

Unified Planning Work Program

U P W P

FY2017

**Volume III
Subregional Studies Program**



**North Jersey
Transportation
Planning
Authority, Inc.**

**UNIFIED PLANNING WORK PROGRAM
VOLUME III
FY 2017-FY 2018 SUBREGIONAL STUDIES PROGRAM**

TABLE OF CONTENTS

Program Guidelines and Solicitation:	Page Number
Program Description	1
Program Budget	3
Eligible Applicants.....	4
Eligible Activities	5
Examples of Eligible Planning Activities	8
Emphasis Areas.....	10
SSP Study Timeline	17
SSP Study Requirements	18
New Studies – FY 2017 – FY 2018:	
City of Jersey City Pedestrian Enhancement Plan	25
Passaic County Passaic County Green Infrastructure Plan.....	43
Warren County Update to the Warren County Transportation Technical Study.....	57
Continuing Studies – FY 2016 – FY 2017:	
City of Newark Newark Downtown Circulation Improvement Study	
Essex County Essex County Freeway Drive and Station Area Safety and Public Realm Study	
Monmouth County Monmouth County Travel Demand Model	
Somerset County Supporting Priority Investment in Somerset County: Phase 3	

PROGRAM DESCRIPTION

The Subregional Studies Program (SSP) is a critical element of the NJTPA's continuous, cooperative, and comprehensive metropolitan planning process. Products developed through this program must address issues of significance to the entire region and must be consistent with plans at the state and regional level. The purpose of the NJTPA's Subregional Studies Program is to provide technical and financial assistance to subregions and subregional teams, on a competitive basis, to produce studies of important regional mobility and accessibility issues. These studies produce recommendations consistent with the Regional Transportation Plan (RTP), the Congestion Management Process (CMP), and the Together North Jersey (TNJ) Plan. Studies conducted through this program refine goals and strategies developed through the metropolitan transportation planning process and should be data driven, involve a transparent and accessible feedback loop with stakeholders and the public, involve implementation agencies at the municipal, regional, and state level, and include an analysis of existing and future conditions that can lead to the identification of potential transportation and/or transportation-related solutions for a particular system or study area.

Studies proposed through this program should focus on issues of importance to, or that impact, significant areas of the NJTPA region, especially transportation and land use issues that currently, or have the potential to, impact the transportation network (positively or negatively) beyond the borders of a specific county or municipality. Subregions are encouraged to propose studies that complement other planning work in the NJTPA region. Proposals that aim to address a perceived problem should include a transparent, rational course of action for gathering and analyzing data and drawing conclusions from that analysis, including the potential that critical analysis of the perceived problem may result in a finding that an assumed operational or asset deficiency may not exist as originally predicted. Issues proposed to be addressed through subregional studies should be quantifiable and should be reflected by recent and ongoing data-gathering, such as NJDOT asset management systems or alignment to the NJDOT Capital Investment Strategy. Studies should identify metrics or other performance measures that will allow the NJTPA and project sponsors to track the implementation and success of plan recommendations. Studies should provide and capitalize upon opportunities to develop and strengthen relationships between municipalities, counties, and regional and state agencies that lead to coordinated land use planning and transportation project implementation.

Subregional studies approved under this program must be performed within a two year period, typically with an 18 month maximum duration of consultant supported effort. Subregional studies precede the Concept Development Phase and the Preliminary Engineering phase of the Transportation Improvement Program (TIP). Study recommendations should be developed to a level where they may advance to implementation phases involving appropriate implementing agencies (such as NJDOT, NJ TRANSIT, TMAs, subregions, or municipalities). Recommendations that require further development, or that require additional review through the National Environmental Policy Act (NEPA) may be eligible to graduate to the Concept Development stage.

Fiscal year 2017 is the first year of the FY 2017 – FY 2018 SSP program cycle. Three new studies will be initiated in the FY 2017 – FY 2018 cycle as detailed in the following pages.

Additionally, Fiscal year 2017 is the second and final year of the FY 2016 – FY 2017 SSP cycle. Four studies in the FY 2016 – FY 2017 SSP cycle that began in FY 2016 will conclude in FY 2017. Descriptions for these four studies can be found in the FY 2016 UPWP Volume III Subregional Studies Program, linked here: http://www.njtpa.org/getmedia/387dc432-c17b-4c4f-8e2b-176192b181e1/NJTPA_FY2016_UPWP_Vol3_SSP_Adopted9Mar2015.pdf.aspx

Solicitation for the FY 2018 – FY 2019 Subregional Studies Program cycle will occur during FY 2017 and is described in Volume I, Task 17/305 - Subregional Studies Program.

**FY 2017 – FY 2018 SUBREGIONAL STUDY PROPOSALS
PROGRAM BUDGET**

<u>Subregion</u>	<u>Title</u>	<u>Study Cost</u> *
New Studies FY 2017 – FY 2018		
City of Jersey City	Pedestrian Enhancement Plan	\$180,000
Passaic County	Passaic County Green Infrastructure Plan	\$300,000
Warren County	Update to the Warren County Transportation Technical Study	<u>\$225,000</u>
Subtotal – New Study Program Cost		\$705,000
Continuing Studies FY 2016 – FY 2017		
City of Newark	Newark Downtown Circulation Improvement Study	\$350,000
Essex County	Freeway Drive and Station Area Safety and Public Realm Study	\$250,000
Monmouth County	Monmouth County Travel Demand Model	\$400,000
Somerset County	Supporting Priority Investment in Somerset County: Phase 3	<u>\$425,000</u>
Subtotal – Continuing Study Program Cost		\$1,425,000

*all funds include 20% local match

ELIGIBLE APPLICANTS

Only NJTPA-member subregions are eligible to serve as the study lead and submit proposals through this program. Proposals can be submitted by subregions individually, or as joint lead with another subregion. Non-member municipalities may partner with a member subregion on a study, but may not serve as a study lead.

Solicitations for studies to be conducted through the NJTPA Subregional Studies Program are issued on an annual basis. Subregions are not eligible to serve as a study lead in consecutive annual Subregional Studies Program cycles. Subregions may serve as a study lead for only one study per program cycle. Subregions may partner with another subregion in a non-lead role at any time.

The funding available under this solicitation will be made available through a U.S. Department of Transportation (US DOT) pass-through grant, utilizing Federal Highway Administration (FHWA) funds and/or flexed Federal Transit Administration (FTA) funds (CFDA number is 20.205). To be eligible for this program, participants must provide at least a 20% local match. The local match can include in-kind staff time and/or cash.

ELIGIBLE ACTIVITIES

Planning activities that address regional mobility and accessibility issues are eligible for the Subregional Studies Program. Regional mobility and accessibility planning activities that advance action items from the TNJ Plan, the North Jersey Comprehensive Economic Development Strategy, Fair Housing and Equity Assessment Final Report, Local Government Capacity Grant Program final reports, Local Demonstration Project final reports or Non-governmental Organization (NGO) Micro Grant Program final reports are strongly encouraged. Activities may include such initiatives as:

- Analyzing the performance of the transportation system (current and future)
- Conducting preliminary needs assessments, including identification of gaps in transportation connectivity, and identification of accessibility needs related to essential services such as housing, employment, health care, schools/education, and recreation, including for traditionally underserved populations;
- Generating corridor- or node-specific strategies and planning concepts for further development;
- Analysis and recommendations that could lead to capital improvements and/or policy changes;
- Integrating transportation and land use, including cooperative efforts between counties and municipalities to reinforce smart, sustainable land use planning with targeted infrastructure investments; or identification of transportation financing solutions; or
- Studies that advance planning for climate change related adaptation and resilience and or security of transportation infrastructure.

The NJTPA seeks to bring together all interested parties in an inclusive metropolitan planning process that ensures that recommendations for policy or capital improvements reflect shared interests, cost effectiveness, best practices, and have the buy-in of implementing agencies. Studies require the formation of a Steering Committee or a Technical Advisory Committee. These committees should consist of representatives from all agencies and entities identified as stakeholders or who can be reasonably expected to implement anticipated recommendations, including, but not limited to, municipalities, county departments of engineering and/or public works, the NJDOT, and NJ TRANSIT.

Should an applicant to this program wish to study, through this program, potential operational or capital improvements to facilities or systems they do not own or operate, the applicant should contact NJTPA Central Staff as soon as possible, so that the NJTPA can assist in the development of the necessary relationships and appropriate scope of work to ensure a reasonable path to implementation.

EXAMPLES OF ELIGIBLE PLANNING ACTIVITIES

The Subregional Studies Program provides flexibility so that subregions may pursue a variety of planning efforts that address critical regional planning needs and help implement the RTP and the TNJ Plan. Examples of prior studies funded through this program are at <http://www.njtpa.org/Planning/Subregional-Planning/Studies.aspx>. Below are examples of the types of studies that are generally eligible under this program.

1. Advancement of a Recommendation from a Previously-Completed Study

Subregions may choose to advance a specific recommendation from a study previously completed by the NJTPA, the subregion, or another entity. Advancement of recommendations from the TNJ Plan, and from studies completed under the TNJ Local Government Capacity Grant Program, Local Demonstration Project program, and NGO Micro-Grant Program are particularly encouraged. This advancement can consist of additional data gathering and analysis, additional public or stakeholder engagement, refinement of goals, objectives, strategies and actions, order of magnitude cost estimating, determination of responsible entities to advance implementation, and coordination with state, county, regional, and municipal partners.

2. Master Plan Activities

NJTPA-member counties may produce or update the Transportation/Mobility Element of their County Master Plan, pursuant to the County Planning Act (NJSA 40:27-1 et seq).

NJTPA-member cities may produce or update the Transportation/Mobility Circulation Element of their Municipal Master Plan, or prepare a Mobility and Community Form Element (see <http://www.state.nj.us/transportation/community/mobility/>) pursuant to the New Jersey Municipal Land Use Law (NJSA 40:55D-1 et seq). Subregions may also develop jurisdiction-wide Freight/Goods Movement plans through this program.

In addition, NJTPA-member cities may, through this program, conduct other planning activities that facilitate a policy and regulatory environment supportive of transit-oriented and transit-supportive development, including, but not limited to, land use planning, redevelopment planning, and regulatory upgrades. All work conducted through the Subregional Studies Program must be consistent with the Municipal Land Use Law (NJSA 40:55D-1 et seq.) or the Local Redevelopment and Housing Law (NJSA 40A:12A-1 et seq.) and the Fair Housing Act (NJSA 52:27D-301 et seq.) and all other relevant municipal, county, and state laws and regulations.

3. Multimodal Corridor Studies

Subregions may conduct a multi-modal corridor study that looks at strengths, weaknesses, opportunities and threats to efficient and effective mobility through a specific travel corridor. Subregionally-sponsored studies should generally focus on the subregion's road network, but this does not preclude limited opportunities to partner with the NJDOT on state facilities or

NJ TRANSIT on current or proposed transit corridors. Corridor studies should include significant participation from host municipalities to explore, analyze, and recommend solutions to land use and built environment conditions that create or exacerbate automobile travel and congestion. Corridor studies may be comprehensive, or they can focus on a single issue, such as pedestrian or motorist safety, transit access, goods movement, congestion mitigation, intelligent transportation systems, or other relevant corridor-specific mobility issues.

4. Transit Station Area Planning

Studies that promote transit ridership and completion of major intermodal transit links (i.e. links between bus and rail) are strongly encouraged. Subregions may conduct an analysis, study, or planning effort that brings together state agencies, regional entities, transit providers, county agencies, and municipalities to facilitate or enhance mobility around fixed transit facilities, including commuter rail, PATH, and light rail stations and major bus or ferry terminals. This activity is critical in helping the region prepare for the increasing demand for transit-accessible, walkable, mixed-use communities and will advance the goals of the RTP, the TNJ Plan, and the Draft New Jersey State Strategic Plan (2012).

5. Economic Development

Subregions may conduct an analysis, study, or planning effort that seeks to identify potential mobility improvements that would increase or improve access to locations where economic development or redevelopment is desirable. Particular focus should be given to locations where opportunities exist for mixed-use, walkable, transit-supportive communities, redeveloped brownfields, grayfields, or underutilized or outdated suburban office campuses/parks, or freight-intensive industrial development. Pursuant to the goals of the TNJ Plan, the Regional CEDS, RTP, and the Draft New Jersey State Strategic Plan (2012), subregions can conduct analyses, studies, or planning efforts that would recommend 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. Subregions may also propose studies that increase access to opportunities for disadvantaged communities, thereby increasing their access to "Ladders of Opportunity", an FHWA priority.

6. Climate Change

Subregions may conduct an analysis, study or planning effort that incorporates resilience planning into projects. This may be done by adapting infrastructure to deal with the effects of climate change, particularly rising sea levels and new weather patterns, and developing transportation policies and strategies that will reduce or mitigate greenhouse gas emissions.

Studies may expand on the NJTPA's Climate Change Vulnerability and Risk Assessment of Transportation Infrastructure, (linked here: <http://njtpa.org/Planning/Regional-Studies/Recently-Completed-Studies/Vulnerability-and-Risk-Assessment-of-NJ-Transporta/FHWAConceptualModel.aspx>), adaptation studies which

focus on sound planning and information to mitigate the impacts of climate change, climate modeling scenario planning, hazard mitigation plans or green infrastructure projects such as green streets to mitigate the impacts of stormwater runoff and evacuation planning, to name a few options.

7. Resilience

Subregions may develop strategies that increase the ability of transportation infrastructure to withstand unanticipated disruptions while maintaining essential functions, and to recover quickly and effectively. These disruptions can be from natural or man-made sources, and be either intentional or accidental. Studies may identify and make recommendations for the safety of vulnerable populations, including the elderly, very young, disabled, economically vulnerable and linguistically isolated in emergency situations. Studies may identify economic impacts and should seek to quantify risks. Strategies may include capital or operational items, and may include emergency management strategies and evacuation planning.

8. Sustainability

Subregions may conduct studies that identify priority growth and preservation areas and other transportation system investments linked to development of the built environment in a way that is economically and environmentally sustainable.

Studies supporting the linkage between transportation and public health are also encouraged. For example, developing a community based Health Impact Assessment (HIA) may be pursued. (For more information on HIAs: <http://www.cdc.gov/healthyplaces/hia.htm>) HIA brings potential public health impacts and considerations to the decision making process for plans, projects, and policies that fall outside the traditional public health arenas, such as transportation and land use.

Plans that would expand the highway or transit network to serve areas of the region that are environmentally protected or undeveloped or that would direct development to, or facilitate development in, areas of the region where such development would facilitate or generate significant vehicle miles traveled, are strongly discouraged.

