

**NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION****Mini-Bid  
Liberty State Park Project  
Work Order: Transportation Connectivity Planning  
Published: 5/23/23**

**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 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 the planning and design activities to facilitate the creation of comprehensive master planning and detailed design documents (Master Plan & Designs) for Liberty State Park (LSP).

Under this Work Order, the Department is seeking proposals to assess opportunities for development or enhancement of public transportation options to both improve regional and community connectivity to, and increase visitor circulation within, LSP, particularly in contemplation of ongoing park revitalization and improvement efforts. The assessment will consider, among other things, possible light rail or bus stops, public gathering points and other connection and transportation points.

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.

**BACKGROUND & PROJECT AREA**

LSP, located along the waterfront of Jersey City, Hudson County, is New Jersey's most visited State Park and an urban oasis with approximately five million visitors annually. It serves as both a national and international destination, offering access to and views of famous landmarks like the Statue of Liberty, Ellis Island, and the Manhattan skyline. Comprised of approximately 1,200 acres of State-owned lands and waters situated where the Hudson River meets the Upper New York Bay, LSP stands as one of the last contiguous open green spaces along the highly developed Northern New Jersey/New York City waterfront.

The historic Central Railroad of New Jersey (CRRNJ) Terminal building stood with the Statue of Liberty and Ellis Island to unfold one of this nation's most dramatic stories: the immigration of northern, southern and eastern Europeans, among others, into the United States. After being greeted by the Statue of Liberty and processed at Ellis Island, these immigrants purchased tickets and boarded trains at the Terminal that took them to their new homes throughout the United States. The terminal building is located in the northern portion of the park on Audrey Zapp Drive, and currently serves as both an event and public programming space, and also hosts the ticketing operation for Statue Cruises, the National Park Service's concessionaire for ferry operations to the State of Liberty and Ellis Island.

The Department is pursuing a comprehensive Liberty State Park Revitalization Program that aims to

restore and enhance natural features; provide active outdoor recreation amenities; add arts, cultural, and community spaces; expand passive recreation opportunities; improve transportation to and within the park; and improve and build resilience to climate change. The Program is organized in three parallel workstreams:

- Phase 1A: Environmental cleanup and restoration of the park's now off-limits interior section to include nature-based flood and climate resilience features, native habitats, scenic overlooks of the NJ/NYC harbor and skylines, bound together in a 5+ mile walking and running train network.
- Phase 1B: Design of active outdoor public recreation amenities, arts and cultural spaces, and a community center at the park's northern end.
- Phase 2: Preparation of a holistic master plan for the phased improvement of the park's waterfront and southern areas, which would include development of an outdoor athletics hub within the park's interior section upon completion of the (Phase 1A) cleanup.

The end result of this phased approach would be a Liberty State Park that features active recreational, arts, and cultural development across more than 100 acres of its perimeter, and an open space and passive recreational central park at its heart that will provide flood resilience benefits to the surrounding developed features as well as to the host community west and north of the park itself.

Approximately 235 acres situated within the interior of LSP have been unavailable to the public for generations due to the contamination of environmental media from historic industrial activities in this area of New Jersey. For Phase 1A, the Department is currently pursuing a robust restoration and resilience project on portions of the interior as shown on the [map](#), also included in the Teams site reference folder.

To help guide the Department's revitalization efforts, on August 5, 2021, the Department created the Liberty State Park Design Task Force (Task Force) to engage a plurality of stakeholders and community members to provide advice and recommendations on its plans for the inclusion of active recreation amenities at LSP. The Department evaluated the recommendations of the Task Force and issued a Summary of Advisory Group Considerations and Recommendations.

Subsequently, the Liberty State Park Conservation, Recreation, and Community Inclusion Act (P.L.2022, c.45) established a reconstituted Task Force for a period of twenty-four months to further advise the Department on development of short and long-term actions to improve the remainder of LSP and directed the Department to develop a master plan that includes improvements to facilities, programs and amenities, creation of transportation and mobility services to ensure equitable public access, preservation of natural resources, and actions to improve climate resilience.

Background documentation for LSP 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**

To reach its full potential as a destination that serves both the members of its host community of Jersey City as well as visitors from far and wide, LSP requires a focused, coordinated and timely approach to planning, improvement, management and access.

In furtherance of this goal, the Department is seeking proposals for the assessment of opportunities for development or enhancement of public transportation options to both improve regional and

community connectivity to and increase visitor circulation within LSP, particularly in contemplation of ongoing park revitalization and improvement efforts. The assessment will consider, among other things, possible light rail or bus stops, public gathering points and other connection and transportation points.

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 \$500,000.

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 by **September 29, 2023**:

### **TASK 1 – TRANSPORTATION PLANNING**

The Consultant shall review relevant, available information, including all information related to the Task Force and the Department’s associated recommendations to evaluate challenges, constraints, and opportunities for development of improved transportation to and circulation of visitors within LSP.

Transportation, both into and within LSP, remains one of the most significant operational challenges for the park. To best serve both the surrounding communities and the public at large, the Department seeks to develop a transportation study to identify options, including, but not limited to, mass transit and shuttle bus solutions, to transport patrons both to and within LSP. This study must consider the current park conditions and also the anticipated growth in visitation and transportation needs associated with the increase in recreational amenities currently under development. In addition, given the large, planned developments taking place on the periphery of park property, due consideration must be paid to the potential for the park to work with Jersey City to incorporate additional parking requirements on these developments to serve the public by facilitating additional vehicular access to LSP. Further consideration should be given to aligning park transportation development with Jersey City’s Vision Zero plan and Complete Streets efforts.

The evaluation shall:

1. Consider the park’s current uses and transportation improvements that could be made in the near term, as well as planned or contemplated future park amenities and the integration or modification of transportation solutions that could be applied;
2. Review both previous transportation (shuttle bus) systems which were in operation at the park, and existing connections with city, state, and county transportation infrastructure;
3. Consider the planned developments in the areas immediately adjacent to the park, and their impacts to parking and visitation;
4. Be consistent with and responsive to the Department’s evaluation of the Task Force’s recommendations, as well as Vision Zero and initiatives to improve the safety of visitors;
5. Consider accessibility, parking and other necessary supportive amenities;
6. Avoid, minimize, and mitigate potential environmental impacts; and,
7. Contemplate emerging technologies (e.g., autonomous vehicles) that could be considered in the short- or long-term.

As a result of this evaluation, the Consultant shall prepare and present a Transportation Recommendation Report that includes one to three concept alternatives for refinement of alternatives to lead to the selection of a single preferred alternative.

The Consultant shall provide a draft Transportation 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.

To ensure effective communication within the region, any publicly released 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.

**Deliverable(s)**

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

**TASK 2 – 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 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 1 to the Department at least one week prior to submitting final Transportation 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 LSP 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. 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](#)

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

### **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 the 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.

**Consultants may submit questions no later than 12:00 p.m. May 30, 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 June 13, 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 **June 27, 2023**.

