

SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION

ITEM 2305-19: Approving the Selection of Stantec Consulting Services, Inc. as the Consultant for the Scenario Planning for RTP 2050

PROPOSAL

At its May 8, 2023 meeting, the Technical Advisory Committee recommended that the Policy Board approve the selection of Stantec Consulting Services, Inc., in association with Stokes Creative Group, Inc., as the DBE/ESBE for the SJTPO Scenario Planning for RTP 2050 technical study.

BACKGROUND

This scenario planning effort will allow SJTPO to conduct scenario planning for the development of the next long-range transportation plan, to better inform decisions, especially given the potential impacts of climate change in the SJTPO region. The impetus for the effort stems from a recommendation from FHWA as part of its review of the last long-range regional transportation plan.

The RFP for this project was originally released on February 9, 2023, and updated on March 6, with digital proposals due March 23, 2023. The Notice of Availability of Requests was sent to approximately 273 firms.

Despite the open and competitive process, only one proposal was received from Stantec Consulting Services, Inc., in association with Stokes Creative Group, Inc. The TAC-designated Consultant Selection Committee, consisting of SJTPO staff, Cape May County, the City of Vineland, Cumberland County, and the NJ Office of Planning Advocacy, reviewed the proposal and wished to conduct an interview with the consultant team to address issues related to the evaluation of scenarios, the experience of the project team, and the cost differential between the two public outreach options.

After the interview, the TAC-designated Consultant Selection Committee was confident in the technical ability of the prime, but still had lingering questions related to public outreach and the cost of the overall work. After successful negotiations, the final scope of work was found to be acceptable with a total project cost of \$139,865.86 and DBE/ESBE participation of 13.65%, meeting the DBE/ESBE goal of 13.23%. The project has an anticipated completion date of late May 2024.

The project will be funded from Task 24/402 RTP 2050 Update Scenario Planning, which initially contemplated a budget of \$100,000. Additional funds will be available with the reprogramming of resources from the closeout of a federal project within SJTPO's FY 2022 UPWP.

**STANTEC CONSULTING SERVICES INC.**

475 5th Avenue, 12th Floor
New York, NY 10017

March 23, 2023

**SOUTH JERSEY TRANSPORTATION
PLANNING ORGANIZATION**

**ATTN: David Heller, Program Manager
Systems Performance & Subregional Program**

782 South Brewster Road, Unit B6
Vineland, NJ 08361

RE: SCENARIO PLANNING FOR RTP 2050

Request for Proposals

Dear Mr. Heller,

Stantec Consulting Services Inc. (Stantec) is pleased to submit the following proposal for Scenario Planning for RTP 2050. As demonstrated by the enclosed material, the Stantec team has extensive experience in transportation planning and supporting the development of community-orientated transportation plans for future growth.

In Stantec's Transportation Planning practice, we take our promise to design with community in mind straight to the heart. Whether we're envisioning a vibrant multi-modal complete street or building a travel demand model, we balance the needs of today with a passion for the future. Our engineers, planners and modelers benefit from our unique, collaborative in-house practice approach that integrates leaders in engineering and mobility to provide a broader perspective on transportation planning with community-led goals and aspirations.

As our proposal will demonstrate, our team brings a breadth and depth of experience partnering with organizations to plan for the future in a way that considers equity, sustainability and resiliency. We work closely with stakeholders and the community to really understand needs and develop metrics and forward-thinking plans and models that capture the climate of opportunity. We recognize that a comprehensive transportation plan can maximize the potential of existing and future trends, spurring economic development.

To broaden our team's strengths, Stantec has retained Stokes Creative Group, Inc. (Stokes), a certified DBE firm, for stakeholder engagement. Stokes facilitates productive engagement through responsive and clear communication, leveraging expertise along with cutting-edge technology to bring the vision and intention of projects to life. Stantec has successfully worked with Stokes in the past, and we are committed to meet the DBE goal for this project.

We would like to emphasize several distinguishing characteristics of our team as you review our qualifications:

- ▶ We bring a balanced approach to meeting the functional requirements of scenario planning and community outreach, as evidenced by our team organization.
- ▶ We have considerable planning experience and a passionate team of engineers, modelers and community engagement specialists committed to ushering in a more equitable mobility future.
- ▶ We bring national expertise in modeling and mobility and are rooted locally with significant experience in New Jersey including work for the NJTPA, NJDOT, NJ TRANSIT, and other New Jersey counties.

We are excited about this opportunity and look forward to working with you and the SJTPO to help craft transportation planning in South Jersey. Enclosed for your review are our Exceptions to the Agreement. Please do not hesitate to contact either of us if you have questions or wish to discuss further.

Regards,

Stantec Consulting Services Inc.

Pamela Bailey-Campbell

PAMELA BAILEY-CAMPBELL

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Emily Raque

EMILY RAQUE, EIT

Project Manager
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We have reviewed your proposed RFP/contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract with you.

Exceptions to the Agreement proposed by Stantec

1. Please revise Article 4(O)(4) as follows: “by **either party** in the event the **other party** fails to perform its obligations under this Agreement.” **Reason:** The Subcontractor should be given a right to terminate the agreement in case of breach by SJTPO of its obligations.
2. Please revise Article 4(R) (Indemnification) as follows: **Reason:** The current indemnity provisions are too broad.

“The Subcontractor hereby agrees to and shall **defend**, indemnify, **protect** and save harmless (**but not defend**) the Contractor and the SJTPO, its or their **agents**, servants, and employees, from and against all suits, **claims**, losses, demands or **direct** damages to the extent arising out of **or-claimed to arise out of** the negligent acts, errors or omissions or intentional acts or omissions of the Subcontractor, its agents, servants, employees and subcontractors, of its obligation pursuant to this Subcontract Agreement or any breach of any of its representations, warranties or covenants set forth herein. The Subcontractor shall, at its own expense, pay all **reasonable** charges for attorneys and all costs and other expenses arising from any such suit **or-claim** incurred in connection therewith. If any judgment shall be rendered against the Contractor and/or the SJTPO for which indemnification is provided under this paragraph, the Subcontractor shall, at its own expense, satisfy and discharge the same. This indemnification obligation is not limited by but is in addition to the insurance obligations contained in this Subcontract Agreement. This Indemnification section shall survive the termination and/or completion of this Agreement.”

3. Please add Limitation of Liability and mutual waiver of consequential damages provisions as follows: **Reason:** From a risk management perspective, our liability needs to be in proportion to the services we are providing. Otherwise, we are potentially exposed to liability that may far exceed our fees and is significantly greater than is reasonable.

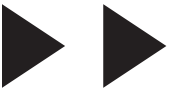
“The total amount of all claims the Contractor may have against the Subcontractor under this Subcontract Agreement or arising from the performance or non-performance of the services under any theory of law, including but not limited to claims for negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the lesser of the fees or \$200,000. As the Contractor's sole and exclusive remedy under this Subcontract Agreement any claim, demand or suit shall be directed and/or asserted only against the Subcontractor and not against any of the Subcontractor's employees, officers or directors.

Neither the Contractor nor the Subcontractor shall be liable to the other or shall make any claim for any incidental, indirect or consequential damages arising out of or connected to this Subcontract Agreement or the performance of the services on this Project. This mutual waiver includes, but is not limited to, damages related to loss of use, loss of profits, loss of income, unrealized energy savings, diminution of property value or loss of reimbursement or credits from governmental or other agencies.”

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TECHNICAL

PROPOSAL



SCOPE OF WORK

WHY STANTEC

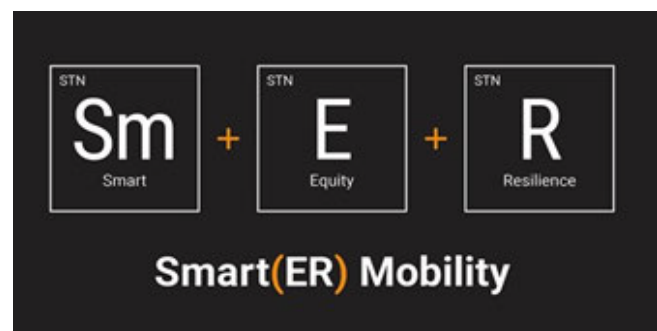
At Stantec, we design with community in mind. Our Project Team includes staff that have been active members of the communities of New Jersey for over two decades through our on-going work for the New Jersey Department of Transportation (NJDOT) as well as the North Jersey Transportation Planning Authority (NJTPA). Stantec staff have incorporated a number of enhancements to NJDOT's statewide travel demand model, which includes the SJTPO region. As such, we have coordinated with the SJTPO planning group to receive, review and incorporate model output from the South Jersey Travel Demand Model (SJTDM) into the statewide model. This prior hands-on experience has primed the Project Team for application of the SJTDM for this planning process, requiring minimal time to familiarize with the model and its parameters.