9. Comprehensive Complete Streets Policy Implementation Plans

Studies that collect data, conduct analysis, and engage municipalities and other stakeholders to develop comprehensive complete street policy implementation plans are strongly encouraged. Complete streets policies provide for the needs of all users of the street, including bicyclists, pedestrians, transit vehicles and users, and freight movement. Policy implementation plans may include preparation of complete streets checklists to institutionalize implementation of complete streets elements at all phases of project development. Additionally, policy implementation plans may include a variety of mode specific strategies, such as identifying specific streets for on street bicycle lanes and/or corridors for off street bicycle paths, recommend updates to bicycle riding ordinances,

identify gaps in existing pedestrian accommodations such as sidewalks and crosswalks, the identification of locations for bus supportive facilities such as bus priority treatments, bus stop turnouts, extended curbs for bus platforms, and consideration of freight mobility and access to local destinations, and accommodation for loading and unloading (e.g. loading zones or alleys).

10. Safety

Subregions may conduct data-driven analysis or planning efforts that integrate the 4 E approach of engineering, education, enforcement, and emergency response recommendations to reduce the frequency and severity of crashes for all modes. Safety plans should seek to address the emphasis areas and priority strategies in the draft New Jersey Strategic Highway Safety Plan, still under review and anticipated to be available shortly. The ten emphasis areas are Lane Departures; Drowsy and Distracted Drivers; Aggressive Driving; Intersections; Pedestrians and Bicyclists; Mature Drivers; Impaired Driving; Unbelted Vehicle Occupants; Teen Drivers; and Motorcycles.

11. Intelligent Transportation Systems Travel Demand Management, and Multimodal Mobility

Subregions may incorporate Intelligent Transportation Systems (ITS) strategies that are consistent with a regional ITS architecture, Travel Demand Management and multi-mobility strategies that serve as transportation control measures.

12. Goods Movement

Subregions may conduct studies that identify needs, opportunities and challenges related to the movement of goods into, from and through the subregion, particularly studies that advance specific goods movement strategies identified in the RTP. Studies may look at how to better connect the various modes (truck, rail, water and air) as well as identify links between goods movement and economic development.

EMPHASIS AREAS

The following are regional, state and/or federal emphasis areas. Studies must address at least one NJTPA Regional Transportation Plan (RTP) goal or strategy, at least one Regional Capital Investment Strategy (RCIS) principle, and at least one strategy of the TNJ Plan. Applicants are encouraged to address additional emphasis areas beyond the minimum requirements.

1. Regional Transportation Plan (Required)

Federal regulations require NJTPA-funded planning efforts advance the goals and strategies found in Plan 2040, the Regional Transportation Plan (RTP) for Northern New Jersey. Proposals must specifically identify how a proposed study implements the goals and strategies embodied in the RTP.

The RTP goals are as follows:

- 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.

2. Regional Capital Investment Strategy (Required)

Subregional studies must advance one or more of the eight Investment Principles of the NJTPA Regional Capital Investment Strategy (RCIS). More information about the RCIS, including more specific strategies to be considered when proposing subregional studies, can be found at <http://www.njtpa.org/Planning/Plan-Update-to-2040/Regional-Capital-Investment-Strategy.aspx>

The RCIS investment principles are as follows:

- **Help the Region Grow Wisely:** Transportation investments should encourage economic growth while protecting the environment and minimizing sprawl in accordance with the state's [Draft Strategic Plan] Energy Master Plan, and Greenhouse Gas Plan.
- **Make Travel Safer:** Improving safety and security should be explicitly incorporated in the planning, design and implementation of all investments.
- **Fix it First:** The existing transportation system requires large expenditures for maintenance, preservation and repair, and its stewardship should be the region's highest priority.
- **Expand Public Transit:** Investment to improve the region's extensive transit network should be a high priority, including strategic expansions to serve new markets.

- **Improve Roads but Add Few:** Road investments should focus on making the existing system work better, and road expansion should be very limited.
- **Move Freight More Efficiently:** Investments should be made to improve the efficiency of goods movement because of its importance to the region’s economy and quality of life.
- **Manage Incidents and Apply Transportation Technology:** Investments should be made to improve information flow, operational coordination and other technological advances that can make the transportation system work smarter and more efficiently.
- **Support Walking and Bicycling:** All transportation projects should promote walking and bicycling wherever possible.

3. The TNJ Plan Strategies (Required)

TNJ was created in 2012 to help develop a broad based, inclusive sustainability plan for the NJTPA region. Funded by nearly \$10 million of federal grant funds and leveraged funds from members, TNJ brought together a coalition of diverse partners – counties, municipalities, educational institutions, nonprofits, businesses and other groups — to develop the first comprehensive plan for sustainable development for the NJTPA region. The TNJ Plan includes 15 focus areas, describing over 75 strategies that can be implemented to achieve the region’s vision. The focus areas and strategies are listed at www.togethernorthjersey.com/actionplans.

4. Federal Emphasis Areas (Optional)

US DOT FHWA and FTA

- **MAP-21 Implementation**

Transition to Performance Based Planning and Programming. – We encourage State DOTs and MPOs to further develop their performance management approach to transportation planning and programming. Performance-based planning and programming includes using transportation performance measures, setting targets, reporting performance and programming transportation investments directed toward the achievement of transportation system performance outcomes. Appropriate UPWP work tasks could include working with local planning partners to identify how to implement performance-based planning provisions such as collecting performance data, selecting and reporting performance targets for the metropolitan area, and reporting actual system performance related to those targets. The MPOs might also explore the option to use scenario planning to develop their metropolitan transportation plan. We encourage you to use the following resources to develop your approach: *Performance Based Planning and Programming Guidebook; Model Long Range Transportation Plans Guidebook and Small Metropolitan Areas: Performance Based Planning.*

- **Regional Models of Cooperation**

Ensure a Regional Approach to Transportation Planning by Promoting Cooperation and Coordination across Transit Agency, MPO and State Boundaries – To improve the effectiveness of transportation decision-making, we encourage State DOTs and MPOs, and providers of public transportation to think beyond traditional borders and adopt a coordinated approach to transportation planning. A coordinated approach supports

common goals and capitalizes on opportunities related to project delivery, congestion management, safety, freight, livability and commerce across boundaries. Improved multi-jurisdictional coordination by State DOTs, MPOs, providers of public transportation and rural planning organizations can reduce project delivery times and enhance the efficient use of resources, particularly in urbanized areas that are served by multiple MPOs. The MPOs can revisit their metropolitan area planning agreements to ensure that there are effective processes for cross-jurisdictional communication among State DOTs, MPOs, and providers of public transportation to improve collaboration, policy implementation, technology use and performance management. State DOTs and MPOs can explore the opportunity to partner with regional planning organizations (RPOs) to conduct transportation planning in nonmetropolitan areas. We encourage you to visit FHWA's [Regional Models of Cooperation and Every Day Count Initiative](#) webpages for more information.

- **Ladders of Opportunity**

Access to Essential Services – We encourage State DOTs, MPOs and providers of public transportation, as part of the transportation planning process, to identify transportation connectivity gaps in accessing essential services. Essential services include employment, health care, school/education, and recreation. Suggested UPWP work tasks include developing and implementing analytical methods to identify gaps in connectivity of transportation system and developing infrastructure and operation solutions that provide the public, especially the traditionally underserved populations, with adequate access to essential services. Other effective work tasks could include: evaluating the effectiveness of public participation plans for engaging transportation disadvantaged communities in the transportation decision-making process; updating the Section 5310 Coordinated Human Service Public Transportation plans; assessing the safety and condition of pedestrian and bicycle facilities; and evaluating compliance with Americans with Disabilities Act, particularly around schools, concentrations of disadvantaged populations, social services, medical and transit facilities.

5. Draft New Jersey State Strategic Plan (2012) (optional)

In 2012, the New Jersey Office for Planning Advocacy proposed the Draft New Jersey State Strategic Plan. This plan provides a framework for prioritization of state investment to support “sustainable economic growth; economic prosperity properly balanced with natural resource preservation and personal satisfaction with one’s physical surroundings.”

- **Goal 1: Targeted Economic Growth:** Enhance opportunities for attraction and growth of industries of statewide and regional importance.
- **Goal 2: Effective Planning for Vibrant Regions:** Guide and inform regional planning so that each region of the State can experience appropriate growth according to the desires and assets of that region.
- **Goal 3: Preservation and Enhancement of Critical State Resources:** Ensure that strategies for growth include preservation of our State's critical natural, agricultural, scenic, recreation, and historic resources, recognizing the role they play in sustaining and improving the quality of life for New Jersey residents and attracting economic growth.

- **Goal 4: Tactical Alignment of Government:** Enable effective resource allocation, coordination, cooperation and communication among those who play a role in meeting the mission of this Plan.

6. FY 2016 NJDOT MPO Transportation Priorities (optional)

- Continue to collaborate with NJDOT in meeting USDOT's Moving Ahead for Progress in the 21st Century Act (MAP-21) requirements.
- Implement actions to foster performance management of the non-state-owned National Highway System bridges and pavements in accordance with MAP-21 requirements.
- Coordinate with NJDOT in the development and integration of standards and measures necessary to meet a performance based approach to Asset Management and to implement the Capital Investment Strategy.
- Operate, maintain and improve a safe, efficient and reliable multi-modal transportation network in relation to NJDOT's Safety First Initiative including: the Safe Corridors (implementing improvements identified by Safety Impact Teams in high-hazard corridors) and pedestrian safety initiatives.
- Leverage additional funding sources (both public-private) and promote partnerships.
- Improve traffic operations through Intelligent Transportation System (ITS) upgrades and enhanced coordination at the interstate, state, county and local level.
- Pursue the following congestion relief strategies:
 - Low-cost operational improvements at intersections, interchanges, and identified bottlenecks; and
 - Transportation Demand Management (TDM) to help maximize the efficiency of the existing transportation system from the demand side, encouraging greater use of alternatives to solo driving.
- In partnership with the Congestion Management Committee, institutionalize an improved process for initiating mobility improvements with an updated, coordinated and streamlined approach to developing and vetting problem statements.
- Improve primary freight corridors and hubs for more efficient access and improved system performance.
- Maximize opportunities for Complete Streets implementation.
- Support implementation of enhanced problem intake process, and provide technical support to NJDOT to help improve the problem and project prioritization process.

- Implement actions to foster improved local public agency project delivery and compliance with federal regulations during project development and construction in coordination with NJDOT Division of Local Aid and the Federal Highway Administration.
- Work with NJDOT and other partners on risk management strategies for improving the resilience of transportation infrastructure against the impacts of extreme weather.
- Integrate the new guidance in the "OMB Omni-Circular" into Federal award programs to improve performance and outcomes while ensuring the financial integrity of taxpayer dollars and reducing the risk of waste, fraud and abuse.

SSP STUDY TIMELINE

Task/Milestone	Estimated Completion Date
Authorized Study Start Date	July 1, 2016
Kick-off Meeting with NJTPA	September 1 – October 31, 2016
Draft RFP to NJTPA	July 1 – November 30, 2016
Consultant RFP Issued	July 1 – December 31, 2016
Date Pre-Proposal Meeting Held (if necessary)	September 1, 2016 – January 16, 2017
Consultant Selection Committee Meeting Date	September 1, 2016 – January 31, 2017
Consultant Interviews Date (if necessary)	September 1, 2016 – February 15, 2017
Consultant Contract Awarded/Executed	August 1, 2016 – March 31, 2017
Kick-off Meeting with Successful Consultant	August 1, 2016 – March 31, 2017
Draft Final Report Due to TAC/SAC for Review	March 15, 2018
Final TAC/SAC meeting	April 13, 2018
Final Report due to NJTPA (This is a last review by NJTPA only)	April 30, 2018
Reconciled Final Report due to NJTPA and all final deliverables.	May 31, 2018
Conclusion of Consultant Contract	June 29, 2018
Subregional Sub-Contract & Study Completion Date	June 29, 2018

SUBREGIONAL STUDIES PROGRAM STUDY REQUIREMENTS

As a federal grant program, the NJTPA is required to administer and oversee work conducted through the Subregional Studies Program (SSP) to ensure the efficient, effective, and appropriate use of federal funds. In addition, the Subregional Studies Program is a critical element of the NJTPA's continuous, cooperative, and comprehensive metropolitan planning process and products developed through this program must address issues of significance to the entire region and must be consistent with plans at the state and regional level to ensure validity and implementation.

Subregional studies should progress through the following schedule and adhere to the following requirements:

Grant Management Requirements

Federal funding awarded for projects selected under this notice will be awarded through UPWP subcontract agreements and be made available to grantees on a reimbursable basis. A subcontract cannot be issued to the subregion until all required Pre-Award information, including the subregion's annual audit, has been received and approved by the NJTPA.

To be eligible for reimbursement, costs must be in accordance with 2 CFR Chapter I, Chapter II, Part 200, et al., Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule; the NJTPA's Administrative Procedures and Requirements for its core Subregional Transportation Planning (STP); and the following additional grant management requirements for subregional studies.

