

## **SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION**

### **ITEM 2505-11: Approving the Selection of Michael Baker International, Inc. as the Consultant for the Regional Active Transportation Master Plan**

#### **PROPOSAL**

At its May 12, 2025, meeting, the Technical Advisory Committee (TAC) recommended that the Policy Board approve the selection of Michael Baker International, Inc., in association with WSP (subconsultant) and Drive Engineering (DBE), for the Regional Active Transportation Master Plan effort.

#### **BACKGROUND**

The Regional Active Transportation Master Plan effort will develop a comprehensive network of pedestrian and bicycle facilities throughout the four-county region. Aiming to improve regional connectivity and mobility through strategic infrastructure planning, the plan includes a detailed assessment of the level of traffic stress (LTS) across the roadway network to identify barriers to safe and accessible active transportation.

On January 30, 2025, SJTPO released a Request for Proposal (RFP) seeking qualified firm(s) to complete the Regional Active Transportation Master Plan study. The Notice of Availability was sent to the 300 subscribers on the RFPs mailing list.

Six (6) proposals were received through the open and competitive process. The TAC-designated Consultant Selection Committee consisted of representatives from SJTPO, the City of Vineland, and Atlantic, Cumberland, and Salem Counties. Members reviewed the proposals and interviewed the top three (3) ranked firms. The Consultant Selection Committee selected Michael Baker International, in association with WSP (subcontractor) and Drive Engineering (Disadvantaged Business Enterprise, DBE), to advance the technical study.

Members of the selection committee had no modifications to the proposal, but were particularly focused on three areas for the project's advancement: a Targeted Network Development - identifying priority areas most in need of new facilities while avoiding duplication of existing projects, an Inclusive Outreach Strategy - combining digital tools with alternative communication methods to ensure broad public and community engagement, and a Differing Stakeholder Engagement - engaging varied user groups through multiple outreach channels and tracking responses by user profile to ensure representative input.

The total cost of the effort is \$224,589, with 12.55% DBE participation by cost. The consultant-led technical effort is included in SJTPO's FY 2024 UPWP as Task 24/403 Regional Active Transportation Master Plan with a budget of \$224,589 (FHWA-PL).

Jacob Cummings, Program Manager - Safety Initiatives and Complete Streets  
South Jersey Transportation Planning Organization  
817 East Landis Avenue, 2nd Floor  
Vineland, New Jersey 08360

**RE: Regional Active Transportation Master Plan**

Dear Mr. Cummings:

Michael Baker International, Inc. (Michael Baker) shares your vision to expand access and opportunity across the South Jersey four-county region, and deliver on the promise of a more livable, vibrant, and sustainable future.

The Michael Baker team is uniquely positioned to provide our consulting services to South Jersey Transportation Planning Organization (SJTPO) and develop the Regional Active Transportation Master Plan in response to your RFP dated January 20, 2025. Our highly regarded and experienced team members are both well-known and well-acquainted with SJTPO and includes **WSP** and **Drive Engineering (DBE)**. Together, we bring considerable experience with active transportation in South Jersey, having delivered numerous trail, bicycle, and pedestrian plans, including the Atlantic County Bikeway Feasibility Study by WSP. We provide to SJTPO our extensive portfolio of Complete Streets, bicycle, pedestrian, and trails master plans; engaging stakeholders and the public in productive and creative ways; and advancing SJTPO’s Vision of an interconnected multimodal transportation system, based on regional cooperation and collaboration, to move people and goods in a safe and efficient manner, inclusive of all modes, all users, and all trip purposes.

Our team, led by planning veteran **Peter Kremer, AICP, PP**, is uniquely qualified to deliver a plan that meets the needs and fulfills the goals of a safe, accessible, and equitable SJTPO region. Peter and the team will deliver the Regional Active Transportation Master Plan from our **Hamilton office, located at 300 American Metro Blvd, Hamilton, NJ 08619**.

**THE MICHAEL BAKER TEAM ADVANTAGE:**

**COMPLETE STREETS & ACTIVE TRANSPORTATION EXPERTISE**



Our team is guided by proven and experienced leaders. SJTPO will benefit from our comprehensive qualifications and award-winning multimodal and Complete Streets project portfolio and expertise.

**A LOCAL, EXPERIENCED, AND FULL-SERVICE TEAM**



The Michael Baker team provides a unique depth of local knowledge and experience to seamlessly partner with SJTPO to deliver practical, innovative, and cost-effective solutions and strategies.

**COMMITMENT TO MEANINGFUL COMMUNITY ENGAGEMENT**



We bring deep outreach and communications experience across a wide range of plans and projects that will enable us to work seamlessly with South Jersey stakeholders, decision makers, and the public.

Michael Baker is committed to providing quality services on a timely basis, and we look forward to working with the SJTPO on this project. We have reviewed and accept the SJTPO Standard Contract Agreement Boilerplate included as Exhibit I in the Request for Proposal (RFP). Please contact me at 609-807-9532 or [gbosque@mbakerintl.com](mailto:gbosque@mbakerintl.com) for additional information or to schedule an interview.

Sincerely,

MICHAEL BAKER INTERNATIONAL, INC.

Gilberto R. Bosque, P.E.