The senior modeling experts on the Project Team, David Schellinger and Markus Kusuma, developed the official travel demand model for NJTPA, the North Jersey Regional Travel Model – Enhanced (NJRTM-E), over two decades ago and are currently leading the latest revalidation effort of the model. As part of this work, the Project Team has met with the NJTPA's Technical Advisory Committee numerous times and have the experience and understanding of the operations of advisory committees. The Project Team also supports the NJTPA in the biennial regional air quality conformity assessment using the NJRTM-E, including active and successful engagement with the NJTPA's Interagency Consultation Group (ICG) members which includes SJTPO staff.

When the COVID-19 pandemic disrupted transportation systems and travel behaviors across the country, our team of transportation engineers and planners developed creative, data-driven methodologies to assessing the near- and long-term effects of these disruptions. Due to variations of responses by region, based on the unique features of their economies and local safety mandates, the Project Team conducted extensive research and analysis to develop customized scenarios of future traffic growth in each region, including varying assumptions for the rate of recovery.

The Stantec Smart(ER) Mobility team will bring multi-discipline experience and diverse perspectives to this project. The Smart(ER) Mobility approach is grounded in the reality that harnessing the power of innovation and realizing an equitable and resilient (the 'ER' in Smart(ER)) mobility ecosystem requires a long-term outlook combined with an action plan to achieve the desired outcomes. Our innovation and implementation focused approach to projects includes the solution-minded consideration of emerging technologies such as zero emission vehicles/charging infrastructure, dynamic curbside management, mobility as a service, and connected/automated vehicles. Electric vehicles and other zero emission technologies alone are having vast impacts on the investments for transit agencies as well as the need to

create viable public charging infrastructure networks. We have extensive modeling tools that we are using to help public agencies plan for and implement these solutions including zero emission transition plans. Other important areas include public realm conditions to accommodate the needs of the growing shared mobility approaches including microtransit/ridesharing plus other growing mobility forms such as e-scooters, e-bikes, as well as safe and convenient bicycle and pedestrian infrastructure that enhances connections to transit. This includes the focus on new concepts like mobility hubs to promote first/last mile connections and reducing dependence on car ownership through the continued integration of on-demand solutions into the transportation system.



TASK 1: COORDINATION AND ADMINISTRATIVE TASKS

Stantec project managers follow an ISO9001 certified framework focused on safety, continuous improvement, risk management, and quality control. Emily Raque will provide oversight and overall project management for the Project Team, reviewing processes, invoicing, providing progress reports, and maintaining schedules and timelines. She will be supported by Shalini Dasigi, who will serve as Deputy Project Manager.

Stantec believes that regular coordination and communication with clients is important as part of its project management plan. Accordingly, bi-weekly updates via email will be provided to appraise SJTPO staff of 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 SJTPO or other stakeholders in the coming weeks. Updates will also note the status of DBE/ESBE firm in achieving its goal and highlight any concerns about achieving that goal as soon as it becomes apparent.

To provide these updates, Emily and Shalini will schedule 30-minute virtual meeting check-ins with applicable SJTPO staff every four weeks and send email updates at the two-week midpoint between each virtual meeting. If a virtual meeting is determined to not be needed, the meeting can be cancelled, and an email sent in lieu. Agendas for these meetings will be circulated at least one day in advance.

All communications between the Project Team and SJTPO will be documented and provided to SJTPO. Meetings will have formal meeting minutes prepared, whereas phone conversations will have a follow-up email summarizing talking points and decisions made. These will generally be provided to SJTPO within three business days.

Following the virtual project kickoff meeting, a detailed work plan and schedule will be developed to be reviewed with the Project Team—including both SJTPO staff and the subconsultant—to ensure that everyone is aligned on key deliverables, scope expectations, due dates, and task milestones. This work plan will also confirm the objectives and goals for the project. This work plan will be updated and provided to SJTPO as needed throughout the project.

Separately, the Stantec Project Manager will develop an Engagement Plan in consultation with SJTPO based on the public outreach and engagement scope of work described under Tasks 2 & 3 below. This plan will ensure a strategic and coordinated approach to achieving SJTPO's goals for this project and beyond. This will include defining a “branded” title for the project and graphical “look” to provide recognizability across different platforms and efforts while engaging with the public. A critical element of this process is developing a plan that uses multiple strategies to engage and receive meaningful feedback from the community. We will work closely with SJTPO to develop the elements of the Engagement Plan along with the implementation and action strategy. The Engagement Plan will identify roles and responsibilities for each task identified in the Plan; responsibilities will be shared between SJTPO and the Stantec Team. Generally, Stantec will be responsible for providing guidance and content while SJTPO will be responsible for posting content.

Stantec will lead the development of the Engagement Plan while soliciting feedback from both Stokes and SJTPO to ensure there is buy-in by all parties on their roles moving forward and to the Engagement Plan as a whole.

DELIVERABLES

► Deliverable 1.a

Bi-weekly emails: The consultant will provide updates to SJTPO's project manager on a bi-weekly basis as described above.

► Deliverable 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 business days.

► Deliverable 1.c

Project Schedule: Provide an updated schedule, as needed, with expected meeting dates, task completion dates, and meeting schedule.

► Deliverable 1.d

Work Plans: A draft and final version of the project work plan as well as a separate Engagement Plan developed in

coordination with SJTPO. Due on or before Friday, July 28, 2023.

TASK 2: CREATION OF A STAKEHOLDER ADVISORY COMMITTEE

Stokes and Stantec will assist SJTPO with identifying individuals to form a diverse, equitable, and inclusive Stakeholder Advisory Committee (SAC) that is representative of the South Jersey region including local colleges, business community members, local chambers of commerce, and non-profit and/or faith-based organizations in addition to the existing TAC members. It is intended that all stakeholder advisory committee members will have a vested interest in the community and the region. Active engagement of the SAC members is an opportunity for SJTPO to hear as many voices as possible and guide them in ensuring an inclusive and equitable decision-making process. The starting point will be stakeholder candidates that SJTPO considers essential for the project. The Stantec team will work with SJTPO to identify additional options for SAC members needed to complete the committee.

When considering prospective members, Stantec recommends adopting a strategic approach to ensure there is diverse representation across geographies, age groups, ethnicities, disability status, and household income. In addition to providing useful input and unique perspective to the decision-making process, the SAC members will be the vital link connecting SJTPO with the residents of their jurisdiction more broadly. As liaisons between SJTPO and the public, the SAC members' reach can be harnessed to communicate with and engage more residents of the region in this scenario planning process. As an example, a representative of educational institutions like universities or community colleges could help distribute a survey to their staff and students to elicit input on future scenarios of interest.

A key challenge to establishing the SAC will be to motivate members of the community to engage. It will be critical to help them understand the goals of the scenario planning process and how it impacts their long-term future in the region, as residents, employees, and employers. A one-page factsheet, highlighting the goals of the scenario planning process and the long-term vision of the SJTPO for their region, would be distributed to the stakeholders along with initial communication inviting them to join the SAC. This fact sheet would focus on graphically displaying key elements in an easy-to-understand way, rather than a lot of text. We will also customize the SAC invitation emails to the interests of each stakeholder. We will communicate why their organization is being invited to participate, the benefits this project will see from their participation, and the reasons they have a vested interest in this process. The fact sheet as well as the invitation emails will be prepared as drafts and shared with SJTPO staff for comments and input before distributing to the prospective SAC members.

We believe inviting prospective members to attend a virtual meet-and-greet with the SJTPO staff to learn more about the

project goals and how this planning process benefits their interests before they fully commit to being SAC members will help build interest. This will allow hesitant stakeholders to interact and gain more information before committing to SAC membership. It will also be critical to describe a process that maximizes their input while minimizing their time investment. This is likely to increase SAC membership acceptance, while also building relationships with stakeholders even if they don't commit to joining the SAC for this project. This will also strengthen the relationship and commitment of the SAC members before the first TAC meeting and introduce the project-specific SAC members to the TAC members.

