

# REQUEST FOR INFORMATION

JOURNAL SQUARE TRANSPORTATION CENTER  
REDEVELOPMENT OPPORTUNITIES





# THE PORT AUTHORITY OF NY & NJ

PROCUREMENT DEPARTMENT  
4 WORLD TRADE CENTER  
150 GREENWICH STREET, 21ST FLOOR  
NEW YORK, NY 10007

## REQUEST FOR INFORMATION

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TITLE:	JOURNAL SQUARE TRANSPORTATION CENTER REDEVELOPMENT OPPORTUNITIES		
NUMBER:	58339		
SITE VISIT:	September 17, 2019	TIME: 11:00 AM	
RESPONSE DUE DATE:	October 11, 2019	TIME: NO LATER THAN 2:00 PM EST	
CONTRACTS SPECIALIST NAME:	JAMES SUMMERVILLE (212) 435-4642 <a href="mailto:jsummerville@panynj.gov">jsummerville@panynj.gov</a>		



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## 1. General Information: The Port Authority of New York and New Jersey

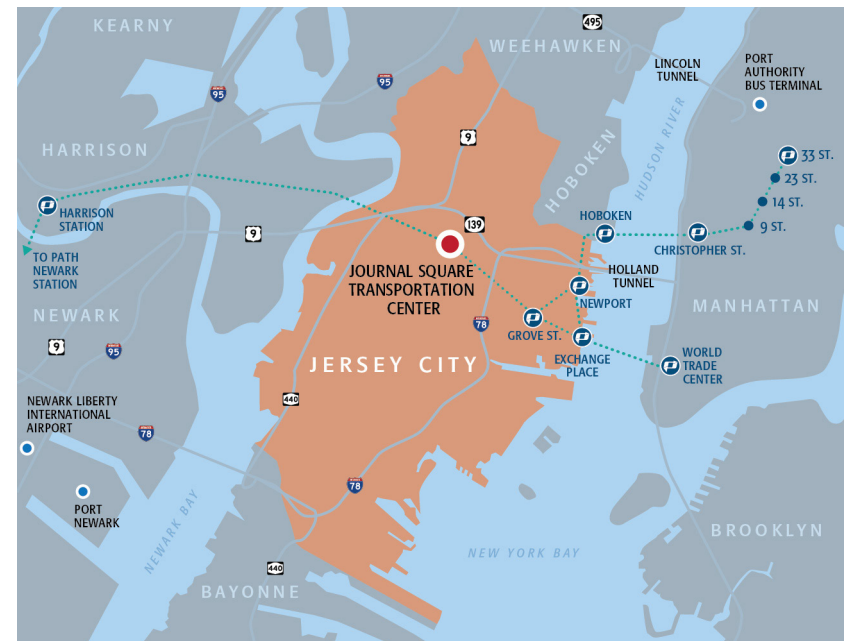
## 2. Executive Summary & Purpose of this Request for Information

FOR BACKGROUND with respect to The Port Authority of New York and New Jersey (“the Port Authority”) see [www.panynj.gov](http://www.panynj.gov). Additionally, the most recent electronic version of the Port Authority’s Annual Report is available at <http://www.panynj.gov/corporate-information/annual-reports.html>.


THE PORT AUTHORITY is seeking information to inform redevelopment of the Journal Square Transportation Center (“JSTC” or “Site”), a major multi-use transportation facility in the heart of Jersey City, New Jersey. With approximately 8.85 acres situated above the Port Authority Trans-Hudson (“PATH”) Journal Square train station, the redevelopment of JSTC presents a unique public-private opportunity to enhance the customer experience for commuters, create a mixed-use neighborhood destination, and invest in critical public transportation improvements.

As shown in the adjacent map, JSTC is located in the historic commercial center of Jersey City. JSTC is a pivotal piece of Jersey City’s public transportation system, offering several public transit options including bus and train service into Manhattan and other parts of New Jersey. JSTC’s bus terminal is one of the busiest in the United States with over 1,900 vehicle movements a day, and the Journal Square PATH station serves over 27,000 weekday users on average, offering a 10-minute ride to Newark and a 15-minute ride to New York City.

Given the pace and scale of development in the immediate area, PATH ridership at JSTC is anticipated to grow significantly. By 2025, an additional 4,000 riders could access the station during the AM peak period, an increase of approximately 67% over current ridership levels. The Port Authority has made major capital investments to sustain PATH, including recent purchases of additional PATH train cars that, in concert with a new signal system, will allow for more frequent service at the JSTC station. To address this surging demand, however, additional investments in station improvements will be needed. The Port Authority has an opportunity, in partnership







with private entities, to deliver a modern transportation facility with high quality amenities, including a vibrant mix of retail, food service, and accessible public spaces that engage PATH and bus riders as well as the larger Journal Square community.

As the Port Authority explores redevelopment of JSTC into a center of activity for Jersey City, soliciting and receiving input from the market is essential to its planning process and the development of future procurement strategies. Therefore, the Port Authority is issuing this Request for Information ("RFI") to seek ideas and information from firms ("Respondents") that specialize and have proven experience in designing, developing, and financing mixed-use projects with enhanced retail experiences, particularly those associated with multimodal transportation centers in urban environments. The Port Authority may use this information to help inform next steps for the redevelopment of JSTC (the "Project").



The Port Authority's core objectives for this RFI (and any subsequent solicitation) are to generate and assess redevelopment concepts, identify partnership opportunities, and pursue further discussions with select Respondents to achieve the following Project goals, in order of priority:

- A. Redevelop and reconfigure the Site to improve the customer experience by:
  - i. Introducing engaging retail experiences and active public spaces for PATH and bus riders and community members
  - ii. Enhancing station functionality and meeting increasing PATH capacity demands
  - iii. Improving bus circulation and pedestrian movement
  - iv. Utilizing innovative measures to maximize operational efficiencies and leverage new technologies to help accommodate future transit needs.
- B. Transform the Site into a mixed-use neighborhood destination that is connected and relevant to the Journal Square neighborhood. Future development should offer high quality amenities to be enjoyed by commuters and Jersey City residents for years to come.
- C. Maximize financial value from the development of the Site to fund station improvements.

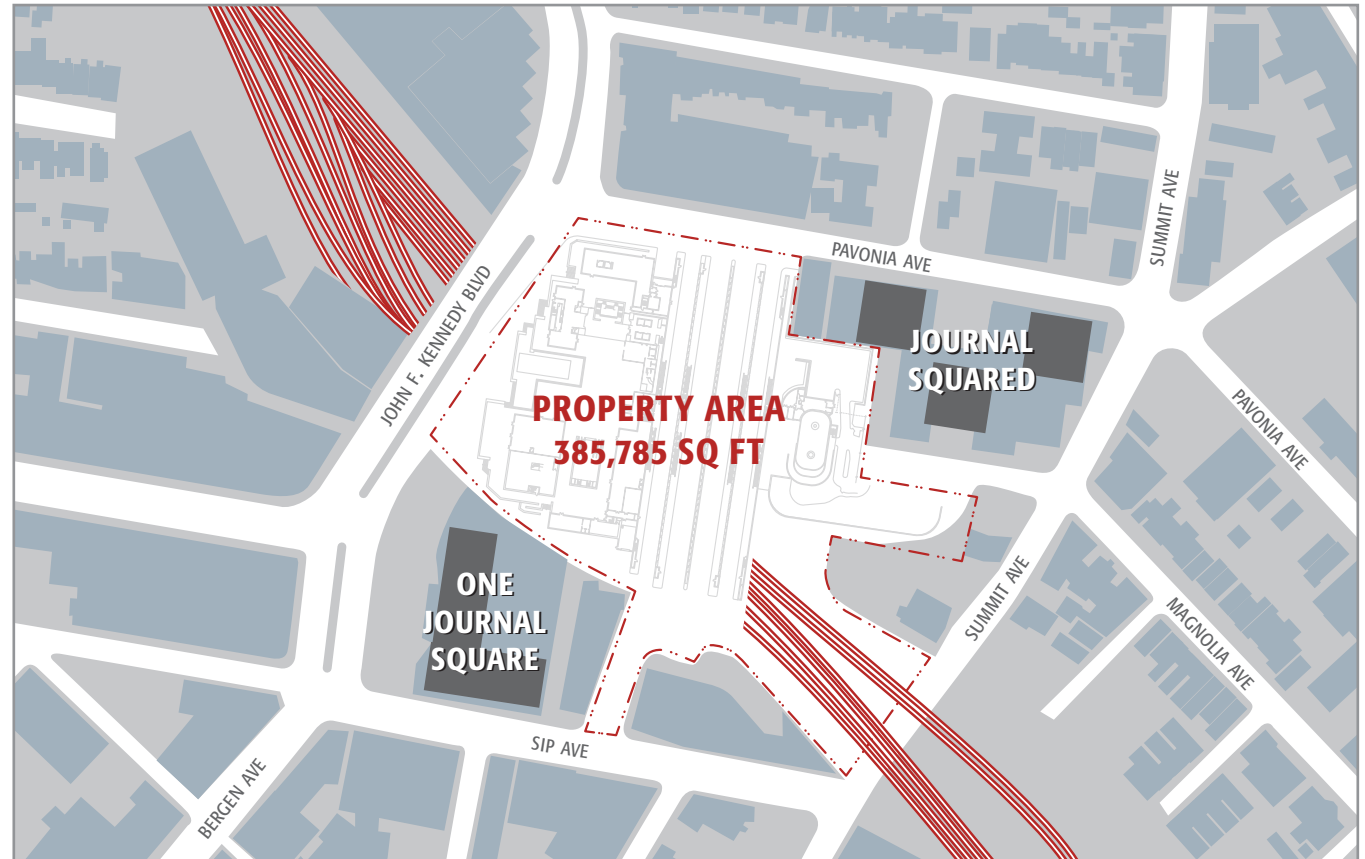
Responses to this RFI will become the property of the Port Authority upon submission, and the Port Authority agrees not to use the submissions for commercial purposes or to disclose information provided therein publicly or to any other Respondents without permission, subject in all cases to the Port Authority's obligations under freedom of information requirements.



