

REQUEST FOR PROPOSALS:

## **Regional Bicycle and Pedestrian Trail Network**

### **Communications & Marketing Plan**

Thursday, February 22, 2018



## **SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION**

782 South Brewster Road, Unit B6

Vineland, New Jersey 08361

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[www.sjtpo.org](http://www.sjtpo.org)

**LEONARD DESIDERIO, CHAIRMAN**

**JENNIFER MARANDINO, EXECUTIVE DIRECTOR**

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**SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION**  
**REQUEST FOR PROPOSALS**  
**REGIONAL BICYCLE AND PEDESTRIAN TRAIL NETWORK**  
**COMMUNICATIONS & MARKETING PLAN**

(To see a list of upcoming RFPs at SJTPO, go to [www.sjtpo.org/RFP/#upcoming](http://www.sjtpo.org/RFP/#upcoming).)

**I. INTRODUCTION**

**A. General**

The South Jersey Transportation Planning Organization (SJTPO) is soliciting proposals from qualified firms, or groups of firms, to develop and support the implementation of a strategic communications and marketing plan. This work is included in the SJTPO FY 2018 Unified Planning Work Program ([www.sjtpo.org/UPWP](http://www.sjtpo.org/UPWP)). Technical proposals must be prepared and submitted in accordance with the goals, requirements, format, and guidelines presented in this RFP document.

The SJTPO is the designated Metropolitan Planning Organization for Atlantic, Cape May, Cumberland, and Salem Counties. As such, the SJTPO has responsibility or oversight for all federally funded surface transportation planning activities in the region.

SJTPO is partnered with the Rails-to-Trails Conservancy who brings significant experience with regional trail initiatives to this effort. The Conservancy will work closely with SJTPO and the selected firm or firms on this effort and will review and advise on the process and work products.

**B. Submission**

Proposals are to be received no later than 5:00 P.M., prevailing time, on Tuesday, March 27, 2018. The SJTPO shall not be held responsible for timeliness of mail or messenger delivery. Submittals should be addressed to:

**Alan Huff, Program Manager – Safety Initiatives & Public Outreach**  
South Jersey Transportation Planning Organization  
782 South Brewster Road, Unit B6  
Vineland, New Jersey 08361

**Elements required in submission include:**

1. **Signed Cover Letter** that indicates review and acceptance of SJTPO Standard Contract Agreement boilerplate, or enumerates proposed changes thereto. (see Section I.E) [www.sjtpo.org/wp-content/uploads/2016/07/RFPSubcontractAgreement.pdf](http://www.sjtpo.org/wp-content/uploads/2016/07/RFPSubcontractAgreement.pdf)

2. **Technical Proposal** (*seven (7) hard copies and one (1) electronic copy*)
  - a. **Narrative** that reflects the requirements of the Scope of Work (see Section II)
    - A detailed approach to completing the work program
    - List and description of deliverables
    - Any issues or problems with requirements of the Scope
  - b. **Staffing Plan (see Exhibit D)** with dollar values (a detailed description of the work team key staff and estimated hours required on the project), including:
    - Staff name (if appropriate, see Exhibit D)
    - Company/organization
    - Job title
    - Person-hour requirements by task
    - Hourly rates
    - It should be clear which staff/firm(s) count towards the DBE/ESBE goal (see Section IV). In addition, the DBE/ESBE percentage should be clearly stated within this section.
  - c. **Project Schedule** – Indicating project milestones, deliverables, and key meetings using a Notice to Proceed as “Day 0.” Schedule should anticipate review time by other agencies and committees, but time allotments for work under the control of the consultant will be regarded as a commitment.
  - d. **Total Costs** of each task detailed in the scope of work.
  - e. **Breakdown of All Other Charges**, such as fringe benefit, overhead, profit, etc., yielding a total project cost.
  - f. **Organizational Chart** of firm or firms with brief description of their role in the project
  - g. **Firm Profile** – Description of the firm's facilities, number of offices, employees in each office, any special equipment, and other factors, (knowledge, skills, etc.) that may affect the delivery of the required services.
  - h. **Work History** – List of similar work, including name and telephone number of the clients, and a full description of the services provided by the firm.
  - i. **Resumes** of key professional staff included in the Staffing Plan, organized by firm
  - j. **DBE/ESBE Certificates** (see Section IV)
  - k. **Equal Employment Opportunity Statement** (see Section V)

The SJTPO reserves the right to reject any submission for failure to adhere to these goals and requirements or to accept any submission, which in its judgment will best serve its interest. All submitting firms grant to the SJTPO a non-exclusive right to use, or cause others to use, the contents of the submission for any purpose. All submissions will become the sole property of SJTPO. Subconsultants, subcontractors, and joint ventures are permitted for the purposes of this submission.

### C. Interpretations and Addenda

All questions, requests for interpretations and comments must be submitted in writing and received on or before Wednesday, March 14, 2018 and submitted to Alan Huff, Program Manager – Safety Initiatives & Public Outreach at the above address. Faxes (856-794-2549) and e-mails ([ahuff@sjtpo.org](mailto:ahuff@sjtpo.org)) are acceptable. Interpretations or clarifications in response to

questions or comments received by prospective proposers will be posted on the SJTPO website. Only written clarifications from SJTPO will be binding; oral and other interpretations or clarifications will be without legal effect.