In addition to supporting this scenario planning exercise, this process aims to set the foundation for a long-term relationship between SJTPO and their key stakeholders that extends beyond this scenario planning process and into the future while also creating a vested interest in this process that will assist in dissemination of the survey and garnering broader public involvement.

Stantec will direct the SAC formation effort while leveraging Stokes' contacts and connections to local organizations. Stantec will also rely on Stokes' experience communicating with and knowledge about these organizations to write the customized SAC invitations.

DELIVERABLES

- ▶ **Deliverable 2.a**
List and contact information of stakeholder advisory committee members. List due on or before Friday, September 1, 2023
- ▶ **Deliverable 2.b**
SAC invitation graphic fact sheet.
- ▶ **Deliverable 2.c**
SAC invitation emails tailored to recipients.
- ▶ **Deliverable 2.d**
SAC invitees and TAC member virtual meet-and-greet with SJTPO. To be held mid-August 2023. The exact date and time shall be decided based on consultation with SJTPO staff.
- ▶ **Deliverable 2.e**
Materials for SAC/TAC virtual meet-and-greet with SJTPO

TASK 3: FORMULATION OF POSSIBLE SCENARIOS

The formulation of scenarios is at the core of a scenario planning process. This is the first step in the process, where a range of possibilities would be identified, deliberated and organized into a multi-dimensional framework and developed into a scenario. Each scenario will be defined in a way that provides the most value to SJTPO and their stakeholders. Stantec proposes a multi-step approach to formulating the preliminary set of scenarios, as discussed below in detail.

STEP 1 - ESTABLISH SCENARIO PLANNING GOALS

With so many variables in the future, the number of possible outcomes is countless. Before defining and evaluating scenarios, it is critical to first establish a set of key goals of the SJTPO for this scenario planning process. Defining clear goals will ensure process efficiency by prioritizing the outcomes of most value to SJTPO. The Project Team will utilize the SJTPO's extensive base of local knowledge to fully understand their vision and potential obstacles to achieving them. Stantec will engage SJTPO's partners in this initial goal-setting process. The SJTPO has already identified ten goals in the current RTP 2050, highlighting accessibility and mobility as the top concern of the region's residents, which can serve as the basis for setting scenario planning goals. To simplify the scenario development process, Stantec recommends establishing no more than three primary goals. Some examples of the types of primary scenario planning goals that might be considered would include enhancing climate change resilience, reduction of greenhouse gas GHG emissions, and equitable transportation for all. Some goals, such as mitigating climate change impacts, are particularly relevant to SJTPO, as its region has an extensive number of coastal areas along the Atlantic Ocean and Delaware Bay. Once goals of the project are defined, Stantec will begin the process of formulating scenarios that align closely with these goals.

STEP 2 - FORMULATE SCENARIOS

A future scenario may be designed to assess the impact of a single variable or the complex interaction of several variables. But first, it is important to define and perform a thorough review of the key variables that could impact future transportation needs, including climate change, changing demographics and economy of the region, increasing emphasis on equity in transportation, emerging technologies like electric vehicles or connected/autonomous vehicles, local economic conditions, etc. The Project Team will convene an internal team of subject matter experts (SMEs) with focus on climate change, transit and micromobility, Smart(ER) Mobility with equity and resilience focus, electrification trends and strategies, and transportation planning and engineering. The Project Team will leverage the collective knowledge and experience of these experts to prepare a list of possible independent future outcomes (variables). This information will then be used to formulate possible scenarios to include a combination of two or more such variables, tailored to align with the region's unique characteristics as well as SJTPO's goals. These will then be jointly evaluated with the SJTPO's TAC and stakeholder advisory committee.

The potential variables/future outcomes may be grouped into some broad categories.

CLIMATE CHANGE

Rising temperatures across the globe are a major concern for the planet. Climate change is expected to cause unusual precipitation patterns and melting of polar ice caps. The rising sea levels are a particularly big concern for coastal communities of Atlantic, Cape May, Cumberland, and Salem

County. Climate change impacts transportation infrastructure, seasonal tourism, causes damage or loss of personal property including tourist attraction sites.

Placing **restrictions on future developments** in flood-prone areas could minimize the need for transportation infrastructure in areas expected to suffer the most from flood damage, reducing the cost of operations and maintenance of such facilities. However, restricting growth in coastal areas, which tend to be popular tourist attractions, could mean either re-locating developments to a different location or further restricting the opportunity for local economic development.

The Project Team will consult internally with the Climate Change SMEs within the firm to leverage their professional input on possible outcomes for a rural, coastal communities like those within SJTPO. Our teams have worked with vulnerable coastal communities to conduct risk assessment and develop resilience improvement or mitigation strategies.

ELECTRIFICATION/ZERO EMISSIONS

Data released by the Environmental Protection Agency (EPA) indicates that as of 2020, the transportation industry is the major contributor to GHG emissions in the United States. A transition to cleaner fuel sources like electricity and natural gas for transportation modes offers a tremendous opportunity to reduce emissions and combat climate change. The federal government is already taking action to encourage and support the transition to clean energy sources. Recent federal legislation like the Infrastructure Investment and Jobs Act and Inflation Reduction Act offer several funding opportunities to support the adoption of clean energy alternatives for personal vehicles as well as transit fleets. The Project Team of Smart(ER) Mobility experts have assisted numerous agencies across the country to evaluate existing electric and other zero emission infrastructure and develop strategic and engineering plans for the transition to electric vehicle (EV) adoption as well as to support increased personal EV ownership. Just a few examples include Washington Metropolitan Area Transit Authority, Charleston Area Regional Transportation Authority, Orange County Transportation Authority, City and County of Honolulu, and Toronto Transit Commission. For the coastal communities of South Jersey, any measures that can minimize the adverse effects of climate change can prove critical for preserving and growing the local economies.

There are several paths to increased electrification – incentivizing personal EV ownership, increased EV infrastructure to support residents as well as seasonal tourists, and shifting of municipal fleets to electricity-powered vehicles. If electrification is one of the primary goals of this scenario planning effort, Stantec will conduct a high-level review of latest data available about current trends in ownership, number of charging stations available to support personal EVs, demographic characteristics and potential socioeconomic barriers that may impact the rate of shift to electric vehicles. The Project Team will also summarize the latest federal, state and local legislation and regulatory policy to inform the potential future outcomes for the region with respect to electric vehicle adoption, with focus on transit vehicles.

FLEXIBLE WORK AND E-COMMERCE

The COVID-19 pandemic of 2020 forced people across the country to stay home and restrict travel, including commuting to work. As a result, several industry sectors allowed employees to work from home for several months throughout the pandemic. In the post-pandemic ‘new normal’, many employers have continued to offer a flexible work option, allowing employees to work from home full-time or at least part-time. In many parts of the country, this shift to remote or flexible work has greatly altered the traffic patterns, especially during the morning and afternoon peaks that were caused by office commuters.

Additionally, the travel restrictions during the pandemic led to a surge in online shopping across the country. The rise in online shopping and reliance on food and grocery delivery services resulted in an increase in commercial delivery vehicles and freight trucks on the roads.

The complex interaction between reduced commuter trips, increased discretionary trips, and increased truck activity can result in either a net increase or reduction in regional vehicle miles traveled (VMT), and by extension, vehicular emissions. As such, analyzing their combined impact could highlight gaps in roadway capacity, need for alternate transport modes and the need for alternate, clean sources of fuel.

The Project Team of data analysts and modeling experts is prepared to support the SJTPO with a data-driven approach to exploring future possibilities for the region. Our team of engineers and planners have supported numerous clients in the past three years to update future traffic growth assumptions for their respective regions in response to the evolving trends in remote work and rise of e-commerce. We have supported several of our toll agency clients across New York, Rhode Island, Texas, Washington, Oregon, California, Florida, Virginia, etc. and will leverage our diverse experience to explore future possibilities tailored to the unique characteristics of the SJTPO region.