Vice President and Principal-in-Charge

***The SJTPO reserves the right to determine whether the identified information and records are exempt from public disclosure and will advise the proposer accordingly.***

## TECHNICAL APPROACH AND UNDERSTANDING

The SJTPO region is home to a desirable and uniquely diverse mixture of towns, villages, small cities, and main streets among vast stretches of farmland, preserved lands, and scenic ocean- and river-front coastlines. Its expansive areas differ significantly from the typical conditions and travel needs of its central and northern New Jersey neighbors, with a population density about one-quarter of the statewide composition.

The Michael Baker team approach of community-led and data-driven methodologies is derived from our extensive experience with South Jersey and SJTPO and presents a plan that is truly reflective of the region's distinctive context, communities, landscapes, demographics, and safety and travel needs.

The SJTPO Regional Active Transportation Master Plan (ATP) will connect South Jersey residents, workers, and visitors with education, job opportunities, healthcare and social services, healthy lifestyles, and the region's vast tourism, cultural, and recreational opportunities. This plan seeks to provide these connections and improve the ability to travel safely between where people live and where they need to and want to travel. Whether they be school children, service economy workers without a second family car, residents seeking recreational opportunities, or even visitors by the thousands who come to South Jersey, new and safer alternatives are essential for daily mobility needs.

Our team members and **Project Manager, Peter Kremer, AICP, PP** are ideally suited to this undertaking, having prepared numerous prominent safety and active transportation plans for New Jersey's counties and municipalities, including Cumberland, Ocean, Mercer, Somerset, and Passaic Counties, as well as Atlantic City, Cape May, Ocean City, and Somers Point.

The ATP goals, objectives, and recommendations will build upon the opportunities identified in recent plans and initiatives, including the South Jersey Trails Design Guide, Cape May County Regional Trail, Network-Feasibility Study, Atlantic County Bikeway West-Feasibility Study, Maurice River Corridor Study, and connecting westward to the Camden County LINK Trail, and The Circuit Trails network.

The ATP will address critical gaps in the regional active transportation network and advance the goals of SJTPO's Regional Transportation Plan, Forward 2050, including:

- Promote accessibility and mobility for the movement of people and goods
- Support the regional economy
- Increase and enhance opportunities for travel and tourism
- Improve transportation safety
- Establish the framework for a unified bicycle and pedestrian count program

Our technical approach for the ATP includes the creation of a Regional Active Transportation Committee, which shall continue after the completion and adoption of the ATP to support continued implementation and maintenance, a recommendation our team has made for several recent active transportation plans.

The Michael Baker team approach builds on our diverse depth of experience and qualifications, with our emphasis on equity for underserved populations, communication, and collaboration with the public, local stakeholders, and decision makers. We will assess demand, barriers to safety and mobility, and opportunities for improvement; develop an interconnected regionwide active mobility network; and recommend strategies for grant funding and implementation. Team members WSP and Drive Engineering brings extensive experience with the South Jersey region, expertise in the essential data-driven methodologies, and familiarity with the SJTPO public and stakeholders.

The Michael Baker team has scaled the scope of services from the RFP to the budget available from the funding agency.

## NARRATIVE SCOPE OF WORK

### Task 1: Coordination and Administration

The Michael Baker project management approach places communication, coordination, and collaboration between our team and our clients at the forefront of all our plans, projects, and studies. The Michael Baker planning process is community-led and data-driven and prioritizes equity and SJTPO's underserved communities. Our team will implement a process of collaboration and communications, with an emphasis on listening to, and engaging directly with, SJTPO residents' stakeholders, and decision makers.

#### Michael Baker's Project Manager Responsibilities

We have designated Peter F. Kremer, AICP, PP as project manager for the Regional Active Transportation Master Plan (ATP). Peter will serve as the primary source of contact, responsible for managing the day-to-day activities of the Michael Baker team, and scheduling and leading the bi-weekly project update meetings with the SJTPO, preferably via the Teams platform. Peter shall be responsible for ensuring all study deliverables are prepared with the highest level of quality and tailored to meet the needs of the end users.

Peter's responsibilities shall include maintaining the project schedule; tracking project and financial performance; preparing monthly progress reports and invoices; coordinating with team members; and working proactively to maintain the demands of the work plan, schedule, budget, and study deliverables.

#### Bi-weekly Status Meetings

Peter will schedule, provide agendas, and lead bi-weekly status meetings to keep the ATP on schedule, provide status on deliverables, and discuss responsibilities, action items, and upcoming ATP events, and activities.

#### Project Kickoff Meeting

To meet the demands of the study timeline, we propose to schedule an administrative and technical project kickoff meeting immediately upon receipt of Notice-to-Proceed (NTP). Peter will schedule the meeting promptly upon consultant selection with SJTPO to discuss project management and technical items, including confirmation of the scope of work and schedule, refinement of the public involvement strategy, and progress reporting and invoicing requirements. A detailed project schedule shall be prepared for review at the kickoff meeting, with monthly updates to follow.

The kickoff meeting is also an opportunity to expedite critical path technical items and data collection, and transition directly into the planning process. Such items include applicable policies, guidelines and plans, and data and mapping requests, and candidates for advisory committee and stakeholder participation. This will help the Michael Baker team transition seamlessly into the Needs Assessment and Outreach tasks.

