



YOUR GOALS. OUR MISSION.

PASCOH-25011

June 14, 2025

Andras Holzmann, AICP, PP (Via Email to: andrash@passaiccountynj.org)
Director of Planning
401 Grand Street, Room 417
Paterson, NJ 07505

**Re: Proposal for Professional Services:
Update of the Passaic County Parks, Recreation and Open Space Master Plan**

Dear Mr. Holzmann:

T&M Associates (T&M) is pleased to submit this proposal for professional services to prepare an update to the County of Passaic's Parks, Recreation and Open Space Master Plan. Our firm completed the original Parks, Recreation and Open Space Master Plan in 2014, and is excited about the prospect of preparing an update for the County.

The preparation of an updated Parks, Recreation and Open Space Master Plan will be led by T&M's Planning Group Manager, Caroline Reiter, AICP, PP. Ms. Reiter will be the County's primary point of contact throughout the project and participate in all public meetings.

The following Project Understanding and Scope of Services are based on our understanding of the Request for Proposal (RFP) issued by the County Administrator via email on May 22, 2025.

PROJECT UNDERSTANDING

The County of Passaic is seeking a qualified consultant to prepare an updated Parks, Recreation and Open Space Master Plan. The updated Parks, Recreation and Open Space Master Plan shall be prepared in accordance with the requirements of N.J.A.C. 7:36-1 et seq., approved by the Green Acres Program of the New Jersey Department of Environmental Protection, and adopted by the Passaic County Planning Board. The project shall be complete within twelve (12) months of authorization.

SCOPE OF SERVICES

To achieve the County's objectives, we propose the following scope of services:

UPDATE OF PARKS, RECREATION AND OPEN SPACE MASTER PLAN

T&M Associates will prepare an update to the Passaic County Parks, Recreation and Open Space Master Plan. Conformant with the requirements of the Green Acres Program of the New Jersey Department of Environmental Protection, the update will contain eleven (11) components, as follows:

⁰¹ **Executive Summary** — The Executive Summary will describe the purpose of the Parks, Recreation and Open Space Master Plan, and outline the process employed in its preparation. It will summarize significant findings about the County's open space and recreation needs; strategic actions proposed to effectively meet said needs; and the measures taken to facilitate public engagement and outreach in developing the updated Parks, Recreation and Open Space Master Plan.

¹⁴ **Community Profile** — The Community Profile will broadly describe the County's physical location and geography, as well as its historical development and key demographic indicators, including but not limited to population size; population density; population age structure and recent trends; anticipated population development; and income



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and economic characteristics. Additionally, the Community Profile will identify any “Overburdened Communities” as defined in New Jersey’s Environmental Justice Law (P.L. 2020, c. 92) and associated regulations (N.J.A.C. 7:10 et seq.). Please note that the Community Profile will not only provide a county-level summary, but also municipal-level summaries for each of the County’s 16 constituent municipalities.

²⁸ **History of Open Space Funding in Passaic County** — This component of the Parks, Recreation and Open Space Master Plan will provide an overview of the County’s Open Space, Farmland, and Historic Preservation Trust Fund, including its establishment and associated levies and expenditures. Other local, County, State, federal and non-profit open space funding sources will also be reviewed in terms of their availability and how they were leveraged to support the management, development, operation and expansion of Passaic County’s parks, recreation and open space areas. Among the other open space funding sources that will be reviewed is the Planning Incentive Grant of the New Jersey Department of Environmental Protection’s Green Acres Program and how it has been leveraged within Passaic County.

²⁹ **Recreation and Open Space Inventory** — The updated Parks, Recreation and Open Space Master Plan will include a detailed inventory of lands and waters that are available to the community and: 1) are available for active or passive recreation; 2) are maintained as conservation areas dedicated to the preservation of natural and cultural resources; or 3) provide access to inland water bodies. While this inventory will rely on digital geographic data from a variety of public sources to identify the acreage and location of all recreation and open space areas within the County, it will only provide detailed descriptions for each property under County jurisdiction.

³⁰ **Public Engagement and Public Hearing** — The updated Parks, Recreation and Open Space Master Plan will provide a summary of the public engagement process that informed its development. As described later in this proposal, this process will include public engagement and outreach from the early stages of the project and culminate in a public hearing on the adoption of the updated Parks, Recreation and Open Space Master Plan.

