Support Redevelopment Opportunities in Somerset County Study Final Report, which will contain an Executive Summary, Public Outreach Process, Existing Conditions Analysis, Improvements and Land Use and Zoning Recommendations for Selected Sites and an Implementation Matrix. Problem statements will also be developed by the consultant.

**Summary of Products/Deliverables:** The study will develop the following products and deliverables: The following items will be delivered as part of this study:

- Summaries of Study Advisory Committee, Municipal, Focus Group/Interview Sessions, Committee and Public Meetings (one electronic and 3 paper copies)
- Existing Conditions Analysis Technical Memorandum (one electronic and 3 paper copies)
- Development and Analysis of Improvements and Order of Magnitude Costs Technical Memorandum (one electronic and 3 paper copies)
- Draft and Final Using Access and Mobility Improvements to Support Redevelopment Opportunities in Somerset County Reports (one electronic and 3 paper copies)
- Implementation Matrix (three electronic and 30 paper copies)
- Problem Statements (three electronic and three paper copies)
- Final Study Reports (100 CD-ROMS) and 30 paper copies)

- Study Executive Summary (three electronic and 30 paper copies)
- All PowerPoint presentations and other presentation materials used to facilitate various meetings (Three electronic and three paper copies)

**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM  
SOMERSET COUNTY: USING ACCESS AND MOBILITY IMPROVEMENTS  
TO SUPPORT REDEVELOPMENT OPPORTUNITIES IN SOMERSET COUNTY STUDY  
BUDGET PLAN**

			PROPOSED BUDGET	FEDERAL SHARE	LOCAL MATCH
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>					
1. SALARIES			\$ 60,000.00		
2. FRINGE BENEFITS	0%		\$ -		
3. LEAVE ADDITIVE	0%		\$ -		
		<b>SUBTOTAL</b>	<b>\$ 60,000.00</b>	0%	100%
<b>PART II DIRECT NON-LABOR COSTS</b>					
1. SUPPLIES			\$ -		
2. TRAVEL			\$ -		
3. PRINTING & REPRODUCTION			\$ -		
4. TELEPHONE			\$ -		
5. POSTAGE			\$ -		
6. CONFERENCE/TRAINING			\$ -		
7. OTHER (SPECIFY)			\$ -		
		<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART III: INDIRECT COSTS</b>					
INDIRECT COST ALLOCATION	0%		\$ -		
		<b>SUBTOTAL</b>	<b>\$ -</b>	0%	100%
<b>PART IV: CONSULTANT COSTS</b>					
CONSULTANT			\$ 240,000.00		
		<b>SUBTOTAL</b>	<b>\$ 240,000.00</b>	100%	0%
		<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 300,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$	240,000.00	<b>Local Match:</b>	\$	60,000.00	<b>Total:</b>	\$	300,000.00
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**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM  
SOMERSET COUNTY: USING ACCESS AND MOBILITY IMPROVEMENTS  
TO SUPPORT REDEVELOPMENT OPPORTUNITIES IN SOMERSET COUNTY STUDY  
STAFFING PLAN**

**Project Task Budget**

Task	Subregional Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Task 1 - Project Management	115	\$ 3,569			\$ -	\$ 4,122
Task 2 - Study Advisory Committee	195	\$ 8,018			\$ 20,000	\$ 28,018
Task 3 - Public Outreach Activities	195	\$ 8,032			\$ 35,000	\$ 43,032
Task 4 - Data Gathering and Existing Conditions Analysis	322	\$ 12,437			\$ 40,000	\$ 52,437
Task 5 - Analysis and Development of Improvements for Selected Sites and Order of Magnitude Costs	305	\$ 12,216			\$ 95,000	\$ 107,216
Task 6 - Development of Draft Final Report	213	\$ 8,457			\$ 30,000	\$ 38,457
Task 7 - Final Report and Problem Statements	175	\$ 6,718			\$ 20,000	\$ 26,718
<b>TOTAL</b>	<b>1520</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,000</b>	<b>\$ 300,000</b>

**Subregional Staff Plan**

Personnel (Name/Title)	Estimated % of Time Needed for Study (based on total work hours for the year)	Total Estimated Hours For Study
Robert Bzik, Planning Director	5%	166
Walter Lane, Supervising Planner	12%	427
Joseph Fishinger, Traffic Engineer	4%	150
Ken Wedeen, Principal Planner	13%	455
James Ruggieri, Principal Planner	2%	85
Tara Kenyon, Senior Planner	7%	237
<b>TOTAL</b>	<b>7%</b>	<b>1520</b>

FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM

SOMERSET COUNTY  
 USING ACCESS AND MOBILITY IMPROVEMENTS TO SUPPORT REDEVELOPMENT OPPORTUNITIES IN SOMERSET COUNTY STUDY  
 PROJECT SCHEDULE

Task # - Description	FY 2012												FY 2013												Final Qtr Report
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter			
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Authorized Project Start Date	★	July 1, 2011																							
Task 1 - Project Management																									
Task 1a - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★
Task 2 - Study Advisory Committee																									
Task 3 - Public Outreach Activities																									
Task 4 - Data Gathering and Existing Conditions Analysis																									
Task 5 - Analysis and Development of Improvements for Selected Sites																									
Task 6 - Development of Draft Final Report																									
Task 7 - Final Report and Problem Statements																									
Project Completion Date																							★	April 15, 2013	

**Legend:**  
 Milestone Date ★

Proposed Timeline 



**NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY  
FY 2012-2013 SUBREGIONAL STUDIES PROGRAM PROPOSAL**

**Proposal Sponsor:** County of Sussex  
**Proposal Title:** Sussex County Complete Streets Study  
**Budget Requested:** \$200,000 (Including In-Kind Match)

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**Executive Summary:**

**Purpose**

To undertake the research and study necessary to establish a rational and functional complete streets policy in Sussex County and develop an implementation plan for study recommendations.

**Background**

The County of Sussex, with its rural/suburban character, has a wide variety of highway and street types. These run from the Limited Access, 4 lane divided Urban Principal Arterial Route 15 in Sparta, to the two lane Rural Principal State Highways such as US Route 206, which runs north to south through the County. NJ State Route 94 is a Rural Minor Arterial through most of the County, has many of the characteristics of a County Road, but still carries a fairly high volume of traffic from the southwestern part of the County to the northeastern part. The last major State highway in the County, Route 23, is a Rural Principal Arterial through most of the County, and carries a high volume of traffic volume from the southeastern part of the County to the north. In addition, there is a very wide variety of County Roads in both the 500 and 600 series. These range from the low volume, narrow roads with many hills and curves, such as County Route 617 in Stillwater, a Rural Minor Collector, to a medium use 600 series Route such as County Route 631 in Hardyston and Franklin, which is a Rural Major Collector. On the other hand, there are a number of very high volume 600 series roads in the County that see a great deal of use. These include County Route 602 in Stanhope and County Route 616 – Newton-Sparta Road in Newton, Andover and Sparta. Both of these Roads are classified as Urban Minor Arterials. The 500 series roads in the County can also vary greatly in their character and amount of use. These range from roads such as County Route 519 in Fredon, which is a relatively low volume/use highway, which is classified as a Rural Major Collector, to County Route 517 in Sparta, which is a high volume road that is classified as an Urban Minor Arterial.

These many different types of roads in the County also run through many different types of areas in the County such as rural, rolling country side in Sandyston, Wantage and Green Townships, to more densely-developed municipalities such as Sparta and Andover. In addition, there are also a number of traditional Town Centers and Boroughs that the highway system runs through in the County, that also see a wide variation in use. These include places such as Stanhope and Andover Boroughs, as well as the Boroughs of Branchville and Franklin.

As a result of these many different types of highways and their wide variation of usage in the County, planning staff, and other officials in the County, felt it would be important and appropriate to develop a Complete Streets Policy. As roads and highways are improved in the County in the future, a Complete Streets Policy would have these roadways designed and upgraded to enable safe access for all users where

appropriate, whether they are motorists, pedestrians, bicyclists or public transit users. This would allow users of all ages and abilities to move safely along and/or across the roads and streets of Sussex County.

### **Purpose and Need:**

There is a wide variety of highway types (and bridges) throughout the County, which have varying degrees of usage, which are in various stages of needed repair or improvement. In order to make these highways safer for all users including - motorists; pedestrians; bicyclists; transit vehicles; older people; children and people with disabilities, the County needs to develop a Complete Streets policy. With such a policy in place, when a highway or section of highway or bridge is programmed for repair, resurfacing or improvement, the discussion of complete streets will already have been held and the appropriate design measures included in the project thereby upgrading the highway to accommodate and improve safety for all users, wherever possible or feasible.

### **Goals and Objectives:**

The goal of the Sussex County Complete Streets Study is to develop a Complete Streets Policy for the County based on a thorough evaluation and analysis of the existing County street and highway system including - State, County and select municipal streets and determining what would be necessary to improve the system to provide safe access for all users. This Policy will direct County Planners and Engineers to consistently design roadway improvements in the County with all users in mind wherever practical and feasible, taking into consideration both physical and financial constraints.

Objectives of the Sussex County Complete Streets study include:

- Improving safety for all users of the County Street and Highway System by improving or adding where feasible, enhancements such as – sidewalks; bike lanes; wider shoulders; improved crossing opportunities; improved bus access opportunities; raised crosswalks; improved and/or upgraded pedestrian signals; sidewalk bulb-outs and various other types of traffic calming techniques.
- Encourage increased walking and bicycling for health in the County by implementing Complete Street types of improvements wherever feasible
- Help develop and promote stronger communities in the County by implementing Complete Street types of improvements in the County where all people regardless of age, ability or mode of transportation feel safer and more secure on the roadways. A safe walking and bicycling environment is an essential part of improving peoples mode choices and creating more livable, friendly and walkable communities.
- Develop an implementation plan for the Study's recommendations that will include short term, medium term and longer range projects for implementation. Recommendations and strategies will be prioritized and potential funding sources will be explored and identified including the NJTPA's project development process.

### **Description of the Study Area**

The project study area will include all of Sussex County. Refinements will be developed to focus on areas where implementing Complete Street types of improvements makes the most sense and will have the greatest benefit such as the town centers and boroughs in the County. In addition, there will also be attention paid to areas that are more densely developed in the County or are existing activity areas such as some of the lake communities in the County and public park areas.

## **Regional Impact**

On a larger, regional scale, the significance of this project will be the ability of Sussex County to develop a plan for increasing safety and non-automotive accessibility along rural County roads and in Town Centers and boroughs in the County. This project (both the Plan itself and the experience of developing it) will have the potential to guide and inform similar work efforts in the future for the NJTPA region and beyond.

On a more local scale, this Study is a priority for the County for a number of other reasons including the improvement of key trail linkages to Warren and Morris Counties and the improvement of safety on regional and statewide bike routes. Recreation is a key part of the County's economy and improved opportunities for hiking and biking would help to support this important component of the County's economy. The key trail linkage to Warren County would focus on the development of the Lehigh and Hudson River Railroad rail trail which could potentially run from the Paulinskill Valley Trail at Sparta Junction all the way to Belvedere in Warren County. This would be a substantial, regional addition to the County's existing rail trail network which is one of if not the safest ways to hike, bike or horseback ride in the County and is extensively used. The linkage with Morris County would actually improve safety on the High Point to Cape May State Bike Route which runs along a substantial length of CR 519 and US Route 206 in the County. County staff and officials have been concerned about the safety of this route since its inception in particular with it running through the tunnel under the Lackawanna Cut-Off in Andover Borough which is dark and narrow and south of the Borough on a steep section of Route 206 with a creeper lane and no shoulders at all. County staff has proposed alternatives that would run on the Sussex Branch Trail (which parallels Route 206) where it could be entered in Branchville and run all the way down to Waterloo Road (CR-604) in Byram Township. From that point, it would run through the International Trade Center in Mount Olive and pick up the original route again in Netcong in Morris County. Also as part of the Study, the County will review with NJDOT, the status is of the Route 94 Bike Route from Columbia in Warren County to Newton. This was an initiative of the NJDOT a number of years ago and has been held up by issues with the street system in Newton, among other matters.

## **Links to the NJTPA Regional Transportation Plan**

The Sussex County Complete Streets Study has numerous links and connections to the NJTPA Regional Transportation *Plan 2035* including:

- The NJTPA Goals of – Protecting and improving the quality of natural ecosystems and the human environment; Providing affordable, accessible and dynamic transportation systems responsive to current and future customers; Retain and increase economic activity and competitiveness; Enhance system coordination, efficiency and intermodal connectivity; Maintain a safe and reliable transportation system in a state of good repair and select transportation investments that support the coordination of land use with transportation systems.
- The NJTPA Regional Capital Investment Strategies of – Promoting smart growth rather than sprawl; Making travel safer and secure; Improve roads but limit capacity expansions; Support walking and bicycling.
- *Plan 2035's* call for – Encouraging Smart Growth and Livable Communities; Supporting “Complete Streets” throughout the region; Making all modes of transportation safer and more secure

## **Future Work and Funding:**

It is the intent of the Sussex County Complete Streets Study to develop a number of recommendations for improvements to the County highway system that can be implemented over a short, medium and long range time frame, based on their complexity, costs and future funding availability. The Study will also recommend appropriate implementing agencies based on who is responsible for the facility be it a state, county or municipal road.

### **Methodology**

The primary tasks of this Study that will be developed into the Final Report include:

#### **Task 1: Project Management**

Sussex County's Planning Director will serve as project manager for this Study effort. Sussex County Planning Staff, specifically the County's Transportation Planner, Senior Planner and County Counsel, will coordinate and work closely with Sussex County Engineering staff throughout this Study.