1. *Quarterly Progress Reports:* At the end of each quarter, the subregional study manager must submit to the NJTPA, with their invoices, the products and status updates for work completed within the quarter, including a comparison of actual accomplishments to the objectives of the Federal award and reasons why established goals were not met, if appropriate. Reports must be based on tasks in the original proposal/scope of work and shall note any favorable significant developments or any major issues that may impact the study's delivery or materially impair the ability to meet the objective of the Federal award. The final quarterly report shall include a summary of highlights and key recommendations resulting from the completion of the study. Please be aware that Quarterly Progress Report templates may change during the course of the study due to changes in Federal guidance.
2. *Invoices, Supporting Documentation:* Please note that supporting documentation for all consultant expenses to be reimbursed under this program is required for both the Prime and subconsultants. This includes and is not limited to:
 - a. Timesheets and Certified Payroll Summary (A Certified Payroll Summary must provide the following information)
 - i. Name of Employee/Classification
 - ii. Date (Payroll period covered)

- iii. Hours (by Task)
 - iv. Hourly Rate
 - v. Total Salary
 - vi. Executed certification of accuracy by authorized personnel.
- b. Direct Expense Receipts
- i. 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, detailed hotel and lodging receipts, detailed meal and incidental receipts, and all other direct expense receipts. All travel must adhere to federal travel regulations and per diems in effect during time of travel. (Information for current POV and Per Diem Rates can be found at www.gsa.gov).
- c. Time and Effort
- i. Summary/progress report that shows % of study completed (overall and consultant effort, if applicable).
3. *DBE Participation:* 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 scoping the study and 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. Once the consultant contracts are awarded the subregions will be required to monitor the proposed DBE participation to insure the proposed goal is maintained as the study progresses. If any subregion is unable to achieve this goal, a formal request to waive the DBE/ESBE goal for the SSP agreement must be provided in writing and presented to the NJTPA Executive Committee for approval. Central Staff must be made aware of any concerns about not obtaining the goal, immediately.
4. *Study Initiation:* Upon approval by the NJTPA Board of Trustees, NJDOT and federal sponsors, FY 2017 – FY 2018 studies will be authorized to begin July 1, 2016. The performance schedule under the SSP's subcontract shall begin on July 1, 2016 and shall end on June 29, 2018. Costs incurred prior to or after these dates will not be reimbursable or credited to the local match share under the federal grant.
5. *Preliminary Meeting with NJTPA:* The subregion's study manager shall hold a preliminary meeting with the NJTPA Central Staff who will be involved on the study, before the consultant commences work, if applicable, to accomplish the following:

- a. Introduce the NJTPA study manager assigned to the study and discuss the regional importance of the study, as well as goals, objectives and anticipated products, and the role of the NJTPA on the Study Management team. The study team will be comprised of the NJTPA, the subregion, and the consultant if there is consultant support.
 - b. Review the roles and responsibilities of the subregional and NJTPA study managers.
 - c. Establish a regular meeting schedule independent of the quarterly report.
 - d. Schedule, if necessary, a presentation by NJTPA Finance and Administration staff covering requirements for invoicing, Cost Tracking System (CTS), etc. Training for the on-line CTS through the NJTPA's Information Technology staff is mandatory for any subregional study manager who is new to the Cost Tracking System.
 - e. Discuss the NJTPA's review and comment procedures.
 - f. Review the scope of work and study schedule.
 - g. Confirm planned Steering or Technical Advisory Committee membership. NJTPA central staff will assist subregions in identifying and inviting participation from appropriate regional and state agency representatives and will also serve on this committee.
6. *Adherence to Study Schedule:* The NJTPA requires that subregions adhere to the established study schedule and report progress in meeting the schedule in the quarterly reports. The NJTPA shall be provided immediate notice of any actual or potential condition that is delaying or threatens to delay the timely performance of the contract. NJTPA staff is available to assist where needed to ensure that the schedule is maintained. When a study misses a milestone or falls a month behind schedule, the subregion must provide the NJTPA with a corrective action plan. Additional NJTPA oversight on the study will be provided and interim progress status reports may be required from the subregions until the problem is satisfactorily resolved.
7. *Final Invoice and Local Match requirement:* All reconciled final reports, products, invoices with final release clause and supporting documentation are due by 5:00 PM on July 24, 2018. Deliverables are not considered Final, and the final invoice will not be paid, until all NJTPA edits and comments are reconciled. There is a 20% local match requirement for the Subregional Studies Program. Subregions will only be reimbursed for 80% of the study's total actual expenses. If only federal dollars are assumed for consultant costs and the match is to be met by staff time, and if the total actual staff hours for the study are lower than projected, then the subregion will not be reimbursed for the full amount of their consultant costs.

Consultant Procurement

8. *Development of Requests for Proposals/Qualifications:* The subregions must use their own documented procurement procedures that reflect applicable State and local laws and regulations, provided that the procurements conform to applicable Federal law and the

standards identified in 2 CFR 200, and the NJTPA procurement policies for professional services. The NJTPA's detailed requirements and applicable checklists for Procurement of Professional Services, including the development of RFPs and current DBE/ESBE participation goal, can be found on the NJTPA's RFP webpage at: <http://www.njtpa.org/Get-Involved/RFPs/Procurement-Guidance-for-Subregions.aspx> . The RFP should reflect the Scope of Work contained in the NJTPA FY 2017 UPWP.

9. *Request for Proposals:* The RFP shall not be issued until NJTPA staff has approved the content. To assist consultants in developing proposals, the RFP should identify all tasks and subtasks, deliverables, and a realistic time frame for the study to be completed, incorporating the NJTPA review and comment process outlined below. In addition to the public advertisement process checklist described in the NJTPA procedures for Procurement of Professional Services link referenced above in item 8, the RFP shall be advertised on the subregion's website (where possible) and on the NJTPA website. The subregion must provide NJTPA with the final version of the RFP in PDF format.
10. *Consultant Selection:* Consultant services must be obtained through maximum free and open competition; the study specifications must be clear and unrestrictive; and the selection process should be competitive. Subregions must develop a Consultant Selection Committee, comprised of a minimum of three people, one of which must include the NJTPA Study Manager and, where applicable, should include at least one other representative from the Steering Committee or Technical Advisory Committee (such as NJ TRANSIT, NJDOT, municipality, etc.). Prior to publicly distributing the RFP, the consultant selection committee must have an opportunity to review and comment on the RFP (allow a minimum of two (2) weeks for their review), which must include the criteria that will be used by the Consultant Selection Committee for the evaluation of each proposal. Once the proposals are received by the subregional study manager, they should be distributed to the committee for evaluation (allow a minimum of two (2) weeks for proposal scoring - additional if interviews are held). This requirement must be built into the overall study schedule.
11. *Consultant Interviews (if applicable):* It is highly recommended that interviews are held with the three highest scoring consultant team(s) prior to selecting a team. Interviews typically consist of a 15 minute presentation by the proposed consultant study manager followed by 15 minutes of questions from the consultant selection committee. It is also recommended that key members of the proposed study team, including representatives of proposed subconsultants, are present.
12. *Consultant Selection Report and Recommendation:* Once a consultant is selected by the Consultant Selection Committee and a final scope of work agreed upon, the subregional study manager shall prepare a selection report or memorandum documenting the Consultant Selection Committee's recommendation for award. The memorandum shall be submitted to the Consultant Selection Committee for their review and concurrence; and shall summarize the solicitation and selection process, including all considerations upon which the recommendations are based. A detailed checklist of consultant selection report components can be found in the Procedure for Procurement of Professional Services

linked in item 8. A decision to select the recommended consultant shall be made by the subregion's agency head or designated selection authority.

13. *Award of Consultant Contract:* Contracts shall not be awarded to consultants until the NJTPA has issued a Letter to Incur Costs to the subregion for their subregional studies program subcontract, which is contingent upon federal and NJDOT approval of the NJTPA's FY 2017 UPWP.
14. *Contract Duration:* The consultant work should be completed and invoiced by May 31, 2018, which is one (1) month prior to the end of the federal grant period. This allows sufficient time for processing of invoices, finalization of the report and to address any issues prior to the grant deadline. Any costs incurred after June 29, 2018 will not be reimbursable or credited under the federal grant.
15. *Quality Control/Assurance:* The subregions must maintain oversight to ensure that their consultant performs in accordance with the terms, conditions and specifications of their contracts. The Consultant Study Manager and the Subregional Study Manager should coordinate frequently to ensure that interim and final deliverables and other products for dissemination to the public or stakeholders are of the highest quality. All written and graphic materials should be reviewed by the consultant before delivery to the subregion for accuracy, clarity, spelling, and grammar. The Subregional Study Manager shall return products to the consultant for revision, if necessary.
16. *Press Releases:* The NJTPA welcomes any opportunity to increase public awareness of our various metropolitan planning activities. The Subregional Study Manager shall coordinate any announcement/advertisement of study milestones, such as the study's kick-off, public meeting, or public comment period, with the NJTPA Study Manager. The NJTPA Public Affairs Division can assist in developing a press release and can advertise events through our traditional and social media outlets, such as our Twitter or Facebook page. The NJTPA requires any press releases developed by a subregion concerning an NJTPA-funded study be shared with the NJTPA Study Manager a minimum of five (5) days in advance.

Development and Approval of Study Deliverables

17. *Interim Study Deliverables:* In addition to the final study deliverables, the work plans for the Subregional Studies should provide for interim deliverables, such as technical memoranda or preliminary drafts of the final technical report's chapters as the study develops. Interim deliverables should be spaced appropriately throughout the duration of the study to facilitate study management and oversight, and to identify and address gaps and/or challenges to the successful completion of the study as they arise. **The subregion retains the right to delay/refuse payment to the consultant should they be dissatisfied with inferior or unacceptable work products, especially products that have not undergone a thorough quality control/quality assurance process that includes grammar and spell-checking and verification of facts/statistics. The NJTPA should be notified as early as possible if this type of problem arises.**

18. *Required Deliverable Format: Written/Text Deliverables:* All deliverables, including technical memoranda, outreach materials, and all other products to be disseminated outside of the Study Team (Steering Committee, TAC, public, etc.), must be presented to the NJTPA for review and comment in electronic form, in Microsoft Word format. At least two (2) weeks are required for NJTPA review and comment. Products submitted to the NJTPA solely in PDF format for review/comment are unacceptable.
19. *NJTPA Review Process:* NJTPA staff will provide specific comments through the Track Changes function in Word with additional comments through e-mail. Subregions must provide the NJTPA Study Manager with an e-mail response detailing the timeframe for addressing NJTPA and Steering or Technical Advisory Committee comments to written products/deliverables and how the subregion is addressing each comment. This is required for all deliverables. All written and graphic products produced by the consultant must be approved by the Subregional Study Manager and the NJTPA Study Manager before dissemination outside the Study Team. The final NJTPA review of the draft final report and other final deliverables shall only occur after all other comments from all other reviewers have been received and addressed by the study team.
20. *Required Deliverable Format: GIS/Mapping:* GIS (interim and final) datasets and mapping applications are required to be developed and submitted using the metadata standards and file nomenclature documentation procedures described in the NJTPA's EGIS User Manual, specifically Appendix U3 – EGIS Quality Assurance Program. This manual can be found at <http://www.njtpa.org/Data-Maps/Maps-GIS-Data/Enterprise-GIS.aspx>. These standards are established to assist in the interagency sharing process and to create consistency in the data products published by NJTPA. For any technical questions relating to the NJTPA EGIS standards, please contact Gabrielle Fausel at gfausel@njtpa.org and copy the NJTPA Study Manager.
21. *Funding Streams:* Due to the uncertainty of whether current funding programs will be continued, studies should not identify specific funding programs to be pursued to implement recommendations. It is best to simply identify that local, state and/or federal funding streams will be pursued. Subregions are encouraged to explore multiple funding sources for studies, including local, state, federal and public-private partnerships.

Study Conclusion/Closeout Procedures

22. *Steering Committee Review:* All draft final deliverables are due to the members of the Technical Advisory and/or Steering Committee for review and comment no later than March 30, 2018. The subregion and the NJTPA must have approved these deliverables prior to their dissemination to the Steering/Technical Advisory Committees.
23. *Final TAC/Steering Meeting Deadline:* The final Steering or Technical Advisory Committee meeting for presenting the study's findings and recommendations should be held no later than April 13, 2018 to allow time for revisions to deliverables needed as a result of committee feedback.

24. *Develop Final Report, Executive Summary and PowerPoint presentation:* All final deliverables, reflecting all final Steering Committee, TAC, stakeholder, and/or public input, are due to the NJTPA for final review and comment no later than April 30, 2018. The final NJTPA review of all final deliverables will only occur after all review by all other agencies, committees, and stakeholders has concluded and comments have been addressed. Allow two weeks for NJTPA review and comment on the Final Report. The Executive Summary should briefly outline the study's scope of work, the regional significance of this study, stakeholders, public outreach, methodology, relevant data, and summarize study findings, final recommendations and next steps. The PowerPoint presentation should follow the same format as the Executive Summary. All images used in PowerPoint presentation must be of print quality (minimum of 300 dpi) and provided in electronic form with the final deliverables.
25. *Enter Recommendations into NJTPA PRIME System:* It is anticipated that the NJTPA Planning Recommendations Integration Management Engine (PRIME) will be available for data entry during the course of this study. All identified needs and recommendations generated by these studies should be entered into PRIME by the study manager/consultant team at the completion of the final report. Further information will be provided on how to enter data as PRIME is developed.
26. *Problem Statements:* All recommendations for future studies to be developed on state facilities or for which federal or state funds will likely be applied must include, as an appendix, an NJDOT Problem Statement. In general, only roads on the National Highway System are eligible for federal funding.
27. *Submit Final Reconciled Report to NJTPA:* Submit final reconciled report with abstract, executive summary, and NJTPA Logo and disclaimer statement on the cover. Also submit GIS files (if applicable) and PowerPoint presentation. The Final Report, reflecting all reconciled revisions, is due by May 31, 2018.

FY 2017 – FY 2018 SUBREGIONAL STUDY
PEDESTRIAN ENHANCEMENT PLAN
CITY OF JERSEY CITY

Proposal Sponsor(s): City of Jersey City

Title of Proposed Study: Pedestrian Enhancement Plan

Estimated Budget Requested: \$180,000 total
\$180,000 Consultant/\$0 In-House
\$144,000 federal/\$36,000 local

Anticipated Study Duration: 21 months overall
12 months Consultant effort

I. Project Management

- A. Subregional Project Manager name and title:
Naomi Hsu, AICP, PP, Senior Planner – Transportation
- B. Identification of agencies and municipalities from which letters of support and active participation are required:
- City of Jersey City Division of Architecture, Engineering, and Traffic
 - Jersey City Police Department

II. Study Scope of Work

A. Overview

1. Addressing a Regional Need

The City of Jersey City is a major regional destination for tourism, higher education, and shopping. With tens of thousands of office jobs concentrated along the Hudson River waterfront, Jersey City is also a major employment destination. A multi-modal transportation network serves the City that includes the PATH train (with an average weekday ridership of 260,000 trips) and the Hudson-Bergen Light Rail (50,000 average weekday ridership), providing connectivity to regional transportation hubs including Lower and Midtown Manhattan, Newark Penn Station, and Hoboken Terminal. This investment in mass transit allows increased development densities in walkable, mixed-use neighborhoods with minimal expansion of our roadway network, which is neither feasible nor desirable in a region as built-out as northern New Jersey.

