

**From:** [Jesse McGowan](#)  
**To:** [Clayton Lane](#); [Gregory Francese](#)  
**Cc:** [Adija Manley](#); [Dru van Hengel](#); [Keaton Wetzel](#)  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment  
**Date:** Thursday, December 18, 2025 11:28:26 AM  
**Attachments:** [Outlook-ih5c1kp5.png](#)  
[Outlook-1520370069.png](#)  
[Outlook-mqvia21b.png](#)  
[Outlook-1520370069.png](#)  
[Outlook-1520370069.png](#)

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Great, I'll send an invite for Tuesday morning.

Jesse



**Jesse McGowan, AICP, RSP1 (she/her)**  
Deputy Director, Transportation and Parking  
City of Hoboken  
201.420.2000 x1403  
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**From:** Clayton Lane <CLane@nelsonnygaard.com>  
**Sent:** Thursday, December 18, 2025 11:26 AM  
**To:** Jesse McGowan <jmcgowan@hobokennj.gov>; Gregory Francese <GFrancese@hobokennj.gov>  
**Cc:** Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Jesse,

Yes, would anytime on Tuesday (12/23) before 12:30pm work for you? We're also happy to be flexible to make other time available. So please let us know whenever works best for you.

Thanks,  
Clayton

**Clayton Lane, AICP**  
Senior Principal  
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---

**From:** Jesse McGowan <jmcgowan@hobokennj.gov>  
**Sent:** Thursday, December 18, 2025 9:26 AM  
**To:** Clayton Lane <CLane@nelsonnygaard.com>; Gregory Francese <GFrancese@hobokennj.gov>  
**Cc:** Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Clayton,

Do you have availability next Monday (12/22) or Tuesday (12/23) to chat? Our availability today and tomorrow doesn't align well with yours.

Thanks,  
Jesse



**Jesse McGowan, AICP, RSP1 (she/her)**  
Deputy Director, Transportation and Parking  
City of Hoboken

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**From:** Clayton Lane <CLane@nelsonnygaard.com>  
**Sent:** Wednesday, December 17, 2025 11:03 PM  
**To:** Gregory Francese <GFrancese@hobokennj.gov>; Jesse McGowan <jmcgowan@hobokennj.gov>  
**Cc:** Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Greg,

Thanks for doing your best to move it forward — we look forward to learning the feedback and next steps. Keaton & I would be glad to meet this week. We're available at the following timeslots and could be flexible to make other time available if needed. When would work best for you?

- Thu 12/18 — 1:30pm, after 4pm
- Fri 12/19 — before 9:30am, 10am-1pm, 2-3pm, after 3:30pm

Thanks,  
Clayton

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Senior Principal  
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**From:** Gregory Francese <GFrancese@hobokennj.gov>  
**Sent:** Wednesday, December 17, 2025 10:57 PM  
**To:** Clayton Lane <CLane@nelsonnygaard.com>; jmcgowan <jmcgowan@hobokennj.gov>  
**Cc:** Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi all,

Unfortunately, the council did not approve this contract. I'm happy to set up a call this week to discuss their feedback and our options for moving the study forward early next year.

Thank you for the time and effort you put into the proposal. I think it's a solid foundation.

Greg

Gregory Francese, PP, AICP  
Acting Director of Transportation & Parking  
City of Hoboken  
Call / Text: 201-388-1416

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**From:** Clayton Lane <CLane@nelsonnygaard.com>  
**Sent:** Tuesday, December 16, 2025 5:37:06 PM  
**To:** Gregory Francese <GFrancese@hobokennj.gov>; Jesse McGowan <jmcgowan@hobokennj.gov>  
**Cc:** Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Greg,

Sure thing, see below. Please let us know if we could adjust anything.