A qualified consultant will be hired to do most of the analysis and prepare the final report for this study. Planning and Engineering Staff will prepare a draft request for proposals (RFP). The RFP will be advertised as required by the NJTPA. When all of the proposals are received, a consultant selection committee will review, score and rank the proposals.

The consultants will then be interviewed and a preferred consultant selected. The project manager will prepare all necessary documents for the hiring of the consultant selected.

The project manager will be responsible for keeping the project on track, on time and within the budget. The project manager will prepare the progress reports, financial documentation and invoices for submission to the NJTPA at the end of each quarter.

The project manager will also prepare whatever closeout documentation is necessary for the project.

#### *Deliverables-*

RFP and required advertising documentation, documentation for consultant selection process, contract with selected consultant, NJTPA Quarterly Reports, financial documentation and invoices

#### **Task 2: Public Outreach and Education**

Both Public Outreach and Education will be important in the development and implementation of the Sussex County Complete Streets Study.

One of the first public outreach efforts for the study will be the establishment of a Study Steering Committee. This Committee will be comprised of county staff and officials; a County Planning Board member; a County Strategic Growth Committee member; municipal officials – most likely from four or five multi-municipal regions of the County; various stakeholder groups such as hiking and biking clubs; the County Trail Committee and Transportation Integration Effort committee; business members and members of the public. This steering committee will have a number of responsibilities including: providing input and guidance to the consultant in the development of the various elements of the study; reviewing consultant outputs and draft reports; reviewing and providing input on specific project elements and recommendations; assisting at public meetings; reviewing the draft final report and with “rolling out” the study and presenting it to County and municipal officials.

The second important public involvement effort will be to hold at least three public meetings. The first shall occur after the initial work has been completed and will solicit comment from the public regarding recommendations they may have after considering the material presented. The second will be held around the midpoint of the Study when there have been preliminary recommendations developed, and one will be held near the end of the Study when the final draft of the study is available for public review and input. The meetings will be heavily advertised and directly publicized to stakeholder groups.

The final major public effort for the Study will be education-related. This will entail County Staff and consultants meeting with either individual or groups of municipalities in the County to present the Complete Streets concept and discuss local opportunities for Complete Street improvements. This will be done with the assistance of materials prepared by the consultant including a Power Point presentation. This will be critical to achieving local “buy-in” and support for the Complete Streets concept and its implementation throughout the County.

In addition, there will be a significant amount of information about the Study and its activities posted on the County web-site. This will include opportunities for public input, feedback, questions, and comments.

#### *Deliverables-*

Establishment of the Study Steering Committee, Steering Committee meeting materials and minutes, presentation materials and minutes from public meetings, educational Power Point presentation and related materials for presentations to interested municipalities, information posted on the County web-site.

#### **Task 3: Data Collection and Analysis:**

The consultant will be responsible for the collection of all data and information necessary to identify needs and potential Complete Street improvements to the County highway system. Data collection is an important element that will allow the consultant to accurately assess existing and proposed land use around the County as well as the transportation system and any planned improvements.

The Consultant will collect and review, at a minimum, with assistance from County Planning and Engineering staff, the following plans, reports, documents and maps: The Sussex County Strategic Growth Plan; the Sussex County 10 Year Mobility Study; any current and previous County circulation plan work or bike-ped planning reports; the County Capital Improvement Plan; Municipal Circulation Plans or elements; any municipal Center Designation work that has or will be taking place; the NJTPA and NJDOT TIP's; the NJTPA and NJDOT PDWP's; Municipal and/or State Sidewalk inventories; the Town of Newton's Walkable Communities Report; Municipal Safe Routes to School Improvement Plans; Skylands Ride/Sussex County Transit Bus Routes; NJ Transit/Lakeland Bus Routes; NJ Statewide Bicycle and Pedestrian Master Plan; NJ State Trail Plan; the State Development and Re-development Plan; the Highlands Master Plan; Existing Land Use Maps; Existing Zoning Maps; Bicycle Route Maps; Rail to Trail and Trail maps; County, NJTPA and NJDOT Accident Data; Sussex County Demographic, Social and Economic Data and trends and any other pertinent or related information or reports.

Also, the consultant should review and/or update the following maps and information as necessary: the County Road Functional Classifications; County Road Standards; County Highway Traffic Volumes; County Highway speed limits; County Highway accident locations and data; County Bridge and culvert locations; Existing and future park and ride locations; future rail station locations.

In addition the consultant should compile and review any pertinent state, county or federal transportation legislation or policies, in particular related to Complete Streets, that has been enacted since 2005.

The consultant, with assistance from County Planning and Engineering Staff will be responsible for gathering the above noted information. Data collection may require field work, site inspections document review and interviews.

After the consultant has collected all necessary data and information, the consultant will analyze the data in order to identify current and future issues, deficiencies and problems in the County highway and street system, pedestrian facilities and bicycle accommodations. The consultant will then develop a transportation system inventory for the various modes and a technical memorandum summarizing the information. The consultant will create base maps which show the existing conditions including system deficiencies, impediments and safety hazards for the County highway and bridge system. The existing conditions maps will also identify major trip generators such as schools, shopping centers, bus stops, and recreation facilities. The existing conditions maps will be used to develop potential Complete Street type improvements to address identified highway system issues and needs.

*Deliverables-*

A Technical memorandum that summarizes the data collection efforts and the results of the analysis of the collected data and information, a summary of the identified issues and deficiencies with the County highway system and a base map of existing conditions

**Task 4: Needs Analysis**

Based on the above collected data and information, the consultant will evaluate the County highway and street network and identify system needs and deficiencies. These issues will pertain to Complete Street types of improvements. The consultant will then compile these identified needs into a technical memorandum that will be reviewed by County Planning and Engineering staff, as well as the Study Steering Committee.

*Deliverable-*

Summary of Needs Analysis

**Task 5: Improvement Analysis and Evaluation**

The consultant will determine potential improvement alternatives and their benefits and impacts. This will include improvements to safety and connectivity, as well as potential impacts to traffic flow or any other unintended impacts.

The consultant will develop evaluation criteria that will be used by the County and the Steering Committee to rank the identified potential improvements.

At this point, the first Public Meeting for the Study will be held. This will be to obtain public input and feedback on the identified issues and the potential improvements.

*Deliverables-*

A Technical memorandum that summarizes potential improvement alternatives and their related impacts, evaluation criteria for the improvements, preliminary ranking of improvements, first Public Meeting materials and presentations and minutes of the meeting

**Task 6: Draft Improvement Recommendations**

Based on input and feedback from County staff, as well as the public meeting, the consultant will develop a draft set of Complete Street improvement recommendations for targeted locations around the County.

These locations will be determined by County Staff and the Study Steering Committee. These recommendations should be feasible and relatively easy to implement. These may also include policy recommendations. Recommendations will include actions and projects for the short, medium and long term. Recommendations will also include an implementation strategy and a way to monitor and evaluate the progress being made on the improvement implementation. In addition, potential funding sources including local, state or federal funding and agency responsibility will be identified for each recommendation. These improvement recommendations will also be prioritized and ranked by County staff and the Study Steering Committee based on criteria that will be developed by the County.

*Deliverables-*

A summary of the Draft Improvement Recommendations, their locations and a review of the time frame recommendations and priority rankings, implementation strategy and potential funding sources identified

**Task 7: Draft Final Report and Draft County Complete Streets Policy**

The consultant will prepare a final draft of the Complete Streets Study for review by County Planning and Engineering Staff, as well as the Study Steering Committee. In addition, the Consultant will develop a draft Complete Streets Policy for consideration for adoption by the Sussex County Board of Chosen Freeholders. This draft Policy will also be reviewed by the County Planning Board as well as County Counsel. It is anticipated at this point that the final Public meeting will be held to solicit public comments on the Draft Final Report and the Potential County Complete Streets Policy. The consultant will revise the draft Final Report based on comments received from the County, the Study Steering Committee and the public.

*Deliverables-*

Draft County Complete Streets Policy, Draft Final Report including recommended improvements, and public meeting materials, presentations and public comments

**Task 8: Final Report**

The consultant will prepare the final version of the Sussex County Complete Streets Study. The consultant will provide both hardcopies and digital copies of the final study to the County for distribution. In addition, the consultant will provide the County with presentation materials so that the County can make presentations to municipalities in the County that are interested in adopting a Complete Streets policy for their municipalities.

*Deliverable-*

Final Sussex County Complete Streets Study

**Prior Work and Funding:**

The Sussex County Complete Streets Study will be a much more detailed follow-up effort to a number of other studies that have taken place in the County over the last ten years that promote improving and enhancing bike and pedestrian opportunities in the County.

One of the most important studies that has been completed recently in the County is the *Sussex County Strategic Growth Plan*, which was completed in 2005. In this plan, which will guide growth and development in the County for many years to come, there are many references to improving bike and pedestrian opportunities and safety as well as promoting pedestrian oriented development.

A very important transportation planning study for the County was also completed in 2005. This was the *Sussex County Ten Year Mobility Study*. This is the primary transportation plan for the County for the next 3 to 5 years and it too has numerous recommendations for improving Bike and Pedestrian conditions and safety in the County as well as promoting and encouraging Pedestrian Friendly Land Use Design.

Another important pedestrian related activity that took place a few years ago in Sussex County that the NJTPA participated in, was the Walkable Communities Workshop and report for the Town of Newton, which is also the County seat. This was a cooperative effort between the County, the Town, the NJTPA, and the State, which has actually seen a number of the recommendations implemented. This has significantly improved pedestrian safety and walkability in the Town Center over the last few years.

Finally, the last significant bike and pedestrian study that was done as an NJTPA STP Supportive Task about 8 or 9 years ago, was the Sussex County Bike and Pedestrian Plan. This was a broad overview of the bike and pedestrian facilities and needs in the County. This was the basis for some of the follow-up rail trail efforts that have taken place in the County over the last number of years.

**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM  
SUSSEX COUNTY: COMPLETE STREETS STUDY  
BUDGET PLAN**

		<b>PROPOSED BUDGET</b>	<b>FEDERAL SHARE</b>	<b>LOCAL MATCH</b>
<b>PART I: DIRECT COSTS - PERSONNEL SERVICES</b>				
1. SALARIES		\$ 44,303.80		
2. FRINGE BENEFITS	58%	\$ 25,696.20		
3. LEAVE ADDITIVE	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ 70,000.00</b>	43%	57%
<b>PART II DIRECT NON-LABOR COSTS</b>				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
7. OTHER (SPECIFY)		\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>		
<b>PART III: INDIRECT COSTS</b>				
INDIRECT COST ALLOCATION	0%	\$ -		
	<b>SUBTOTAL</b>	<b>\$ -</b>		
<b>PART IV: CONSULTANT COSTS</b>				
CONSULTANT		\$ 130,000.00		
	<b>SUBTOTAL</b>	<b>\$ 130,000.00</b>	100%	0%
	<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 200,000.00</b>	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES:**

<b>Federal Share:</b>	\$ 160,000.00	<b>Local Match:</b>	\$ 40,000.00	<b>Total:</b>	\$ 200,000.00
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**FY 2012 – 2013 SUBREGIONAL STUDY PROGRAM  
SUSSEX COUNTY: COMPLETE STREETS STUDY  
STAFFING PLAN**

**Project Task Budget**



<b>Task</b>	<b>Subregional Staff Hours</b>	<b>Direct Costs - Personnel Services</b>	<b>Direct Non- Labor Costs</b>	<b>Indirect Costs</b>	<b>Consultant Costs</b>	<b>Total Costs</b>
Task 1 - Project Management	84	\$ 5,516.73				
Task 2 - Public Outreach and Education	252	\$ 14,055.68				
Task 3 - Data Collection and Analysis	85	\$ 4,269.48				
Task 4 - Needs Analysis	209	\$ 11,018.91				
Task 5 - Improvement Analysis and Evaluation	252	\$ 14,055.68				
Task 6 - Draft Improvement Recommendations	126	\$ 7,027.84				
Task 7 - Draft Final Report and Draft County Complete	126	\$ 7,027.84				
Task 8 - Final Report	126	\$ 7,027.84				
<b>TOTAL</b>	<b>1260</b>	<b>\$ 70,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 130,000.00</b>	<b>\$ 200,000.00</b>

**Subregional Staff Plan**

<b>Personnel (Name/Title)</b>	<b>Estimated % of Time Needed for Study (based on total work hours for the year)</b>	<b>Total Estimated Hours For Study</b>
Thomas Drabic, Principal Transportation Planner	10%	420
Eric Snyder, Planning Director	10%	420
Neil Leitner, Senior Planner	10%	398
<b>TOTAL</b>	<b>30%</b>	<b>1260</b>

**SUSSEX COUNTY  
SUSSEX COUNTY COMPLETE STREETS STUDY  
PROJECT SCHEDULE**

Task # - Description	FY 2012												FY 2013												Final Qtr Report	
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th/Final Quarter				
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June		July
Authorized Project Start Date	★	July 1, 2011																								
Task 1 Project Management																										
Task 1a - Quarterly Reports & Invoices				★			★			★			★			★			★			★			★	
Task 2 - Public Outreach & Education																										
Task 3 - Data Collection and Analysis Analysis																										
Task 4 - Needs Analysis																										
Task 5 - Improvement Analysis and Evaluation																										
Task 6 - Draft Improvement Recommendations																										
Task 7 - Draft Final Report and Draft County Comp. St. Policy																										
Task 8 - Final Report																										
Project Completion Date																									June 30, 2013	★

**Legend:**  
 Milestone Date ★  
 Meeting Date Ⓞ  
 Proposed Timeline   
 Actual Timeline 

**UNIFIED PLANNING WORK PROGRAM  
VOLUME III  
FY 2011-2012 SUBREGIONAL STUDY PROGRAM  
YEAR TWO UPDATE**

**CONTINUING PROJECTS**

**PROJECTS CONTINUING FROM FY 2010 – 2011 SSP**

City of Newark:  
Newark Master Plan Transportation & Mobility Element Update

Passaic County:  
Passaic County Master Plan, Transportation Element

**PROJECTS CONTINUING FROM FY 2011-2012 SSP**

Warren County:  
25 Year Action for the Morris Canal Greenway





## SUBREGIONAL STUDY PROGRAM FY 2010-2011

**Proposal Sponsor:** City of Newark  
**Proposal Name:** Newark Master Plan Transportation & Mobility Element Update  
**Funding Requested:** \$300,000 (Including In-Kind Match)

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### PROPOSAL STUDY SUMMARY

#### Description of the Study Area

Newark, New Jersey is approximately 24 square miles with an estimated population of 280,000 and has been quoted as the second fastest growing city on the east coast, behind Boston, MA. The metropolitan region is expected to grow by 2.5 million people by 2025. Newark is projected to grow by 25,000 residents, from 281,000 residents in 2008 to 307,000 residents, during the same time period.<sup>4</sup> The general consensus of Newark residents, stakeholders and civic leaders is that this projection is conservative.