### 3. Site Background



#### A. Site Overview



JSTC is located on Block 9501, Lot 1 in the center of Jersey City, approximately halfway between New York City and Newark. It is one of New Jersey's busiest transportation centers, providing direct rail access to major employment centers in Lower and Midtown Manhattan, the revitalized downtown district of Jersey City, and Newark, New Jersey's largest city. The transportation network is part of a comprehensive multimodal system with linkages to New Jersey Transit, Amtrak, the Hudson-Bergen Light Rail, bus, and ferry, as well as convenient access to the region's three major airports. The JSTC location offers easy access to the Newark-Jersey City Turnpike (Route 7) and the Pulaski Skyway (Route 9/Route 1), NJ 440, the New Jersey Turnpike, and the Holland Tunnel via I-78.



JSTC is an irregularly shaped parcel with frontage on Kennedy Boulevard and Pavonia Avenue. Pedestrians access the Site from each of the surrounding streets, but the Magnolia Avenue “Kiss and Ride” and Kennedy Boulevard are the most high-traffic entrances. The current facility is layered above the PATH rail station, featuring an underground concourse retail level, an open-air plaza with additional retail, an 11-story tower, a multi-level parking garage, a vehicular drop-off area, and a four-lane bus terminal. The office tower and most of the bus terminal rest on terra firma, though the plaza, concourse, and part of the parking structure and bus terminal sit above the PATH rail cut on an existing deck. Of the 8.85-acre Site, approximately 1.45 acres is open railcut.

## RAIL TRANSIT

<b>2018 Total Annual PATH JSTC Station Entries</b>	<b>8,160,293</b>
2018 Average Weekday Daily PATH JSTC Station Entries	26,800
2018 Average Weekday Peak Hour (8-9AM) PATH JSTC Station Entries	6,031
2018 Average Weekday Peak Hour (8-9AM) JSTC In-Station Transfers <sup>1</sup>	2,240
2018 Average Weekday Peak Hour (8-9AM) PATH JSTC Station Exits	733
2018 Average Saturday Daily PATH JSTC Station Entries	14,465
2018 Average Sunday Daily PATH JSTC Station Entries	10,610

## BUS TRANSIT

2015 Sample Weekday Bus Movements	1,976
2015 Sample Weekday Bus Passengers	26,977

<sup>1</sup> Riders transferring between PATH rail lines at Journal Square station



## B. PATH System

PATH serves as the primary transit link between Manhattan and New Jersey's Hudson and Essex counties. Journal Square's central location on the PATH system allows for rapid access to all 13 New York and New Jersey stations, serving as both an important transfer station for passengers and a critical hub for PATH operations staff servicing the entire system.



### RIDER PROFILE<sup>2</sup>

Home County	<p>Over 82% of PATH riders reside in one of five counties:</p> <ul style="list-style-type: none"><li>▶ New Jersey - Hudson (53.69%), Essex (11.61%) and Union County (3.39%)</li><li>▶ New York - New York (9.25%) and Kings (5.37%)</li></ul>
Age Range	<p>Majority of PATH riders are between the ages of 25-34 (38.94%) and 35-44 (22.24%)</p>
Annual Household Income	<p>Over half of PATH riders have greater than \$75,000 household income (55.30%)</p> <ul style="list-style-type: none"><li>▶ \$75,000 - \$99,999 (17.78%)</li><li>▶ \$100,000 - \$149,999 (19.25%)</li><li>▶ \$150,000 or more (18.27%)</li></ul>

<sup>2</sup> PATH Passenger Origin-Destination Survey 2018



# Journal Square Transportation Center



Plaza Level

ENTRANCE TO CONCOURSE LEVEL

STAIRS TO PARKING LEVEL ABOVE AND CONCOURSE LEVEL BELOW

Station Concourse Level

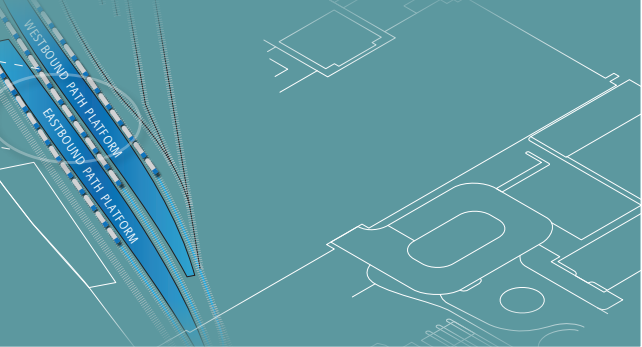
ENTRANCE TO PATH PLATFORM MEZZANINE

STAIRS TO PLAZA LEVEL ABOVE

PATH Mezzanine and Platform Level

STAIRS TO EASTBOUND PLATFORM

STAIRS TO WESTBOUND PLATFORM







### C. Existing Structures

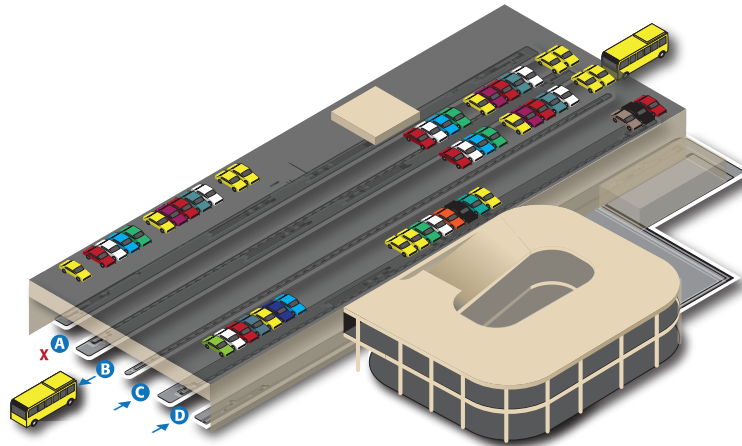
While passenger train service to the Journal Square area dates to 1911, the present JSTC PATH station was rebuilt between 1968 and 1973 (before construction of the bus station and office tower).

#### OFFICE TOWER

The 175-foot tall, 11-story building is steel framed with a precast concrete panel façade and a window wall system along its north and south elevations. The structure was built in 1972 with a total of 150,400 square feet of office space and 12,134 square feet of street-level retail. The JSTC office tower is 100% occupied by Port Authority. It includes PATH's headquarters and supporting departments.

#### BUS TERMINAL AND PARKING GARAGE

The JSTC bus terminal and public parking garage opened in 1974 and occupy roughly 116,000 square feet of the total site area. Over 1,900 buses and jitneys (small, independently operated buses) access the street-level facility from ramp entrances off Pavonia Avenue and Sip Avenue, making JSTC one of the busiest structured bus stations in the United States. The JSTC bus terminal currently has four lanes, A-D.





- ▶ A is a southbound lane presently closed to traffic.
- ▶ B is a southbound lane. It is configured with parking for up to nine jitneys and two full-size buses accessible via four passenger bays.
- ▶ C and D are northbound lanes. Each allows for parking for up to eight full-size buses, accessible via four passenger bays.

