

January 29, 2014

**Via Facsimile & Regular Mail**

Lisa Lashway  
Township Clerk  
Mount Olive Township  
204 Flanders Drakstown Rd.  
Mount Olive, NJ 07828



Dear Ms. Lashway,

As you may be aware, the New Jersey Highlands Council just recently released written guidance and a methodology for the development of municipally based Stream Corridor Protection/Restoration Plans. We are writing to apprise you of our collective effort to advance a proposal to efficiently and cost effectively develop compliant plans for municipalities in the Raritan Basin portion of the Highlands.

Our team is comprised of professional staff from the Raritan Headwaters Association, the New Jersey Water Supply Authority's Watershed Protection Programs Division and Rutgers University's Water Resources Program and Bloustein School of Planning & Public Policy. Our approach leverages the consortium's extensive on-the-ground working knowledge of the watersheds of the Raritan River Basin. We offer technical expertise in science, planning, engineering and public policy to efficiently undertake the necessary preliminary and resulting more detailed field investigations, to prepare the required municipal level Stream Corridor Protection & Restoration Plans.

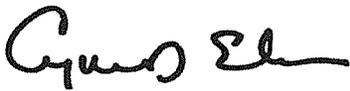
Your municipality is one of twelve in the Raritan Basin portion of the Highlands that received a grant from the Council for this purpose. The twelve municipalities include: Alexandria Township, Califon Borough, Clinton Town, Glen Gardner Borough, Lebanon Borough, Lebanon Township, Tewksbury Township, Mount Olive Township, Randolph Township, Roxbury Township, Washington Township (Morris) and Bedminster Township. The choice to hire our team to prepare these plans would, of course, be up to each municipality, and the related project costs would be covered by the Highland Council grant funds awarded for this purpose.

The benefit to both the municipalities and Highlands Council of such an approach is that the work will be conducted by a team of environmental scientists, experienced planners and knowledgeable local professionals who: (a) are familiar with stream and water quality conditions throughout the region; (b) will be able to conduct a larger number of directly comparable field assessments within each participating town and across the region, because of their lower personnel and lab costs vis-à-vis private consulting firms; and (c) will prepare high quality Stream Corridor Protection & Restoration Plans that allow a comparison of conditions and priorities both within each town as well as across the larger regional area.

As time is of the essence for us to advance the work during calendar year 2014, please consider including this proposal and topic as an agenda item at the next meeting of your governing body. It is important to note that our draft methodology to preparing Stream Restoration and Protection Plans for the twelve eligible towns has been informally presented and favorably discussed with Highlands Council staff.

With your support, we will request the Highlands Council convene a joint meeting of the interested municipalities to further discuss the particulars of our offer. A copy of the draft proposal is attached for your consideration. We look forward to your partnership in this important effort to protect the region's essential water resources. Please feel free to contact any of us if you have any questions.

Sincerely,



Cindy Ehrenclou  
Executive Director  
Raritan Headwaters Association



Kenneth Klipstein  
Director, Watershed Protection Programs Division  
New Jersey Water Supply Authority



Henry J. Mayer, Ph.D.  
Executive Director  
Environmental Analysis &  
Communications Group  
Rutgers, The State University



Christopher C. Obropta, Ph.D., P.E.  
Extension Specialist in Water Resources  
Associate Professor of Environmental Sciences  
Rutgers Cooperative Extension  
Water Resources Program  
Rutgers, The State University

Enclosure: Highlands-Raritan Stream Protection & Restoration Planning Project Proposal

cc: Christine M. Danis, PP/AICP, Director of Planning and Science, New Jersey Highlands Council

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2121 Larger Cross Rd,  
Gladstone, NJ 07934  
(908) 234-1852

New Jersey Water Supply Authority  
Watershed Protection Programs  
Division  
74 East Main Street  
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Highlands-Raritan Stream Protection & Restoration Planning Project Proposal