³¹ **Goals and Policies** — A detailed set of planning goals for the management, development, operation and expansion of Passaic County’s parks, recreation and open space areas will be provided in the updated Parks, Recreation and Open Space Master Plan. The goals will be developed in coordination with the client and with the benefit of public engagement and information resulting from review of existing planning and related documents from a variety of sources. The goals, which will be focused on the ten-year period from adoption of the updated Parks, Recreation and Open Space Master Plan, will be accompanied by policies to support their attainment. Please note that, consistent with the County’s Request for Proposals, a key goal of the updated Parks, Recreation and Open Space Master Plan will be to identify expansion opportunities to grow the Passaic County Park system within each of the County’s 16 constituent municipalities.

³² **Environmental Analysis** — An environmental analysis of public and private land and water resources where there is potential to provide open space benefits or recreation opportunities will be provided in the updated Parks, Recreation and Open Space Master Plan. The environmental analysis will be prepared with the benefit of the New Jersey Conservation Blueprint, which is a data-driven, interactive mapping tool that facilitates access to a variety of data for land preservation planning in New Jersey; documentation of the New Jersey Department of Environmental Protection’s Blue Acres Program; the latest flood hazard mapping of the Federal Emergency Management Agency; and a variety of other information sources. It will result in the identification and mapping of actionable projects and expansion opportunities for the Passaic County Park System, which are aimed at:

- Creating linear greenways to promote connectivity between parks, recreation and open space areas;



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Meeting conservation objectives, such as protection of water resources, forest area, and wildlife habitat and corridors;

Promoting climate resilience, particularly flood attenuation and mitigation of urban heat island effects through such measures as conservation and the provision of green infrastructure;

Promoting climate change mitigation, particularly through carbon sequestration through the preservation of forest cover;

Meeting community land use objectives, such as the preservation of open space that buffers or defines developed areas of the County, scenic view corridors and distinctive landscape features, or open space with development-limiting characteristics; and

Providing additional public access to inland waters through measures including but not limited to the expansion of Dundee Island Park in the City of Passaic and the development of a riverfront park in the City of Paterson.

Please note that the Environmental Analysis will include cost estimates and a step-by-step implementation approach for each project and expansion opportunity.

Recreational Facilities Assessment — The updated Parks, Recreation and Open Space Master Plan will include a detailed recreational facilities assessment. The purpose of this assessment is to determine the adequacy of the Passaic County Park System to satisfy the existing and future open space and recreation needs of the County. It will thoroughly examine:

Existing recreational facilities in the Passaic County Park System, including their acreage, location, natural features, improvements, and condition;

Current recreational activity levels and participation patterns in the park system, based on information gleaned from activity permits/licenses issued, existing planning and related documents, surveys conducted as part of public engagement and outreach (see below), and other sources;

Changes that will impact the future need for the Passaic County Park System, such as anticipated population and age structure, land use trends and characteristics, income characteristics and trends, and regional and national trends in leisure and recreation activities;

Recreational facility needs for Passaic County overall and for specific areas within Passaic County, based on population distribution and user groups, including Overburdened Communities. The examination of recreational facility needs will be coordinated with identified changes that will impact the future need for the Passaic County Park System (discussed above); and

Additional land and water areas needed for the expansion of the Passaic County Park System, as well as the need for new or rehabilitated facilities within existing areas of the Passaic County Park System, which are necessary to meet the current and future needs of the County.

Land Use Planning Context — The updated Parks, Recreation and Open Space Master Plan will include a discussion of the land use planning context of the County's conservation and planning efforts. As part of this discussion, each document or other resource reviewed will be identified and, where relevant, an analysis of the updated Parks, Recreation and Open Space Master Plan's consistency with it will be provided. Examples or documents and resources to be reviewed include but are not limited to:



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- New Jersey State Development and Redevelopment Plan;
- Highlands Regional Master Plan and other special area master plans;
- New Jersey Conservation Blueprint;
- Approved municipal public access plans;
- County and municipal land use plans;
- Municipal open space and recreation plans;
- Regional trail plans;
- Redevelopment plans;
- Zoning, subdivision and other development regulations, including the use of planning techniques that encourage open space preservation, such as Transfer of Development Rights (TDR), mandatory clustering, non-contiguous clustering, and lot size averaging;
- New Jersey Comprehensive Statewide Historic Preservation Plan: 2023-2028;
- New Jersey's Global Warming Response Act 80x50 Report: Evaluating Our Progress and Identifying Pathways to Reduce Emissions 80% by 2050;
- Furthering the Promise: A Guidance Document for Advancing Environmental Justice Across State Government; and
- "Outside, Together!", which is the State of New Jersey's Comprehensive Outdoor Recreation Plan.

