

SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION

ITEM 2303-10: Approving the Selection of Michael Baker International as the Consultant for the Maurice River Corridor Study

PROPOSAL

At its March 13, 2023 meeting, the SJTPO Technical Advisory Committee (TAC) recommended that the Policy Board approve the selection of Michael Baker International in association with RES Advisors (DBE) for the Maurice River Corridor technical study.

BACKGROUND

The Maurice River Corridor Study effort will look at opportunities for eco-tourism and support future greenway restoration initiatives while promoting economic development by offering connectivity to existing businesses, recreation resources, education centers, and entertainment amenities. This effort will lay the groundwork for the future connectivity of Cumberland County into the more extensive South Jersey Trails or Circuit Trail networks and guide the preservation and enhancement of the corridor.

The Request for Proposal (RFP) for the technical study was issued on Wednesday, November 30, 2022, with proposals due on January 10, 2023. The Notice of Availability of Requests was sent to 249 contacts. A total of four (4) proposals were received. The TAC-designated Consultant Selection Committee with representatives from Cumberland County, City of Vineland, Cape May County, Salem County, the New Jersey Office of Planning Advocacy, and SJTPO staff reviewed the proposals and determined the Michael Baker International team best met the region's needs to advance the Maurice River Corridor technical study. For this technical study, Michael Baker International is partnering with RES Advisors as the DBE/ESBE firm.

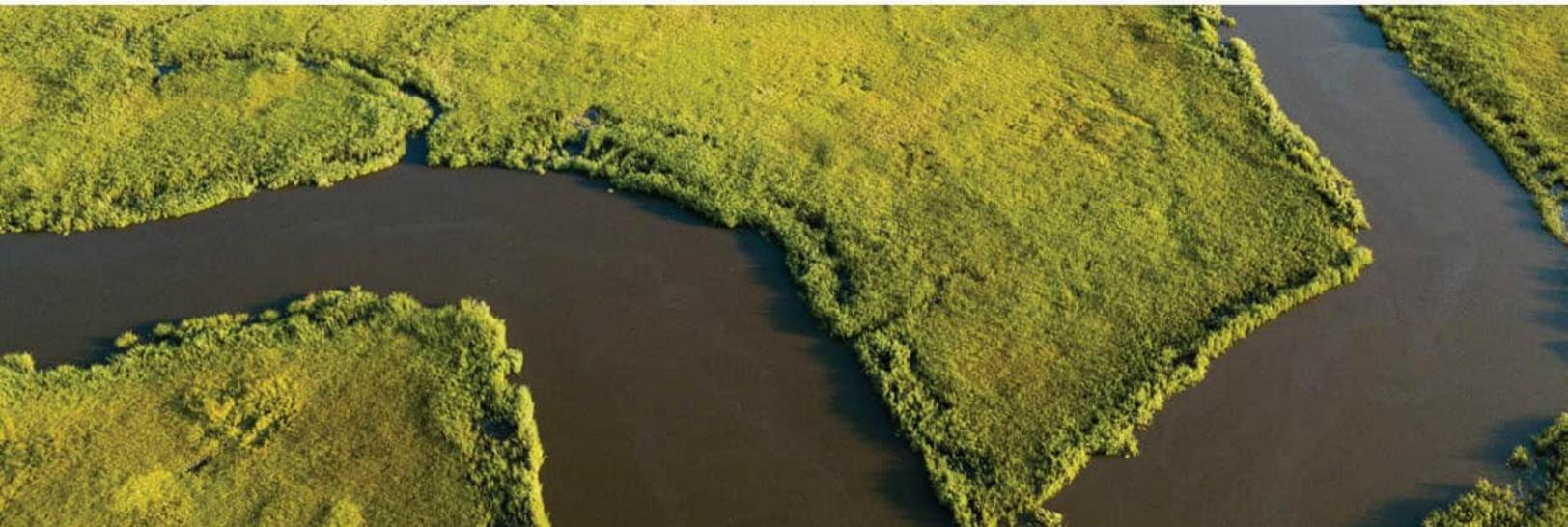
The cost proposal amount is \$110,000.00, with a 21.50% DBE/ESBE participation. The project will be funded from Task 23/402 Maurice River Corridor Study as a two-year effort within SJTPO's FY 2023 UPWP, with an anticipated project completion date of June 30, 2024.



REQUEST FOR PROPOSAL

MAURICE RIVER CORRIDOR STUDY

JANUARY 10, 2023



SUBMITTED TO:



**South Jersey
Transportation
Planning Organization**

SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION
782 South Brewster Road, Unit B6
Vineland, New Jersey 08361

SUBMITTED BY:

Michael Baker
INTERNATIONAL

MICHAEL BAKER INTERNATIONAL
300 American Metro Boulevard
Hamilton, NJ 08619

SCOPE OF WORK NARRATIVE

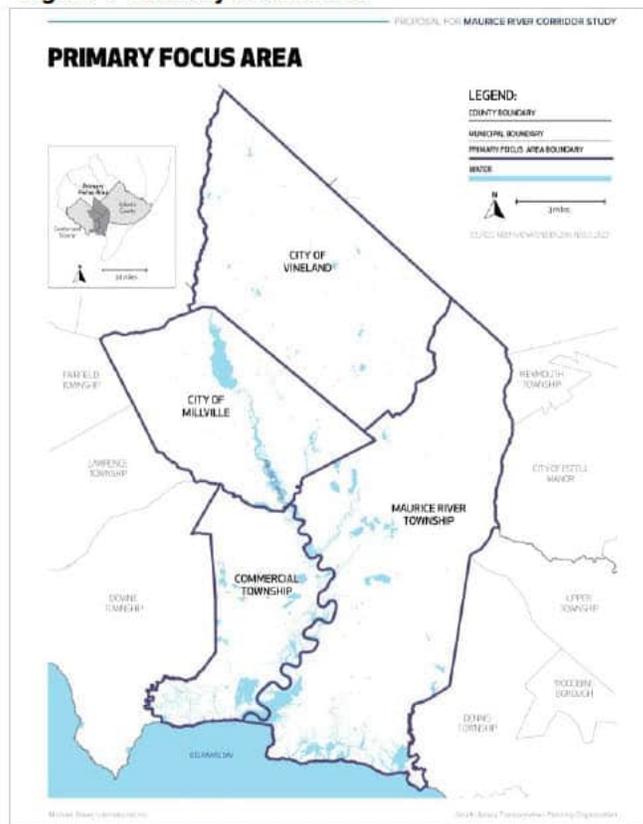
The Michael Baker International, Inc. (Michael Baker) team understands that the South Jersey Transportation Planning Organization (SJTPO) is seeking consultant services to develop a Maurice River Corridor Study. This study includes a framework to enhance connectivity in and along the Maurice River corridor for walking and biking trails, paddling, boating, and vehicles with an eye toward the advancement of economic development (i.e., ecotourism and maritime industry). Michael Baker understands the Maurice River Watershed encompasses communities as far north as Glassboro in Gloucester County and west into Pittsgrove in Salem County. This study's primary focus area will be in the municipalities of Maurice River, Commercial, Millville, and Vineland, as mapped in Figure 1. Michael Baker will identify lands with the greatest riverfront access potential for recreation, future greenway connectivity, and ecological restoration that will encourage beneficial and sustainable development that utilizes the river as an amenity while preserving and enhancing its ecological integrity and assets. Michael Baker will examine the regional planning context including the impacts of climate change and future connectivity of Cumberland County into the more extensive South Jersey Trails and Circuit Trail networks.