To

New Jersey Highlands Council

and the municipal governments of:

Alexandria Township, Califon Borough, Clinton Town, Glen Gardner Borough,  
Lebanon Borough, Lebanon Township, Tewksbury Township, Mount Olive  
Township, Randolph Township, Roxbury Township, Washington Township  
(Morris) and Bedminster Township

From

Rutgers University, Schools of Planning & Public Policy and Environmental &  
Biological Sciences

Raritan Headwaters Association

New Jersey Water Supply Authority

*January 28, 2014*

## PROJECT APPROACH

### BACKGROUND

The New Jersey Highlands Council has identified a number of tasks for towns to complete in order to conform to the "goals, requirements, and provisions of the Highlands Regional Master Plan." These tasks are categorized into Modules and Other Plan Conformance Tasks. One of the modules to be completed for plan conformance is the development of a Stream Corridor Protection/Restoration Plan. The Highlands Council has issued a written guidance and methodology to assure high quality usable planning documents and deliverables. Additionally, financial assistance, in the form of grants, has been made available for conformance tasks to alleviate the burden on municipal budgets. This proposal is written in response to the need identified in plan conformance documents to develop municipally based stream corridor protection/restoration plans.

A consortium comprised of professional staff from the Raritan Headwaters Association, Rutgers University's School of Environment & Biological Sciences, the New Jersey Water Supply Authority's Watershed Protection Programs Division and led by the E.J. Bloustein School of Planning & Public Policy at Rutgers proposes to develop detailed municipally based Stream Restoration and Protection Plans consistent with the guidance and methodology provided by the New Jersey Highlands Council. Our proposal leverages the consortium's extensive on-the-ground working knowledge of the watersheds of the Raritan River Basin and technical expertise in planning and public policy to efficiently undertake the necessary preliminary and resulting more detailed field research, to prepare the required New Jersey Highlands Council municipal level Stream Corridor Protection & Restoration Management Plans for some or all of the following municipalities: Alexandria Township, Califon Borough, Clinton Town, Glen Gardner Borough, Lebanon Borough, Lebanon Township, Tewksbury Township, Mount Olive Township, Randolph Township, Roxbury Township, Washington Township (Morris) and Bedminster Township. The choice to hire our team to prepare these plans would be up to each municipality, and the related projects costs would be paid from the Highland Council grant funds awarded for this purpose.

The benefit to both the municipalities and Highlands Council of such an approach is that the work will be conducted by a team of environmental scientists, experienced planners and knowledgeable local professionals who: (a) are familiar with stream and water quality conditions in most if not all of these towns; (b) will be able to conduct a larger number of directly comparable field assessments within each participating town and across the region, because of their lower personnel and lab costs vis-à-vis private consulting firms; and (c) will prepare high quality Stream Corridor Protection & Restoration Management Plans that permit a comparison of conditions and priorities both within each town as well as across the larger regional area.

This proposed approach to preparing Stream Restoration and Protection Plans for the twelve eligible towns by the Consortium would be presented and discussed in a meeting of all with the Highland Council. Each municipality would be asked to execute a

common master contract that would be drafted jointly by the Rutgers University and Highlands Council Legal Departments to ensure that it permits the Council to pay over to Rutgers the grant funds awarded each municipality. Work would only be conducted for those municipalities executing the agreement, and Rutgers, acting on behalf of the Consortium, shall have the right to withdraw and cancel this offer if a minimum number of towns do not agree to participate before the proposed project start date of February 1, 2014.

## **PROJECT TASKS**

### **Task 1: Settings Report**

Utilizing existing data from the Highlands Council, NJDEP, and in-house sources, a characterization and assessment of watersheds and stream corridors will be prepared to describe the physical conditions in each municipality. The settings report will identify areas where existing development, disturbances, or land uses are within Highlands Open Waters buffers and have reduced or impaired the functional values of those buffers and will serve as the background of the Stream Corridor Protection and Restoration Plan described in Task 5.