Please note that this discussion of the land use planning context of the County's conservation and planning efforts will be informed through engagement and outreach to, among others:

- Relevant local interest groups active within Passaic County;
- Residents of Passaic County;
- Current and potential users of the Passaic County Park System;
- Representatives from Healthy Community Planning NJ; and
- Municipal, County, and State government officials and commissions (e.g., recreation staff and advisory boards, environmental commissions, historic preservation committees, and open space and recreation committees and advisory boards).

⑧ **Action Plan** — A detailed action plan will be provided. The Action Plan will establish criteria to prioritize projects and steps to be taken to meet the goals and implement the policies of the updated Parks, Recreation and Open Space Master Plan. The Action Plan is intended to function as a roadmap for the management, development, operation and expansion of the Passaic County Park System. It will be developed with consideration of all other components of the updated Parks, Recreation and Open Space Master Plan, and tempered against available financial resources for its implementation. In addition, the Action Plan will identify criteria and projects to focus the County's preservation efforts. Criteria for acquisition will reference specific recreation or resource protection goals and needs, with an emphasis on growing the Passaic County Park system within each of the County's 16 constituent municipalities.



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Comprehensive Open Space System Map — The updated Parks, Recreation and Open Space Master Plan will include a Comprehensive Open Space System Map, which shows the existing Passaic County Park System and targeted expansion areas. Facility-level detail maps will also be provided.

PUBLIC ENGAGEMENT AND OUTREACH

The updated Parks, Recreation and Open Space Master Plan will be prepared with the benefit of public engagement and outreach. Our proposal includes the following engagement and outreach activities:

Stakeholder Meetings — T&M will work with the client to identify stakeholder groups and conduct up to three (3) stakeholder meetings. To maximize cost efficiency and boost participation, these meetings will be conducted virtually via Microsoft Teams or another format acceptable to the client. At the conclusion of each meeting, a summary memorandum of key findings will be provided for the client's review.

Attendance at Community Events — T&M will attend up to three (3) community events to be identified in coordination with the client. These types of events provide a valuable opportunity to interface with the public and solicit project input. Included with our participation is the preparation of any display boards and associated materials.

Descriptive Survey — The preparation of the updated Parks, Recreation and Open Space Master Plan will be informed by a descriptive survey of Passaic County residents and Passaic County Park System users. The overall goal of this survey will be to gain insight to the recreation and open space needs, habits and desires of these populations. The survey will be administered online by T&M and in paper format to be distributed by the County. While it is envisioned that this survey will be administered in English and Spanish, customized translations into additional languages can be provided .

Project Webpage — T&M will assist the County in developing text and graphics for a project webpage to be maintained by the client. We note that the County's Internet site includes automated translation into multiple languages, including but not limited to Spanish and Arabic. We assume that continued use of the automated translation facility of the County's Internet site is acceptable. However, should the County require otherwise, customized translations into additional languages can be provided . Please note that our proposal assumes that the County will lead efforts related to the development and maintenance of the project webpage.

Social Media — T&M will assist the County in developing text and graphics for social media posts on accounts of Passaic County. We assume these posts will be provided in English. However, should the County require otherwise, customized translations into additional languages can be provided . Please note that our proposal assumes that the County will lead all efforts related to social media posts about the project.

Direct Mail — T&M will assist the County in developing layout, text and graphics for any direct mailings related to the preparation of the updated Parks, Recreation and Open Space Master Plan. We assume these mailings will be made in English. However, should the County require otherwise, customized translations into additional languages can be provided in accordance with our current professional services agreement with the County. Please note that our proposal assumes that the County will lead all efforts related to direct mailings about the project.