The Maurice River Corridor Study will produce strategic planning recommendations supported by actionable and implementable strategies to enhance the stewardship, sustainability, and management of the Maurice River Corridor.

The Michael Baker team has extensive experience in planning and design to create communities that make a difference. With a keen focus on people, we constantly seek to improve these communities and create more sustainable, healthy, and vibrant places to live, work, and play. Michael Baker's team will collaborate with SJTPO and the five municipalities within the designated corridor to deliver comprehensive and holistic planning recommendations and implementation strategies.

To deliver these recommendations and strategies, Michael Baker stresses that effective project management, close communication, and transparency in the process is the key to delivering successful, quality projects on-time and within budget, especially when considering the significance, complexity, and sensitivity of projects.

Figure 1- Primary Focus Area



TASK 1. COORDINATION AND ADMINISTRATIVE TASKS

Michael Baker understands the administrative requirements set forth in the Request for Proposal (RFP) and are in general agreement with the General Terms and Conditions within the RFP. Team members are planning professionals that have moral and business integrity and reliability, which will assure good faith performance as required by this project. The Michael Baker team will consistently meet and strive to exceed SJTPO's expectations through strong project management.

Open, honest communication is key to a successful project. Such communication starts at the kick-off meeting where the goals and objectives of the study are discussed, and where the protocol is set to execute an efficient and safe project. This will help to timely initiate tasks and head off unforeseen impacts to the project schedule. Continuous, open communication regarding project progress will be maintained throughout the project period with the SJTPO and the Project Team. Michael Baker is committed to responding timely to SJTPO's needs and keeping the Organization apprised of the project status.

Maintaining schedule is critical to project performance. In order for SJTPO to accomplish its stated mission, the Michael Baker team must deliver projects in a timely manner. We understand our role as an extension of SJTPO staff, and our goal as a partner is to satisfy the goal of the study. Therefore, the Michael Baker team will develop a thorough understanding of the project schedule with expected meeting dates, task completion dates, and bi-weekly conference call schedule and work with the SJTPO project manager to update the schedule as needed.

TASK 1.A. PROJECT MANAGEMENT

Michael Baker, led by Project Manager **Brittany Dremluk, AICP, PP, LEED Green Associate** has considerable experience with developing innovative planning studies, including corridor and gateway studies, land use studies and master plans, transportation improvement studies, and state-level plans and policies. These plans include Next Steps to Compatibility Planning Study, Monmouth County, NJ (Compatibility Planning Study), Connecting Community Corridors: Monmouth County, NJ, and the New Jersey State Climate Change Resiliency Strategy. Ms. Dremluk's experience leading collaborative design projects across the globe helps Michael Baker reinforce how 'We Make a Difference' in providing unmatched planning and design services. Ms. Dremluk will be supported by a tier of qualified staff, including our subconsultant, **RES Advisors (RES)**, a DBE firm certified firm. Our team includes experts in land use, environmental, and transportation planning, economic analysis, and community and stakeholder engagement. The included organization chart lists key elements of your RFP and a corresponding staff member with experience in this area to deliver both high-level planning recommendations as well as various implementation strategies for the Maurice River corridor. These members of the team provide Ms. Dremluk the ability and flexibility to oversee multiple simultaneous assignments. Additionally, Ms. Dremluk has the capability to enlist the support of over 200 local staff or additional experienced personnel from Michael Baker offices across the country and assign multiple levels of staff to the project. Michael Baker is an organization designed to provide Mrs. Dremluk and her team with a vast amount of resources and staff to satisfy the SJTPO's needs.

Ms. Dremluk will remain immersed in all aspects of the study. One of the major responsibilities of the Project Manager is identifying and documenting up front what the expectations or objectives for the study are. In addition to the wide range of management responsibilities, the Project Manager must be prepared to address surprises. To accomplish this, Ms. Dremluk will keep the SJTPO project manager abreast of the project's performance. This involves proactively informing the SJTPO of key

developments that may arise and may impact the project schedule. Ms. Dremluk efficiently addressed changes to the project schedule during the Compatibility Planning Study, where municipal officials delayed participation in the study. Since local participation was required in order to gain their input on the recommended land use strategies, Ms. Dremluk worked with the client to hold five municipal meetings in one week to meet successfully met the project deadline.

TASK 1.B. COMMUNICATION AND MEETING MATERIALS

Michael Baker will be in regular communication with the SJTPO project manager and will document and deliver all communications to the SJTPO. Michael Baker recommends setting up a cloud or web-based project management platform, such as Microsoft Teams, to share files efficiently with the SJTPO project manager. Shared files will include detailed meeting summaries and follow-up emails for phone conversations, which will be uploaded/delivered within three (3) business days, as well as any revisions or updates to the schedule.

Meeting summaries will include items discussed, data gathered, and the next steps. Michael Baker will also conduct any necessary follow-up communication with municipal representatives or stakeholders. If this occurs, the SJTPO project manager will be copied on all correspondence and emails and provide the SJTPO project manager with a written summary of items discussed and decisions made.

Biweekly status check-ins will occur between Michael Baker and the SJTPO project manager, including status updates and completed tasks within the past two weeks, upcoming tasks for the next four weeks, any delays that affect the schedule of the project, and any assistance that will be needed from SJTPO or other stakeholders in the coming weeks. If an unforeseen delay does occur, Michael Baker will produce and update a detailed project schedule, including the expected meeting dates, task completion dates, and other tasks and milestones to the SJTPO project manager. The biweekly check-in will also include a status update of our subconsultant, as Michael Baker will have weekly internal meetings with the project team.