### **Task 2: Functional Value Assessment (FVA) - Desktop Analysis**

A desktop modeling methodology developed by NJWSA will be used to rank priority stream corridors for further analysis. The following models and data will be used in this pre-screening step:

1. Watershed Wide Assessment Using Existing Models and Database
  - a. Highlands Watershed Integrity Model Score
  - b. Highlands Riparian Integrity Score
  - c. Raritan Basin Alliance Subwatershed Health Index,
  - d. Raritan Basin Alliance Riparian Health Index,
  - e. Cooperative Conservation Partnership Initiative (CCPI) Riparian Buffer Restoration Prioritization Framework
  - f. Review of Princeton Hydro Functional Value Assessment (Phase 1)
2. Stream Reach Desktop Assessment and Recommendations
  - a. Recommended Desktop Modeling Methodology and Parameters
  - b. Recommended Site Specific Pre-Screening Tools
    1. Riparian Areas
    2. Land Use
    3. Natural Erosion
    4. Steep Slopes
    5. Public Access
    6. Road Crossing
    7. Water Quality Monitoring

3. Windshield survey to verify the desktop analysis.
4. Recommended Sites for Field Assessment/Stream Reach Assessment.

The staff at the New Jersey Water Supply Authority will complete this task. Kenneth Klipstein will coordinate all of the activities in this task. All GIS data used for this task will be provided to each of the participating municipalities.

**Task 3: Functional Value Assessment (FVA) – Field Assessment**

A detailed field assessment of priority stream reaches utilizing the Highlands Council guidance documents will be undertaken to further identify, rank and prioritize opportunities for restoration projects as part of mitigation requirements under a Highlands Act waiver or RMP Objectives 1D4e and 1D4f, and public or non-governmental remedial projects. The major steps of this effort include:

1. Walk the entire project reach
  - a. Tally observations
  - b. Photo document
  - c. Mark field map
  - d. Sketch reach
2. Conduct cross-section survey in representative section
3. Conduct Habitat Assessment
  - a. Complete PSI Procedure in Riparian Buffer
  - b. Assess In-Stream Habitat
4. Score Functional Values
  - a. Channel Integrity
  - b. Habitat
  - c. Water Quality
  - d. Temperature Moderation
  - e. Public Use
5. Synthesize Data and Summarize Findings

Rutgers student interns will be engaged in completing much of the field work associated with this task under the guidance and supervision of the Raritan Headwaters Association (RHA). The RHA will be responsible for quality control and assurance of field data that are collected as part of this task. These student interns will be employed by the E.J. Bloustein School of Planning & Public Policy at Rutgers

**Task 4: Concept Engineering/Project Design**

Using the data collected in Task 3, two stream projects will be selected for each participating municipality. Concept engineering designs will be prepared for each stream reach. These designs will include:

1. Areas where restoration actions will be implemented throughout the stream reach
2. Types of treatments in all the proposed restoration areas
3. Details of each of the recommended treatments
4. Approximated cost estimates for implementing the project

5. List of permitting necessary to implement the restoration project.

All designs will be shared with local groups for their input and support. This task will be completed by the Rutgers Cooperative Extension (RCE) Water Resources Program under the supervision of Dr. Christopher Obropta and Ms. Jessica Brown.

#### **Task 5: Stream Corridor Protection and Restoration Plans**

The Stream Corridor Protection and Restoration Plan will be prepared and is intended to be adopted as a Master Plan Element by each community. The plan components are:

1. Goals and Objectives
2. Setting (Task 1)
3. Priority Stream Corridors – Desktop Analysis (Task 2)
4. Stream Reach – Field Assessment (Task 3)
5. Concept Engineering/Project Design (Task 4)
6. Implementation (including potential sources of funds)

#### **Task 6: Project Administration.**

Henry Mayer, Ph.D. at the E.J. Bloustein School of Planning & Public Policy at Rutgers will provide overall project oversight and administration, assuring coordination between the consortium members for the individual tasks, executive editorial review of all documents and client satisfaction for each participating municipality. Each participating municipality will execute a common master agreement with Rutgers University hiring the consortium to carry out the above outline of services and preparation of the required Stream Corridor Protection/Restoration Plan, and authorizing the Highlands Council to pay over to Rutgers the full amount of their Stream Restoration Grant award. Rutgers will enter into sub-contracts with the Raritan Headwaters Association and New Jersey Water Supply Authority to carryout and complete each of their agreed project tasks.

