

NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION

Mini-Bid
Greenway Project
Work Order: Stakeholder Engagement & Phased Development Recommendations
Originally Published: 4/4/23
Updated: 4/28/23

NOTE: All requirements and provisions of Request for Quotes: Master Plans and Designs, dated September 16, 2022 and updated September 27, 2022 and October 26, 2022, (RFQ) are incorporated herein and in effect for this Work Order.

OVERVIEW

The New Jersey Department of Environmental Protection (Department) issues this Mini-Bid to solicit quotes under the RFQ for activities necessary to further certain planning and design activities to facilitate the creation of comprehensive master planning and detailed design documents (Master Plan & Designs) for the development of the 9-mile abandoned rail corridor in Essex and Hudson Counties (Greenway).

Under this Work Order, the Department is seeking proposals for an initial community and stakeholder engagement plan and development of recommendations for the phased development of the Greenway, specifically focused on identification of the largest feasible contiguous portion of the Greenway appropriate for immediate development for public use to maximize value delivered to the public during development of the comprehensive Master Plan.

This Work Order is issued under Section 6.10 of the RFQ which allows the Department to conduct a Mini-Bid process to assign tasks to the retained consultant (Consultant). Consultants wishing to participate in this Mini-Bid shall submit a proposal based on the all-inclusive hourly rate submitted in response to the RFQ for the activities identified herein. The Department will select the proposal most advantageous to the State, price and other factors considered, for the Work Order.

PROJECT AREA

The Greenway consists of a long-dormant 8.63-mile rail line traversing two of the most densely populated counties in New Jersey – and in the nation Essex and Hudson Counties. Averaging 100 feet in width and encompassing approximately 135 acres, the Greenway passes through numerous, diverse commercial, industrial, and residential neighborhoods in eight New Jersey communities (Montclair, Glen Ridge, Bloomfield, Belleville, Newark, Kearny, Secaucus, and Jersey City), crossing both the Hackensack and Passaic Rivers in the process.

The Department envisions development of the Greenway, in coordination with other State Agency partners, as a multimodal, walking, biking, and transit corridor providing new, safe, and equitable opportunities for outdoor recreation and open space enjoyment, improvement of improve regional transportation and stormwater performance, and spur equitable economic growth and redevelopment in the surrounding in this heavily industrialized region. To maximize these opportunities, the Department acquired the corridor subject to appropriate reservations to allow use for transit, utility, and other economically beneficial uses consistent with the Greenway's underlying recreational purpose.

Additionally, due to the legacy of industrial pollution in the vicinity of the Greenway and dilapidation of existing infrastructure, its development for public use requires the implementation of

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appropriate remedial safety measures to allow for public use.

While access to the property is currently restricted, the Department intends to open a portion(s) of the Greenway for public use and enjoyment by the end of 2025. As the development of the comprehensive master plan will necessitate extensive planning and deep, robust community and stakeholder engagement, the Department expects to undertake a phased approach to development that prioritizes initial investments in stormwater infrastructure, remediation, safety, and security and initial supportive public amenities. This phased approach would work in parallel to the development of the comprehensive Master Plan with further improvements and amenities subsequently incorporated into the Greenway in accordance with the finalized Master Plan.

Background documentation for the Greenway can be found on collaborative Microsoft Teams sites:

Agency Landscape + Planning with NV5 - [Teams site link](#)

Arup - [Teams site link](#)

James Corner Field Operations - [Teams site link](#)

SCOPE OF WORK

Recognizing that development of this unique land asset requires partnership and coordination between relevant State agencies, counties, municipalities, and local stakeholders, including those whose mission is focused on advancing the causes of equity and environmental justice, as well as other appropriate parties with knowledge and experience in urban or linear park development, the Department seeks assistance in the development and implementation of a robust and multi-faceted community and stakeholder engagement plan to inform initial phased development of the Greenway.

The stakeholder engagement plan would be utilized to inform recommendations on: (1) sequencing of phased development and specifically identification of the area(s) most appropriate for initial remediation and public access development; (2) initial basic supportive public access amenities including surfacing, ADA-compliant access points, signage, parking, lighting, benches, restroom facilities and other supportive design features; and (3) other short-term challenges, opportunities and community needs.

The Consultant shall complete the scope of work as described herein.

The Consultant shall include in their response to this Mini-Bid the budget necessary to complete the scope of work. This budget is approximately \$900,000.

All project deliverables shall be submitted to Department for review in a timely manner. Consultant shall provide all deliverables in a format suitable for inclusion on the Department website.

The Consultant shall be responsible for completing the following tasks as soon as feasible and no later than **August 18, 2023**:

TASK 1 – COMMUNITY AND STAKEHOLDER ENGAGEMENT PLAN

The Consultant shall review relevant, available information to gain an understanding of the Greenway host communities and surrounding areas, as applicable, including but not limited to demographics, land use, topography, hazard exposure, social and cultural assets, local economic drivers, property tax, transportation, and other critical issues to develop a proposed robust, multi-faceted, community and stakeholder-lead engagement plan (Engagement Plan) for Department review.

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Execution of the Engagement Plan will be led by the Consultant and designed to ensure community awareness and generate input and support for development of the Greenway. The Consultant shall propose a variety of innovative engagement methods to meaningfully engage a broad cross-section of community members in an equitable and inclusive manner that prioritizes direct engagement with members of the host communities and other socially vulnerable populations, responds to their unique circumstances and identifies representative community-based organizations for further future engagement efforts.

The Engagement Plan shall identify community-level engagement strategies and opportunities and demonstrate how engagement will be maintained throughout the process to maintain interest and participation from stakeholders. Engagement should not be limited to any single outreach or strategy and shall be executed using various platforms, media, or other techniques identified by the Consultant with appropriate supportive documents, maps, graphics, and other physical and online visuals. At minimum, the Consultant's outreach shall include a series of public meetings in the host communities. The Consultant should indicate the anticipated number of meetings and other engagement activities in its proposal accounting for the size and diversity of the region.

The Engagement Plan should be designed to solicit feedback from community members and other relevant stakeholders on: (1) sequencing of phased development and specifically identification of the area(s) most appropriate for initial remediation and public access development; (2) initial basic supportive public access amenities including surfacing, ADA-compliant access points, signage, parking, lighting, benches, restroom facilities and other supportive design features; (3) local government and community engagement and interest in and support for utilizing the Greenway; and (4) other short-term challenges, opportunities, and community needs.

The input generated from the Engagement Plan will be utilized to inform the recommendations required under this scope of work.

The Engagement Plan shall:

1. Detail the proposed methods of engagement, including topics and desired outcomes for each;
2. Include timing and schedule of all engagement efforts; and
3. Describe methods of engagement with additional key stakeholders to inform recommendations required under this scope of work.

The Consultant shall provide a draft Engagement Plan to the Department for review, comment, and modification, as necessary, prior to finalization. The Department will return comments within one week of receipt.

Deliverable(s)

1. Draft Engagement Plan for review by Department; and
2. Final Engagement Plan revised based on comments from Department.

TASK 2 – ENGAGEMENT PLAN EXECUTION

The Consultant will execute the approved Engagement Plan in accordance with the schedule and timing set forth therein.

The Consultant shall be responsible for developing outreach and communication materials for the project for Department review and approval.

To ensure effective communication within the region, all written materials requesting input and participation from the public will be translated into Spanish by the Consultant, as well as any other languages that may be recommended by the Consultant.

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Deliverable(s)

1. Meeting materials for Department review and approval;
2. Execution of Engagement Plan;
3. Tracking of outreach/engagement metrics throughout process; and
4. Meetings notes and summaries.

TASK 3 – PHASED DEVELOPMENT ASSESSMENT

The Consultant shall review relevant, available information to evaluate the remedial and recreational development challenges, constraints, and opportunities to assess appropriate phases of remediation and recreational development of the Greenway including assessment of structural integrity, accessibility, topography, compatibility with stormwater management solutions and other relevant present conditions. The evaluation should focus on identifying areas of the Greenway most appropriate for short, medium, and longer-term action in furtherance of a recommendation for immediate remediation and recreational development (Phase I) as well as additional development phases.

The Consultant's Phase I development recommendation should identify the largest feasible contiguous portion of the Greenway appropriate for immediate development and public use to maximize value delivered to the public upon completion. The results of this assessment will be reflected in the recommendation report required under Task 4 below.

TASK 4 – RECCOMENDATION REPORT

The Consultant shall prepare a recommendation report (Recommendation Report) setting forth its recommendations regarding:

1. The area(s) of the Greenway most suitable for Phase I development, as well additional recommended development phases, as informed by both the assessments and community and stakeholder engagement activities conducted under this Work Order and shall specifically consider local government and community engagement, support and interest;
2. Initial basic supportive public access amenities including surfacing, ADA-compliant access points, signage, parking, lighting, benches, restroom facilities and other supportive design features; and
3. Other short-term challenges, opportunities, and community needs.

The Consultant shall provide a draft Recommendation Report to the Department for review, comment, and modification, as necessary, prior to finalization. The Department will return comments within one week of receipt.

Deliverable(s)

- 1) Draft Recommendation Report; and
- 2) Final Recommendation Report, including consideration of comments received.

TASK 5 – MEETINGS, CONFERENCE CALLS, AND GENERAL PROJECT TEAM COORDINATION

The Consultant shall schedule regular meetings with the Department to monitor progress, raise issues and collaborate on the tasks set forth in this scope of work including, but not limited to the following:

- Project Kick Off Meeting(s) – Within seven (7) business days of receiving the notice to proceed on execution of this scope of work, the Consultant's project manager and other

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key personnel shall participate in a project kick off meeting with the Department. At this meeting, contract requirements, timelines, and team member roles and responsibilities will be clarified.

- Status/Progress meetings – The Consultant shall meet with Department at least every two (2) weeks to report on the progress of all tasks for the duration of the project. The Consultant Team shall:
 1. Schedule all meetings;
 2. Prepare meeting agenda;
 3. Distribute a copy of the agenda to the meeting participants no later than two (2) business days prior to all meetings or conference calls; and
 4. Prepare meeting summaries and transmit to Department no later than two (2) business days after the meeting.
- Recommendation Presentation – Consultant shall present their final recommendations under Task 5 to the Department at least one week prior to submitting final Recommendation Report.

Deliverable(s)

- 1) Meeting summaries for Progress/Status meetings; and
- 2) Recommendation Presentation.

ADMINISTRATIVE REQUIREMENTS

In addition to the tasks identified above, the Consultant will comply with administrative requirements listed below in accordance with Department requirements.

Progress Reporting

The Consultant shall be responsible for reporting all project progress at least monthly, unless a different frequency is set by the Department and Consultant, during the duration of the Work Order. This requires:

1. Ensuring that all progress reports are submitted in a mutually agreed upon format and include the following:
 - a. Task Name or description per the Scope of Work;
 - b. Task Status;
 - c. Activities completed and anticipated for the next month; and
 - d. Percent completed.

Invoicing

The Consultant's project manager shall ensure that all requests for payment:

1. Include employee timesheets;
2. Are signed by the employee's supervisor;
3. Are supported by completed activities/tasks described in the monthly progress reports; and
4. Include the Invoice Summary Table.

Uploading documents to the Greenway Microsoft Teams Site

The Department will provide a Microsoft Teams site for each prequalified Consultant to collaborate on projects and serve as a repository for work products (links below). The Consultant shall ensure that all draft and final work products developed by the Consultant are uploaded to the site regularly, but at least monthly.

Agency Landscape + Planning with NV5 - [Teams site link](#)
 Arup - [Teams site link](#)

Consultant Teams – Scope of Work and Request for Quotes for Regional Projects

SUBMISSION OF PROPOSALS

If a Consultant is not able to respond to this Mini-Bid due to a conflict of interest or scheduling issue, it shall decline participation in writing to Department within three (3) business days of receipt of the Work Order. Scheduling issues may include if the Consultant would not have capacity to execute this scope of work within the timeline required, due to capacity constraints resulting from ongoing or anticipated projects. Failure to decline as set forth herein or otherwise respond on time to this Mini-Bid shall disqualify the consultant from participation on this Mini-Bid but not on future Mini-Bids the Department may issue.