JSTC redevelopment must allow for the same bus capacity as presently exists, but alternatives to the current configuration that improve bus circulation and create greater opportunity for value creation will be considered. Respondents proposing any large-scale reorientation of JSTC should be prepared to work with New Jersey Transit, Jersey City, Hudson County, and Port Authority staff to ensure feasibility of alternative bus and pedestrian movements.

There is a 539-stall, multi-level parking garage above the four existing bus lanes. It is accessed from the Magnolia Avenue “Kiss and Ride” approach via Summit Avenue. An external access helix ramp connects all parking levels and occupies roughly 18,500 square feet of the total site area. The parking garage is often at capacity. Underneath the northern third of the helix is the facility’s main loading dock. Delivery and PATH operational vehicles access this dock via the Magnolia Avenue “Kiss and Ride” and exit onto Pavonia Avenue via a secured roadway under the neighboring Journal Squared Tower 1 building.

Though the original decked parking garage design envisioned additional levels of commuter parking, the structure is now of advanced age, and adding levels is not cost effective due to the need for extensive retrofitting.





## PLAZA AND CONCOURSE

Elevated above street grade, the open public plaza is accessible from Kennedy Boulevard and Pavonia Avenue via stairs and pedestrian ramps. The plaza level also includes the base of the office tower, a single-story retail strip wrapping around the tower base, and a skylight entrance to the PATH station.

The concourse level is located beneath the plaza level and below surface grade, occupying roughly 141,300 square feet divided between the open-air atrium, retail frontage, back-of-house operations, public amenities, and Port Authority Police Department (“PAPD”) facilities. The concourse is a key internal thoroughfare for the JSTC facility, with vertical circulation connections to the mezzanine rotunda and PATH platforms below, bus lanes above, the “Kiss and Ride” area to the east, access to the office tower, and the Kennedy Boulevard-facing public plaza via the open atrium to the west.



## MEZZANINE + PATH TRAIN PLATFORMS

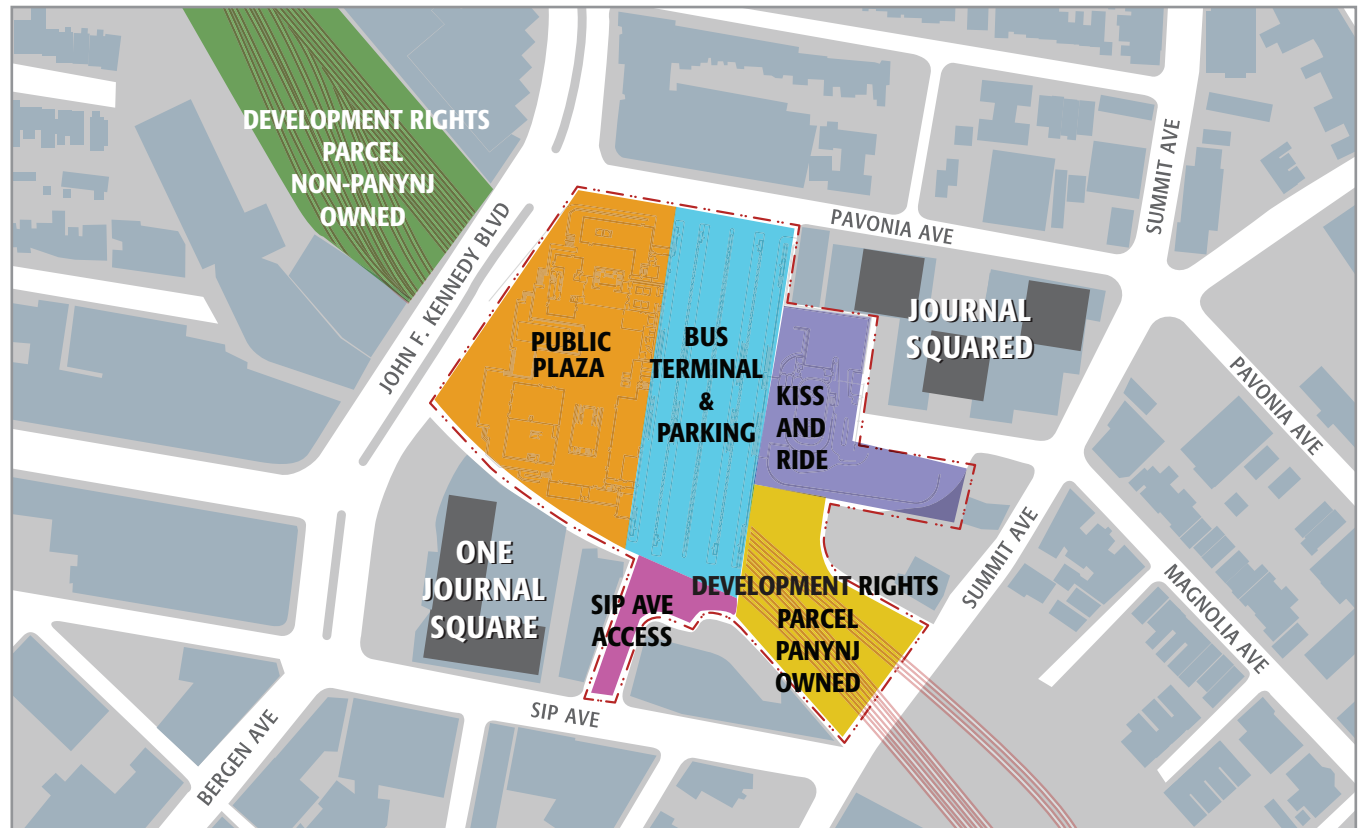
At the mezzanine level, a central rotunda serves as the primary connection between the concourse level open-air atrium and two passenger train platforms and four tracks below. Fare turnstiles, ticket vending machines, and passenger waiting areas occupy this level. Two sets of escalators and stairs provide access to each of the passenger platforms. The mezzanine rotunda is a major vertical circulation choke point in the PATH station. JSTC redevelopment should incorporate enhanced vertical circulation connections from street-level down to the passenger platforms.

In addition to the passenger-accessible areas, at platform-level, PATH has a work platform, multiple tracks for storing and positioning trains, a train dispatch tower, complex track interlockings, and additional back-of-house infrastructure supporting 24/7 railroad operations. North of existing active PATH tracks, the Port Authority owns two additional railroad tracks for which Conrail has a permanent easement for their exclusive use.

During regular system service, the Journal Square PATH station connects the ‘Newark-WTC’ and the ‘Journal Square-33rd’ lines daily and the ‘Journal Square-33rd via Hoboken’ line on weekends and off-peak hours. Existing track capacity is maxed out, and PATH welcomes redevelopment concepts that look to increase track capacity to permit greater operational flexibility and improved on-time performance.



## AIR RIGHTS / OPEN RAIL CUT



The southeastern-most section of the Site exists as an open rail cut with development rights exclusively owned by the Port Authority. Redevelopment schemes can take advantage of this section of the Site by decking over the open rail cut or purchasing development rights for transfer. Development above the rail cut would require adequate ventilation for diesel work trains on tracks below and include security infrastructure.

Development rights above the open rail cut northwest of Kennedy Boulevard are owned by private third-party owners, but any future development and activities above the active PATH tracks will need to be closely coordinated with the Port Authority.



## D. Zoning and Land Use

The Site's land area is 385,785 square feet, which includes 63,078 square feet of open rail cut. The Site is located within Zone 1 Core of the Journal Square 2060 Redevelopment Plan. The purpose of this zone is to provide for high-density, high-rise development and allows a floor area ratio ("FAR") of 25 for residential development and a FAR of 16 for commercial development. Developments within this zone must comply with the special requirements that allow for a building base between 60 feet and 75 feet. There are no height restrictions.

More information about zoning and land use can be found in the Journal Square 2060 Redevelopment Plan on Jersey City's open data [website](#).

## E. Neighborhood and Immediate Vicinity

A mix of transit center, office space, and retail, JSTC was one of New Jersey's first post-war transit-oriented developments and is the former site of the Hudson & Manhattan Railroad's<sup>3</sup> Summit Avenue station. In the last 10 years, Journal Square has experienced rapid revitalization. A rezoning process that began in 2006, along with state and local incentives, has advanced several major projects in the immediate vicinity of JSTC. Tower 1 of Journal Squared recently completed construction, adding 540 luxury residential units and 4,000 square feet of retail to the neighborhood. Towers 2 and 3 will add 1,300 more units of housing, along with another 32,000 square feet of retail. Site plan approvals have been granted for One Journal Square and 30 Journal Square, which will add a total of 2,466 more luxury housing units, 103,780 square feet of retail, and 223,540 square feet of office space to the neighborhood. Within roughly ½ mile of JSTC, approximately 7,000 housing units have been approved by the Jersey City Planning Board, and another 1,140 are under construction. Given the pace and scale of development in the area, PATH ridership at Journal Square is anticipated to grow significantly. A redeveloped JSTC must be able to meet new demand and preferences.