#### SJTPO Project Manager Responsibilities

The client shall designate a project manager to serve as the primary point of contact between the consultant team and the SJTPO. The SJTPO's project manager will provide overall project oversight and perform administrative tasks including consultant selection; contract administration; processing of invoices; and ensuring the consultant team adheres to the scope of work, budgets, and schedule.

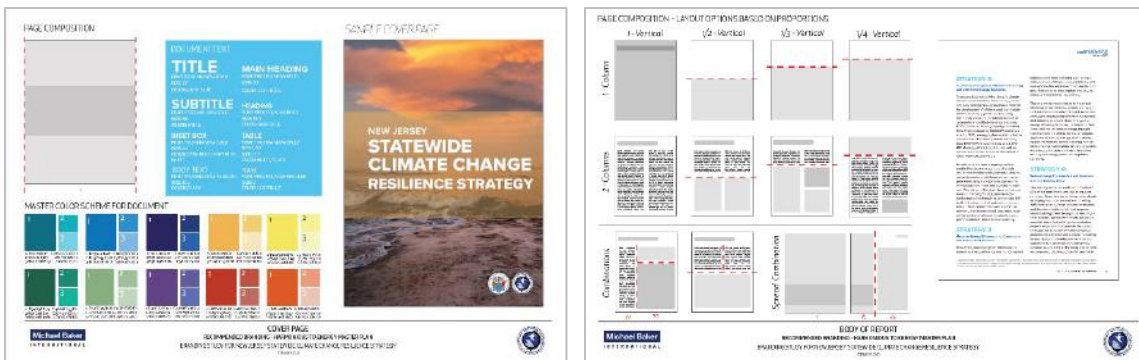
The SJTPO project manager will also be responsible for recruiting and formation of the advisory committee, stakeholder groups, active participating in public outreach and engagement activities, and coordination with the municipal partners. In addition to these project management tasks, the SJTPO project manager will be responsible for reviewing and commenting on all Michael Baker products and deliverables.

#### File Sharing

Michael Baker will implement an internet-based file-sharing service as a tool for facilitating collaboration, communication, and sharing data resources and plan documents sharing among key participants, anticipated to be SharePoint or similar platform. Study partners – SJTPO, Michael Baker, and subconsultants Drive Engineering and WSP, shall provide the names and contact information for all individuals to be provided access to the SharePoint platform.

## Branding and Style Guide

At Michael Baker we strive to make each client’s custom branding and formatting standards an integral component of all plan reports and deliverables. ATP branding will include a unique project logo, color palette, and fonts, as well as standardized document formatting and layout. The project branding and style guidance will be applicable to all technical memoranda, draft and final reports, and PowerPoint slide shows.



*Michael Baker developed the branding and graphic communication for New Jersey’s first Climate Science Report for the New Jersey Department of Environmental Protection.*

### TASK 1 DELIVERABLES

The Michael Baker Project Manager will be responsible for:

- Submit monthly task-based invoices and progress reports to the SJTPO.
- Lead the project kickoff meeting and the subsequent bi-weekly status meetings and provide agendas and summaries. Implement and maintain the internet-based file-sharing service as a tool for facilitating collaboration.
- Develop a style manual for the preparation of technical memoranda, reports, presentations, maps, and other materials prepared for the study.
- Prepare and submit a schedule of tasks and a timeline for SJTPO review.
- Submit all deliverables to SJTPO per SJTPO guidelines and guidance.

SJTPO will be responsible for:

- Participate in bi-weekly conference calls and a project kick-off meeting with the Michael Baker team.
- Review and provide feedback on all interim and final deliverables.
- Review and processing of invoices and progress reports

## Task 2: Review Existing Policies, Guidelines, And Plans and Equity Assessment

The Michael Baker team will prepare a review of applicable policies, guidelines, and plans completed by SJTPO, and the region’s counties, municipalities, nearby Metropolitan Planning Organizations (MPOs), among others.

Similar to our work on the BIKENewark Bicycle Master Plan, the Michael Baker team will prepare a review of relevant recent regional active transportation plans and resources to gather guidance on study methodologies, outreach and collaboration, critical issues, and recommendations, with emphasis given to areas with comparable demographic characteristics, land use patterns, transportation systems, and socio-demographic conditions (e.g., Tri-County Regional Planning Council, Wilmington Area Planning Council, and Lehigh Valley Planning Commission, etc.), and anticipated to include examples where tourism is an essential element of the regional economy.

Southern New Jersey has increased in diversity within the past decade. Accordingly, the plan will evaluate where underserved community members live and work, and their unique travel needs. The ATP planning process begins with a comprehensive understanding of the demographic and ethnic makeup of SJTPO, with particular emphasis on underserved residents and communities, and vulnerable roadway users. Our team has extensive experience in integrating equity into transportation planning and decision making and we are passionate about improving people’s lives.

SJTPO will assist with obtaining local and regional plans and guidance, Recreation and Open Space Inventory documents, and Complete Streets policies.

### Literature Review

The Michael Baker team will collect, review, and summarize applicable existing plans, reports, policies, and studies, from plan partners and shareholders, anticipated to include the following:

- Active transportation resources in New Jersey, such as those from NJDOT
- Complete Streets policies: MPO, county, and municipal
- SJTPO plans including
  - South Jersey Trails Design Guide
  - Cape May County Regional Trail
  - Network-Feasibility Study
  - Atlantic County Bikeway West-Feasibility Study
  - Maurice River Corridor Study
- Additional relevant plans and guidance including
  - Camden County LINK Trail
  - Circuit Trails
- An additional resource could include the United States Department of Transportation's Guide for Maintaining Active Transportation Infrastructure for Enhanced Safety.