Consultants may submit questions no later than 12:00 p.m. April 11, 2023 to [REDACTED]. Responses to questions will be emailed to all prequalified vendors.

One electronic copy of the proposal must be submitted to [REDACTED] by 12:00 p.m. on May 5, 2023.

The proposal must include the following:

- a. A statement demonstrating why the Consultant is uniquely qualified to complete the scope of work;
- b. A detailed description of how the Consultant proposes to complete each task identified in the scope of work;
- c. Name, title, and qualifications of personnel that will be assigned to each task and their experience to complete it successfully;
- d. A schedule or timeline for completion of the specific tasks and deliverables set forth in the scope of work; and
- e. A comprehensive budget showing the person-hours proposed to complete the activities set forth in the scope of work. The budget shall be designed to reflect the tasks, sub-tasks, or other work elements required by this Work Order and shall set forth, for each task, sub-task or other work element, the total number of person-hours, by labor category, proposed to complete the assignment. The budget shall be based on the all-inclusive hourly rate submitted in the Contractor's quote in response to the RFQ.

After review of all responses to this Work Order, the Department will select the proposal(s) most advantageous to the State, price and other factors considered.

The Department expects to assign this Work Order by **May 19, 2023**.

Mini-Bids: Greenway Project

Questions & Answers

April 14, 2023

General

Question: We understand we can add subconsultants as the work progresses according to the Q&A dated October 26, 2022. If we are adding them for the mini-bids, should we have them approved by DEP prior to the mini-bid deadline? Or can we simply include them as a part of the team in our proposal?

Answer: Yes. Any subconsultants that are not already approved and in NJSTART, need to be added to and approved in NJSTART before we can award the Mini-Bid.

Question: Is the Consultant Team able to add new sub-consultants to the on-call contract?

Answer: Yes. If you are adding subconsultants that are not already approved and in NJSTART, they need to be added to and approved in NJSTART before we can award the Mini-Bid.

Question: Would translation to any of the 10 languages required by the New Jersey Department of Community Affairs' LAP be the Consultant Team's responsibility? Or would that be handled by DEP? Is NJDEP providing translation services for final documents, or is the expectation for the Consultant to provide these services? [If languages other than Spanish, please specify the languages that are needed. Please confirm if translations services noted in Mini Bids shall be provided by consultant of DEP.

Answer: The Consultant Team would be responsible for translating documents, as necessary, into Spanish. No other languages are required at this time; however, Consultants should reference current ACS data to determine if other languages are appropriate for the communities surrounding the Greenway.

Question: "Budget shall be based on the all-inclusive hourly rate from the RFQ" Can NJDEP confirm that we use the all-inclusive hourly rate per title and per firm that we submitted with the RFQ?

Answer: Yes. The hourly rates per title and per firm will be what firms submitted with the RFQ.

Question: Based on pages 10-11 of the RFQ, M/W/DBEs and SDVOBs are described, but with no contract percentage requirements. Are there percentage requirements for each of the mini-bids? Please specify.

Answer: No.

Question: Are there budgets established for each of the work orders that NJDEP are able to share?

Answer: There are no established budgets. DEP will compare proposals on price and other factors.

Question: Do we assume that the NTP and the start of work will be on or shortly after the Decision Deadlines NJDEP have tabulated?

Answer: Yes.

Question: The link provided for the teams site does not appear to work for our team. Can NJDEP confirm the process for providing access to these Team sites? The Microsoft Teams link does not appear to work for our team. Could DEP send invitations to our email addresses?

Answer: Individual invitations to the Teams site were sent on 4/11 – if you are still having issues, please email

Question: Please confirm where the kickoff meetings, status/progress meetings and recommendations presentations will take place.

Answer: Kickoff meetings, status/progress meetings, and recommendations presentations may be conducted in person or virtually (Teams, Zoom, etc.).

Safety & Security

Question: Can you confirm the Consultant Team's detailed recommendation (Task 1) is to be concept design level and the rest of the design phases including SD, DD, and CD is to be handled with a separate work order?

Answer: The Department is seeking a report and recommendations for immediate security measures that Department should take to secure the Greenway during the development process and will consider the Consultant Team's approach and depth of design as part of its review. The Department expects this would largely involve conceptual design but does not want to limit the proposal if, in the Consultant Teams' expertise, additional design would be appropriate.

Question: Will NJDEP provide a list of threats and threat scenarios to assess against the Greenway to identify the vulnerabilities or does NJDEP require the Consultant Team to prepare a list of threats and associated scenarios for evaluation at the beginning of the project?

Answer: DEP does not have a list of threats and threat scenarios. Consultant Team should prepare a list if it's beneficial to their proposal.

Question: Is the Consultant Team required to collect and analyze crime data for jurisdictions adjacent to the Greenway?

Answer: No. This work order is more about risks to users/trespassers and identification of vulnerabilities to trespass, attractive nuisance, and illegal dumping.

Question: Will escorts be required for the Consultant Team to traverse the Greenway in conducting the in-field assessment?

Answer: Yes, DEP can provide.

Question: Will NJDEP provide law enforcement escorts if requested by the Consultant Team when traveling through areas considered to be unsafe?

Answer: Yes, DEP can provide.

Question: Is the Consultant Team required to assess the communications infrastructure along the Greenway that will be required to support call boxes, cameras, etc.?

Answer: DEP is looking for recommendations as to whether/how those things should be incorporated and, if possible, what would be necessary to support. The recommendation would likely include an assessment of existing infrastructure capabilities and necessary upgrades.

Question: Has any prior safety and security assessments been completed that can be provided to the Consultant Team?

Answer: No.

Question: Are there any data residency requirements for the data (e.g. photos, observations, etc.) collected as part of the Safety and Security Needs Assessment and Recommendations scope of work?

Answer: Not required, but may be included if beneficial.

Question: Does NJDEP have the Greenway mapped (e.g. GIS) which can be provided to the Consultant Team for planning logistics of in-field assessment and use in reporting findings?

Answer: Yes. Added to Teams site – if you are unable to access, please email [REDACTED].

Question: Does NJDEP have geo-data (lat/long) of key assets along the Greenway?

Answer: No. DEP has Greenway shapefiles, which are in the Teams site, but does not have key assets mapped.

Stakeholder Engagement & Phased Development

Question: Can you confirm the Consultant Team's detailed recommendation (Task 4 – 2 (initial basic supportive public amenities)) is to be concept design level and the rest of the design phases including SD, DD, and CD is to be handled with a separate work order?

Answer: The Department is seeking a report and recommendations for phased development and will consider the Consultant Team's approach and depth of design as part of its review. The Department expects this would largely involve conceptual design but does not want to limit the proposal if, in the Consultant Teams' expertise, additional design would be appropriate.

Question: What is NJDEP role in the community engagement process? What is the level of involvement, and commitment to attending community engagement events?

Answer: The Department expects the Consultant Team to organize and lead the engagement efforts with the Department serving in a supportive and collaborative role, and expects to staff engagement sessions as feasible.

Question: What media channels (interactive project website, social media etc) will be used by NJDEP to post information related to this effort – at present, there's no central way of communicating this information. If the intention is for the project website to host interactive material – does the NJDEP website have the capacity to do this, or will the Consultant need to investigate an alternate project webpage?

Answer: The [Greenway website](#) has the capacity to host interactive material; Consultant Team can work with DEP staff to update the website as necessary. If Consultant Team has something specific in mind that DEP is not capable of hosting, a stakeholdering-specific site could be linked to the Greenway's page. Information can be disseminated via DEP channels (social media accounts, email blasts, etc.) and/or directly from Consultant Team. Methods/logistics of communication may be included in proposal.

Question: Would the team have regular access to the NJDEP Communications Department to coordinate throughout the community engagement process?

Answer: Yes.

Question: Is NJDEP providing translation services, or is the expectation for the Consultant to provide these services? Please provide the level of expectation. Will NJDEP require translation of materials, and interpreters at engagement events? Other than Spanish, please specify the languages that are needed.

Answer: The Consultant Team would be responsible for providing translation services, as necessary, into Spanish. No other languages are required at this time; however, Consultants should reference current ACS data to determine if other languages are appropriate for the communities surrounding the Greenway.

Question: For Task 3, our assumption is that the Consultant will be reviewing information and not conducting new analysis (particularly around structural integrity, accessibility, topography, compatibility with storm water management). Please confirm.

Answer: Correct, to the extent that information exists. If there are significant gaps identified in the assessment, the Department would work with the Consultant on whether and how those gaps would need to be addressed to provide a meaningful recommendation.

Question: Given the ~3month timeframe, what is NJDEP's expectation for the level of engagement with 'local government' mentioned in Task 4? Is the intention for local government agencies to engaged throughout the process?

Or is the intention for the Recommendation Report to resonate with a local government audience, in addition to the other audiences identified?

Answer: The Department would look to the Consultant for guidance on this issue but has existing contacts with local government stakeholders that can be leveraged as part of this process. Additionally, the Department would expect significant overlap in community and local government engagement efforts.

Question: Does NJDEP have writing guides, branding, or style guides that the report deliverables must adhere to?

Answer: NJDEP follows Associated Press guidelines and can share branded colors and logos with Consultant Team. That said, so long as deliverables are consistent from Consultant Team, DEP does not require Team to follow DEP's guidelines.

Question: Does the DEP already have a list of stakeholders and contacts, or would this need to be developed as part of the process?

Answer: DEP has a partial/preliminary list and will provide it to Consultant Team. Team should develop the list further.

Remedial Investigation & Design

Question: Can more than one LSRP be assigned to the project, ie: one for the remediation of HFM and one for other identified release not related to HFM?

Answer: Yes.

Question: Is remedial investigation based solely on conclusions of the Due Diligence Report? As such, will an inspection of the Greenway be allowed prior to the deadline of the bid submission?

Answer: The Department expects the Consultant to prepare its proposals based on existing information but is open to allowing for inspection of the Greenway as part of the bid submission process. Once selected, the Department would expect the Consultant to conduct all investigation necessary to satisfy applicable regulatory requirements and develop the necessary remedial action recommendations.

Question: Can the Due Diligence Investigation Report by J.M. Sorge and any other previous environmental/site remedial documents be provided to the teams?

Answer: Yes. Added to Teams site – if you are unable to access, please email [REDACTED].

Question: Under the CSRRP, the LSRP generally performs site remedial work with minimal DEP oversight. Could you please explain whether DEP's involvement in the Greenway Project differs from this understanding.

Answer: Where the Department is proceeding in its capacity as a landowner, CSRRP treats the Department as it would any third-party, including LSRP retention.

Stormwater Infrastructure

Question: Is there more detailed topography and utility information available than what was included in the Stormwater Feasibility Report for the Consultant Team to evaluate the storage area options referenced in the Work Order? If they are not available and the Consultant Team believes it is necessary to execute the work, should we include a scope to provide both topographic and utility survey specifically for this work?

Answer: Any additional survey work the Consultant believes may be required should be include in the bid response. If that information were otherwise publicly available, a Consultant would not be penalized in its evaluation, specifically on cost, for inclusion of that work.

Question: Is there a specific volume goal for the CSO reduction?

Answer: No. The Department is simply looking for feasible methods to evaluate to take advantage of the opportunity presented by the Greenway to assist in lessening localized flooding and CSOs.

Question: Is there a preference for green stormwater infrastructure vs. underground detention?

Answer: DEP anticipates the Greenway will benefit from both green stormwater infrastructure and underground detention. This Mini-Bid is geared more towards the hard infrastructure that would need to be designed/installed before remediation/capping/construction of the Greenway.

Question: Is there a design storm that should serve as the basis of design?

Answer: No.

Question: Is there a specific future climate-influenced design storm the Consultant Team needs to follow? Or can we define and determine it?

Answer: Consultant Team may define and determine the design storm in accordance with the Department's pending Inland Flood Regulations.

Question: Will NJDEP be providing additional existing information in regards to utilities and topography? Or is that to be a task as part of this scope of work?

Answer: Utilities and topography should be evaluated as part of the scope of work.

