

PRIOR EXPERIENCE PROJECT

PROJECT NAME	PROJECT LOCATION
Glassboro – Camden Light Rail Line EIS, Area Development Plan Studies, and Program Management Support (DRPA & NJ Transit)	Glassboro – Camden, NJ

DESCRIPTION RELEVANT TO CAPABILITIES IN SCOPE OF WORK

Project Overview: MCFA supported STV in developing an Environmental Impact Statement (EIS), Transit-Oriented Development studies, and overall project development strategies for an 18-mile, 14-station new light rail line project to serve and benefit communities across southern New Jersey.

Project Scope: MCFA services included leadership and support in the following areas: community planning, environmental and land/real estate development planning services, project finance, and project implementation strategies. Planning services and the project FEIS were completed in 2021.

Relevant Services and Deliverables: MCFA completed the following services and deliverables relevant to the scope requirements:



- ✓ **Project Scheduling/Transportation Management Plan** – MCFA supported the A/E prime in the preparation of overall project and program work plans, schedules, staffing plans, risk management plans, and the development of project implementation strategies. These services have been in support of the ongoing EIS project as well as the overall Design/Build/Own/Maintain/Finance (DBOM-F) program implementation effort. As part of the Transportation Management effort, MCFA team members have been exploring economic partnership opportunities with the existing freight rail operator, securing state financial support, and development of an availability payments deal structure and methodology for advancing the project. The analysis included a comprehensive review of the financial capacity of the confirmed project sponsor and its ability to finance the development, construction, and operation of the project. Scenarios also explored the potential for value capture from primary and secondary-induced real estate development and redevelopment.
- ✓ **Transit-Oriented Development Study** – MCFA prepared an Area Development Plan report submitted in December 2017 that explores and documents transit-oriented development potential around seven key station areas. The report examined opportunities to encourage public/private partnerships, joint development projects, mixed-use development, economic, and community betterment strategies. Study efforts also included regional and local economic impact assessments, real estate market assessments, and opportunities to implement value capture tools at the local level, including tax increment financing and establishment of community improvement districts that would help increase the return on investment of a major new transit infrastructure project. Outreach efforts included partnering sessions with local governments at every future station location.
- ✓ **Public/Private Venture Finance Plan** – The MCFA team also prepared a Finance Plan submitted in February 2018 that supported procurement and execution of the project as a Design/Build/Own/Maintain/Finance (DBOM-F) venture solicited to industry in 2019. As part of the Finance Plan effort, MCFA team members explored economic partnership opportunities with the existing freight rail operator Conrail, which enabled them to secure state financial support and develop a deal structure and methodology for advancing the project. The analysis included a comprehensive review of the financial capacity of the confirmed project sponsor and its ability to finance the development, construction, and operation of the project. Studies explored the potential for value capture from primary and secondary-induced real estate development and redevelopment.

Additional PMO Services (Preliminary Engineering Services, Project Management Office, Related Design, Equipment Design and Engineering, And Other Professional Services) Include:

- ✓ **Public Outreach Meetings** – MCFA supported the SJTP (STV/AECOM) JV by attending public outreach meetings in Westville, Mantua Township, and Wenonah, NJ. Following these engagements, MCFA prepared detailed meeting notes documenting public comments, wants, needs, and overall attendance. Furthermore, MCFA established a social media database tracker, collecting public comments from various platforms, including the "Say Yes" and "Say No" groups, Twitter/X, Instagram, and Facebook, for the project team's review and consideration.
- ✓ **Technical Memorandums** - MCFA developed numerous technical memorandums capturing Station Area Development Plans, Rowan College, Inspira, and Cooper Hospital expansion plans, Route 322 and Route 55 proposed construction plans, real property, acquisition, and ROW plans.
- ✓ **Stakeholder Outreach** – MCFA developed a comprehensive stakeholder database, including a portfolio of key stakeholder profiles detailing their backgrounds and relevance to the project. This information was provided to the SJTP JV to facilitate crucial engagement necessary for the project's advancement.