Michael Baker will support the SJTPO project manager in arranging, scheduling, and attending all meetings throughout the project. Michael Baker will prepare meeting notices, agendas, meeting materials, promotional content, background information, electronic slide show presentations, meeting summaries and/or other such items deemed necessary to accomplish the

study objectives and provide them to the SJTPO project manager at least one (1) full week in advance of the scheduled meetings.

TASK 1.C. QUALITY MANAGEMENT

Michael Baker is fully committed to Quality Management and has a Quality Assurance (QA)/Quality Control (QC) Policy in place that emphasizes completing projects that meet our clients' scope, schedule, budget, and technical quality requirements. **Rebecca (Becky) Lyne, PWS, CE** serves as the Director of Quality Management for the Michael Baker New Jersey Operations. Becky brings 18 years of experience in environmental planning and documentation, including numerous land use, transportation, resiliency, and environmental restoration projects. As an environmental specialist, Becky has successfully delivered numerous complex projects by applying Michael Baker's company-wide Quality Management System and implementing the NJ Operations' policies developed specifically to address our local clients' needs. Michael Baker has established a standard structured project delivery process for all projects ("The Michael Baker Way"). This process addresses every aspect of the project and is the foundation for delivering a quality product.

TASK1 DELIVERABLES:

1.A. Bi-weekly Check-ins: The Consultant will provide updates to SJTPO's project manager on a bi-weekly basis as described above. This can consist of virtual meetings or emails, where appropriate

1.B. Meeting and Discussion Summaries: The Consultant will provide minutes of meetings and email summaries of all conversations, including a summary of talking points and decisions made within three (3) business days.

1.C. Meeting/Event Materials: In addition to arranging, scheduling, and attending meetings, the firm will prepare agendas, meeting materials, promotional content, background information, presentations, and meeting summaries as required.

1.D. Project Schedule: Provide updated schedule, as needed, with expected meeting dates, task completion dates, and bi-weekly conference call schedule.

TASK 2. ANALYSIS OF EXISTING CONDITIONS

Michael Baker will collect relevant data from the participating jurisdictions and other sources in order to

develop preliminary concepts for the subsequent phases of the Maurice River Corridor Study. Data and mapping will pertain to the primary focus area.

TASK 2.A. LITERATURE REVIEW

Michael Baker will create a library of plans to research in order to identify where work similar to the goals of this study has already occurred in order to focus on where there are gaps in planning opportunities for ecotourism and trail connectivity. The literature review will ensure our concepts, planning recommendations, and implementation strategies are consistent with State, County, and local master plans and other guidance documents and help to establish a vision and goals for this study.

Our team is prepared to dig into zoning, subdivision, and/or land development regulations to provide planning recommendations that are specific, appropriate, and customized to the local needs. For areas with potential land conflicts, relevant regulations that are developed during the planning process will be discussed and considered in close collaboration with the local governing bodies.

Michael Baker will build on our in-house knowledge of the existing plans as we conduct outreach with each designated corridor municipality. We will provide a summary of findings and an analysis of existing planning policies and regulations throughout the study area including the document's purpose and goals, a relevant content summary, and examples of tables, drawings, or other relevant figures.

Regional Plans:

- [2018-2022 New Jersey Statewide Comprehensive Outdoor Recreation Plan](#)
- [Comprehensive Conservation & Management Plan for the Delaware Estuary \(2019\)](#)
- [Maurice River Recollections Project](#)
- [Comprehensive Management Plan and Environmental Impact Statement for the Maurice National Scenic and Recreational River \(2001\)](#)
- [Maurice River & its Tributaries – Wild and Scenic River Study \(1993\)](#)
- [Maurice River Land Management Plan for the Maurice River and Its Tributaries \(1991\)](#)
- [Conservation Plan for the Manumuskin River Watershed \(1988\)](#)
- [Mapping Shoreline Change in Maurice River](#)
- Maurice Riverfront Development Plan

Cumberland County:

- [Cumberland County Hazard Mitigation Plan \(2022\)](#)
- [Cumberland County Delaware Bayshore Recovery Plan \(2013\)](#)
- [Open Space and Recreation Master Plan – Cumberland County \(2011\)](#)
- [Feasibility Study for Various Rails to Trails Projects Within the County of Cumberland \(2010\)](#)
- [Cumberland County Farmland Preservation Plan \(2009\)](#)

Atlantic County:

- [Atlantic County Hazard Mitigation Plan \(2018\)](#)
- [Atlantic County Farmland Preservation Plan \(2018\)](#)
- [Atlantic County Master Plan \(2018\)](#)
- [Atlantic County Open Space Plan \(2018\)](#)

City of Vineland:

- [City of Vineland Zoning Map \(2019\)](#)
- [Reexamination of the Master Plan, City of Vineland \(2018\)](#)
- [City of Vineland Master Plan \(2008\)](#)
- [City of Vineland Center City Redevelopment Plan \(2004\)](#)
- [City of Vineland Subdivision and Site Plan Review Approval \(Article VI\)](#)

City of Millville:

- [Redevelopment Plan for the City of Millville \(2017\)](#)
- [City of Millville Municipal Public Access Plan \(2015\)](#)
- [City of Millville Master Plan](#)

Commercial Township:

- [Commercial Township Ordinances](#)
- [Commercial Township Zoning Maps \(2006\)](#)
- [Commercial Township Master Plan](#)

Maurice River Township:

- [Healthy Community Planning Report, Cumberland County, Maurice River Township \(2022\)](#)
- [Draft Maurice River Township Master Plan \(2022\)](#)
- [Maurice River Township Land Development Regulations \(Chapter 35\)](#)

- [Maurice River Township “Getting to Resilience” Recommendations Report \(2015\)](#)
- [Township of Maurice River Strategic Recovery Planning Report \(2015\)](#)
- [Township of Maurice River Township Land Development Regulations](#)
- [Township of Maurice River Zoning Maps \(2005\)](#)

TASK 2B. EXISTING CONDITIONS, OPPORTUNITIES, AND CONSTRAINTS ANALYSIS

The Michael Baker team has knowledge of and experience with Federal, State, Regional, County, Local and Bi-state land use planning, zoning practices, approval processes, and regulatory requirements. Our experience with such regulations includes, but is not limited to Stormwater Regulations, Freshwater Wetlands & Flood Hazard Regulations, Access Permit Regulations, Traffic Circulation Revisions, Context Sensitive Design and Complete Streets Policies, etc.

