



CPRG-I FREIGHT 2030:  
Facilitating Regional Equity by Implementing Green Healthy Transportation

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Budget Narrative

In support of the New York City Department of Transportation's Climate Pollution  
Reduction Program Grant Application

April 2024

## BUDGET NARRATIVE

### EXPENDITURE OF AWARDED FUNDS

This section provides the budget for the *FREIGHT 2030* project and assumptions for the development of the budget. The total cost for the *FREIGHT 2030* project is \$500,000,000. The New York City Department of Transportation (NYC DOT; Lead Applicant), together with the Port Authority of New York and New Jersey (PANYNJ) and the NYC Economic Development Corporation (NYCEDC), request federal funding through the Climate Pollution Reduction Grants Program (CPRG-I) for four complementary initiatives: Commercial Cargo Bike Incentive Program, Microhubs Expansion, Blue Highways, and Truck Electrification and Parking. This budget narrative provides a detailed description of the applicant's approach, procedures, and controls for award fund management and reasonableness of the budget. For a detailed budget breakdown, itemized in the attached SF-424A, reference the attached Budget Spreadsheet (Budgetcalcs\_NYCDOT).

As lead applicant, NYC DOT will be responsible for grant administration and ensuring that the project is completed on time, within budget, according to the goals and objectives laid out for the project, and in compliance with the EPA grant requirements. NYC DOT has extensive experience administering federal grants, delivering capital projects, complying with federal requirements, and negotiating consultant contracts and task orders while maintaining costs within a specified budget. Given NYC DOT's extensive experience delivering projects, it is believed that all estimates provided are fair and reasonable.

NYC DOT is well-prepared to allocate CPRG-I award funding to subrecipient coalition members, ensuring meticulous financial management and adherence to EPA grant requirements. NYC DOT will effectively oversee program management and report financial and programmatic progress to the EPA, delivering projects according to scope, schedule, and budget. All subrecipients will be responsible for reporting to NYC DOT. NYC DOT is committed to ensuring proper management of grant funds in alignment with the guidelines and regulations set forth by the EPA over the five-year course of the project. The approach to grant management includes the following measures:

- **Financial Accountability:** NYC DOT will maintain accurate and up-to-date financial records, ensuring transparency and accountability in the use of grant funds. NYC DOT's experienced grant team will oversee the success of the program, with support and collaboration from NYCEDC and PANYNJ. This team is familiar with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and will ensure that accounting practices comply.
- **Budget Monitoring:** NYC DOT will conduct regular budget monitoring to compare actual expenditures against the approved budget. NYC DOT will follow established mechanisms for reviewing and approving budget modifications, if required, ensuring compliance with EPA guidelines.
- **Internal Controls and Compliance:** NYC DOT will follow established internal control mechanisms to ensure compliance with relevant laws, regulations, and grant requirements. These controls include segregation of duties, regular audits, and periodic reviews of financial transactions. NYC DOT and their subrecipients will adhere to applicable federal regulations, reporting requirements, and any specific guidelines provided by the EPA. NYC DOT will ensure compliance with all federal, state, and local regulations including ensuring compliance with Davis Bacon Prevailing Wage and Build America, Buy America Act (BABA) requirements.
- **Procurement and Contracts:** NYC DOT and coalition members will follow established NYC, state, and federal procurement policies and procedures to ensure the fair and efficient procurement of goods and services. NYC DOT is well versed in procurement requirements and will ensure all rules

CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation  
BUDGET

and regulations are followed. Grant funded projects will adhere to applicable federal regulations, including those related to competitive bidding, cost reasonableness, and contract management.

- **Timely Reporting & Communication:** NYC DOT and their coalition members are committed to providing accurate and timely reporting, both to the granting agency and to internal stakeholders. NYC DOT, building on prior experience managing large federal grants, will submit accurate and comprehensive financial reports, progress reports, and any other required documentation within the prescribed timelines.