# Mini-Bids: Liberty State Park Questions & Answers

June 6, 2023  
Updated June 7, 2023

**NOTE:** The deadlines for the two Liberty State Park Mini-Bids will be extended as follows:

Item	Original Due Date	Update Due Date
Proposals due	Tuesday, 6/13	Friday, 6/16
Anticipated award date	Tuesday, 6/27	Friday, 6/30
Work orders completed	Friday, 9/29	Friday, 11/17

## Phase 1B: Liberty State Park North (Audrey Zapp Drive to CRRNJ Terminal)

**Question:** Does NJDEP have expectations for the consultant to lead or support a community engagement process that builds on prior engagement within either mini-bid? What level Community Engagement, if any, related to Task 1 is expected to be performed by the selected Consultant Team? Shall we assume this means no public meetings or community engagement as part of this Mini-Bid? Is community engagement envisioned as a task as part of this Mini-Bid? Is community engagement part of a specific Task, or all Tasks?

**Answer:** Yes. The Department asks that the Consultant Team consider and propose appropriate additional community engagement that builds upon the work previously conducted by the Liberty State Park Task Force. The Department expects this additional outreach would likely include direct and targeted outreach to key stakeholder groups and potentially working with the statutorily convened Task Force. The Department does not anticipate the need for broad, general public meetings for this specific task order.

**Question:** There seems to have been a lot of public outreach for LSP – is there a summary of outcomes available? Has the state developed any specificity to the program elements listed in the 1B phase? Specifically: is there a specific number and type of sports fields, any desired seating capacity / event type for the amphitheater, and any specific program elements for the community center? If so, can these be shared?

**Answer:** No, there is not an explicit summary of outcomes available. Please see the “Summary of Advisory Group Considerations & Recommendations” report in the Teams site under “Reference Documents.”

**Question:** Since the Comprehensive LSP Revitalization Program is advancing in 3 parallel streams:

Phase 1A – Environmental cleanup and restoration

**Phase 1B** – Design of LSP North

Phase 2 – Holistic Master Plan

the team would benefit from understanding who is designing Phase 1A and Phase 2 and what coordination is planned between the different projects developing in parallel?

Can the state clarify the goals around timing of the completed master plan recommendations? In our experience a master plan for a park phase/site of this size and complexity is typically at least a 6 month process. Are we able to propose an approach and timeline that extends beyond the 3 month window NJDEP has indicated in the work order? If so, are there any hard deadlines for the work that the project schedule should keep in mind?

**Answer:** Phase 1A is led by the DEP's Office of Natural Resource Restoration, in partnership with the US Army Corps of Engineers, and Princeton Hydro. Work orders for Phase 2 have not yet been issued, and are expected later this year, consistent with this process for Phase 1B. DEP anticipates coordination among the Phases to be necessary and desired.

**Question:** What indoor programming (if any) is anticipated? (The RFP refers to "covered outdoor community space" and possibly concessions.)

**Answer:** The Department has heard from members of the community the desire for a year-round Community or Recreation Center near the Jersey Ave & Johnston Ave intersection, as well as adaptive reuse of the CRRNJ Train Sheds, which could be utilized for a range of covered outdoor community space. This could include things like space for vendor markets, event space, meeting space, etc. No single concept nor programming purpose is necessarily anticipated or required but would need to be for conservation and recreation purposes, which can include activities supportive of the restoration and maintenance of the historic structure.

**Question:** Could the NJDEP share the 60% design documents for the Phase 1A portion of the project?

**Answer:** The Department will work with the Office of Natural Resource Restoration to make those plans available. Additional information and renderings are available at: <https://dep.nj.gov/revitalizelsp/>

**Question:** Is information available about hazardous materials and remediation on site and in train shed building, both floor and structure and roof.

**Answer:** Yes, this information is contained in previous Train Sheds reports available on the Teams site under "Reference Documents."

**Question:** Was an Regulated Building Materials assessment completed? If not, there may be a need to perform a full RBM assessment including Asbestos, Lead, PCB, Caulk, Universal Waste, Creosote, etc.

**Answer:** The Department is unaware of a Regulated Building Materials assessment. The Department would consider proposals to conduct such an assessment.

**Question:** Was a Phase 1 or ESA completed for the project site?

**Answer:** No.

**Question:** Would the shed space need to be wet- or dry- proofed?

**Answer:** This may depend upon the proposed uses, but is possible.

**Question:** Were any wetlands identified on site?

**Answer:** The area behind the Liberty Science Center, in the western most portion of the Phase 1B area, was previously identified as wetlands.

**Question:** Will the proposed activities be consistent with the requirement of historical and cultural resources?

**Answer:** Yes. The Department is always mindful of the historical and cultural resources of its sites, in particular the CRRNJ railroad terminal, and is looking for ways to enhance those connections. Generally, all proposed activities must be consistent with use for conservation and recreation purposes, which can include activities supportive of the restoration and maintenance of historic structures.

**Question:** Will a meeting be held with the NJDEP Division of Land Resource Protection to review scope of natural and cultural resource permitting? What level of permitting process is expected to be performed by the Consultant Team?

- Freshwater wetlands
- Waterfront Development
- Flood Hazard
- Historical & Cultural Resources
- Threatened & Endangered Species



**Answer:** The LSP Team will coordinate a meeting with the Office of Permitting and Project Navigation to determine what permits would be necessary for this project, and to what level the Consultant would be responsible.

**Question:** What is expected for the Task 1 “*final detailed design and engineering plans necessary for implementation of the selected alternative*” within this 13-weeklong scope of work? It is not listed as one of the deliverables for Task 1. However, it is included in Task 2.

**Answer:** For Task 1, the Department is seeking more designs with recommendations for placement and amenities in the project area consistent with the Task Force recommendations. Once a recommendation is selected, the Department has requested final detailed design and engineering plans necessary for implementation of the selected alternative. The Department recognizes that it sets aggressive timelines for task completion and encourages Consultant Teams to indicate what can be completed within those time frames with regard to design and engineering plans and, as appropriate, where additional time may be necessary.

**Question:** Draft Recommendation Report, Final Rec Report + “Design & Engineering Plans for Selected Alternative”. Please confirm that all of these are expected within the June 27 – Sep 29 working period? Is the chosen team for this Mini-Bid assumed to continue into detailed design and engineering plans after the completion of this scope by 9/29? Are these detailed design and engineering plans following the scope of this Mini-Bid, and not part of the deliverables for this scope due 9/29? Or are a deliverable due 9/29? What level would the “Design & Engineering Plans for Selected Alternative” be? Are these detailed design and engineering plans following the scope of this Mini-Bid, and not part of the deliverables for this scope due 9/29? Since this task is following the completion of Task 1 and Task 2, is it to be assumed that this is the final scope to be delivered by 9/29, so previous draft and final reports for Task 1 and Task 2 must be submitted in advance of 9/29 to initiate Task 3 after Tasks 1 and 2, and deliver Task 3 by 9/29?

**Answer:** Please see answer above, especially the last sentence. (See updated dates for timing.)

**Question:** For Task 2, is the chosen team for this Mini-Bid assumed to continue into detailed design and engineering plans after the completion of this scope by 9/29?

**Answer:** Yes. (See updated dates for timing.)

**Question:** What level of Amphitheater design is required for Task 1? Is Architectural design of a Bandshell required in Task 1 and to what level? What is the expected crowd sizes for Amphitheater performances? Will specialized Acoustic Design related Amphitheater performance spaces be required? Will the Consultant Team need to engage consultants that specialize in performance lighting design and sound systems?