Traffic congestion, however, remains a concern. Improvements to the pedestrian realm will make it more attractive for visitors to come to Jersey City without their vehicles, which will reduce congestion, improve air quality, and increase foot

traffic needed to support ground-floor retail. Sixty two percent of those who work in Jersey City but live elsewhere commute to work via public transportation, a trip that almost always includes a portion on foot. Enhancing the pedestrian realm is key to maximizing investment in existing infrastructure and supporting private investment. By identifying improvements to the pedestrian realm in a city that has been dubbed “the economic engine of northern New Jersey” with a proven history of leveraging past investments in its transportation network, this study advances the following goals:

- Retain and increase economic activity and competitiveness. (RTP goal)
- Maintain a safe and reliable transportation system in a state of good repair. (RTP goal)
- Select transportation investments that support the coordination of land use with transportation systems. (RTP goal)
- Help the Region Grow Wisely: Transportation investments should encourage economic growth while protecting the environment and minimizing sprawl. (RCIS goal)
- Make Travel Safer: Improving safety and security should be explicitly incorporated in the planning, design and implementation of all investments. (RCIS goal)
- TNJ Focus Area 7: Connect people and places with safe, convenient, and reliable transportation, specifically Strategy 2: Adopt and implement “Complete Streets” policies

2. Subregional Need

The City of Jersey City is a densely-populated, highly-urbanized municipality. It is the second most-populous city in the state with a rapidly growing residential population. Over 6,000 residential units are currently under construction, and an additional 17,000 units have development approvals. The City understands the benefits of creating walkable neighborhoods. In 2011, the City adopted a Complete Streets policy. Key to the success of the redevelopment that has taken place in recent decades is a focus on the pedestrian environment. The City is well-served by an established street grid. Coupled with the City's multi-modal public transportation network, this infrastructure allows forty percent of residents to live without a vehicle. Seventy six percent of Jersey City residents who work outside the City commute to work via public transportation. Twenty six percent of those who live and work in Jersey City either walk or bike to work. For some, this is a lifestyle choice. For others, it is motivated by financial constraints. Enhancing the pedestrian environment is an equity issue and improves access to an existing resource to those who cannot afford to or who are unable to drive (e.g., children, physically-impaired, the elderly). Furthermore, City streets are not just part of the City's transportation network, they comprise a significant portion of the City's public spaces and can be destinations in and of themselves. In recent years, the City has closed sections of Grove Street and Newark Avenue to

vehicular traffic and transformed them into pedestrian plazas, which have become some of the most successful public spaces downtown.

While the City has a comprehensive sidewalk network, there are opportunities to improve safety and attractiveness on the hundreds of miles of City-owned streets in order to accommodate current pedestrians and attract additional ones. Of the top 25 high-crash pedestrian corridors in the NJTPA region (according to the network screening crash lists distributed as part of the NJTPA FY 2016-2017 Local Safety Program solicitation), six are local Jersey City streets. (Hudson Boulevard a.k.a. Kennedy Boulevard is a County road.) A Pedestrian Enhancement Plan will further encourage residents and visitors to walk, generating the fundamental component of vibrant, animated streetscapes, ultimately enhancing economic activity and building community.

3. Study Goals and Objectives

The goal of this study is to develop a Pedestrian Enhancement Plan (PEP) that identifies specific improvements that reinforce the pedestrian-friendly environment along City streets. The primary objective is the identification of recommendations (both physical and policy-based) to improve *safety* that are context-sensitive and that prioritize the pedestrian experience (i.e., focus on traffic calming and other strategies to modify driver behavior and not techniques that inconvenience or “penalize” pedestrians, such as traffic signals with inadequate crossing times for pedestrians). Another objective is to improve *aesthetics and placemaking* through pedestrian-level amenities (e.g., signage, street furniture, pavement markings, public art, etc.). This study will establish a rational and replicable methodology to identify improvements in a way that engages stakeholders meaningfully.

B. Methodology

The following scope of work assumes that a Consultant will receive a notice to proceed from the City of Jersey City by January 2017.

**Task 1: Project Management – City: Months 1-21
Consultant: Months 7-18**

The City’s Transportation Planner will manage the day-to-day activities of this study on behalf of the City. These activities include the consultant selection process, contract administration, 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. The City’s project manager will also review all consultant deliverables and serve as a liaison between the Consultant and the NJTPA, the Technical Advisory Committee, stakeholders, and general public.

The Consultant shall also designate a project manager who will be responsible for managing the day-to-day activities of the Consultant team and will serve as the primary source of contact with the City. The Consultant project manager shall establish an effective means of coordinating and reporting its activities with the City throughout the course of the project to ensure an expeditious exchange of information, and shall be responsible for the preparation and submission of progress meeting agendas and minutes, and monthly progress reports, and invoices. A detailed project schedule (Gantt chart) shall be submitted at the kick-off meeting for City review and approval, and reviewed regularly during the course of the project to ensure the timely completion of the project. The Consultant shall be responsible for quality control of all interim and final deliverables.

Deliverables: The City project manager will prepare and submit quarterly reports and any other documentation required by the North Jersey Transportation Planning Authority. The City project manager shall spearhead the consultant procurement, including preparation of a request for proposals. The Consultant project manager shall prepare and submit monthly progress reports and invoices, progress meeting agendas and minutes, and a detailed progress schedule to be maintained on a regular basis. City and consultant project managers, along with NJTPA, will participate in biweekly conference calls, a project kick-off meeting, and up to five (5) interagency meetings.

Task 2: Needs Assessment

a) Outreach and Partnerships

Technical Advisory Committee

The City project manager shall convene the Technical Advisory Committee (TAC), schedule meetings, and serve as the primary “point person” for the TAC. The Consultant shall attend all TAC meetings and prepare meeting agendas, presentations, materials, and minutes.

The TAC shall provide input and expertise from technical experts. This group shall consist of key stakeholders that represent the diverse interests of Jersey City’s population including the City Division of City Planning, City Division of Architecture, Engineering, and Traffic, Jersey City Police Department, Mayor’s Office, City Council, City Department of Public Works, Residents Response Center, City Division of Senior Affairs, Jersey City Board of Education, Jersey City Housing Authority, Hudson County, NJDOT Office of Bicycle and Pedestrian Programs, NJTPA, and Hudson TMA. The responsibilities of the TAC shall include, but not be limited to:

- Review and provide feedback 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 City's transportation network, environmental justice issues, and community needs.
- 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 projects and strategies.
- Ensure that the final report clearly identifies the implementation priorities along with agencies responsible for each project hand-off.

Public Outreach Activities

The Consultant shall draft and implement a community involvement strategy, which shall be reviewed and approved by the City project manager and the TAC. The community involvement strategy shall include:

Stakeholder Meetings and/or Presentations

In addition to stakeholder representation on the TAC, the results of the study will be presented at regularly scheduled meetings of various stakeholder groups, decision makers, and elected officials such as the Jersey City Planning Board and City Council upon request. Study updates to these groups will be handled by the City project manager. 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 materials as needed. The Consultant should be prepared to attend at least two (2) of these meetings, upon request.

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. The City will hold all public meetings in a transit-accessible facility. While the general public shall be invited to attend, invitations shall be extended to specific groups, interested parties, or stakeholders. In accordance with federal requirements, attention will be given to notifying Environmental Justice populations (low income populations and minority populations), Limited-English-Proficiency persons, the elderly, and people with disabilities of the meetings and reducing barriers to meaningful participation. It is envisioned that two (2) public meetings shall be held during the course of this study. At the first public meeting (anticipated

during Task 2C), the Consultant shall introduce the project and solicit public input on the priority corridors for further study (i.e., walkability workshops) and the preliminary goals and objectives, as well as to introduce the public to the concept, purpose, and format of the walkability workshops. At the second public meeting (anticipated during Task 5), the results of the walkability workshops, recommendations, and the implementation strategy shall be presented. Where appropriate and feasible, public meeting materials will be made available to the public in advance of the public meeting. A public comment period (anticipated two-week duration) will follow both public meetings during which written comments may be submitted to the City project manager. Public comments shall be recorded in meeting summaries and the final report.

Walkability Workshops

Six (6) walkability workshops (one in each ward) will be held during this study. See description under Task 3. It is anticipated that walkability workshops will be held during Spring 2017. In order to maximize attendance, every effort will be made to schedule workshops during times of temperate weather.

Media Relations

The City project manager will be responsible for preparing press releases to highlight major milestones at various points throughout the study and for working with the City's press secretary to disseminate such materials. The Consultant shall support these activities by providing project information and materials as needed.

Project Webpage

The Consultant, working with the City and the TAC, will develop materials to post to the City's existing official website. A webpage dedicated to the study will be created on the existing website, which will serve as a repository for draft documents and materials, announce public meetings/events, and raise awareness of the purpose of the study and the importance of pedestrian-friendly streets.

Deliverables: The Consultant shall prepare a written community outreach strategy that describes all meetings, tasks, and activities related to public outreach that includes details on Consultant responsibilities, number of meetings, purpose of meetings, and specific outreach techniques (e.g., meeting advertisement, meeting invitation preparation and dissemination, social media strategies).

Up to five (5) meetings of the TAC 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 City project manager. Summaries of the TAC meetings shall be prepared by the Consultant.

The City project manager will handle scheduling of meeting with and/or presentations to stakeholders, decision makers, and elected officials. The Consultant shall be prepared to attend two (2) of these meetings, if necessary.

The Consultant shall participate in two (2) public meetings and prepare the necessary materials for these meetings, include presentation materials, handouts, and minutes/summaries.

The Consultant shall lead six (6) walkability workshops and prepare all materials and reports. (See Tasks 3 and 4 for additional details.)

The City project manager will handle posting of materials on the City website. While it is anticipated that the majority of materials that will be posted on the webpage will be deliverables for other tasks (e.g., presentation materials, meeting summaries), the Consultant may be asked to prepare additional materials (e.g., descriptive narrative, maps/graphics, fact sheets).

b) Data Collection, Review, and Analysis (Months 7 - 8)

With assistance from the City project manager and members of the TAC, the Consultant shall compile and synthesize all relevant data in order to assess current conditions, which will ultimately inform the selection of priority corridors for detailed study. Data will include crash data, Census data (including data related to low-income and minority populations), zoning and land use, traffic counts, transit routes and stops, major destinations (e.g., schools, government offices, houses of worship, retail), and activity centers. If there are gaps in the existing data, observations in the field or additional data collection may be necessary to supplement readily-available data.

This task will also include a review of previously-completed related work (including the Marin Boulevard Road Safety Audit, several Walkable Community Workshops, the McGinley Square – Montgomery Corridor Local Demonstration Project, and the Street Smart pedestrian education campaign, and the Circulation Element of the Jersey City Master Plan) to avoid duplication of work and to determine opportunities to incorporate or expand prior recommendations and/or efforts.

The Consultant shall become familiar with pertinent information that may be included in the presentations the Consultant will prepare for the walkability workshops (Task 3), including, but not limited to, the traffic

calming matrix in the Circulation Element (Table 4.7.1); potential funding sources; existing City standards related to streets; street maintenance responsibilities, procedures, and concerns; and best practices related to pedestrian safety and placemaking.

Data review and analysis shall result in an understanding of *users* (e.g., characteristics of pedestrians, especially vulnerable populations such as Environmental Justice communities, seniors, mobility-impaired, and children), *context* (e.g., major pedestrian destinations/corridors and their environs), and *needs* (e.g., areas where more pedestrian activity should be encouraged, known deficiencies in infrastructure such as missing sidewalks, lack of traffic calming, and dangerous pedestrian crossings). In order to prepare for Task 2c (Goal Setting), the Consultant shall categorize data to understand crash hotspots (to be defined by both number of crashes and severity of crashes), high-traffic corridors, distribution of low-income, minority, and senior populations, and other relevant metrics that will inform the identification of priority corridors.

Deliverables: Technical Memorandum 1 that summarizes Data Collection, Review, and Analysis that includes narrative text, mapping, and other graphics to describe relevant existing conditions and initial findings of data analysis

c) Goal Setting (Months 8 - 9)

Goal Setting shall consist of the development of methodologies for both corridor selection and the walkability workshops.

With input from the City project manager and the TAC, the Consultant shall develop a methodology, such as a scoring of weighted selection criteria, informed by findings of data collection and review, to identify priority corridors. Anticipated criteria to identify priority corridors that demonstrate need for a PEP shall include crash data, Environmental Justice population, vulnerable populations (e.g., the mobility-impaired, children, seniors), destinations, lack of amenities, and gaps in infrastructure (e.g., lack of traffic calming). The Consultant shall apply this methodology to identify one corridor in each of Jersey City's six wards for detailed study. While the length of each corridor will vary, it is anticipated that corridors will be approximately ½ mile long or a distance equivalent to a walking audit no more than one hour in duration. To ensure that priority corridors are logical and appropriate for walkability workshops, the Consultant shall make field visits and collect more localized data, including, but not limited to, pedestrian counts, parking surveys, and inventories of street furniture/amenities. The Consultant may consult with those who know the corridor best, such as community groups, Special Improvement District managers, or elected officials, when this preliminary selection is made.

The Consultant shall also develop a methodology for corridor analysis, including goals and objectives for the walkability workshops, as well as the workshop format and templates for materials for distribution at the workshops. Workshop goals and objectives should reflect the stated goals and objectives of this study, including the improvement of safety and aesthetics and placemaking in the pedestrian realm in a manner that is context-sensitive and that prioritizes the pedestrian experience.

The anticipated format for the walkability workshop shall consist of a presentation, walking audit, brainstorming/break-out session, and report. A framework for workshop presentations shall be developed that includes information and strategies to enhance safety *and* placemaking. City streets are a major component of the City's open space. Benefits of safe and attractive streets include economic activity and community building. The post-walking audit break-out session should allow ample time to discuss both goals.

During this phase of work, a public meeting shall be held during Month 9 (March 2017) in order to solicit public input on the priority corridors and the preliminary goals and objectives, as well as to introduce the public to the concept, purpose, and format of the walkability workshops.

Deliverables: Technical Memorandum 2 that summarizes methodology for priority corridor identification, goals and objectives of walkability workshops, and format for walkability workshops with presentation framework and material templates. Summary of Public Meeting 1 and public comments.

Task 3: Walkability Workshops (Months 10 – 13)

The centerpiece of this task will be the execution of one walkability workshop in each of the City's six wards during the Spring 2017 to identify deficiencies and potential improvements along priority corridors.

Based on the outcomes of Task 2, the Consultant, with input from the TAC, shall finalize selection of priority corridors for walkability workshops. Workshops shall be scheduled with sufficient notice to participants and held in locations accessible by public transportation within walking distance of the priority corridor. The City project manager will handle securing workshop locations. Residents, stakeholders, decision makers, elected officials, TAC members, and City staff will be invited to participate in walkability workshops, and the City project manager will prepare invitations.