By employing these approaches, procedures, and controls, NYC DOT can manage awarded grant funds in a timely and efficient manner within the grant period. NYC DOT is committed to financial transparency, accountability, and compliance to make the most effective use of the funds, ensuring the successful implementation of the proposed project. Overall project costs are shown in Table 1.

Table 1: Overall Project Costs Summary

Overall Project Costs Summary		
Budget Object Category	Description	Total Cost
Personnel	Cargo Bikes: 1 Project Manager, 2 Project Coordinators (NYC DOT)	\$1,289,663
	Microhubs Expansion: 1 Project Manager, 1 Project Coordinator (NYC DOT)	\$889,132
	Truck Electrification: 1 Project Manager, 2 Project Coordinators (NYC DOT)	\$1,289,663
	FREIGHT 30: 1 Program Lead, 1 Project Manager, 1 Project Coordinator (NYC DOT)	\$1,412,320
<b>Personnel Subtotal</b>		<b>\$4,880,779</b>
Fringe Benefits	Fringe Benefits for NYC DOT Personnel (NYC 58.63% Fringe Rate)	\$2,861,601
<b>Fringe Subtotal</b>		<b>\$2,861,601</b>
Travel	Conferences, peer-to-peer exchanges, learning opportunities	\$147,851
<b>Travel Subtotal</b>		<b>\$147,851</b>
Equipment	None	\$0
Supplies	Staff Supplies for NYC DOT Personnel (Computer/Laptop, Printer Maintenance, Cellular Phone, General Supplies/Equipment)	\$134,200
<b>Supplies Subtotal</b>		<b>\$134,200</b>
Contractual	Cargo Bikes: Incentives for Cargo Bike Purchase	\$20,000,000
	Cargo Bikes: Consultant for Program Administration	\$2,000,000
	Microhubs: Site Construction	\$16,777,703
	Microhubs: Engineering and Design	\$786,947
	Truck Electrification: Parametric Design	\$100,000
	Truck Electrification: Design	\$3,568,683
	Truck Electrification: Construction	\$77,364,103
	Truck Electrification: Regional Fleet Advisory Services	\$1,500,000
<b>Contractual Subtotal</b>		<b>\$122,097,436</b>
Other	Cargo Bikes: Marketing and Collateral	\$200,000
	Blue Highways NYCEDC Subaward: Personnel funding	\$1,390,994
	Blue Highways NYCEDC Subaward: Fringe benefits for personnel at 58.63% NYC rate	\$815,540
	Blue Highways NYCEDC Subaward: Personnel supplies	\$36,600

CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation  
BUDGET

	Blue Highways NYCEDC Subaward: Pier 92 Site Upgrades	\$200,000,000
	Blue Highways NYCEDC Subaward: South Brooklyn Site Upgrades	\$90,000,000
	Blue Highways NYCEDC Subaward: Midtown Manhattan Site Upgrades	\$5,000,000
	Blue Highways NYCEDC Subaward: Lower Manhattan Site Upgrades	\$5,000,000
	Blue Highways NYCEDC Subaward: Environmental Reviews and Approvals	\$85,000
	Blue Highways PANYNJ Subaward: Cargo Handling Equipment and Infrastructure	\$40,000,000
	Blue Highways PANYNJ Subaward: Electrification Initiatives at NYNJ	\$26,700,000
	FREIGHT 30: Community Partners	\$250,000
	Community engagement program-wide	\$400,000
<b>Other Subtotal</b>		<b>\$369,878,133</b>
Indirect	None	\$0
<b>Total Costs</b>		<b>\$500,000,000</b>

## BUDGET DETAIL

### OVERALL PROGRAM SUMMARY

**Personnel:** \$4,880,779

Personnel costs are requested for fifteen new 100% FTE positions within NYC DOT:

- **FREIGHT 2030:** (1) Program Lead, (1) Program Manager, (1) Program Coordinator (NYC DOT)
- **Cargo Bike Incentive Program:** (1) Project Manager, (2) Project Coordinators (NYC DOT)
- **Microhubs Expansion:** (1) Project Manager, (1) Project Coordinator (NYC DOT)
- **Truck Electrification and Parking:** (1) Project Manager, (2) Project Coordinators (NYC DOT)

Descriptions of staff roles and responsibilities are provided within each initiative section. Salaries for NYC DOT positions are based on median salaries for current job postings. NYC DOT will hire one Program Lead, Project Manager, and Project Coordinator to facilitate the implementation of the overall *FREIGHT 2030* program and assist with management and coordination in each measure. Salaries include a standard 3% annual salary increase. These staff will report to existing managers at NYC DOT. While existing staff from each of these agencies will provide support for this project, funding for existing staff is not requested.

**Fringe Benefits:** \$2,861,601

NYC DOT is requesting fringe benefits for the fifteen new 100% FTE positions described above. Fringe benefits for these positions were calculated at a rate of 58.63%, which represents NYC's FY2024 federally negotiated civilian fringe rate. This fringe rate includes pension, social security, health insurance, supplemental benefits, worker's compensation, unemployment, and MTA payroll tax. A breakdown of total personnel and fringe benefit project costs is shown in **Table 2**.

CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation  
BUDGET

*Table 2: Personnel and Fringe Benefits Total*

Position (100% FTE)	Year 1 Salary	Year 2 Salary	Year 3 Salary	Year 4 Salary	Year 5 Salary	# Staff	Subtotal
Project Manager (NYCDOT)	\$92,030	\$94,791	\$97,635	\$100,564	\$103,581	4	\$1,954,399
Project Coordinator (NYCDOT)	\$75,442	\$77,705	\$80,036	\$82,438	\$84,911	6	\$2,403,191
Program Lead (NYCDOT)	\$98,545	\$101,501	\$104,546	\$107,683	\$110,913	1	\$523,189
Personnel Base Salary Total							<b>\$4,880,779</b>
NYC Fringe Rate							58.63%
Fringe Total							<b>\$2,861,601</b>

**Travel:** \$147,851

NYC DOT is requesting travel funding for opportunities to attend conferences, participate in peer-to-peer exchanges, and to travel to learn about best practices and share successes and lessons learned with other municipalities.

**Equipment:** None

**Supplies:** \$134,200

NYC DOT is requesting funding for supplies required for each of the new FTE positions within NYC DOT provided above. NYC has typical equipment requirements and rates for each FTE employee which include computer/laptop/printer maintenance, cellular phone, and general supplies/equipment. There is an upfront cost for each of these items as well as yearly baseline costs for equipment per employee. A breakdown of the supply costs for each FTE position is shown in **Table 3**.

*Table 3: Supplies Costs*

Item	Initial Cost	Yearly Cost	# Years	# Employees	Subtotal
Computer/Laptop/Printer/Maintenance	\$3,000	\$1,500	5	11	\$115,500
Cell Phone	\$200	\$0	5	11	\$2,200
General Supplies/Equipment	\$500	\$200	5	11	\$16,500
<b>Total Cost</b>					<b>\$134,200</b>

**Contractual:** \$122,097,436

Contractual costs are requested for the design, planning, programming, and construction activities planned under the Commercial Cargo Bike Incentive Program, Microhubs Expansion, and Truck Electrification and Parking. Please refer to each program section for detailed breakdowns of the requested contractual costs and a description of how these costs were developed.

CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation  
BUDGET

**Other Direct Costs:** \$369,878,133

Other direct costs are requested for Commercial Cargo Bike Incentive Program for marketing costs and Blue Highways for subawards to NYCEDC and PANYNJ to fund Blue Highways measures. Please refer to each section for descriptions of these costs. \$250,000 is requested to provide funding for ten community partners. These partners will help to drive community engagement with the project. The cost is based on a similar project recently completed by NYC DOT. Additionally, \$400,000 is requested for supplemental community engagement initiatives, split evenly across the four measures.