### ALICE - Equity Assessment

The Michael Baker planning process prioritizes equity and SJTPO's underserved communities. A key focus will be reviewing guidance and plans that document and provide recommendations for promoting equity through transportation and travel. This will improve access and mobility for underserved communities and promote more successful, healthier, and equitable circumstances for everyone. The equity assessment will: identify communities with vulnerable populations; avoid recommendations that have disproportionately high adverse effects; and strive to reduce and eliminate barriers to meaningful participation in the planning process. Results of the equity assessment will be used to inform the final recommendations, outreach strategies and methodologies, and location of demonstration projects.

Drive Engineering (DBE) will be responsible for the equity assessment, anticipated to include indicators for Asset Limited, Income Constrained, Employed (ALICE) demographic groups. The ALICE methodology was developed by the non-profit United Way and is focused on the increasing number of individuals and families who are fully employed but still unable to safely meet their basic daily travel needs.

### Crime Prevention through Environmental Design (CPTED)

Our team will also utilize the principles of Crime Prevention through Environmental Design (CPTED) to identify active transportation planning best practices, projects, and strategies, based on the unique demographics, circumstances, and context of the South Jersey region.

The CPTED methodologies identify context-specific improvements and strategies to make travel safer and more accessible, including for example enhanced street lighting at targeted locations for pedestrians, cyclists, and transit patrons.

### Prioritization Methodologies

Review of existing policies, guidelines, and plans will include guidance for agencies engaged in active transportation planning. This shall involve a methodology of data-driven approaches that evaluate and prioritize projects. These strategies will result in projects that can be implemented and provide various options for funding assistance from federal, state, and local sources.

For BIKENewark, the Michael Baker team developed and implemented a matrix-driven methodology to develop, evaluate, and prioritize ranking of the candidate active transportation routes and strategies. The literature review, ALICE equity assessment, and CPTED tasks will serve as critical inputs to our proposed matrix-driven prioritization methodology to be developed in Task 5: Regional Priority ATP Network Mapping.

## TASK 2 DELIVERABLES

The Michael Baker Project Manager will be responsible for:

- Literature review that emphasizes recommendation and projects specific to the active transportation travel and the active transportation network
- ALICE - Equity Assessment
- Regional Network accessibility and gaps analysis
- Summary of Crime Prevention through Environmental Design (CPTED) framework applicable to developing a safe active transportation network

## Task 3: Data Collection and Existing Conditions

WSP will take the lead in Task 3, and develop the data-driven resources, GIS analytics, and assessment methodologies to document and identify existing conditions and constraints, and mapping of candidate improvements for the regional active transportation network.

The Michael Baker team will determine existing conditions for active transportation in SJTPO through data collection, review of existing planning documents, field work, and public outreach. We will collect, review, and synthesize applicable resources and data to be used as inputs to subsequent Tasks. The SJTPO, NJDOT, NJ DEP, counties, municipal partners, and stakeholder groups shall provide these resources and data as needed and as available.

These data and resources are proposed to support:

- Creating GIS maps and tables to identify existing and proposed bicycle routes
- Inventory and mapping of existing, planned and proposed bicycle infrastructure

Data collection is anticipated to include, but not be limited to:

- GIS data resources
  - Base mapping to be obtained from SJTPO, NJDOT and NJDEP (trails layer)
  - Existing, planned and proposed on- and off-road bicycle infrastructure
  - Location data for schools, parks, and other active transportation destinations accessible by bicycle
- Crash, traffic, and bicycle usage data
  - Most current five (5) years of bicycle crash data available
  - Existing bicycle and trail demand counts
  - Traffic data from available sources, including Replica

### Base Mapping and GIS Analytics

One of the earliest tasks will be to assemble the regional GIS network to support assessment of: existing conditions, accessibility analysis. Bicycle Level-of-Traffic-Stress (LTS); crash and safety assessment; ALICE equity assessment; and other critical methodologies. All maps produced with GIS data will conform to the SJTPO standards.

The Michael Baker team will be to develop a project base map that is suitable to support the development and display of resources, conditions, constraints, and mapping needs.

### 3.1. Existing and Planned Facilities Network

The regional active transportation network map as a key step in the ATP planning process, providing a framework to visually represent existing and planned facilities. Michael Baker team will utilize Geographic Information Systems (GIS) mapping software datasets, including sidewalk and crosswalk inventory- where available - from SJTPO, NJDOT, and NJDEP. Additional outreach or data requests from SJTPO subregional partners may be appropriate for this task to establish the planned network. Coordination with regional partners may be appropriate to ensure connections to the Circuit Trail and the Delaware Trails and Parks systems in future trail planning efforts.

### 3.2 Regional Network Accessibility Analysis

The accessibility analysis will help to identify gaps and potential conflicts with other transportation elements in the region and identify regionally significant destinations that may be key points of interest within the area. Data from the public and stakeholders will supplement these mapping resources. The resulting network will identify potential regional active transportation corridors and connections.