#### **Task 7: Collaboration with Municipalities**

The Consortium members will collaborate and regularly communicate with each of the participating municipalities throughout the project period to ensure agreement with the team's choice of priority stream reaches for detailed field assessment (Tasks 2 & 3), and the resulting areas where restoration actions would be proposed and concept engineering designs prepared (Task 4). The final Stream Corridor Protection and Restoration Plan prepared by the team would be submitted to the Highlands Council for review and approval on behalf of the municipality, and once adopted the team would assist the municipality in incorporating it as an amendment to its Master Plan.

## PROJECT DELIVERABLES

As a first task in plan development, the team will prepare a settings report, utilizing existing data from the Highlands Council, NJDEP, and in-house sources, to describe the physical conditions in each municipality. The settings report will serve as the background of the Stream Corridor Protection and Restoration Plan described in Task 5.

Task 2 is to perform the computer desktop analysis of the Functional Value Assessment (FVA) as suggested in the Highlands Council guidance. Using a desktop modeling methodology developed by NJWSA based on the guidance, Task 2 will deliver a selection of priority stream corridors for further analysis and field investigation.

Task 3 is the field verification portion of the Functional Value Assessment guidance. The goal is to refine and ground truths the list of priority stream segments developed in Task 2. The task includes field work and local input to deliver consensus on a list of ranked and prioritized restoration (and protection) projects.

Task 4 provides concept project designs for two selected stream restoration projects in each participating municipality. The field data collected in Task 3 will be used to identify stream reaches needing restoration. Local involvement and buy-in will be sought and is critical to project selection and design viability.

Task 5 takes the deliverables from the 4 previous tasks, adds an implementation and funding section, and formats them into a coherent Stream Corridor Protection and Restoration Plan. This deliverable is intended to be a living document, adopted as a Master Plan Element by each community.

Task 6 will provide overall project oversight and administration assuring coordination between the consortium members for the individual task, executive editorial review of all documents and client satisfaction for each participating municipality.

## PROJECT TEAM/RELEVANT EXPERIENCE

The project team is comprised of professional staff from 4 organizations with extensive on-the-ground working knowledge of the watersheds of the Raritan River Basin. Further the team brings together experts in water quality monitoring and field assessment methods, land use planning, engineering, public policy and GIS data management and modeling.

This consortium of organization was inspired by the Sustainable Raritan River Collaborative, which was formed by the Bloustein School and other concerned stakeholders in 2009. The stated purpose of the Collaborative is to craft an action agenda that meets the goals of the Clean Water Act, and focused on restoring and preserving the Raritan River and its tributaries for a future that sustains its resources, its residents and its economy. It has linked nearly three hundred people from academia, government, non-

profit organizations, consulting firms, recreational groups and businesses to create and implement an agenda for change.

The qualifications of each participating organization and key staff are listed below:

**Rutgers University, The Edward J. Bloustein School of Planning and Public Policy**

The Bloustein School serves as one of the nation's key centers for the theory and practice of planning and public policy scholarship and analysis. As part of Rutgers, The State University of New Jersey, the school capitalizes on the strength and resources of this major research university. The Bloustein School reaches to the larger world beyond the realm of academia to contribute to the regional, national, and international communities.