**PLEASE CHECK THE SJTPO WEBSITE DURING THE RFP RESPONSE PERIOD FOR ADDENDA TO THE RFP, AND QUESTIONS AND ANSWERS.**

#### **D. Anticipated Consultant Selection Schedule**

- |                                |  |
|--------------------------------|--|
| 1. Questions about RFP Due     | Wednesday, March 14, 2018                    |
| 2. Answers about RFP Published | Friday, March 16, 2018                       |
| 3. Proposal Due Date           | Tuesday, March 27, 2018 by 5:00 pm           |
| 4. Consultant Interviews*      | Monday, April 23 – Wednesday, April 25, 2018 |
| 5. Policy Board Action         | Monday, May 21, 2018                         |
| 6. Notice to Proceed           | On or about mid-June 2018                    |
| 7. Project Completion Due      | Friday, March 29, 2019                       |

*\* (We may need to conduct interviews during the selection process. Please keep this week available.)*

#### **E. Contracting**

The contract with SJTPO will be executed via the South Jersey Transportation Authority (SJTA), the administrative host of the SJTPO. All provisions and requirements of the SJTA pertaining to contractual matters will be in effect. This project is funded by the Federal Highway Administration of the United States Department of Transportation. All proposals must include a signed cover letter that indicates review and acceptance of SJTPO Standard Contract Agreement boilerplate, or enumerates proposed changes thereto:

[www.sjtpo.org/wp-content/uploads/2016/07/RFPSubcontractAgreement.pdf](http://www.sjtpo.org/wp-content/uploads/2016/07/RFPSubcontractAgreement.pdf)

## **II. SCOPE OF WORK**

Proposals should explicitly address the full scope of the project as described within this section. SJTPO cannot ask firms for clarification if questions remain prior to scoring. Proposals, however, should detail any concerns which impact successful completion of the project as described herein or if additional innovations or alternative tasks are recommend to enhance the intended project scope.

#### **A. Background**

This effort is an initial step in the process to advance regional trails in the SJTPO region, which includes Atlantic, Cape May, Cumberland, and Salem counties in Southern New Jersey. This is consistent with the stated strategy in [Transportation Matters](#), to “Initiate and advance conversations among regional partners in the public, private, and nonprofit sectors to develop and implement a vision for a regional trail network to connect major attractions within the region and to neighboring regions.” This strategy is in support of the goal to “increase and enhance opportunities for travel and tourism.”

This effort seeks to take steps to advance regional trails, which have seen increased public support in recent years, while acknowledging that local jurisdictions have limited funds for projects that go beyond maintenance of the existing system. Ultimately, SJTPO seeks to develop a process and plan to allow local jurisdictions to capitalize on available resources to bolster local bicycle and pedestrian access, focused on facilities that provide the greatest regional benefit and access.

This consultant-led effort is modelled from, and will ultimately coordinate with, [The Circuit Trails](#), the highly successful regional trail system underway in the Delaware Valley Regional Planning Commission's (DVRPC's) Philadelphia metro area. This model calls for an initial step of creating and implementing a communications and marketing plan, which will include the conducting of market research; assessment of threats, weaknesses, opportunities, and strengths in the region for regional trails; branding; identification of stakeholders critical to the success of the process; will provide the tools to successfully communicate the opportunities to bring the public and stakeholders together towards a vision for a regional network; and work towards implementing that effort.

SJTPO's four-county region includes 68 municipalities and approximately 583,000 residents. SJTPO communities range from urban to rural with diverse backgrounds and viewpoints. SJTPO is unique among metropolitan planning organizations as it is not oriented around and identified with one central city, which presents challenges for a communication effort such as this. Successful proposals shall show an understanding of communication and marketing in a region such as ours.

## **B. Project Description and Objectives**

SJTPO is seeking professional consulting services to develop and support the implementation of a strategic marketing and communications plan. SJTPO's goal is to maximize the ability of the organization and our partners to advance trails across the region and thus improve the quality of life for our region's residents. A successful firm or group of firms will demonstrate a realistic, aggressive, hands-on approach to address foreseeable needs related to communication and marketing for this effort.

The primary deliverable around which this project is based is the creation of a comprehensive marketing and communications plan that will include priority messages and audiences (including personas), regional marketing opportunities, media relations approach and social media strategies. The plan will include action steps, timelines, and measurable goals and objectives. The plan should inform the development of a brand for the regional trails system.

Below is a list of items identified by SJTPO to guide firms in understanding SJTPO's needs for developing the Plan. Firms are highly encouraged to identify the needs inherent in the list below and propose additional elements, advise against elements, or propose proxies based on experience and expertise. Firms are also encouraged to submit questions to SJTPO if any clarification is needed, by March 14, 2018.

### **1. Evaluation of Current Landscape**

- a. SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) for trails across the region
  - i. Political landscape: support, or lack thereof, for trails

- ii. Resource limitations (lack of funds, staff, etc.) as pertains to the decision to focus efforts/resources elsewhere
  - iii. Interest and ability to reach the public and promote trails at the municipal, county, and regional levels
  - iv. Review internal operations and assets and, where applicable, recommend additional communication resources needed to meet campaign goals
  - v. Identification of partners in advancing trails
  - vi. Other elements, as identified by firms, to develop a complete picture of existing conditions as it pertains to communications
- b. Identify and prioritize markets and appropriate audiences for SJTPO, and partner agency, messaging