The Consultant shall determine the exact methodology, but it is anticipated that walking audits will include a presentation by the Consultant to describe the goals for the workshop, the importance of walkable neighborhoods and pedestrian

safety, and instructions for the walking audit (e.g., what to look out for, potential recommendations/improvements). Presentation materials shall include examples of best practices and strategies, including, but not limited to, the appropriate traffic calming techniques listed in Table 4.7.1 of the Circulation Element, to achieve project goals. The agenda shall also include a walking audit where participants walk a pre-determined route to identify problems, concerns, and potential improvements. Following the walking audit, participants shall have the opportunity to discuss observations and brainstorm recommendations in a manner that is interactive and hands-on. The Consultant shall expand on the framework developed during Task 2C and prepare presentations customized for each workshop. The Consultant shall also customize the templates for workshop materials (e.g., maps, handouts) developed during Task 2C for each workshop. The Consultant shall record observations made during the walking audit and the discussion during the brainstorming session. The format and content of walkability workshops may be tailored for each ward, if necessary. For example, it is anticipated that most walkability workshops will take place during the day, but the Consultant should be prepared to lead evening workshops, if that is a community concern.

Deliverables: The Consultant shall prepare all workshop materials. The Consultant shall prepare a replicable methodology for walkability workshops to serve as a guide so that the City can conduct future walking audits. The Consultant shall prepare summaries of all walkability workshops, with a focus on the identified concerns and potential recommendations that will be incorporated into workshop reports.

Task 4: Recommendations and Implementation (Months 13 - 15)

Based on the findings of the walkability workshops, recommendations to improve safety and aesthetics/placemaking that are tailored to each corridor will be developed. Recommendations should include physical improvements (e.g., gaps in the sidewalk network, bump outs, crosswalks, new/reprogrammed signals etc.) but may also address procedures and/or policy. Recommendations shall reference and incorporate the menu of traffic calming options listed in the Circulation Element of the Master Plan. Furthermore, to the greatest extent possible, physical improvements should be compatible with potential funding sources, including the Local Safety Program. This task will include development of an implementation strategy that includes an order of magnitude cost estimate, timeframe, potential implementing agency (or agencies), and potential funding sources that is cognizant of requirements of different potential funding sources (e.g., City capital funds use provides flexibility, while federal funds require a more narrow use of crash data.) Recommendations shall relate to the goals and objectives of the walkability workshops and articulate how improvements will benefit neighborhoods and/or populations, including Environmental Justice communities.

The Consultant shall prepare a report that summarizes the events of each walkability workshop, as well as the outcomes of the workshop, including

recommendations with a proposed implementation strategy. Reports should be reader-friendly and include narrative text, photos, and graphic, including maps and illustrations. Participants of the walkability workshops shall get a chance to preview of these draft reports and provide feedback before the second public meeting where recommendations will be presented.

Study recommendations for each priority corridor should include specific and feasible concepts for specific locations to advance to implementation; these recommendations should be described as conceptual and *not* engineering-level drawings.

In addition to recommendations resulting from each walkability workshop, the Consultant shall identify common themes amongst the recommendations and opportunities to group projects/improvements and/or broader policy recommendations (e.g., strengthening of City's Complete Streets policy, adoption of citywide design standards such as ergonomic sidewalks).

The Consultant shall present the recommendations and implementation strategy at a public meeting held during Month 15 (September 2017). The Consultant shall also present summaries of the walkability workshops. The second public meeting will be followed by a two-week public comment period.

Deliverables: The Consultant shall prepare an individual report for each walkability workshop, including a summary of the workshop events, outcomes, recommendations, and an implementation strategy. These reports should include concept-level illustrations of location-specific recommendations, where applicable. The Consultant shall submit digital copies of all workshop reports in editable format, and will incorporate project manager, NJTPA and TAC comments, as appropriate. The Consultant shall prepare Technical Memorandum 3 that summarizes overarching recommendations related to both physical improvements and policy. Summary of Public Meeting 2 and public comments.

Task 5: Final Report (Months 16 - 18)

The Consultant will prepare a draft final report which will be comprised of the following sections: an Abstract, Executive Summary, Introduction, Methodology, Findings, Recommendations and an Implementation Plan which shall include an implementation matrix and reference both overarching actions or strategies and specific recommendations of each workshop. The draft final document will be based on the products of the previous tasks, and individual reports for the walkability workshops shall be included in the final report appendices. The implementation section will identify existing local, state, and federal transportation funding resources available to advance recommendations within the report.

The Consultant shall revise the draft final report per comments from the public, TAC, stakeholders, NJTPA staff, and the City project manager in order to produce the final report.

In addition to providing electronic and CD copies of the final report to municipal officials, the final report will be distributed to the City Council, members of the TAC, and stakeholders. The report will also be made available to members of the public via electronic download from the City website.

Deliverables:

Draft Final and Final Report: The Consultant will prepare a draft final report to be reviewed by the City project manager, NJTPA, TAC, and other stakeholders. The Consultant will then revise the draft final report and prepare a final report. The Consultant will deliver 10 hard copies and a digital copy of the final report.

PowerPoint Presentation: The City project manager will prepare a PowerPoint presentation that includes graphic oriented slides and accompanying presentation notes or script. The presentation follows the same format as the Executive Summary, with images crisp in appearance.

Posters: The Consultant shall prepare six 36" x 48" posters than summarize each of the six walkability workshops. Posters shall be mounted on foam core board and contain text, images, and graphics to convey workshop findings and recommendations. The City intends to use these posters after study completion to educate the public and to advocate for the implementation of recommendations.

Study Materials: The Consultant will provide digital copies of all presentation materials developed during the project; the final report will follow NJTPA reporting guidelines. All data, including images, raw data from surveys, derived GIS layers, will be provided to the City of Jersey City. All Consultant GIS products will follow the procedures described in the NJTPA's EGIS User Manual, specifically Appendix U3 – EGIS Quality Assurance Program.

PRIME data entry: It is anticipated that the NJTPA Planning Recommendations Integration Management Engine (PRIME) will be available for data entry during the course of this study. All identified needs and recommendations generated by the study should be entered into PRIME by the Consultant at the completion of the final report. Further information will be provided on how to enter data as PRIME is developed.

C. Environmental Justice

Jersey City's diverse population includes Environmental Justice populations, including low-income households and minorities. Consideration of Environmental Justice communities will be one of the selection criteria used to identify priority corridors for walkability workshops. As Environmental Justice communities are quite extensive in Jersey City, recommendations will include

descriptions of the impacts of improvements on these traditionally-underserved communities.

D. Project Partnerships

Project partnerships will primarily be facilitated by engagement with the Technical Advisory Committee. TAC member agencies that will bring technical expertise include the Division of City Planning, the Department of Business Administration (which includes the Division of Architecture, Engineering, and Traffic), the Department of Public Works, Jersey City Police Department, NJTPA, NJDOT, NJ Transit, Hudson County Planning, and Hudson County Engineering. The TAC will also be a resource for community outreach and TAC members that may be able to assist with this include Division of Senior Affairs, Jersey City Board of Education, Mayor's Office, City Council, Residents Response Center, Jersey City Housing Authority, and Hudson TMA. The Pedestrian Enhancement Plan will focus on existing City-owned corridors and streets. This study will not focus on County or state roads, since the City does not have jurisdiction over those facilities.

III. Related Prior Work and Future Work

This study will build on the Circulation Element of the Jersey City Master Plan (completed during the FY 2008-2009 Subregional Studies Program), which includes a traffic calming decision matrix and a general implementation strategy, by providing more specificity to those recommendations. Throughout the years, the City, by partnering with organizations such as the NJTPA and Rutgers University, has completed various walking audits, including Walkable Community Workshops and Road Safety Audits, which have generated recommendations that could inform this study. It is anticipated that one potential funding source for implementation of the Pedestrian Enhancement Plan's recommendations will be the NJTPA Local Safety Program, to which the City has made several successful applications over the years. This study will identify additional potential funding sources for implementation of recommendations.

IV. Attachments

- Commitment Letter from Mayor Fulop
- Project Schedule
- Budget Plan
The City's local match of \$36,000 will be a cash allocation for payment of a Consultant.
- Staffing Plan
Hours of subregional staff are shown to demonstrate commitment to project management but are not part of the City's local match.
- Subregional Project Manager Statement of Qualifications
- Letters of Support from the City of Jersey City Division of Architecture, Engineering and Traffic and the Jersey City Police Department

Subregional Project Manager Statement of Qualifications

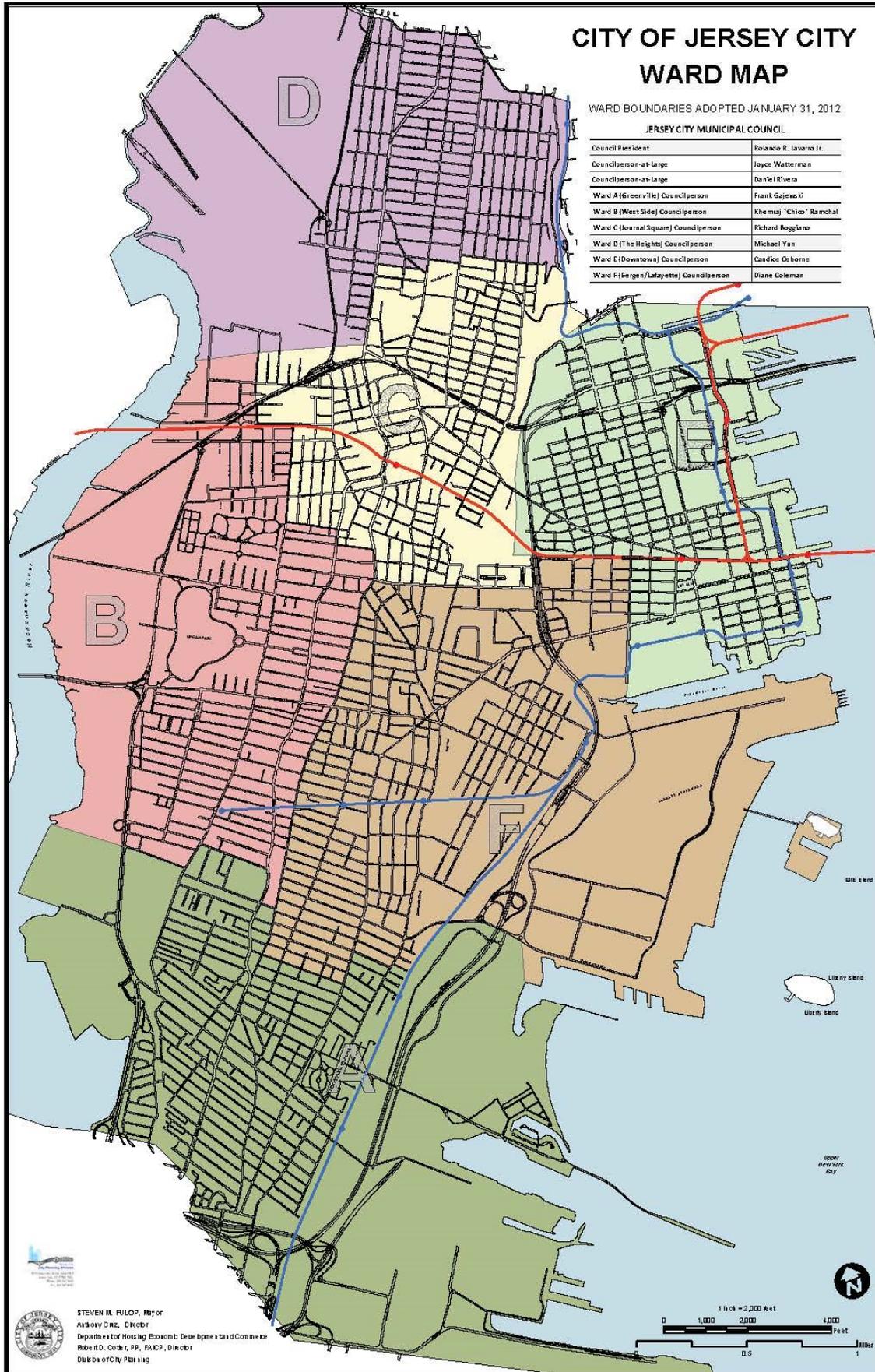
Naomi Hsu is a Senior Planner with the City of Jersey City Division of City Planning. She is a Professional Planner licensed by the State of NJ and a certified planner by the American Institute of Certified Planners. She has served as project manager for several successfully-completed Subregional Studies, including, most recently, the *Liberty State Park Circulator Cost-Benefit Analysis* and the *Morris Canal Greenway Plan*, which were both funded during the FY 2012-2013 cycle. She was also involved in the project management of the *Circulation Element of the Master Plan* (SSP FY 2008-2009) and *Regional Waterfront Access and Downtown Circulation Study* (SSP FY 2006-2007). Naomi was the project manager for the City's Together North Jersey Local Government Capacity Grant, *Visualizations of Adaptation Scenarios and Next Steps White Paper*, completed in 2014. She manages the City's Subregional Transportation Planning program and is the City's representative on the Regional Transportation Advisory Committee.