**Indirect Costs:** None

**Commercial Cargo Bike Incentive Program**

NYC DOT is requesting \$24,382,393 for the programming, administration, and implementation of the Commercial Cargo Bike Incentive Program.

**Personnel:** \$1,289,663

Funding is requested to create three 100% FTE positions within NYC DOT focused on managing and implementing the Microhubs Expansion part of the project; one Project Manager and two Project Coordinators. These positions are currently vacant and will be filled upon execution of a grant agreement with EPA. Please refer to the Cost Details section for a breakdown of the personnel salaries.

These positions will be primarily responsible for managing the administration of the incentive program and managing the consultant that will disburse subsidies. Administrative tasks required for this element of the program include review of applications from different businesses to receive subsidies for cargo bike purchases, disbursement of funds to eligible businesses, and ongoing support for these cargo bike operators, including developing a support network which will connect cargo bike owners and operators with maintenance providers.

**Fringe Benefits:** \$756,130

Fringe benefits funding is requested for the personnel listed above. Please refer to the Cost Details section for a breakdown of how fringe benefits are calculated.

**Travel:** None

Travel costs are not requested for the Commercial Cargo Bike Incentive Program.

**Equipment:** None

Equipment costs are not requested for the Commercial Cargo Bike Incentive Program.

**Supplies:** \$36,600

Costs for supplies are requested to fund the supplies required for the personnel listed above. Please refer to the Cost Details section for a breakdown of supply costs for NYC employees.

**Contractual:** \$22,000,000

Contractual costs are requested for the funds to be distributed as rebates to delivery companies participating in the Commercial Cargo Bike Incentive Program as well as consultant program management. \$20,000,000 is requested to provide rebates to commercial cargo bike operators. This would provide approximately 2,000 cargo bike rebates for 50% of the purchase price, assuming a high-end commercial cargo delivery bike costs \$20,000. \$2,000,000 is requested to engage a consultant to manage the program and disburse the funds. NYC regulations limit NYC DOT's ability to act as a disbursing officer of funds, so hiring a consultant to perform this aspect of the work is necessary.

## CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation BUDGET

### **Other Direct Costs: \$300,000**

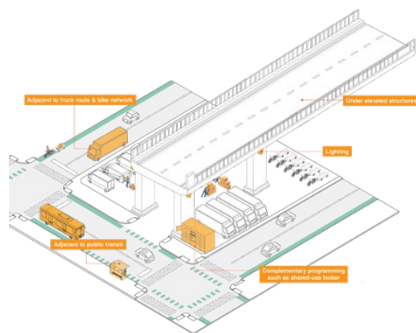
Other direct costs are requested for community engagement, marketing, and collateral costs. Community engagement, marketing and collateral costs include expenses related to building local partnerships, promoting the program, and raising awareness among potential participants. Marketing costs may involve creating and distributing materials that showcase the benefits of cargo bikes for urban delivery, engaging in specific outreach targeted at companies that can benefit from the program, and costs for advertising campaigns, such as online ads, radio spots, billboards, or social media posts. A total of \$200,000 is requested for marketing. This amount is based on marketing activities of similar size and scope. \$100,000 is requested for community engagement. Community engagement costs include expenses related to building local partnerships, soliciting feedback from the surrounding communities, and ensuring successful project implementation.

### **Indirect Costs: None**

Indirect Costs are not requested for the Commercial Cargo Bike Incentive Program

### **Microhubs Expansion**

\$19,099,480 is requested for the design, construction, and implementation of Microhubs Expansion. A conceptual rendering of a microhub from the pilot study is included below.