## **2. Communications Plan**

- a. Develop a five-year communications plan that can be implemented by SJTPO and that includes, but is not limited to:
- i. Developed as an easily digestible front-facing “roadmap” that outlines communications priorities and a detailed communications implementation plan, to include: (at a minimum)
    - 1. Overall campaign strategy, and approach to outreach
    - 2. Overarching recommendations for branded content, including approach to website content, direct mail and email distribution, frequency for outreach, etc.
    - 3. Core and supporting messages by prioritized audiences, as well as proposed calls to action
  - ii. Earned media recommendations that might include pitch approaches, story lines, proposed outlets/blogs, recommended bloggers/digital influencers, opportunistic messaging over the course of the campaign years
  - iii. Social media recommendations for social platforms, sample social content, recommended posting frequency, tracking and measurement
  - iv. A rapid response framework that provides guidance for opportunistic and/or contingency outreach
  - v. Influencer outreach recommendations to include local, regional, and national government outreach, including where and how best for management team members to participate in local meetings and advocacy events
- b. The Plan should broadly address regional trails and specifically address up to 5 strategic key gaps/projects and address how to bring their story to life

## **3. Brand Development**

- a. Develop a brand for regional trails in the SJTPO region that is high quality, polished, identifiable and includes, but is not limited to
- i. A name and tagline for the regional trail network
  - ii. A logo and design guidelines for the regional trail network
  - iii. Brand persona and voice
  - iv. Branded marketing and communications templates, such as PowerPoint template, electronic stationary package, social media graphics, etc.

Firms must identify deliverables and identify the process by which drafts are delivered to SJTPO and key partners (Rails-to-Trails Conservancy, counties, etc.) for review and comment, and establish a timeline for activities.

### C. Project Budget

The budget for this effort is \$90,021, with FHWA Planning funds, to be utilized as identified within SJTPO's FY 2018 UPWP ([www.sjtpo.org/upwp](http://www.sjtpo.org/upwp)).

### D. Schedule

We anticipate a Notice to Proceed on or about mid-June 2018 and the entire project must be completed by Friday, March 29, 2019.

## III. CONSULTANT SELECTION

SJTPO's consultant selection is a quality-driven selection process. This is based primarily on an assessment of the technical qualifications of responding firms. However, as a project that does not relate to a direct Planning or Engineering element, we have added consideration for value and cost to ensure that public dollars are being utilized in the wisest manner possible. A review committee will evaluate each proposal and may recommend firms to present additional information and appear for interviews; or, the proposal may be the sole basis for the selection.

Upon selection, SJTPO will negotiate a final price with the selected firm. Negotiations and award of the contract will be to the firms that provide the most advantageous proposals. If we cannot negotiate an acceptable contract with the selected firm, negotiations will be terminated and SJTPO will initiate discussions with the second ranked firm.

### LATE PROPOSALS WILL NOT BE EVALUATED.

The submission should be stapled or bound with no loose pages. The following criteria have been established to guide the evaluation of each consultant proposal with each criterion weighted as indicated below.

#### A. Technical Approach (Criterion weight: 30 percent)

1. Demonstrate a clear understanding of the effort and products required.
2. Explicit consideration of the features listed in Section II, *Scope of Work*.
3. Innovations or efficiencies to be used in completing the project with descriptions of how they add value to the project.
4. Demonstrate an ability to perform needed tasks and meet stated completion date.
5. Quality, clarity, thoroughness in addressing required tasks and submission guidelines.
6. Demonstrate the ability to complete project within the schedule stated in this document.

#### B. Value Given Stated Cost (Criterion weight: 30 percent)

1. Thoroughly addresses the full scope of the project as described within the RFP and includes cost.
2. Demonstrates a reasonable cost, particularly when evaluated against all of the elements included in the technical scope, demonstrating a great overall value to SJTPO.
3. Innovations proposed that add value for SJTPO or add efficiencies to the project can enhance this evaluation.

**C. Firm/Staff Qualifications** (Criterion weight: 30 percent)

1. Demonstrate successful experience of the firm or team (particularly recent) on similar projects.
2. Demonstrate expertise in specialized areas required for this project.
3. Firm(s) references submitted with proposal.
4. Availability of resources needed to successfully complete the project.
5. Staffing Plan demonstrates staff (particularly Project Manager) ability to successfully complete project.
6. Resumes demonstrate staff (particularly Project Manager) experience successfully implementing similar projects.

**D. DBE/ESBE Utilization** (Criterion weight: 10 percent)

1. DBE/ESBE firm must be explicitly identified. If a specific DBE/ESBE firm is not identified, a zero percent DBE/ESBE commitment will be assumed.
2. Staffing Plan clearly states the hours and specific tasks of DBE/ESBE staff as well as dollar figures for each and percent of total budget to be dedicated to DBE/ESBE firm(s).

Federal and State goals for DBE/ESBE participation must be addressed explicitly in the proposal. This is satisfied by stating the percentage of total project cost devoted to DBE/ESBE firm involvement in the Technical Proposal. See Section IV for definition of DBE/ESBE firms. Note: SJTPO utilizes the most recent NJDOT federally approved DBE/ESBE goal (effective 10/1/2016 through 9/30/2019), which is 12.44 percent.

The highest-ranking firms may be invited, at the option of SJTPO, to an interview to present relevant details of their proposals and introduce key staff.

The cost proposals must include a price and level of effort for the Scope of Work. All other charges, such as fringe benefit, overhead, profit, etc., must be identified, yielding a total project cost. Proposals and costs should address the full scope of the project as described within the RFP. Proposals, however, should detail any concerns which impact successful completion of the project as described herein or if additional innovations or alternative tasks are recommend to enhance the intended project scope. Cost proposals must include all tasks or alternatives discussed within the technical proposal. If applicable, multiple costs scenarios are acceptable.