**Answer:** The Department requests that the Consultant Team consider, consistent with its expertise, the most appropriate answers to these questions in its assessment of proposed alternatives that best fit Liberty State Park. Final design will be requested based on the selected alternative.

**Question:** Are we able to pick up new team members as part of this Mini-Bid, specifically as related to Task 3 (Branding and Communications)?

**Answer:** Yes, so long as all additional organizations are entered into NJSTART before work is awarded.

**Question:** Can additional clarification and information be provided about the goals and requirements for the “Branding Guidelines” and “Communications Plan”? Is developing new logos and brand identity for the entirety of LSP, or just the scope of this Mini-Bid area for Audrey Zapp Drive and CRRNJ Terminal?

**Answer:** The branding and communications would be exclusively for the Phase 1B area, focused on creating an identity for this active recreation use area and developing a way to communicate updates on the project. DEP requires a way to keep the public informed of the work being done during Phase 1B development (community engagement, recommendation reports, etc.) and after the reports are developed (communicating the “final” recommendations, etc.).

**Question:** The Branding and Communications Task states “following completion of Task 1 and Task 2. Does this mean that Draft and Final Reports for Task 1 and Task 2 do not need to follow this branding guidelines?”

**Answer:** This means that the communications plan will be executed by DEP following completion of Task 1 and Task 2. Branding and communications may be used during community engagement and development of the deliverables in Tasks 1 and 2, however there will need to be a plan for continued communications following the deliverable due date, to communicate the recommendations, designs, etc. of the deliverables to the public.

**Question:** Will the Draft Brand Guidelines also receive a 1-week turnaround by DEP as stated in Tasks 1 and 2?

**Answer:** Yes.

**Question:** Can you provide clarity on the 3<sup>rd</sup> bullet point of Task 4 – “Recommendation Presentation – Consultant shall their final recommendations under Task 3 to the Department at least one week prior to submitting...” Does this mean “present” or “submit” – and can you clarify “under Task 3” – as Task 3 is the Branding and Communications?

**Answer:** Bullet should read: “Recommendation Presentation – Consultant shall present their final recommendations under Task 4 to the Department at least one week prior to submitting final Zapp Drive Amenity Development Recommendation Report and Terminal Recommendation Report.”

**Question:** For Task 3, Branding and Communications, has the client defined the extent of the brand guidelines required?

**Answer:** The extent is not firmly defined. The Department is looking for guidance on how to make communication surrounding this project look and feel uniform. Examples of guidelines could be font use, colors, logo use, etc. The Department anticipates these guidelines to be detailed enough for ease of use, and not so comprehensive as to consider every scenario.

**Question:** Should we understand the [branding and communications] guidelines required to include the following:

1. Positioning and strategic messaging for the Phase 1B area
2. Naming (has the name for the Phase 1B area been confirmed as Zapp Terminal?)
3. Logo, logo usage, and logo application rules
4. Typography and color palette rules
5. Photography art direction guidelines that define the look, feel, and style of any photography the park commissions
6. Film art direction guidelines that define the look, feel, and style of any films the park commissions
7. Communication templates (what communication templates would need to be designed by us for use during your community outreach?)
8. Signage guidelines (would any signage guidance be required? ie, logo usage on construction fencing.)

**Answer:** Yes for #1-5. Yes for #7: PowerPoint master slides, example poster/flyer, example social media posts (Facebook and Instagram). #6 and #8 are likely “no” as they will conform to DEP’s current film and sign guidelines. #3 logo use could include which to use in video and on signs, though.

## Transportation Connectivity Planning

**Question:** Does NJDEP have expectations for the consultant to lead or support a community engagement process that builds on prior engagement within either mini-bid?

**Answer:** Yes. The Department asks that the Consultant Team consider and propose appropriate additional community engagement that builds upon the work previously conducted by the Liberty State Park Task Force. The Department expects this additional outreach would likely include direct and targeted outreach to key stakeholder groups and potentially working with the statutorily convened Task Force. The Department does not anticipate the need for broad, general public meetings for this specific task order.

**Question:** Which organizations in Jersey City will the team be expected to consult with regarding additional parking requirements, incorporating them on developments to serve the public, and aligning with Jersey City’s Vision Zero plan and Complete Streets efforts? Will the NJDEP facilitate this communication and access to information needed?

**Answer:** At a minimum, it may be advisable to connect with the Jersey City Department of Infrastructure and the Jersey City Redevelopment Agency. DEP can facilitate these connections.

**Question:** Will any engagement with external agencies (e.g NJDOT, NJ TRANSIT) and/or the LSP Design Task Force be required? Or is NJDEP looking for the Consultant to propose a plan for external coordination? Will the team be expected to work with the NJDOT?

**Answer:** Yes, engagement with NJDOT and Transit is necessary.

**Question:** Will information about the *“large, planned developments taking place on the periphery of park property”* be available to the team for review?

**Answer:** The DEP does not host this information, but the Jersey City Redevelopment Agency or Planning Board should have materials available to review.

**Question:** Were there any vehicular parking need studies done and would they be available to the team for review?

**Answer:** Not to DEP’s knowledge.

**Question:** How flexible is the Marina’s current layout?

**Answer:** The Department will be engaging with the current marina operator on a number of issues, so we could consider layout changes in this context if warranted.

**Question:** Does NJ DEP envision revenue generating facilities as part of the concessions or any other aspect of the Zapp Terminal program?

**Answer:** The Department expects all designed amenities to be for public recreation use and not for private profit.

**Question:** Will the evaluation of the existing building be based upon record documentation or will site inspection of structure and equipment be required?

**Answer:** The Consultant Team should consider which approach is most appropriate.

**NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION**

**AMENDMENT No. 1**

**June 6, 2023**

**Liberty State Park Mini-Bid Deadline Extensions**

NJDEP is extending the deadlines for response to Liberty State Park Mini-Bids as follows:

<b>Item</b>	<b>Original Due Date</b>	<b>Update Due Date</b>
Proposals due	Tuesday, 6/13	Friday, 6/16
Anticipated award date	Tuesday, 6/27	Friday, 6/30
Work orders completed	Friday, 9/29	Friday, 11/17

New Jersey Department of Environmental Protection

# Liberty State Park Project Mini-Bid

Transportation Connectivity Planning

Reference:

June 16, 2023



## Contents

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1.	Qualifications Statement	3
2.	Technical Approach	4
2.1	Task 1 – Transportation Planning	4
2.2	Task 2 – Meetings, Conference Calls, and General Project Team Coordination	9
3.	Key Personnel	13
4.	Schedule	15
5.	Budget	16

# 1. Qualifications Statement

The Arup team is excited to submit a proposal to New Jersey Department of Environmental Protection (DEP) for the Transportation Connectivity Planning Mini-Bid, as a part of the larger Phase 1B initiative for Liberty State Park. Given the 1,200-acre footprint that is Liberty State Park, providing safe and accessible mobility options for everyday Park users and new visitors is critical to create a “Park for All”. The Park’s current assets and programs such as the Park Walkway, LSP shuttle bus, ferry services, and Park & Ride, all promote an accessible open space for those who walk, bike, take transit, or drive. This Connectivity Plan will propose solutions that will continue this vision for the Park, while providing innovative and future-forward services for each Park visitor.