Michael Baker will use this knowledge, in addition to the information from the literature review, to perform a regional scale site analysis focusing on opportunities and constraints to advance the goals of the Corridor. This analysis may include projected economic (specifically ecotourism) and demographic growth, existing transportation, infrastructure, commercial nodes, natural

Figure 2 – Existing Conditions: Land Use

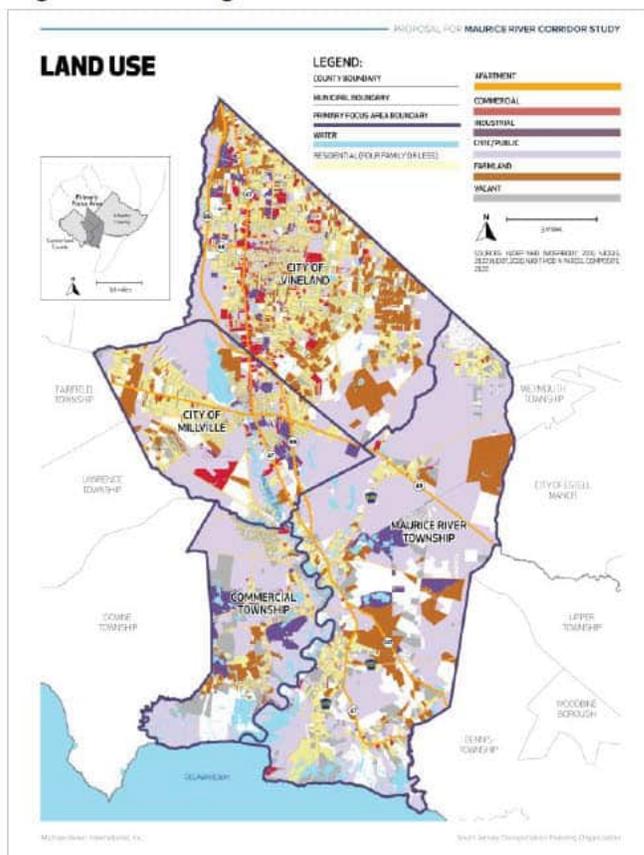


Figure 4 - Heritage Tourism Opportunities identifies existing historic districts and historic properties, according to DEP’s datasets, to display waterfront proximity to historical, ecological, and other sites related to tourism destinations. The next step Michael Baker would do to enhance this analysis is to diagram existing and newly proposed lodging and other tourism facilities and Heritage Tourism Byways. Michael Baker would engage stakeholders and municipal partners (i.e. local heritage societies and historians) to identify additional targeted areas historical preservation, local tourist attractions, and ecotourism industry activities such as boat launches and bird-watching sites.

Figure 5 - Environmental Constraints: FEMA Flood Hazard Area

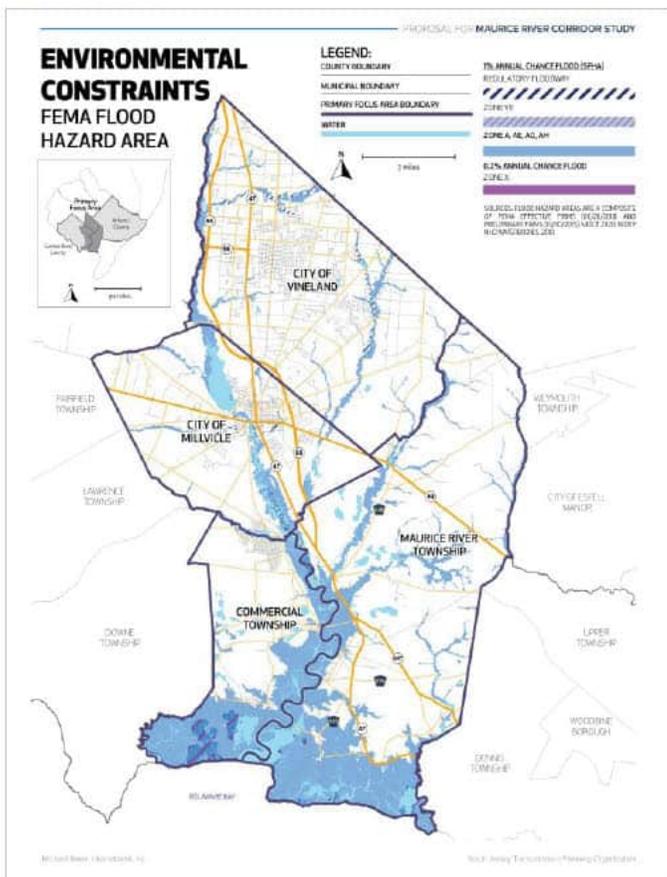


Figure 5 - Environmental Constraints: FEMA Flood Hazard Area identifies areas with potential restrictions to development due to FEMA’s regulatory flood maps. The next step of this analysis is to map out other restrictions to land use, including wetlands and protected habitats and to meet with municipal partners to discuss areas of environmental concern, including the risk of wildfire, water pollution, invasive species, sedimentation, and nuisance flooding (also known as sunny day flooding).

In addition to the themes above, Michael Baker will create existing conditions, opportunities, and constraints maps of ownership to identify barriers and impediments to development in the corridor and mobility and connectivity networks to identify opportunities for increased recreation and future greenway connectivity.

TASK 2 DELIVERABLES:

- One (1) technical memorandum summarizing our findings from the literature review including document’s purpose and goals, relevant content, and examples of tables and figures.
- Existing conditions, opportunities, and constraints maps including:
 - Land use and zoning opportunities and constraints
 - Environmental opportunities
 - Mobility and connectivity network opportunities
 - Heritage tourism opportunities
 - Environmental constraints
 - Ownership constraints

TASK 3. CONDUCT FIELD WORK AND COLLECT DATA

To inform the preliminary concept design, the Michael Baker team will look at the overall circulation patterns on the roadway network from the surrounding municipalities as they relate to accessing the river and its assets such as businesses that support eco-tourism. The Michael Baker team will conduct a desktop evaluation of the roadway network in the study’s primary focus area to identify existing on and off-street active transportation facilities mainly comprising bike lanes, trails, and shared-use paths. A goal of the inventory effort will be to understand and document conditions and opportunities for connections to the Maurice River Corridor. The inventory will be conducted using NJDOT Straight-Line Diagrams (SLDs), Google Maps, Google Earth, and Geographic Information Systems (GIS) software.

The Michael Baker team will also collect crash data for the study area municipalities using NJDOT Safety Voyager software. Data will be collected for the most recent five years of complete data (currently through 2020). We will use the crash data to isolate crashes involving pedestrians and cyclists and map the data to identify crash locations in relation to the roadway network



Michael Baker has provided multimodal safety, mobility, and community planning services as one of NJDOT's selected consultants for two decades.