We believe in a bolder Newark, one that can and will grow along with the region and at least as fast as other New Jersey cities are predicted to grow. We believe that Newark will double current projections of growth and add at least 50,000 new residents.

As a group, New Jersey's older, denser and more economically challenged cities are already accommodating a growing share of the State's human capital and job growth. As awareness grows about the costs of continuous development sprawl, as energy prices continue to rise, and as the competition to attract and retain highly educated and skilled workers becomes more and more essential, Newark is in an enviable position to participate in the sustainable growth of the region:

- *Achieving Smart Growth: Newark is already the fastest growing city in the northeast, and is poised to help curb the costs of sprawl*
- *Addressing Rising Energy Prices: Newark has the location, transportation network and infrastructure to provide housing and employment density*
- *Capturing Innovation and Talent: Newark has the institutional partners and urban amenities to train, incubate, attract and house the "Knowledge Economy" workforce*

The competitive future of the New York and Northern New Jersey region depends heavily on Newark *shifting forward* to harness and build upon what already makes it great and unique. To accommodate and leverage this growth for the benefit of all Newarkers, the City must Shift Forward to a "Cycle of Success". Newark will become the model for urban transformation by stimulating and shaping investment, by ensuring new resources and economic opportunities reach all Newark residents and neighborhoods, and by making certain that future generation can continue and improve upon this Cycle. So, what will Newark residents need by 2025 in order to set the Cycle of Success in motion?

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<sup>4</sup> New York MSA; Source: NJ Transportation Planning Authority, Approved Demographic and Employment Forecasts and U.S. Census Bureau

### ***Leveraging and Driving Regional Growth = Jobs for Residents***

By 2025, Newark will cut the city's unemployment rate of 13% in half by:

- Doubling the number of port-related jobs and tripling the % of all port jobs going to Newark residents
- Recapturing the region's spending and increasing the number of residents in retail jobs by 44%
- Ensuring the preservation and promotion of job-producing industrial uses and land
- Garnering regional and state transportation investments for both people and goods

### ***A High Quality of Life = Healthy and Safe Neighborhoods***

By 2025, Newark will leverage growth to create visible and self-sustaining improvements in ALL of Newark's neighborhoods by:

- Creating 20,000 new housing units for workforce, professional, low-income, special needs and next-generation populations
- Ensuring all Newark residents live within a 10-minute radius of safe and attractive parks and recreation
- Identifying sites for consolidation, relocation and future expansion of public facilities
- Identifying opportunities to co-locate and to upgrade the city's community facilities from places of service delivery to true neighborhood centers
- Creating distinctive identities for the city's regional "gateways"; safe and green neighborhood streets; and improved neighborhood stewardship of public space

### ***Sustainability = Newark as a City of Choice***

By 2025, Newark will become a sustainable City of Choice for the region by:

- Attracting 10,000 new residents to live in the downtown
- Doubling the number of cultural and entertainment visitors to the city by and double their spending in the city
- Doubling the number of students living in the city, either on or off campus
- Ensuring up to 40% of the Newark Passaic riverfront is publicly accessible
- Implementing a "great streets" initiative with the goal of planting 100,000 trees by 2025

## **Goals and Objectives**

### ***Improving Resident and Commuter Mobility***

Newark has the opportunity to leverage one of the great transit systems in the nation in order to unlock employment opportunities for Newark residents and provide easy access to commuters and visitors. This system includes:

- A bus system with the highest usage in the State (25% of the entire system); 800 bus stops place the entire city within one-quarter mile of a bus line.
- NJ Transit, PATH and Amtrak rail service with three major rail stations
- A light rail "subway" system
- 4 major highways
- Newark Liberty Airport within minutes of downtown

The "hub and spoke" system allows good access for Newark's neighborhoods to downtown, and ties the city to the region. However, recently more Newarkers still commute out of the city than stay to work (51,000 Newark workers or 60 percent of the workforce). Those who commute out

of the City, work in an increasingly diverse number of places, many of which are not well-served by transit from Newark's neighborhoods. Additionally, the city's transit system fails to provide efficient access to growing employment opportunities at the Ports.

The Master Plan must shape transit service and coordinate land use to provide improved access to jobs and new job opportunities at transit hubs for both local and regional residents.

Improved access could include:

- Better east-west and north-south connections
- Improved spoke and hub system to in-city employment areas
- Multi-modal hubs in and close to the city
  - Orange St. Station
  - Port Hub & Spoke
  - Intermodal Airport Station
- Enhanced bus service and Bus Rapid Transit (BRT) on corridors leaving to suburban employment centers
- Creation of additional Park & Ride facilities
- Subway Extension

Jobs at hubs:

- Higher-density, mixed-use development at selected transit nodes
- Office growth and mixed development at three major transit hubs:
  - Pennsylvania Station
  - Broad Street Station
  - Liberty International Airport

### ***Improving Freight Mobility***

Newark has excellent regional waterborne and rail freight infrastructure. Port Newark accommodates most of the region's maritime shipping and three rail yards (Oak Island Yards, Waverly Yards and Brills Yards) are located within the City. The City also has and superb road-based freight infrastructure, with a prime location within the regional highway network and direct access to four highways( I-280; I-78; I-95; Route 22).

Improvements in this infrastructure can promote the development of more job-intensive uses and increased employment opportunities for Newark residents. Rising energy costs underscore Newark's competitive advantages, but also highlight longstanding inefficiencies, that have currently been identified and should be studied:

- Road-based Freight: Inadequate truck clearances and limited crossings across highway and rail lines to Ports and R-121 industrial area
- Heavyweight Roads: certain roadways leaving the port should be designated for the transportation of overweight loads (e.g., Doremus Avenue)
- Avenue P Rail Bridge: if bridge could be raised or the road lowered, it would significantly ease traffic congestion north of the port
- Dedicated Port Exit for the Turnpike: would increase the throughput of goods at the Port and significantly ease traffic and congestion on the other Turnpike access roads

Expanded capacity at Newark facilities are needed to support a more competitive and job-intensive Newark:

- Waterborne: potential for greatly expanded use of waterborne barge freight for local and regional distribution from Ports
- Rail: need for extra capacity in rail yards and intermodal terminals
- Intermodal Facilities: no integrated facility serving industrial areas around the port and airport; need for enhanced capacity for existing area facilities.

The Master Plan can support new projects that are attempting to address roadway inefficiencies.

- Portway for dedicated freight use
- Improved Truck clearance at key east-west links
- Improved east-west crossings across north-south expressways
- New bridge across Passaic River
- Improved arterial network in area between US 1&9 and NJ Turnpike

The Master Plan can support improvements that will expand the utility of Newark's rail infrastructure:

- Create freight intermodal hubs at Airport, Seaport, and in R-121 industrial zone, and integrate with regional freight infrastructure
- Upgrades at Brills Yard

The Master Plan must also identify opportunities for City, State and metropolitan-region transportation priorities and efforts to be coordinated:

- Promote smart growth and energy-efficient alternatives to road-based freight transportation
- Make better use of State (NJTPA) funding process
- Coordinate between NJ Transit and City
- Partner with the Port Authority

### ***Improving Pedestrian Safety***

Newark pedestrians were 29% of all traffic-related deaths statewide and over 15% of reported injuries. Many of the victims are children. In addition, Newark streets are not perceived as safe by bicyclists. The Master Plan will examine ways to improve pedestrian and bicycle safety through physical improvements, programs and education.

### ***Coordination of Planning Efforts***

Different entities have been planning in Newark in an uncoordinated manner for many years. The Master Plan will tie together and coordinate different planning efforts and planning entities on the State, Regional and Local Level. The plan will aim to be consistent with the NJTPA 2035 Regional Transportation Plan

### **Methodology**

Newark's master plan has not been updated since 1990. In 2004, the land use element was revised, but no other elements including the circulation element. The Division of Planning & Community Development is on the eve of completing the Master Plan Re-examination, the first comprehensive look at the plan since 1999. Upon its adoption, anticipated by the end of the year, the Division intends to launch the full revision of all elements of the master plan. A strong belief is held that Newark is in a unique moment of its development history, and setting the platform for future growth and development should not be done in a piece-meal way, but rather comprehensively and in relationship to the region.

The methodology will include:

**Data Collection and Review:** The consultant will be responsible for the collection of data. Data collection will allow the consultant to accurately assess the existing city-wide transportation network and policies, as well as evaluate proposed projects and policy changes. The consultant shall become familiar with all relevant existing local, regional, and state land use, redevelopment, port, and transportation system (including all modes) plans, including land use and transportation plans for neighboring municipalities and counties where relevant.

The consultant will collect data and information for all modes of transportation within Newark, including but not limited to, existing alignments and facilities, traffic volumes for key roads, transit ridership and water circulation. The consultant will create an inventory of bicycle and pedestrian accommodations, including but not limited to, existing crosswalks, sidewalks, and bicycle amenities.

**Data Analysis:** The consultant will provide comprehensive analysis of all data sources which will include analysis of the Master Plan land use element, transportation demands to be created by development within the Master Plan framework, and attractions within the study area, and external traffic inputs. Analysis will also be performed to determine how planned future development will affect regional multi-modal access to and circulation within Newark. This section will include the use of transportation modeling as a tool to forecast trips and identify the transportation network deficiencies. This activity will be coordinated with the NJTPA North Jersey Transportation Model. In addition, the consultant shall evaluate and consider recommendations from the “Greater Newark Bus Study” by NJTPA/NJ Transit. Through the analysis of data, transportation infrastructure, existing and planned development; the study will determine specific transportation projects that will realize the City’s vision for its transportation network.

**Public Outreach:** The consultant shall prepare and implement a public outreach plan that includes focus groups and public meetings to provide input and feedback to the consultant as the circulation element update is prepared. Meetings with the Newark technical advisory committee and city officials shall not constitute public outreach.

### **Work Program and Schedule**

The project will take 24 months to complete. However, the consultant will work on the project for a maximum of 16 months.

- Months 1-24: Task 1 - Project Management
- Months 1-3: Task 1 - Project Management (Formation of technical advisory committee)
- Months 1-4: Task 2 - Consultant Selection
- Months 7-9: Task 3 – Data Collection and Review
- Months 10-11: Task 4 – Vision Statement and Goals and Public Meeting 1
- Months 12-14: Task 5 - Alternatives Analysis
- Months 15-17: Task 5 – Recommendations and Public Meeting 2
- Months 18-20: Task 6 – Draft Circulation Element and Public Meeting 3
- Months 21-22: Task 7 – Final Circulation Element and Presentation to Planning Board

### ***Task 1: Project Management***

This effort will be managed by a qualified individual within the Newark Division of Planning and Community Development. The project manager, with assistance from other City staff, will convene a technical advisory committee. The project manager will be responsible for notifying the technical advisory committee of meetings and documenting the recommendations from the meetings. The project manager will serve as a liaison between the consultant and members of the steering committee, representatives from transportation agencies, and the general public. The project manager will be responsible for keeping all relevant parties on task, on time, and within budget. The project manager will prepare reports and invoices for submission to NJTPA at the end of each quarter.

Products: Steering committee, meeting reports, quarterly reports and invoices

### ***Task 2: Consultant Selection***

City staff will prepare the draft request for proposals (RFP). The technical advisory committee shall provide comment on the draft RFP prior to its finalization. The RFP will be mailed to preferred vendors and advertised as per NJTPA requirements. After all proposals are received, the technical advisory committee will review and score submissions, interview potential consultants, and select the consultant team. The project manager of the selected consultant team will be an experienced transportation planner who has knowledge and experience in at least the following areas: complete streets principles, urban bicycle and pedestrian accommodation, traffic calming, environmental justice impacts in transportation planning, mass transit planning, freight movement and port operations, land use planning, context sensitive solutions, parking management strategies, and public outreach and consensus building. The consultant team shall be contractually required to avoid conflicts of interest and the lead contractor and all subcontractors shall not enter into contract with, or otherwise work for, any owner of private property in Newark for the duration of the contract.. The City's project manager, in consultation with the City's corporation counsel, will prepare all necessary documents for the hiring of the selected consultant, including but not limited to a resolution to the Newark Municipal Council and the contract between the City of Newark and the selected consultant.

Products: RFP, contract with selected consultant

### ***Task 3: Data Collection and Review***

The circulation element will include a description of the existing multi-modal transportation network, including roadways, mass transit, parking facilities, and bicycle and pedestrian accommodations. The consultant will gather quantitative data including but not limited to existing transit ridership and roadway traffic volumes. The consultant will review the existing transportation-related policies of the City of Newark and transportation agencies with facilities in Newark. The consultant will compile all planned capital projects and policy changes. The consultant, with the cooperation of City staff and steering committee, will be responsible for gathering the above information.