REFERENCE INFO	
COST	YEARS
\$1.8B	09/2019 – Current
OWNER'S NAME/POINT OF CONTACT	TELEPHONE NUMBER
Delaware River Port Authority (DRPA) Michael Venuto, PE,	(856) 968-2062

PRIOR EXPERIENCE PROJECT

PROJECT NAME	PROJECT LOCATION
New Jersey Transit – Transit-Oriented Development Assessment	Woodbridge, Trenton, Hamilton, Bordentown, Roebling, Florence, Burlington South, Delanco, Riverside, Cinnaminson, Pennsauken, Camden, NJ

DESCRIPTION RELEVANT TO CAPABILITIES IN SCOPE OF WORK



Project Overview: New Jersey Transit (NJT) is the nation's third-largest provider of bus, rail, and light rail transit, with a service area of 5,325 miles. Among the busiest stations in NJ TRANSIT's commuter rail and bus systems, Metropark Station serves as an intermodal transportation hub for commuters traveling to both Manhattan and other cities along the Northeast Corridor. NJT also operates a light rail line, the RiverLINE, that connects Camden to Trenton. To promote ridership growth as well as improve regional access, and environmental sustainability, NJT wanted to monetize real estate assets to provide an additional revenue stream while incorporating mixed-use development and accessible community design centered around and integrated with their transit stations.

MCFA was hired to provide professional services support in furtherance of transit-oriented development initiatives for the NJT real property assets for stations including Metropark Station in Woodbridge and the entirety of the RiverLINE from the Trenton Transit Center Station to the Walter Rand Transportation Center in Camden, the southern terminus to the RiverLINE. The other stations assessed include Hamilton, Bordentown, Roebling, Florence, Burlington South, Delanco, Riverside, Cinnaminson, Pennsauken/Route 73, Pennsauken Transit Center, and 36th Street Station. Project deliverables included a real property portfolio review, development sites/planning concepts, workshops with NJT staff and opportunity identification, procurement and implementation strategies, industry outreach, and preparation, marketing, and issuance of a Request for Expression of Interest from developers to maximize and engage a pool of potential developers. MCFA partnered with NJT staff and brought industry relationships and best practice experience in public/private partnership development to create a range of asset capitalization options and site development opportunities for NJT's consideration and execution.

Relevant Services and Deliverables: MCFA completed the following services and deliverables relevant to the scope requirements:

- ✓ **Review of Previous Studies and Documents** – Reviewed Agency real property documentation, capital plan, ridership data, and other relevant information necessary to prepare strategic planning documents to be presented to NJT.
- ✓ **Development Opportunities** – Prepared Development Opportunities planning documents to show existing real property assets which included regional context, site-specific information and data, and potential development scenarios. This information was presented to NJT staff as a Workshop to help Agency stakeholders develop its procurement strategy.

- ✓ **Agency Support** – Provided procurement support to the Agency, including planning and hosting a project opportunity Industry Day, development of a Request for Expression of Interest with evaluation factors, and performing proposal review and evaluation support to the NJT procurement team.
- ✓ **Stakeholder Outreach Plan** – Developed a stakeholder outreach plan to market the NJT development opportunities to garner local community support and industry interest. Stakeholder outreach included local government, transportation agencies, and educational institutions, and in the case of the RiverLINE, the Coopers' Ferry Partnership as the development opportunities included the Walter Rand Transportation Center, the southern terminus to the RiverLINE.
- ✓ **Project Team Involvement** – Advised NJT real property staff and leadership during the process.

REFERENCE INFO	
PROJECT NAME	PROJECT LOCATION
New Jersey Transit – Transit-Oriented Development Opportunity Assessment	Woodbridge, Trenton, Hamilton, Bordentown, Roebling, Florence, Burlington South, Delanco, Riverside, Cinnaminson, Pennsauken, Camden, NJ
OWNER'S NAME/POINT OF CONTACT	TELEPHONE NUMBER
Sean Massey, Director, Real Estate Services	(973) 491-8709