#### Hours by Task

Team Member	Title	Task 1:	Task 2:	Task 3:	Task 4:	Total Hours	%
		PM	Engagement	Existing Conditions	Recom- mendations		
Keaton Wetzel	Project Manager	10	12	10	21	53	16%
Drusilla van Hengel	Strategic Advisor	-	-	-	2	2	1%
Clayton Lane	Principal-in-Charge	2	4	4	4	14	4%
Adija Manley	Deputy Project Manager	10	16	18	28	72	22%
Michael Carraher	Data Manager	0	0	6	-	6	2%
James Zhang	Planner	0	13	34	43	90	27%
Mark Mabalatan	Planner	2	18	28	44	92	28%
<b>Total</b>		<b>24</b>	<b>63</b>	<b>100</b>	<b>142</b>	<b>329</b>	<b>100%</b>

Thanks,  
Clayton

**Clayton Lane, AICP**

Senior Principal

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---

**From:** Gregory Francese <GFrancese@hobokennj.gov>

**Sent:** Tuesday, December 16, 2025 5:06 PM

**To:** Clayton Lane <CLane@nelsonnygaard.com>; Jesse McGowan <jmcgowan@hobokennj.gov>

**Cc:** Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>

**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Clayton,

In advance of tomorrow's City Council meeting, can you please send us an hourly breakdown by staff person / role for each task?

Thanks,  
Greg



**Gregory Francese, PP, AICP**  
Acting Director of Transportation & Parking  
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---

**From:** Clayton Lane <CLane@nelsonnygaard.com>

**Sent:** Wednesday, December 10, 2025 10:30 AM

**To:** Jesse McGowan <jmcgowan@hobokennj.gov>

**Cc:** Gregory Francese <GFrancese@hobokennj.gov>; Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>

**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Jesse,

Thanks for our quick call on Monday to coordinate regarding my role. I look forward to navigating it thoughtfully with you, and coordinating as needed. On a related note, I ran into Tiffanie who lives in my building, while I was walking my dog. We catch up

regularly. I usually do about 90% listening! Anyway, I let her know that our proposal will come before City Council next week, because I wanted her to hear it from me before seeing my name in her Council packet. Tiffanie quickly launched into her many good ideas to boost ridership for the Hop, and even her proposals for our NJT NewBus Hudson study. Most importantly for now, the issue of my role didn't come up. Tiffanie says she looks forward to talking more (see 90% comment above). I think she'll be a good partner for the City's Hop study.

Clayton

**Clayton Lane, AICP**

Senior Principal

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**From:** Jesse McGowan <jmcgowan@hobokennj.gov>

**Sent:** Monday, December 8, 2025 8:34 AM

**To:** Clayton Lane <CLane@nelsonnygaard.com>

**Cc:** Gregory Francese <GFrancese@hobokennj.gov>; Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>

**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Clayton,

Thanks for the explanation - I appreciate the thorough response.

Jesse

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**From:** Clayton Lane <CLane@nelsonnygaard.com>

**Sent:** Friday, December 5, 2025 5:52:06 PM

**To:** Jesse McGowan <jmcgowan@hobokennj.gov>

**Cc:** Gregory Francese <GFrancese@hobokennj.gov>; Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>

**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Jesse,

Dru let us know you'd called her as well, but as she's out of the country, I thought I'd go ahead and respond. It's true Hoboken is small, but we have an extremely rich transit environment here, and the Hop plays a niche role for short trips underserved by private shuttles, HBLR, PATH, and NJ Transit service. As you've said, the Hop attracts high ridership at certain hours because it's responding to market demand. By accounting for large changes in population and job density in coming years, we can better understand how demand for the Hop and the services it connects to will likely respond to sizeable growth in the coming years.

We've taken a similar data-driven and needs-driven approach to plan other small transit systems — like in Kalamazoo, MI; Shrewsbury and Westbury, MA; and for universities. While the approach can sometimes look similar to steps we'd take for a larger system, it results in a bespoke plan for the unique local market. And that's what we're intending for Hoboken.

We did leave out some other typical data sources and analyses that we would do in a larger service area, such as cell phone trip analyses.

Furthermore, since we've already produced a market analysis for the entirety of Hudson County, we anticipate being able to do this analysis quickly using the study we've already completed. The only additional market study we've

proposed is a mapping of planned developments to understand how the market for transit is expected to grow in coming years.

We're happy to jump on a call to discuss further.