Public Meetings — To maintain eligibility for funding from the Green Acres Program of the New Jersey Department of Environmental Protection, there must be two (2) public meetings associated with the preparation of the updated Parks, Recreation and Open Space Master Plan. To minimize cost to the County, T&M's proposal



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assumes that Passaic County staff will facilitate all aspects of these meetings. Nonetheless, we recommend that the two (2) public meetings be held as follows:

Meeting One — The first public meeting should be held in conjunction with a scheduled meeting of the Passaic County Planning Board or at another venue to be determined in coordination with the client. This meeting should be held within three (3) months of the project start and provide the public with an opportunity to learn about the project, share their experiences with the Passaic County Park System, and provide valuable input on the project.

Meeting Two — The second public meeting should be the public hearing for adoption of the updated Parks, Recreation and Open Space Master Plan by the Passaic County Planning Board. At this meeting, the final draft plan for adoption should be presented and the public should be provided with an opportunity to provide comment before formal action to adopt the plan is taken. This meeting should be held within twelve (12) months from the project start.

While not included in our proposal, we note that T&M could attend and facilitate any aspect of the foregoing public meetings at an additional cost in accordance with our current professional services agreement with the County.

FINAL DELIVERABLE

The final deliverable is the updated Parks, Recreation and Open Space Master Plan. Our proposal includes the following:

- Parks, Recreation and Open Space Master Plan (Draft for Adoption) — One (1) digital copy in PDF format and twelve (12) printed copies.
- Parks, Recreation and Open Space Master Plan (Final Adopted Copy) — One (1) digital copy in PDF format and twelve (12) printed copies.
- Digital Mapping Files — One (1) digital archive containing all GIS maps included in the Parks, Recreation and Open Space Master Plan (Final Adopted Copy). The archive will contain copies of all GIS maps in PDF, ArcGIS Pro Project, and Map Package format, as well as all associated digital geographic data (e.g., shapefiles, GeoTIFFs).

Interim deliverables as described in our Scope of Services will be provided in digital format upon completion.

Should additional printed copies of deliverables be required, they will be provided at an additional cost in accordance with our current professional services contract with the County.

ASSUMPTIONS AND EXCLUSIONS

The following assumptions and exclusions have been made in the preparation of this proposal:

- Any professional services not listed in the Scope of Services of this proposal are excluded;
- The County will provide copies of existing planning and related documents and other materials, including but not limited to records of activity permits/licenses issued to users of the Passaic County Park System;
- When customized translations into languages other than English are required, a maximum of two (2) additional languages will be used;
- The County will be responsible for printing and postage of any direct mailings;



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- ☐ All stakeholder meetings will be conducted virtually via Microsoft Teams or another format acceptable to the client;
- ☐ All project status meetings and similar discussions with the client shall be conducted virtually via Microsoft Teams or another format acceptable to the client;
- ☐ The client shall lead efforts related to the project webpage, social media and direct mail, with assistance as described in this proposal to be provided by T&M;
- ☐ The client shall be responsible for all aspects of public meetings; and
- ☐ The client shall be responsible for required legal notices of public meetings/hearings.

FEE PROPOSAL AND SCHEDULING

We propose a lump sum fee of **\$150,000** to be billed on a monthly basis. This fee is broken down as follows:

- ☐ Community Profile, History of Open Space Funding, Recreation and Open Space Inventory: \$23,700
 - ☐ These components are to be completed within three (3) months from the project start.
- ☐ Public Engagement: \$26,950
 - ☐ Public engagement will occur throughout the course of the project.
 - ☐ The public hearing is to be held within twelve (12) months from project start.
- ☐ Goals and Policies, Environmental Analysis: \$35,650
 - ☐ These components are to be completed within nine (9) months from the project start.
- ☐ Recreational Facilities Assessment, Land Use Planning Analysis, Comprehensive Open Space System Map, Action Plan, Executive Summary, Final Report: \$59,200
 - ☐ These Recreational Facilities Assessment, Action Plan and Executive Summary are to be completed within eleven (11) months from the project start.
 - ☐ The public hearing is to be held within twelve (12) months from project start.
- ☐ Anticipated Fees (e.g., Translation Services, Mileage, Printing): \$4,500

Our firm has extensive experience in working with Passaic County and other counties throughout the State of New Jersey, and we are prepared to move forward upon formal authorization to provide the services as described above.



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We thank you for the opportunity to submit this proposal. Please feel free to contact us with any questions regarding this proposal.sss

Very Truly Yours,

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