According to a 1967 agreement with the City of Jersey City, PATH is not currently obligated to make payments in lieu of taxes ("PILOT") on the JSTC property. Any major development on the Site that substantially changes the current mix of uses, however, may potentially be subject to future property taxes or PILOT negotiations with Jersey City.

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<sup>3</sup> The Hudson & Manhattan is the predecessor railroad to today's PATH rail transit system.



## 4. Redevelopment Goals

### A. Development Potential

The Port Authority is seeking information regarding the highest and best uses of the Site and the optimal development program when considering the Site's use by commuters, neighborhood context, physical characteristics, and transportation uses. The Port Authority is not prescribing a residential or commercial development program, but the Site should primarily serve commuters, with a focus on quality retail and public spaces. Development at Journal Square should also consider taking advantage of existing PATH capacity on the reverse commute (westbound during the AM peak from New York to New Jersey and vice versa in the PM peak) to optimize the use of transit capacity.

The Site, or portions of the Site, may be disposed of through a long-term ground lease or fee sale. The Port Authority may elect to utilize investment proceeds to fund and implement station improvements or structure the transaction such that a developer constructs station improvements on behalf of the Port Authority as part of a larger redevelopment project. Currently, there is no funding in the Port Authority's ten-year capital plan allocated to fund station improvements.

### B. Neighborhood Connections

JSTC must include a retail program that serves commuters, residents, and visitors. With a carefully selected series of vendors and a distinct focus on local preferences and independent operators, JSTC has the potential to become a dynamic destination in Jersey City. Other transportation hubs have successfully implemented similar retail strategies and become retail destinations in their own right. For example, Grand Central Terminal underwent a massive renovation in the 1990s, resulting in the creation of a new Grand Central Market. Grand Central Market features 13 local vendors serving fresh and prepared foods and successfully appeals to Metro-North riders, midtown employees, tourists, and neighborhood residents. In Denver, Union Station re-opened in 2014 after a major renovation that transformed the facility into a modern transit-oriented mixed-use development. In addition to providing improved transit access, the station now houses a hotel, restaurants, retailers, and landscaped open space, making it one of the city's primary attractions. The community around the station has simultaneously experienced new activity and growth. JSTC can serve a similar purpose with the introduction of curated retail offerings and amenities.

PATH seeks to be an active part of the Journal Square community and welcomes opportunities to better integrate the transportation center with surrounding neighborhoods. By better integrating the Site with the city, more people will be able to utilize JSTC. Any potential redevelopment should explore opportunities to improve neighborhood connections to JSTC. The area is already home to a farmers market, which may be displaced by the upcoming construction of the neighboring One Journal Square project; developers should consider inclusion of future public space on which to host future farmers markets and similar events. These areas should act as gathering places to foster neighborhood life as well as provide a transition for the traveling population. Any future public spaces should be readily programmable to accommodate public needs.



## C. Transportation Improvements<sup>4</sup>

### RAIL STATION IMPROVEMENTS

The future JSTC PATH train station will see significant increases in ridership and activity based on current projections. Site concepts related to rail station improvements should include at minimum: 1) increased vertical circulation access points to accommodate increased PATH passengers down to the platforms and 2) larger passenger platforms to address potential future longer train lengths (minimum 513 feet for 10-cars) and increased passenger loads.

At this stage, the Port Authority is seeking high-level concepts for where and how these rail station improvements could be implemented. PATH has considered two additional points of entry – a Port Authority-owned underground passageway and a Port Authority-owned pedestrian access point off Sip Avenue. Other sites on or around JSTC could be considered. It is anticipated that additional track capacity and platform expansions will entail complex realignments of track interlockings, signal, communications and power traction systems.

A preliminary study of JSTC's PATH station components determined that PATH currently either meets code or is grandfathered in. Cosmetic improvements are permissible, but any major station modifications would necessitate bringing the station into full compliance with codes, and further in-depth engineering studies to identify design requirements are required.

All JSTC redevelopment concepts must accommodate continuous rail operations.

### BUS TERMINAL OPERATIONS

Any reconfiguration of the Site must provide at a minimum, the same bus capacity as presently exists. There are currently 12 "passenger bays," with each bay being approximately 125 feet long. These bays can serve either two full-size New Jersey Transit buses, or three jitneys. Future buses will be up to 60 feet long. Changes to bus capacity and operations at the Site must be closely coordinated with local stakeholders including Jersey City, Hudson County, New Jersey Transit and other bus/jitney operators. The Port Authority is open to reconfiguring bus operations and the location of the bus terminal itself within the Site to improve service.

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<sup>4</sup> The Port Authority expects that any construction resulting from the project(s) comply with the Port Authority design standards, including but not limited to documents found on the Port Authority's website: <http://www.panynj.gov/business-opportunities/engineering-documents.html>. Any construction should also comply with the Port Authority Sustainable Building Design Guidelines: <http://www.panynj.gov/about/pdf/sustainable-building-guidelines.pdf>



## **D. Required Port Authority/PATH Spaces**

### **PORT AUTHORITY OFFICE AND OPERATIONAL SPACES**

Journal Square is a critical component of the PATH system. The Port Authority will require space for essential PATH operational, administrative staff, and the PAPD. PATH requires approximately 163,000 square feet, of which 70,000 square feet must be located at the Journal Square PATH Station, 44,000 square feet must be within walking distance from the station, and 19,000 square feet is flexible. The Port Authority has not yet determined whether the remaining 30,000 square feet must remain on site or can be accommodated nearby. Temporary office space may be required during construction. In addition, PATH must retain control and ownership of all parts of PATH operations in the fare-zone.

### **PARKING**

The current 593-stall parking structure at Journal Square is at capacity. Although it was developed for a park-and-ride commute, it is also frequently used for commuters who park and work in Journal Square. Public car parking is not a requirement for the redevelopment; however, car parking for essential Port Authority staff and PAPD must be included. Currently, 70 spaces are reserved for PATH staff and 173 spaces are reserved for other Port Authority functions. The Port Authority expects at least 50 parking spaces must remain on-site at the Journal Square facility to support PATH operations with an additional approximately 120 spaces located either on-site or nearby. For this required component, the Port Authority will consider alternative parking schemes.

### **SECURITY**

Any proposed structures close to or above critical infrastructure shall include security by design<sup>5</sup> and elements of hardening, barriers and other security technology where appropriate.

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<sup>5</sup> Security by Design is a “baked in” approach to new facility construction and is initiated during the concept and design phase of a facility construction project to ensure a facility is designed and constructed with the appropriate level and type of security infrastructure based on a Design Basis Threat Analysis. Security by Design incorporates the principles of Crime Prevention Through Environmental Design (CPTED). These principles should be applied into a facility design to create “concentric rings of security” providing for multiple layers of protection to infrastructure, employees and visitors.



## **E. Possibility for Reconfiguration**

The Site was designed to meet 1970's era neighborhood and transportation network requirements. Reconfiguration of the Site to improve bus, vehicular, and pedestrian circulation and create greater opportunities for redevelopment will be considered. Almost two thirds of the Site rests on terra firma, so there is potential to create a larger, contiguous development footprint via reconfiguration.

Any large-scale reorientation of JSTC facilities will likely require coordination with and approvals from New Jersey Transit, Jersey City, Hudson County and Port Authority staff to ensure feasibility of alternative bus and pedestrian movements.

## **F. Minority Business Enterprises (MBEs) and Women-Owned Business Enterprises (WBEs) Subcontracting Opportunities**

The Port Authority has a long-standing practice of making its business opportunities available to Minority Business Enterprises ("MBEs") and Women-owned Business Enterprises ("WBEs") and has taken affirmative steps to encourage such firms to seek business opportunities with the Port Authority. The Port Authority expects that any agreement(s) resulting from future solicitation(s) will provide for meaningful participation by Port Authority certified MBE/WBEs.



## 5. Submission of Information

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**T**he Response Due Date is noted on Page 1 of this RFI. Port Authority expects to review responses subsequent to that date.