## Newark360 Master Plan

Arup completed the access, mobility, and infrastructure components of the master plan. Using internally developed equity methodologies and location based service data, the project aims to reverse the detrimental impacts of legacy transportation planning.

Our approach is centered around using the best available data, listening to voices from all sides of the community, finding the balance between accessible and innovative solutions, and leading a process that is transparent and inclusive. Our team understands the significance of creating a regional and global destination that is not only easily accessible to all visitors, but also accommodating of all parking and operational circulation needs. For this mini-bid, our approach for creating a connected Liberty State Park will focus on:

- **Minimizing congestion & prioritizing non-motorized modes**, which are essential to the park user experience and using quantitative methods to achieve those ends;
- **Leveraging existing community anchors** to develop solutions that address the multimodal needs of all users and visitors, with a focus on safety and accessibility;
- **Utilizing our strong relationships with local and regional entities**, including NJ TRANSIT, Jersey City, Hoboken, Newark, and Union County to understand key constraints, operational

considerations, and collaborative opportunities; and

- **Integrating our specialized expertise and thought leadership in sustainable and equitable transportation planning** to create tailored solutions for Liberty State Park.

Through our projects such as the Jersey City Parking Management Plan and Newark 360 Master Plan, we have had the opportunity to intimately understand how the existing transportation networks function within the region and around LSP, and integrate that knowledge base into our data-driven solutions.

During our work on the Governors Island Transportation Study, we saw how important it is to develop a plan that marries the needs of daily users with those of more infrequent visitors, ensures loading and freight movements are maintained, and creates a public space that is easy to travel to, from, and within.

We have assembled a targeted yet impactful team of expert planners and engineers to work with DEP on this opportunity to progress Phase 1B of the Liberty State Park’s Revitalization Program vision. The strength of our team lies in its diverse local and global experience. From large-scale transit projects, to bicycle and pedestrian studies, to New Jersey communities and open spaces, our team has the depth and breadth of resources and knowledge to handle the complexities of this mini-bid.



## Governors Island Transportation Study

Arup evaluated passenger and freight island access scenarios and helped the NYCEDC prioritize multi-modal strategies, enabling future development on the island.

## 2. Technical Approach

Our team understands that improving access to and from the Park is a key priority for the Department, as well as for the surrounding communities, regional transportation agencies, local advocacy groups, and the Park's everyday and new visitors. Coupled with meeting the needs of all users is the understanding that the world of mobility is constantly changing, the Park's land uses are evolving, and the demand for more frequent, accessible, and convenient multimodal services is continuing to grow. Arup is uniquely positioned to support NJDEP with this Phase 1B initiative, as we have the ability to create data-driven solutions that are centered around the user experience. We understand that one of the goals of improving overall connectivity can be a challenging endeavor, however we are excited to bring our experience working in complex urban environments and helping our clients design equitable and sustainable mobility solutions to the revitalization program for Liberty State Park.

Our approach to overseeing the project will consist of proactive and predictable client engagement, transparent financial monitoring, and early identification and documentation of potential risks and changes. **Varanesh Singh**, as the Project Director, will ensure the total quality of project delivery. **Amelia Casey** will serve as the Project Manager, and primary point of contact for the DEP. Amelia will be supported by technical leads who will coordinate the consultant team within their workstreams and collaborate to ensure consistency of task progression. Amelia and Varanesh will also coordinate with Arup's DEP On-Call Project Management team to ensure efficiency, particularly related to invoicing and client needs.

The following tasks provide a framework for the proposed scope of services and key deliverables for the Liberty State Park for the Transportation Connectivity Planning Project.

### 2.1 Task 1 – Transportation Planning

#### 1A Existing Conditions & Community Anchors Identification

To complement our baseline understanding of Liberty State Park and its neighboring communities, our team will conduct a desktop review of existing publicly available data and information, as provided by DEP. Arup will develop a data request list that will include information such as existing and future transit services, stops, and amenities, transportation infrastructure asset conditions and inventories, key intersection vehicular and multimodal volumes, on-and off-street parking assets, existing and future bicycle parking amenities and network facilities, wayfinding signage, accessibility infrastructure assets, parking assets and regulations, loading and freight activities, other intermodal connections, current and future land use data, and environmental assets (environmental resource areas and historical assets). Our team can draw upon our work in the region, through projects such as the Jersey City Parking Management Plan, and other external plans to help supplement this desktop review. Given this is a planning study, our team does not anticipate the need for a Traffic Impact Study. As noted in Task 1D, we will conduct intersection-specific traffic analyses for three of the proposed concept alternatives.

To supplement this desktop review, we will conduct a visitor travel analysis using data from platforms such as Replica and StreetLight, to understand where visitors are coming from, and how they get to the



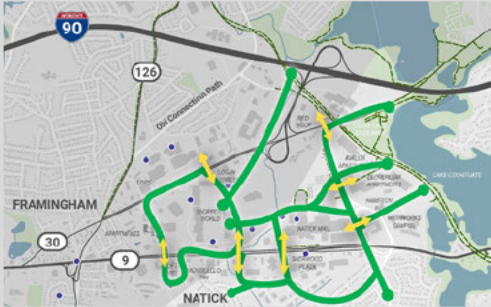
#### Jersey City Parking Management Plan

To preserve quality of life in the face of current and future growth, Arup advised the City on the development of a parking management strategy that achieves modal split goals, eases delivery, and addresses access concerns while encouraging alternatives to automobile use.



Park. Our team has experience using Location-Based Service data in both planning and design projects, and stand by the idea that using this data can greatly inform decision-making processes and solutions.

A key component of understanding the demand for transportation services is assessing parking assets, utilization, and regulations. Considering our team’s involvement in the Jersey City Parking Management Plan, we not only have an understanding of local parking regulations and requirements, but we are also aware of the parking inventory within the area and how it is used. As a part of the existing conditions report, our team will conduct a parking accumulation study to document all on-and off-street parking facilities within the Park, as well as conduct a high-level utilization analysis for on-and off-street parking assets for one typical weekday, on a specific day decided by NJDEP. This assumes that the desktop analysis of the parking facilities will be conducted via a preliminary aerial desktop assessment, which will be verified in the field. This assessment will also look at parking requirements for Jersey City, and propose recommendations that promote flexible curbside management for drop-off, carshare, and transit services, as well as off-peak uses for onsite parking lots, such as parking for electric fleet vehicles.



**MassDOT OTP Bike & Pedestrian Access Study**  
Arup is providing transport and multimodal planning expertise to support the creation of a welcoming and inclusive environment for those who walk, bike, and take transit within and around the Golden Triangle economic hub.

To support and verify the desktop surveying effort, the team will conduct one in-person site visit. This site visit will be conducted to not only understand multimodal circulation obstacles and opportunities but also collect field imagery within the Park. All field verifications and notes will be documented and integrated into an ArcGIS spatial database. More recently, our team is working with the MassDOT Office of Transportation Planning in the City of Natick to address key multimodal challenges within the economic hub of the Golden Triangle, and through this study we have been utilizing our spatial ArcGIS tools in the field to collect quantifiable asset information as well as more qualitative assessments of comfortability and asset condition.