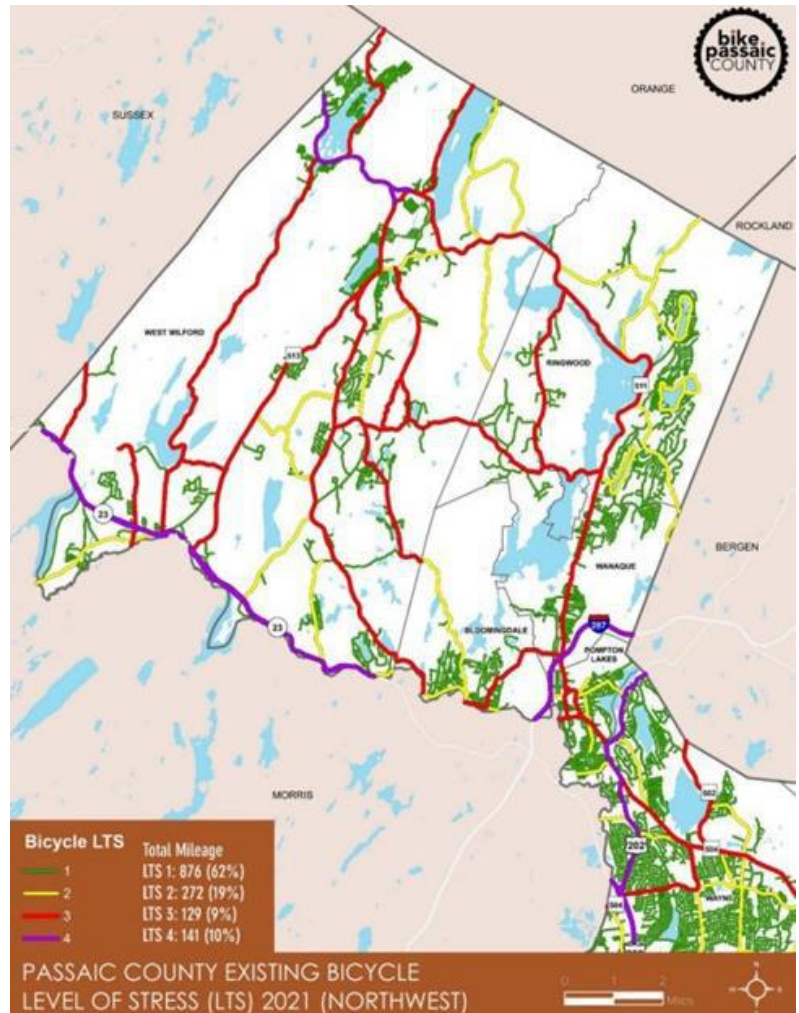
The ATP will prioritize areas where bicycle and pedestrian activities can provide the greatest benefit. This approach, combining data-driven research, detailed plan reviews, and meaningful stakeholder engagement, will foster a more integrated and accessible transportation system for all users.

### 3.3 Existing and Projected Bicycle Level-of-Traffic-Stress (LTS) Analysis

The Michael Baker team is a leader in the application of the LTS methodology, and we continue to augment and enhance our LTS techniques and toolbox to accurately reflect and assess the unique issues, context, and mobility needs of each study area location and municipality. Our team is currently preparing a statewide LTS bike map for NJDOT, and we have prepared numerous comprehensive LTS assessments including for Somerset, Passaic, Mercer, and Essex Counties, and the Cities of Newark and Paterson; a similar process will be employed here. For this analysis, we will also utilize the data collected as part of the SJTPO Countywide Local Road Safety Plan, which includes a comprehensive inventory of sidewalks, crosswalks, pedestrian crossings, outside barriers, and fixed objects on county and Municipal roads in the SJTPO region.

#### Crash Analysis

Safety is a significant concern for SJTPO and integral of all Michael Baker plans and studies. We will obtain the most current five (5) years of bicycle crash data available on both county and municipal roadways, develop mapping of crash locations, and identify the crash hotspots (high crash occurrence and severity corridors).



#### TASK 3 DELIVERABLES

The Michael Baker team will be responsible for the following:

- Develop GIS base mapping with applicable data layers
- Display and existing conditions assessment, anticipated to include:
  - Existing and currently planned active transportation facilities
  - Regional network accessibility analysis with barriers and gaps analysis
  - Bicycle Level-of-Traffic-Stress (LTS)
  - Safety and crash data

## Task 4: Public and Stakeholder Outreach

Public and stakeholder engagement is essential to developing the regional active transportation network. We recognize that successful transportation plans and projects depend not only on technical expertise but also on the active involvement of key stakeholders and the public to ensure that community voices are integrated into the decision-making process. Our public involvement approach builds broad support while ensuring that the final plans reflect community needs and aspirations. In cooperation with SJTPO, we will develop a robust and adaptive approach for obtaining input from an appropriate mix of planning partners and stakeholder organizations.

The Michael Baker planning process prioritizes equity for SJTPO's underserved communities with an emphasis on listening to, and engaging directly with, SJTPO residents, stakeholders, and decision makers.

The final meeting is anticipated as a summary-level presentation of the ATP and recommendations to SJTPO Board.