Question: The Stormwater Feasibility Study that was provided with the RFP (dated June 24, 2022) was in a draft format. Is a final version of this document available?

Answer: Yes. Added to Teams site – if you are unable to access, please email [REDACTED].

Question: Why did the 2022 Arup Draft Stormwater Feasibility Study exclude Belleville and Jersey City?

Answer: Unknown. DEP was not involved with the Study at that time.

Question: Since the City of Kearny was eliminated from the Arup study, is there no need for further consideration of underground stormwater storage tanks in Kearny?

Answer: Kearny should be considered for potential stormwater storage tanks.

Question: Is the intention of this mini-bid to advance the analysis/design of the CSO underground storage sightings within Newark, Kearny, Belleville and Jersey City or just Location D within Newark?

Answer: The intention is to understand which location(s) are best situated for stormwater management to identify the most beneficial opportunities to address localized flooding and CSOs. Any and all recommendations on stormwater engineering are welcome, but the Department is not pursuing full CSO abatement through this project – this is merely to leverage beneficial stormwater management opportunities.

NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION

AMENDMENT No. 1

April 20, 2023

Greenway Project Mini-Bid Deadline Extensions

Per the review of the New Jersey Office of the State Comptroller, NJDEP is extending the deadlines for response to Greenway Mini-Bids as follows:

Mini-Bid	Mini-Bid Deadline	Decision Deadline
<u>Safety & Security</u>	5/5	5/19
<u>Stakeholder Engagement & Phased Development</u>	5/5	5/19
<u>Remedial Investigation & Design</u>	5/5	5/19
<u>Stormwater Infrastructure</u>	5/5	5/19

Note work order deliverables for Safety & Security, Remedial Investigation & Design, and Stormwater Infrastructure will be due no later than 9/1.

Stakeholder Engagement & Phased Development deliverables remain due no later than 8/18.

NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION

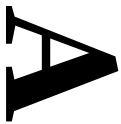
AMENDMENT No. 2

April 28, 2023

Greenway Project Mini-Bid Updates

Per the review of the New Jersey Office of the State Comptroller, NJDEP non-substantially updated the Greenway Mini-Bids. Edits include:

- All Mini-Bids:
 - Referring to NJDEP as “Department” rather than “DEP”;
 - Changing “will,” “should,” and “would” to “shall”;
 - Stating Consultants shall include their budget in response, with approximate budget guidelines;
 - Adjusting dates to align with [Amendment No. 1](#);
 - Clarifying language on translation to align with [Questions & Answers document](#);
 - Including language to clarify DEP will return comments on draft deliverables within one week;
 - Changing “PM” to “project manager”;
 - Clarifying that recommendation presentations will occur at least one week prior to submitting final deliverables;
 - Clarifying reporting on project progress; and
 - Updating “Quote Proposals” to “Proposals.”
- Remedial Investigation & Design Mini-Bid
 - Defining abbreviation of Due Diligence Investigation Report as “Report” and adjusting plurality issue (i.e., “Report” versus “Reports”); and
 - Including language to clarify DEP’s ability to review, comment, and modify, as necessary, draft Remediation Plan prior to finalization.
- Stormwater Infrastructure
 - Mentioning “Feasibility Study” in first sentence of Task 1;
 - Changing “Consultant Team” to “Consultant”; and
 - Including language to clarify DEP’s ability to review, comment, and modify, as necessary, draft Stormwater Infrastructure Plan.
- Safety & Security Needs Assessment & Recommendations
 - Including language to clarify DEP’s ability to review, comment, and modify, as necessary, draft Security Needs Assessment and Recommendations Report.
- Stakeholder Engagement & Phased Development
 - Updating “engagement plan” to “Engagement Plan”;
 - Including language to clarify DEP’s ability to review, comment, and modify, as necessary, draft Engagement Plan; and
 - Updating Task 3 to include “The results of this assessment will be reflected in the recommendation report required under Task 4 below.”



Liberty State Park and Greenway

Response to Mini-Bid - Greenway Project

Work Order: Stakeholder Engagement & Phased Development Recommendations

May 5, 2023

State of New Jersey, Department of Environmental Protection

Agency Landscape + Planning and NV5

with:

- Creative Urban Alchemy
- Green Shield Ecology
- Heyer, Gruel & Associates
- Hive Public Space
- Studio Umno
- Town Square



Agency
Landscape + Planning

with



www.agency/lp.com

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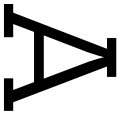
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State of New Jersey
Department of Environmental Protection
401 E. State Street, Mail Code 401-07
Trenton, NJ 08625-0420

May 5, 2023

Work Order: Stakeholder Engagement & Phased Development Recommendations

Dear Selection Committee,

Thank you for the opportunity to submit Agency’s proposal for the Greenway Stakeholder Engagement and Phased Development Recommendations mini-bid. We wanted to take an opportunity here to reflect on what we learned during our conversation together in February, and share a bit more about our qualifications for this bid—and the other two other bids for which we are submitting today—and set the stage for the scope, schedule, and team experience materials that follow.

We have been grateful both to be a part of and to experience some of the change and momentum under way in New Jersey. Both Agency and NV5 have been working with various communities along the greenway corridor for the past several years, and in some cases, for decades! In February, one aspect of our discussion focused on the importance of this effort being grounded in New Jersey - its unique communities, qualities and identity. We learned that a big part of our work will be visualizing and storytelling aimed at making this richness and diversity of place both tangible and compelling. With the Agency team, you will work with a design and technical team that is devoted whole-heartedly to this pursuit. Looking across our past experience, you will see that each plan, each project, and each place expresses itself distinctly - through deep, multi-disciplinary research, community-driven storytelling and clear, community-supported ‘quick wins’ and early projects shaped by the culture of place.

We left the discussion excited to dig back into the projects we’ve built, and the relationships we’ve created locally and globally, to inform how we balance social, environmental, economic, and political needs in developing a healthy, active, beautiful landscape and corridor that benefits New Jerseyans for years to come.

We understand your desire to plan and begin implementation this fall, aligning the work to the broader vision and centering community engagement in the process. We are confident that together with this team of experts, our local understanding, our creative passion, and our deep experience leading the implementation of technically-complex trail projects, we can hit the ground running to deliver a project that will make the state proud.

Kate Tooke, ASLA
Principal Landscape Architect
Agency Landscape + Planning

Rhiannon Sinclair
Planning Principal
Agency Landscape + Planning

Bettina Zimny, PP/AICP
Director of Planning
NV5



Agency
Landscape + Planning

OUR UNIQUE QUALIFICATIONS

Building on the submission we shared last fall, we want to highlight a few of our proudest moments, projects, and approaches to this bid that set our team apart.

Aligned Dedication to Greenways

Our is committed to the health, equity, and experience in American cities. We view 21st century greenway planning and design as a balancing act—a careful orchestration of multi-benefit and innovative solutions. For New Jersey, a compelling, creative, and resilient phased strategy for the corridor will include greater engagement with its communities and clear priorities that balance equity and feasibility.

Together with NV5, who recently completed the Middlesex Greenway Trail (at right), are comfortable working at this scale and we are excited for the challenge to apply our engaged and rigorous approach to this area.



Equally Committed to Community Voice

We deeply care about the work we do and the relationships we make — with clients and communities — along the way. This care leads to processes and products that are custom-made to place — i.e. not “cookie-cutter”. We prioritize visual communication and storytelling, and use both quantitative (data) and qualitative (emotions) inputs to create materials that speak to both the head and the heart of the intended audience. Our passion and dedication also results in hands-on and deep engagement from our team on all aspects of the project, and our grounded local relationships and knowledge of this corridor.

Collaboration for Co-benefits

In **Denver’s High Line Canal**, we developed a vision and phased development strategy for a 71-mile irrigation ditch that was previously a working landscape. The project preserves elements of the irrigation ditch and collaborated with Denver Stormwater to co-create a stormwater and access strategy to reinvest in tree canopy along this now dry corridor. The project resulted in a multi-pronged implementation strategy with multiple stormwater pilots, activation pilots, and larger trail creation projects within each of the jurisdictions that touch the High Line Canal.

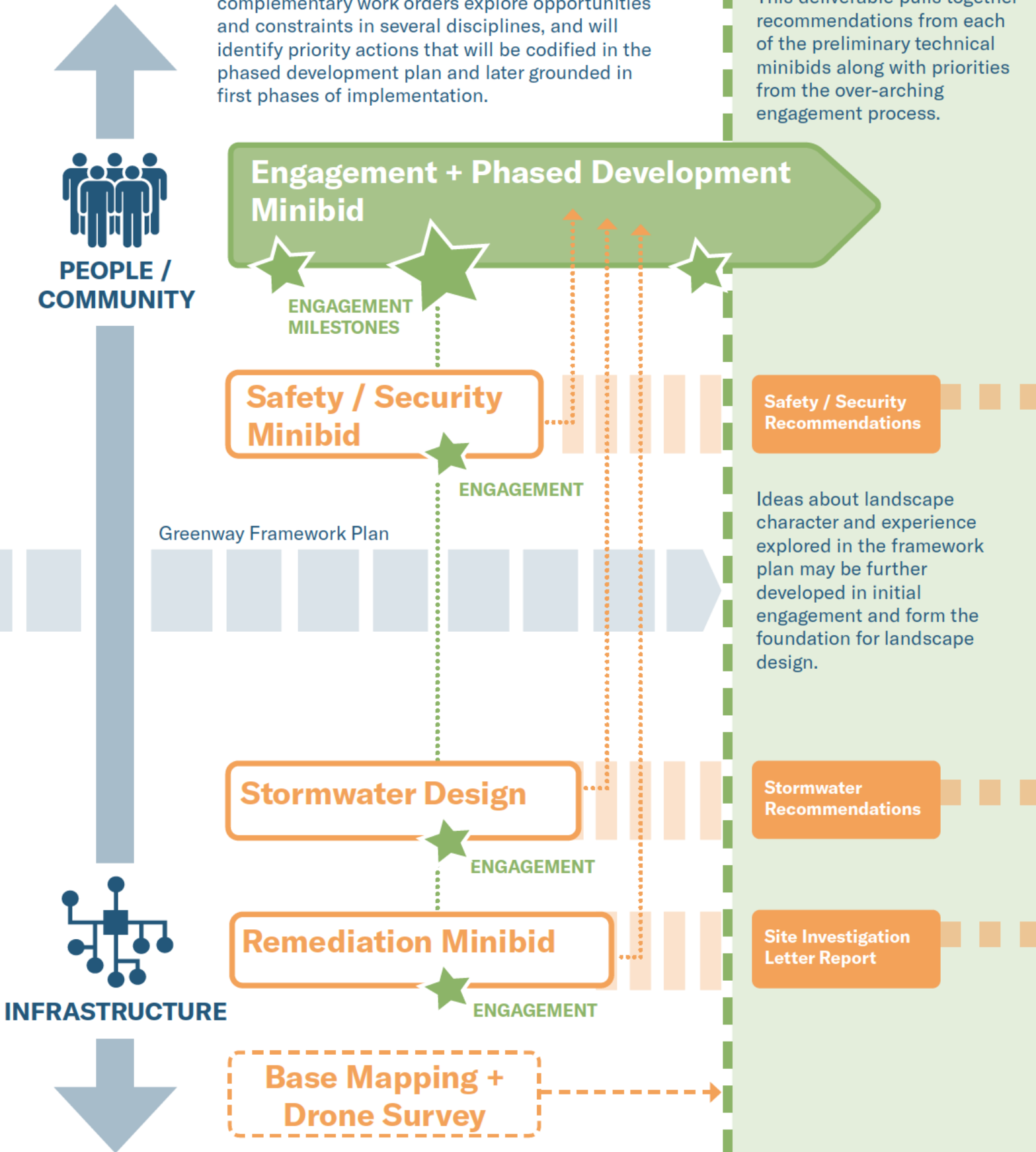


Scale - the Full 9 Miles

The first push of work focuses on the entire 9 miles of greenway. We understand that these complementary work orders explore opportunities and constraints in several disciplines, and will identify priority actions that will be codified in the phased development plan and later grounded in first phases of implementation.