**IV. DISADVANTAGED BUSINESS ENTERPRISE (DBE) AND EMERGING SMALL BUSINESS PARTICIPATION (ESBE)****A. General**

Regulations of the Department of Transportation relative to Non-Discrimination in Federally assisted projects of the Department of Transportation (49 CFR Part 21), is made part of the Agreement. In order to ensure The State of New Jersey Department of Transportation (NJDOT) achieves its federally mandated statewide DBE goal, SJTPO encourages the participation of Disadvantaged Business Enterprise (DBE) or Emerging Small Business Enterprise (ESBE), as defined below, in the performance of consultant contracts financed in whole or in part with federal funds.

1. **Disadvantaged Business Enterprise (DBE)** is defined in 49 CFR Part 26, as a small business concern (from Section 3 of the Small Business Act), which is:
  - a. At least 51 percent owned by one or more socially and economically disadvantaged' individuals, or in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more 'socially and economically disadvantaged' individuals, and
  - b. Whose management and daily business operations are controlled by one or more of the 'socially and economically disadvantaged' individuals who own it.

'Socially and economically disadvantaged' is defined as individuals who are citizens of the United States (or lawfully permanent residents) and who are: "Black Americans," "Hispanic Americans", "Native Americans," "Asian-Pacific Americans", "Asian-Indian Americans", "Women" (regardless of race, ethnicity, or origin); or "Other" disadvantaged pursuant to Section 8 of the Small Business Act).
2. **Emerging Small Business Enterprise (ESBE)** is defined as a firm that has met the following criteria and obtained small business certification as an ESBE by The State of New Jersey Department of Transportation:
  - a. A firm must meet the criteria for a small business as defined by the Small Business Administration in 13 CFR Part 121, which includes annual receipts from all revenues, including affiliate receipts which equates to the annual arithmetic average over the last 3 completed tax years, or by the number of employees.
  - b. The small business must be owned by individuals who do not exceed the personal net worth criteria established in 49 CFR Part 26, which is \$750,000. All appropriately certified DBEs fall into this definition due to their size.

## B. Policy

The CONTRACTOR agrees that DBE/ESBE firms shall have the maximum opportunity to participate in the performance of contracts and subcontracts financed in whole or in part with Federal funds provided under this Agreement, the CONTRACTOR and its subcontractors shall not discriminate on the basis of race, color, national origin or sex in the award and performance of USDOT-assisted contracts in accordance with 49 CFR Part 21. DBE requirements of 49 CFR Part 23 applies to this agreement. The SJTPO strongly encourages the use of DBE/ESBEs in all of its contractual efforts.

## C. Certified DBE/ESBE Firms

A list of certified ESBE firms is compiled and is effective for contracts on a per calendar year basis. Current guidance on DBE/ESBE is available on the website of the New Jersey Department of Transportation ([www.state.nj.us/transportation/business/civilrights](http://www.state.nj.us/transportation/business/civilrights)). Firms who wish to be considered for DBE/ESBE certification are encouraged to contact the NJDOT Office of Civil Rights directly for information on the certification process. Once a firm is certified, the federal portion of the dollar value of the contract or subcontract awarded to the

DBE/ESBE is generally counted toward the applicable DBE/ESBE goal. If state matching and/or non-matching funds are also awarded to a DBE/ESBE, the total dollar value of the DBE/ESBE contract or subcontract may also be counted toward the applicable DBE/ESBE goal.

There are only two lists that count towards meeting this DBE/ESBE goal. Firms should check these sites PRIOR TO submitting a proposal.

1. New Jersey ESBE: [www.nj.gov/transportation/business/civilrights/pdf/ESBEDirectory.pdf](http://www.nj.gov/transportation/business/civilrights/pdf/ESBEDirectory.pdf)
2. New Jersey DBE: [www.njucp.dbesystem.com](http://www.njucp.dbesystem.com)

There are some certifications that have similar requirements, such as MBE, SBE, or any similar certifications in another state – THESE DO NOT COUNT for this goal.

#### **D. Consultant Documentation**

If applicable, the Consultant must demonstrate sufficient reasonable efforts to meet the DBE/ESBE contract goals. Additionally, SJTPO has a long-standing commitment to maximize business opportunities available to DBE/ESBE firms. The consultant's contract is subject to all federal, state, and local laws, rules, and regulations, including but not limited to, non-discrimination in employment and affirmative action for equal employment opportunity. The consultant's contract obligates the consultant to aggressively pursue DBE/ESBEs for participation in the performance of contracts and subcontracts financed in whole or in part with Federal funds. The consultant cannot discriminate on the basis of race, color, national origin, or sex in the award and performance of federally assisted contracts. The consultant contract specifies the DBE/ESBE goal and the DBE/ESBE participation rate for that contract, if applicable. The prime consultant contract must document, in writing, all of the steps that led to any selection of the DBE/ESBE firm(s). Prior to the award of a consultant contract, the consultant must demonstrate sufficient reasonable efforts to utilize DBE/ESBE firms. SJTPO utilizes the most recent NJDOT federally approved DBE/ESBE goal (effective 10/1/2016 through 9/30/2019), which is 12.44 percent.

If, at any time a firm intends to subcontract or modify any portion of the work already under contract, or intends to purchase material or lease equipment not contemplated during the original preparation of the cost proposal, the firm must notify SJTPO in writing. If, as a result of any subcontract, modification, purchase order, or lease, the actual DBE/ESBE or participation rate for the consultant's contract is in danger of falling below the agreed upon DBE/ESBE participation, then a request must be made for a DBE/ESBE Goal Exemption Modification through SJTPO.