### Public Engagement Plan

The first step is to define a plan for community and stakeholder involvement that fosters meaningful engagement, participation, and communication with a diversity of SJTPO stakeholders. In coordination with SJTPO and the advisory committee (R-TAC), the Michael Baker team will design and implement a public outreach plan that seeks input through comprehensive and diverse methods, including outreach to low-income, minority, and other disadvantaged groups, including persons who would represent ALICE workers.

The Public Engagement Plan (PEP) will enable the Michael Baker team to define the planning process, activities, and schedule, and is envisioned to include the following features:

### Project Website and Social Media

The Michael Baker team will provide content for posting to a website preferred by SJTPO. Several excellent candidates are recommended in the RFP, and we will also provide content to SJTPO at key plan milestones for posting to SJTPO and study partner social media feeds.

### Regional Active Transportation Committee

We will work collaboratively with SJTPO to establish a Regional Active Transportation Committee (R-TAC) to guide development of the plan. As we have recommended for previous plans, SJTPO intends for this committee to continue after delivery and completion of the ATP plan, supporting the ongoing growth, development, and implementation of the plan recommendations and active transportation network. During this effort, the R-TAC shall be used to influence decisions made in the planning process and serve as stakeholders.

Our approach builds the R-TAC membership with an emphasis on including non-traditional partners as well as users of the system. Members may include bicycle and pedestrian advocacy organizations, bike clubs or event organizers, bicycle shop owners, and health-related organizations. This may also include representation from regional partners in the SJTPO region: the Bicycle and Pedestrian Advisory Council (BPAC), Transportation Management Associations, Rails-to-Trails Conservancy, DVRPC's Circuit Trail, active transportation implementers at the municipal level, as well as state agencies (NJDOT, NJ TRANSIT, and NJDEP).

We will engage directly with the R-TAC throughout the project to develop and review key deliverables. During meetings, we will present findings from the study and actively seek constructive feedback on essential elements intended to achieve the best outcomes. We will prepare agendas, presentations, and meeting notes for the R-TAC meetings.

The Michael Baker team recommends up to three (3) virtual R-TAC meetings:

- The first TAC meeting will serve as a "kickoff" with planning process overview, goal setting exercise, and preliminary findings, anticipated to include findings from ALICE equity assessment and crash data.
- The second meeting will present summary findings from the data analysis, public engagement, and existing active transportation infrastructure, to set the stage for the draft ATP map and routes
- A third and final meeting will serve to review and provide feedback on the draft ATP deliverable and implementation matrix

### In-Person Interactive Mapping Exercise

Drive Engineering (DBE), based on their extensive experience and relationships with SJTPO, will lead the in-person interactive mapping task. In previous years, our team has hosted a similar mapping and data gathering session at the annual New Jersey Bike & Walk Summit. This has proven a useful and efficient way to support the planning process and gather valuable comments and bicycle route recommendations.

Based on the initial plan timeline, the Michael Baker team proposes this session at the (Spring) 2026 New Jersey Bike & Walk Summit to present and solicit comments and feedback on the proposed ATP regional active transportation network.

The Michael Baker team has a strong working relationship with the New Jersey Bike & Walk Coalition, and we anticipate them being an enthusiastic and highly beneficial partner.

### Public and Stakeholder Outreach

Strategies for outreach will be needed to address how to reach members of the communities and target users of the active transportation network. Innovative ideas are encouraged and should go beyond attendance at existing community meetings, well-attended events, and traditional public information centers.

The Michael Baker team therefore proposes up to five (5) targeted public and stakeholder and outreach activities and/or events to gather insights into user experiences, preferences, and challenges, providing detailed qualitative feedback on specific aspects of the study. This may include underrepresented population segments, transportation-challenged individuals, and similar. The focus groups aim to acquire diverse perspectives that will enhance effective and inclusive transportation solutions.

Our Team will use the ALICE data developed through Task 2 to identify the communities that need particular attention to gather perspectives through three focus groups. These focus groups will work with community partners for recruitment and may provide language access, based on the needs of the identified groups.

Additionally, two public events, which could take the form of a community walk and/or ride, a workshop, or other event as developed with SJTPO and the Steering Committee, will provide inputs from the wider community in the planning process. These events will be timed to provide input at key junctures, providing important information to the existing conditions and the final Plan.

Spanish is the primary Limited English Proficiency (LEP) language in the SJTPO region. All outreach efforts in each community must address accommodation and the translation of materials. Following the "Safe Harbor" provision, other languages shall be considered, which guides what SJTPO identifies as LEP languages.

Our team will take the lead in conducting all public outreach activities and preparing the outreach materials, with the addition and identification of focus groups. The consultant will also be responsible for preparing presentation materials (display boards, presentations, handouts), as well as all public notices/advertisements and content for social media platforms, in coordination with SJTPO to distribute, publish, and promote the project's ongoing efforts.