CITY OF JERSEY CITY WARD MAP

WARD BOUNDARIES ADOPTED JANUARY 31, 2012

JERSEY CITY MUNICIPAL COUNCIL

Council President	Rolando R. Lavarro Jr.
Councilperson-at-large	Joyce Watterman
Councilperson-at-large	Daniel Rivera
Ward A (GreenVile) Councilperson	Frank Gajewski
Ward B (West Side) Councilperson	Khemal "Chia" Ramchal
Ward C (Journal Square) Councilperson	Richard Beggiano
Ward D (The Heights) Councilperson	Michael Yun
Ward E (Downtown) Councilperson	Candice Osborne
Ward F (Berger/Lafayette) Councilperson	Diane Coleman



**FY 2017 - FY 2018 SUBREGIONAL STUDY PROGRAM
CITY OF JERSEY CITY
PEDESTRIAN ENHANCEMENT PLAN
BUDGET PLAN**

		PROPOSED BUDGET	FEDERAL SHARE	LOCAL MATCH
PART I: DIRECT COSTS - PERSONNEL SERVICES				
1. SALARIES		\$ -		
2. FRINGE BENEFITS	0%	\$ -		
3. LEAVE ADDITIVE	0%	\$ -		
SUBTOTAL		\$ -	0%	100%
PART II: DIRECT NON-LABOR COSTS				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ -		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
7. OTHER (SPECIFY)		\$ -		
SUBTOTAL		\$ -	0%	100%
PART III: INDIRECT COSTS				
INDIRECT COST ALLOCATION	55%	\$ -		
SUBTOTAL		\$ -	100%	0%
PART IV: CONSULTANT COSTS				
CONSULTANT		\$ 180,000.00		
SUBTOTAL		\$ 180,000.00	100%	0%
TOTAL PROGRAM BUDGET		\$ 180,000.00	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2017-FY 2018 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III & IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$ 144,000.00	Local Match:	\$ 36,000.00	Total:	\$ 180,000.00
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**FY 2017 – FY 2018 SUBREGIONAL STUDIES PROGRAM
CITY OF JERSEY CITY
PEDESTRIAN ENHANCEMENT PLAN
STAFFING PLAN**

Project Task Budget

Task	In-house Subregional Staff Activities					Consultant Support Activities	Total Project	
	Subregional Staff Hours	Direct Labor Costs	Direct Non-Labor Costs	Indirect Costs	Costs	Consultant Costs	Total Costs	% of Total Budget
Task 1 - Project Management	160	\$ -	\$ -	\$ -	\$ -	\$ 18,000.00	\$ 18,000.00	10%
Task 2A - Outreach and Partnerships	160	\$ -	\$ -	\$ -	\$ -	\$ 27,000.00	\$ 27,000.00	15%
Task 2B - Data Collection and Review	80	\$ -	\$ -	\$ -	\$ -	\$ 18,000.00	\$ 18,000.00	10%
Task 2C - Goal Setting	80	\$ -	\$ -	\$ -	\$ -	\$ 18,000.00	\$ 18,000.00	10%
Task 3 - Walkability Workshops	160	\$ -	\$ -	\$ -	\$ -	\$ 54,000.00	\$ 54,000.00	30%
Task 4 - Recommendations and Implementation	80	\$ -	\$ -	\$ -	\$ -	\$ 27,000.00	\$ 27,000.00	15%
Task 5 - Final Report and Final Deliverables	80	\$ -	\$ -	\$ -	\$ -	\$ 18,000.00	\$ 18,000.00	10%
TOTAL	800	\$ -	\$ -	\$ -	\$ -	\$ 180,000.00	\$ 180,000.00	100%

Subregional Staff Plan

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

FY 2017 – FY 2018 SUBREGIONAL STUDY
PASSAIC COUNTY GREEN INFRASTRUCTURE PLAN
PASSAIC COUNTY

Proposal Sponsor: County of Passaic

Partner Counties or Municipalities: All Passaic County municipalities

Title of Proposed Study: Passaic County Green Infrastructure Plan

Estimated Budget Requested (\$ Federal/ \$ Local): \$300,000.00 (\$240,000.00/\$60,000.00)

Anticipated Study Duration: 18months overall / One year from consultant selection

I. Project Management

- A. Subregional Project Manager Jason Simmons, Senior Planner
- B. Identification of agencies and municipalities from which letters of support and active participation are required:
 - a. Rutgers New Jersey Cooperative Extension
 - b. New Jersey Highlands Council
 - c. City of Paterson
 - d. Woodland Park Borough
 - e. Pompton Lakes Borough
 - f. Totowa Borough
 - g. Passaic Valley Sewerage Authority

II. Study Scope of Work

A. Overview

- 1. Regional Need: The Passaic County Green Infrastructure Study would have an impact to the region by providing the analysis needed to implement green infrastructure and low impact design improvements through County development review and capital improvements as well as a resource to local municipalities. The goals of the study related to the NJTPA Regional Transportation Plan (RTP) in that reducing and/or mitigating the impacts of stormwater events would help maintain a safe and reliable transportation system that is often inundated by routine storm events along with major events such as Hurricane Irene and Superstorm Sandy. The plan would also work towards coordinating transportation and land use systems through the County's capital improvements and development review process. The study also addresses the goals of MAP-21 and the Regional Plan for Sustainable Development (RPSD) in that it will improve system reliability that is impacted by storm events, directly improve environmental sustainability through storm water quality and

quantity improvements, and add resiliency that will promote more investment throughout the County.

2. **Subregional Need:** The recent extreme weather events have brought a higher emphasis to the issue of flooding to various communities that have historically been impacted by storm events in the past. The impacts of flooding in Passaic County have also led to several municipalities becoming part of the FEMA National Flood Insurance Program. These municipalities will be able to garner incentives through the Community Rating System by adopting green infrastructure standards and best management practices developed in the study. This effort would reinforce the value added approach to planning in Passaic County. The changing nature and technical standards that relate to stormwater management have created a need to update the Passaic County site plan and subdivision regulations. Many of the current municipal stormwater master plans do not reflect the stormwater impacts of the most recent events and need to reflect NJDEP Green Infrastructure practices. Green infrastructure practices will need to be included in this update before new regulations can be completed and adopted in order to manage flooding through both land use and transportation infrastructure.
3. **Study Goals and Objectives:** The objective of the Passaic County Green Infrastructure Plan has three goals: to provide the tools necessary to design, budget and implement green infrastructure improvements through the County's development review process, to identify capital improvement projects, and to provide a resource for municipalities. One objective will be to develop several best management practices and green infrastructure engineering details that can be used as the County updates the site plan and subdivision standards ultimately adopted by the Passaic County Board of Chosen Freeholders. The standards will require applicants to select design recommendations or best management techniques in meeting the goal of creating more resilient communities and to document these outcomes. The Green Streets element of the study will outline several typical cross-sections and details that can be implemented along County and municipal roadways as part of capital improvement projects. The Green Streets guidance will focus on communities impacted by repetitive flooding; watershed areas that prioritize water quality and recharge, as well as combined sewer overflow areas. Lastly, the study will provide guidance and research that will aid in cost benefit analysis needed when designing any green infrastructure project including the design, construction and maintenance of projects. The guidance should also include model documents that can be shared with municipal partners.

- B. **Methodology:** The methodology for the study will start by meeting with a stakeholder group comprised of the local municipal, agency and non-profit partners to gain a better understanding of the impacts of flooding and how green infrastructure techniques can be used to mitigate stormwater impacts. This outreach, along with studies and research that have already been

completed, will draw from best management practices and design elements that would apply to impacted communities. A number of typical details will be developed in order to be easily adapted during the development process as part of the County's updated site plan and subdivision review standards. The research will be used to develop the model documents and ordinances that can be adopted at the municipal level as part of implementation. The typical cross sections will also be developed using the research and outreach in order to effectively impact the three types of communities (repetitive flood, watershed and combined sewer overflow). The typical cross-sections and details will follow both the format and layout of the County's Complete Streets Guidelines to add consistency in County processes and to highlight design priorities of each cross-section. The cross-sections can be adapted from other examples that have specific applicability to effected municipalities and clear opportunities on County roadways. Specific coordination will be done with municipal partners affected by stormwater issues to identify participants in Environmental Justice communities. This feedback will help outline priorities under the Needs Assessment (Task 2) in these traditionally under represented communities. The municipal agencies have played the lead role in addressing the impacts of repetitive flooding and major storm events and will be the most efficient resource to communicate with environmental justice communities.

Task 1: Project Management

Description: Project management will occur throughout the project timeline. Passaic County staff will be responsible for all quarterly reporting, consultant management, and fiscal management. The consultant will be required to submit monthly billing with all the requisite supporting documentation outlined by the NJTPA before being reimbursed for any work. Consultants teams should consider the administrative costs of meeting all reporting requirements. Technical Advisory Committee (TAC) meetings will be scheduled for the project kickoff (shortly after consultant selection), at the conclusion of data collection and public outreach, and before draft recommendations are released to the public. Conference calls or in-person meetings will occur throughout the project, including a project kick-off meeting and biweekly calls with the consultant team, the County Project Manager and the NJTPA Project Manager. Three TAC meetings are anticipated.

Municipal partners will play a key role in reaching out to individuals interested in participating within the areas highlighted by the data. The municipal partners may also have contact information for individuals in these areas that have already been part of the dialogue to address flowing and repetitive loss due to flooding. Materials will be provided in alternative languages as identified by census data and local coordination.

Deliverables: Quarterly progress reports to NJTPA including consultant billing and progress reports and any clarification/modification to the scope of work,

schedule or project methodology. Biweekly conference calls, project kick-off meeting, three (3) TAC meetings, and up to five (5) interagency meetings.

Task 2: Public Outreach and Interagency Coordination/Needs Assessment

Description: Gaining a clear understanding of how green infrastructure and low impact design techniques can address local problems will be an integral part of **researching best management practices, developing detailed guidelines and Low Impact Development (LID) regulations as well as Green Streets guidelines.**

a) Host Stakeholder Meetings and Public Forums

Description: Developing an active stakeholder group will be an important step in fully understanding what issues are to be addressed with LID strategies and what is already in place to address these issues. In accordance with federal requirements, attention will be given to notifying Environmental Justice populations (low income populations and minority populations) and Limited-English-Proficiency persons of the meetings and reducing barriers to meaningful participation. The consultant team along with County will facilitate at least two public meetings, three focus groups and five interviews in various portions of the County impacted by conditions that could be mitigated through LID regulations and guidelines. This will serve as guidance for task 2B to research common practices and existing information as well as a reference for future design considerations. The public meetings will inform the public about the effort in general and gather their input on issues and techniques. The focus groups will allow for more detailed input into strategies in the different areas. The additional interviews will be used as needed to fill in information gaps or to conduct outreach to additional groups not included in the other outreach mechanisms.

Deliverables: The consultant team will prepare a summary document of the major issues, local approaches and concerns regarding stormwater impacts, combined sewer overflows, major storm mitigation and any other concerns that can be mitigated through LID techniques. A website will be developed in concert with the County in order to solicit additional feedback and track outcomes.

b) Research Existing Plans and Policies

Description: The consultant team will research all pertinent studies that have been completed by partner agencies and/or outside agencies that are using green infrastructure or LID strategies, including the TNJ Local Government Capacity Grant: Newark Greenstreets Initiative. Any specific documents from state and federal agencies will be especially helpful to ensure any local approach conform to regulatory agencies for

implementation. This review will also include literature review to identify any useful best management practices at all levels of government. The documents should address issues that arise from the stakeholder meetings and would be easily integrated into the LID Development Guidelines or Green Streets Guidelines.

Deliverables: A reference document of all pertinent resources with concise description and matrix that will help guide users to the applicability of each document. A digital copy of each document will also be part of the deliverable package.

c) Summarize Low Impact Design Goals

Description: This task will serve as the guiding document for developing the LID Regulations and the Green Streets Guidelines. The LID goals will be based on the outstanding issues and best management practices highlighted in Task 2A as well as the existing technical guidance and national trends in applying LID outlined in Task 2B.

Deliverables: The consultant will create a summary document outlining the major LID design goals along with the local issues that they address and key implementation agencies and best management practices key to reaching each goal.

Task 3: Develop Green Infrastructure / Low Impact Design Resource Document

a) Review County Site Plan and Subdivision Regulations

Description: Passaic County staff will lead the effort to review the County's current Site Plan and Subdivision regulations for technical specifications and design standards that do not meet the Low Impact Design Goals developed by the project team. The modifications will focus on elements of a site plan that should be routinely addressed for stormwater management and enforced on every application as well as County projects. County staff will develop a draft resolution to be reviewed by the Passaic County Planning Board and recommended for adoption by the Passaic County Board of Chosen Freeholders.

Deliverables: A Technical memorandum detailing the changes needed in the Site Plan and Subdivision Resolutions, with specific emphasis on Design Standards that do not meet the Low Impact Design Goals. A draft resolution provided by County staff.

b) Develop Stormwater Management Resource Document for Development Review

Description: The Green Infrastructure /LID Resource Document will be developed by the consultant as a tool to provide more detailed information on the best management practices outlined in the Low Impact Design Goals (Task 1C).

The document will focus; updated specifications and technical information to be included in the County's Site Plan and Subdivision regulations. Some additional detailed guidance on stormwater management techniques to be applied by applicants in the Development Review process as well as County staff during design and implementation of capital projects may be needed for certain strategies.

The review of the County's regulations completed in Task 3A will identify areas of the Site Plan and Subdivision regulations that need to address recurring issues highlighted in the Low Impact Design Goals.

The stormwater management techniques resource document will be structured to match the Low Impact Design Goals document. Any technical details, specifications and examples of how to apply the techniques can be included from the research completed in Task 1B. Each technique will provide a summary of the application and benefits, relative cost, relative impact, timing, and details and/or specifications that will be used as the basis for the guidelines developed in Task 4.

Deliverables: The consultant will prepare a two part resource document with the specifications and details that apply to County Design Standards highlighted in Task 3A as well as technical guidance on stormwater management techniques that will provide a robust set of options for applicants to address stormwater management in the development review process. The techniques will be utilized by County staff on various capital improvement, open space and other implementation projects.

c) Draft Model Documents

Description: A set of model documents will provide tools to local governments and other stakeholders on how to include Green Infrastructure and LID techniques in their own guidance and regulatory processes. The documents can be drawn from the research completed in Task 1 or created to apply to any specific needs highlighted through the stakeholder outreach. There will be specific reference on how these techniques apply to Municipal Stormwater Management Plans and the local goals outlined in the Low Impact Design Goals.

Deliverables: The consultant will prepare sample resolutions and policy documents that can be modified and adopted by local governments to

apply stormwater management techniques. They will be provided in editable formats and included in the resource document.

d) Evaluate impact to Environmental Justice populations

Description: The consultant team will identify Environmental Justice populations (low income populations and minority populations) and Limited-English-Proficiency persons using Census data throughout the county. They will also identify Environmental Justice populations in areas impacted by characteristics identified in Task 5: repetitive flooding, watershed areas that prioritize recharge, and combined sewer overflow communities. Municipal partners will play a key role in reaching out to individuals interested in participating within the areas highlighted by the data. The municipal partners may also have contact information for individuals in these areas that have already been part of the dialogue to address flooding and repetitive loss due to flooding. Materials will be provided in alternative languages as identified by census data and local coordination.

Deliverable: Technical memo describing the methodology used to identify Environmental Justice populations, the mapped locations and characteristics of these populations, and the nature of the impacts identified through the public outreach process.

Task 4: Draft Low Impact Development Regulations and Guidelines

Description: The consultant will lead the effort in developing a set of guidelines that will outline how the Green Infrastructure / LID Resource Document will be used in all County processes. The guidelines will also provide the mechanism for applicants to pick and choose mitigation techniques provided in the Green Infrastructure / LID Resource Document during the development review process. A simple to use matrix will provide a summary of the technique and benefits, relative cost, relative impact, photos, timing, and a reference to detailed guidance available in the Green Infrastructure / Low Impact Resource Document. The guidelines will include a method for documenting and tracking outcomes in the future.