#### **V. EQUAL EMPLOYMENT OPPORTUNITY PROVISION**

- A.** Consultants and subconsultants shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of this contract.
- B.** All potential Consultants must demonstrate a commitment to the effective implementation of an affirmative action plan or policy on equal employment opportunity. The potential Consultant must insure equal employment opportunity to all persons and not discriminate against any employee or applicant for employment opportunity because of race, color, religion,

sex, national origin, physical disability, mental disorder, ancestry, marital status, criminal record, or political beliefs. The Consultant must uphold and operate in compliance with Executive Order 11246 and as amended in Executive Order 11375, Titles VI and VII of the Civil Rights Act of 1964, the Equal Employment Opportunity Act of 1972, and the Fair Employment Practices Act.

- C. In response to this Request for Qualifications/Request for Proposals, the Consultant should furnish a detailed statement relative to its Equal Employment Opportunity practices and any statistical employment information that it deems appropriate, relative to the composition of its work force or its subconsultants.

**VI. INSURANCE REQUIREMENTS**

- A. The Consultant shall carry and maintain in full force and effect for the duration of this contract, and any supplement thereto, appropriate insurance. The Consultant shall submit to the SJTPO, a Certificate of Insurance indicating the existence of the coverage required. Policies shall be issued by an insurance company authorized to do business in the State of New Jersey; and approved by the SJTA.
- B. Insurance similar to that required by the Consultant shall be provided by or on behalf of all subconsultants to cover its operation(s) performed under this contract, and include in all subcontracts. The Consultant shall not be issued the Notice to Proceed until evidence of the insurance coverage required has been received, reviewed, and accepted by the SJTPO.
- C. The insurance coverage under such policy or policies shall not be less than specified herein.

**1. Worker's Compensation and Employer's Liability:**

- a. Each Accident \$ 100,000
- b. Disease-Each Employer \$ 100,000
- c. Disease Policy Limit \$ 500,000

**2. Comprehensive General Liability:**

- a. Bodily Injury
  - Each Person \$ 250,000
  - Each Occurrence \$ 1,000,000
- b. Property Damage
  - Each Person \$ 1,000,000
  - Aggregate \$ 2,000,000

**3. Comprehensive Automobile Liability:**

- a. Bodily Injury
  - Each Person \$ 500,000
  - Each Occurrence \$ 1,000,000
- b. Property Damage
  - Each Occurrence \$ 250,000

**4. Professional Liability Insurance:**

- a. Claims made/aggregate \$ 1,000,000

**EXHIBIT A****P.L. 1975, C. 127 (N.J.A.C. 17:27)  
MANDATORY AFFIRMATIVE ACTION LANGUAGE****PROCUREMENT, PROFESSIONAL, AND SERVICES CONTRACTS**

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation. The contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause;

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation;

The contractor or subcontractor, where applicable, will send to each labor union or representative or workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment;

The contractor or subcontractor; where applicable, agrees to comply with the regulations promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time and the Americans with Disabilities Act;

The contractor or subcontractor agrees to attempt in good faith to employ minority and female workers consistent with the applicable county employment goals prescribed by N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time or in accordance with a binding determination of the applicable county employment goals determined by the Affirmative Action Office pursuant to N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time;

The contractor or subcontractor agrees to inform in writing appropriate recruitment agencies in the area, including employment agencies, placement bureaus, colleges, universities, labor unions, that it does not discriminate on the basis of age, creed, color, national origin, ancestry, marital status, sex,

affectional or sexual orientation, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices;

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions;

The contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation, and conform with the applicable employment goals, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions; and

The contractor and its subcontractors shall furnish such reports or other documents to the Affirmative Action Office as may be requested by the office from time to time in order to carry out the purpose of these regulations, and public agencies shall furnish such information as may be requested by the Affirmative Action Office for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code (NJAC 17:27)**.

**EXHIBIT B****NOTICE TO ALL BIDDERS  
SET-OFF FOR STATE TAX**

Please be advised that, pursuant to P.L. 1995, c.159, effective January 1, 1996, and notwithstanding any provision of the law to the contrary, whenever any taxpayer, partnership or S corporation under contract to provide goods or services or construction projects to the State of New Jersey or its agencies or instrumentalities, including the legislative and judicial branches of State government, is entitled to payment for those goods or services at the same time a taxpayer, partner or shareholder of that entity is indebted for any State tax, the Director of the Division of Taxation shall seek to set off that taxpayer's or shareholder's share of the payment due the taxpayer, partnership or S corporation. The amount set off shall not allow for the deduction of any expenses or other deductions, which might be attributable to the taxpayer, partner, or shareholder subject to set-off under this act.

The Director of the Division of Taxation shall give notice of the set-off to the taxpayer and provide an opportunity for a hearing within 30 days of such notice under the procedures for protests established under R.S. 54:49-18. No requests for conference, protest, or subsequent appeal to the Tax Court from any protest under this section shall stay the collection of the indebtedness. Interest that may be payable by the State, pursuant to P.L. 1987, c.184 (c.52:32-32 et seq.), to the taxpayer shall be stayed.

**EXHIBIT C**

**REQUIRED AFFIRMATIVE ACTION EVIDENCE FOR  
PROCUREMENT, PROFESSIONAL AND SERVICES CONTRACTS**

All successful vendors must submit one of the following within seven (7) days of the notice of intent to award:

- 1. A photocopy of their Federal Letter of Affirmative Action Plan Approval; OR
- 2. A photocopy of their Certificate of Employee Information Report; OR
- 3. A completed Affirmative Action Employee Information Report (AA302).