Each Respondent must email a .PDF copy of its response to James Summerville at [jsummerville@panynj.gov](mailto:jsummerville@panynj.gov) no later than the Response Due Date and time conveyed on Page 1 of this RFI. The subject line should clearly indicate the transmission is in response to this RFI and include the RFI number #58339 listed on Page 1. Exclude any images in your response that could complicate the easy dissemination of your response. In addition, do not provide marketing materials.

The Response must also include or identify:

1. Transmittal Letter / Executive Overview
  1. The name, address, URL and Federal Employer Identification Number of the Respondent;
  2. Contact information (name, title, email, telephone number) of the individual who shall act as the Respondent's contact with the Port Authority for further information requests and future solicitations, if any. In addition, at any time after the opening of the responses to the RFI, the Port Authority may request additional information relating to the Respondent's qualifications and will use this individual as the point of contact for these queries.
  3. A brief description of the Respondent, its lines of business, organization, mission, affiliates, objectives, location, years in business under its present business name, and a list of previous business names used, if any.
2. A signed copy of Attachment A (Agreement on Terms of Discussion) hereof.
3. Responses to questions/requests for information in Attachment B (Feedback Survey and Questionnaire).
4. A description of the Respondent's experience in providing a record of accomplishments in financing and developing multi-use developments of similar size, complexity and scale, and in developing properties with a transportation component.

The list should include projects similar in nature, scope, size and complexity to the Project described herein, in which your firm participated as a developer or as part of a joint venture, a special purpose vehicle, or other form of a consortium. The list should identify your firm's level of participation in, for example, planning and design, development and construction, investment, ongoing operations and maintenance, etc. for the respective projects.



## 6. Questions

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Any questions by prospective Respondents concerning this request must be addressed by email to the Contracts Specialist listed on Page 1 of this RFI.

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## 7. General Information Session and Site Visit

A General Information Session and site visit is scheduled for the date and time conveyed on Page 1 of this RFI, at JUSTC. The site visit allows interested parties to tour and physically inspect Journal Square before submission of responses to this RFI. The Port Authority encourages interested parties to provide questions (before and after the Site Visit) in writing (by email) to the Contracts Specialist listed on Page 1.

Attendance at this site visit/inspection is strongly recommended, though not mandatory. Information conveyed may be useful to Respondents in preparing their responses and Respondents not attending assume all risks that may ensue from non-attendance.

Attendees interested in attending should RSVP to James Summerville ([jsummerville@panynj.gov](mailto:jsummerville@panynj.gov)) no later than 12 noon (EST) of the second business day preceding the scheduled date of the site visit to confirm their attendance and/or receive traveling directions.

## 8. Meetings with Select Respondents

At any time after the receipt of responses, Respondents may be asked to attend an informal discussion with Port Authority staff and their advisors regarding further clarification of the response or for additional information. The Port Authority may, based on review of submitted material and other information gathering, elect which Respondents with whom it wishes to meet. To facilitate the candid free flow and exchange of ideas and information, the Port Authority intends to meet with Respondents separately. The Port Authority will communicate the date, time, place and objectives of the meetings in due course. At this time, meetings are anticipated to occur in October and November 2019.

## 9. General

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- A. The Port Authority reserves the right to conduct interviews, issue a solicitation for a proposal, or to perform none of the above.
  - B. The Port Authority reserves the unqualified right in its sole and absolute discretion to choose to accept or reject any and all firms responding to this RFI on the basis of an evaluation of the responses to the RFI. The Authority also reserves the unqualified right to request further information from any Respondent.
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- C. Neither the expression of your organization's interest, nor the submission of your response to the RFI and any documents or other information supplied by you, nor any correspondence, discussions, meetings or other communications between your organization and the Port Authority, shall impose any obligation on the Port Authority. The Port Authority shall not be liable for any costs incurred by the Respondent in the preparation, submittal, presentation, or revision of its Response to this RFI.
- D. At any time, in its sole discretion, the Port Authority may, by written addenda to this RFI, modify, amend, cancel, and/or reissue this RFI. If an addendum is issued prior to the date Information is due, it will be made available on the following website:

<http://www.panynj.gov/business-opportunities/bid-proposal-advertisements.html>

If an addendum is issued after Information has been received, it may, at the Port Authority's discretion, be provided only to those Respondents whose submittals may be impacted by such change/addendum.

- E. The Port Authority reserves all its rights at law and equity with respect to this RFI including, but not limited to, the unqualified right, at any time and in its sole discretion, to change or modify this RFI, to reject any and all Information, to waive defects or irregularities in Information received, to seek clarification of Information, to request additional Information, to request any or all respondents to make a presentation, to undertake discussions and modifications with one or more respondents, who, at any time, subsequent to the deadline for submissions to this RFI, may express an interest in the subject matter hereof.

No Respondent shall have any rights against the Port Authority arising from the contents of this RFI, the receipt of Information, or the incorporation in or rejection of Information contained in any response or in any other document. The Port Authority makes no representations, warranties, or guarantees that the information contained herein, or in any addenda hereto, is accurate, complete, or timely or that such information accurately represents the conditions that would be encountered during the performance of any subsequent contract, if any. The furnishing of such information by the Port Authority shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever and each respondent, by submitting its Information, expressly agrees that it has not relied upon the foregoing information, and that it shall not hold the Port Authority liable or responsible therefore in any manner whatsoever.

- F. Neither the Commissioners of the Port Authority, nor any of them, nor any officer, agent or employee thereof shall be charged personally with any liability by a respondent or another or held liable to a respondent or another under any term or provision of this RFI or any statements made herein or because of the submission or attempted submission of information or other response hereto or otherwise.



- G. This RFI is an inquiry only. No contract or agreement will be entered into as a result of this RFI. There are no guarantees made or implied by the Port Authority that the redevelopment of the JSTC will result in a public procurement process for the performance of any services contemplated herein, nor that any subsequent procurement will follow the approach described herein. The Port Authority will not preclude firms or organizations that do not respond to this RFI from participating in any possible future procurement for the redevelopment of the JSTC.



## Attachment A:

### AGREEMENT ON TERMS OF DISCUSSION

The Port Authority's receipt or discussion of any information (including information contained in any proposal, vendor qualification(s), ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) shall not impose any obligations whatsoever on the Port Authority or entitle us to any compensation therefor (except to the extent specifically provided in such written agreement, if any, as may be entered into between the Port Authority and us). Any such information given to the Port Authority before, with or after this Agreement on Terms of Discussion ("Agreement"), either orally or in writing, is not given in confidence. Such information may be used, or disclosed to others, for any purpose at any time without obligation or compensation and without liability of any kind whatsoever. Any statement which is inconsistent with this Agreement, whether made as part of or in connection with this Agreement, shall be void and of no effect. This Agreement is not intended, however, to grant to the Port Authority rights to any matter, which is the subject of valid existing or potential letters patent.

Any information (including information contained in any proposal, vendor qualification(s), ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) provided in connection with this procurement is subject to the provisions of the Port Authority Public Records Access Policy adopted by the Port Authority's Board of Commissioners, which may be found on the Port Authority website at: <http://corpinfo.panynj.gov/documents/Access-to-Port-Authority-Public-Records/>. The foregoing applies to any information, whether or not given at the invitation of the Authority.

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*Company*

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*Signature*

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*Title*

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*Date*

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DO NOT RETYPE.

Rev. 01/27/17



## Attachment B:

## SURVEY AND QUESTIONNAIRE

1. What do you envision as the highest and best mix of uses on the Site and why? How would you curate and operate the retail program in a redeveloped JSTC so that it appeals to both riders and the larger Journal Square community?
2. What do you envision as the optimal site plan and configuration, reflecting your answer to #1 and incorporating the goals listed in Section 4 of this RFI, and why? Discuss how each of these goals could be satisfied in a redevelopment of JSTC.
3. What do you envision as the optimal phasing for redevelopment of the Site?
4. What do you believe would be an ideal contracting/delivery structure for this project with respect to development, construction, financing, and operations of the project? Concerning the potential contracting/delivery structure, identify and prioritize potential risks (contract, project, schedule, etc.) and provide recommendations for mitigating these risks.
5. What level of technical or other information might a developer require to provide a proposal for the project?
6. During development, how might a developer's proposal affect existing PATH and other transit operations at the JSTC? How might these impacts be mitigated?
7. After development has been completed, what type of ongoing operations and maintenance responsibilities at Journal Square might a developer or the Port Authority retain, and which responsibilities are best shared?
8. What construction cost per square foot would you anticipate for decking, commercial, and residential development on the Site? Please provide construction cost per square foot estimates for each separately.
9. How should a developer ensure a strong MBE and WBE presence? Provide any leading practices that might be utilized for outreach and recruitment.
10. Describe how a developer could meet the goals of the Journal Square 2060 Redevelopment Plan and ensure that local culture and ethnic diversity are reflected in the choices of commercial and multi-use space in the development. What are best ways to reach out to the local community and recruit local businesses?