***Key Staff:***

**Henry J. Mayer, Ph.D., Faculty Fellow and Executive Director, Environmental Analysis & Communications Group (EAC)** at the E.J. Bloustein School of Planning & Public Policy. He has a Doctorate in Planning & Public Policy and a Master's in Environmental Sciences from Rutgers. Hank has extensive experience in the corporate, academic, and government arenas, with a focus over the past fifteen years on the large and complex environmental, infrastructure, and land use issues associated with the redevelopment of many of the country's older cities and towns. He is currently the Principal Investigator on a two-year "New Jersey Urban Rivers Mitigation, Modeling and Implementation Project" being funded by Federal Emergency Management Agency and the NJ Office of Emergency Management that encompasses the eleven county Raritan and Passaic River Basin area. EAC is a group of senior researchers involved with climate change and adaptation; environmental impacts on public health; support of the Raritan River Collaborative; development of a NOAA funded mid-Atlantic mapping and planning portal to support ocean planning; and providing comprehensive geospatial, policy and analytical support to recovery, community engagement, planning and policy efforts of the Hurricane Sandy Recovery Fund.

**Rutgers University, Water Resources Program**

The Water Resources Program is one of many specialty programs under Rutgers Cooperative Extension. The goal of the Water Resources Program is to provide solutions for many of the water quality and quantity issues facing New Jersey. This is accomplished through research, project development, assessment and extension. With New Jersey Agriculture Experiment Station funding and other State and Federal sources, we undertake projects that will ultimately be used by stakeholders to improve water resources in New Jersey.

**Key Staff:**

**Christopher C. Obropta, Ph.D., P.E.** is the Extension Specialist in Water Resources with Rutgers Cooperative Extension, and he is an Associate Professor with the Department of Environmental Sciences at the School of Environmental & Biological Sciences, Rutgers University. He has a doctorate in Civil Engineering from Stevens Institute of Technology, a M.S. in Civil Engineering from New Jersey Institute of Technology, and a B.S. in Civil Engineering from New Jersey Institute of Technology. Prior to joining Rutgers, Dr. Obropta was an environmental consultant for 12 years at Omni Environmental Corporation. Dr. Obropta has a background in watershed management, water quality modeling, hydrologic and hydraulic modeling, and coastal engineering. His specific experience includes watershed restoration, onsite wastewater treatment system design and management, wasteload allocations and TMDL studies, stormwater management, wetland design, stream restoration design, computer-aided design, and Geographic Information Systems (GIS). He teaches Bioresource Engineering Design I & II, where he directs student design teams to develop solutions to complex real-life engineering problems. With his extensive and impressive background Dr. Obropta leads his highly specialized team of Program Associates who are determined to create innovative solutions to water quality issues in New Jersey.

**Jessica T.R. Brown, EI,** Program Associate has a bachelor's degree from North Carolina State University in Biological and Agricultural Engineering with concentrations in the Environment and Agriculture. Jessica also has a master's degree from North Carolina State University in Biological and Agricultural Engineering with a focus on Watershed and Stream Assessment and Restoration and a graduate certificate for the Design and Analysis of Environmental Systems. Jessica joined the Rutgers Cooperative Extension Water Resources Program in November 2011 after working as a Water Resources Specialist at Auburn University. She has a background in ecological restoration, watershed assessment and planning, stormwater best management practice design, stream restoration, and data management. Jessica has designed over 150+ stormwater BMPs and participated in the design and restoration of over 21 streams. She is also familiar with various modeling software, GIS, and stream assessments (e.g. WinSLAMM, SWMM, HEC, HEC-RAS, HEC-HMS, BEHI, NBSS) that support her field and design work. Although much of her work at Rutgers centers around the design and assessment of environmental projects, Jessica also spends a portion of her time obtaining grant funding and developing and delivering educational programs focused primarily on stormwater management.