In this capacity, we've developed bicycle, pedestrian, and multimodal master plans to create opportunities that connect schools, parks, residential and commercial areas, employment centers, transit, civil and government buildings, and also provide regional connections and linkages to neighboring towns.

and Maurice River Corridor. Up to five maps may be created: one per municipality in the primary focus area and one for the overall study area.

Informed by the facility inventory and crash analysis, the Michael Baker team will consider gaps in the network and connection strategies for enhancing it. Strategies will include active transportation connections, including trails, paths, sidewalks, and bike facilities, to downtowns, public transit, schools, local businesses, open spaces, active/passive recreation areas, and other key local and regional trip generators. It is anticipated that these destinations will be identified by the Michael Baker team with input from project stakeholders. Traffic calming strategies on streets and roads identified as part of the primary focus area network will also be considered.

TASK 3 DELIVERABLES:

- Desktop review of roadway network in the primary focus area.
- Acquisition of crash data.
- Up to five (5) crash maps – one (1) for each municipality in the primary focus area (Vineland, Millville, Maurice River, Commercial) and one (1) for the overall study area.
- One (1) technical memorandum summarizing existing on and off-street active transportation facilities and crash analysis.
- One (1) technical memorandum summarizing connection strategies and potential traffic calming treatments.

TASK 4. CONDUCT ECONOMIC ANALYSIS FOR THE CORRIDOR

The economic analysis will identify opportunities for, as well as potential impediments to, new business development in the corridor to support both expanded eco-tourism activities and the general economic development goals of corridor municipalities.

The Michael Baker team will complete the following tasks as part of this economic analysis:

- Summarize economic and demographic trends in the primary focus area.
- Prepare an inventory of existing businesses in the primary focus area, above a specified employment threshold, using data sources such as GIS, Info USA, and Reference Solutions. The inventory will be organized by sector and provide employment counts as reported by these data vendors. Research on typical wage levels will be conducted.
- Participate in a focus group of business representatives to discuss advantages and challenges of the corridor for locating and expanding their operations. Discussion topics will include but not be limited to the existing local tax system and regulatory environment. The group, which would be recruited and scheduled by the client, should include both long-time and newer businesses as well as business types that support eco-tourism (lodging, food and beverage, tours/equipment rental, specialty retail) and marine industry.
- Research the potential benefits of expanded eco-tourism and identify potential gaps in businesses supporting this sector. Identify opportunity sites for additional marine industrial development (if appropriate).
- Research and evaluate existing incentive programs, tax abatements, and other strategies for implementing study recommendations.

TASK 4 DELIVERABLES:

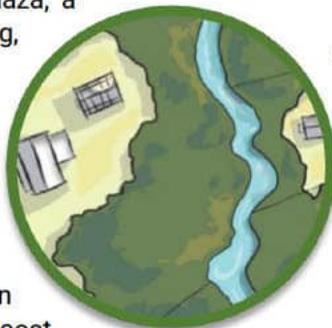
- One (1) technical memorandum summarizing economic and demographic trends in the primary focus area.
- One (1) technical memorandum summarizing the inventory of existing businesses in the primary focus area.
- One (1) technical memorandum summarizing the potential benefits of expanded eco-tourism and identify potential gaps in businesses supporting this sector.
- One (1) technical memorandum summarizing the existing incentive programs, tax abatements, and other strategies for implementing study recommendations.

TASK 5. DEVELOP AND SUMMARIZE PRELIMINARY CONCEPTS

Michael Baker will incorporate the feedback from Tasks 2, 3, and 4, in addition to Task 6 – Community Outreach to develop detailed concept illustrations for trail development and connectivity in and along the Maurice River Corridor.

Michael Baker is familiar with developing trail and connectivity concept strategies to create great places, including Transit-Oriented Development (TOD), Complete Street concepts, Form-based codes, Design Guidelines, Historic Preservation Guidelines, and Waterfront and Resiliency Regulations. The Michael Baker team has used these strategies to develop the Walnut Bottom Corridor Master Plan and Town Center Zoning District for South Middletown Township, PA. This plan integrated urban design and multimodal connectivity strategy across three adjoining properties totaling nearly 200 acres that included a former Kmart Shopping Plaza, a former United Telephone Office Building, and a vacant parcel.

Potential concepts and treatments will be evaluated against the impacts and outcomes of transportation and connectivity, heritage tourism, and implementation readiness. As part of the evaluation of implementation readiness, Michael Baker will provide cost estimates for each concept and/or phase and potential



funding sources. At a minimum, Michael Baker will evaluate our concepts against the following impacts and outcomes:

Transportation and Connectivity

- Accessibility to local communities and other transportation assets such as public transportation, regional highways, and other trail systems.
- Proximity to community resource uses such as schools, municipal government and recreational complexes, and major residential areas.
- Connections to local downtowns, commerce, and other economic development activity.
- Ability to provide connections for hiking, biking, and other forms of passive recreation, including camping, to the local communities.
- Provide a safe alternative for hiking and biking on various Municipal and County roadways that currently cannot accommodate all modes of transportation.

Heritage Tourism

- Proximity to historical, ecological, and other sites related to tourism destinations.
- Need for historic preservation.
- Proximity to lodging and other tourism facilities.
- Intermodal and regional transportation system access.
- Heritage Tourism Byways newly proposed or existing.
- Proximity to open space, scenic vistas, and recreational opportunities.

Implementation Readiness

- Potential environmentally sensitive areas
- Local support and need
- Cost and scale of improvements
- Any potential issues with ownership or permission to access sites and connectivity to existing or proposed trails
- Accessibility for maintenance and emergency access
- General safety and security

Additional impacts and outcomes to consider include, but are not limited to:

- Accessibility to socially vulnerable populations and Environmental Justice (EJ) communities
- Proximity to fresh foods and farmer's markets to eliminate the risk of a food desert
- Consider future conditions and impacts of climate change, such as sea-level rise and wildfire, that may alter future development.

- Opportunities to incorporate streetscape improvements, public art, green infrastructure, and agriculture to increase activity and enrich the environment.

TASK 5 DELIVERABLES:

- Detailed concept illustrations and corresponding cost estimate including:
 - Proposed greenway connectivity improvements, including proposed trails
 - Proposed roadway improvements, including signage improvements
 - Proposed ecological restoration areas
 - Proposed areas for recreation and ecotourism

TASK 6. COMMUNITY AND STAKEHOLDER OUTREACH

Michael Baker understands that a strong planning process and engagement plan is a key factor for the success of a project. Michael Baker has extensive experience facilitating public outreach efforts and community engagement for the development of a multi-jurisdictional plan. Ms. Dremluk has led over 250 municipal, county, and stakeholder meetings throughout New Jersey while leading the outreach portion of multiple county-level hazard mitigation plans. She is also a Hazard Mitigation Planning Manager on the FEMA Community Engagement and Risk Communication (CERC) contract which increases awareness and understanding of flood risks and the value of flood hazard mapping. Ms. Dremluk is equipped to meet with the Maurice River corridor communities and stakeholders to fully understand local issues and areas of concerns in evaluating the trail development and connectivity concepts.