*Mapping exercise for SJTPO's Maurice River Corridor Study in 2024.*

## TASK 4 DELIVERABLES

The Michael Baker Project Manager will be responsible for:

- Prepare the Public Engagement Plan (PEP)
- Provide content and social media materials for posting to web page of SJTPO preference
- Prepare meeting agendas, PowerPoint presentations, and meeting facilitation
- Up to three (3) R-TAC meetings
- Up to five (5) targeted public and stakeholder and outreach activities and/or events, based on ALICE findings and best practices to engage SJTPO's diverse demographics and stakeholders, with goal of achieving active engagement to provide meaningful and beneficial discussion and comments
- A final summary-level presentation of the ATP and recommendations to SJTPO Board

SJTPO will be responsible for:

- Assist with recruitment of R-TAC and stakeholder participants:
- Recruit & invite candidate R-TAC members, utilizing invitation letter supplied by the Michael Baker team
- Recruit and invite candidate focus group participants
- Secure locations for in-person outreach events, as needed
- Host and maintain content at web page of SJTPO preference and social media feeds

## Task 5: Regional Priority ATP Network Mapping

The ATP will propose an active transportation network for SJTPO, not just individual and isolated pedestrian improvements, bicycle lanes, and trail segments but an integrated, interconnected, and region-wide network specific to the regional local communities and context. We will define the existing network, make recommendations for improvements, provide pertinent details for each segment, and identify key next steps and actions for implementation.

Task 5 implements Michael Baker's community-led and data-driven planning process, assembling and assessing findings from Literature Review and Equity Assessment (Task 2), Data Collection and Existing Conditions (Task 3), and Public and Stakeholder Outreach (Task 4) to create a robust conceptual, regional active transportation network. To enhance safety and accessibility for all, considerations will factor in bicycle and pedestrian crash statistics. This, along with the identification of the presence of barrier roads and gaps that disrupt and hinder connectivity and access.

Facility type selection will be framed at a general level by guidance from the New Jersey Complete Streets Design Guide Design Guide, whose development was led by our project manager, Peter Kremer.

### ATP Team – Regional Network Brainstorming Session and Charette

For several recent regional bicycle and active transportation plans, the Michael Baker team has successfully convened a brainstorming/charette session to bring together and review the data-driven and community-led elements of the plan, and work collaboratively to develop a draft program of recommendations: projects, policies, and strategies. Michael Baker proposes this session to streamline development of the plan recommendations by bringing together the client (SJTPO) with the Michael Baker team to achieve consensus on the draft regional ATP network and supporting recommendations. A session of one-day is proposed, with the Michael Baker team leading the session at the SJTPO offices.

### Ranking Matrix and Prioritization of Candidate Improvements

For BIKENewark, Michael Baker also developed and implemented a methodology to assess the projected benefits of providing dedicated new bicycle facilities, to identify specifically which potential new facilities would actively improve safety and separation from traffic, rather than just expose cyclists to stressful and uncomfortable proximity to moving traffic.

Application of this methodology for the SJTPO ATP prioritizes those recommendations that best meet the vision and

goals as expressed by SJTPO stakeholders, decision makers, residents, and visitors.

Criteria may include, but will not be limited to:

- Connections to existing facilities and bicycle demand
- Crash history and severity, and existing and potential future LTS
- Links to key destinations and first and last-mile connections to transit
- Improved access and/or safety for underserved residents and communities
- Local support and public comments and input including feedback from charettes or other outreach methodologies
- Geographic distribution and balance across SJTPO region and municipalities

## TASK 5 DELIVERABLES

The Michael Baker Project Manager will be responsible for:

- Develop and document ranking matrix and prioritization of candidate improvements for SJTPO review
- Organizing and leading the proposed brainstorming/charette session to develop the draft recommendations
- Mapping and display of draft Regional Priority ATP Network for SJTPO review
- Final ranking matrix and mapping of Regional Priority ATP Network
- GIS files

SJTPO will be responsible for:

- Review and comment on draft ranking matrix and regional priority ATP network, up to 2 rounds of review
- Review and comment on Task 5 technical memorandum

## TASK 6: Regional Active Transportation Master Plan

Early in the planning process, the Michael Baker team shall prepare an outline for the ATP final report to be reviewed by SJTPO. Following concurrence on the outline, the Michael Baker team will begin assembly of components of the draft final report which is anticipated to include the following sections: Executive Summary, Introduction, Methodology, Findings and Recommendations, Implementation Matrix, and Appendix consisting of the technical memoranda.

Based on the RFP schedule, the MPO intends to have the final report presented to the R-TAC and SJTPO's Technical Advisory Committee (TAC) in the fall of 2026. The Michael Baker work plan and schedule meet the RFP requirements for the draft plan and specified deliverables. The technical memoranda and PowerPoint presentations for the TAC and public meetings will provide the content, findings, and recommendations for the final report and deliverables. The ATP final report and appendices shall be submitted in electronic format only, as hard copies are not required. The Executive Summary but not the full final report shall be translated into Spanish.