The Project Team will review any available data on historical traffic trends and post-pandemic recovery to assess the possible shifts in traffic trends within the region. We will also review the employment data for the SJTPO region to identify the largest industry sectors and their location within the region to inform the likely impact of flexible and remote work on travel patterns. We will also consult with SJTPO to understand recent in- and out-migration patterns of the population as a result of flexible work opportunities. If it is identified that significant changes are expected in the future compared to the currently assumed baseline, Stantec will recommend a strategy to quantify the long-term impacts of these changes on the transportation systems, including the potential use of the South Jersey Travel Demand Model (SJTDM). The Project Team has prior experience using the SJTDM and will be ready to apply it for scenario analysis, needing minimal time and resources to get familiar with the tool.

SHIFT TO ALTERNATE TRANSPORT MODES

A personal vehicle has long been the most popular and widely used mode of transportation across the US. However, increasing climate awareness and the rising costs of owning a personal vehicle are encouraging a shift to alternate modes of transport. Public transport has long been the most dominant alternative to driving a personal vehicle. In suburban and rural communities, however, transit services are typically limited or absent due to lower ridership and generally higher preference for personal vehicles. Many people live in “transit deserts” where they don’t have accessible service, or they have challenges that prevent the use of conventional transit service. But, in recent years, on-demand transportation services have emerged as an effective solution to such mobility gaps in our transit systems. These services either replace a traditional fixed-route transit system or operate as a connection between communities and traditional fixed-route transit.

Several transit agencies have successfully incorporated on-demand micro-transit services into their larger transit networks, like the LA Metro Micro in Los Angeles, CA, Ride Pingo to Transit and Via to Transit in King County, WA, CapMetro’s Pickup service in suburban and rural neighborhoods around Austin, to name a few.

When evaluating the impacts of **future micro-transit or other micromobility options**, it is important to distinguish between the various types of services and select the type that best aligns with the primary goals of scenario planning. Stantec also recognizes the need to integrate this option with the existing NJ Transit services, the privately operated Jitney service in Atlantic City, and other locally operated services.

- Ride-sharing services operated by transit agencies that can replace low-demand fixed routes. These programs typically aim to increase mobility of residents while reducing individual auto VMT.
- Pick-up and drop-off services to and from transit hubs. These services, either operated by transit agencies or private companies like Uber and Lyft, could increase mobility and provide better connections to transit services. But studies have shown that such a service may not reduce VMT, and in some case even lead to increased VMT, if not implemented efficiently.
- Shift to on-demand electric bikes and scooters. Such services may provide increased mobility, particularly in urban areas and reduce VMT. However, these methods may not be recommended for suburban and rural communities due to safety concerns.

The Project Team will begin with a review of any readily available data or research conducted by SJTPO about existing micro-transit and ride-sharing programs in operation within the study region. We will also review existing data, case studies and latest research on micro-transit and first-and-last-mile trends from existing services to understand their uptake in regions similar to the SJTPO region. The Project Team will engage SJTPO staff and stakeholders to understand their

vision and plans for the public transport in the region and receive input on a preferred micro-transit option for the region in the future. We will also jointly formulate a range of micro-transit schemes for evaluation could include different zones/ areas of South Jersey, different service delivery models (transit provided, contracted, etc.), and different service characteristics (peak hour vs. all-day, or weekend for example).

DEMOGRAPHIC SHIFTS

The shifts in demographic composition are one of the key factors influencing future travel patterns in a region. Based on the RTP 2050, the population within the SJTPO region is predicted to grow modestly, by approximately 3.4% between 2018 and 2050. During this time, Cape May and Salem County are expected to experience significant loss in population while Atlantic and Cumberland County are projected to grow. In the future, this may translate into increased travel demand and congestion in Atlantic and Cumberland counties and a relatively lower impact in the Cape May and Salem counties.

The RTP 2050 also highlighted that the population within the region tends to be relatively older than the rest of the state. In addition to that, **as the out-migration of younger and middle-aged persons increases**, the remaining aging population could experience increased reliance on public transportation for their mobility. Also, if working-age population migrates out, the diurnal patterns of traffic within a region could see significant shifts resulting from fewer commuter trips in the morning and afternoon peaks. This could mean that commuter trips will constitute a smaller share of daily trips taken, although total daily trips will likely increase as a result of population increase.

The Project Team will review the latest demographic forecasts available for the SJTPO region. We will look at various characteristics like the average household size, lifecycle stage of the population, etc. In consultation with the SJTPO staff, Stantec can update the model inputs to the SJTDM, including lifecycle data which can represent an increase in aging population. The SJTDM would be a useful tool for analyzing the impacts of these changes on the average weekday VMT and vehicle hours traveled (VHT) in each county. A review of person trips by travel modes estimated by the mode choice model can help assess potential mode shift as aging population increases.

COASTAL ATTRACTIONS AND SEASONALITY

The SJTPO region is home to some of New Jersey’s most popular attractions, including the shore towns like Cape May and the casinos of Atlantic City. These attractions draw large numbers of tourists and residents to the Jersey Shore towns and are vital to the local as well as the State’s economy. In 2020, Governor Phil Murphy convened the Atlantic City Restart and Recovery Working Group to assess the impact of pandemic on Atlantic City and to develop a plan for the city’s revitalization, in addition to the local measures being implemented, like the Atlantic City Transition Plan. The Working Group’s report included several recommendations to support this effort including diversification of the local

economy to reduce dependence on casinos, development of climate resilient infrastructure, aestheticization of Pacific Avenue, and leveraging on the natural assets of the region to improve livability. The report also emphasized the development of the Blue Economy to encourage sustainable methods of leveraging the Atlantic Ocean for energy generation, eco-tourism, fisheries, etc., while also planning for climate resiliency.

The Project Team will work in close consultation with SJTPO staff and their advisory committees to review the status of these revitalization plans and the potential future outcomes of these measures. Some possibilities include increased future population in Atlantic City and/or Atlantic County, increase jobs in certain employment sectors, increase in seasonal travel to and from the region, improved transit services, shift to non-motorized modes of transport, etc. The Project Team will rely on the SJTPO's local knowledge to identify potential outcomes to be included for further analysis. The Climate Change subject matter experts will also conduct a high-level assessment of the climate risks faced by the prominent coastal attractions and their impact of seasonal tourist activity.

The development of final scenarios will be structured in an efficient manner, seeking to utilize common strategies as a baseline. As an example, each scenario may be designed within a framework of multi-tier assumptions to analyze the impact of various interacting or independent trends. A set of Tier 1 assumptions may include outcomes that are most explorative in nature and likely to have the biggest impact on future transportation systems. Tier 2 assumptions could be more normative or consist of outcomes that are most likely to occur independent of other factors. For example, the electrification of transportation systems is an on-going and very likely outcome in 2050, irrespective of the demographic shifts or increased e-commerce or restricted developments in flood-prone areas within the region. As such, electrification could serve as a common Tier 2 assumption across all scenarios evaluated. These assumptions could be identified and categorized into various tiers to be consistent with the goals of this scenario planning effort.

STEP 3 - DEFINE EVALUATION CRITERIA

Defining useful and meaningful evaluation criteria is key to effectively communicate the scenario impacts to stakeholders and public. It is possible to define highly specific evaluation criterion for each scenario that can still result in an unmanageable set of too many interdependent criteria. Such a wide range of criteria may also complicate comparison across scenarios due to inconsistent performance metrics. As such, Stantec recommends selecting a limited, and targeted, set of evaluation criteria for simplicity and ease of analysis. A single criterion may often be an indicator of multiple outcomes. The Project Team will develop a strategic list of criteria that can measure impacts within and across scenarios while also being easily understood by stakeholders and public. As an example, the average trip duration can serve as an indicator of traffic congestion as well as accessibility within the region.

Similarly, the auto VMT can be included as an indicator of mobility as well as GHG emissions from personal vehicles.

For a review of the latest legislative and regulatory measures proposed and/or implemented at the national, state and local level, our team of SMEs will leverage their nationwide experience and expertise to perform a qualitative analysis of potential future outcomes tailored to the unique characteristics of the SJTPO region. They will offer guidance on some of the most likely changes anticipated in the near future.

STEP 4 - DEFINE ASSUMPTIONS FOR BASELINE SCENARIO

A baseline scenario will be constructed to serve as a reference case against which the alternative scenario will be compared. The baseline scenario will be developed to represent a scenario that assumes the current trends and policies will continue into the future, largely unchanged from present day. This scenario will be developed by holding key evaluation criteria or assumptions (defined in Step 2) constant. Each proposed action scenario can then be compared against this baseline scenario to: (a) assess the impact of the proposed actions on future transportation, and/or (b) help identify gaps in transportation planning, policy or infrastructure required to achieve the desired goals.