TASK 6.A. ADVISORY COMMITTEE

Michael Baker will work alongside the SJTPO project manager to create an Advisory Committee comprising a Technical Committee and an Interagency Team. The Technical Committee will inform, provide guidance, and collaborate with the project team in the development of this study. The Interagency Team will work to advocate for implementation and provide the Michael Baker team a resource for local knowledge and information sharing. This Interagency Group will include, but not limited to local leaders in each of the primary focus municipalities,

civic groups, nonprofit and advocacy groups, regulatory agencies, local and County Planning Boards, historical groups, and tourism organizations. A list of potential municipal and county and regional stakeholders to engage for the Interagency Group is listed under Task 6.B.

Up to four (4) Advisory Committee meetings are anticipated. Advisory Committee members will be provided the draft review materials at least one week in advance of each meeting.

Advisory Committee Meeting 1: Introduction, Visioning, and Study Kickoff.

This meeting is envisioned as a working session to actively engage Committee members in the purpose and benefits of the Maurice River Study, lead an interactive discussion of a vision for the primary focus area, discuss the current state of tourism and recreation in the region, and brainstorm potential multimodal transportation and connectivity strategies. The Michael Baker team will also provide an overview of the Public Outreach Plan, ask for suggestions for focus group participants, and possible public meeting strategies and venues.

Advisory Committee Meeting 2: Existing Conditions, Opportunities, and Constraints

The Michael Baker team will present a summary overview of work completed to date, including the analysis of existing conditions (Task 2); fieldwork and collection data (Task 3); economic analysis (Task 4), and outcomes from the community engagement efforts (Task 6). Taken together, these elements provide existing conditions, opportunities, and constraints needed to create detailed illustrations of preliminary concept illustrations.

Advisory Committee Meeting 3: Review Preliminary Concepts

The team will present a summary overview of draft preliminary concepts (Task 5). Advisory Committee members will be provided the draft materials at least one week in advance of the meeting.

Advisory Committee Meeting 4: Present Final Study

The team will present a summary overview of the high-level planning recommendations as well as various implementation strategies for the Maurice River corridor. (Task 7). Advisory Committee members will be provided the draft materials at least one week in advance of the meeting and will have the opportunity to submit both written and in-person comments.

TASK 6.B. PUBLIC OUTREACH PLAN

Opportunities for stakeholder and public engagement will include both virtual and in-person options throughout the course of the Maurice River Corridor Study to directly engage stakeholders, identify and confirm connectivity

and mobility opportunities, and understand local issues and areas of concern. The Michael Baker team will work in collaboration with SJTPO and the Advisory Committee to develop a comprehensive Public Outreach Plan that will be used to build consensus on the opportunities and constraints relating to strategies outlined in this study. The Public Outreach Plan will provide a detailed timeline of public outreach activities and guidance on local stakeholder outreach and participation. The Plan will include specific emphasis on how public and stakeholder feedback will be integrated into the corridor concepts and overall study development.

FOCUS GROUPS

Michael Baker suggests hosting at least two (2) focus group sessions with stakeholders, with follow up interviews (if needed). The Michael Baker team will be responsible for preparing associated session materials and summaries. Focus group members will include stakeholders not included in the Interagency Team but can serve as a resource for the project team to fully understand local issues and areas of concern that can be vetted at a public open-house event.

The Michael Baker team will work with SJTPO on which stakeholders are appropriate to serve on the Interagency Team and which are appropriate to serve on the Focus Groups. A list of potential local (municipal and county) stakeholders and regional stakeholders are listed below:



Focus Group #1: Transportation & Connectivity

Targeted Participants: Transportation planners, roadway engineers, community health and wellness professionals.

Discussion Goals: Share information about strategies for increasing public access to open space and community assets, pedestrian and bikeway connectivity, traffic calming and safety, vehicular access, and enhancing overall circulation in the corridor.



Focus Group #2: Heritage Tourism

Targeted Participants: Business leaders, economic development officials, tourism/ecotourism industry representatives, historical organizations, environmental and sustainability experts, and open space/parks organizations.

Discussion Goals: Share information about emerging open space opportunities, tourism facilities and destinations, new industries, historic preservation efforts, and the local tax system and regulatory environment. Also discuss strategies for preserving and protecting natural, cultural, historic, and recreation resources, ecological restoration, and initiatives that promote sustainable economic development and resilient development.

Potential Local Stakeholders to Engage:

- Atlantic County Office of Land Acquisition
- Atlantic County Planning Advisory Board
- Agriculture Development Board
- Atlantic County Historian
- Atlantic County Improvement Authority
- Atlantic County Cultural and Heritage Advisory Board
- Atlantic County Parks & Environment Advisory Commission
- Atlantic County Emergency Management Advisory Board
- City of Millville Planning Board
- City of Millville Shade Tree Commission
- City of Millville Zoning Board of Adjustment
- City of Millville Board of Commissioners
- City of Vineland Planning Board
- City of Vineland Zoning Board of Adjustment
- City of Vineland Environmental Commission
- City of Vineland Recreation Commission
- City of Vineland Development Corporation
- City of Vineland Industrial Commission
- City of Vineland Council
- Commercial Township Committee
- Commercial Township Land Use Board
- Commercial Township Economic Commission
- Commercial Township Recreation Commission
- Cumberland County Recreation Commission
- Cumberland County Planning Board



Extensive community engagement efforts will inform Michael Baker's refinement of the high-level planning recommendations as well as various implementation strategies for the Maurice River corridor.