**PLEASE COMPLETE THE FOLLOWING QUESTIONNAIRE AS PART OF THE BID PACKAGE IN THE EVENT THAT YOU OR YOUR FIRM IS AWARDED THIS CONTRACT.**

- 1. Our company has a Federal Letter of Affirmative Action Plan Approval.  
Yes \_\_\_\_\_ No \_\_\_\_\_
- 2. Our company has a Certificate of Employee Information Report.  
Yes \_\_\_\_\_ No \_\_\_\_\_
- 3. Our company has neither of the above. Please send Form #AA302  
(AFFIRMATIVE ACTION EMPLOYEE INFORMATION REPORT)  
\_\_\_\_\_ Check here

**NOTE: This form will be sent only if your company is awarded the bid.**

I certify that the above information is correct to the best of my knowledge.

NAME: \_\_\_\_\_  
(Please type or print)

SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

PHONE: \_\_\_\_\_

FAX: \_\_\_\_\_

**EXHIBIT D**

**SAMPLE STAFFING PLAN IN PROPOSAL**

Staff Name	Title	Hours per Task								Billable Rate	Total Hours	Total Cost
		First task	Second task	Third task	Fourth task	Fifth task	Sixth task	Seventh task	Eighth task			
		1	2	3	4	5	6	7	8			
<b>Company 1</b>												
[Name]*	Project Manager	25	0	20	0	15	0	41	0	\$100	70	\$7,000
[Name]*	Planner 1	5	0	4	0	2	3	1	4	\$50	19	\$950
<b>Company 1 Subtotal</b>		<b>30</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>17</b>	<b>3</b>	<b>42</b>	<b>4</b>		<b>89</b>	<b>\$7,950</b>
<b>Company 2 (DBE Firm)</b>												
[Name]*	Technician 1	0	8	0	2	0	0	0	0	\$75	10	\$750
[Name]*	Technician 2	0	6	0	4	0	0	0	0	\$75	10	\$750
<b>Company 2 Subtotal</b>		<b>0</b>	<b>14</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>20</b>	<b>\$1,500</b>
<b>Sub-Total Hours</b>		<b>30</b>	<b>14</b>	<b>24</b>	<b>6</b>	<b>17</b>	<b>3</b>	<b>42</b>	<b>4</b>		<b>119</b>	<b>\$9,450</b>

\* Staff Name should generally be included; however, staff title may be substituted, where appropriate

**Note:** All titles, numbers, number of companies, etc. used in this table are illustrative only. The table is only used to show the types of information required in each Staffing Plan. Format may differ from the table shown above as long as it includes, at a minimum, the information shown above.



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**Date: Updated Monday, March 19, 2018, 9:30 am**

**To: Recipients**

**Re: Regional Bicycle & Pedestrian Trail Network - Communications & Marketing Plan  
Questions and Answers**

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**Any firms interested in submitting a proposal are encouraged to read this document in its entirety as it may contain useful clarifications or new information not mentioned in the original RFP based on questions asked.**

SJTPO received many questions that would be answered with similar information. To ensure answers were given consistently and to make questions and answers easy to follow, those questions have been grouped together with one answer given.

Due to the nature of some of the questions, which sought a great deal more information than SJTPO has for this effort, we just wanted to clarify that in this RFP we have attempted to indicate needs that we have and we are seeking the expertise of an experienced firm or group of firms to propose the appropriate approach to address the needs indicated in the RFP. Our current trail network is relatively small, with some good trail sections and a great deal of opportunity. Building on that opportunity is purpose of this and upcoming efforts.

**Q1. Is there a clean map of the existing Bike and Pedestrian ways? I found the map on [www.sjtpo.org/modes/](http://www.sjtpo.org/modes/) but it had a lot of proposed bikeways. Does this RFP cover only existing or existing and proposed bikeways? Where do I find the regional trails (much like the questions above) and 5 strategic key gaps/projects? I found the page [www.sjtpo.org/performance/](http://www.sjtpo.org/performance/)**

A1. We can provide the winning firm with a map of only existing trails if it is useful. However, our objective is to expand the existing network, which is currently small and disjointed. We would eventually like to see a build out of a much larger network; with the most probable locations for expansion to be determined by key stakeholders during this effort. Note that proposed trails on the map mentioned here, were identified individually and may or may not represent the final vision for a regional trail system. Five (5) strategic key gaps/projects will be identified from this process and overall this marketing will touch on not only the existing system, but the vision of the built-out regional system as well as the identified five (5) strategic key gaps/projects.

**Q2. Are we to locate the jurisdictions of the trails or will they be provided? I assume a jurisdiction means overseer of a particular trail, which could be a park office, municipality, or something else?**

A2. Trail owners in our region would include municipalities or counties. We should be able to provide the owners of existing trails, if needed. Please note the answer to Question 1 about the need to look at the whole system, both existing and proposed. The SWOT analysis should not be limited to existing trails and their owners, but should absolutely include all four of our counties regardless of trail ownership. In addition, it would be worthwhile to consider municipalities other than those who own trails in the SWOT analysis, as there are opportunities for trails all across the region. This municipal inclusion or the degree of municipal inclusion is dependent on how proposing firm(s) feel that resources allow for this and should indicate such in proposals.



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**Q3. Who will be administering the communication plan SJTPO or SJTA?**

A3. SJTPO will manage the project on a day-to-day basis and address all substantive or technical issues related to project deliverables. The contract with SJTPO will be executed via the South Jersey Transportation Authority (SJTA), the administrative host of the SJTPO. All provisions and requirements of the SJTA pertaining to contractual matters will be in effect. Invoices will be sent to SJTPO to be approved by the Project Manager and Executive Director before being sent by SJTPO to SJTA for payment.