Deliverables: The consultant will provide a guidance document that includes a matrix of stormwater management techniques that will be provided to applicants during the development review process to select techniques that will apply to their individual site. The format will be easy to decipher and duplicate on the County website.

Task 5: Develop Green Streets Guidelines

Description: The Green Streets Guidelines will mimic the format and function of the County's Complete Streets Guidelines in that they will

provide typical cross-sections and preferred design alternatives for green infrastructure and LID techniques during the design and implementation of roadway reconstruction and all other County capital improvement projects. The Green Streets cross-sections will focus on communities impacted by repetitive flooding; watershed areas that prioritize water quality and recharge, as well as combined sewer overflow communities. The research documents collected in Task 2 as well as the Resource Document developed in Task 3 will be used to provide examples of other Green Streets design guidelines and details that reference the Low Impact Design Goals. Each cross-section will be accompanied by goals and design preferences for each section and any specific goals / techniques that further the goals of that community. The design preferences will support mitigation of the design flood event and capacity/dimensions of the roadway infrastructure.

Deliverables: Green Streets guidelines which illustrate typical cross-sections for the three types of communities reference above. Each of the three cross-sections will be accompanied by preferred alternatives and specific guidance on how these improvements should be applied in Passaic County for a range of stormwater and roadway conditions.

Task 6: Final Report

Description: A Final Report that will function as a Green Infrastructure Implementation Element of the County master Plan. The report will function as a summary document for each of the tasks covered in this scope of work. The Low Impact Design Goals will function as an overarching document and will guide users through the documents that have been produced through this effort. An implementation chapter will address next steps and priority implementation projects and strategies for the County. The report will summarize each of the sections and identify next steps and priority implementation projects as well as funding avenues.

Deliverables: Final Report that will be introduced to the Passaic County Planning Board in a hard copy and digital format as a draft Element of the Passaic County Master Plan. Copies for distribution to the planning board and to fulfill notice requirements will be accounted for through direct cost budget line items. The document will also be introduced to the Passaic County Board of Chosen Freeholders as an implementation plan and to memorialize all the supporting documents as County policies.

Final Report: The Final Report will be comprised of the following sections: an Abstract, Executive Summary, Introduction, Methodology, Findings, Recommendations and an Implementation Plan, which shall include an

implementation matrix. Appendices shall include products and technical memos from previous tasks, as appropriate.

PowerPoint Presentation: PowerPoint presentation must include graphic oriented slides and accompanying presentation notes or script. The presentation follows the same format as the Executive Summary, with images crisp in appearance.

Study Materials: The consultant will provide digital copies of all presentation materials developed during the project; the final report will follow the NJTPA Subregional Studies Program Project Requirements. All data, including images, raw data from surveys, derived GIS layers, will be provided to the subregion. All consultant GIS products will follow the procedures described in the NJTPA's EGIS User Manual, specifically Appendix U3 – EGIS Quality Assurance Program. This manual can be found on the NJTPA website.

PRIME data entry: It is anticipated that the NJTPA Planning Recommendations Integration Management Engine (PRIME) will be available for data entry during the course of this study. All identified needs and recommendations generated by the study should be entered into PRIME by the consultant at the completion of the final report. Further information will be provided on how to enter data as PRIME is developed.

C. **Environmental Justice:** The consultant team will identify Environmental Justice populations (low income populations and minority populations) and Limited-English-Proficiency persons using Census data. They will also identify Environmental Justice populations in areas impacted by characteristics identified in Task 5: repetitive flooding, watershed areas that prioritize recharge, and combined sewer overflow communities. Municipal partners will play a key role in reaching out to individuals interested in participating within the areas highlighted by the data. The municipal partners may also have contact information for individuals in these areas that have already been part of the dialogue to address flooding and repetitive loss due to flooding. Materials will be provided in alternative languages as identified by census data and local coordination. The final report, recommendations and Green Streets Guidelines will address the concerns that specifically impact these communities as identified in the Needs Assessment. In many cases the impacts to these communities are similar to the other areas impacted by stormwater events. The study methodology seeks to identify a system wide approach to mitigating stormwater impacts that will benefit all, including environmental justice communities.

D. **Project Partnerships:** A number of Passaic County municipalities are actively engaged in stormwater mitigation and would be natural partners in this effort. These include but are not limited to Paterson, Pompton Lakes, Woodland Park, Totowa, and Passaic. This also extends to the Passaic Valley Sewerage Commission which is already partnering with the County to develop new approaches to managing storm events and mitigate the impacts to their sewer

processing plant and communities they serve during these events. The ongoing work with the Rutgers Cooperative Extension has been very useful as Passaic County staff has provided guidance on green infrastructure and during the design of projects such as the Court House Plaza. Their real world experience in implementing green infrastructure will be invaluable when developing the best management practices and costs benefit analysis sections.

III. Related Prior Work and Future Work

Related Prior Work and Future Work: The Transportation Element of the Passaic County Master Plan funded through a previous NJTPA SSP highlighted the impact of flooding on transportation infrastructure that led to a vulnerability assessment of transportation infrastructure in the Passaic River Basin slated to be completed in the Unified Planning Work Program as a corridor study. The Passaic County Comprehensive Economic Development Strategy focuses on business continuity as it relates to storm events as it has had a major impact to business development and the workforce in general. The draft plan recommends system-wide resiliency that would be furthered by this study.

Contact Information:

Subregional Project Manager Name: Jason Simmons
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Fax: 973.812.3450
E-mail: jsimmons@passaccountynj.org

Subregional Chief Financial Officer Name: Richard Cahill
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E-mail: RCahill@passaiccountynj.org

**FY 2017 -FY 2018 SUBREGIONAL STUDIES PROGRAM
COUNTY OF PASSAIC
PASSAIC COUNTY GREEN INFRASTRUCTURE PLAN
BUDGET PLAN**

		PROPOSED BUDGET	FEDERAL SHARE	LOCAL MATCH
PART I: DIRECT COSTS - PERSONNEL SERVICES				
1. SALARIES		\$ 29,552.17		
2. FRINGE BENEFITS	53.720%	\$ 15,875.43		
3. LEAVE ADDITIVE	0.000%	\$ -		
SUBTOTAL		\$ 45,427.59	0%	100%
PART II DIRECT NON-LABOR COSTS				
1. SUPPLIES		\$ -		
2. TRAVEL		\$ -		
3. PRINTING & REPRODUCTION		\$ 2,985.00		
4. TELEPHONE		\$ -		
5. POSTAGE		\$ -		
6. CONFERENCE/TRAINING		\$ -		
7. OTHER (SPECIFY)		\$ -		
SUBTOTAL		\$ 2,985.00	0%	100%
PART III: INDIRECT COSTS				
INDIRECT COST ALLOCATION	39.210%	\$ 11,587.41		
SUBTOTAL		\$ 11,587.41	100%	0%
PART IV: CONSULTANT COSTS				
CONSULTANT		\$ 240,000.00		
SUBTOTAL		\$ 240,000.00	100%	0%
TOTAL PROGRAM BUDGET		\$ 300,000.00	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2017-FY 2018 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III & IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$	240,000.00	Local Match:	\$	60,000.00	Total:	\$	300,000.00
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**FY 2017 – FY 2018 SUBREGIONAL STUDIES PROGRAM
COUNTY OF PASSAIC
PASSAIC COUNTY GREEN INFRASTRUCTURE PLAN
STAFFING PLAN**

Project Task Budget

Task	In-house Subregional Staff Activities					Consultant Support Activities	Total Project	
	Subregional Staff Hours	Direct Labor Costs	Direct Non-Labor Costs	Indirect Costs	Costs	Consultant Costs	Total Costs	% of Total Budget
Task 1 - Project Management	90	\$ 4,839.87	\$ -	\$ 1,234.52	\$ 6,074.39	\$0	\$ 6,074.39	2%
Task 2 - Public Outreach and Interagency Coordination	220	\$ 10,981.81	\$ -	\$ 2,801.17	\$ 13,782.98	\$10,000	\$ 23,782.98	8%
Task 3 - Develop Green Infrastructure/LI Design Document	162	\$ 8,117.31	\$ -	\$ 2,070.52	\$ 10,187.83	\$85,000	\$ 95,187.83	32%
Task 4 - Draft LI Development Guidelines	140	\$ 6,970.21	\$ -	\$ 1,777.92	\$ 8,748.13	\$60,000	\$ 68,748.13	23%
Task 5 - Develop Green Streets Guidelines	150	\$ 7,676.19	\$ 2,985.00	\$ 1,958.00	\$ 12,619.19	\$60,000	\$ 72,619.19	24%
Task 6 - Final Report	140	\$ 6,842.21	\$ -	\$ 1,745.27	\$ 8,587.48	\$25,000	\$ 33,587.48	11%
TOTAL	902	\$ 45,427.59	\$ 2,985.00	\$ 11,587.41	\$ 60,000.00	\$240,000	\$ 300,000.00	100%

Subregional Staff Plan

Personnel (Name & Title)	Estimated % of Time Needed for Study <i>(based on total work hours for the year)</i>	Total Estimated Hours for Study
Lysicatos, Michael, Senior Planner	11%	200
Jason Simmons, Senior Environmental Planner	22%	395
Nicole Burfiend, GIS Specialist	10%	187
Willis, Helen C, Grant Administrator	3%	50
TOTAL	10%	902

FY 2017 – FY 2018 SUBREGIONAL STUDY
UPDATE TO THE WARREN COUNTY TRANSPORTATION TECHNICAL STUDY
WARREN COUNTY

Proposal Sponsor: Warren County

Title of Proposed Study: Update to the Warren County Transportation Technical Study

**Estimated Budget Requested: \$225,000 Total
\$180,000 Consultant
\$45,000 local in kind match**

Anticipated Study Duration (Overall and Consultant Durations): 18 months

I. Project Management

C. Sub regional Project Manager name and title: Brian Appezzato

D. Identification of agencies and municipalities from which letters of support and active participation are required: Warren County.

II. Study Scope of Work

The Warren County Transportation Plan proposes to undertake a consultant supported study to develop an update to the Transportation Technical Study of the Warren County Strategic Growth Plan element of the Warren County Master Plan, which was adopted by the Warren County Planning Board in 2005. The study area for the project will be Warren County, with a focus on updating the data from the previous study and including land use build out forecast to a time horizon of 2045 while incorporating zoning and regulatory changes associated with the Highlands Act. The study will also incorporate the findings and recommendations from various transportation studies that were conducted subsequent to 2005, or conducted prior to 2005 but not incorporated into the 2005 study.

A. OVERVIEW

Addressing a Regional Need

The NJTPA Regional Transportation Plan (RTP), Plan 2040, provides a vision for development of the transportation system through 2040 and serves as a transportation investment guide for the region. The Update to Warren County Transportation Technical Study will be closely aligned to the goals found in the RTP:

- 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.
- Support the coordination of land use with transportation systems.

This study also advances several of the investment principles included in NJTPA's Regional Capital Investment Strategy (RCIS). The RCIS sets goals for levels of investment among broad categories of funding, and is included in the NJTPA's RTP. The Update to Warren County Transportation Technical Study will address several of the following principles from the RCIS:

- **Help Northern New Jersey 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.
- **Make Travel Safer:** Improving safety and security should be explicitly incorporated in the planning, design, and implementation of all investments.
- **Fix It First:** The existing transportation system requires large expenditures for maintenance, preservation, and repair, and its stewardship should be the region's highest priority. Expand Public Transit – Investment to improve the region's extensive transit network should be a high priority, including strategic expansions to serve new markets.
- **Improve Roads but Add Few:** Road investments should focus on making the existing system work better and road expansion should be very limited without compromising the tremendous accessibility provided by the existing highway system.
- **Move Freight More Efficiently:** Investments should be made to improve the efficiency of goods movement because of its importance to the region's economy and quality of life.
- **Manage Incidents and Apply Transportation Technology:** Investments should be made to improve information flow, operational coordination, and other technological advances that can make the transportation system work smarter and more efficiently.
- **Support Walking and Bicycling:** All transportation projects should promote walking and bicycling wherever possible

This study will support connecting people and places with safe and reliable transportation, and address RTP and RCIS goals and policy direction by identifying multimodal county priorities in an open, continuing, comprehensive and cooperative (3C) planning process. This will include identifying transportation needs related to transit oriented development, enhanced options to single occupancy vehicles, and the needs of minority, low income, elderly, and disabled residents and visitors, and freight movement and economic development needs and strategies. It will also identify and update data and analysis to support priority needs and opportunities.

Subregional Need and Study Goals and Objectives

The Warren County Strategic Growth Plan was adopted by the Warren County Planning Board on October 31, 2005 as an element of the Warren County Master Plan. The adopted plan contains a detailed Transportation Technical Study that was completed in 2004. The Transportation Technical Study analyzed the transportation impacts of two development

scenarios based on existing zoning and cluster development. The study provides various land use and transportation recommendations based on the findings of the analysis and public input.

A decade has passed and there is need to refresh the Transportation Technical Study data and ascertain whether there is continuing stakeholder and public support for its assumptions, objectives, and recommendations. The purpose of this study is to update the 2004 Transportation Technical Study by assessing the status of implementation of its recommendations; and by refreshing its Transportation Demand Modeling data and analysis. This will include adjusting land use build out forecasts to a time horizon of 2045, and to incorporate zoning and regulatory changes associated with the Highlands Act; and by incorporating the findings and recommendations from various transportation studies that were conducted subsequent to 2005, or conducted prior to 2005 but not incorporated into the 2005 study.

B. METHODOLOGY

Task 1: Project Management

The county will manage the day to day activities of this study. These activities include the consultant selection process, contract administration 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.

The consultant shall also designate a project manager who will be responsible for managing the day to day activities of the consultant team and will serve as the primary source of contact with the county. The consultant project manager shall establish an effective means of coordinating and reporting its activities with the county throughout the course of the project to ensure an expeditious exchange of information, and shall be responsible for the preparation and submission of progress meeting agendas and minutes, and monthly progress reports, and invoices. Bi-weekly project management calls between the Warren county project manager, the consultant project manager and NJTPA (on an as needed basis) is strongly recommended. A detailed project schedule (Gantt chart) shall be submitted at the kick-off meeting for county review and approval, and reviewed regularly during the course of the project to ensure the timely completion of the project.

Anticipated Deliverable Description: The County will prepare and submit quarterly reports and any other documentation required by the North Jersey Transportation Planning Authority. The consultant project manager shall prepare and submit monthly progress reports and invoices, progress meeting agendas and minutes, and a detailed progress schedule to be maintained on a regular basis. A project kick-off meeting and bi-weekly project management calls between the county and consultant project manager and NJTPA.