### **Personnel: \$889,132**

Funding is requested to create two 100% FTE staff positions within NYC DOT focused on managing and implementing the Microhubs Expansion part of the project; one Project Manager and one Project Coordinator. These positions are currently vacant and are anticipated to be filled upon execution of a grant agreement with EPA. Please refer to the Cost Details section for a breakdown of the personnel salaries.

These positions will be primarily responsible for managing consultants, design professionals, and contractors during construction, tracking progress, ensuring reporting requirements for the grant are met, coordinating with other NYC DOT, NYCEDC, and PANYNJ staff, and coordinating ongoing operations and maintenance efforts microhubs operation will require.

### **Fringe Benefits: \$521,298**

Fringe benefits funding is requested for the personnel listed above. Please refer to the Cost Details section for a breakdown of how fringe benefits are calculated.

### **Travel: None**

Travel costs are not requested for Microhubs Expansion.

### **Equipment: None**

Equipment costs are not requested for Microhubs Expansion.

### **Supplies: \$24,400**

Costs for supplies are requested to fund the supplies required for the personnel listed above. Please refer to the Cost Details section for a breakdown of supply costs for NYC employees.

### **Contractual: \$17,564,650**

Contractual costs are requested for the design and construction of microhubs. NYC DOT has selected five sites to be developed as part of the Microhubs Expansion. The cost for construction of each Microhub is

CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation  
BUDGET

estimated to be approximately \$3,163,217 in 2024 dollars. This cost was developed based on conceptual mockups of Microhub locations proposed by NYC. The estimate includes costs for demolition and tree clearing, electrical lighting, parking lot paving and striping, parking for trucks and micromobility, sidewalk construction, an exterior outdoor locker to hold packages, a prefabricated building for restroom facilities, two Level 3 EV charging stations, and a security system. Construction costs also include markups for general conditions (20%), bond and insurance (3%), overhead and profit (21%), and contingency (20%). A design allowance (8% of construction) is also requested under contractual costs. Design includes environmental reviews and approvals necessary for compliance. Costs are escalated based on an inflation rate of 4% which is typically used in estimating NYC projects. While estimating costs it was assumed all items will be procured and fabricated in the US to satisfy BABA requirements.

**Other Direct Costs:** \$100,000

\$100,00 in other direct costs are requested for community engagement costs. Community engagement costs include expenses related to building local partnerships, soliciting feedback from the surrounding communities, and ensuring successful project implementation.

**Indirect Costs:** None

Indirect Costs are not requested for Microhubs Expansion.

**Blue Highways**

\$369,128,133 is requested for the design, construction, and implementation of Blue Highways projects, with NYC DOT administering subawards to NYCEDC and PANYNJ to manage these measures.

**Personnel:** None

Personnel costs are not requested for Blue Highways.

**Fringe Benefits:** None

Fringe benefits are not requested for Blue Highways.

**Travel:** None

Travel costs are not requested for Blue Highways.

**Equipment:** None

Equipment costs are not requested for Blue Highways.

**Supplies:** None

Supplies are not requested for Blue Highways.

**Contractual:** None

Contractual costs are not requested for Blue Highways.

**Other Direct Costs:** \$369,128,133

Other direct costs are requested for subawards to NYCEDC and PANYNJ to implement projects which will decarbonize port operations. NYCEDC will use funding to create three dedicated 100% FTE staff positions focused on managing and implementing the Blue Highways part of the project; two Senior Project Managers (starting salary of \$82,000) and an Assistant Vice President (starting salary of \$98,000). These positions will be primarily responsible for project management and coordination to facilitate procurement, permitting, project oversight during construction, coordinating with other NYC DOT, NYCEDC, and PANYNJ staff, and operator contract oversight and performance management. A 3% yearly



## CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation BUDGET

salary increase, NYC 58.63% fringe benefits, and employee supply costs are also included in NYCEDC's subaward amount, consistent with the breakdowns shown in the first section of this narrative.