Phased Development Plan

This deliverable pulls together recommendations from each of the preliminary technical minibids along with priorities from the over-arching engagement process.



Scale - Subset(s) of the Greenway

Building on the priorities identified in the phased development plan, the first phases of implementation include quick wins (simple opportunities to open small sections for the public) and ultimately a fully built out section (or sections) of the greenway including remediated soils, stormwater systems, landscape character and an invested community ready to steward the Greenway long term!



ENGAGEMENT MILESTONES



ENGAGED STEWARDS OF THE GREENWAY

Safety/Security Implementation



QUICK WIN: Simple First Phase Opened!



SITE TOURS



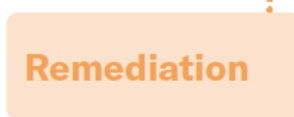
A GROUNDED GREENWAY EXPERIENCE



QUICK WIN



SITE TOURS



HEALTHY SOILS, FUNCTIONAL STORMWATER SYSTEMS

APPROACH TO THE SCOPE OF WORK

Task 1 - Community and Stakeholder Engagement Plan

We see this first mini-bid for engagement as a first phase in a larger scope of community trust and awareness building. With that in mind the Agency team will prepare a preliminary engagement and project schedule that will reflect key milestones identified as part of the project kick-off and incorporate the engagement plan approach. This schedule will identify project milestones specific to this mini-bid and will forecast engagement aligned with the goal of opening a portion of the Greenway before the end of 2025, as well as keeping in mind other future phases. The project-wide engagement plan will include a timeline, audience, communication tactics/channels and expected outcomes and will identify where engagement for various mini-bids within the Greenway plan are synergetic. We'll also ensure that the plan takes into account federal NEPA requirements, in the event any future segments of the Greenway utilize federal funding.

TASK 1.1 DATA + EXISTING STUDY REVIEW

In order to best understand the communities that touch the Greenway, the Agency team will review and understand the Old Boonton rail line, planning context of the eight municipalities that touch the line, and will develop a deep understanding of the planning initiatives and projects completed to date or currently underway.

This task includes:

- Research and analyze current, emerging, and projected trends and opportunities (including demographic, recreational, economic and development).
- Complete a review of previous plans and projects: create a summary of relevant planning efforts and status in each jurisdiction along the Old Boonton Line. We will also review data shared by NJDEP on Teams.
- Our team will analyze and summarize key issues / deficiencies, relevant trends, and key

opportunities along the Greenway, in coordination with the stormwater, remediation, and security scopes. Research and data from this task will contribute to the development of existing conditions maps that will be shared as part of the community engagement process. Building on the Framework plan, this summary will be shared as “Community Snapshots” enabling us to understand how needs, experiences, and assets differ throughout the Greenway.

TASK 1.2 PROJECT NAME AND IDENTITY (IF DESIRED)

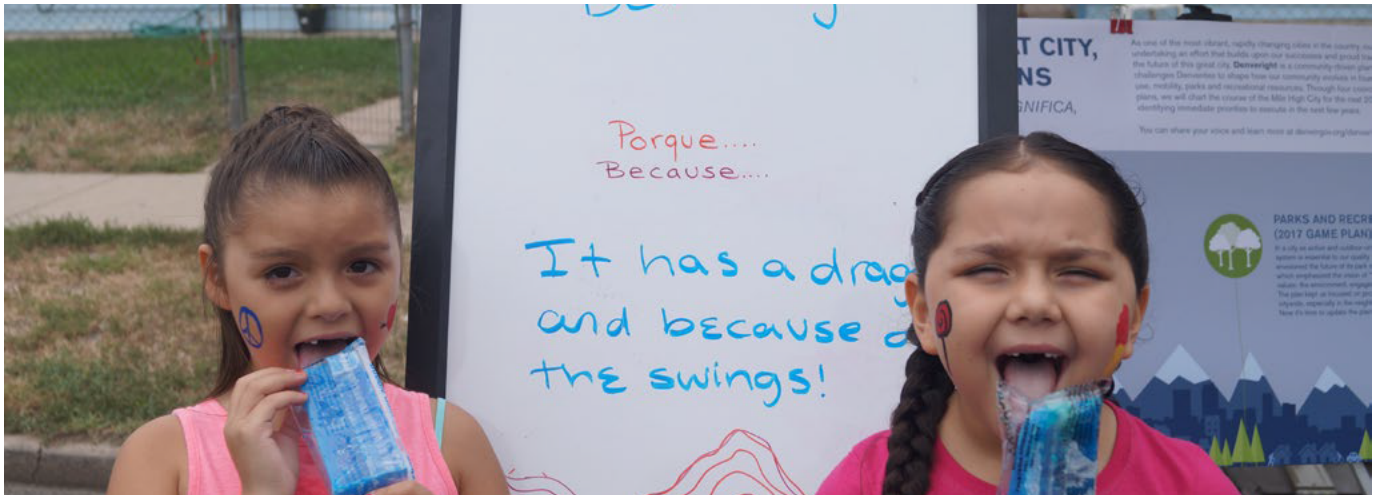
If desired, and at the beginning of the project, the Agency team will work with NJDEP to develop a project visual identity that will provide consistent graphic material, including a color palette, project logo, fonts and templates (up to three) including a report template for Task 4 and presentation slides. These brand assets will be used throughout the entire project timeline, from initial community communications and conversations through to construction.

TASK 1.3 PROJECT KICK-OFF AND TOUR

The Agency team imagines a kick off meeting with all mini-bid participants that will include a hiking or driving tour of the nine-mile stretch to review existing conditions. This kick-off will include key representatives from the State, advocacy and stewardship groups, like New Jersey Bike Walk Coalition, meetings with jurisdictions, and community organizations, like the Newark chapter of Outdoor Afro or Latino Outdoors, to create connections and communicate project expectations early.

TASK 1.4 PROJECT SCHEDULE AND ENGAGEMENT PLAN

The outreach and engagement strategy will include major milestones, methodologies, approach to hard-to-reach populations, and measures of success. The strategy will address online coordination with social media and in-person methods. The outreach strategy will consider the impacts of ethnicity, culture, and socio-economic status on engagement in the project



process. Public engagement will be interactive and widespread across the various communities, and throughout the duration of the project. The Team will work with State resources to provide translation of materials, beyond Spanish, as needed.

Engagement Findings: At the end of each engagement milestone, the Agency team will synthesize the community engagement results and present them in an easily digestible and clear format that can be shared on multiple digital platforms, both internally and with the broader community.

Task 2 - Engagement Plan Execution

For all engagement tactics noted in Task 1, the Agency team will develop outreach and communication materials that are visually clear and simple, to connect with stakeholders of all ages and backgrounds.

We will share all materials with NJDEP for approval and will translate all printed materials into Spanish. If as part of our community snapshot work, we identify a need to engage stakeholders who speak another language, we will work with the New Jersey Department of Community Affairs' to ensure we provide interpretive services or translations as part of all public facing materials.

Deliverables:

- Meeting materials for Department review and Meeting materials for Department review and approval;
- Execution of Engagement Plan;
- Tracking of outreach/engagement metrics throughout process; and
- Meetings notes and summaries.

Task 3 - Phased Development Assessment

There are many elements that will influence the phasing and prioritization of the Greenway project. Over the nine mile stretch of the corridor, there are different physical, demographic, social, financial, and logistical elements to consider as the project is broken out into reasonable, implementable segments, while also achieving the goal of opening one segment of the Greenway before the end of calendar year 2025.

TASK 3.1 DATA COLLECTION AND CONSTRAINTS ANALYSIS

In order to undertake an appropriate phasing assessment, the Agency team will gather and analyze a number of data sources related to various attributes of and along the corridor, including:

- **Physical Attributes:** Information such as existing structures like bridges and culverts (both on and adjacent to the Greenway), adjacent property ownership, and access points will be compiled. This information will aid the team in analyzing site access for future Greenway bridge repairs or replacements, and to consider constructability and equipment access. For example, it may be possible to open half of the width of a portion of the right-of-way to the public in the short-term, while allowing space for a construction access road for future phases.
- **Upcoming Infrastructure and Development Projects:** Information will be gathered from agencies such as NJDEP, NJDOT, NJTPA, NJTA, NJ TRANSIT, NJSEA (Meadowlands District), Amtrak, the eight municipalities, and Essex and Hudson

Counties to understand any and all programmed and potential projects adjacent to the Greenway corridor over the next decade or more. For example, due to the construction of the Northeast Corridor Portal Bridge, the portion of the Greenway east of the Hackensack River will be utilized as a staging ground for the next four years, and almost certainly will be a later phase of the project. However, our team will also examine opportunities to leverage future adjacent infrastructure projects to enhance the experience or access to the Greenway.

- **Topographical Constraints:** The Agency team has assumed that topographical constraints mapping will be performed under the Stormwater mini-bid. We anticipate this mapping being prepared using available Lidar, aerial imagery and property boundaries (via GIS). This will provide surface features and site grades.

- **Environmental Constraints:** The Agency team has also assumed that environmental constraints mapping will be performed under the Stormwater mini-bid. This mapping will contain known wetlands (already mapped through the National Wetland Inventory or NJDEP GIS), wetland transition areas, FEMA and NJDEP floodplains, riparian zones, threatened and endangered species (ranks 3, 4 and 5), and Green Acres properties. Information from the Phase II Investigation Summary Report and forthcoming remedial investigation will also become a part of the environmental constraints mapping. Known cultural resources (available through NJ CRGIS website) will also be mapped.
- **Demographics and Social Impacts:** The Agency team will utilize layers from the NJDEP EJMAP system, US Census and American Community Survey (ACS), NJTPA, and other demographic sources to map various Environmental Justice





categories such as income, minority populations, and motor vehicle access. The Agency team will also analyze existing park access in the Greenway corridor to understand area residents who have a more difficult access to these public spaces.

- **Consensus Mapping:** In addition to the quantifiable opportunities and constraints listed above, an important factor to weigh in choosing an early action, aka “low hanging fruit” project to implement quickly, is the level of local opposition present, for whatever reason. The community engagement task described above will quickly identify and begin to distinguish portions of the corridor that generate a lot of heated debate and others that do not. We may find that even if a certain portion of the alignment holds few physical and logistical barriers to improvement, it may be so socially and politically problematic that it requires a more lengthy community vetting process. It may make sense to spend the money required to improve a section of trail that is harder to reach and more expensive to fix, but that everyone agrees should be opened as soon as possible.
- **Municipal Plans and Ordinances:** A review of local planning documents for each of the eight municipalities to understand local planning objectives related to the Greenway corridor and its surroundings. The review will focus primarily on master plans and open space and recreation plans, but may include other relevant documents.

- **Existing Zoning and Land Use:** The Team will map existing zoning and land uses within ¼ mile of the Greenway corridor to understand the current and potential future development patterns along the corridor and near potential access points. Phasing prioritization may consider the location of existing land use and future development and redevelopment opportunities. Locations with compatible land uses today may be appropriate for earlier phases, while incompatible land uses and potential redevelopment sites may be more appropriate for later phases.

This non-inclusive list of mapping and analysis will help the team to fully understand the challenges, constraints, and opportunities within and adjacent to the Greenway corridor.

TASK 3.2 HIGH-IMPACT PROJECTS LONG LIST

The Agency team will compile and create a long-list of potential high-impact projects. We will incorporate ideas from jurisdiction, stakeholder, and public input, and add additional opportunities that we feel would also help fulfill the ultimate vision of the Greenway.

Along with this long-list, we will develop an evaluation criteria and methodology to assist with prioritizing projects. We will work closely with NJDEP to develop the list of criteria. Criteria will align with broad long-term goals of the Greenway, such as the potential to highlight greenway resources, enhance adjacent communities, ensure long-term sustainability, financial

investment, and build visibility. NV5 had developed this set of goals with NJTPA for the Morris Canal Greenway, and from these established a set of project evaluation criteria that was guided by a statewide Working Group made of community stakeholders. We propose a similar process, building on the insights of the community members to identify those projects and outcomes that resonate with adjacent communities.