As part of the existing conditions assessment, our team will work with the DEP to establish a list of key community anchors within Liberty State Park to create an understanding of the critical points of interest, desire lines, and locations for the proposed mobility concepts. As shown in the map below, Liberty State Park is rich with cultural assets, park & ride facilities, memorials, open space, and institutions such as the Science Center, Empty Sky Memorial, Golf Course, and Ellis Island. Understanding where visitors want to go now and where they will be going in the future is an important first step for this project and will inform subsequent tasks. Once defined, the Arup team will create a map similar to what is shown below, documenting the official key community anchors within LSP.



### 1B Development, Projects, and Plan Review & Visitor Safety Analysis

Concurrent with Task 1A, the Arup team will conduct a review of previous and existing relevant studies, some of which will be provided by the DEP, to better understand development trends, transportation networks, and community needs within the LSP area. This review will also include an analysis of future/planned development and capital projects, to capture the changing landscape of LSP and its adjacent spaces. Rather than just summarizing each past plan in these communities, our review will be geared towards creating a matrix to distill our findings into an opportunities analysis, informing future tasks and creating baseline knowledge for the concept development tasks. We understand that there are many plans that have created preliminary strategies and transportation solutions to the Park, however our team is equipped to leverage these ideas to create unique and data-driven recommendations to create an equitable plan for LSP.

Potential studies to review include:

- Jersey City Vision Zero Action Plan
- Liberty State Park Circulator: Cost-Benefit Analysis
- Liberty State Park Master Plan Updates

- Jersey City Pedestrian Enhancement Plan
- Jersey City Bicycle Master Plan
- Jersey City Parking Management Plan

Key to understanding contextual complexities within and around LSP is recognizing the significance safety has in the development of the mobility concepts for the visitors and users of the Park. Our team understands how physical and societal structures such as the New Jersey Turnpike or limited off-peak transit services can create barriers to entry and impact the experience of engaging with an open space as vast as Liberty State Park. For the Visitor Safety Analysis, our team will create a summary of key findings and recommendations from the Vision Zero Action Plan, with a particular focus on documenting priority safety concerns for those who walk, bike, and take transit, and key strategic themes to address these issues. The key findings summary will be in the form of a report for DEP and the Task Force to reference (as a part of the Draft/Final Recommendation Report), and will play a pivotal role in informing the proposed opportunities in later tasks. Our current work on the Cleveland Harbor Eastern Embayment Resilience Strategy (CHEERS) has been centered around accessibility and safety for the lakeshore’s users, and creating mobility solutions that meet the needs for all users.



### Cleveland Harbor Eastern Embayment Resilience Strategy (CHEERS)

CHEERS will create 80-acres of new parkland over the course of a 20-year period along the Cleveland lakeshore. This project has a strong emphasis on equity, diversity and inclusion that is a key component in our team’s approach. As the prime consultant, Arup are developing a transportation strategy that considers new connections to the existing highway, while prioritizing safe pedestrian, bicycle and public transit for a new connector road.

### 1C Stakeholder Engagement

Arup will work with the DEP project team to develop a list of key stakeholders to solicit information on existing challenges and future opportunities to improve multimodal circulation, the visitor experience, and connectivity within Liberty State Park. Potential stakeholders to involve in this process will include (but are not limited to) the LSP Design Task Force, NJ TRANSIT, SafeStreets JC, the State Historic Preservation Office (SHPO) Empower NJ, and Hudson County Complete Streets. Our team will also coordinate with other on-call teams performing stakeholder engagement efforts as well as the Audrey Zapp Drive to CRRNJ Terminal mini-bid team to learn about any mobility, accessibility, and multimodal challenges within the community that can be addressed through this Plan. This subtask assumes that Arup will lead up to three stakeholder meetings, all of which will be conducted virtually and will include an introduction to the study and discussion period which the Arup team will facilitate. This subtask will include:

- Facilitation for one public engagement workshop (in coordination with the Zapp Drive mini-bid)
  - This will be a part of the public workshop as proposed in the Zapp Drive mini-bid. It will be important for the Transportation Connectivity Planning team to understand public perception of existing mobility challenges, and potential opportunities. This assumes that NJDEP will coordinate outreach for the attendees.
- Facilitation of up to three virtual stakeholder meetings (in coordination with the Zapp Drive mini-bid)
- Development of a stakeholder engagement key findings analysis

### 1D Concept Alternative Development & Emerging Transportation Technologies Assessment

Building on the work conducted in Tasks 1A-1C, Arup will work with the DEP to develop a list of preliminary transportation opportunities for Liberty State Park, which will range from light-rail solutions to first-last mile services. Arup will highlight the trade-offs and benefits for each opportunity, with a particular focus on safety, connectivity, and improved circulation, and will ensure that the key findings from the existing conditions assessment, stakeholder discussions, and visitor safety analysis are incorporated into the proposed concepts.

Once the list has been refined by the DEP, Arup will develop an implementation framework plan for each solution, which will highlight elements such as concept timeline (short, medium, or long-term), high-level order of magnitude costs, potential funding, operational impacts, agency coordination considerations, and equity and sustainability benefits.

DEP will select their top three concepts, which Arup will develop into conceptual plans. The plans will be prepared on aerial photographs or other relevant base mapping for the subject locations within LSP. Associated changes to the other related locations will be shown, if necessary. Areas that need further detail will be enlarged, indicating specific locations of physical features. Callouts of improvements will include example photos and/or details of the proposed improvements, where practical.

In addition to conceptual plans for the top three concepts, Arup will conduct an intersection analysis for each option to understand how the proposed improvements will impact queuing, delay, and vehicular movements within and around the park, particularly at key intersections. For this analysis, our team will utilize Synchro to provide a visual of how the intersection improvements will impact vehicular circulation in future scenarios.

In addition to the list of proposed opportunities, our team will leverage Arup's international and national work on urban open spaces, parks, and the public realm, to highlight relevant local, national, and international comparisons for emerging transportation strategies and trends for urban parks and other complex geographies. It will be important to understand how emerging mobility technology solutions have been successfully implemented in similar areas, and the level of effort required to procure, operate, and manage the technology. This research will be synthesized in a PowerPoint document for the DEP team to reference. Our work with NJ TRANSIT on the Site Planning and Transit Analysis Task Order has been a great opportunity to propose innovative and unique solutions for bus stops, transit malls, and bus stop amenities. We are excited to leverage this experience to implement the same level of solutions for LSP.



### 1E Draft and Final Transportation Recommendation Report

For Task 1E, Arup will develop a Draft and Final Transportation Recommendation Report, which will encompass all information, data analyses, graphics, best practice analyses, and concept alternatives as developed in Tasks 1A – 1D. The draft and final reports will include the following documents in final formats:

- Existing Conditions Report
- Key Findings from the Development, Projects, and Plan Review Matrix
- Stakeholder Engagement Key Findings
- Concept Alternatives (up to three options)
- Emerging Transportation Technologies Assessment (PowerPoint format)
- Supporting Appendices (where applicable)

Once complete, Arup will submit the Draft Transportation Recommendation Report for the DEP to review and provide one set of non-conflicting comments with sufficient lead before the final deadline on the week of October 23<sup>rd</sup>, which coincides with the Draft Report Presentation (as noted in Task 2).