Thanks,  
Clayton

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**From:** Jesse McGowan <jmcgowan@hobokennj.gov>  
**Sent:** Friday, December 5, 2025 12:02 PM  
**To:** Clayton Lane <CLane@nelsonnygaard.com>  
**Cc:** Gregory Francese <GFrancese@hobokennj.gov>; Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Clayton,

Thanks for sending this over. I did have one high-level question about the scope - this overall read like a transit plan for a larger transit system that had been shrunk to a small jurisdiction. Is that how assessments of a small circulator like ours are typically structured? This felt like a mini version of what you'd see for a larger plan, but I wasn't sure if the assessment to our mile-square city would require a different approach. This isn't my area of expertise, but I was just curious to hear a bit more about your overall philosophy here.

Thanks,  
Jesse



**Jesse McGowan, AICP, RSP1 (she/her)**  
Deputy Director, Transportation and Parking  
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**From:** Clayton Lane <CLane@nelsonnygaard.com>  
**Sent:** Wednesday, December 3, 2025 1:56 PM  
**To:** Jesse McGowan <jmcgowan@hobokennj.gov>  
**Cc:** Gregory Francese <GFrancese@hobokennj.gov>; Adija Manley <AManley@nelsonnygaard.com>; Dru van Hengel <dvanhengel@nelsonnygaard.com>; Keaton Wetzel <KWetzel@nelsonnygaard.com>  
**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Jesse,

We're thrilled to send you the attached proposal for the **Hoboken Hop Assessment and Action Plan!** Thanks again for inviting us to develop this proposal. Please let us know if you have any questions or wish to discuss any details. We look forward to potentially working with you on this project in the New Year.

Best regards,  
Clayton

**Clayton Lane, AICP**

Senior Principal

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**From:** Dru van Hengel <dvanhengel@nelsonnygaard.com>

**Sent:** Monday, December 1, 2025 1:55 PM

**To:** Jesse McGowan <jmcgowan@hobokennj.gov>

**Cc:** Gregory Francese <GFrancese@hobokennj.gov>; Clayton Lane <CLane@nelsonnygaard.com>; Adija Manley <AManley@nelsonnygaard.com>

**Subject:** RE: Scope & Fee for Hoboken Hop Assessment

Hi Jesse.

Thanks for checking in.

We absolutely will. Our plan is to send it on Wednesday morning.

Dru

**Drusilla van Hengel, PhD MBA RSP LCI#1133**

Senior Principal

**Nelson\Nygaard**

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---

**From:** Jesse McGowan <jmcgowan@hobokennj.gov>

**Sent:** Monday, December 1, 2025 9:16 AM

**To:** Dru van Hengel <dvanhengel@nelsonnygaard.com>

**Cc:** Gregory Francese <GFrancese@hobokennj.gov>; Clayton Lane <CLane@nelsonnygaard.com>

**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Hi Dru,

I just wanted to check in to see that you're on track to submit this scope & fee by Wednesday, December 3rd. We need to award this by the end of the year, so assuming everything you provide is in order, this will go to the City Council for the December 17<sup>th</sup> meeting.

Thanks,  
Jesse



**Jesse McGowan, AICP, RSP1 (she/her)**

Deputy Director, Transportation and Parking

City of Hoboken

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**From:** Jesse McGowan <[jmcgowan@hobokennj.gov](mailto:jmcgowan@hobokennj.gov)>

**Sent:** Tuesday, November 18, 2025 11:21 AM

**To:** Dru van Hengel <[dvanhengel@nelsonnygaard.com](mailto:dvanhengel@nelsonnygaard.com)>

**Cc:** Gregory Francese <[GFrancese@hobokennj.gov](mailto:GFrancese@hobokennj.gov)>; Clayton Lane <[CLane@nelsonnygaard.com](mailto:CLane@nelsonnygaard.com)>

**Subject:** Re: Scope & Fee for Hoboken Hop Assessment

Dru,

See my responses below in **red**. All in all, we know that we have a popular transit service, but we aren't sure about the right next move. We receive complaints that there isn't sufficient capacity to serve existing demand during peak periods, but we need support identifying how best to serve that demand (we probably do not want new drivers and new buses to solely support a few hours each weekday morning). I think the vision is expansion, but we are trying to figure out how that makes the most sense (based on data and feedback from the community, and with the realities of funding constraints in mind).