The success of the Greenway will depend on a strong relationship between and among the local communities both during and after the physical infrastructure is built. To develop the evaluation criteria, the Agency team will look not only at the building and development phase, but also consider impacts related to greenway activation, use, initial cost, and ongoing maintenance needs. The evaluation criteria should highlight the special resources

(physical and organizational) and opportunities unique to each greenway community, as both local government and nonprofit organizations have the potential to play a supporting or even a leading role in greenway development and activation. Using the evaluation criteria, we will complete a first pass at prioritizing the projects. We will review this long list with NJDEP, as well as the jurisdictions. Feedback will help refine the ranking and will provide another opportunity to add any additional project ideas. The final outcome of this task will be a prioritized list of high-impact projects by character zone.

TASK 3.3 HIGH-IMPACT PROJECTS - PROJECT DEVELOPMENT

Based on the feedback received, we will work with NJDEP to finalize the set of projects to be developed in more detail. The Agency team will develop a phasing matrix describing high-impact projects from the long-list organized according to location along the alignment. The Greenway alignment will be assigned mileposts, either matching the current railroad MP designation used in the Framework Plan, or a new west-to-east milepost arrangement, to use as a guide for pinpointing project development and infrastructure over the life of the planning, design, construction, and maintenance phases. The matrix will be divided into discrete segments that are identified for future development projects. The matrix will include funding opportunities in addition to prioritization status based on application of the evaluation criteria and will be keyed to mapping. The matrix is intended to be periodically updated and used as a tool for tracking the development status of the greenway over time.

Portions of the alignment that are recommended to be constructed together, but which may have varying design treatments, will be grouped with an eye towards potential funding sources or opportunities to connect logical end points such as intersecting greenways or streets, local attractions, or anticipated development timelines. The development status (short-, medium-, and long-term) will be indicated for all projects on the refined high-impact list.



The Agency team will consider the design and construction timing for each of the phases. While a stated goal of the mini-bid is to have an operable phase by the end of 2025, we want to make sure that the momentum continues in subsequent years, with new phases opening up at the rate of one per year as fiscal budgets allow. We'll also identify segments of the trail that will be best in position for federal discretionary transportation funding, such as RAISE, which favors projects that are located in Historically Disadvantaged Communities and areas of persistent poverty.

The high-impact projects and options will be shared with the public at the public meeting for feedback, along with the jurisdictions and other stakeholders.

The further developed projects, along with the full prioritized list, will provide a full menu of potential high-impact projects along the Greenway route.

Task 4 - Recommendations Report

4.1 PLAN DRAFT

This final step of the Recommendations Plan will combine the materials developed in the above tasks into a final planning document. The document will serve as a guide for future planning and will include the options for high-impact projects. It will illustrate how community input was used to develop and shape the greenway's ideas and priorities.

4.2 RECOMMENDATIONS REPORT AND PRESENTATION

Based on feedback from NJDEP and jurisdictions, provided as one set of consolidated comments, our team will revise the draft document to create a final version of the Recommendations Plan.





Task 5 - Meetings, Conference Calls, and General Project Team Coordination

This task includes the project management for the current scope of work, wherein the Agency team project manager will coordinate: the efforts, roles and progress of the various subconsultants comprising the design team; all design team and client meetings; and submission of regular progress reports and invoices with all supporting documentation.

TASK 5.1 - MEETINGS AND UPDATES

At the time of notice to proceed, the Agency team will coordinate with the Department to schedule regular meetings to monitor progress, raise issues and collaborate on the tasks set forth in this scope of work. Meetings will include the following:

- Project Kick Off Meeting(s) – Within 7 business days of receiving the notice to proceed execution of this scope of work, the Agency team’s project manager and other key personnel will participate in a project kick off meeting with the Department. At this meeting, contract requirements, timelines, and team member roles and responsibilities will be clarified. We’ll also discuss communications protocol with the other consultant teams, who may be working on other mini-bids. We believe that the work on the other three current mini-bids will be integral to the work that is being performed as a part of Task 3 of this scope of work.

- Status/Progress meetings – The Agency Team’s project manager and other key personnel will meet virtually with the Department at least every two (2) weeks to report on the progress of all tasks for the duration of the project.
- Meetings with other Greenway consultant teams - It is assumed that up to five (5) virtual meetings will be held with members of the other two consultant teams to coordinate with their respective scopes of work.
- Recommendation Presentation – The Agency team will present our final recommendations under Task 5 to the Department.

TASK 5.2 - TEAM COORDINATION

The Agency Team project manager will complete the following tasks related to each of the above meetings:

- Schedule all meetings;
- Prepare meeting agenda;
- Distribute a copy of the agenda to the meeting participants no later than two (2) business days prior to each meeting; and
- Prepare meeting summaries and transmit to the Department no later than two (2) business days after each meeting.

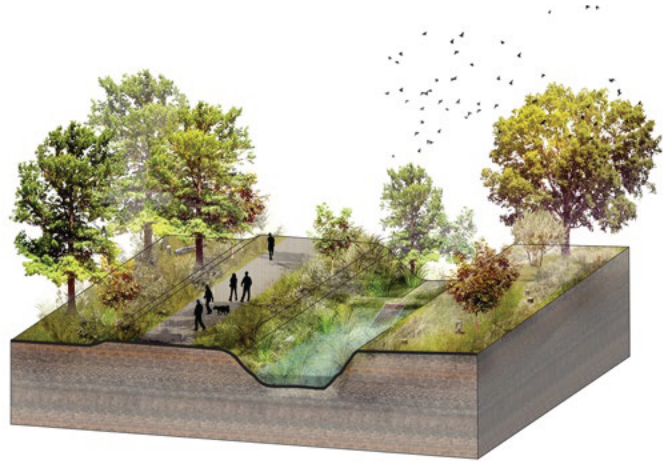
Deliverables:

- Meeting summaries for Progress/Status meetings; and
- Recommendations Presentation
- Monthly Progress Reports, including:
 - Task Name or description per the Scope of Work;
 - Task Status;
 - Activities completed and anticipated for the next month; and
 - Percent completed.

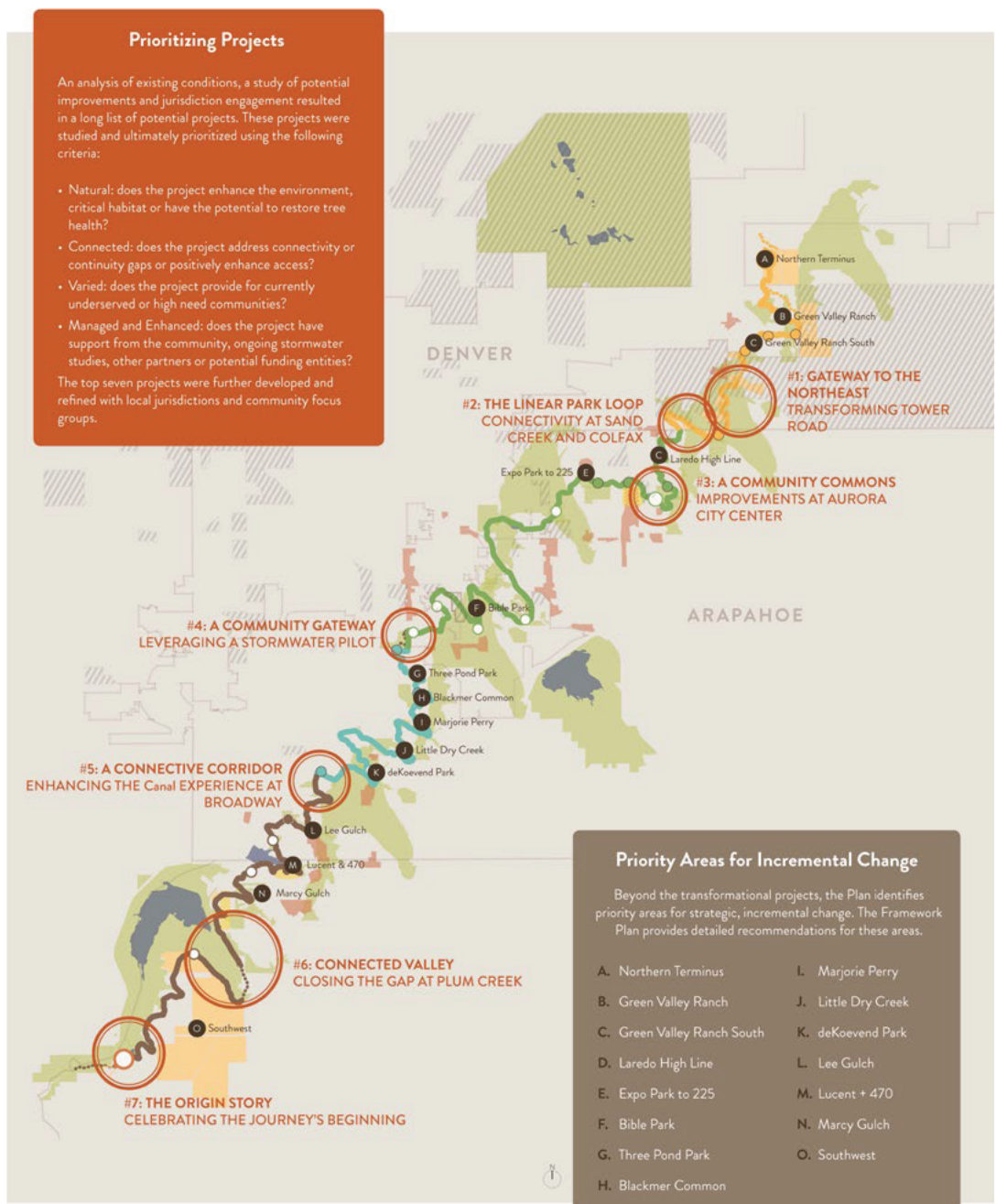
Draft and final work products developed by the Agency team will be uploaded to the Department’s Microsoft Teams site regularly, and no less than monthly.



Existing Condition



Immediately after storm event



Prioritization Framework

TACTICS TO CAST A BROAD NET

Key Stakeholder Meetings (virtual and/or in-person)

We go to them. There are certain key project stakeholders that the project team should reach out to directly. They could be individuals, like a major employer adjacent to the corridor, or groups focussed on a particular issue, like the neighboring business community or a bicycle transportation advocacy organization. We already know who some of them are, but the Major Public Meetings described above will reveal others we do not yet know about. These stakeholder meetings are a way to 'follow-up' with ones who reveal themselves to us and want to talk more in depth than is possible at a public drop-in style meeting. For example, there may be membership-based tenant and/or civic associations for residential and commercial communities that border the alignment.

Inclusive Communications

Number: 2 campaigns tied to major public meetings and Greenway next steps

Target audiences: General public

Format: Updates to the project website, social media collaboration with jurisdictions and advocacy groups, and flyers throughout commercial corridors. This could also include engagement with local news organizations, radio stations, and NJDEP communications to get the word out quickly and continue to broad coalitions for the Greenway's investment.

The team, led by Hive Public Space, will provide internal translations and can provide additional Spanish language interpretation as needed to ensure inclusion in all conversations over the three month timeline.

We also see value in consistent communications between mini-bids. It is our understanding that this mini-bid will be responsible for engaging stakeholders around all bids for the Greenway. We propose the creation of an FAQ to ensure communications do not change between bid leads. We will plan to comply with National Environmental Policy Act (NEPA) in our communications and engagement efforts.

TACTICS TO CONNECT WITH HARD-TO-REACH POPULATIONS

Existing Events + Youth Engagement (in-person)

Number: 6 events, at least 3 focused on reaching youth

Target audiences: Otherwise hard-to-reach populations

Format: Coordinated with an existing event or program

The Framework Plan experience showed us that the most effective way of broadening input and awareness was attending carefully selected existing events. We can build on the calendar of events identified during the Vision Plan to select events that will help us connect with youth and families, more diverse audiences, and additional hard-to-reach populations. The goal is to reach individuals who may be entirely unaware of the Greenway or who use the Greenway but are unlikely to attend public meetings. Integrating with an existing event is more likely to be successful than a separate, standalone event. Our team plans to engage Design as Protest to support inclusive youth engagement, pop up events, canvassing and surveys, as well as translations in support of Hive Public Space.