Comments will then be documented and incorporated into the Final Transportation Recommendation Report. Our approach from the existing conditions report to the proposed conceptual alternatives will incorporate key findings from the stakeholder engagement and emerging technologies best practices to ensure that the recommendations will work in synergy with the Audrey Zapp Drive to CRRNJ Terminal Phase 1B project and other Liberty State Park initiatives.

### ***Task 1 Deliverables***

- Existing Conditions Report (PDF, Presentation Format)
- LSP Community Anchors Map (PDF)
- Parking Accumulation Analysis (PDF)
- Development, Projects, and Plan Review Matrix (Spreadsheet)
- Visitor Safety Analysis (Memorandum)
- In-person Public Engagement Meeting
- Virtual Stakeholder Meetings (Virtual, up to three) & Summary of Findings
- Implementation Framework Plan for Proposed Opportunities (up to 10 opportunities, PDF, Presentation Format)
- Concept Alternative Plans (up to three)
- Emerging Transportation Technologies Assessment (PDF, Presentation Format)
- Draft and Final Transportation Recommendation Reports (PDF)

## **2.2 Task 2 – Meetings, Conference Calls, and General Project Team Coordination**

### **Project Kickoff & Bi-weekly Progress Meetings**

Upon notification of award, Arup will organize and lead a virtual project kickoff meeting (on or around the week of July 3<sup>rd</sup>) with the DEP and relevant staff. This meeting will be held to establish project goals, refine the schedule and work plan, identify key background information, documents, and available data relevant to the project, and establish communication and understanding between the project team and key stakeholders.

Arup will host bi-weekly, virtual progress meetings with the DEP project team to ensure consistency with the ongoing LSP projects, as well as to monitor, organize, and control assignments, work effort, submission of deliverables, task schedules, and spending. It is assumed that for communication of product work and meetings, Microsoft Teams and SharePoint platforms will be utilized. The Arup team will also issue summary minutes following each meeting within two business days. If Arup were selected for both the Zapp Drive and Transportation mini-bids, we would welcome discussing the possibility of coordinating the progress meetings.

### **Recommendation Report Presentation**

Arup will also develop a presentation outlining key existing condition findings, concept alternative recommendations, and best practices highlights from the Draft Recommendation Report and present to the DEP project team. Our team will ensure that the final presentation is in a format that is easily editable for DEP staff to amend for future internal and external audiences. Key personnel and technical staff from the Arup team will deliver the presentation in-person (on or around the week of October 23<sup>rd</sup>) and will integrate all feedback and non-conflicting comments from the presentation into the Final Recommendation Report, which will be delivered on or before the week of November 13<sup>th</sup>. The Recommendation Report Presentation will be translated into Spanish to assist with effective communication within the region.

### ***Task 2 Deliverables***

- Project Kick-off Meeting (Virtual) and Summary Minutes
- Bi-weekly Progress Meetings (10 Virtual Meetings) and Summary Minutes
- Recommendation Report Presentation & In-Person Meeting

## 2.3 Transportation Connectivity Planning Mini-Bid Deliverables

Project Task	Deliverables
<b>Task 1 – Transportation Planning</b>	<ul style="list-style-type: none"> <li>• (1) Existing Conditions Report (PDF, Presentation Format)</li> <li>• (1) LSP Community Anchors Map (PDF)</li> <li>• (1) Parking Accumulation Analysis (PDF)</li> <li>• (1) Development, Projects, and Plan Review Matrix (Spreadsheet)</li> <li>• (1) Visitor Safety Analysis Report (PDF)</li> <li>• (3) Virtual Stakeholder Meetings (Virtual) &amp; Summary of Findings</li> <li>• (1) Implementation Framework Plan for Proposed Opportunities (up to 10 opportunities, PDF, Presentation Format)</li> <li>• (3) Concept Alternative Plans</li> <li>• (1) Emerging Transportation Technologies Assessment (PDF, Presentation Format)</li> <li>• (1) Draft Terminal Recommendation Report (PDF)</li> <li>• (1) Final Terminal Recommendation Report (PDF), including consideration of comments received</li> </ul>
<b>Task 2 – Meetings, Conference Calls, and General Project Team Coordination</b>	<ul style="list-style-type: none"> <li>• (1) Project Kick-off Meeting (Virtual) and Summary Minutes</li> <li>• (10) Bi-weekly Progress Meetings (Virtual) and Summary Minutes</li> <li>• (1) Recommendation Report Presentation (In-Person)</li> </ul>

### Exceptions & Assumptions

We would like to be transparent with our exceptions and assumptions. The following have been included as assumptions corresponding to the fee build-up. We are happy to discuss further.

- Comments for each deliverable shall be consolidated, non-conflicting, and received within one week from receipt of the deliverable.
- Each deliverable is limited to two rounds of comments.
- Materials translated to Spanish and any other language will accurately and sufficiently communicate information, but may not convey native fluency.

## 2.4 Optional Tasks

The optional additional services as provided below will only be performed with express written permission from NJDEP.

### Mobility in Liberty State Park: Online Community Survey

This task takes a unique approach that will collect feedback from the current and prospective Park visitors using an online platform, which can be incorporated into the development of the concept alternatives and Recommendation Report. The Arup team will develop an online survey aimed to capture those who would like to provide specific feedback on existing circulation and mobility to, from, and within the Park, and the potential opportunities. This survey can supplement the survey developed in 2014 for the Liberty State Park Circulator Cost-Benefit Analysis, to assess any change in demand trends and visitor transportation preferences. If the DEP opts for this task, the Arup team will also provide a flyer or website graphic to encourage the public to participate in the survey and will translate the flyer/website graphic into Spanish.

*Deliverables will include the development of an online survey using an agreed upon platform, creation of the flyer/graphic (and Spanish translation), and a summary of key findings from the survey results.*

Liberty State Park Transportation Connectivity Planning							
Arup					Refer to Bid Solicitation Section 3.8 for Bidder Instructions.		
Optional Task - Community Survey							
Price Line	Description	Quantity	Unit	All-Inclusive Hourly Rate			
1	All-Inclusive Hourly Rate	1	Hour	2023 \$147.92			
Staffing Rates by Title (% of expected contribution)				2023			
	Staff Titles	% of work per tit <sup>+</sup>	1	Hour	Staff rates fully loaded (sal,OH, FF, + expenses)	Person-Hours	Total Fee
6	Associate Level IV	1.20%	2	Hour	\$ 238.13	10.00	\$ 2,381.29
7	Associate Principal	0.80%	1	Hour	\$ 309.71	16.00	\$ 4,955.37
20	Engineer / Consultant III	8.00%	1	Hour	\$ 148.54	96.00	\$ 14,259.56
56	Project Manager Level II	2.52%	1	Hour	\$ 200.00	48.00	\$ 9,600.00
65	Senior Engineer / Consultant I	2.80%	1	Hour	\$ 163.58	14.00	\$ 2,290.09
<b>Task 01 Totals</b>						<b>184.00</b>	<b>\$ 33,486.31</b>

### As-Needed Stakeholder Meetings

This task has been included as an as-needed basis for additional virtual stakeholder meetings, at the request of the DEP team. Additional meetings could be with other stakeholders not identified in Task 1C, or supplemental meetings with the Task Force to discuss the conceptual alternatives and/or Draft/Final Recommendation Report.