Attachment C:

Journal Square - Passenger Profile and Travel Characteristics

Journal Square  
AM Peak Period  
Passenger Profile  
(7:00 AM - 9:30 AM)\*

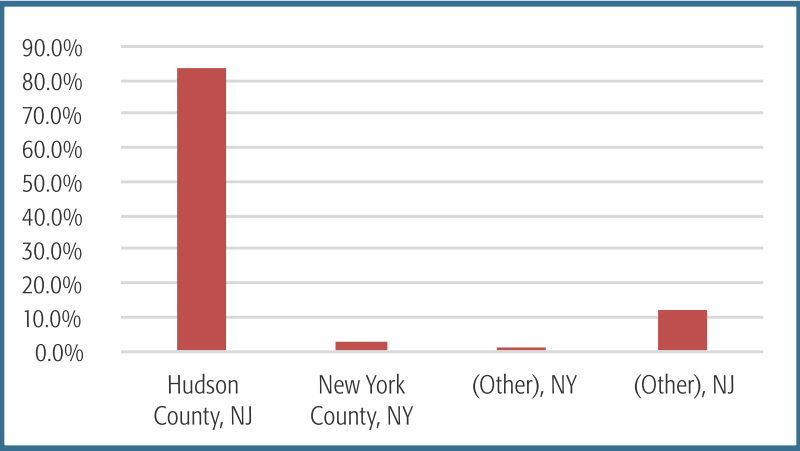
\*Source: 2018 PATH  
Passenger Origin-Destination Survey

Notes:  
N = Number of weighted responses  
s = number of unweighted responses

N = 8,634  
s = 176

Home County - Geocoded					
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Hudson County, NJ	7,202	61.4%	83.4%	83.4%
	New York County, NY	274	2.3%	3.2%	86.6%
	(Other), NY	106	0.9%	1.2%	87.8%
	(Other), NJ	1,053	9.0%	12.2%	100.0%
Total		8,634	73.6%	100.0%	
Missing		3,102	26.4%		
Total		11,736	100.0%		

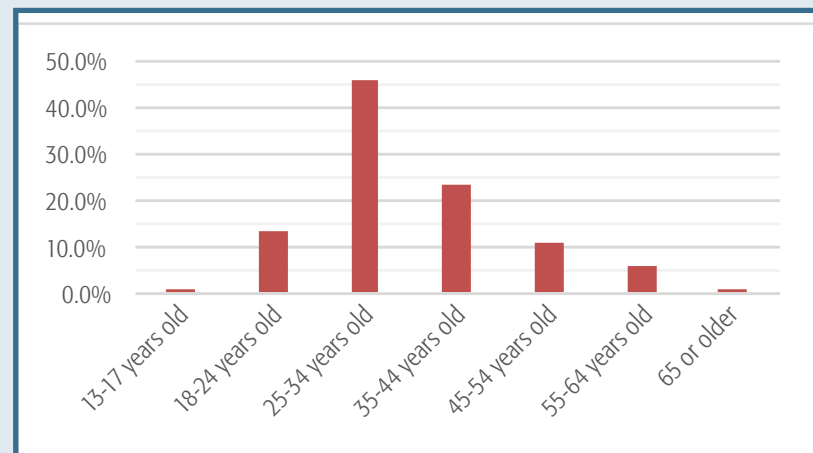
Journal Square Entry  
by Passengers'  
Home County





Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	13-17 years old	33	0.3%	0.5%	0.5%
	18-24 years old	914	7.8%	13.2%	13.7%
	25-34 years old	3,142	26.8%	45.4%	59.1%
	35-44 years old	1,626	13.9%	23.5%	82.6%
	45-54 years old	749	6.4%	10.8%	93.4%
	55-64 years old	393	3.3%	5.7%	99.0%
	65 or older	67	0.6%	1.0%	100.0%
	Total	6,924	59.0%	100.0%	
Missing	System	4,812	41.0%		
Total		11,736	100.0%		

Journal Square Entry  
by Passengers'  
Age Group



N = 6,924  
s = 135

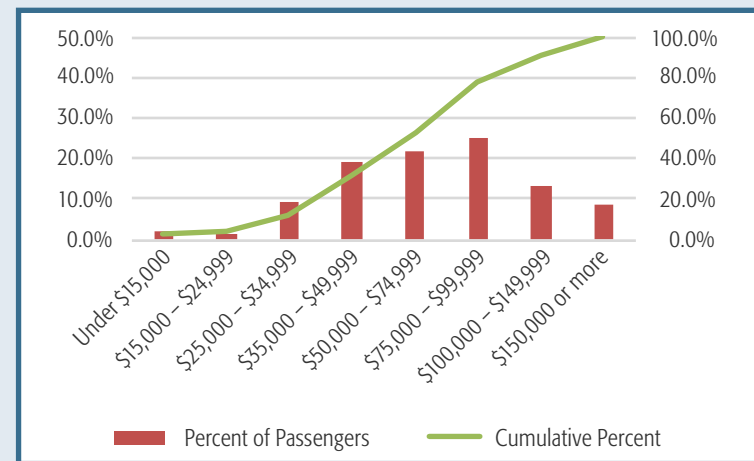


## Household Income

		Frequency	Percent	Percent of Passengers	Cumulative Percent
Valid	Under \$15,000	130	1.1%	2.3%	2.3%
	\$15,000 – \$24,999	72	0.6%	1.3%	3.5%
	\$25,000 – \$34,999	522	4.4%	9.0%	12.6%
	\$35,000 – \$49,999	1,093	9.3%	19.0%	31.5%
	\$50,000 – \$74,999	1,243	10.6%	21.6%	53.1%
	\$75,000 – \$99,999	1,467	12.5%	25.4%	78.5%
	\$100,000 – \$149,999	759	6.5%	13.2%	91.7%
	\$150,000 or more	479	4.1%	8.3%	100.0%
	Total	5,765	49.1%	100.0%	
Missing	System	5,971	50.9%		
Total		11,736	100.0%		

N = 5,765  
s = 176

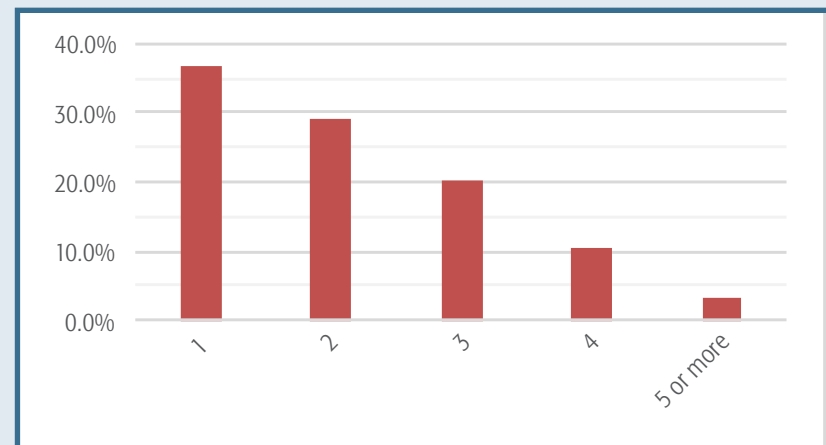
### Journal Square Entry by Passengers' Household Income





Household Size					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2,874	24.5%	36.5%	36.5%
	2	2,296	19.6%	29.2%	65.7%
	3	1,606	13.7%	20.4%	86.1%
	4	823	7.0%	10.5%	96.6%
	5 or more	269	2.3%	3.4%	100.0%
	Total	7,868	67.0%	100.0%	
Missing	System	3,868	33.0%		
Total		11,736	100.0%		