STEP 5 – IDENTIFY FOUR SCENARIOS FOR FURTHER EVALUATION

A final set of various scenarios will be presented to SJTPO, the TAC and the stakeholder advisory committee members for further discussion. The Project Team will discuss the goals addressed by each scenario and highlight the benefits and challenges of evaluating the impacts of each. If requested, the Project Team will offer recommendations for that would best align with SJTPO's objectives while also keeping pace with the emerging transportation trends in other parts of the country. At the end of this step, a final set of no more than four scenarios will be selected to advance to further evaluation. The scenarios will be selected in consultation with the TAC, stakeholder committee members, and the public and will be facilitated through workshops, Public Meetings and/or a survey as discussed below.

PUBLIC ENGAGEMENT APPROACH

Our work always prioritizes inclusivity, so no one is left out of the conversation. For example, we recognize that many families may not have reliable internet access at home, so may not be able to effectively access elaborate web-based platforms. However, nearly every household has a smartphone so, in structuring our digital platforms, we will make sure they are fully accessible on small, mobile screens. We have found that our virtual engagement strategies have reached more of those "difficult to reach" community members we struggle to attract to in-person engagement events. Additionally, since the goal of this particular outreach process is to grow SJTPO engagement in the long term with an efficient approach to using project resources, we believe a digital-forward approach is most appropriate for this effort.

For example, Stantec is currently using socialpinpoint.com for many projects. Social Pinpoint offers a spectrum of tools organized into a convenient and easy-to-access online portal. We are very familiar with this platform and believe it is a good fit for the needs of this project. It is a microsite provider which can blend seamlessly into SJTPO's current website. While this could also be a standalone survey, we have found engagement is enhanced when integrated with the client's website. It also provides a platform to easily expand into hosting interactive virtual town hall or other engagement during the project. Social Pinpoint also provides a seamless way to host all the planning materials, including meeting announcements, agendas, minutes, and other project files. We have found that having all these functions in a single web location increases engagement. The following tools are available on a Social Pinpoint site for a project:

1. Standalone surveys
2. Live townhalls + workshops
3. Online Ideation Tool - Digital Idea Wall
4. Interactive Mapping
5. Forums

Example: [Watertown Comprehensive Plan | Social Pinpoint \(mysocialpinpoint.com\)](https://mysocialpinpoint.com)

Additionally, the Social Pinpoint site will function as a "hub" of the digital and social media campaign described in the next section.

SURVEY GOALS

For the most effective use of public's attention and participation in the scenario selection process, Stantec proposes that community input be solicited early in the process to identify the future outcomes of interest instead of fully formulated scenarios of interest later in the process. That way, the scenario formulation process may consider these inputs in developing various scenarios, each including one or more future outcomes of interest of the public. There are benefits to this approach:

- Quick and simple: Selecting a single outcome of interest is easier than selecting a scenario with complex interaction of various factors.
- Higher participation: Simple survey is likely to attract higher participation.
- Reliability: Simple questions are more likely to get simple, authentic responses. Complex questions may be hard to understand and interpret for persons with no expertise in the field and may result in responses that are not reflective of their true interests.

SOCIAL MEDIA APPROACH TO ADVERTISING SURVEY

We will work with SJTPO to take advantage of existing social media opportunities and accounts, such as existing Facebook, Twitter, and LinkedIn accounts owned by SJTPO. We will also work with partner and/or allied accounts (as applicable) to

share engagement opportunities with the widest audience possible. While we are recommending this process include the elements below, the exact approach will be formulated as part of the Engagement Plan in Task 1 as is dependent on the success of engagement with the SAC in Task 2.

1. Increase the engagement and following of SJTPO current socials



- Identify accounts to follow. Other government organizations, elected officials, partner agencies, community groups, neighborhood associations, professional associations, project specific social sites, anyone considered for SAC membership, local news outlets.
 - Identify accounts to repost relevant/related content. Keep an eye for relevant news articles to share.
 - Engage on key accounts (comments, likes, etc.).
2. Have a series of posts to build engagement around the survey.
 - 1-2 Short videos (30s-1m)
 - Ask eye catching questions related to this project as a post.
 - Not necessarily "official" survey questions.
 - Share survey link frequently using the branding determined in the Engagement Plan
 - Direct people to the social pinpoint site.
 3. Coordinate posting with willing SAC members, community pages, and local new outlets.
 - Generate a press release including ready-made posts.
 - Links, images, videos, text, etc.
 - Encourage cross-sharing posts.
 - Comment on other social accounts that post about the survey.
 4. Run social media ads
 - The amount of direct cost SJTPO decides to commit to paid ads can be determined during the project. We have not included any paid advertising direct cost in our estimate since the cost would not go through us. Ad funding would be directly applied by SJTPO to their existing social media accounts for identified key posts.

NON-SOCIAL MEDIA APPROACH TO ADVERTISING SURVEY

We will also work with SJTPO to have non-social media survey engagement. This will include other digital methods like email and website. We also recommend creating a design for physical posters with a QR code to direct people to the digital survey. Some potential channels for survey distribution and publicity include, but are not limited to:

- SJTPO email newsletter
- SAC members' email newsletters
- TAC members' websites and email newsletters
- "Glossy" poster design with QR code for SAC use/print
 - The idea is to not put much (if any) of the printing burden on SJTPO
- Email lists or posters in public places
 - Government building bulletin boards
 - College campuses
 - DMVs
 - Community email newsletters

SURVEY INCENTIVES

In addition to the dissemination/publicity strategies, we recommend using a survey reward program to incentivize completed responses. We recommend a "raffle-style" survey reward such as a drawing for \$100 gift card (Amazon or Visa) for taking the survey (3-4 prizes). This provides an eye-catching amount (\$100), while capping the cost upfront versus providing a small payment to every respondent. To provide SJTPO flexibility on how much they would like to invest into survey rewards, these are not included in our cost for this effort, as it is assumed prizes will be purchased directly by SJTPO.

REGARDING NON-DIGITAL STRATEGIES

We have not included any non-digital strategies in our approach such as mailing physical copies of the survey or pop-up events. This approach is based on the knowledge that these methods require more financial and time investment than digital approaches. It should be noted that these methods do reach different demographics (especially underrepresented ones) and should be considered as part of long-term outreach plans by SJTPO outside this project. However, given the limited timeframe and budget of this project, along with the historically low engagement by the public with SJTPO, we believe the best use of project resources is this digital forward approach. Therefore, it will also be important to keep in mind that engagement and survey responses will be skewed to certain demographics. We recommend asking survey respondents to indicate their age as a survey question and use IP gathering to determine geography. This will allow us to quantify bias we have in the responses.

TECHNICAL ADVISORY COMMITTEE WORKSHOP

The Project team will attend the SJTPO TAC Workshop scheduled for early to mid-November, 2023. The Stantec Project Manager will attend these meetings in person while other team members will attend virtually through video/audio conferencing. The project team will present all the scenarios formulated under Task 3 and receive input from workshop attendees to help select no more than four scenarios for further evaluation. This workshop will be open to the public but will be targeted at the TAC and the stakeholder advisory committee. The Project Team will develop the content and associated materials for the workshops (such as PowerPoint

presentations, fact sheets, project boards, etc.) to support the discussion and decision-making process.

Stantec will lead the Task 3 effort, coordinating with Stokes on local knowledge to identify active community social media accounts and smaller, local news outlets. Stokes will also provide their input as experienced survey administrators.

DELIVERABLES

► Deliverable 3.a

Draft Technical Memorandum to include listing initial set of scenarios conceived by SJTPO, TAC, and stakeholder committee. Due on or before Friday, October 20, 2023.

► Deliverable 3.b

Prepare content and lead presentation for an in-person SJTPO Technical Advisory Committee (TAC) Workshop at Vineland City Hall to discuss scenarios. The workshop will be open to the public. The date of the workshop shall be tentatively scheduled for early to mid-November, 2023. The exact date and time shall be decided based on consultation with SJTPO staff.

► Deliverable 3.c

Final Technical Memorandum to include a maximum of four, fully refined scenarios that will be carried forward in the scenario planning process. Due on or before Friday, December 1, 2023. Note that if the input from public meeting is expected to be included in the final memorandum, the Stantec team would require at least two weeks after the November public meeting to deliver an updated report.