Proposed Engagement Tactics

The following strategy combines a range of tactics that we believe will best harness the community's passion for the Essex Hudson Greenway, while also bringing new voices and new ideas into the process.

Deliverables:

- Kick-off tour run of show and agenda
- Draft Engagement Plan for review by Department; and
- Final Engagement Plan revised based on comments from NJDEP
- Frequently asked questions document for coordination and consistent communication approaches between various mini-bids
- Graphic, color, and font palette for use across all bids, including templates for documentation and presentations
- Summary of existing conditions via community snapshots

TACTICS TO CONNECT WITH A BROADER RANGE OF GREENWAY USERS, INCLUDING THOSE UNAWARE OF THE PLANNING PROCESS

Community Leader Focus Groups (virtual and/or in-person)

Number: 4 events

Target audiences: Otherwise hard-to-reach populations

Format: Invited session

Convening standalone events can be hard to coordinate and turnout could be mixed, especially in such a short project timeframe. For this phase of planning, we will hold four focus groups targeting relevant community leaders, non-profits, small businesses, and other organizations with an awareness of the perspectives of hard-to-reach populations.

We hope these meetings will also be an opportunity to broaden the network of Greenway friends, where focus group attendees could then spread the word to their networks. We believe it is important to equitably compensate partners to fully value their expertise and experience, skills, and time. By providing equitable compensation, NJDEP can create a more inclusive space for partner participation and knowledge sharing, thereby ensuring a more successful project that addresses the community's needs and further fulfills the goals of the Greenway planning and implementation.

Major Public Meetings (in-person and/or virtual)

Number: One series, with open house meetings in three to four different segments of the greenway; Optional: Public Visioning Workshop (virtual or in-person)

Target audiences: General public

Format: Open-house, drop-in format with interactive stations + pre-meeting key, local stakeholder session for Jurisdictions & key stakeholders beforehand; one public workshop

In our experience, while these meetings are effective at reaching the most engaged, they are also an important opportunity to increase awareness by others. Event-like meetings located visibly in highly used public buildings (for example, local libraries) can broaden attendance.

We suggest an open-house format for these meetings, and we would recommend including the key, local stakeholder preview time before each meeting to allow jurisdictions and key stakeholders to participate in more one-on-one conversations with our team.

Major public meetings are also used as a vehicle for identification of important stakeholders and/or stakeholder groups not previously identified to whom special targeted outreach should be conducted. As themes emerge and awareness grows, a well crafted and inclusive public workshop guided by facilitators can bring people from all walks of life together to build a collective community vision for the Greenway.

Clipboard Surveys (in-person and virtual)

Number: 2 hrs of intercept surveys in each zone, split into 2-3 sessions over the overall timeline

Target audiences: Park and open space users, especially those who may be unaware of planning process or who do not attend public meetings

Format: Informal surveys by team members in parks, commercial districts and other public spaces close to the Greenway

These surveys focus on reaching more local park and open space users. The idea is to station team members in spaces close to the Greenway to ask passers-by for feedback. Our team plans to engage Design as Protest to support inclusive youth engagement, pop up events, canvassing and surveys, as needed.

We will also make this survey available online to enable broad outreach and sharing by advocacy groups and public agencies.

Trail Tests / Pop-up Events (in-person)

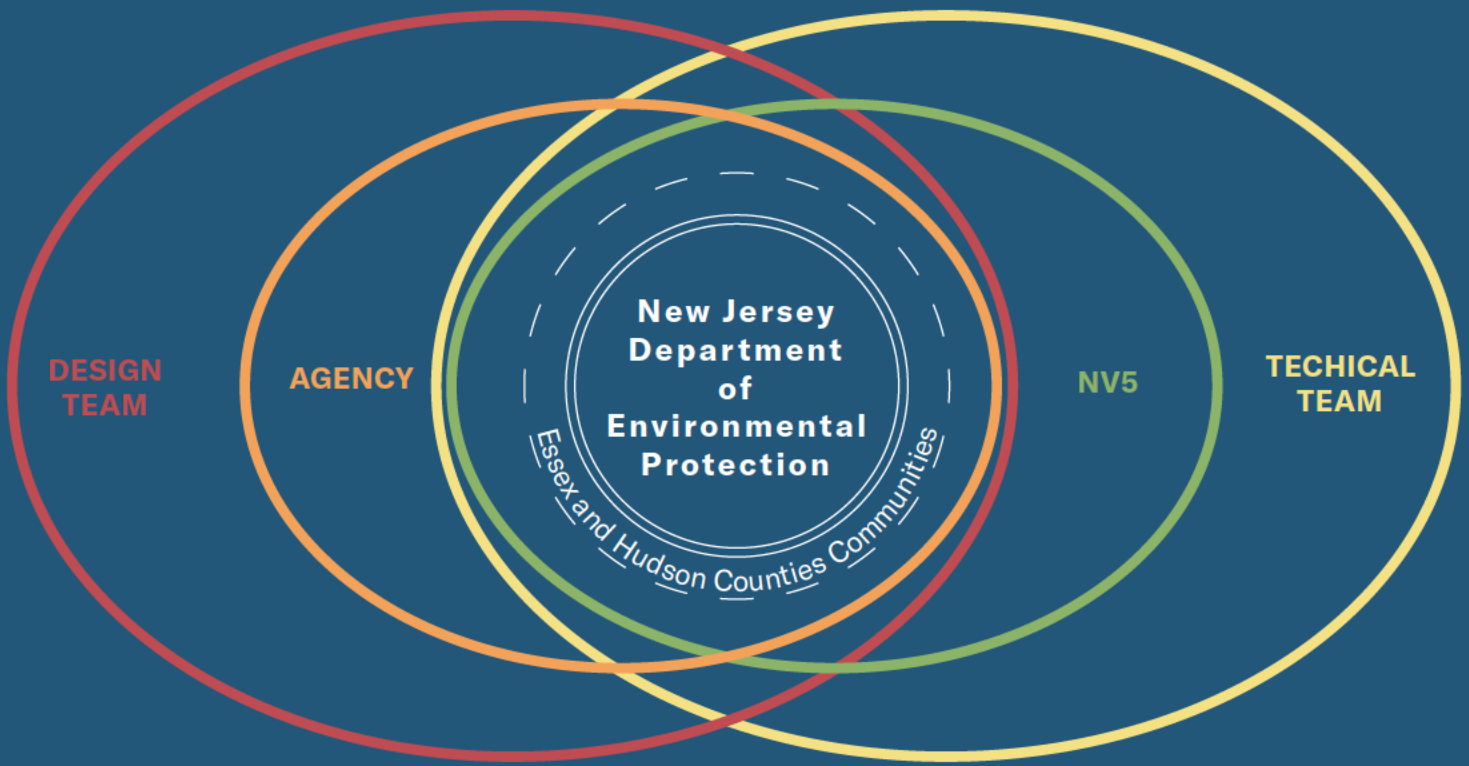
Number: Up to 3 events (can be tied to other engagement efforts)

Target audiences: People who live close to or walk/drive past the Greenway, especially those who may be unaware of planning process or who do not attend public meetings

Format: Element of design, design guidelines or furnishings temporarily placed to gather feedback

These pop-up events test design ideas on the Greenway providing opportunities for the public to see the ideas life-sized and in context.

For example, we could work with potential furniture vendors to place a few bench options on the Greenway at intersections with the street—and maintenance staff and others—which options are most favorable. We could also place QR codes or other feedback opportunities directly on the benches, linking the pop-up tests to a digital way to provide input. Our team plans to engage Design as Protest to support inclusive youth engagement, pop up events, canvassing and surveys.



AGENCY LANDSCAPE + PLANNING*

Prime Consultant and Design Team Lead

NV5
Engineering and Technical Team Lead

DESIGN TEAM

Economic Development, Programming + Accessibility
HIVE PUBLIC SPACE*

Urban Design + Equity
CREATIVE URBAN ALCHEMY*

Lighting
HLB*

Operations + Governance
TOWN SQUARE

Graphics, Branding and Interpretive Signage
STUDIO UMMO*

Ecology
GREEN SHIELD ECOLOGY

Land Use / Zoning
HGA*

TECHICAL TEAM

Civil Engineering
Structural Engineering
Traffic Engineering
Environmental Permitting
Hazardous Removals
NV5

Structural Inspections
CHURCHILL CONSULTING*

Geotechnical Engineering + Survey
AMERCOM CORP.*

Cost Estimating
TOSCANO CLEMENTS TAYLOR*

Tidal Surge Risk Assessment / Storm Modeling
MOFFAT & NICHOL

Underwater Marine Structural Inspection
WJ CASTLE PE & ASSOCIATES*

Our full team organizational structure and resumes appear in our original qualifications package. The Engagement and Phased Development Minibid will be led by Agency, in close collaboration with NV5's planning team, Hive Public Space, Creative Urban Alchemy and Studio Ummo. Together this focused team brings a depth of experience in engagement strategy, facilitation and design thinking around phasing options. Bios of key team members for this minibid appear in the following pages, grouped by firm and core role on the bid.

* Indicates minority, women, veteran, and/or small business enterprises

Engagement and Phased Development Core Team - Agency



Kate Tooke, ASLA, RLA / Principal, Landscape Architect / Agency

Landscape architect Kate Tooke has focused her career on the intersection of community and public space. She leverages a diverse background as an educator, engineer and landscape architect into a practice unabashedly passionate about connecting people to the urban environment. Kate's listening-oriented leadership approach and her strategic thinking, design eye, and technical acumen have contributed to the success of diverse projects ranging from master planning to site-scale work. While a Principal at Sasaki, Kate led the design of Boston City Hall Plaza and Copley Square, Gulf State Park and Wilmington Waterfront Promenade. Her work with Agency includes Town Branch Park, the Mill River Park, and the Charlestown Navy Yard.



Rhiannon Sinclair / Principal, Planner / Agency

An urban planner with a background in architecture, Rhiannon Sinclair's work focuses on complex urban systems across multiple scales. Rhiannon has over a decade of experience engaging diverse perspectives in the projects that will shape their communities. She has led multi-jurisdictional planning and engagement efforts for a strategic plan for 58 miles of the White River in Central Indiana, led equitable engagement and project prioritization for the 71-mile High Line Canal in Denver, Colorado, and recently completed a plan for investments in parks, open spaces and greenways with the Jersey City community.

KEY ROLE



Susannah Ross, ASLA, RLA / Project Manager / Agency

Susannah Ross is a landscape architect with two decades of experience, much of that spent playing the role of project manager for complex urban projects. In the last 15 years she has managed over 20 projects with combined design fees totaling over \$12M and site construction costs of \$100M. She settled into the role of project manager in recognition that her greatest strengths—communication, problem-solving, organization, and directing others—were best employed in the capacity of point person and conductor for multidisciplinary design teams. She has orchestrated the execution of designs, from master planning through construction administration, on time, on budget, and to the level of excellence to which Agency commits to achieve each client's mission.

KEY ROLE



Estello Raganit / Landscape Designer / Agency

A landscape designer at Agency Landscape + Planning, Estello has worked on and managed the design, planning, and construction of public projects of varying scales and types across the United States. Prior to receiving his Masters in Landscape Architecture at Harvard's Graduate School of Design in 2019, he studied biology and English at Vassar College. Estello's interest in landscape architecture's ability to forge links between our natural/built environments and individual/collective memory of place can be felt in his work with Agency, including Robbins Farm Park playground in Arlington, MA and the Bay Park in Sarasota, FL.



Bettina Zimny, AICP/PP / Director of Planning / NV5

Bettina Zimny has over 30 years of experience in multimodal transportation planning and facilities design, public outreach, and environmental assessments. She has prepared greenway master plans, transit access studies, downtown revitalization plans, pedestrian/bicycle studies and corridor-wide “complete streets” plans. She served as primary author of the award-winning NJ Statewide Bicycle/ Pedestrian Master Plan, and led the concept and design phases for the NYS&W Bicycle & Pedestrian Path, a five mile multi-purpose trail in Morris & Passaic Counties. She has managed local planning assistance contracts for NJ TRANSIT and the NJDOT for over two decades, providing communities with multimodal and transit-friendly planning and design services.