Journal Square Entry  
by Passengers'  
Household Size



N = 7,868  
s = 158

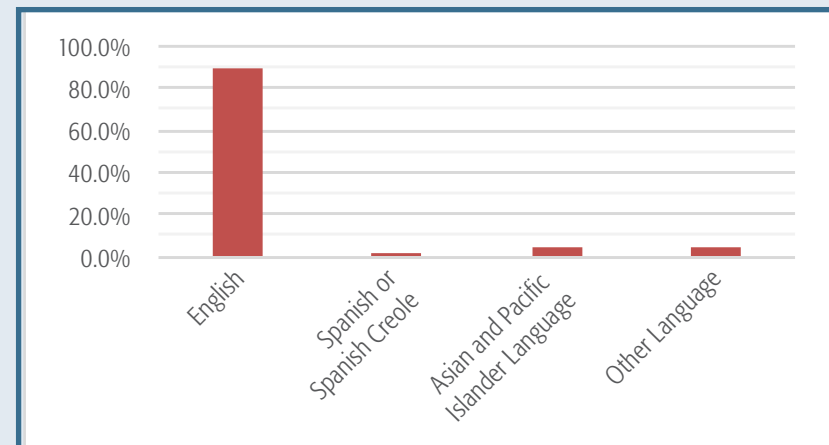


### Language Spoken at Home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	English	9,130	77.8%	89.3%	89.3%
	Spanish or Spanish Creole	198	1.7%	1.9%	91.2%
	Asian and Pacific Islander Language	483	4.1%	4.7%	95.9%
	Other Language	893	7.6%	8.7%	100.0%
	Total	10,227	87.1%	100.0%	
Missing	No Answer/ Missing	1,509	12.9%		
Total		11,736	100.0%		

N = 10,227  
s = 207

### Journal Square Entry by Home Language

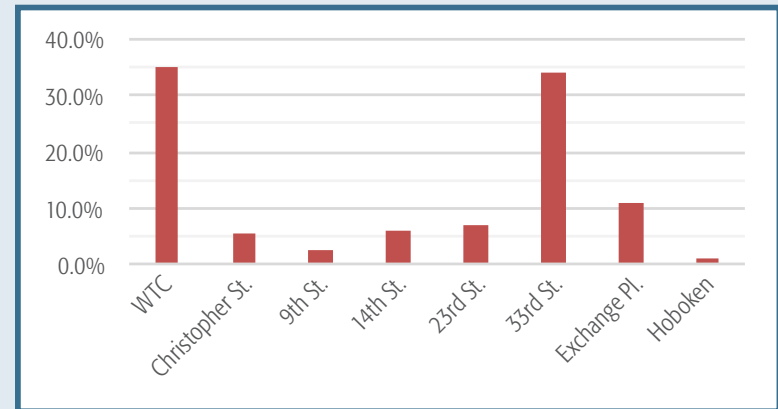




Exit Station					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WTC	4,069	34.7%	34.7%	34.7%
	Christopher St.	613	5.2%	5.2%	39.9%
	9th St.	286	2.4%	2.4%	42.3%
	14th St.	665	5.7%	5.7%	48.0%
	23rd St.	797	6.8%	6.8%	54.8%
	33rd St.	3,978	33.9%	33.9%	88.7%
	Exchange Pl.	1,228	10.5%	10.5%	99.1%
	Hoboken	100	0.9%	0.9%	100.0%
	Total	11,736	100.0%	100.0%	

N= 11,736  
s= 237

### Journal Square Entry by Passengers' Exit Station



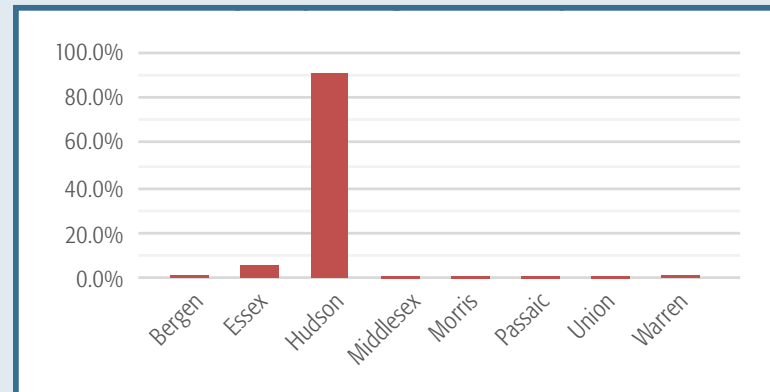


### Origin County - Geocoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bergen	33	0.3%	0.3%	0.3%
	Essex	559	4.8%	4.8%	5.1%
	Hudson	10,609	90.4%	91.2%	96.3%
	Middlesex	67	0.6%	0.6%	96.9%
	Morris	167	1.4%	1.4%	98.3%
	Passaic	67	0.6%	0.6%	98.9%
	Union	63	0.5%	0.5%	99.5%
	Warren	63	0.5%	0.5%	100.0%
	Total	11,629	99.1%	100.0%	
Missing		108	0.9%		
Total		11,736	100.0%		

N= 11,629  
s= 228

### Journal Square Entry by Trip Origin County



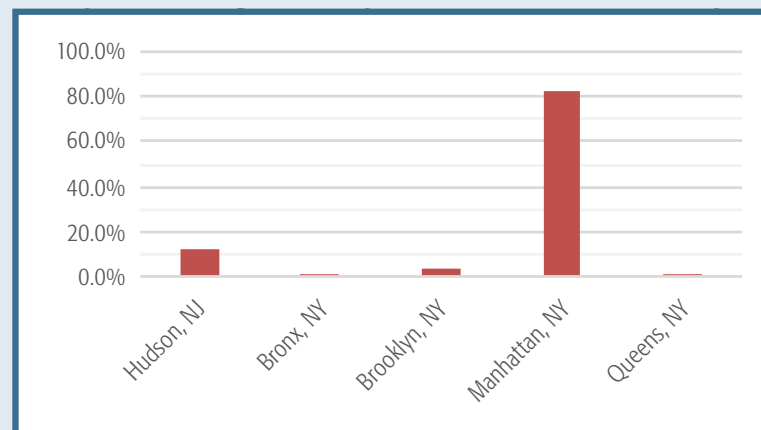


### Destination County - Geocoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hudson, NJ	1,328	11.3%	12.7%	12.7%
	Bronx, NY	63	0.5%	0.6%	13.3%
	Brooklyn, NY	407	3.5%	3.9%	17.2%
	Manhattan, NY	8,616	73.4%	82.2%	99.4%
	Queens, NY	63	0.5%	0.6%	100.0%
	Total	10,478	89.3%	100.0%	
Missing		1,258	10.7%		
Total		11,736	100.0%		

N= 10,478  
s= 197

### Journal Square Entry by Trip Destination County

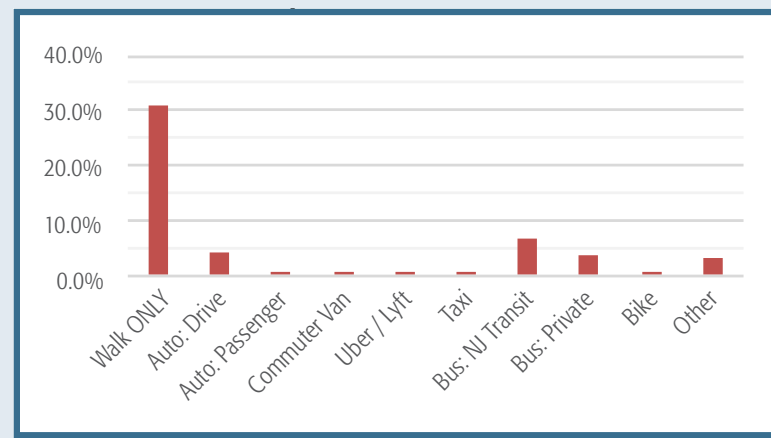




Access Mode					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Walk ONLY	6,790	57.9%	62.2%	62.2%
	Auto: Drive	855	7.3%	7.8%	70.0%
	Auto: Passenger	126	1.1%	1.2%	71.2%
	Commuter Van	33	0.3%	0.3%	71.5%
	Uber / Lyft	67	0.6%	0.6%	72.1%
	Taxi	97	0.8%	0.9%	73.0%
	Bus: NJ Transit	1,412	12.0%	12.9%	85.9%
	Bus: Private	781	6.7%	7.2%	93.1%
	Bike	67	0.6%	0.6%	93.7%
	Other	689	5.9%	6.3%	100.0%
	Total	10,917	93.0%	100.0%	
Missing	System	819	7.0%		
Total		11,736	100.0%		