► Deliverable 3.d

Public outreach deliverables including a Social Pinpoint site for the project, public survey hosted on the Social Pinpoint site, survey advertising materials (newsletter email, poster, and social media post), and summary and analysis of survey responses.

TASK 4: ASSESSMENT OF SCENARIO IMPACTS

The scenarios of most value to SJTPO, their stakeholders and the public will be further evaluated as part of this task. The evaluation process will involve the qualitative or quantitative analysis of each scenario. For the most efficient use of the resources allocated to this project, Stantec recommends the use of readily available and open-source tools for the evaluation of each proposed action under a given scenario. It would be imperative to have a discussion early in the process, most likely at the kick-off meeting, to identify any existing tools (developed for the RTP 2050 or currently under development) with the SJTPO that could be implemented for this process. If not, alternative options exist.

A sophisticated, open-source tool like the FHWA VisionEval is a simplified, but effective, tool developed to assist federal, state and local agencies in scenario planning. However, it should be noted that such tools tend to be highly data-

intensive, requiring significant effort towards the preparation of input files and analysis of four scenarios. If there is existing

data or data preparation framework available from any on-going effort by SJTPO staff that can be shared with Stantec staff, our team of data analysts could support the SJTPO staff with preparation of missing inputs, within the bounds of schedule and budget. However, in the absence of such existing framework to build upon, implementation of VisionEval for this scenario planning project within the allocated budget could be challenging.

Stantec recommends the application of **SJTPO's official transportation modeling tool SJTDM** to support this scenario planning tool wherever possible. The SJTDM can be a powerful tool capable of modeling several possible strategies, even more than one at a time if desired. From our prior experience with the SJTDM, the Project Team is already well-versed with the capabilities of this model and will be ready to offer recommendations for the application of this tool to model the various outcomes. Stantec proposes the following applications of the SJTDM for analyzing outcomes, including, but not limited to:

1. Impacts of demographic shifts can be easily analyzed by manipulating the input SED for year 2050 scenario in the model. The employment, population and household data can be adjusted to reflect population growth or decline, changes in household size, lifecycle assumptions of population to reflect aging, etc.
2. The SJTDM can also be effective in modeling changes in employment trends. The SED input may be adjusted at the TAZ or County level to reflect economic growth in certain regions, declining seasonality of employment, or employment relocation as a result of rising sea levels, etc.
3. The SJTDM can be implemented to assess the impact of teleworking and increased e-commerce. The auto demand within the model can be scaled to reflect potential changes by trip purpose. For example, home-based work trips may be assumed to reduce by a certain percentage to reflect the fewer commuter trips on an average weekday while home-based other trips could be assumed to increase to reflect other discretionary trips made during the day. Similarly, the increase in e-commerce may be represented in the model by adjusting the truck demand in the model. Any demand adjustments recommended will be backed by a review of existing data and trends for the region.
4. The SJTDM can also assess the impact of restricted commercial, residential and roadway developments in flood-prone areas. In the 2050 RTP, SJTPO has already mapped out flood-prone areas along the coastal counties. In consultation with Stantec's subject matter experts, we will generate additional maps necessary required for the specific scenarios being analyzed using a **Rutgers FloodMapper**. Overlaying these maps with the highway network can help identify the TAZs and future roadways that are most susceptible to flood damage.

Scenarios can be designed to assess the impact of roadway infrastructure constraints or reduced employment in those areas in the future.

The SJTDM could be an effective tool to estimate the VMT or VHT across the region under various scenario assumptions. The VMT estimates by vehicle type may be converted to high-level estimates of GHG emissions using open-source tools like FTA's Transit Greenhouse Gas Emissions Estimator v3.0, EPA's Greenhouse Gas Equivalencies Calculator or any other publicly available tools. The Project Team recognizes that these tools were designed to provide coarse estimates of GHG emissions. However, they are federally approved for performing high-level analysis by states and local agencies and offer an effective alternative to more sophisticated and resource-intensive tools like MOVES.

For several outcomes, Stantec's SMEs will offer a qualitative analysis backed by the latest trends and case studies in other parts of the country. Such a qualitative analysis can also supplement the quantitative analysis performed for each scenario using modeling tools. As an example, ridership data from the SJTDM transit model can be used to estimate the share of transit use within the region. This information, in turn, can help identify the best suited micro-transit option and develop strategies for future implementation. Similarly, Stantec SMEs could highlight the latest local, state and national legislation around electrification which may reinforce the shift to EVs by 2050 into a likely outcome.

Based on the results and findings from the evaluation process, the Project Team will offer a graded list of the scenarios analyzed, ranked from most likely to least likely, based on the unique characteristics of the region and a realistic assessment of the effectiveness of the strategies recommended under each scenario.

DELIVERABLES

► Deliverable 4.a

Technical Memorandum assessing impacts of each of the scenarios, including model output should such a tool be utilized.

Draft Technical Memorandum due on or before Friday, December 29, 2023

Final Technical Memorandum due on or before Friday, January 12, 2024

► Deliverable 4.b

Full Model Input and Output, if applicable if a model is utilized that produces specialized output, digital copies of all model input and output files by Friday, February 2, 2024.

TASK 5: REVIEW OF EXISTING VISION, GOALS AND STRATEGIES AND INCORPORATION OF SCENARIO PLANNING RESULTS

After completing a qualitative and/or quantitative evaluation of the selected scenarios (no more than four), the Project

Team will prepare to share the results of the analysis with SJTPO, their TAC, stakeholders and the public. The Project Team, supported by our partners at Stokes, will summarize each scenario, including detailed description, key assumptions, and analysis results and comparison to baseline scenario. This information will be presented to the public and the stakeholder committee to gather their feedback. The Project Team will then assess the scenarios against comments received, closely coordinate with the SJTPO staff to recommend and update the vision, goals and strategies for the next Regional Transportation Plan.

SJTPO's current vision is effective one – *“a transportation system based on regional collaboration that moves people and goods in a safe and efficient manner, inclusive of all modes and users”*. This vision emphasizes safe, efficient multi-modal transportation options for all types of users. If, for example, climate change or increased mobility are identified as the primary driver of the scenarios analyzed, then the vision statement could be updated to highlight that more specifically, in addition to secondary drivers.

The RTP 2050 currently identifies ten goals to achieve their vision. The Project Team will recommend modifications to these existing goals (where necessary), definition of new goals, or consolidating one or more goal into fewer, more deliberate targets for the future. Similarly, the strategies associated with each goal will also be updated or refined to more closely align with the updated goals identified from the scenario planning process.

TECHNICAL ADVISORY COMMITTEE WORKSHOP

The Project team will attend the SJTPO TAC Workshop scheduled for Tuesday, February 13, 2024. Only the Stantec Project Manager will attend this meeting in person while other team members will attend virtually through video/audio conferencing. The project team will discuss the results of the scenario evaluation, including impacts. This workshop will be open to the public but will be targeted at the TAC and the stakeholder advisory committee. The Project Team will develop the content and associated materials for the workshops (such as PowerPoint presentations, fact sheets, project boards, etc.).

The Project Team will again work closely with SJTPO staff on the planning and facilitation of this workshop. The project team will summarize the results of the scenario assessment, as well as implications of the vision, future goals, and strategies that may stem from possible futures—including both ‘desirable’ and ‘undesirable’ outcomes.

This task will be led and completed entirely by the Stantec team.

DELIVERABLES

► Deliverable 5.a

Technical Memorandum listing baseline conditions, as well as future goals and aspirations that will be curated for future efforts.

Draft Technical Memorandum due on or before Friday, January 19, 2024

Final Technical Memorandum due on or before Friday, February 9, 2024

► Deliverable 5.b

Prepare content and lead SJTPO Technical Advisory Committee (TAC) Workshop to discuss results of scenario evaluation, including impacts. The date of the workshop shall be tentatively scheduled for Tuesday, February 13, 2024 at 10:00 am.

► Deliverable 5.c

There is no longer a public meeting proposed to be held in March, 2024 as part of this scope.

► Deliverable 5.d

Technical Memorandum, which will evaluate each of the scenarios and future implications, including goals and strategies. The memorandum will also include the results of the February workshop. Due on or before Friday, March 29, 2024.