**The New Jersey Water Supply Authority, Watershed Protection Division**

The Division is responsible for managing source water protection in the watersheds that the Authority relies upon for a clean water supply. Guided by the

results of the 2002 Raritan Basin-Wide Plan, completed in 2002, the division has developed more detailed protection plans for the priority sub-watersheds that provide water to the Raritan Reservoir System. As each of these sub-watershed plans is completed the Authority works with a variety of organizations to implement the recommended strategies.

***Key Staff:***

**Kenneth H. Klipstein Director, Watershed Protection Programs**

Ken has managed the Authority's Watershed Protection office since 2008. Prior to that, he served as Chief of Watershed Planning at the New Jersey Department of Environmental Protection. He holds a B.S. in Environmental Planning from Cook College, Rutgers University, and an A.A.S. in Civil Technology from the University of New Hampshire. Ken represents the Authority on various watershed and statewide public advisory committees and is experienced and knowledgeable in federal and state regulations and public policies regarding watershed and stream protection and restoration issues.

**Robert O'Neil, PP/AICP, Principal Watershed Protection Specialist**

Bob is a Licensed Professional Planner and member of the American Institute of Certified Planners. He earned his Bachelor's degree in Geography and Regional Planning from Mansfield University and Master of Regional Planning from The Pennsylvania State University. Bob's areas of expertise include; Comprehensive Master Planning, Environmental Impact Statements, Wetlands Delineation, Transportation Systems, Zoning and Land Use, Site Design, Parks and Recreation, Housing, Economic Development, Neighborhood Revitalization, Historic Preservation. Bob is currently managing several stream protection and restoration projects in the Division's office.

**Jen Zhang, Watershed Protection Specialist**

Jen is a certified GIS professional from Urban and Regional Information System Association (URISA) and holds two Master degrees of Regional Planning and Geography. She has worked in the GIS field for more than 10 years and has extensive experience on desktop analysis and modeling. She once won twice the first place in the "Best Analytical Presentation" in the Map Contest of NJDEP on April 25, 2012 and April 30, 2009 respectively.

**Raritan Headwaters Association**

The Raritan Headwaters Association is a 501(c)(3) non-profit, member-supported conservation organization working to protect, preserve and improve water quality

and other natural resources of the Raritan River headwaters region through science, education, advocacy, land preservation and stewardship.

**Key Staff:**

**Cindy Ehrenclou, Executive Director**

Cindy served as Development Director of the Upper Raritan Watershed Association from 1994 through 2006 and as Executive Director from 2006 through 2011 before taking the helm of RHA. She is a graduate of Leadership New Jersey and chairs the Board of the New Jersey League of Conservation Voters Education Fund. In addition, Cindy serves on the Raritan Basin Alliance, New Jersey Land Trust Network, NJ Highlands Coalition, Keep it Green Campaign and the Sustainable Raritan Steering Committee.

**Bill Kibler, Director of Policy & Science**

Bill was the Executive Director of the South Branch Watershed Association from 2005 until RHA was created in 2011. An attorney (JD, Syracuse University) who specializes in environmental law, he served as an Officer with the Army Corps of Engineers after graduating from the United States Military Academy. Bill serves on the NJ Highlands Coalition Policy Committee, Raritan Basin Watershed Alliance and on the board of the North Jersey RC&D. He is also Chief of the Califon Fire Department.

**PROJECT RESPONSIBILITIES**

<b>Task</b>	<b>Lead Agency</b>	<b>Support Agency</b>
<b>Task 1:</b> Settings Report	NJWSA	RHA / Rutgers
<b>Task 2:</b> Functional Value Assessment (FVA) - Desktop Assessment	NJWSA	RHA / Rutgers
<b>Task 3:</b> Functional Value Assessment (FVA) – Field Assessment	RHA	Rutgers / NJWSA
<b>Task 4:</b> Concept Engineering / Project Design (Two select projects)	Rutgers	NJWSA / Municipal
<b>Task 5:</b> Stream Corridor Protection and Restoration Plans	NJWSA	Rutgers / Municipal
<b>Task 6:</b> Project Administration	Rutgers	
<b>Task 7:</b> Plan Adoption	Municipal	