Task 2: Needs Assessment

e) Outreach and Partnerships

Input from a broad range of stakeholders, agency personnel and the public will be sought and incorporated at critical junctures in the study. Three meetings at a minimum will be held with a Steering Advisory Committee and three meetings held with the public and municipal officials during the course of the study. It is anticipated that the initial meetings will be held early on to introduce the study and to gather initial feedback; a second round of meetings will be held to discuss initial recommendations; and a final set of meetings to present the completed plan and to hear comments before it is finalized. In addition, up to five additional interagency meetings should be planned for if needed to discuss specific issues with stakeholders, municipalities, or agency staff. A further breakdown on outreach is outlined below.

Steering Advisory Committee (SAC): The County's project manager will organize a stakeholder committee comprised of staff planners and engineers and representatives of the Warren County Planning Board, Warren County Engineering, staff from Hunterdon and Morris Counties, NJ TRANSIT, NJDOT, and NJTPA. The steering committee will meet three times throughout the course of the project. 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 the county/city transportation network, environmental justice 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 projects and strategies.
- Ensure that the final report clearly identifies the implementation priorities along with agencies responsible for each project hand-off.

Public Outreach: The consultant will propose a public and municipal outreach plan. In accordance with federal requirements, attention will be given to outreach to Environmental Justice populations (low income populations and minority populations) and Limited-English-Proficiency persons and in reducing barriers to meaningful participation. The public outreach plan should include in person and on line opportunities for public input, and should consider traditional and non-traditional venues and formats to garner broad input. At minimum, the consultant team will conduct public meetings in two to three locations for a total of seven to nine public meetings. A final meeting to address the draft final report may be county-wide. The consultant team will also create a study website and a means for gathering on-line input

The consultant team will organize and document information and comments received from the public. The consultant will provide presentation materials for the steering committee meetings and public outreach efforts. The consultant shall be provided with a list of municipal attendees

and will prepare and send out all invitations. Lists should also be kept on who attended each meeting.

Municipal and Interagency Outreach: In addition, the consultant should plan on holding up to five additional interagency meetings, at least one of which should be specifically to review draft recommendations with municipal staff and elected officials. Other interagency meetings can be used to address specific issues (such as freight, human services transportation, or walking or biking needs) with specific agency personnel, private sector interests, or stakeholder groups. NJTPA should be invited to participate in inter-agency meetings.

Deliverables:

- Three Steering Committee Meetings, including presentations and handouts.
- Seven to nine public meetings, based on the public involvement plan Up to six additional interagency meetings as needed, one of which should be with municipal staff and officials to review and discuss draft recommendations.

f) Issues and Goals

The consultant will work with Warren County staff, the SAC and the general public to visit, and if necessary, refresh the existing issues and goals that were identified in the 2005 Strategic Growth Plan. The existing goals will be reviewed and modified where needed due to changes in existing planning and zoning law or policy. A technical memo will be provided to the consultant that details the methodology and outcomes.

The 12 Goals from the 2005 Strategic Growth Plan are:

Goal 1 - Preserve and enhance rural character as well as agricultural, natural, environmental, historic and open space resources and provide incentives to achieve this goal.

Goal 2 - Focus growth in existing centers and provide financial incentives to local government, school districts and developers to achieve this goal.

Goal 3 - Protect and enhance water quality and quantity.

Goal 4 - Maintain and improve the existing transportation system to provide safe and efficient mobility and access.

Goal 5 - Provide safe and efficient alternative modes of transportation to reduce auto dependence.

Goal 6 - Improve public infrastructure to support existing centers.

Goal 7 - Encourage desirable development that provides local employment opportunities in existing centers.

Goal 8 - Increase educational and cultural opportunities.

Goal 9 - Promote inter-municipal, county and state cooperation.

Goal 10 - Encourage state legislation to provide localities more control over growth.

Goal 11 - Ensure that benefits and costs of plan implementation are shared equitably among all residents, landowners and businesses in Warren County.

Goals 12 - Provide a mix of housing types.

Deliverables:

- A Technical Memo that details feedback on issues and goals, with updates to the goals as needed.

g) Data Collection

Description: The consultant shall review the 2005 Warren County Smart Growth Plan (2005), the Transportation Technical Study (2004), and the Warren County US 22 Corridor Study (2009), Warren County Morris Canal 25 year action plan (2012), Warren County recommendations for redesign of the US 22 and CR 519 intersection (2005), Hackettstown By Pass Corridor Study (2000), NJ DOT Hackettstown Mobility improvement project (2009), Route 57 Connector Study(2003), Route 31 Corridor Study (2000), US 22 Corridor Studies (1998 and 2009), I-78 Corridor Study (2007), Morris-Warren Freight Rail Study (2013), Lackawanna Cutoff Study (2008), and Raritan Valley Line Extension (2005). Additionally, the consultant shall conduct a thorough review of data to identify environmental justice populations (low income populations and minority populations) within the county.

Deliverables:

- A technical memo outlining relevant recommendations of the various transportation studies that were completed subsequent to 2005, or completed prior to 2005 but not incorporated into the 2005 Transportation Technical Memo. The technical memo shall also describe the data collected with respect to environmental justice populations, and the information collected on multi-modal facilities.

Task 3: Data Analysis and Mapping

The consultant shall rely on a transportation demand model run conducted by NJTPA of its NJRTM-E on Warren County only to forecast future traffic conditions in year 2045, and future road system needs. The consultant will use the NJTPA's NJRTM-E "as is", or with some minor alterations, but without a calibration process. This will provide some general transportation results.

The modeling results will not serve as a focal point of the study, but rather a tool that provides some general results that can be supplemented with data from other studies. This study is not an exercise in transportation modeling but a way to use the model run to gather important information to update the study appropriately.

The consultant will also analyze crash data and identify county issues and hot spots. The New Jersey Strategic Highway Safety Plan, adopted in September 2015, contains ten emphasis areas which can guide this analysis.

Deliverables:

- A summary of what was found when the NJRTM-E model run on Warren County only was completed, and suggestions on how to alleviate the areas the model has shown that need attention.
- A technical memo detailing the methodology and findings of the analysis. This will include technical details of the modeling effort such as TAZ diagram, screen lines, existing conditions v/c plot.
- Figures and maps of the existing transportation network and transit service. .

Task 4: Recommendations and Implementation

Using the recommendations of the studies reviewed in Task 2, along with the modeling results and other collected information, the consultant will identify solutions to address multi modal transportation needs, including those related to alleviating transportation impacts of growth, alternatives to single occupancy vehicles, freight movement, non-motorized travel, and the needs of disadvantaged communities.

The consultant will develop recommendations based on the outreach, review of previous recommendations, data and analysis. Topic areas such as smart corridor planning, transit, access management, transportation control measures, intersection improvements and safety and operational roadway improvements are anticipated to be included. Recommendations will be vetted through the stakeholder committee and public outreach process and priority recommendations for all modes will be identified.

Information related to recommendations will include descriptions and location(s), if applicable, order of magnitude costs, identification of potential implementing agencies, and any other pertinent sketch planning level information available.

Deliverables: A technical memo detailing the recommendations, as well as any impacts of the recommendations to environmental justice populations.

Task 5: Final Report

The consultant will prepare the final report which will be comprised of the following sections: an Abstract, Executive Summary, Introduction, Methodology, Findings, Recommendations and an Implementation Plan which shall include an 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 and will identify any known environmental or other constraints.

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, and members of civic groups. The report will also be provided to municipalities and be made available to members of the public via electronic download from the County web site.

Deliverables:

Draft Final and Final Report: The consultant will prepare a draft final report to be reviewed by the project manager, NJTPA, the Steering Committee and other stakeholders. The consultant will then revise the draft final report and prepare a final report. The consultant will deliver 20 hard copies and a digital copy of the final report.

PowerPoint Presentation: PowerPoint presentation must include graphic oriented slides and accompanying presentation notes or script. The presentation follows the same format as the Executive Summary, with images crisp in appearance.

Study Materials: The consultant will provide digital copies of all presentation materials developed during the project; the final report will follow NJTPA Subregional Studies Program Project Requirements. All data, including images, raw data from surveys, derived GIS layers, will be provided to the subregion. All consultant GIS products will follow the procedures described in the NJTPA's EGIS User Manual, specifically Appendix U3 – EGIS Quality Assurance Program. This manual can be found on the NJTPA website.

PRIME data entry: It is anticipated that the NJTPA Planning Recommendations Integration Management Engine (PRIME) will be available for data entry during the course of this study. All identified needs and recommendations generated by the study should be entered into PRIME by the consultant at the completion of the final report. Further information will be provided on how to enter data as PRIME is developed.

C. ENVIRONMENTAL JUSTICE

Through the methodology described above, the study will identify and conduct outreach to environmental justice populations and will evaluate the impacts of study recommendations to environmental justice populations.

D. PROJECT PARTNERSHIPS

Warren County envisions this study to have many project partners at the local level as well as at the County level with the inclusion of the Warren County Planning Board. The goal is to gather as much input as possible from stakeholder groups, as they are the ones who live and work in Warren County. These stakeholders can offer a list of ideas on what

they view as the major problems in the county and can help identify the most pressing needs that should be addressed first.

As outlined, the study process will facilitate input from regional project partners who will serve on the steering committee that will meet three times, and through up to seven interagency meetings, and nine public meetings to be held in three rounds in the three regions of the county.

III. Related Prior Work and Future Work

Prior Work

2005 Warren County Smart Growth Plan (2005), the Transportation Technical Study (2004), and the Warren County US 22 Corridor Study (2009), Warren County Morris Canal 25 year action plan (2012), Warren County recommendations for redesign of the US 22 and CR 519 intersection (2005), Hackettstown By Pass Corridor Study (2000), NJ DOT Hackettstown Mobility improvement project (2009), Route 57 Connector Study(2003), Route 31 Corridor Study (2000), US 22 Corridor Study (1998 and 2009), I-78 Corridor Study (2007), Morris-Warren Freight Rail Study (2013), Lackawanna Cutoff Study (2008), and Raritan Valley Line Extension (2005)

Future Work

The consultant will provide suggestions on which projects the county will undertake in the future. This study will improve planning for our County road network, and also offer solutions to improve the flow of traffic along our state roadways, in order to continue moving high volumes of traffic through the county safely and efficiently.

Contact Information:

Subregional Project Managers Name: Brian Appezzato
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Subregional Chief Financial Officer Name: Dan Olshefski
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**FY 2017 - FY 2018 SUBREGIONAL STUDIES PROGRAM
Warren County
Update to the Warren County Transportation Technical Study
BUDGET PLAN**

		PROPOSED BUDGET	FEDERAL SHARE	LOCAL MATCH
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
	1. SALARIES	\$ 29,210.53		
	2. FRINGE BENEFITS	49.92% \$ 14,581.90		
	3. LEAVE ADDITIVE			
	SUBTOTAL	\$ 43,792.43	0%	100%
PART II:	DIRECT NON-LABOR COSTS			
	1. SUPPLIES	\$ -		
	2. TRAVEL	\$ 148.00		
	3. PRINTING & REPRODUCTION	\$ 1,000.00		
	4. TELEPHONE	\$ -		
	5. POSTAGE	\$ 59.57		
	6. CONFERENCE/TRAINING	\$ -		
	7. OTHER (SPECIFY)	\$ -		
	SUBTOTAL	\$ 1,207.57	0%	100%
PART III:	INDIRECT COSTS			
	INDIRECT COST ALLOCATION			
	SUBTOTAL		100%	0%
PART IV:	CONSULTANT COSTS			
	CONSULTANT	\$ 180,000.00		
	SUBTOTAL	\$ 180,000.00	100%	0%
	TOTAL PROGRAM BUDGET	\$ 225,000.00	80%	20%

This estimated budget is based upon projected costs to perform the work program for FY 2017-FY 2018 as outlined in the Subregional Studies Agreement. Changes within or between Parts I, II, III & IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$180,000	Local Match:	\$ 45,000.00	Total:	\$ 225,000.00
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FY 2017 – FY 2018 SUBREGIONAL STUDIES PROGRAM
Warren County
Update to the Warren County Transportation Technical Study
STAFFING PLAN

Project Task Budget

Task	In-house Subregional Staff Activities					Consultant Support Activities	Total Project	
	Subregional Staff Hours	Direct Labor Costs	Direct Non-Labor Costs	Indirect Costs	Costs	Consultant Costs	Total Costs	% of Total Budget
Task 1 - Project Management	75	\$ 8,013.73	\$ 97.20	\$ -	\$ 8,110.93	\$ 10,000.00	\$ 18,110.93	8%
Task 2A - Outreach and Partnerships	69	\$ 4,015.55	\$ 210.53	\$ -	\$ 4,226.07	\$ 35,000.00	\$ 39,226.07	17%
Task 2B - Visioning and Goal Setting	67	\$ 3,987.90	\$ 183.40	\$ -	\$ 4,171.30	\$ 30,000.00	\$ 34,171.30	15%
Task 2C - Data Collection and Review; Quantification of Need	99	\$ 6,536.23	\$ 116.21	\$ -	\$ 6,652.44	\$ 15,000.00	\$ 21,652.44	10%
Task 3 - Data Analysis and Mapping	93	\$ 5,551.40	\$ 326.73	\$ -	\$ 5,878.13	\$ 55,000.00	\$ 60,878.13	27%
Task 4 - Recommendations and Implementation	133	\$ 8,474.90	\$ 126.67	\$ -	\$ 8,601.57	\$ 15,000.00	\$ 23,601.57	10%
Task 5 - Final Report and Final Deliverables	138	\$ 7,212.71	\$ 146.84	\$ -	\$ 7,359.55	\$ 20,000.00	\$ 27,359.55	12%
TOTAL	737	\$ 43,792.43	\$ 1,207.57	\$ -	\$ 45,000.00	\$ 180,000.00	\$ 225,000.00	100%

Subregional Staff Plan

Personnel (Name & Title)	Estimated % of Time Needed for Study <i>(based on total work hours for the year)</i>	Total Estimated Hours for Study
Dave Dech, Planning Director	6%	217
Brian Appezzato, Senior Planner	5%	220
Theresa Nichols, Secretary	1%	23
Irene Gordon, Secretary	1%	25
Bill Gleeba, County Engineer	2%	101
Nick Dipaolla, Asst, County Engineer	2%	69
Marie Raffay, Asst Engineer	2%	82
TOTAL	3%	737