N= 10,917  
s= 222

### Journal Square Entry by Access Mode

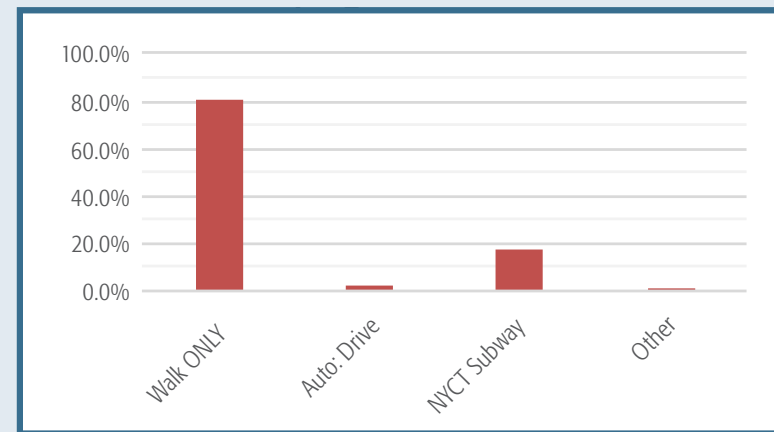




Egress Mode					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Walk ONLY	8,866	75.5%	80.6%	80.6%
	Auto: Drive	223	1.9%	2.0%	82.6%
	NYCT Subway	1,843	15.7%	16.8%	99.3%
	Other	72	0.6%	0.7%	100.0%
	Total	11,004	93.8%	100.0%	
Missing	System	732	6.2%		
Total		11,736	100.0%		

N= 11,004  
S= 221

Journal Square Entry  
by Egress Mode

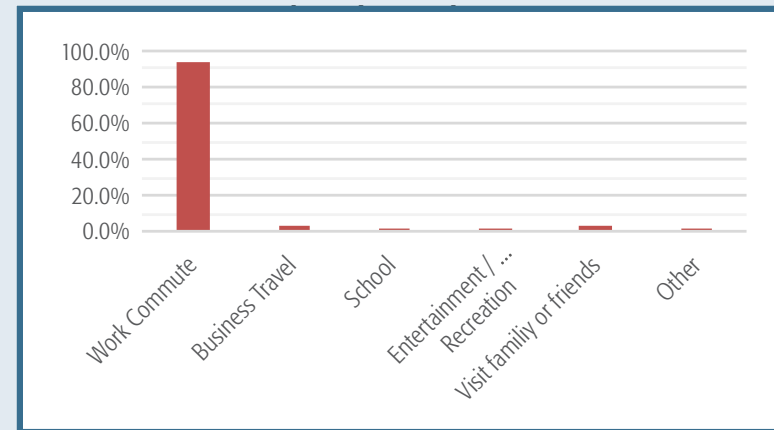




Trip Purpose		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Work Commute	10,285	87.6%	92.6%	92.6%
	Business Travel	271	2.3%	2.4%	95.1%
	School	130	1.1%	1.2%	96.2%
	Entertainment/ Recreation	67	0.6%	0.6%	96.8%
	Visit family or friends	226	1.9%	2.0%	98.9%
	Other	126	1.1%	1.1%	100.0%
	Total	11,104	94.6%	100.0%	
Missing	System	632	5.4%		
Total		11,736	100.0%		

N= 11,104  
s= 225

Journal Square Entry  
by Trip Purpose

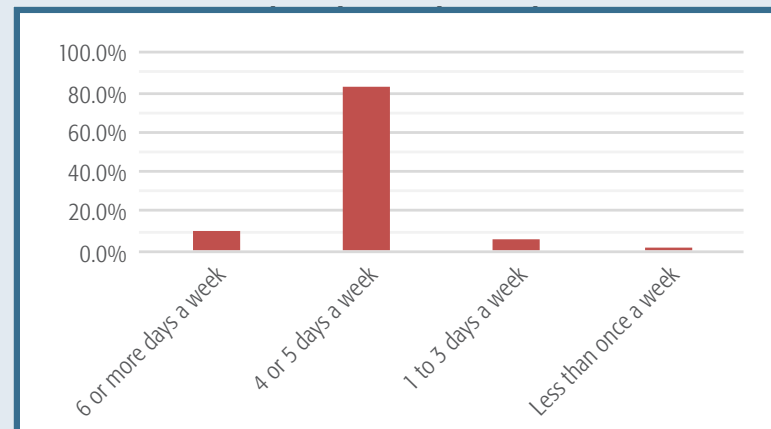




Trip Frequency					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6 or more days a week	11,58	9.9%	10.5%	10.5%
	4 to 5 days a week	9,137	77.9%	82.8%	93.3%
	1 to 3 days a week	611	5.2%	5.5%	98.8%
	Less than once a week	130	1.1%	1.2%	100.0%
	Total	11,036	94.0%	100.0%	
Missing	System	700	6.0%		
Total		11,736	100.0%		

N= 11,036  
s= 224

Journal Square Entry  
by Trip Frequency

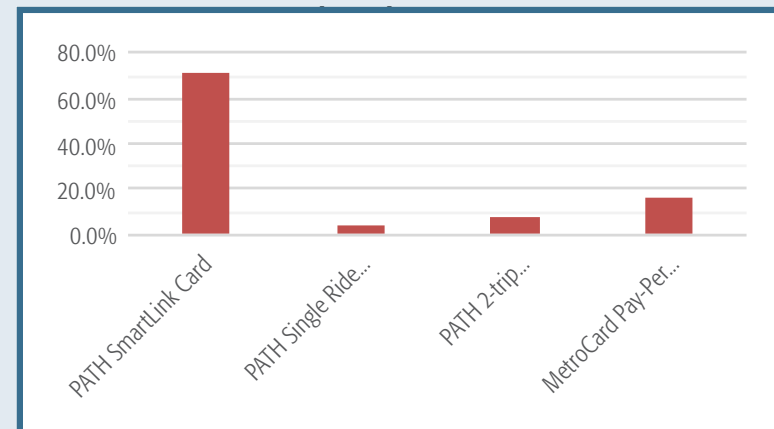




Ticket					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PATH SmartLink Card	7,630	65.0%	71.7%	71.7%
	PATH Single Ride Ticket	417	3.6%	3.9%	75.6%
	PATH 2-trip MetroCard	880	7.5%	8.3%	83.9%
	MetroCard Pay-Per-Ride	1,716	14.6%	16.1%	100.0%
	Total	10,643	90.7%	100.0%	
Missing	System	1,093	9.3%		
Total		11,736	100.0%		

N= 10,643  
S= 214

### Journal Square Entry by Trip Ticket



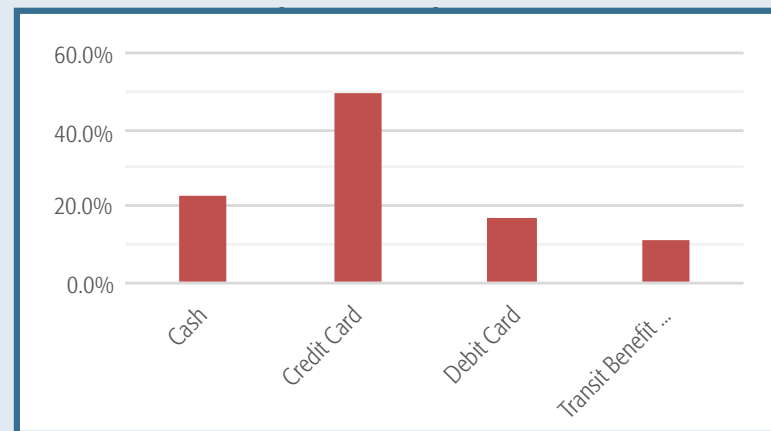


## Fare Payment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cash	2,400	20.5%	22.6%	22.6%
	Credit card	5,262	44.8%	49.6%	72.2%
	Debit card	1,769	15.1%	16.7%	88.8%
	Transit benefit voucher or card	1,186	10.1%	11.2%	100.0%
	Total	10,617	90.5%	100.0%	
Missing	System	1,119	9.5%		
Total		11,736	100.0%		

NJ= 10,617  
S= 214

### Journal Square Entry by Fare Payment Type





## Journal Square AM Peak Hour Platform Traffic (8:00 AM - 9:00 AM)\*

\* Source: PATH Exit Station Model

\*\* Source: PATH Entry and  
Exit Turnstile Counts

Annual Peak Weekday statistics  
are based on October 2017 data.

Description	Annual Average Weekday (2017)	Annual Peak Weekday (2017)
In-Station Transfers*	2,810	3,000
Station Entries**	5,931	6,433
Station Exits**	881	908
Total Platform Traffic	9,622	10,341

### Journal Square AM Peak Hour Platform Passenger Traffic





## **PREVIOUS JOURNAL SQUARE TRANSPORTATION CENTER STUDIES**

[Journal Square Transportation Center Redevelopment Study 2009, Gensler](#)

[Journal Square Redevelopment Study 2009, Economics Research Associates](#)



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