Matt Ludwig, PE, AICP, WEDG / Active Transportation Planner + Senior Engineer / NV5

Matt is a licensed civil engineer and certified planner with over 15 years’ experience on a variety of transportation projects, including specialized expertise in the planning, design, and management of active transportation facilities. His experience includes trails and greenways, complete streets, urban bicycling and pedestrian networks, and first/last mile solutions. Matt’s hands-on experience in the engineering phase of projects has helped him lead ambitious, yet practical master plans, feasibility studies, and concept plans, including the 34-mile LINK Trail in Camden County, NJ, the Riverfront North Greenway along the Delaware River in Philadelphia, and the Little Sugar Creek Greenway in Charlotte, NC.



Laura Torchio, AICP / Technical Advisor, Placemaking & Community Engagement / NV5

Laura Torchio has over two decades of experience as a planner, specializing as a facilitator and placemaking expert throughout the NJ/NY region. She is a leader in her home town of Montclair, NJ and was an early advocate for converting the project to a rail trail (known then as the Ice and Iron Trail). Currently, she is leading Montclair’s Vision Zero initiative and was instrumental in creating a “trail to town” protected bike lane (Future Bikeway to the Greenway) connecting the greenway to Montclair Center. Laura has familiarity with the study area and its residents, visitors, and municipal initiatives. She was an active participant in the early stages of the Essex Hudson Greenway visioning & planning process.



Rachana Sheth, AICP/PP / Senior Urban Designer/Planner / NV5

Rachana Sheth is a senior urban designer and planner with a background in land use planning and architecture. She has worked on transportation planning projects including statewide trail planning, bicycle/pedestrian plans, visioning/ public outreach activities, and Vision Zero safety plans. Her experience includes work with government agencies and community organizations, which has helped develop her understanding of stakeholder engagement, with a focus on equity and environmental justice concerns. Recent projects have included direct involvement in the Essex Hudson Greenway as part of the original East Coast Greenway Routing Study for NJDOT, and participation in the Jersey City Open Space Element planning study with Agency. She is a former Jersey City resident, and speaks fluent Hindi.

KEY ROLE



KEY ROLE

Ifeoma Ebo / Principal / Creative Urban Alchemy

Ifeoma is an experienced Designer, Planner and Architect with a proven track record in transforming urban spaces into platforms for equity and design excellence. Over her twenty year career she has engaged in urban design concept plans and frameworks, activation plans and community masterplans - each rooted in a community engaged process. She is currently leading a Regenerative Agriculture Master Planning process for a 200 acre greenfield site in Madison, Wisconsin involving wetland restoration, infrastructure planning, affordable housing development and regenerative agriculture planning. As the founding Principal of Creative Urban Alchemy LLC, she is a consultant on community design and regenerative placemaking.



KEY ROLE

Alexandra Gonzalez / Principal / HIVE Public Space

Alexandra is an urban designer, placekeeper, and Design Justice Advocate. She is the Principal of Hive Public Space, an urban design and placekeeping studio based in New York City. She brings a decade of experience designing and transforming public spaces into socially and culturally inclusive environments. She is leading the Urban Design and Placemaking team for Lyra, a Mixed-use 200k m2 project in Monterrey, MX. Addressing community engagement strategy, street design, Art masterplan, and Programming. She is a member of the NYC Alliance for Public Space Leadership (APSL), A board member of the Association for Community Design, Design and Core-organizer for Design as Protest.



Neda Movaghar / Partner and Project Manager / Studio Ummo

Neda Movaghar is a creative director and partner at Ummo. She is passionate about place branding and visual communications. Her portfolio features award-winning brands, campaigns, and environments that elevate the reputation of clients and enliven the shared spaces of their communities. She brings years of experience as a thoughtful leader and designer to projects that span the globe. In her daily practice, Neda is responsible for envisioning and crafting design solutions that start with inspirational ideas and develop into highly nuanced visual communications materials, from digital interfaces to citywide wayfinding systems.



Matt Uminski / Design Director and Partner / Studio Ummo

Matt Uminski is a design director and partner at Ummo. He has extensive experience in branding, print, and environmental design. Trained as an architect, Matt focuses on projects that enhance the user experience of built spaces and the public realm. Matt has worked with a range of public, institutional, and private-sector clients on developing compelling brands that translate into real-world applications. Equally comfortable with print, environmental, and digital design, Matt helps clients execute big ideas across multiple platforms. His projects are recognized by The Wall Street Journal, Curbed, For Print Only, SEGD, Print Magazine, and the International Downtown Association.

Technical Advisors Team



Steven Handel, Ph.D., HASLA / Principal / Green Shield Ecology

Steven is a Distinguished Professor of Ecology and Evolution at Rutgers University, and formerly Visiting Professor at Harvard University's Graduate School of Design, studies the restoration ecology of urban habitats and how this can mesh with landscape architecture design. He is the Editor of the journal *Ecological Restoration* which focuses on explaining the value of nature for public landscapes. He is a Fellow of the Ecological Society of America and received the Theodore Sperry Award from the Society of Ecological Restoration, their highest research award, for work on urban habitat creation. He received his BA in biology from Columbia University and a PhD in ecology and evolution from Cornell University.



John Barree, PP, AICP, LEED Green Associate / Principal Planner / Heyer, Gruel & Associates

John is a licensed professional and certified planner with Heyer, Gruel & Associates (HGA) with over 12 years experience in municipal and county planning in New Jersey. His experience includes preparation of master plans, zoning ordinances, redevelopment plans, and other documents related to planning, development, and redevelopment in New Jersey. John was part of the team that prepared the Newark360 Master Plan and Land Use Element and is currently working on updates to the Newark Zoning ordinance. HGA is familiar with local planning issues and has experience in several of the municipalities located along the Greenway.



Jerome Barth / Principal / Town Square Consulting

A public space and public-private partnership specialist, Jerome is the founder of Town Square Consulting, a boutique firm specializing in the governance, programming and financing of highly used public spaces. Town Square focuses on how to transform spaces into authentic and lively destinations that promote safety, commerce, investment, and opportunity for people from all walks of life, while delivering strong value for owners. His experience ranges from staff positions at Bryant Park, Times Square or the High Line to work with high profile clients in Miami, Nashville, or Montreal.

Additional Boots-on-the-Ground Capacity



Tom Fein, RLA, WEDG / Principal Landscape Architect / NV5

Tom Fein has over 26 years of experience working on a variety of landscape architectural assignments at all scales. He has extensive experience in landscape construction oversight and a proven ability to manage complex projects. Tom works closely with clients, local communities and contractors in the planning, design and construction of civic places, recreational facilities, trails and historic landscapes – often with award winning results. He has presented for local and national ASLA chapters, lectured at the Bronx Botanical Garden, served as a visiting juror for several universities and is a recipient of an ASLA Award of Merit. Tom is an Essex County resident.



Charles Sachetta / Assistant Landscape Architect / NV5

Mr. Sachetta is an Assistant Landscape Architect with over 8 years of experience. He has excelled in various educational endeavors and work experiences that have prepared him with the understanding and appreciation of native ecology and sustainability, integral to the design of both public and private spaces. He is a local Bloomfield NJ resident, and is fluent in Spanish, bringing a unique skill that can be used for conveying important information and soliciting feedback from a wider audience.



Ashley Metius, ENV SP / Senior Environmental Specialist / NV5

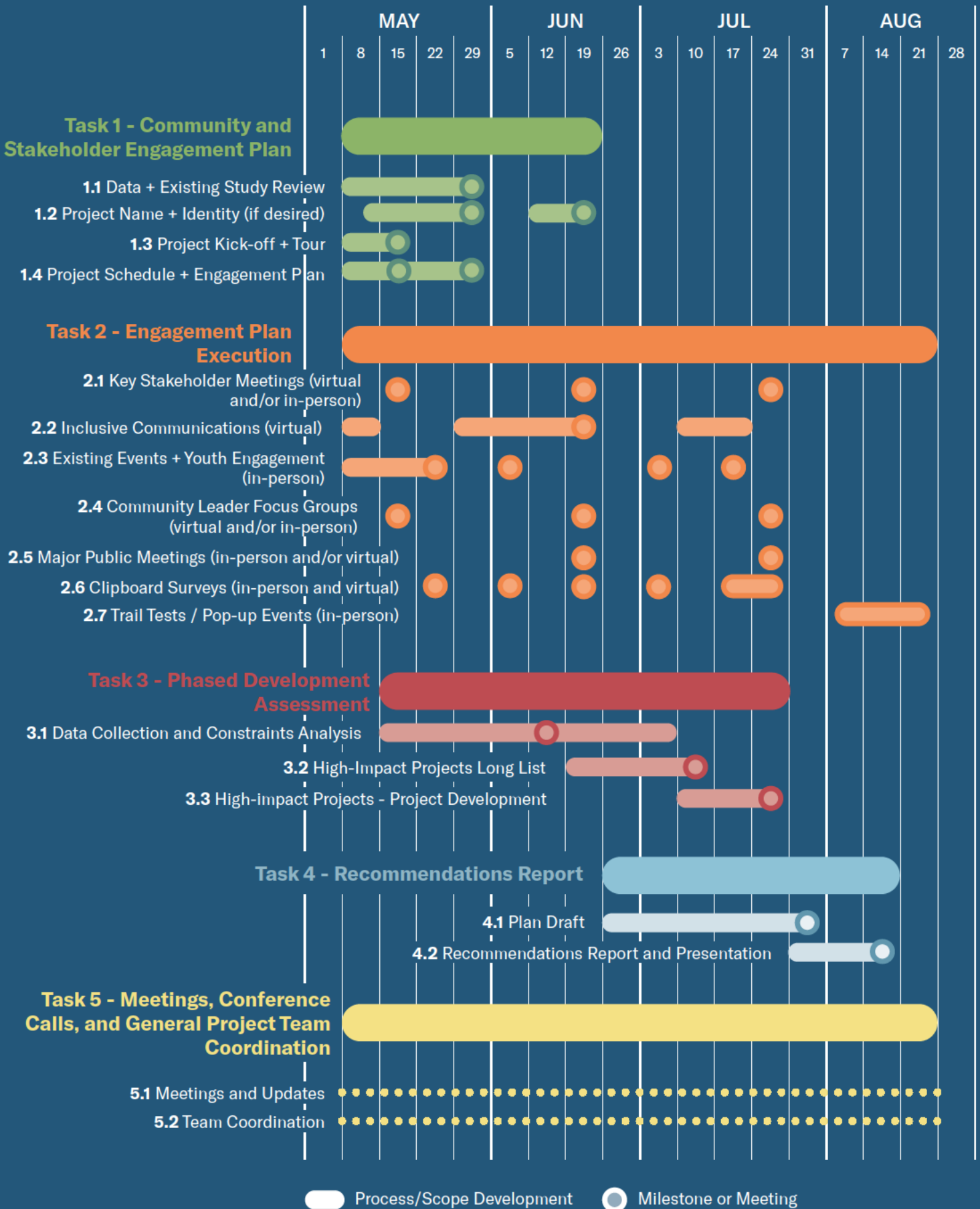
Ashley Metius is an Environmental Specialist with professional experience in municipal planning and city government. Ashley has supported the implementation of sustainable infrastructure practices across all disciplines and project phases and is experienced in the application of the Institute of Sustainable Infrastructure's Envision® framework. She has developed accredited presentations and webinars on sustainability for the agency and ISI. She is also a local Jersey City resident, and lives directly across the street from Liberty State Park, and is a Mayoral appointee on the City' LSP Citizen Advisory Task Force.

PROJECT SCHEDULING

Our team fully understands the stated goal of opening at least one portion of the Greenway to the public this year. In order to implement this ambitious project in a time-efficient manner, by September 1, 2023, and ensure that the remediation and stormwater components have ample time to be incorporated into the prioritization framework for phased development, we propose a schedule in which much of our work is completed concurrently, with regular client and additional mini-bid checkins. As stated in the approach to the mini bid scope of work, we propose at least five coordination meetings with the other mini-bid leads. These coordination conversations will happen at key milestones in the parallel three month processes.