The consultant will also collect the following data in order to make recommendations regarding bicycle and pedestrian accommodations:

- Sidewalk and crosswalk inventory to create a pedestrian safety plan
- Pedestrian and bicycle connectivity with rail and bus systems
- Traffic calming devices and bicycle facilities

- Evaluate crash data (available at NJTPA) to determine the relationship between bus riders and pedestrian crashes. NJTPA data from the Regional Safety Priority Update Study (RSPUS) shall also be examined and its recommendations for Newark further refined.

The circulation element will be coordinated with the land use element of the Newark Master Plan. The land use element is currently undergoing reexamination. The updated land use element will outline the City's goals and objectives regarding land use, existing conditions, needs, and recommendations. The land use element will include a plan to accommodate the anticipated increase in Newark population and commercial activity. The consultant will review the land use element of the Newark Master Plan in order to determine what transportation infrastructure is needed to support the development that is planned to occur by the land use element.

Products: Description of existing conditions for roadway, mass transit, and bicycle and pedestrian accommodations; compilation of planned capital improvements; right of ways in need of preservation; and/or policy changes

#### ***Task 4: Vision Statement and Goals and Public Meetings***

The consultant will work with the technical advisory committee and general public to gain consensus around a vision for a comprehensive transportation infrastructure for Newark. To the greatest extent feasible, the circulation element will be oriented toward a vision of a transit-oriented, traffic calmed, pedestrian and bicycle friendly city.

The consultant will also hold a number of focus groups and public meetings to solicit input on the City's vision from the community.

The circulation element shall further the objectives, principles, and policies of the Master Plan land use element.

Product: Vision statement, list of goals

#### ***Task 5: Alternatives Identification***

The consultant, through the analytical process and with input from City staff, the steering committee and the public, will identify current and future system deficiencies, and potential alternatives to address those deficiencies.

The alternatives identification will give particular emphasis to transit, pedestrian and bicycle modes, with due consideration of transit levels of service and ridership. It will also identify potential new rail and bus rapid transit lines, potential new stations on existing PATH and heavy rail lines, and potential mechanisms to improve connectivity between existing and planned rail systems within the city. The consultant will also evaluate freight improvements recommended through Portway and the Liberty Corridor Improvements and develop a set of recommendations that will tie in those improvements advanced by NJDOT and PANYNJ, and those improvements identified through this study effort.

Products: Description and drawings of potential transportation improvement alternatives.

#### ***Task 6: Recommendations and Public Meeting 2***

The consultant will develop a set of recommendations based on anticipated transportation needs to make the City's land use plan vision a reality. The recommendations shall be action-oriented and will include project and policy recommendations. The consultant shall develop a set of recommended strategies and actions to achieve each goal. Recommendations shall include a method to monitor and evaluate the progress of implementation. Potential funding sources and agency responsibility will be identified for each recommendation.

The consultant will hold a public meeting to share their recommendations with the public and to solicit feedback.

Product: Draft of goals, objectives, strategies and actions, method to monitor and evaluate implementation progress

### ***Task 7: Draft Circulation Element and Public Meeting 3***

The draft Circulation Element shall include at least the following:

- A statement of the City's transportation vision
- A list of specific goals, objectives, strategies, and actions
- Detailed maps and description of the existing multi-modal transportation network of the entire City
- Description of FHWA functional classification for the City roadway system
- Maps and descriptions of approved, pending, and anticipated transportation system improvements, enhancements, and policy changes for all modes
- An improvement plan that includes maps, drawings, and descriptions of improvements to roadways, mass transit, bicycle routes, truck routes, pedestrian facilities, parking facilities
- Project cost estimates, identification of potential funding sources, and identification of lead agencies for project implementation
- Recommendations for alignments for new right-of-way for mass transit and streets for an Official Map in accordance with N.J.S.A. 40:55D-32
- A method to monitor and evaluate the City's progress in the attainment of its goals
- Report on the methodology used
- Report on the data collected and the findings of the data analysis
- A citywide street regulating plan that illustrates the location and form of all streets with an illustrated hierarchy of streets ranging from pathways to residential streets to boulevards,
- Recommendations for mechanisms to ensure adequate sidewalk maintenance and cleaning
- A traffic calming plan that provides template designs of traffic calming devices that are suitable for the geometry of Newark streets and a set of decision rules for the application of traffic calming citywide
- An implementation matrix which shall include transit, freight, congestion mitigation, and bicycle and pedestrian improvements. The goal is to make the implementation agenda more focused through prioritizing the proposed projects. The proposed strategies will be broken into short, medium and long timeframes and will have listed key stakeholders needed to advance each strategy. This element will also include a set of benchmarks that will allow Somerset County to monitor its progress in implementing the strategies and projects in the plan.

Product: Draft circulation element

## ***Task 8: Final Circulation Element and Presentation to Newark Planning Board***

### **RTP Connections**

The updated transportation and mobility element of the Newark Master Plan will support the following goals adopted by the NJTPA in 1995 and listed in the *Regional Transportation Plan: Access and Mobility 2030*.

### **Planning Factors**

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency;
- Increase the accessibility and mobility options available to people and for freight;
- Protect and enhance the environment, promote energy conservation, and improve quality of life
- Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
  
- Emphasize the preservation of the existing transportation system.

### **Planning Goals**

- Provide affordable, accessible and dynamic transportation systems responsive to current and future customers.
- Retain and increase economic activity and competitiveness.
- Enhance system coordination, efficiency, and intermodal connectivity.
- Maintain a safe and reliable transportation system in a state of good repair.
- Select transportation investments that support the coordination of land use with transportation systems.

### **Prior Work and Funding**

2005-2030 Draft Regional Transportation Plan (“Access and Mobility 2030”)

Author: New York Metropolitan Transportation Council

Date: 2005

Status: Draft

Comprehensive Port Support Zone Development Strategy and Implementation Framework Plan

Author: City of Newark & NJIT

Sponsor: City of Newark

Date: 2007

Status: Working Paper

Informed Intuition: Discussion Paper for Newark’s Transit Future

Author: Alan M. Voorhees Transportation Center with PBF Consulting

Sponsor: NJ Transit, City of Newark

Date: 2008

Status: Discussion paper

New Jersey Department of Transportation (NJDOT) Portway and Portway Extension Studies

Author: James Clifford Greller, Executive Staff Associate

Sponsor: New Jersey Department of Transportation  
Date: 1997  
Status: n/a

Newark Economic Development, Land Use and Transportation Plan

Author: Parsons Brinckerhoff, URS Greiner Woodward Clyde, with Wallace Roberts & Todd, Basile Baumann Prost & Associates, Rutgers Economic Advisory Associates, Lisa Davis & Associates, NJIT  
Sponsor: City of Newark  
Date: 2005  
Status: Adopted

Newark Draft Vision Plan

Author: Regional Plan Association  
Sponsor: City of Newark  
Date: 2006  
Status: Draft

Newark Master Plan – 1978

Author: The Mayor's Policy and Development Office with Coopers & Lybrand and Barton-Aschman Associates, Inc.  
Sponsor: City of Newark Central Planning Board  
Date: 1978  
Status: Official City document

Newark Master Plan – 1990

Author: Division of City Planning  
H.L. Hines, City Planning Officer  
Sponsor: City of Newark Central Planning Board  
Date: 1990  
Status: Official City document

Newark Comprehensive Economic Development Strategy

Author: Newark Economic Development Corporation with Urbanomics  
Sponsor: City of Newark  
Date: 2001  
Status: Official City document

New Jersey Transit Greater Newark Bus System Study

New Jersey Transit Overview of NJ Transit Services and Investment in the City Of Newark  
(PowerPoint Presentation, August 17, 2007)

New Jersey Transportation Planning Authority, Demographic and Employment Forecasts

Author: New Jersey Transportation Planning Authority  
Date: 2005  
Status: Final approved document

North Jersey Transportation Planning Authority (NJTPA) Documents  
(Brief prepared by NJIT for the City of Newark)

Comprehensive Port Improvement Plan (CPIP)  
Project Development Work Program (PDWP) FY 2008/2009  
Transportation Improvement Program (TIP) FY 2008-2011

Request for Expressions of Interest, Broad Street Station District  
Author: City of Newark  
Sponsor: City of Newark, NHA, NJIT and Rutgers University  
Date: 2008  
Status: Issued

Port Authority of New York and New Jersey Strategic Plan  
Author: Port Authority of New York and New Jersey  
Date: 2006

Port Authority of New York and New Jersey Capital Plan  
Author: Port Authority of New York and New Jersey  
Date: 2006

Port / Airport Support Zone Scattered Site  
Area in Need of Redevelopment Investigation Report (Working Draft)  
Author: CMX  
Sponsor: Newark Central Planning Board  
Date: March 17, 2008

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users  
(SAFETEA-LU) ("Liberty Corridor" Discussion)  
Public Law 109-59  
Date: 2005

Urban Renewal Plan  
Industrial River Project (NJR-121)  
14<sup>th</sup> Amendment to Urban Renewal Plan  
Department of Economic & Housing Development  
City of Newark, NJ

### **Final Products**

This project will result in a proposed transportation and mobility element of the Master Plan to be submitted to the Newark Central Planning Board for formal adoption.

### **Regional Impact**

Newark is the largest city in New Jersey demographically and in area. By 2025, Newark is projected to grow by 25,000 residents, from 281,000 residents in 2008 to 307,000 residents, during the same time period. Newark is served by several major regional transportation facilities including Pennsylvania, Broad Street and Newark Liberty International Airport station, the Newark City Subway, Pulaski Skyway, Port Authority Trans-Hudson (PATH) train, Interstates 78 and 280, the Garden State Parkway, NJ Turnpike and State Route 21. Additionally, the region's second largest airport is in Newark-Newark Liberty International Airport. Freight is brought into the region via Port Newark. As one of the primary gateways to the region both by land and

air, the City's transportation network handles a significant amount of regional through-traffic. Newark and the region could benefit by a comprehensive transportation plan.

The updated transportation and mobility element of Newark Master Plan will provide the framework for improvements to the city's transportation infrastructure to support the mobility of people and goods within the city and throughout the region.

**Budget**

The study is projected to cost \$300,000.

**CITY OF NEWARK**  
**FY 2010-2011 SUBREGIONAL STUDY PROGRAM BUDGET PLAN-Reprogrammed**  
**NEWARK MASTER PLAN TRANSPORTATION & MOBILITY ELEMENT UPDATE**

PART I: DIRECT EXPENSES (PERSONNEL SERVICES)	(Local Match)
1. SALARIES	\$ 10,000.00
2. FRINGE BENEFITS (%)	_____
3. LEAVE ADDITIVE (%)	_____
SUBTOTAL	\$ 10,000.00
PART II: DIRECT NON-LABOR EXPENSES	(Local Match)
1. SUPPLIES	_____
2. TRAVEL	_____
3. PRINTING & REPRODUCTION	\$ -
4. TELEPHONE	_____
5. POSTAGE	_____
6. CONFERENCE/TRAINING	_____
7. OTHER - public meeting advertising	\$ -
7. OTHER - consultant	\$ -
SUBTOTAL	\$ -
PART III: CONSULTANT COSTS	(FEDERAL: 80%)
CONSULTANT	\$ 240,000.00
City of Newark (consultant cost)	_____
City of Newark (in-kind services)	\$ 50,000.00
	\$ 10,000.00
SUBTOTAL	\$ 300,000.00
TOTAL PROGRAM BUDGET	\$ 300,000.00

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, and III will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES**

	FEDERAL SHARE (80%)		LOCAL MATCH (20%)
	\$ 240,000.00		\$ 60,000.00
<b>TOTAL</b>	<b>\$ 240,000.00</b>	<b>TOTAL</b>	<b>\$ 60,000.00</b>
<b>TOTAL PROGRAM BUDGET</b>			

Federal Share	\$ 240,000.00
Local Match	\$ 60,000.00
<b>Total Budget</b>	<b>\$ 300,000.00</b>

## STAFFING PLAN

### Project Task Budget

	<b>Time Spent</b>	<b>Total Cost</b>
Tasks 1 -2 Project Management (on going) and consultant selection	<b>100%</b>	<b>10000</b>
<b>Subtotal Personnel</b>	<b>100%</b>	<b>10000</b>
Task 3 - Data Collection and Review	<b>20%</b>	<b>58000</b>
Task 4 -Vision Statement and Goals, Public Meeting	<b>5%</b>	<b>14500</b>
Task 5 -Alternative Analysis, Recommendations and Public meeting #2	<b>15%</b>	<b>43500</b>
Task 6 - Draft Circulation Element and Public Meeting	<b>40%</b>	<b>116000</b>
Task 7 -Final Circulation Element and Presentation	<b>20%</b>	<b>58000</b>
<b>Consultant Costs</b>		<b>290000</b>
<b>TOTALS</b>	<b>200%</b>	<b>290000</b>
<b>*Federal share =\$240,000</b>		

### Staffing Plan

<b>Personnel</b>	<b>% of Time Involved in Project</b>	<b>Total Hours</b>
<b>Toni L. Griffin, Director of Community Development</b>	<b>1%</b>	<b>21</b>
<b>Michele Alonso, Principal Planner</b>	<b>10%</b>	<b>52</b>

## SUBREGIONAL STUDY PROGRAM FY 2010 – 2011

**Proposal Sponsor:** County of Passaic

**Proposal Name:** Passaic County Master Plan, Transportation Element

**Funding Requested:** \$300,000 (Including In-Kind Match)

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### **Purpose:**

The issue of transportation has recently been thrown into the national spotlight. Rising fuel and energy prices have been met with a growing public concern. As Passaic County moves into the twenty-first century, it is ill equipped to take on these new challenges in long-term transportation planning. This lack of preparedness is a direct result of the age of the county's transportation master plan, which is over 25 years old and does not address many of the issues that are important to transportation planning today. An updated transportation master plan will help guide Passaic County's policies toward becoming more transit friendly, Smart Growth oriented, and be better positioned to meet the needs of its citizens today. Additionally, this updated element of the master plan will help guide future transportation related projects towards better urban design standards, and less automobile dependency.