*Deliverables will include facilitation and leading the stakeholder meeting and incorporation of key findings into the Stakeholder Summary of Findings.*

Liberty State Park Transportation Connectivity Planning							
Arup					Refer to Bid Solicitation Section 3.8 for Bidder Instructions.		
Optional Task - As-Needed Stakeholder Meetings							
Price Line	Description	Quantity	Unit	All-Inclusive Hourly Rate			
1	All-Inclusive Hourly Rate	1	Hour	2023 \$147.92			
Staffing Rates by Title (% of expected contribution)				2023			
	Staff Titles	% of work per tit <sup>+</sup>	1	Hour	Staff rates fully loaded (sal,OH, FF, + expenses)	Person-Hours	Total Fee
6	Associate Level IV	1.20%	2	Hour	\$ 238.13	0.00	\$ -
7	Associate Principal	0.80%	1	Hour	\$ 309.71	2.00	\$ 619.42
20	Engineer / Consultant III	8.00%	1	Hour	\$ 148.54	16.00	\$ 2,376.59
56	Project Manager Level II	2.52%	1	Hour	\$ 200.00	10.00	\$ 2,000.00
65	Senior Engineer / Consultant I	2.80%	1	Hour	\$ 163.58	2.00	\$ 327.16
<b>Task 01 Totals</b>						<b>30.00</b>	<b>\$ 5,323.17</b>

### Traffic Microsimulation

Given the unique levels of activity with transit operations, pedestrian crossings, and bicycle activity, a Traffic Microsimulation mode may be needed to provide a more detailed assessment of the road and crosswalk performance in and around the study area. This model would be built using the Vissim platform, which allows detailed simulation of vehicle and pedestrian interaction and can provide 3D visualizations for stakeholder and community engagement.

*Deliverables will include outputs from the Traffic Microsimulation (using Vissim) and a report of key findings.*

Liberty State Park Transportation Connectivity Planning							
Arup					Refer to Bid Solicitation Section 3.8 for Bidder Instructions.		
Optional Task - Traffic Microsimulation							
Price Line	Description	Quantity	Unit	All-Inclusive Hourly Rate			
1	All-Inclusive Hourly Rate	1	Hour	2023			
				\$147.92			
Staffing Rates by Title (% of expected contribution)				2023			
	Staff Titles	% of work per tit	1	Hour	Staff rates fully loaded (sal,OH, FF, + expenses)	Person-Hours	Total Fee
6	Associate Level IV	1.20%	2	Hour	\$ 238.13	68.00	\$ 16,192.77
7	Associate Principal	0.80%	1	Hour	\$ 309.71	24.00	\$ 7,433.06
20	Engineer / Consultant III	8.00%	1	Hour	\$ 148.54	240.00	\$ 35,648.91
56	Project Manager Level II	2.52%	1	Hour	\$ 200.00	48.00	\$ 9,600.00
65	Senior Engineer / Consultant I	2.80%	1	Hour	\$ 163.58	0.00	\$ -
<b>Task 01 Totals</b>						<b>380.00</b>	<b>\$ 68,874.75</b>

### User Experience Assessment

Wayfinding signage is a critical component of ensuring that the user experience of a space is accessible and connected. As a part of this task, the Arup team would work with the Zapp Drive Terminal team to understand the branding and communication strategies, conduct an assessment of the existing transportation-related wayfinding signage around the park, and develop high-level solutions specific to the implementation of wayfinding signage.

*Deliverables will include a summary of existing wayfinding assets, a map for the potential wayfinding locations within and around the Park, and a summary of the types of wayfinding and user-focused amenities to include, specific to transportation services.*

Liberty State Park Transportation Connectivity Planning							
Arup					Refer to Bid Solicitation Section 3.8 for Bidder Instructions.		
Optional Task - User Experience Assessment							
Price Line	Description	Quantity	Unit	All-Inclusive Hourly Rate			
1	All-Inclusive Hourly Rate	1	Hour	2023			
				\$147.92			
Staffing Rates by Title (% of expected contribution)				2023			
	Staff Titles	% of work per tit	1	Hour	Staff rates fully loaded (sal,OH, FF, + expenses)	Person-Hours	Total Fee
6	Associate Level IV	1.20%	2	Hour	\$ 238.13	16.00	\$ 3,810.06
7	Associate Principal	0.80%	1	Hour	\$ 309.71	12.00	\$ 3,716.53
20	Engineer / Consultant III	8.00%	1	Hour	\$ 148.54	140.00	\$ 20,795.20
56	Project Manager Level II	2.52%	1	Hour	\$ 200.00	40.00	\$ 8,000.00
65	Senior Engineer / Consultant I	2.80%	1	Hour	\$ 163.58	76.00	\$ 12,431.90
<b>Task 01 Totals</b>						<b>284.00</b>	<b>\$ 48,753.69</b>



### 3. Key Personnel

The following key personnel will be assigned to this task. Resumes are available upon request and key personnel biographies were previously provided in the Technical Quote dated November 14, 2022.

With the concurrent project for the Audrey Zapp Drive to CRRNJ Terminal, we would anticipate coordinating with the team via the DEP, whether they are Arup-led or with the other consultant teams. If selected for both Liberty State projects, we have set up our team and personnel to be able to deliver multiple LSP projects with qualified and experienced personnel and without compromising our staff resourcing. The following pages contain our biographies and qualifications.

Name	Role/Labor Category	Qualifications	Experience
Vincent Lee	Principal	PE, State of NJ LEED Accredited Professional ISI ENV SP	Vincent Lee is a Principal in Arup with a wide range of experience in sustainable site development, green infrastructure, and water management. While serving as project director and manager, and lead design engineer on several high-profile multidisciplinary projects worldwide, he offers his clients a comprehensive understanding of delivering sustainable and resilient infrastructure while overcoming a diversity of complex and context-sensitive challenges.  Vincent will be the Principal-in-Charge overseeing all DEP LSP/Greenway projects for quality and consistency. Vincent's relevant experience includes the Essex-Hudson Greenway Visioning Study, CHEERS in Cleveland and Newark360 (both with WRT Design), Mulberry Commons in Newark, and Hunter's Point South, Phases 1 and 2.
Varanesh Singh	Project Director/ Associate Principal	BS, Civil Engineering, University of Alberta, 1998  Professional Engineer: NY, CA, TX	Varanesh is an Associate Principal at Arup with over 20 years' experience leading transportation teams. His focus combines areas of transportation planning and engineering with a concentration in multi-modal network design. He has worked on projects ranging from district master plans to corridor planning, and from freight mobility studies to terminal landside access plans.  Varanesh's relevant projects include the NYCEDC Governors Island Mobility Study, Cleveland Park Transportation Study, Hudson River Park Transportation Review, and NYCDOT Smart Truck Management Plan.
Amelia Casey	Project Manager/ Senior Consultant	BA, International and Environmental Studies, College of the Holy Cross, 2016  Certified Provider, State of Massachusetts Municipal Vulnerability Preparedness	Amelia is a Senior Planner in Arup's Boston office. She has a particular focus on the transportation planning aspects of public and private projects. Her experience spans redevelopment plans, master planning, transit planning, urban design and streetscapes, parking studies, and climate change as it relates to preparedness and infrastructure.  Amelia's relevant projects include the MBTA Bus Network Redesign, City of Medford Comprehensive Plan, Northeast Corridor Strategic Planning, and Chelsea Mobility & Parking Study.
Joshua Curley	Technical Expert (Traffic)/ Associate Level IV	MCRP, Urban Planning, Rutgers University, 1995  BA, Geography, SUNY Geneseo, 1993	Josh Curley is an Associate and transportation planner at Arup. He is proficient in traffic operations and modeling and disruptive mobility. Josh has worked on a diverse portfolio of projects ranging from traffic simulation to street and terminal design, travel pattern analysis, and the manipulation and visualization of geographic-based information.