- Cumberland County Economic Development Board
- Cumberland County Board of Agriculture
- Cumberland County Agriculture Development Board
- Cumberland County Cultural & Heritage Commission
- Cumberland County Local Citizens Transportation Advisory Council
- Cumberland County Tourism Advisory Council
- Cumberland County South Jersey Economic Development District
- Cumberland County Office of Emergency Management
- Maurice River Township Recreation Committee
- Maurice River Township Land Use Board
- Maurice River Economic Development Committee
- Maurice River Township Heritage Society
- Maurice River Township Committee

Potential Regional Stakeholders to Engage:

- Citizens to Protect the Maurice River
- Delaware Valley Regional Planning Commission (DVRPC)
- New Jersey Audubon
- New Jersey Conservation Foundation
- The Nature Conservancy
- New Jersey Department of Environmental Protection (DEP) – Green Acres Program, Blue Acres
- New Jersey Pinelands Commission
- Pinelands Preservation Alliance
- Sustainable Jersey
- US Army Corp of Engineers (USACE) - Philadelphia District

PUBLIC MEETINGS

The Michael Baker team will lead each public meeting and be responsible for preparing and presenting study information including, but not limited to developing meeting agendas, PowerPoint presentations, resource packet materials, display maps, and graphics. County and Township staff will be responsible for scheduling, logistics, invitation letters, and announcements in coordination with the Michael Baker team.

Public Meeting #1 - Open House Event: Michael Baker will facilitate a public open-house event to solicit in-person input and educate the public about the Maurice River Corridor Study. Interpretation services will be provided for the Spanish-speaking public to ensure maximum levels of participation. The public information that will be translated includes, but not limited to, public notice of opportunities to provide input, any surveys or other tools developed to receive feedback, and basic information about the project. A minimum of two Michael Baker staff members will attend the open-house and interpretation services will be provided for Spanish translation at the open house. Interpretation services will be billed to the client as an "other direct cost" (ODC).

We envision the public open house to be interactive with a series of maps of the primary focus area where the public can write or use dots to write comments or suggestions for connectivity improvement, most liked places, least liked places, and traffic and pedestrian hotspots. Public feedback will be used to develop the detailed concept illustrations for trail development and connectivity in and along the Maurice River Corridor.

Public Meeting #2: Michael Baker will facilitate a public meeting prior to finalizing the Maurice River Corridor Study (Task 7) to gather final public feedback and input

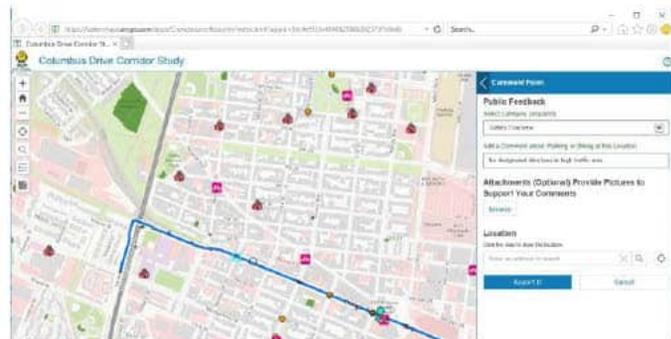
on the trail development and connectivity concepts along the Maurice River Corridor.

VIRTUAL PUBLIC ENGAGEMENT TOOLS

The Michael Baker team proposes a web-based outreach option for the convenience of those who prefer to participate online rather than in-person. We propose using the low-cost, easy to use WikiMapping crowdsourcing platform (wikimapping.com), to gather public input. WikiMapping enables users to annotate a study area map and provide comment on deficiencies, safety concerns, and opportunities for improvements.

WikiMapping is commonly used on many of the projects our team members have completed, including the recent WalkBikeHike Study which received more than 600 total WikiMap comments.

Online surveys also provide the opportunity to gather input over the course of the study without the need to attend a meeting or gather in a large group at a specific date, time, and location. The target audience would be community residents and businesses in the primary focus area and those who typically may not attend traditional public meetings including families, teens, people with busy work and travel schedules, and non-English speakers. The survey would be designed to take between five and seven minutes to maximize response rates and public input. Visual tools can be incorporated into the survey (either still images or short video clips) to gauge support for various types of trail development and connectivity concepts. It is anticipated that the SJTPO would assist with survey and WikiMap promotion with web links posted via social media and e-mail lists.



WikiMapping has been used successfully on several recent projects, including the WalkBikeHike Study, which received more than 600 total WikiMap comments.

TASK 7. CORRIDOR STUDY RECOMMENDATIONS AND FINAL PRODUCT

The Michael Baker team will produce a graphically illustrated report with a standalone executive summary that is translated into Spanish. The study will summarize the overall study process, the analysis of existing conditions, transportation and economic analysis, community and stakeholder outreach, concept illustrations, planning recommendations, and implementation strategies.

TASK 7.A. DRAFT STUDY

Michael Baker will submit a draft report to the SJTPO project manager for review and comments. Feedback from the SJTPO will be incorporated into the final study.

TASK 7.B. FINAL STUDY

The Michael Baker team will provide printed and bound copies of the final study to SJTPO staff for distribution to Atlantic County, Cumberland County, and the municipalities impacted, which will be determined by the study. Michael Baker will also produce a website-friendly version of the study to be posted online and transmitted digitally. At the conclusion of the study, Michael Baker will deliver all data collected in an editable form to SJTPO including GIS data and public outreach documentation.

TASK 6 DELIVERABLES:

- One (1) Public Outreach Plan with a detailed timeline of public outreach activities, guidance on local stakeholder outreach, and the strategy for incorporating feedback into the corridor concepts and the study.
- One (1) technical memorandum summarizing all feedback received and identified key opportunities and concerns.
- One (1) comprehensive list of contact information of all participants.

TASK 7 DELIVERABLES:

- Draft Study for review and comment.
- Printed and bound copies of the final study
- Standalone Executive Summary (translated into Spanish)
- Website-friendly version of the study
- All data collected in an editable form

STAFFING PLAN

Staff	Title	Hours per Task							Billable Rate*	Total Hours	Total Labor Cost
		1 - Coordination & Administrative Tasks	2 - Analysis of Existing Conditions	3 - Conduct Field Work & Collect Data	4 - Conduct Economic Analysis for the Corridor	5 - Develop & Summarize Preliminary Concepts	6 - Community & Stakeholder Outreach	7 - Corridor Study Recommendations & Final Product			
Prime Consultant: Michael Baker International, Inc.											
Brittany Dremluk	Project Manager										\$19,726.11
Jessica Jahre	Planning Project Manager										\$15,357.76
Anthony Durante	Senior Planner										\$13,421.80
Rebecca Lyne	Quality Manager										\$918.67
Christopher Stanford	Transportation Planning Manager										\$10,962.26
Hannah Clark	Community Planning Manager										\$16,781.54
Michael Baker Subtotal										\$77,168.14	
Subconsultant: RES Advisors (DBE)											
Elizabeth Beckett	President										\$11,772.60
Katharine Neuman	Associate										\$9,163.56
RES Advisors Subtotal										\$20,936.21	
Total Hours		60	44	44	156	140	92	120		656	\$98,104.35

*Billable Rate includes direct labor plus overhead.