### **Description:**

Passaic County is a diverse and complex geographic area. Within its boundaries are found a wide range in land use patterns. The southern areas of the county can be generalized by its urban cities of Paterson, Passaic, Clifton and surrounding mature suburban communities. The northern areas of Passaic County are much more rural in nature, with a majority of the "up county" area included in the Highlands Preservation Zone.

Throughout this diversified geographic region is a transportation system that is equally varied, serving both local and regional users. While several interstate and state highways cross the county, these roadways primarily move residents out of or through Passaic County for destinations elsewhere. It is on the county roadway network that most of the intercounty trips occur on, and where most of the small businesses in the county are located.

Despite the importance of the county's transportation system, there are several issues with it. First, the county's master plan, which guides the policies that effect how the county's transportation system will evolve, was last updated in 1982. At the time, energy was less expensive than today, mass transit use was low, and suburban sprawl was encouraged by expanding highway capacity far beyond city boundaries in an effort to gain ratable properties in the areas outside of cities. Today, while the local and global situation has changed, Passaic County's master plan has not. The goal of this project will be to review and update the Transportation Element of the Passaic County Master Plan, in order to bring it and the county's transportation policies into the twenty-first century.

## **Methodology:**

The methodology involved in this study will essentially be composed of three stages. Stage one will consist of gathering information to establish a base line scenario for the existing transportation network. In order to accomplish this goal, information will be gathered at the local and regional level using surveys and questionnaires, holding meetings with local officials, and generating regional traffic and land use analysis models to gather information on existing conditions. Also, the current master plan will be reviewed to further identify and address any weaknesses that require attention in the new master plan element report. Next, the gathered information will be analyzed and processed so it may be used to develop the guiding policies and recommendations for the new master plan. This will involve modeling future traffic conditions using predicted land use changes, as well as categorizing the existing county transportation system, and the impact of regional land use changes such as the Highlands Legislation, Transit Oriented Development projects, potential transfer-of-development rights programs, and any zoning changes which are discovered during the first phase at the local level. Finally, all the current and future analysis information will be used to create the final document, which will outline the county's transportation policies regarding right-of-way acquisition, road widening, and bicycle and pedestrian amenities. The utilization of rail lines, as well as alternative means of transportation such as mass transit, freight transportation, air, and water, will also be included. The final report will be a compilation of the several technical memorandums that shall be produced during the completion of the individual tasks discussed below. The methodology involved in this study is in coordination with the North Jersey Transportation Planning Authority's Strategy Evaluation Process by looking at both regional policies, as well as localized projects, and determining those which are of greatest, need in Passaic County.

## **Data Sets:**

The data sets and documents to be utilized for this study include basic plans and studies that have been conducted at various scales: population and employment data and projections from the census and North Jersey Transportation Planning Authority (NJTPA), as well as custom data such as the North Jersey Regional Transportation Model (NJRTM). Additionally, digital land use and zoning data, parcel based information, and transportation routes will be both analyzed and used to create the final report product.

## **Scope of Work:**

### **Task 1: Local and Regional Mobility and Land Use Analysis**

This study will begin by assessing and classifying the current transportation system, and major land uses, in and around the county. This review will involve looking at not only the county roadway system, but also the regional highway and rail connections to Passaic County, as well as bicycle, pedestrian, air, and water means of transportation. While all of these modes of transportation will be inventoried in Task 1, they will be individually analyzed in the following Tasks.

- **Transportation System Inventory**

Local Master Plans, regional plans, including the NJTPA Regional Plan, local and regional transportation studies, and various other sources of data will be used to identify strengths and weaknesses around the county. This analysis will not be limited to automobile traffic and county roadways, but also to bicycle and pedestrian facilities, rail, freight transportation, mass transit, and air and water modes as well.

- **Land Use Analysis**

Land use analysis will be essential for determining appropriate speeds, roadway configurations, and right-of-way dimensions based upon the type of land uses the roadway passes through or connects with. Additional information to be gathered will be population trends and densities, employment and job growth statistics, as well as local and regional plans, such as those that outline future growth in areas around the county. This detailed information will be used to help calibrate the current and future conditions for the regional transportation model that is discussed later. Also useful for this study, the NJTransit published Transit-Friendly Land Use Handbook that provides a guide for land use decisions around transit centers.

- **Planning and Policy Review**

Local and regional plans such as municipal and county master plans, the Highlands Regional Master Plan, the Passaic County Strategic Revitalization Plan, as well as information received from the New Jersey Department of Transportation, New Jersey Transit, and the North Jersey Transportation and Planning Authority regarding any future transportation improvement projects will be analyzed for their impact on the county transportation system. Additionally, energy and environmental policies that have an impact on transportation will be reviewed for any recommendations or requirements for county level transportation policies.

- **County Engineering Policy Review**

An important component of Task 1 will be to gather information on the current policies and design guidelines that the Passaic County Engineering Department uses. This information will be valuable in determining which policies are flexible, and which are not. Policies that can be adjusted will be taken into consideration during the following design tasks discussed below.

- **Public Outreach/Local Coordination**

In order to facilitate local coordination, surveys will be mailed out to all the municipalities within, as well as adjacent to Passaic County. These surveys will ask for information regarding the towns anticipated growth, as well as any planned transportation projects they may have in their own master plans to determine what impacts there may be on the Passaic County system. Based on the voluntary feedback from the towns, meetings may be scheduled at the local level to discuss the survey results in greater detail. Additional information at the local level will be gained through the review of the Cross Acceptance reports generated for the state, by the municipalities. Additionally, this study will include

reaching out to special interest groups, such as bicycle groups, within Passaic County for their input into the planning process. The NJTPA public outreach guidelines will be consulted for additional ideas regarding public outreach and coordination.

**Product:**

At the end of the first task, a technical memorandum outlining:

- The existing transportation system at the county level and above, including regional highway, rail, and mass transit connections
- Population and employment changes in the county. Specifically, where job and population growth have occurred, and where growth is anticipated in the future
- Planned transportation improvements, or improvements which are called for in local and regional master plans, and their projected impacts on Passaic County
- A description of current engineering policies, and which are mandated to the county by outside agencies such as the NJ Department of Transportation, and which are more flexible county policies
- An analysis of the municipal surveys, and inclusion in the final report.

**Time Frame: months 1 – 6 (~6 months total)**

**Task 2: Transportation Model Construction and Analysis**

In previous studies, the Passaic County Planning Department has successfully used its Regional Transportation and Smart Growth Model. This model has been proven to be a powerful tool in assessing both current and future traffic conditions by taking into account various changes in both transportation and land use. Using the information gathered from Task 1, as well as data gathered by previous Passaic County Planning Department transportation initiatives, along with new 24-hour traffic counts, the transportation model will be fine tuned and calibrated to current conditions.

**Product:**

1. The updated Regional Transportation and Smart Growth Model, and a sub-area if required, and a series of outputs regarding current and future transportation scenarios
2. A technical memo that will summarize the transportation model's results. This will include both current and future conditions regarding trip generation, destination, and identify "hotspots" or locations in the transportation network that have or will develop deficient levels of service.

**Timeframe: Within 3 - 6 months of Consultant Selection (~3 months total)**

### **Task 3: Roadway and Right-of-Way Designation and Design**

Using information gathered during Task 1, the existing countywide transportation system would be evaluated and reclassified as needed. Roadway and corridor classifications will be based upon variables such as right-of-way width, average daily traffic volume, adjacent land use, zoning, and the future issues predicted using the transportation model, as well as Highlands constraints. These classifications will go beyond ranking the roadways by service level, but also look at designating scenic, historic and culturally significant corridors around the county. The types and intensities of the adjacent land uses, such as residential, commercial, downtown, rural, etc, will also heavily influence the corridor classification system. Using the information gathered, template roadway cross sections will be developed that will be applied to future transportation designs and improvement projects. Included in Task 3 will be the design and designation of any on-road bicycle facilities, as well as pedestrian facilities such as crosswalks and sidewalks. Also, the designation of Scenic and/or Historically Important Corridors will also be considered.

#### **Product:**

A technical memorandum that will contain a description for each of the roadway classifications used in the county roadway network, example roadway cross sections, and GIS mapping which will highlight specific areas where different cross sections are appropriate, including any necessary considerations for bicycle and pedestrian facilities, as well as Highlands requirements.

**Timeframe: 6 - 10 months (~4 months total)**

### **Task 4: Public Transit System Analysis**

Public transportation's role has been growing as roadway congestion, delays in automobile travel times, and energy prices continue to increase. An in-depth review of the existing mass transit system, including NJTransit bus and rail service, jitney services in the cities of Passaic and Paterson, as well as Passaic County Senior and disabled transport and Para-Transit services, will be conducted. These services will be analyzed for areas served, types of trips that are made using transit, and origin and destinations of trips. Additional information to be reviewed will be historic passenger rail service areas and stations, as well as the results of the ongoing North West New Jersey Bus Study, and soon to be undertaken Bergen-Passaic Bus Study.

#### **Product:**

The result of the analysis in Task 4 will be a technical memorandum that will show the current strengths and weaknesses of the existing mass transit system in Passaic County. These strengths and weaknesses, as well as information gathered from Tasks 1 and 2, will be combined to make future recommendations for increased service in existing areas, or expanded services where none currently exist, based upon future predicted demand.

**Timeframe: 10 - 14 months (~4 months total)**

## **Task 5: Bicycle, Pedestrian and Other Transportation Connections**

In addition to on-road forms of transportation, off-road and no-road means of travel will also be reviewed. This review and analysis will look into alternative transportation corridors, such as utility rights-of-way, abandoned canal and railroad routes, and trails for bicycle travel, as well as the local network of rivers for boating opportunities and river trails, and the Greenwood Lake Airport. In order to accomplish this, potential and existing facilities will require GIS mapping for identification and routing.

### **Product:**

Task 5 will result in a technical memorandum that will identify and describe potential off-road transportation opportunities around the county. This document will aid in the future development of these facilities by identifying them as areas of interest to the county for additional study, design and construction in the future. Also, the associated GIS mapping identifying these facilities and the transportation links that they will form will also be included. Finally, any potential projects that are highlighted in this study that may qualify for the Project Development Work Program (PDWP) such as those which impact state facilities; a series of problem statements will be developed for additional study.

**Timeframe: 13 - 15 months (~2 months total)**

## **Task 6: Final Report Construction**

The final task will be to compile the series of technical memos from the preceding 5 tasks into the final form of a transportation element to the county master plan. The master plan element will be made up of five sections. These sections are: **1) Introduction, 2) Goals and Objectives, 3) Existing Conditions and Needs Assessment, 4) Policies and Design Guidelines, and 5) Implementation Strategies**

**Timeframe: 15 – 18 months (~3 months total)**

## **Task 7: Project Management and Reporting**

This will cover items such as RFP preparation to hire any necessary project consultants, meetings with community representatives and leaders, as well as project status reporting to the NJTPA.

**Timeframe: 1-18 months**

## **Regional Transportation Plan Strategy Link:**

The Regional Transportation Plan (RTP) was developed by the North Jersey Transportation Planning Authority (NJTPA) to help coordinate transportation projects within its jurisdiction. Through an extensive information-gathering process, the NJTPA has outlined some of the major issues that exist, as well as goals and objectives that can be used to remedy these issues throughout the region it serves. This outline is meant to be used as a tool to help coordinate efforts at the local, county, state, regional and national level, so that all entities are working toward common goals. As shown below, the proposed update to Passaic County's Master Plan is closely aligned to the goals found in the RTP.

## **RTP Emphasis Area Coordination:**

- **Performance Based Planning:** The transportation system performance levels will be calculated and analyzed for current and future conditions using the Smart Growth Transportation Model, to quantify roadway and corridor levels of service.
- **Generating Strategies and Future Concepts for Future Development:** In the final product, a list of specific recommendations for future projects for further study and implementation will be included. These recommendations will be based upon the community input, as well as data analysis that will take place during this study.
- **Regional Context and Trends:** The master plan will take into account that Passaic County does not exist in isolation by examining growth trends and master plans of adjacent communities (and counties) to help determine how trends may change in the future.
- **Regional Transportation Needs:** As part of the regional context analysis, it will be important to look at not only Passaic County, but also its adjacent communities and counties for growth trends to help identify needs in the greater Passaic County area.
- **Recommending Improvements:** Recommendations for future improvement projects and their design will be addressed on a regional level. For example, cross walks at a specific traffic intersection may be beyond the level of detail for this study; however, the plan may call for improved pedestrian facilities along a particular corridor.