**Q4. How many trails will be included and where will they be located?**

A4. Overall, the primary focus is on the whole system of existing and proposed facilities, see the answer to Question 1 for clarification. The 5 strategic key gaps/projects mentioned in the RFP are not yet identified.

**Q5. Are you expecting the scope of work (SWOT, 5-year communication plan, brand development) to be completed in the RFP response?**

A5. Proposals in response to this RFP should address how each of these will be completed within the time and budget indicated.

**Q6. The plan mentions several goals for the trails — recreational use, economic, transportation, etc. What is your goal for this project and what are the key outcomes (not deliverables) that you hope to achieve with this project? Is the goal of the trails to “increase and enhance opportunities for travel and tourism,” or are they primarily for local residents?**

A6. The system is intended to be for both residents and visitors alike. The goal referenced here is an overall goal from our regional transportation plan, *Transportation Matters*, which is taken from federal guidance. What we are trying to accomplish is to generate greater interest, excitement, support, appreciation for trails in the region with a positive but feasible set of messages to bring the public, local officials, and other potential stakeholders together to see regional trails advance to the betterment of local communities.

**Q7. What is meant by “greatest regional benefit and access” Who will determine what the greatest benefit is given competing benefits?**

A7. One purpose to establishing a regional trail network as opposed to separate entities working separately is the opportunity for connectivity across jurisdictions. That connectivity is what is being referred to here.

**Q8. What research do you have the trails, the populations that would or currently use them, or any other data or information that could be used for this project?**

A8. SJTPO has count data only from a single bicycle and pedestrian traffic counter on the Route 52 bridge in Ocean City, you can find a recent report of that data [here](#). We also have overall demographic data, but not data pertaining to users or potential users of trails in our region. It is possible that local counties or municipalities have data, particularly in shore areas.



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**Q9. So that we can recommend the appropriate tactics that can be implemented, what staff do you have in place for handling the marketing on an ongoing basis and what are their specific skills? What is the estimated marketing budget for the five-year period you are asking the communications plan to cover?**

A9. SJTPO has a dedicated staff member for SJTPO's overall public outreach and communication activities, who can receive assistance from other staff as needed, and we can identify funds for basic print materials in the future as needed. However, there is no dedicated budget for ongoing marketing at this time. SJTPO has access to Wordpress, the Adobe Creative Suite, Microsoft Office, MailChimp for email marketing, and utilizes social media. Firms are welcome to recommend other programs or tools that they feel are useful. However, firms should limit the recommended tools to those SJTPO already has access to and familiarity with or to tools with a low cost and low learning curve. Firms should understand that SJTPO does not have a large dedicated pool of staff nor a substantial budget for paid advertisements, etc. The plan should address how SJTPO with modest expense but meaningful messaging, can advance regional trails, with earned rather than a high degree of paid media.

**Q10. What is your budget for implementing the marketing, doing promotion, printing, and other costs outside of the budget for this RFP? What period of time does that budget cover?**

A10. The firm or firms are not being asked to absorb costs outside of the total budget of this RFP and there is no expectation for work after June 30, 2019. There is no specific budget identified for implementation by SJTPO or partners, including the Rails-to-Trails Conservancy or local governments. SJTPO has a dedicated staff member for public outreach and communication activities, can receive assistance from other staff as needed, and can identify funds for modest print materials in the future as needed.

**Q11. How did you determine the \$90,021 budget for this project?**

A11. This budget was determined based upon available funds and the scope was identified based upon those funds with the help of the Rails-to-Trails Conservancy.

**Q12. Do you have any specific expectations for how that budget is to be spent?**

A12. The \$90,021 budget is the maximum amount to be spent on the elements as described in the RFP. The specific breakdown for each task is to be determined by the proposing firm(s) as they feel are appropriate to address the needs described in the RFP as well as what has been clarified in this Q&A document.



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**Q13. The RFP notes that marketing firms must “identify deliverables and the process by which drafts are delivered to SJTPO and key partners for review and comment.” How many key partners do you envision? Who are those key partners? What is their level of involvement (input, review, approval, etc.)? Is there a board or stakeholder committee involved?**

A13. We will establish a stakeholder advisory group whose role will primarily be input and review. Approval will be done by SJTPO, but inclusion of input from partners will likely be necessary for approval. Based on experience with other recent efforts, it may be reasonable to plan for a monthly check-in with the full group, which may be by phone, in person, or other. This monthly check-in would at a minimum provide updates to the group and as needed could discuss direction, review and discuss materials, or provide any other benefit needed by the firm/SJTPO for the effort. The format of the check-in (in person, phone, video, etc.) should fit the need from the firm (status update, in-depth discussion, review logo, etc.). We can firm up membership in the advisory group, but we would envision it including the Rail-to-Trails Conservancy, Cross County Connection, and our four counties. In addition, we would likely invite NJDOT Bicycle and Pedestrian Programs to participate, but we do not know their availability at this time and select municipalities may also be appropriate.

**Q14. Can you please clarify the respective roles of the SJTPO and the Rails-to-Trails Conservancy? What is the Conservancy’s role in the project? Do they have the authority to veto ideas? Is their approval of plans and concepts needed? Can you clarify what is meant by the Conservancy will “review and advise on the process and work products”? How involved will they be? (are the involved in every meeting, just seeing key deliverables, etc.)?**

A14. As SJTPO is funding this effort, we are the primary client on this effort. While the final approval is at the discretion of SJTPO, we have a great appreciation for the experience and respect for the opinions expressed by the Conservancy staff and in the interests of advancing regional trails, would want to work to see their views reflected in the work being done to the best of our abilities as long as it does not conflict with what SJTPO feels would be the interests of our subregions and the residents of our region. As a member of the Stakeholder Advisory Group (see our answer to Question 13) SJTPO will try to include the Conservancy in all major meetings and seek their input as often as is feasible.