## MUNICIPALITIES AND GRANTS

The Highlands Council has awarded grants to each the following municipalities to assist them in preparing Stream Corridor Protection/Restoration Plans as part of required plan conformance. As detailed above, the Rutgers led Consortium proposes to conduct an extensive review of existing GIS and other data, and conduct follow-on field research to identify 4-6 stream reaches needing protection and/or restoration in each participating community. Working with local officials and volunteers, the stream conditions, impacts and other data collected would be reviewed for purposes of determining priorities, along with the physical and economic feasibilities of possible protection/restoration projects. The Consortium team would then develop conceptual project designs for two selected stream restoration projects in each participating municipality, prepare related implementation, estimated cost and funding sections, and format the results into a high quality Stream Corridor Protection and Restoration Plan that is consistent with the guidance and methodology provided by the Highlands Council.

We propose that ninety percent (90%) of each municipality's grant award be paid to the Consortium for these services, and the remaining ten percent (10%) be used to cover the costs of local staff to work with the Consortium in reviewing the data collected, assisting in choosing the two stream protection/restoration projects for conceptual design, reviewing the final Plan that would be submitted to the Highlands Council in its name, and then ensuring that it becomes part of the municipal Master Plan. The Table below indicates the proposed allocation of grant dollars.

Municipality	Total Award	Consortium Share	Local Share
Alexandria Township	\$ 15,000	\$ 13,500	\$ 1,500
Califon Borough	35,000	31,500	3,500
Clinton Town	15,000	13,500	1,500
Glen Gardner Borough	50,000	45,000	5,000
Lebanon Borough	30,000	27,000	3,000
Lebanon Township	35,000	31,500	3,500
Tewksbury Township	46,200	41,580	4,620
Mount Olive Township	52,000	46,800	5,200
Randolph Township	35,000	31,500	3,500
Roxbury Township	35,000	31,500	3,500
Washington Township (Morris)	30,000	27,000	3,000
Bedminster Township	20,000	18,000	2,000

## PROJECT TIMELINE AND COST ALLOCATION

The Consortium team is confident that it will be able to complete all of the Tasks, including preparation of the Stream Corridor Protection and Restoration Plans for all of the participating towns within twelve months, *if all have executed agreements by February 1, 2014 and the Consortium team is able to begin its initial Task 1 research no*

later than February 14th. The Tasks are sequential and work will be conducted for all of the participating municipalities together, in order to obtain economies of scale and the active involvement of the most experienced and knowledgeable team members.

<b>Task</b>	<b>2/14 to 3/14</b>	<b>4/14 to 6/14</b>	<b>7/14 to 9/14</b>	<b>10/14 to 12/14</b>	<b>% of Cost</b>
1	XXX				10%
2	XXX				10%
3		XXX	XXX		23%
4		XXX	XXX		18%
5				XXX	15%
6	XXX	XXX	XXX	XXX	14%
7				XXX	10%

The “% of Costs” shown above are approximate percentages based on an assumption that all 12 towns participate and thus their full grant amounts are available to fund the tasks described earlier, and that all work is completed within 12 months. Adjustments will be required if fewer towns participate and/or less funds are available.

## PROGRESS PAYMENTS

Each of the participating municipalities would execute an Agreement with Rutgers University, as the Consortium lead, that covers all of the services described above and provides for three progress payments to Rutgers.

- Payment 1 would be an aggregate amount equal to twenty percent (20%) of the individual grant award and be payable upon completion of Tasks 1 and 2;
- Payment 2 would be in an aggregate amount equal to forty-one percent (41%) of the individual grant award and be payable upon completion of Tasks 3 and 4; and
- Payment 3 would be in an aggregate amount equal to forty-one percent (29%) of the individual grant award and be payable upon completion of Tasks 5 and 6.