Being a countywide plan, the area to be studied encompasses multiple strategy evaluation locations and districts that are defined in Appendix G of the RTP. These districts are as follows:

- Place: Newark-Clifton
  - District 126 – Passaic
  - District 127 – Clifton South
- Place: Paterson and Surroundings
  - District 122 – Haledon
  - District 123 – Paterson North
  - District 124 – Paterson South
- Place: Northwest Sussex/Passaic
  - District 117 – West Milford-Ringwood

**COUNTY OF PASSAIC  
SUBREGIONAL STUDY PROGRAM-Reprogrammed  
FY 2010 - 2011 BUDGET PLAN  
PASSAIC COUNTY MASTER PLAN, TRANSPORTATION ELEMENT**

**I. DIRECT COSTS (PERSONNEL SERVICES)**

1. SALARIES	\$ 55,483.70
2. FRINGE BENEFITS (39.53)	\$ 19,145.84
3. LEAVE ADDITIVE (12.74)	\$ 7,067.30
<b>SUBTOTAL</b>	<b>\$ 81,696.84</b>

**II. DIRECT NON-LABOR COSTS**

1. SUPPLIES	\$ 495.85
2. TRAVEL	\$ -
3. PRINTING & REPRODUCTION	\$ 2,000.00
4. TELEPHONE	\$ -
5. POSTAGE	\$ -
6. CONFERENCE/TRAINING	\$ -
7. COMPUTER RELATED HARDWARE / SOFTWARE	\$ -
<b>SUBTOTAL</b>	<b>\$ 2,495.85</b>

**III. INDIRECT COSTS**

INDIRECT COST ALLOCATION (28.49%)	\$ 15,807.31
<b>SUBTOTAL</b>	<b>\$ 15,807.31</b>

**IV. CONSULTANT COSTS**

CONSULTANT	\$ 200,000.00
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**TOTAL PROGRAM BUDGET** **\$ 300,000.00**

This estimated budget is based upon projected costs to perform the work program for FY 2012-2013 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, and III will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES**

	<b>FEDERAL (80%)</b>	<b>LOCAL MATCH (20%)</b>	<b>TOTAL</b>
<b>TOTAL</b>	\$ 240,000.00	\$ 60,000.00	\$ 300,000.00

**Task Budget**

Task	Estimated Share of Program	Estimated Hours	Cost
Task 1 - Local and Regional Mobility and Land Use Analysis	20.20%	410	\$10,161.05
Task 2 - Transportation Model Construction and Analysis	9.85%	200	\$5,500.76
Task 3 - Roadway and ROW Designation and Design	15.27%	310	\$8,229.54
Task 4 - Public Transit System Analysis	10.34%	210	\$5,866.52
Task 5 - Bicycle/Pedestrian and Other Transportation Connections	12.32%	250	\$7,506.52
Task 6 - Final Master Plan Element Construction	19.21%	390	\$10,356.29
Task 7 - Project Management	12.81%	260	\$7,863.03
Total Hours		2030	
Direct Labor Cost			\$55,483.70

**Staffing Plan**

Personnel	Name	% of Time in Program	Hours	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Director	La Place, Michael J	16%	300	40	40	40	40	40	60	40
Senior Planner	Lysicatos, Michael	33%	600	120	50	100	60	60	110	100
Assistant Planner	Riemersma, Justin	33%	600	120	50	100	60	60	110	100
Planning Intern	Dulay, Rhona J	36%	470	130	60	70	50	50	110	0
Grant Administrator	Willis, Helen C	1%	20	0	0	0	0	0	0	20
Engineering Staff	Silverstein, Charles	2%	40	0	0	0	0	40	0	0
TOTAL Hours		105%	2,030	410	200	310	210	250	390	260



## SUBREGIONAL STUDY PROGRAM FY 2011-2012

**Proposal Sponsor:** Warren County Planning Department

**Proposal Name:** 25 Year Action for the Morris Canal Greenway  
Warren County

**Estimated \$ Requested:** \$200,000 (Including In-Kind Match)

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### TECHNICAL STUDY PROPOSAL

#### Abstract

In 1974 the Morris Canal was listed in the National and State Registers of Historic Places. In 1981 the Board of Chosen Freeholders created the Morris Canal Committee as a special committee of the County Planning Board. The purposes of the Committee are to preserve and protect the remains of the Morris Canal and to increase the awareness of its great historical significance. The county Open Space and Recreation Plan recommends the acquisition of as much of the Morris Canal as possible in order to establish a continuous walkway/bikeway for the entire 33 mile length in Warren County. Today, close to 1/3 of the Canal is in non-contiguous public ownership.

The Board of Chosen Freeholders expressed its desire to develop a 25 Year Action Plan for the Morris Canal. The research and plan would reevaluate the vision for the Morris Canal Greenway, establish goals, propose projects and milestones towards meeting the goals, define the strategies and methods to be used, estimate costs, identify potential funding sources, and propose an organizational and management structure that would incorporate the interrelationships of public and private entities needed to implement the Plan.

The goal of this study is to provide safe pedestrian and bicycle access along the canal greenway while promoting the historic awareness of this unique historic transportation facility that contributed to northern New Jersey's economy from 1831 to 1924. To accomplish this goal the legal, social and physical impediments to reconnecting the canal corridor will be identified and recommendations to overcome the impediments will be proposed. Alternate routes will be identified to bypass unattainable portions of the canal. Spur routes will be identified to access public and private destinations outside of the canal greenway. These destinations would include bus stops and rail stations, residential neighborhoods, business districts, community facilities such as schools, government offices, and other major employment and activity centers. These routes could be other trail systems, public properties, public roadways, sidewalks, access easements, etc.

The study will develop projects that will be implemented through project statements that can be handed-off to various project development pipelines or undertaken by other agencies.

When completed, the Greenway will be a living reminder of the County's transportation heritage, providing for off road walking and biking opportunities, while promoting the economic benefits of cultural and heritage tourism.

### **Project Background and Description**

Construction of the Morris Canal began in 1824 and it became fully operational in 1831. It stretched for 102 miles across northern New Jersey from Phillipsburg to Newark. Its purpose was to provide an artificial waterway to link the anthracite coal fields of Pennsylvania with New Jersey's iron manufacturers and iron producers in Newark and Paterson, and to provide access to the markets of New York City. To overcome the mountainous terrain through northern New Jersey, a lock and inclined plane system was used. Lake Hopatcong supplied most of the water for the canal and the Pompton Feeder was constructed to supply water from the Pequannock and Pompton Rivers in the east. The Morris Canal overcame more elevation changes than any other canal in the world. It ascended 914 feet from the Hudson River to Lake Hopatcong and then descended 760 feet to the Delaware River. In all 23 planes and 32 locks were used on the Morris Canal system.

The most prosperous time was between 1860 and 1870. In the early 1900's activity on the Canal continued to decrease due in part to the construction and use of the railroad. In 1924 the canal was officially abandoned and dismantled.

In 1981 the Warren County Board of Chosen Freeholders created the Morris Canal Committee as a special committee of the County Planning Board. Over the years, the Canal Committee has worked with the County Board of Recreation Commissioners, Land Preservation Office, the County Planning Board staff, county municipalities, and many non-profit groups in preserving the canal and increase public awareness and education.

In Warren County the Morris Canal travels 33 miles through the scenic Musconetcong, Pohatcong and Lopatcong valleys from Phillipsburg, in the west, to the county line at Saxton Falls in the east. A total of 8.8 miles of the Morris Canal are publicly owned property of which the County has 5.9 miles. Another 2.9 miles have been acquired by the State and municipalities. Other portions of the canal are located within farmland preserved properties and are subject to the farmland preservation easement

The Morris Canal Greenway has been promoted by the Morris Canal Committee and advertised as a county-wide recreational resource. The Committee has concentrated resources on acquiring and preserving sections of the canal and sites of historical importance. It has made the acquired sections of the Canal more user friendly by posting informative kiosk signs, clearing brush and other debris, and building connecting walkways and bridges over inaccessible or destroyed areas of the canal towpath which is today's walking path. In other places, pocket parks have been established for the public to enjoy and learn about the canal.

Significant features of the Morris Canal are visited during 'sell out' spring and fall tours conducted by the Morris Canal Committee. The tours covers: Saxton Falls, Florence Kuipers Memorial Park in Hackettstown, Port Murray Boat Basin, Bread Lock Park ( Lock #7), and

Inclined Plane #9. School groups and youth camping organizations have requested special tours and use of Canal facilities. Because the Canal Committee relies on volunteer staff, it has not been able to honor every request.

The Morris Canal Committee has developed a model conservation ordinance for use by municipalities and the County Planning Board to preserve and protect the Morris Canal. Of the nine municipalities that the Canal traverses, four have enacted a protection ordinance.

It is important to stress the long term goal of Canal acquisition. Linking parcels together over time will eventually lead to the completion of longer contiguous segments. The county has acquired a contiguous segment of 2.6 miles from Route 22 in Lopatcong Township to Stewartsville in Greenwich. Almost one mile of the segment is a conservation easement with right to public access. Acquisition of this segment began in 1994 with the acquisition of Inclined Plane #9 and was completed in 2002. On the south side of Rt. 22, the county owns portions of the Canal as well. Crossing Rt. 22 poses a significant physical impediment that must be overcome. There are other areas in the county posing similar impediments. .

It is recognized that all segments of the Canal cannot be acquired, particularly through the developed portions of Washington Borough and Phillipsburg. In these urbanized areas, the alternate route needs to be identified and marked appropriately. Stretches of the Canal from Rockport Road just east of Port Murray to Hackettstown, are not good prospects for acquisition because remnants of the canal are already destroyed or are in very close proximity to residences. Where needed feasible alternative bike/ped bypass connections need to be identified and acquired.

While most people are unlikely to walk the entire length of the canal in a single outing, one goal of the study will be to identify how the Morris Canal can be re-connected. Off-roadway connection alternatives to reach the major population centers, businesses, institutions, employment centers, and other trails and greenways that the canal intersects with are desired, but it is understood that road walks will be necessary.

Access to the Canal corridor should be considered at any road crossing and where other public open space properties intersect. The study will evaluate where parking facilities and other amenities should be located.

This 25 Year Action Plan should frame the major activities associated with acquisition, development, and maintenance of the canal corridor properties. Ideally, the Plan research will make recommendations to overcome obstacles and identify the strategies necessary for the preservation and interpretation of the canal and related historic resources that will not harm the canal's historic resources nor diminish the users' experience of the canal.

One outcome is to provide public, non-profit, and private agencies with sufficient information to develop work plans and projects with budget decisions made in the context of a well conceived and accepted 25 Year Plan.

## Relationship to Other Regional and County Plans

The 25 Year Action Plan will complement the New Jersey Department of Transportation (NJDOT), effort to prepare the Route 57 Scenic Byway Corridor Management Plan already underway in the corridor. The Route 57 corridor parallels the Morris Canal Corridor and intersects at various points between Hackettstown and Phillipsburg.

The Route 57 Scenic Byway planning committee will be finalizing the plan in the Spring of 2010. The Corridor Committee is developing a vision for the byway, with special emphasis on three dominant themes: A Transportation Heritage, A Working Landscape and a History of Innovation. In addition, the Scenic Byway Plan will address the six intrinsic qualities that can be found along Rt. 57 which are Scenic, Natural, Historic, Cultural, Archaeological, and Recreational. The Morris Canal fits in with these themes.

Currently, the process of National Heritage Corridor designation of the Musconetcong River Valley and Morris Canal is being evaluated in a collaborative effort of private, non-profit, and public interests. The Morris Canal could qualify as a nationally significant landscape related to “transportation innovations and routes that played central roles in important military actions, settlement, migration, and commerce”. To help facilitate the designation efforts, it is thought that some of the work related to the Greenway Plan could be used as part of the feasibility assessment necessary for National Heritage Corridor designation.

The plans goals will be consistent with the Warren County Open Space and Recreation Plan and the County Strategic Smart Growth Master Plan of 2005. Recommendations would also focus on developing strategies and physical improvements to better link the greenway with adjacent residential neighborhoods, major activity centers, and other open space reserves.

The Warren County Health Department released its Community Health Improvement Plan on January 30, 2007. The document creates a blueprint for health improvement in Warren County and calls on the county and local communities to collaborate on ways to improve health status. One of the health issues identified in the plan is the need for good nutrition and physical activity. A Quality of Life Survey and focus group sessions that were conducted as part of the plan effort revealed that participants wanted recreational areas other than sports oriented fields and commented that all recreational and open space areas were not readily accessible. It is therefore one of the goals of this study to help ensure that the Morris Canal greenway becomes fully accessible. One of the barriers to providing sufficient recreational facilities was that no county parks system existed.

## Transportation Planning Framework

This project advances mobility issues from the RTP which support compact mixed use development in walkable and bikeable communities. This project will also advance many TEA-21 and SAFTELU Planning factors that support increasing mobility options through walking and biking for residents, by reducing their dependency on the automobile and by improving their health by reducing air and noise pollution.

The 25 Year Action Plan will lead to project concepts that can go onto further project development and implementation phases. They will advance the regional goals and objectives of the NJTPA's RTP from a subregional perspective. The project will complement other planning and strategy development work in the region including the Rt. 57 Scenic Byway Corridor Management Plan and the Central Jersey Transit Study (Raritan Valley Line). The study will focus on walking and bicycling, making intermodal connections with the automobile, rail service in Hackettstown and future rail service in Phillipsburg, bus service in Hackettstown and Phillipsburg, the Rt. 57 Shuttle, and will recommend strategies to coordinate the Morris Canal greenway with municipal land use and circulation planning, the review and approval of site plan and subdivision applications. The greenway plan will attempt to complement projects being advanced by NJDOT, County, municipalities, NJ Transit, Trans-Options. Potential funding sources will be identified to fund the projects and activities recommended in the plan.

The following regional and/or federal emphasis areas will be addressed in the study.

1. Specific accessibility, mobility and congestion-related strategies from the RTP.
2. Strategies that relate to corridor planning priorities.
3. Smart Growth and other transportation system investments linked to land use.
4. Development of pedestrian and bicycle facilities, Walkable Communities and other strategies serving non-motorized travel.
5. Promotion of transit ridership and completion of major transit links (i.e. links between bus and rail).
6. Travel demand management and multimodal mobility strategies that might also serve as Transportation Control Measures (TCMs).
7. Accessibility studies for low-income, minority and/or mobility impaired populations.

In addition the project reflects consideration of several "planning factors" that have been fundamental aspects of the federal surface transportation law and accompanying regulations.