TASK 6: CULMINATION AND FINAL TECHNICAL REPORT

The Project Team will prepare a technical report detailing the scenario planning process. The report will summarize every step of the scenario planning process, including development of initial scenarios, selection criteria for the four scenarios evaluated, evaluation metrics and comparison on each scenario to baseline. Emphasis will be placed on clearly describing the specifications, analysis approach and scoring assigned to each of the four scenarios evaluated as part of the scenario planning process. The Project Team will also summarize the updated goals and recommended strategies resulting from this scenario planning effort. For efficiency, the technical report could be maintained as a live document throughout the project duration where the analysis and results of each task will be documented on the go, along with the deliverable for each task. To the extent possible, the Project Team will prepare the report to be consistent with the format of the RTP 2050 for cohesiveness throughout.

DELIVERABLES

► Deliverable 6

Technical Memorandum summarizing entire scenario planning process, from initial goals, brainstorming of scenarios, to scenario evaluation, and how results were incorporated into next RTP 2050. This final Technical Memorandum can include the Technical Memoranda from the previous tasks, including the composition of the established stakeholder committee as well as minutes of the meetings and workshops.

Draft Technical Memorandum due on or before Friday, April 5, 2024

Final Technical Memorandum due on or before Friday, May 24, 2024

COMMITMENT TO QUALITY MANAGEMENT

Stantec is committed to completing any assignments required by SJTPO on time and within budget, and this will be accomplished by the proactive, hands-on management of our Project Managers. They will have the overall responsibility for all the work that is performed by the Project Team, and their goal will be to manage the team, coordinate all the work that is performed, initiate the quality assurance reviews, and seek technical advice/executive management support (when needed).

Stantec has a formal quality management system in use across the organization that is registered to the ISO9001:2015 Quality Management standard. The quality management system promotes quality practices across the organization with the goal of:

- Reduce the risk and consequences of design errors
- Help us grow by promoting reliable processes
- Improve productivity and efficiency
- Promote the quality and reliability of our services
- Improve the financial performance of our operations
- Increase client confidence and loyalty
- Support regulatory compliance

Highlights of our Quality Assurance and Quality Control plan include:

INTERNAL QUALITY AUDITS

Kick-off, milestone and close-out review meetings and document reviews, independent of the normal day-to-day reviews and progress meetings will be held throughout the duration of the project.

QUALITY ASSURANCE AND QUALITY CONTROL CHECKLIST

A checklist will be used during our internal audits to ensure that the work is performed accurately and that all the major design items are considered.

DESIGN CONTROL

Check a complete package of documents, including client comments, prior to each audit for completeness, technical adequacy and adherence to the project's and agency's requirements. The results of the audits will be provided to the team and tracked to ensure their resolution prior to the work proceeding.

CLIENT COMMENTS

Comments received will be logged and distributed. The team will meet to evaluate the comments and develop recommendations for their resolution. In turn, these recommendations will be discussed with SJTPO to ensure their acceptance of our recommendations prior to submitting the final comment resolution. This avoids additional rounds of comments.

RECOVERY PLAN

Our "no-surprise" rule will be used, if necessary, to identify problems early and avoid severe complications. If a problem is identified, our team will evaluate the problem, develop solutions, and coordinate with SJTPO to select the optimum recovery plan.

DOCUMENT CONTROL

The Quality Assurance and Quality Control plan sets forth procedures that will be followed by the Project Team.

CONTROL OF SUBCONSULTANTS

At the initial team kick-off meeting, our Project Manager will provide clear direction to any subconsultants regarding the scope of work, the schedule of deliverables and the budget, as well as the Quality Assurance and Quality Control process. A Project-Specific Management Guide will be provided to subconsultants outlining these elements. Stantec will monitor these items constantly during the project through periodic review meetings. Subconsultants will be responsible for the quality of their work, and Stantec will ultimately be responsible for the quality of the overall project, including any subconsultants' work.

STAFFING PLAN & TOTAL COSTS



Anticipated Hour by Task

Team Summary

| Project Title: SJTPO Scenario Planning for RTP 2050 | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-------------|
| Task | 1 | 2 | 3 | 4 | 5 | 6 | Total Hours |
| Combined Hours Stantec and Stokes | 100 | 84 | 195 | 162 | 104 | 82 | 727 |
| Percent | 14% | 12% | 27% | 22% | 14% | 11% | 100% |



STANTEC COST PROPOSAL

Hours by Task

| Project Title: SJTPO Scenario Planning for RTP 2050 | | | | | | | | | | | | | | | |
|---|-----------------------------------|-------------|-------------------------|----|-----|-----|-----|----|-------------|----------------------------------|--------------|---------------|---------------------|-------------|--|
| Prime Consultant's Name: Stantec | | | | | | | | | | | | | | | |
| Employee | Title | Hourly Rate | Estimated Hours by Task | | | | | | Total Hours | Direct Labor | Overhead % | Overhead Cost | Total Labor | | |
| | | | 1 | 2 | 3 | 4 | 5 | 6 | | | | | | | |
| Emily Raque | Project Manager | | 55 | 20 | 20 | 8 | 10 | 16 | 129 | | 165.248% | \$10,036.04 | \$16,109.36 | | |
| Shalini Dasigi | Dep. Project Manager | | 25 | 8 | 40 | 40 | 30 | 30 | 173 | | 165.248% | \$17,987.51 | \$28,872.67 | | |
| Pamela Bailey- Campbell | Principal-in-Charge | | 4 | 2 | 4 | 2 | 4 | 4 | 20 | | 165.248% | \$3,398.16 | \$5,454.56 | | |
| David Schellinger | Senior Technical Advisor | | 2 | 2 | 2 | 2 | 2 | 2 | 12 | | 165.248% | \$2,038.90 | \$3,272.74 | | |
| Markus Kusuma | Senior Technical Advisor | | 2 | 2 | 2 | 2 | 2 | 2 | 12 | | 165.248% | \$1,775.76 | \$2,850.36 | | |
| Jing Ding-Mastera | Scenario Development and Analysis | | | | 10 | 8 | 8 | 4 | 30 | | 165.248% | \$2,759.31 | \$4,429.11 | | |
| Kiarash Fariborzi | Scenario Development and Analysis | | | | 10 | 8 | 8 | 4 | 30 | | 165.248% | \$2,331.48 | \$3,742.38 | | |
| Shanay Patel | Scenario Development and Analysis | | | | 45 | 80 | 40 | 20 | 185 | | 165.248% | \$11,693.36 | \$18,769.61 | | |
| David Verbich | Subject Matter Expert | | | | 4 | 4 | | | 8 | | 165.248% | \$1,024.54 | \$1,644.54 | | |
| Greg Rodriguez | Subject Matter Expert | | | | 4 | 4 | | | 8 | | 165.248% | \$1,130.96 | \$1,815.36 | | |
| Christina Hurley | Subject Matter Expert | | | | 4 | 4 | | | 8 | | 165.248% | \$595.29 | \$955.53 | | |
| Alison LeFlore | Sr. Public Outreach Director | | 20 | 10 | 20 | | | | 50 | | 165.248% | \$4,490.61 | \$7,208.11 | | |
| Sarabrent McCoy | Public Outreach Director | | 20 | 30 | 40 | | | | 90 | | 165.248% | \$6,155.65 | \$9,880.75 | | |
| Anushree Nallapaneni | Visualization Designer | | 10 | 10 | 20 | | | | 40 | | 165.248% | \$2,586.46 | \$4,151.66 | | |
| Sub-Total Hours | | | 88 | 34 | 145 | 162 | 104 | 82 | 615 | \$41,152.71 | | \$68,004.03 | \$109,156.74 | | |
| | | | | | | | | | | Subtotal Labor | | \$109,156.74 | | | |
| | | | | | | | | | | Fee | | 10% | | \$10,915.67 | |
| | | | | | | | | | | Printing and Reproduction | | \$400.00 | | | |
| | | | | | | | | | | Travel and/or Per Diem | | \$300.00 | | | |
| | | | | | | | | | | Telephone | | \$0.00 | | | |
| | | | | | | | | | | Postage | | \$0.00 | | | |
| | | | | | | | | | | Computer Services / Graphics | | \$0.00 | | | |
| | | | | | | | | | | Subtotal Direct Expenses: | | \$700.00 | | | |
| | | | | | | | | | | | TOTAL | | \$120,772.41 | | |