I hope this helps!

Thanks,  
Jesse

**Jesse McGowan, AICP, RSP1 (she/her)**  
Deputy Director, Transportation and Parking  
City of Hoboken  
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**From:** Dru van Hengel <[dvanhengel@nelsonnygaard.com](mailto:dvanhengel@nelsonnygaard.com)>  
**Sent:** Tuesday, November 18, 2025 11:04 AM  
**To:** Jesse McGowan <[jmcgowan@hobokennj.gov](mailto:jmcgowan@hobokennj.gov)>  
**Cc:** Gregory Francese <[GFrancese@hobokennj.gov](mailto:GFrancese@hobokennj.gov)>; Clayton Lane <[CLane@nelsonnygaard.com](mailto:CLane@nelsonnygaard.com)>  
**Subject:** RE: Scope & Fee for Hoboken Hop Assessment

Hi Jesse.

Thanks so much for considering us for this submittal.

**A few questions:**

- Have you also solicited other consultants? **No, we have not.**
- How would the City articulate the objective of the recommendations? To move the needle closer to all residents being within 3 minutes of transit? **I think a brief discussion with you all at the start of the project could help solidify the objectives. We do want to advance our goal of having more residents within 3 minutes of transit. However, we've seen that our existing fleet and routes cannot meet the demand on the corridors they serve - so we're also looking for practical guidance on ways to expand our offerings to meet this demand. We also have sustainability goals around electrification.**
- In what ways would you like to include the incoming Mayor's priorities for this work? **This contract would be approved before the new mayor is inaugurated. We envision that the existing conditions analysis would lay a groundwork for a discussion with the new mayor about their priorities for the future of the Hop, which in turn would inform the recommendations.**
- What's the timeframe for:
  - the study
  - the recommendations

- We do not have a firm timeline for the project. Given the anticipated budget, we'd anticipate this taking 4-6 months, but we're open to feedback from you if an alternative timeline make sense.
- Of the following, which of the following are you most interested in?
  - Cost-neutral or increased city investments? I think we struggle to see how we can be cost neutral moving forward (without re-introducing fares, which likely still would not be cost-neutral). We are open to recommendations that increase city investments.
  - Tweaks or wholesale revisions? Here, I think we're interested in tweaks. I think our current routes are largely effective - we now need to consider what comes next (an additional route? more service on existing routes via frequency or hours of operation?).
  - Consideration for move to all electric? We are interested in some guidance on this, perhaps just pointing us towards funding sources or strategies for doing this in a cost-effective manner.
  - Look at consolidating with any shuttles throughout Hoboken? Are you referring to private shuttles here? I think we recognize that we do not have the resources to replace the private shuttles with a public service, and we see them as complementary to the Hop (though we are considering regulating them, as they are currently largely unregulated).

We are excited to propose on this. Thanks in advance for any responses you can provide.

Dru

**Drusilla van Hengel, PhD RSP<sub>1</sub>**

Senior Principal

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---

**From:** Jesse McGowan <[jmcgowan@hobokennj.gov](mailto:jmcgowan@hobokennj.gov)>  
**Sent:** Friday, November 14, 2025 3:34 PM  
**To:** Dru van Hengel <[dvanhengel@nelsonnygaard.com](mailto:dvanhengel@nelsonnygaard.com)>  
**Cc:** Gregory Francese <[GFrancese@hobokennj.gov](mailto:GFrancese@hobokennj.gov)>  
**Subject:** Scope & Fee for Hoboken Hop Assessment

Dru,

The City is seeking support in conducting an assessment of the existing Hop program - Hoboken's free transit shuttle - and making recommendations regarding Hop routing, service hours, staffing, and fleet. We'd like Nelson\Nygaard to prepare a scope and fee for supporting us in this project. Please see attached high-level scope and overview.

Please send us your proposal by December 3rd, as we'd like to have this contract approved by City Council at the December 17th meeting (assuming your proposal aligns with our expectations). Greg and I would be happy to hop on a call to discuss any questions you have.

Thanks,  
Jesse

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