They are:

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency;
- Increase the safety and security of the transportation system for motorized and Non-motorized users;
- Increase the accessibility and mobility options available to people and for freight;
- Protect and enhance the environment, promote energy conservation, and improve quality of life;
- Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
- Promote efficient system management and operation; and
- Emphasize the preservation of the existing transportation system.

The 25 Year Morris Canal Action Plan supports applicable NJTPA goals which are fully consistent with federal requirements and are:

- Protect and improve the quality of natural ecosystems and the human environment.
- Provide affordable, accessible and dynamic transportation systems responsive to current and future customers.
- Retain and increase economic activity and competitiveness.
- Enhance system coordination, efficiency and intermodal connectivity.
- Maintain a safe and reliable transportation system in a state of good repair.
- Select transportation investments that support the coordination of land use with transportation systems.

Applicable core principles of the NJTPA Regional Capital Investment Strategy are addressed by the following:

- “Help the Region Grow Wisely: Transportation investments should encourage economic growth while protecting the environment and minimizing sprawl in accordance with the state’s Smart Growth Plan, Energy Master Plan, and Greenhouse Gas Plan.”

When the Plan is complete, the strategies and projects will help bolster the local and regional economy by promoting tourism, curtailing motorized travel between the county’s major population centers, and promoting smart growth to encourage pedestrian activity, and preserving historic and environmental resources.

- “Make Travel Safer: Improving safety and security should be explicitly incorporated in the planning, design and implementation of all investments.”

The completion of the Greenway will provide an off road connection between the major population centers of Phillipsburg, Washington, and Hackettstown. Where motorized travel conflicts with the Greenway crossings, appropriate measures to safeguard the crossing will be addressed.

- “Support Walking and Bicycling: All transportation projects should promote walking and bicycling wherever possible.”

The completion of the Morris Canal Greenway will provide a safe walk-bike alternative in traveling the Rt. 57 corridor.

## **PROJECT WORK PROGRAM**

### **TASK 1: ADMINISTRATION, RFP DEVELOPMENT, CONSULTANT SELECTION, AND MANAGEMENT**

This task includes the administrative expenses that are related to grant management and report filing with the NJTPA.

## **TASK 2: RFP DEVELOPMENT, CONSULTANT SELECTION, AND MANAGEMENT**

The Warren County Planning staff will prepare the draft RFP for review and approval by the NJTPA staff. The standard forms, resolutions, and procedures used by the County as supplemented as needed by the NJTPA's procurement requirements, will be completed by the planning staff and the RFP approved by the Board of Chosen Freeholders for consultant selection. A consultant selection committee consisting of the Warren County Planning staff, Dept of Land Preservation, members of the Morris Canal Committee and Board of Recreation Commissioners, Warren County Chamber of Commerce, NJTPA, and NJDOT,

## **TASK 3: TECHNICAL ADVISORY COMMITTEE/ COMMUNITY AND PUBLIC OUTREACH ACTIVITIES**

### Technical Advisory Committee

Warren County Planning staff will create a Technical Advisory Committee (TAC) to oversee and direct this study. Representatives from the Warren County Planning Department, Engineering Office, Warren County Chamber of Commerce, Department of Land Preservation, WC Cultural and Heritage Commission, WC Morris Canal Committee, WC Board of Recreation Commissioners, WC Planning Board, WC Agriculture Development Board, NJDOT, NJTPA, NJ Transit, NJ Office of Smart Growth, NJ Highlands Council, Trans Options, NJDEP, elected officials, planners and engineers from the municipalities that contain the Morris Canal, and officials from Morris and Sussex Counties and the Lehigh Valley Planning Commission will be invited to participate in the TAC. Once the TAC is created, the consultant team will take the lead in presenting information at the TAC meetings.

The responsibilities of the TAC shall include, but not be limited to:

- Review and provide feedback to the consultant on draft and final project interim reports and documents throughout the study.
- Identify stakeholders, community groups and partners associated with community outreach and participation for various public participation activities. Special consideration will be given to ensure the commitment and involvement of interested parties familiar with the Morris Canal throughout the planning process.
- Guide the development of elements of the 25 Year Action Plan for the Morris Canal Greenway.
- Review the final report's projects and strategies and provide input into developing criteria which prioritize improvement recommendations

## Deliverables:

- 6-9 meetings of the TAC are anticipated, at which consultant participation will be required.
- The schedule of meetings and distribution of meeting notices and associated materials to committee members will be handled by County Planning Board Staff.
- Summaries of the TAC meetings will be prepared by the consultant.
- The mailing list of stakeholders, community groups, and partners will be prepared and maintained by the County Board Planning Staff.
- Planning staff will handle posting of meeting materials on the County Planning Board and Morris Canal Committee web sites.

The consultant will be expected to meet with the TAC at the following critical points:

1. At the beginning of the project
2. To present the proposed vision and goals
3. To finalize vision statement and goals and to discuss proposed activities, projects and strategies
4. To present proposed activities, projects, and strategies and discuss costs and economic and public benefits, and funding sources
5. To discuss organizational structure and draft Action Plan
6. To present the Final Action Plan

## Municipal Support

While it is anticipated that municipal TAC members will report back to their full governing bodies, the County Planning Staff will request placement on each municipal governing bodies' agenda to discuss the project. This will take place after the activities and projects are proposed but before the draft Action Plan is finalized. Comments and support for the plan will be requested.

## Community Involvement

The consultant will draft a community involvement strategy, which will be reviewed and finalized by the TAC. The community involvement strategy will include, but will not be limited to the following activities:

## Stakeholder Focus Groups/Interview Sessions

The sessions will be vital to the development of the vision, goal and project/strategy portions of the plan. Participants will be given study updates in writing and, where needed or requested, county staff presentations at their regularly scheduled meetings. Copies of the drafts and final reports will be provided to stakeholder groups for review. The feedback from the various stakeholder groups will help in modifying the plan to increase support for implementing proposed improvements. Interim products will be available on the County and Planning Board web sites for public review. Stakeholder groups would include the following:

Government and School Officials	Warren County Freeholders Morris Canal Committee Board of Recreation Commissioners Municipal officials along the Canal Corridor representing : elected officials, Planning Boards, Open Space Committees, Environmental Commissions, police departments, etc Warren County Planning Board Warren County Agriculture Development Board State Historic Preservation Office Green Acres Morris Canal Banking Company Warren County Community College Centenary College Public School Systems in Corridor Rutgers University
Non-Profit Groups	Musconetcong Watershed Association Pohatcong Watershed Association Skylands Tourism Council Canal Society of NJ Friends of the NJ Transportation Museum Highlands Project Youth Corps
Business	Warren County Chamber of Commerce Phillipsburg Chamber of Commerce Washington Borough Business Improvement District Hackettstown Borough Business Improvement District
Landowners	The property owners of land identified in the acquisition strategy will be obtained from property tax records. and will be contacted in writing.

Public Meetings

There will be opportunities for public input to guide the development of the various elements of the final report. It is envisioned that at least two public meetings will be held during the course of this study. The first will be to present the vision, proposed activities, projects, and strategies. The second will present the draft “Warren County 25 Year Action Plan for the Morris Canal Greenway” with all of components. The draft final plan will be presented by the consultant at a regularly scheduled Freeholder Board meeting.

Media Relations

Press releases, cable TV and radio announcements, feature articles, press briefings, and interviews will be provided to all major local newspapers and media outlets. County Planning Staff will work with the County Public Information Officer in preparing and distributing press related materials and scheduling events. The consultant will support these activities by providing project information and material as needed. Up to four project newsletters will be produced by the consultant reporting the status of the project.

Deliverables:

- The consultant will conduct four to six focus group sessions and provide summaries of each.
- The consultant will provide presentations and lead discussions at the public presentation of the draft report.
- Copies of PowerPoint presentations and other presentation aides will also be provided by the consultant.
- Summaries of the public meetings will be prepared by the consultant.
- Four project newsletters will be jointly prepared by the consultant, County Planning Staff and will be reproduced and distributed by the County Planning staff.
- The full report, executive summary, interim reports, and draft and final plans will be posted on the Planning Board Web Site. Copies of the report will be available on CD ROM.

**TASK 4: DATA GATHERING AND REVIEW OF PREVIOUS PLANNING STUDIES AND BACKGROUND INFORMATION**

The County Planning staff will collect and review with the consultant the following information as it pertains to the Morris Canal Greenway and connecting corridors from municipal, county and state sources.

Municipal Master Plans  
County Open Space, Transportation, and Strategic Growth Plans  
Tax Maps  
Zoning Ordinances  
Existing Land Use Maps  
Existing Cultural and Historic Resource Inventories, Warren County Historic Site Survey  
Existing Capital Improvement Plans  
NJDOT, Warren County, municipal transportation plans  
Trails Plans  
Digital Aerials  
Highlands Council, County and municipal Environmental Resource Inventories  
Wetland and Floodplain Maps  
Brownfield Inventories  
Open Space and Park Land Inventory  
Farmland Inventory  
Steep Slopes Inventory  
Critical Habitats and Streams Inventory

- Municipal storm water and non point pollution plans
- Municipal Sidewalk Inventories
- Safe Route to School Improvement Plans
- Transit Routing for Bus and Rail
- Location of Bicycle Routes, Paths and Shared Road Inventory
- NJDOT Accident Data Involving Bicyclists and Pedestrians
- Subdivision and site plan regulations and ordinances

Specific Canal Related Resources include:

- The Historic Preservation Survey of the Morris Canal in Warren County by Brian Morrell
- Weir Maps
- Historic Preservation Plans for Inclined Plane #9 and Lock #7
- Restoration Plans between CR 519 and Strykers Road,
- Slides of the Canal when it was operating

The planning staff will collect and review the existing municipal ordinances regarding requirements for Morris Canal preservation, open space set asides, non-motorized circulation and pedestrian improvements for use by the consultant. As a project in the action plan, the consultant will recommend changes to the ordinances and plans for consideration by municipalities and the county. In addition, the consultant will build upon previous studies and plans and identify all greenway opportunities within the Canal corridor and analyze existing land uses and ownership patterns along existing and proposed greenway corridors.

Municipal Stormwater plans will be reviewed by county planning staff, inasmuch as, often times the canal functions as stormwater detention facility. The information collected will be used by the consultant as it develops its recommendations. Existing and future uses of the canal need to be identified so that potential conflicts can be resolved.

#### Field Reconnaissance

The consultant will meet with the Morris Canal committee and identify areas that should be field checked and to evaluate where the Morrell study may no longer be valid because of new development, demolitions, or decay. The committee will identify areas that have drainage and erosion problems to be field checked. In addition to be consistent with the Warren County Development Review Regulations, the land uses and features within 100 feet of either side of the Canal will be identified and mapped by county planning staff in GIS using existing coverages, aerial photos, the 1874 Beer's Atlas, the weir maps, and other available data layers. The Planning Department has countywide parcel mapping tied in with the ownership information that will be useful in the project.

In addition, the consultant will evaluate pedestrian, bicycle and greenway connections and associated safety conditions. Access points for possible vehicular and pedestrian accesses to and through the corridor will be identified. This will include an assessment of surrounding land uses, an examination of cultural and historic sites and districts; community aesthetics and character; vista locations; and an inventory of the existing transportation infrastructure. The field analysis

will include an environmental screening to verify known environmental constraints to walking and biking. The environmental scan will analyze current storm water run off and non-source pollution management within the Canal corridor. A photo log of all features identified as well as scenic vistas will be provided and indexed with full logistical description.

Lastly, based on the review of existing documentation and the field survey the boundary of the Morris Canal Greenway will be defined and delineated. The Greenway is envisioned to be more than just the physical remnants of the canal and its appurtenant boat basins, locks, inclined planes, etc. The boundary should be defined to enable the user to fully experience the setting of what may have been experienced by travelers when it was operational to the maximum extent possible.

Deliverables:

- Arranged by the Canal segments described in the Open Space Plan the consultant will provide GIS Coverage and a Report that includes base maps which show and discuss the following:
  - Maps and report documenting the information collected in the planning staff's review of existing documents
  - Existing conditions relating to the information collected and identified in the field survey including but not limited to observations from the field reconnaissance including different land uses, findings from the environmental screening and existing conditions, opportunities and constraints.
  - Identification of linkages to transit hubs, schools businesses, governmental and school institutions, and major trip generators. The maps will be used to develop targeted improvements to address identified system needs.
- The consultant will create a photo log documenting pedestrian facilities; land uses; cultural and historic sources; community aesthetics and character; vista locations; documenting existing transportation infrastructure. The photo log will be utilized for highlighting existing conditions and for illustrating potential improvements in conjunction with GIS mapping.
- The Morris Canal Greenway boundary will be identified on maps and a written description will be provided.

## **TASK 5: VISIONING, GOAL SETTING AND PROJECT/STRATEGY DEVELOPMENT**

### Vision

The County seeks a comprehensive 'Vision' of the Greenway that will guide all other aspects of the planning process. The 'Vision' should provide a sense of mission, conduct and culture. To provide a background for the visioning process, the existing vision statement as printed in the Morris Canal Greenway brochure will be used as a starting point. An initial Needs Analysis from the existing documents, mapping of the canal and field reconnaissance from the previous task of the canal resource will then be prepared and presented at a joint meeting with the Morris Canal Committee and the TAC. Using the information presented, the planning factors, the

NJTPA RTP Goals, and Regional Capital Investment Strategy as discussed on pages 6 and 7 under Transportation Planning Framework, and the ideas, expertise and knowledge of the Committees, the consultant with the TAC and Morris Canal Committee will refine the Vision Statement.

After a final review with the Morris Canal Committee, the consultant will prepare the final Vision for endorsement at the TAC meeting.