PROPOSED SCHEDULE



PROPOSED BUDGET + FEE

Our team has assessed staff hours for each task in this minibid, and calculated the fee as follows. We view this as a starting point for a conversation about how our team's effort can meet the expectations of NJDEP. Fee calculations assume that the schedule and deliverables timeframe remains as currently stated. We understand the overall larger budget that NJDEP has set aside for this work, and assume that the mini-bid will set a foundation for further engagement activities, issued as work orders which could be funded partially out of the original budget.

Firm	Title	Hourly Rate	Task 1 Community and Stakeholder Engagement Plan		Task 2 Engagement Plan Execution		Task 3 Phased Development Assessment		Task 4 Recommendations Report		Task 5 Meetings, Conference Calls, and General Project Team Coordination		Fee per person
			Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	
			Agency	Design Principal	\$ 200	2	\$400	12	\$2,400	24	\$4,800	20	
Agency	Planning Principal	\$ 200	2	\$400	20	\$4,000	8	\$1,600	20	\$4,000	24	\$4,800	\$14,800
Agency	Director/ Project Manager	\$ 175	4	\$800	16	\$3,200	36	\$7,200	36	\$7,200	108	\$21,600	\$35,000
Agency	Associate	\$ 125	0	\$0	16	\$3,200	64	\$12,800	60	\$12,000	24	\$4,800	\$20,500
Agency	Designer	\$ 100	12	\$2,400	80	\$16,000	84	\$16,800	108	\$21,600	108	\$21,600	\$39,200
Agency	Planner	\$ 100	12	\$2,400	108	\$21,600	53	\$10,600	60	\$12,000	108	\$21,600	\$34,100
AmerCom	Project Engineer	\$ 225		\$0		\$0		\$0		\$0		\$0	\$0
AmerCom	Surveyor	\$ 215		\$0		\$0		\$0		\$0		\$0	\$0
AmerCom	Principal Engineer	\$ 205		\$0		\$0		\$0		\$0		\$0	\$0
AmerCom	Senior Engineer	\$ 170		\$0		\$0		\$0		\$0		\$0	\$0
AmerCom	Engineer	\$ 150		\$0		\$0		\$0		\$0		\$0	\$0
AmerCom	Principal Technician	\$ 148		\$0		\$0		\$0		\$0		\$0	\$0
AmerCom	Junior Engineer	\$ 115		\$0		\$0		\$0		\$0		\$0	\$0
AmerCom	Technician	\$ 85		\$0		\$0		\$0		\$0		\$0	\$0
BlueShore	Principal (Engineering)	\$ 271		\$0		\$0		\$0		\$0		\$0	\$0
BlueShore	Associate Engineer	\$ 183		\$0		\$0		\$0		\$0		\$0	\$0
BlueShore	Ecologist	\$ 170		\$0		\$0		\$0		\$0		\$0	\$0
BlueShore	Junior Engineer II	\$ 170		\$0		\$0		\$0		\$0		\$0	\$0
BlueShore	Junior Engineer I	\$ 153		\$0		\$0		\$0		\$0		\$0	\$0
Churchill	Project Manager	\$ 190		\$0		\$0		\$0		\$0		\$0	\$0
Churchill	Senior Engineer	\$ 140		\$0		\$0		\$0		\$0		\$0	\$0
Churchill	Principal Engineer	\$ 130		\$0		\$0		\$0		\$0		\$0	\$0
Churchill	Engineer	\$ 115		\$0		\$0		\$0		\$0		\$0	\$0
Churchill	Engineer Technician 3	\$ 115		\$0		\$0		\$0		\$0		\$0	\$0
Churchill	Engineer Technician 2	\$ 100		\$0		\$0		\$0		\$0		\$0	\$0
CUA	Principal	\$ 250	20	\$5,000		\$0	20	\$5,000	20	\$5,000	15	\$3,750	\$18,750
CUA	Design Support	\$ 80		\$0		\$0		\$0	20	\$1,600		\$0	\$1,600
CUA	Admin	\$ 50	5	\$250		\$0		\$0		\$0	5	\$250	\$500
Green Shield	Principal Ecologist	\$ 205		\$0		\$0		\$0		\$0		\$0	\$0
Green Shield	Ecologist / Arborist	\$ 145		\$0		\$0		\$0		\$0		\$0	\$0
Green Shield	Field Technician	\$ 55		\$0		\$0		\$0		\$0		\$0	\$0
HGA	Principals	\$ 175	2	\$400	2	\$400	2	\$400	2	\$400	0	\$0	\$1,400
HGA	Principal Planners	\$ 165	4	\$800	8	\$1,600	10	\$2,000	10	\$2,000	15	\$3,000	\$7,755
HGA	Senior Planners	\$ 150	8	\$1,600	16	\$3,200	20	\$4,000	12	\$2,400	0	\$0	\$8,400
HGA	Associate Planners	\$ 120	8	\$1,600	16	\$3,200	30	\$6,000	20	\$4,000	0	\$0	\$8,880
Hive	Principal	\$ 250	35	\$7,000	60	\$12,000	20	\$4,000	25	\$5,000	20	\$4,000	\$40,000
Hive	Lead Consultant	\$ 200	20	\$4,000	80	\$16,000	10	\$2,000	20	\$4,000	20	\$4,000	\$30,000
Hive	Design Support	\$ 80		\$0	40	\$8,000		\$0	10	\$2,000		\$0	\$4,000
Hive	Administrative Support	\$ 50	10	\$2,000	80	\$16,000		\$0		\$0	10	\$2,000	\$5,000
HLB	Associate Principal	\$ 300		\$0		\$0		\$0		\$0		\$0	\$0
HLB	Senior Associate	\$ 230		\$0		\$0		\$0		\$0		\$0	\$0
HLB	Designer	\$ 165		\$0		\$0		\$0		\$0		\$0	\$0
InfraMap	Principal (Engineering)	\$ 221		\$0		\$0		\$0		\$0		\$0	\$0
InfraMap	Survey / Engineer Project Mana	\$ 163		\$0		\$0		\$0		\$0		\$0	\$0
InfraMap	Senior Utility Location Manager	\$ 127		\$0		\$0		\$0		\$0		\$0	\$0
InfraMap	Computer Draftperson	\$ 114		\$0		\$0		\$0		\$0		\$0	\$0
InfraMap	Locating Supervisor / Project Su	\$ 109		\$0		\$0		\$0		\$0		\$0	\$0
InfraMap	Admin. Assistant	\$ 83		\$0		\$0		\$0		\$0		\$0	\$0
InfraMap	Technical Locator I	\$ 72		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Principal	\$ 350		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Project Manager	\$ 320		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Senior Marine	\$ 295		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Senior Coastal	\$ 295		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Marine Structural	\$ 233		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Coastal Engineer	\$ 233		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Junior Marine	\$ 186		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	Junior Coastal	\$ 186		\$0		\$0		\$0		\$0		\$0	\$0
Moffatt & Nichol	CADD	\$ 155		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Director (avg. for Engr/LA/PL/Ar	\$ 304	16	\$3,200	15	\$3,000	4	\$800		\$0	24	\$4,800	\$17,936
NV5	Senior Project Engineer	\$ 299		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Supervising Engineer	\$ 272		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Supervising Environmental	\$ 271		\$0		\$0	3	\$600		\$0		\$0	\$813
NV5	Supervising/Environmental	\$ 258		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Supervising Technical Advisor	\$ 233		\$0		\$0	20	\$4,000		\$0		\$0	\$4,660
NV5	Principal Archaeologist	\$ 233		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Supervising/Director of	\$ 221		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Architectural Designer	\$ 217		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Supervising Engineer Utilities	\$ 213		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Supervising Engineer Traffic	\$ 211		\$0		\$0		\$0		\$0		\$0	\$0

Firm	Title	Hourly Rate	Task 1 Community and Stakeholder Engagement Plan		Task 2 Engagement Plan Execution		Task 3 Phased Development Assessment		Task 4 Recommendations Report		Task 5 Meetings, Conference Calls, and General Project Team Coordination		Fee per person
			Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	
NV5	Survey Crew (2-person)	\$ 208		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Engineer Traffic	\$ 197		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Supervising Planner	\$ 194	10	\$2,000	40	\$8,000		\$0		\$0		\$0	\$9,700
NV5	Principal Engineer	\$ 193	10	\$2,000	10	\$2,000	68	\$13,600	20	\$4,000	24	\$4,800	\$25,476
NV5	Supervising/Cultural Resource	\$ 192		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Engineer Water Resource	\$ 187		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Graphic Designer	\$ 180		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Environmental Engineer	\$ 174		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Engineer/Planner	\$ 170		\$0		\$0	16	\$3,200	16	\$3,200		\$0	\$5,440
NV5	Supervising/Environmental	\$ 170		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Engineer	\$ 169		\$0		\$0	60	\$12,000		\$0		\$0	\$10,140
NV5	Principal Landscape Architect	\$ 162		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Principal Technician	\$ 162		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Architectural Designer	\$ 155		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Landscape Architect	\$ 143		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Chief of Survey	\$ 140		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Environmental Specialist	\$ 136		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Planner	\$ 133	17	\$3,400	35	\$7,000	60	\$12,000	20	\$4,000		\$0	\$17,556
NV5	Senior Environmental Specialist	\$ 133		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Architectural Historian/P	\$ 132		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Senior Archaeologist	\$ 129		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Assistant Engineer	\$ 121		\$0		\$0	90	\$18,000		\$0		\$0	\$10,890
NV5	Planner	\$ 96	45	\$9,000	108	\$21,600		\$0	32	\$6,400		\$0	\$17,760
NV5	Senior Technician	\$ 87		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Environmental Specialist	\$ 87		\$0		\$0		\$0		\$0		\$0	\$0
NV5	Archaeological Technician	\$ 87		\$0		\$0		\$0		\$0		\$0	\$0
TCT	Principal (Cost Estimating)	\$ 315		\$0		\$0		\$0		\$0		\$0	\$0
TCT	Senior Cost Estimator	\$ 294		\$0		\$0		\$0		\$0		\$0	\$0
TCT	Senior MEP Estimator	\$ 269		\$0		\$0		\$0		\$0		\$0	\$0
TCT	Cost Estimator	\$ 193		\$0		\$0		\$0		\$0		\$0	\$0
TCT	Associate Cost Estimator	\$ 144		\$0		\$0		\$0		\$0		\$0	\$0
Town Square	Principal	\$ 250	8	\$1,600	20	\$4,000	20	\$4,000	5	\$1,000	5	\$1,000	\$14,500
Town Square	Senior Specialist	\$ 175	8	\$1,600	20	\$4,000	20	\$4,000	5	\$1,000	5	\$1,000	\$10,150
Ummo	Partner, Project Manager	\$ 175	40	\$8,000	16	\$3,200		\$0	24	\$4,800		\$0	\$14,000
Ummo	Partner, Design Director	\$ 175	100	\$20,000	24	\$4,800		\$0	40	\$8,000		\$0	\$28,700
Ummo	Brand Strategy Advisor	\$ 125	16	\$3,200	8	\$1,600		\$0		\$0		\$0	\$3,000
Ummo	Junior Designer	\$ 85		\$0		\$0		\$0		\$0		\$0	\$0
WJC	Principal (Engineering)	\$ 210		\$0		\$0		\$0		\$0		\$0	\$0
WJC	Underwater Inspection Team Le	\$ 195		\$0		\$0		\$0		\$0		\$0	\$0
WJC	Supervising Structural Engineer	\$ 170		\$0		\$0		\$0		\$0		\$0	\$0
WJC	Underwater Inspector/Tender	\$ 130		\$0		\$0		\$0		\$0		\$0	\$0
WJC	CADD/Technician	\$ 120		\$0		\$0		\$0		\$0		\$0	\$0
Total Fee per Task			414	\$83,050	850	\$170,000	742	\$149,400	605	\$119,600	539	\$107,800	\$632,586

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Contact Information
Kate Tooke
Principal Landscape Architect