Note: This Staffing Plan does not include the 10% fee. For this breakdown, please refer to Breakdown of All Other Charges page.

PROJECT SCHEDULE

Maurice River Corridor Study

Task	Detail	Month #	0 (NTP)	1	2	3	4	5	6	7	8	9	10	11	12	13
			Apr '23	May '23	Jun '23	Jul '23	Aug '23	Sep '23	Oct '23	Nov '23	Dec '23	Jan '24	Feb '24	Mar '24	Apr '24	May '24
1	COORDINATION AND ADMINISTRATIVE TASKS															
	Bi-weekly check-ins, meeting summaries, and materials		◆													
2	ANALYSIS OF EXISTING CONDITIONS															
	Literature Review (Existing Plans Summary)			◆												
	Existing Conditions, Opportunities, and Constraints Analysis				◆											
3	CONDUCT FIELD WORK AND COLLECT DATA															
	Desktop Connectivity Study															
	Field Work Days															
	Connectivity and Calming Strategies Memorandum															
4	CONDUCT ECONOMIC ANALYSIS FOR THE CORRIDOR															
	Economic Baseline							◆								
	Business Challenges and Current Incentive Assessments							◆								
5	DEVELOP AND SUMMARIZE PRELIMINARY CONCEPTS															
	Draft Concepts and Cost Estimates											◆				
	Revised Concepts and Cost Estimates														◆	
6	COMMUNITY AND STAKEHOLDER OUTREACH															
	Draft Public Outreach Plan		◆													
	Advisory Committee		●					●		●			●			
	Focus Groups				●											
	Public Meetings								●			●				
	Final Outreach Summary														◆	
7	CORRIDOR STUDY RECOMMENDATIONS AND FINAL PRODUCT															
	Preliminary Draft															◆
	Review and Revisions															
	Final Draft															◆

LEGEND

- Key meeting
- ◆ Deliverable

TOTAL COSTS BY TASK

Task	Total Cost
Task 1- Coordination and Administrative Tasks	\$9,264.22
Task 2- Analysis of Existing Conditions	\$5,335.17
Task 3 - Conduct Field Work and Collect Data	\$7,997.00
Task 4 - Conduct Economic Analysis for the Corridor*	\$20,936.16
Task 5 - Develop and Summarize Preliminary Concepts	\$21,806.41
Task 6 - Community and Stakeholder Outreach	\$14,339.46
Task 7 - Corridor Study Recommendations and Final Product	\$18,425.88
Total Cost	\$98,104.30

*RES (DBE) hours included in Task 4.

Note: This cost proposal does not include the 10% fee. For this breakdown, please refer to the next page.

Deliverable Assumptions: Six (6) existing conditions, opportunities, and constraints maps (Task 2 - Analysis of Existing Conditions) including Four (4) detailed concept illustrations and corresponding cost estimate (Task 5 - Develop and Summarize Preliminary Concepts)

BREAKDOWN OF OTHER COSTS

Michael Baker's billing procedures and rates follow NJDOT's determined overhead rate of 152.354 percent. **Total Project Cost is \$110,000.00.**

Labor Costs (*Personnel Services for Prime and Sub*)

Michael Baker Direct Labor	\$	30,579.32
Michael Baker Overhead at 152.354%	\$	46,588.82
RES Direct Labor (DBE)	\$	10,272.92
RES Overhead at 103.8% (DBE)	\$	10,663.29

Subtotal Labor	\$	98,104.35
----------------	----	-----------

Fixed Fee at 10% (<i>for both Prime and Sub</i>)	\$	9,810.43
--	----	----------

Non-Salary, Other Direct Expenses (ODC) (*for both Prime and Sub*)

Travel	\$	1,056.00
Printing and Reproduction	\$	959.00
Miscellaneous (postage, etc.)	\$	70.22

Subtotal Non-Salary Direct Expenses	\$	2,085.22
-------------------------------------	----	----------

TOTAL	\$	110,000.00
--------------	-----------	-------------------

RES (DBE)

DBE/ESBE Participation Sub-Total + ODCs + 10% fee	\$	23,700.00
* DBE/ESBE Participation, % of Total		21.5%

* Exceeds 13.23% Goal

SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION

RESOLUTION 2303-10: Approving the Selection of Michael Baker International as the Consultant for the Maurice River Corridor Study

WHEREAS, the South Jersey Transportation Planning Organization (SJTPO) is the Metropolitan Planning Organization (MPO) designated under Federal law for the southern region of New Jersey including Atlantic, Cape May, Cumberland, and Salem Counties; and

WHEREAS, the Fiscal Year 2023 SJTPO Unified Planning Work Program includes Federal Highway Administration planning funds for this project as 23/402 Maurice River Corridor Study; and

WHEREAS, the Notice of Availability of Requests was sent to approximately 249 contacts on November 30, 2022; and

WHEREAS, the Request for Proposal (RFP) announcement and supplementary materials were also posted on the publicly accessible SJTPO website and the State of New Jersey Business Opportunities website; and

WHEREAS, four (4) proposals were received; and

WHEREAS, the SJTPO Technical Advisory Committee approved the recommendation of the consultant selection committee consisting of Cumberland County, City of Vineland, Cape May County, Salem County, the New Jersey Office of Planning Advocacy, and SJTPO staff; and the committee reviewed the proposal and evaluated it according to SJTPO's published criteria; and

WHEREAS, the consultant selection committee recommends Michael Baker International in association with RES Advisors (DBE).

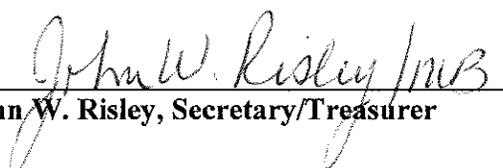
NOW THEREFORE BE IT RESOLVED, that the Policy Board of the South Jersey Transportation Planning Organization hereby approves the above selection for the Maurice River Corridor Study, with a maximum fee of \$110,000.00; and

BE IT FURTHER RESOLVED, that the Policy Board authorizes the Executive Director to execute the scope of work and cost modifications to the original contract amount, provided that funding is available and such modifications have been approved by the NJDOT and the SJTPO.

BE IT FURTHER RESOLVED, that the Policy Board requests that the South Jersey Transportation Authority execute the appropriate contractual arrangements with the consultant on behalf of the SJTPO.

Certification

I hereby certify that the foregoing is a correct and true copy of a resolution adopted by the Policy Board of the South Jersey Transportation Planning Organization at its meeting of March 27, 2023.


John W. Risley, Secretary/Treasurer