### Goals and Indicators

After the Morris Canal Greenway Vision is endorsed, the consultant will work directly with the TAC to develop a set of actionable goals and indicators for determining successful completion. Goals may be set using both objective and subjective characteristics. Indicators may be based on monetary value, recognition by historic societies, grants awarded, and so on. In addition, indicators may incorporate user satisfaction surveys, attendance figures, and subjective assessments that can be consistently applied over time.

### Projects and Strategies

Working with the TAC the consultant will recommend projects, strategies and methods to accomplish the goals and to establish milestones. The development of projects and strategies will incorporate the concepts and goals contained in the Transportation Planning Framework section of this proposal. They should “Help the Region Grow Wisely by providing for transportation investments that encourage economic growth while protecting the environment and minimizing sprawl in accordance with the state’s Smart Growth Plan, Energy Master Plan, and Greenhouse Gas Plan.” It is envisioned that when the Plan is complete, the recommended strategies and projects will help bolster the local and regional economy by promoting tourism, curtailing motorized travel between the county’s major population centers, and promoting smart growth to encourage pedestrian activity, and preserving historic and environmental resources.

Travel will be safer by improving safety and security in the planning, design and implementation of all investments which would include providing an off road connection between the major population centers of Phillipsburg, Washington, and Hackettstown. Where motorized travel conflicts with the Greenway crossings, appropriate measures to safeguard the crossing should be addressed as a project.

Walking and Bicycling will be supported by ensuring that all transportation projects proposed in the plan will promote walking and bicycling wherever possible. The completion of the Morris Canal Greenway will provide a safe walk-bike alternative in traveling the Rt. 57 corridor.

The projects and strategies may involve the improvement, redevelopment and reconstruction of certain segments of the Canal for bicycle and pedestrian use, locks, and inclined planes; the acquisition of targeted properties; the location of access points including parking areas for cars, buses and bicycles; interpretive signs; areas to allow for emergency motor vehicle access; facilities and strategies to meet the needs of persons with disabilities consistent with the Americans with Disabilities Act; areas needing natural buffers and/or screening and fencing;

proposed bicycle and pedestrian linkages to nearby attractions, businesses, transit, restrooms, schools, parks, neighborhoods, governmental buildings; the promotion of supporting businesses for trail use needs, policing concerns, wayfaring signage, public events, bus tours, designation of the Morris Canal as a National Heritage Corridor; drainage improvements, tourism strategies and promotions; educational activities etc.

Resources and methods to ensure that the human story of the Morris Canal is not missed needs to be included as a project. The consultant must outline a strategy for uncovering the stories of the people and commerce of the canal and present those stories in the context of the physical sites. The Morris Canal had its own money and there are ledgers recording commerce activity. It is known that an African-American boat captain resided in Washington Borough, and that the former hotel in Port Colden was once used to hold slaves. The final plan will identify ways to research and tell stories along the Greenway.

There are instances where the canal was preserved and related historical buildings and other modern buildings were acquired as part of the acquisition. In addition there are areas of the Canal that pose public/private conflicts where public access easements are located behind people's homes. Farmers have concerns with and object to granting public access across their properties. The Plan will evaluate alternatives for the use of the structures and for resolving public access conflicts.

As each project is defined, the strategies and methods to accomplish them will be listed and described. In defining the strategies, the consultant should pay attention to political and public information strategies to overcome potential barriers or obstacles that may arise in opposition to a project. When recommending projects, the consultant must conduct an overview of pertinent federal, state and local regulations to ensure that no obvious obstacles are present that would prohibit the project from proceeding. Examples may be the presence of freshwater wetlands, or encroachments into the floodplain etc.

A system for prioritizing and sequencing projects will be developed with the TAC. Factors such as connectivity, cost, timing, personnel requirements, impacts on tourism, historic preservation, recreation, business support, and others will be considered in developing the criteria.

The projects and strategies will be arranged by the segments identified in the County's Open Space Plan. In addition, the projects will be indexed by type and strategy, time frame, priority, method, implementation agency, and cost so that proposed projects can be categorized and searched easily regardless of canal segment that it may affect. Each project identified should include the following information:

- A project description
- Location
- Why proposed and needed
- Responsible implementation agency or person(s)
- Responsible agency for operating/maintaining the project or activity on an ongoing basis
- Method and Strategy to accomplish project

- Time frame for implementation
- Estimated project cost from project planning to construction to annual operating costs
- Funding sources to implement each project phase

The projects will be indexed by the type, implementation agency, method/strategy, time frame, and project cost to cross reference and sort projects easily.

Current, high priority capital projects are the ISTEPA Canal Restoration Project in Lopatcong Twp. for which construction plans have been prepared, and projects described in the Preservation Plans for Inclined Plane #9 West in Greenwich, and Lock #7 West (a/k/a Bread Lock Park) in Franklin Twp.

At this point the stakeholder groups identified in Task 1 above will be interviewed in focus group sessions to review the vision, goals and strategies that have been developed so far. The consultant will summarize the results of the sessions in a report back the TAC. The TAC will revise as appropriate.

Deliverables:

- The consultant will prepare a technical memorandum including narrative and maps highlighting the vision, goals, projects and strategies and developing a system for prioritizing and implementing the projects and strategies described in the plan.
- The consultant will prepare a report summarizing the focus group sessions.

## **TASK 6: DEVELOPMENT OF ECONOMIC AND PUBLIC BENEFITS AND COSTS AND FUNDING SOURCES**

### Economic and Public Benefits

The consultant will develop the methods to measure and estimate the economic and public benefits that may be derived from the implementation of the projects provided in the Morris Canal Greenway Plan. Benefits should be evaluated and categorized by the following: health, transportation, educational, environmental, social and cultural, historical, and recreational and other quality of life issues and the consultant will define how to promote public acceptance and participation in implementing the plan. For example, economic benefits would include potential impacts on employment, property values, property and sales tax income. It is anticipated that there would be a positive impact on support businesses such as bicycle rentals, bed and breakfasts, hotels, restaurants, etc. Public benefits would include the reduction of vehicle miles travelled, the reduction of greenhouse gases, and healthier lifestyles.

An estimate of seasonal and year round local and regional/national use resulting from the completion of each project or milestone will be provided.

### Costs

The consultant should provide estimated costs of implementing each project or strategy. Estimates should be provided in current dollars. The cost of each project/activity is to be itemized according to the following broad categories; acquisition, planning, engineering, construction; annual operating and program costs, and intangible costs such as noise, glare, traffic etc. Where volunteer initiatives are proposed, the costs saved by using volunteer efforts should be considered and quantified.

### Funding Sources

Potential revenue sources that can help with project development, implementation, and maintenance will be collected. Potential revenue sources may include: local taxes, state and federal grants, foundations, private grants, corporate and private sponsorships, user permit fees for special events (e.g., charity walks, company events), marketing and advertising fees opportunities on the trail, others. It is recognized that an in depth search for funding would occur when an agency may be ready to begin the project planning for implementation phase.

Deliverables:

- The consultant will prepare a technical memorandum discussing the benefits, costs and funding sources for each project/activity proposed and the methods used to estimate them.

## **TASK 7 PROPOSE ORGANIZATIONAL STRUCTURE**

The policy and administrative changes that will be needed to successfully acquire, develop, maintain and manage the Morris Canal Greenway will be identified. The current approach to dealing with Canal projects and events is that they are scheduled annually or in an ad hoc fashion during the year. The completion of projects often depends on the availability of community and volunteer groups, the Morris Canal Committee, and commitment from county departments. The Organizational Structure section will recommend how the county and other governmental, non-profit, and private agencies and individuals should interact with one another, provide guidance on how to navigate through the web of public, non-profit, and private agencies to accomplish the 25 Year Action Plan and identify partners to carry out the proposed activities and projects. In addition, project statements will be developed for projects that can be handed-off to various project development pipelines including but not limited to the NJTPA, NJDOT, NJ Transit, and other agencies

The consultant will research and present management options for involved entities and show cost estimates for all options. One member of the Morris Canal Committee has drafted a “structure” that should be considered in this task. Management options should consider all combinations of the potential roles of public (federal, state, county, municipal) and non-public agencies, roles of community organizations and other volunteer groups.

Deliverables:

- The consultant will prepare a technical memorandum discussing organizational structures considered and the rationale used in its recommendations
- Project statements will be prepared in draft form

## **TASK 8: PRODUCE FINAL REPORT**

### Final Plan Format

Twenty color printed copies of the final plan and 150 copies of the Executive Summary will be provided. At a minimum, the Executive Summary will describe the goals, projects, and benefits contained in the full plan. The Executive Summary will be distributed to those participating in the stakeholder groups, elected officials, and the general public. In addition, editable electronic copy of the document using Microsoft Office software (Word, Excel, etc.) and maps and figures prepared in jpg, PDF format, or other County-compatible software. The plan containing the elements specified above will be prepared in the following format:

- Executive Summary
- Methodology
- Existing Features and Conditions
- Morris Canal Greenway Vision
- Goals
- Organizational Structure
- Overall Economic and Public Benefits of Morris Canal Greenway
- Projects and Activities (to be presented in the following format)
  - Morris Canal Segment (insert segment)
- Description of Existing Conditions including potential for establishing continuous bike/ped connection and possible alternate routes
- Description and Map
- Goal(s) Addressed
- Strategies/Methods
- Time Frame and Milestones
- Costs: Initial and Operational
- Funding Sources
- Economic Benefits
- Public Benefits
- Short and long term operational requirements
- Suggested Implementing Agency(ies) and, if applicable, problem statements prepared

The projects and activities will be cross referenced and indexed by the type, implementation agency, method/strategy, time frame, and project cost. It is probable that the projects will be entered into an Access database with the proper indexing tag lines.

**STAFFING PLAN FOR 25 ACTION PLAN FOR MORRIS CANAL GREENWAY**

**STAFFING PLAN**

**Project Task Budget**

	<b>Time Spent</b>	<b>Total Cost</b>
<b>Task 1 Administration</b>	85	\$3,200
<b>Task 2 and RFP development, consultant selection, contracting, management</b>	45	\$2,000
<b>Task 3</b>	255	\$10,400
<b>Task 4</b>	200	\$8,000
<b>Task 5</b>	115	\$4,800
<b>Task 6</b>	110	\$4,800
<b>Task 7</b>	75	\$3,600
<b>Task 8</b>	80	\$3,200
<b>Sub-Total Personnel</b>	965	\$40,000
<b>Direct Non-Labor Costs</b>		
<b>Indirect Costs</b>		
<b>TOTALS</b>	965	\$40,000

**Staffing Plan**

<b>Personnel</b>	<b>% of Time Involved in Project</b>	<b>Total Hours</b>
<b>Brian Appezzato</b>	27.46%	265
<b>David K. Dech</b>	16.58%	160
<b>Nancy Dietz</b>	1.55%	15
<b>Rosemarie Homa</b>	4.66%	45
<b>Albert Krouse</b>	5.18%	50
<b>Richard Miller</b>	13.99%	135
<b>Elizabeth Roy</b>	30.57%	295
	100.00%	965

**WARREN COUNTY  
 FY 2011-2012 BUDGET PLAN  
 SUBREGIONAL STUDY PROGRAM  
 Warren County 25 Year Action Plan for Morris Canal Greenway**

<b>I</b>	<b><u>DIRECT COSTS (PERSONNEL SERVICES)</u></b>		
	1. Salaries	\$ 26,700	
	2. Fringe Benefits (%)	\$ 13,300	
	3. Leave Additive (%)	_____	
	SUBTOTAL	\$ 40,000	
<b>II</b>	<b><u>DIRECT NON-LABOR COSTS</u></b>		
	1. Supplies	_____	
	2. Travel	_____	
	3. Printing & Reproduction	_____	
	4. Postage	_____	
	5. Conference/Training	_____	
	6. Other (Specify)	_____	
	SUBTOTAL	_____	
<b>III</b>	<b><u>INDIRECT COSTS</u></b>		
	1. Indirect Cost Allocation	_____	
	SUBTOTAL	\$ 0.00	
<b>IV.</b>	<b><u>CONSULTANT COSTS</u></b>		
	CONSULTANT	\$ 160,000	
	SUBTOTAL	\$ 160,000	
	<b>TOTAL PROGRAM BUDGET</b>	<b>\$ 200,000</b>	

This estimated budget is based upon projected costs to perform the work program for FY 2011-2012 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II and III will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

**FUNDING SOURCES**

<b>FEDERAL SHARE (80%)</b>	<b>LOCAL MATCH (20%)</b>
<b>TOTAL        \$160,000.00</b>	<b>TOTAL        \$ 40,000.00</b>

**TOTAL BUDGET PROGRAM**

FEDERAL SHARE	\$ 160,000
LOCAL MATCH	\$ 40,000
<b>TOTAL BUDGET</b>	<b>\$ 200,000</b>

### Project Timing

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>Task 1</b>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Task 2</b>	X	X	X																					
<b>Task 3</b>				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Task 4</b>				X	X	X	X	X	X															
<b>Task 5</b>							X	X	X	X	X	X	X											
<b>Task 6</b>										X	X	X	X	X	X	X	X							
<b>Task 7</b>														X	X	X	X	X	X					
<b>Task 8</b>																			X	X	X	X	X	X

### Consultant Task Budget

	<b>Time Spent</b>	<b>Consultant Cost</b>
<b>Task 1</b>	0 months	\$0
<b>Task 2</b>	0 months	\$0
<b>Task 3</b>	21 months	\$32,000
<b>Task 4</b>	6 months	\$40,000
<b>Task 5</b>	8 months	\$48,000
<b>Task 6</b>	8 months	\$16,000
<b>Task 7</b>	6 months	\$8,000
<b>Task 8</b>	6 months	\$16,000
<b>Total</b>	24 months	\$160,000