STOKES CREATIVE GROUP INC. COST PROPOSAL



Hours by Task

| Project Title: SJTPO Scenario Planning for RTP 2050 | | | | | | | | | | | | | | |
|---|------------------------------|-------------|-------------------------|----|----|---|---|---|-------------|----------------------------------|------------|---------------|-------------|------------|
| Prime Consultant's Name: Stantec | | | | | | | | | | | | | | |
| Employee | Title | Hourly Rate | Estimated Hours by Task | | | | | | Total Hours | Direct Labor | Overhead % | Overhead Cost | Total Labor | |
| | | | 1 | 2 | 3 | 4 | 5 | 6 | | | | | | |
| Diane Konopka | Principal-in-Charge | | 2 | | | | | | 2 | | 200.67% | \$290.97 | \$435.97 | |
| Patti Gibson May | Sr. Public Outreach Director | | 4 | 6 | 10 | | | | 20 | | 200.67% | \$2,608.71 | \$3,908.71 | |
| Nicole Pace-Addeo | Public Outreach Director | | 4 | 12 | 20 | | | | 36 | | 200.67% | \$3,973.27 | \$5,953.27 | |
| Sophia Fox | Public Outreach Database | | 2 | 20 | | | | | 22 | | 200.67% | \$1,677.60 | \$2,513.60 | |
| Myron Mariano | Multimedia Specialist - Web | | | | | | | | 0 | | 200.67% | \$0.00 | \$0.00 | |
| Matt Touhey | Video Director | | | | 20 | | | | 20 | | 200.67% | \$2,167.24 | \$3,247.24 | |
| Lori Flint | Sr. Graphic Designer | | | 12 | | | | | 12 | | 200.67% | \$866.89 | \$1,298.89 | |
| Tracy Schiavino | Project Coordinator | | | | | | | | 0 | | 200.67% | \$0.00 | \$0.00 | |
| Sub-Total Hours | | | 12 | 50 | 50 | 0 | 0 | 0 | 112 | \$5,773.00 | | \$11,584.68 | \$17,357.68 | |
| | | | | | | | | | | Subtotal Labor | | \$17,357.68 | | |
| | | | | | | | | | | Fee | | 10% | | \$1,735.77 |
| | | | | | | | | | | Printing and Reproduction | | \$0.00 | | |
| | | | | | | | | | | Travel and/or Per Diem | | \$0.00 | | |
| | | | | | | | | | | Telephone | | \$0.00 | | |
| | | | | | | | | | | Postage | | \$0.00 | | |
| | | | | | | | | | | Computer Services / Graphics | | \$0.00 | | |
| | | | | | | | | | | Subtotal Direct Expenses: | | \$0.00 | | |
| | | | | | | | | | | TOTAL | | \$19,093.45 | | |



SJTPO SCENARIO PLANNING FOR RTP 2050

5/10/23

SUMMARY BUDGET FORM

Prime Consultant's Name: Stantec

LABOR COSTS

| | |
|-----------------------------|---------------------|
| Direct Labor | \$41,152.71 |
| Overhead at 165.248% | \$68,004.03 |
| Subtotal Labor | \$109,156.74 |

FIXED FEE at 10% \$10,915.67

NON-SALARY DIRECT EXPENSES

| | |
|--|-----------------|
| Printing and Reproduction | \$400.00 |
| Travel and/or Per Diem | \$300.00 |
| Telephone | \$0.00 |
| Postage | \$0.00 |
| Computer Services / Graphics | \$0.00 |
| Subtotal Non-Salary Direct Expenses | \$700.00 |

SUBCONSULTANT FEES

| | |
|--|--------------------|
| Stokes Creative Group Inc. (DBE) | \$19,093.45 |
| Subtotal Subconsultant Fees | \$19,093.45 |

TOTAL \$139,865.86



SJTPO SCENARIO PLANNING FOR RTP 2050

5/10/23

SUMMARY BUDGET FORM

LABOR COSTS

| | |
|-----------------------------|--------------------|
| Direct Labor | \$5,773.00 |
| Overhead at 200.67% | \$11,584.68 |
| Subtotal Labor | \$17,357.68 |

NON-SALARY DIRECT EXPENSES

| | |
|--|---------------|
| Printing and Reproduction | \$0.00 |
| Travel and/or Per Diem | \$0.00 |
| Telephone | \$0.00 |
| Postage | \$0.00 |
| Computer Services / Graphics | \$0.00 |
| Subtotal Non-Salary Direct Expenses | \$0.00 |

FIXED FEE at 10% \$1,735.77

TOTAL \$19,093.45

STAFF AVAILABILITY

| Firm Name | Key Staff Name | Percentage of Availability |
|-----------|---|----------------------------|
| STANTEC | Emily Raque, EIT Project Manager & Stakeholder Engagement Task Lead | 60% |
| | Shalini Dasigi, PE Deputy Project Manager & Scenario Development and Analysis Task Lead | 60% |
| | Pamela Bailey-Campbell Principal-in-Charge | 30% |
| | David Schellinger, PE Senior Technical Advisor | 25% |
| | Markus Kusuma, PhD, PE Senior Technical Advisor | 25% |
| | Greg Rodriguez, JD Subject Matter Expert | 25% |
| | David Verbich, PhD Subject Matter Expert | 25% |
| | Christina Hurley, AICP Subject Matter Expert | 25% |
| | Jing Ding-Mastera, PhD Scenario Development and Analysis | 60% |
| | Kiarash Faribozzi, PE Scenario Development and Analysis | 70% |
| STOKES | Shanay Patel Scenario Development and Analysis | 70% |
| | Patti Gibson Stakeholder Engagement | 70% |
| | Nicole Pace-Addeo Stakeholder Engagement | 75% |
| | Sophia Fox Stakeholder Engagement | 80% |

SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION

RESOLUTION 2305-19: Approving the Selection of Stantec Consulting Services, Inc. as the Consultant for the Scenario Planning for RTP 2050

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 2024 SJTPO Unified Planning Work Program includes Federal Highway Administration planning funds for this project as Task 24/402 RTP 2050 Update Scenario Planning; and

WHEREAS, the Notice of Availability of Requests was sent to approximately 273 firms on February 9, 2023; and

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

WHEREAS, one (1) proposal was received; and

WHEREAS, the SJTPO Technical Advisory Committee (TAC), at their January 9, 2023 meeting, vested consultant selection authority in a committee consisting of one representative from Cape May County, the City of Vineland, Cumberland County, the NJ Office of Planning Advocacy, and SJTPO staff, which reviewed and evaluated the proposals in accordance with SJTPO's published criteria; and

WHEREAS, an interview was conducted to address issues related to the evaluation of scenarios, the experience of the project team, and the cost differential between the two public outreach options, and

WHEREAS, after the interview and additional negotiations related to the scope of work and overall project cost, the Consultant Selection Committee recommended Stantec Consulting Services, Inc., in association with Stokes Creative Group, Inc., serving as the Disadvantaged Business Enterprise (DBE) firm; and

WHEREAS, the SJTPO TAC, at their May 8, 2023 meeting, endorsed the recommendation of the Consultant Selection Committee and the selection of Stantec Consulting Services, Inc. as the Consultant for the Scenario Planning for RTP 2050 at a total project cost of \$139,865.86 and 13.65% DBE/ESBE participation; and

WHEREAS, the total cost of the project work will exceed the originally anticipated budget of \$100,000 allocated to Task 24/402 RTP 2050 Update Scenario Planning in SJTPO's Fiscal Year 2024 Unified Planning Work Program; and

WHEREAS, the original budget will be supplemented with \$38,865.86 of the total unexpended balance from the closeout of a federal project within SJTPO's FY 2022 UPWP.

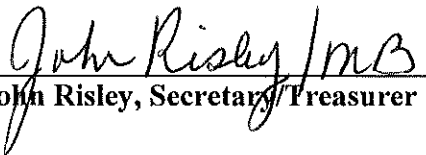
NOW THEREFORE BE IT RESOLVED, that the Policy Board of the South Jersey Transportation Planning Organization hereby approves the selection of Stantec Consulting Services, Inc. for the FY 2023 Demographics Analysis technical study, with a maximum fee of \$138,865.86.

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 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 May 22, 2023.



John Risley, Secretary/Treasurer