Name	Role/Labor Category	Qualifications	Experience
		Professional Transportation Planner (PTP)	Josh's relevant projects include the Downtown Pittsburgh Mobility Plan, Morristown Mobility Improvements, Gardiner Expressway Reconfiguration Traffic and Transportation Model Peer Review, and NYC Citywide Congestion Analysis.
Matthew Ciborowski	Technical Expert (Transit)/ Associate Level IV	MCP, Massachusetts Institute of Technology, 2009 BS, Planning, Massachusetts Institute of Technology, 2008 American Institute of Certified Planners Certified (AICP)	Matthew Ciborowski is an Associate in Arup's Boston office. His work has focused on improvements to transportation systems through major capital investments, policy development and customer-focused technology upgrades. Matthew helps clients identify and address needs across transportation spectrum in response to changing demands and circumstances.  Matthew's relevant projects include the City of Cambridge Net-Zero Transportation Plan, the MBTA Parking Modernization Program, Franklin Park Transportation and Mobility Master Plan, and Gilman Square Redesign.
James Francisco	Active Mobility/ Project Manager Level II	MA, Architecture Design & Planning, University of Sydney, 2011 BD, Architecture, University of Sydney, 2009 American Institute of Certified Planners Certified (AICP) Envision Sustainability Professional (ENV SP) LEED GA	James is a Senior Planner and urban designer based in New York. Leveraging his extensive technical expertise and international experience, he has led urban design and masterplanning projects on a range of scales including city centers and downtowns, transportation corridors, institutional and cultural precincts, plazas, and streetscapes.  James' relevant projects include the NYCDOT Downtown Jamaica Streetscape Plan, NYC Vision for Broadway Plan, Downtown West Transportation and Public Realm Study, Downtown Pittsburgh Mobility Plan, and the Willoughby Streetscape Plan featuring "Brooklyn's first shared street".
Michael Bangert-Drowns	Junior Transportation Planner/Consultant III	MS, Civil Engineering, Transportation Focus, Northeastern University, 2020 BS, Civil Engineering, Northeastern University, 2020 Urban Greenhouse Gas Inventory Specialist, USGBC	Michael is a transportation planner based in the New York office. He has worked on a variety of projects related to equity, transportation decarbonization, and data analysis. Michael's focus at Arup is on supporting interdisciplinary teams in delivering sustainable transportation and net zero projects across multiple service offerings.  Michael's relevant projects include the Newark360 Master Plan, Cambridge Net Zero Transportation Plan, Jersey City Comprehensive Parking Management Plan, and the

# 4. Schedule

To deliver the scope of work outlined in this Mini-Bid, we propose the following timeline:

NJDEP Liberty State Park Work Order: Transportation Connectivity Planning																									
		June					July					August				September				October				November	
		26	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13			
<b>TASK</b>																									
<b>TASK 1: TRANSPORTATION PLANNING</b>																									
A	Existing Conditions & Community Anchors Identification						☑																		
B	Development, Projects, and Plan Review & Visitor Safety Analysis						☑																		
C	Stakeholder Engagement										☑														
D	Concept Alternative Development & Emerging Transportation Technologies Assessment										*									☑					
E	Draft Transportation Recommendation Report																			☑					
F	Final Transportation Recommendation Report																				☑				
<b>TASK 2: MEETINGS, CONFERENCE CALLS, PROJECT TEAM COORDINATION</b>																									
	Notification of Award	☑																							
	Project Kick-off		☑																						
	Bi-weekly Progress Meetings				*		*		*		*		*		*		*		*		*				
	Recommendation Report Presentation																			☑					

★ = Meetings    ☑ = Milestones

# 5. Budget

The table below summarizes the budget per task, with the comprehensive details for each on the following pages.

Liberty State Park - Transportation Connectivity Planning			
Arup			
Task #	Description	Person-Hours	Fee
01	Transportation Planning	1052.00	\$ 191,230.61
02	Meetings, Conference Calls, and General Project Team Coordination	143.00	\$ 27,647.57
<b>Totals</b>		<b>1195.00</b>	<b>\$ 218,878.19</b>

Liberty State Park Transportation Connectivity Planning							
Arup							
Task 1 - Transportation Planning						Refer to Bid Solicitation Section 3.8 for Bidder Instructions.	
Price Line	Description	Quantity	Unit	All-Inclusive Hourly Rate			
1	All-Inclusive Hourly Rate	1	Hour	2023			
				\$147.92			
Staffing Rates by Title (% of expected contribution)							
				2023			
	Staff Titles	% of work per tit	1	Hour	Staff rates fully loaded (sal,OH, FF, + expenses)	Person-Hours	Total Fee
6	Associate Level IV	1.20%	2	Hour	\$ 238.13	104.00	\$ 24,765.42
7	Associate Principal	0.80%	1	Hour	\$ 309.71	72.00	\$ 22,299.18
20	Engineer / Consultant III	8.00%	1	Hour	\$ 148.54	540.00	\$ 80,210.05
45	Principal Level VIII	0.01%	1	Hour	\$ 407.00	16.00	\$ 6,512.00
56	Project Manager Level II	2.52%	1	Hour	\$ 200.00	140.00	\$ 28,000.00
65	Senior Engineer / Consultant I	2.80%	1	Hour	\$ 163.58	180.00	\$ 29,443.96
<b>Task 01 Totals</b>						<b>1052.00</b>	<b>\$ 191,230.61</b>

Liberty State Park Transportation Connectivity Planning							
Arup							
Task 2 - Meetings, Conference Calls, and General Project Team Coordination						Refer to Bid Solicitation Section 3.8 for Bidder Instructions.	
Price Line	Description	Quantity	Unit	All-Inclusive Hourly Rate			
1	All-Inclusive Hourly Rate	1	Hour	2023			
				\$147.92			
Staffing Rates by Title (% of expected contribution)							
				2023			
	Staff Titles	% of work per tit	1	Hour	Staff rates fully loaded (sal,OH, FF, + expenses)	Person-Hours	Total Fee
6	Associate Level IV	1.20%	2	Hour	\$ 238.13	16.00	\$ 3,810.06
7	Associate Principal	0.80%	1	Hour	\$ 309.71	14.00	\$ 4,335.95
20	Engineer / Consultant III	8.00%	1	Hour	\$ 148.54	44.00	\$ 6,535.63
45	Principal Level VIII	0.01%	1	Hour	\$ 407.00	6.00	\$ 2,442.00
56	Project Manager Level II	2.52%	1	Hour	\$ 200.00	6.00	\$ 1,200.00
65	Senior Engineer / Consultant I	2.80%	1	Hour	\$ 163.58	57.00	\$ 9,323.92
<b>Task 01 Totals</b>						<b>143.00</b>	<b>\$ 27,647.57</b>