NYCEDC's requested subaward includes costs for infrastructure upgrades at sites selected as Blue Highways locations, and will be allocated as follows:

- Port Upgrades at Pier 92 - \$200,000,000
- Port Upgrades at South Brooklyn Locations - \$90,000,000
- Port Upgrades at Midtown Manhattan Location - \$5,000,000
- Port Upgrades at Lower Manhattan Location - \$5,000,000

Funds will be used to make infrastructure upgrades to enable Blue Highway site activation, which will include upgrades to existing landing platforms and barges, electrical upgrades, additional docking infrastructure, and electrical charging equipment. These costs include construction as well as contingency, general conditions, design, overhead and profit, and bond and insurance. It's assumed that these costs account for inflation and for materials procured and fabricated in the U.S. to satisfy any applicable BABA requirements. Additionally, \$85,000 is requested for any environmental reviews and approvals required for compliance with applicable regulations.

PANYNJ will receive a subaward for electrification upgrades at port facilities. \$40,000,000 is requested to fund Cargo Handling Equipment (CHE) Infrastructure upgrades by private sector terminal operators at port facilities, administered by PANYNJ. Funds will be disbursed through a competitively awarded subsidy/rebate program to port facility tenants for electrical infrastructure upgrades that will support CHE electrification. Funds will be disbursed upon completion and validation of eligible project activities. A conceptual project cost was developed on similar projects at the Port. The conceptual project includes 1/4 mile of 13.2 kV electrical service extensions (71% overhead, 29% underground), switchgear and metering, installation of 48 DC fast chargers, and design features consistent with PANYNJ's Climate Resilience Design Guidelines. A 90% subsidy for this work in 2023 dollars would total about \$40,000,000.

PANYNJ will also receive a sub-award for Electrification Measures at NYNJ Rail Facilities: \$26,700,000 is requested to fund this measure. These rail facilities service an interstate rail float bridge operation that connects the mainland rail network to Brooklyn and Long Island. \$250,000 will be used to purchase two electric forklifts, \$9,000,000 will be used to retrofit three switcher locomotives, and \$17,450,000 will be used to upgrade the associated electrical infrastructure and purchase charging equipment to support the operation of the newly purchased electric forklifts and locomotives.

The subaward will also include \$100,000 for community engagement. Community engagement costs include expenses related to building local partnerships, soliciting feedback from the surrounding communities, and ensuring successful project implementation.

### **Indirect Costs:** None

Indirect Costs are not requested for Blue Highways.

### **Truck Electrification and Parking**

\$84,715,179 is requested for the design, construction, and implementation of the Truck Electrification and Parking project.

### **Personnel:** \$1,289,663

Funding is requested to create three dedicated 100% FTE staff positions within NYC DOT focused on managing and implementing the Truck Electrification and Parking part of the project; one Project Manager and two Project Coordinators. Both positions are currently vacant and are anticipated to be

CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation  
BUDGET

filled upon execution of a grant agreement with EPA. Please refer to the Cost Details section for a breakdown of personnel salaries.

These positions will be primarily responsible for the overseeing the design process, managing consultants, design professionals, and contractors during the construction of the Truck Electrification and Parking locations, tracking progress, ensuring reporting requirements for the grant are met, coordinating with other NYC DOT, NYCEDC, and PANYNJ staff, and coordinating ongoing operations and maintenance efforts that the operation of the Truck Electrification and Parking locations will require.

**Fringe Benefits:** \$756,130

Fringe benefits funding is requested for the personnel listed above. Please refer to the Cost Details section for a breakdown of how fringe benefits are calculated.

**Travel:** None

Travel costs are not requested for Truck Electrification and Parking.

**Equipment:** None

Equipment costs are not requested for Truck Electrification and Parking.

**Supplies:** \$36,600

Costs for Supplies are requested to fund the supplies required for the personnel listed above. Please refer to the Cost Details section for a breakdown of supply costs for NYC employees.