**Q15. Who will we be working with? How big is your team? Will all those people be present at all meetings, or will additional meetings be needed to bring others up to speed if they have not been in the meeting? How many dedicated people will be working on the project?**

A15. While there will be coordination with other partners, the consultant will answer directly to SJTPO. SJTPO is a small organization and will generally have two people directly who will be heavily involved on this project. This will include Alan Huff, who will serve as Project Manager and Melissa Melora, SJTPO’s Public Outreach Planner. See Question 13 regarding an overall “team.” However, SJTPO will work to ensure that the firm is not asked to accommodate regularly updating parties who cannot attend meetings beyond sending email updates or follow-up emails to document meetings.



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**Q16. Will meetings be in person or the phone? Is there an expectation of having in-person meetings? If so, how many, or how often?**

A16. That is at the discretion of the proposing firm based upon their experience and what they see as the needs of this project. Kick off meetings are typically conducted in person, but that is not a requirement. As there will likely be times when discussion or review of visual information is needed by the full stakeholder advisory group, firms not proposing in-person meetings should address how to ensure that meetings are engaging and collaborative when necessary. Information relevant to this question is also included in the answer to Question 13.

That said firms must submit a status update via email on a bi-weekly basis to the SJTPO Project Manager. The status updates should describe tasks completed in 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 stakeholders in the coming weeks.

**Q17. Does the marketing firm have to be in New Jersey to be considered for this project? Do you have a preference for a marketing firm based in New Jersey? If so, to what degree will that be taken into account?**

A17. No, the firm does not have to be located in New Jersey and there will be no preference given to one firm over another based on the location of the firm.

**Q18. What specifically will it take to achieve your objective “to advance trails”? Do you need government funding, private funding or just public support at this point?**

A18. Realistically, all three would be important in maximizing the success of a regional trails system in the region. While we currently has access to a small pool of federal funds for trails through the Transportation Improvement Program (TAP), the goal would be to ultimately identify other funding and regionally prioritize projects that contribute to the regional system for funding, while generating interest at all levels to advance projects.

**Q19. Is there a five-year objective stated in terms of trail miles to be completed or some other metric?**

A19. There is not, the firm is encouraged to make recommendations, such as adopting a benchmark like this, then SJTPO working with its partners can work towards developing this or other elements recommended by the firm.

**Q20. Are there organized trail groups in the 68 municipalities and if so, how many are there? Will we have access to them and to their members/constituents for the research phase, especially?**

A20. SJTPO is aware of statewide trail advocacy groups, however they are not as active in our part of South Jersey and we also know of at least one social riding group, but is not aware of any bicycling advocacy groups in the SJTPO region. It is possible that counties or municipalities know of smaller groups, perhaps within specific communities, firms are encouraged to identify those groups and are welcome to reach out to them during the process.



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**Q21. Do you have existing lists/contact information for supporters beyond the trail groups that could be used in the research phase?**

A21. No, not at this time, but SJTPO welcomes help in identifying any relevant stakeholders such as these. Further, this is a good element to consider discussing in a SWOT analysis, the presence or lack of bicycle advocacy groups and opportunities to create them.

**Q22. Can you characterize your current relationship with the Circuit Trails? Is there an advisory relationship or any kind of formal relationship between the two trail networks?**

A22. As a metropolitan planning organization, SJTPO has a strong relationship with neighboring DVRPC, however there has never been any formal coordination between the two MPOs on their efforts with the Circuit Trails specifically. We welcome discussion on opportunities, and would absolutely hope to coordinate more in the future, however, the intent is for a system in the SJTPO region to maintain its own identity while physically linking with the Circuit to the greatest extent possible.

**Q23. Can you share the top 5 audiences/market segments/or even specific individuals who you consider to be most critical to your work, especially as SJTPO seeks to develop and implement a vision for the trail network?**

A23. This is something that SJTPO would expect firms to address. Historically, due to our nature and structure, SJTPO has worked most closely with the state department of transportation, local county governments as well as the cities of Vineland and Atlantic City as well as other governmental entities such as Cross County Connection, the South Jersey Economic Development District, etc. As a result our connection to groups or individuals who are likely important to this effort may be limited and we may not be aware of who the best groups or individuals are to target.

**Q24. Are LGBTQ-owned businesses considered disadvantaged under Section 8 of the Small Business Administration Act?**

A24. The Disadvantaged Business Enterprise (DBE) and Emerging Small Business Enterprise (ESBE) designations are handled at the state level. Firms seeking credit for DBE or ESBE status would need to be certified as such by the State of New Jersey. There is language on pages 9-11 in the RFP with more specifics about what conditions must be met. Firms who wish to be considered for DBE/ESBE certification are encouraged to contact the NJDOT Office of Civil Rights directly for information on the certification process. You can also find more information on their website ([www.state.nj.us/transportation/business/civilrights/](http://www.state.nj.us/transportation/business/civilrights/)).

**Q25. Our interpretation of the RFP is that you are seeking market research, branding work, and a full communications plan that provides a 5-year view/guide for implementation. The scope of work per this RFP stops short of implementing the communications plan – is that correct?**

A25. That is correct.



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**Q26.** Can you please clarify what you mean by the “total costs” of each task (item d in the Technical Proposal)? Is this just labor dollars or should this be inclusive of overhead, direct costs, etc.?

**A26.** Total costs for each task would identify labor, overhead, direct costs, etc. and give a total cost for each task.