**Contractual:** \$82,532,786

Contractual costs are requested to fund a parametric design activity to determine optimal locations for truck charging and parking locations, the design of each location once selected, the construction of the charging hubs at each location, and a Regional Fleet Advisory Services (RFAS) program. The cost of the parametric design is estimated to be \$100,000 based on similar activities NYC consultants have completed. Construction and installation costs for Level 3 chargers are estimated to range from \$320,000 to \$480,000 each. This includes a cost of \$250,000 for the Level 3 charger, plus construction and installation. Construction and installation costs for Level 2 chargers are estimated to range from \$3,500 to \$4,500 each. This includes a cost of \$2,500 for the Level 2 charger, plus construction and installation. Construction and installation costs for Megachargers are estimated to be \$2,000,000 each, which includes a cost of \$1,500,000 for each Megacharger, plus construction and installation. These costs are based on an NYC consultant's experience with similar electric vehicle charger installation projects and include the charging equipment itself as well as electrical and site/civil costs, such as trenching, wiring, control panels, and transformer upgrades. The range of costs is due to economy of scale; sites with less chargers don't distribute the electrical and civil costs as widely. The construction cost also includes new asphalt pavement and pavement marking, as well as markups for bond and insurance (3%), contingency (20%), overhead and profit (21%), and general conditions (20%).

This project proposes three different concepts of truck charging and parking hubs:

- Concept 1: Fast-Charging Hub - Includes 12 Level 3 Chargers, a parking area of approximately 130 SY, all-inclusive cost of: \$6,313,781.
- Concept 2: Parking-Charging Hub - Includes two Level 3 Chargers, 48 Level 2 Chargers, a parking area of approximately 550 SY, all-inclusive cost of \$1,917,342.
- Concept 3: Hybrid Hub - Includes eight Level 3 Chargers, 12 Level 2 chargers, 1 Megacharger, a parking area of approximately 275 SY, all-inclusive cost of \$7,600,401.

NYC DOT may alter the concepts during implementation to maximize use of grant funds and provide optimal usage of existing space.

## CPRG-I *FREIGHT 2030*: Facilitating Regional Equity by Implementing Green Healthy Transportation BUDGET

Contractual costs include a design allowance (8% of construction). Design includes environmental reviews and approvals necessary for compliance. Costs provided above are base costs in 2024 dollars; the budget table reflects escalation for future spending using a 4% inflation rate typically used on NYC projects. BABA requirements were considered when estimating costs.

\$1,500,000 is requested to engage a consultant to administer the RFAS program under this measure. Funding for this program will be used to assist with personalized fleet electrification and decarbonization reports and transition assistance for 55-100 regionally based fleets.

### **Other Direct Costs: \$100,000**

\$100,000 in other direct costs are requested for community engagement costs. Community engagement costs include expenses related to building local partnerships, soliciting feedback from the surrounding communities, and ensuring successful project implementation.

### **Indirect Costs: None**

Indirect Costs are not requested for Truck Electrification and Parking.

## REASONABLENESS OF COSTS

The viability and cost effectiveness of these solutions is driven by the experience of this coalition implementing similar measures, multiple data-driven planning studies, and market research to develop and prioritize solutions that will maximize the impact of every dollar spent while benefitting underserved communities. For example, the City's determination of cost effectiveness will build off the pilot Cargo Bike program, Clean Trucks program, and pilot Blue Highway sites; the competitively procured Blue Highway and Clean Truck Request for Expression of Interest (RFEIs); the Clean Truck Study; and NYCEDC's and PANYNJ's extensive experience building on NYC's waterfront. All costs provided have been developed collaboratively with support from experienced engineers and cost estimators and incorporate industry best practices. The cost-effectiveness of these projects is especially evident considering the high prevailing costs in NYC compared to the rest of the U.S. Installation costs in NYC are 74% higher than they are in 30 other major cities, and NYC remains the highest cost of construction market in the country partly due to high material and labor costs.