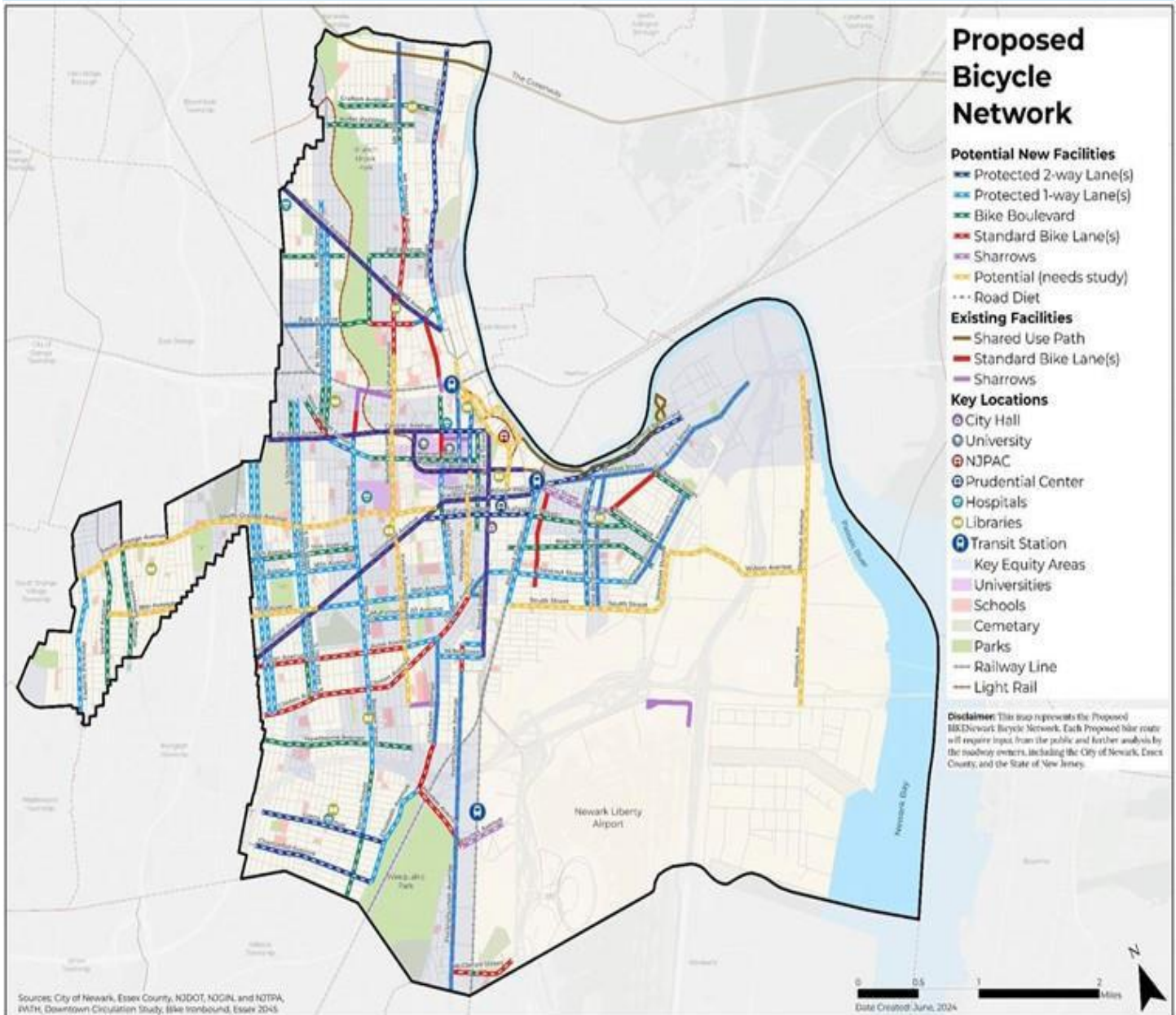
### Regional Active Transportation Master Plan

The Michael Baker team shall organize and assemble deliverables and incorporate the findings into the Regional Active Transportation Master Plan (ATP) final report, including existing conditions, data synthesis and analyses, and the results from public and stakeholder engagement events and activities. In coordination with SJTPO and the R-TAC, the team will articulate a comprehensive regional vision for a conceptual active transportation network.

The Regional Priority ATP Network integrate public preferences and input, outlines a strategic framework for prioritizing projects using the propose ranking matrix methodology, to promote safe, equitable, and efficient regional connectivity, with clear implementation guidance. The final ATP documents serve as a foundational strategy to achieve a long-term vision for enhancing bicycle and pedestrian connections, and intended to improve, complement, and strengthen the fostering of healthier, more sustainable communities.

The schedule allows for up to one round of review for the final report by SJTPO and the R-TAC.

The figure below is an example of proposed bicycle route map from BIKENewark with existing facilities and key bicycle destinations. BIKENewark proposes 74 new miles of dedicated new bicycle facilities connecting across the City's neighborhoods and wards.



### Executive Summary

The Executive Summary will be high-level overview of the larger planning document, anticipated to be 2-4 pages and include the Regional Priority ATP Network map. The Executive Summary but not the full final report shall be translated into Spanish.

### PowerPoint Presentation

The PowerPoint presentation will provide narrative that distinctly presents the ATP elements: findings, results, challenges, solutions, lessons learned, and recommendations for next steps. Presentation shall be made to the Regional Active Transportation Committee and SJTPO's Technical Advisory Committee (TAC), anticipate for fall of 2026. Study Materials.

The Michael Baker team will provide digital copies of all presentation materials developed during the study. All data, including images, raw data from surveys, derived GIS layers, databases, mailing lists, etc., will be provided to SJTPO in its original source format. All Michael Baker GIS products will follow the procedures described in the SJTPO's EGIS User Manual, specifically Appendix U3 – EGIS Quality Assurance Program.

## TASK 6 DELIVERABLES

The Michael Baker Project Manager will be responsible for:

- Final Report Outline
- Draft and Final Report with Executive Summary, Implementation Matrix, and Appendix
- Regional Priority ATP Network
- Final PowerPoint Presentation
- GIS files
- ATP final report and appendices shall be submitted in electronic format only

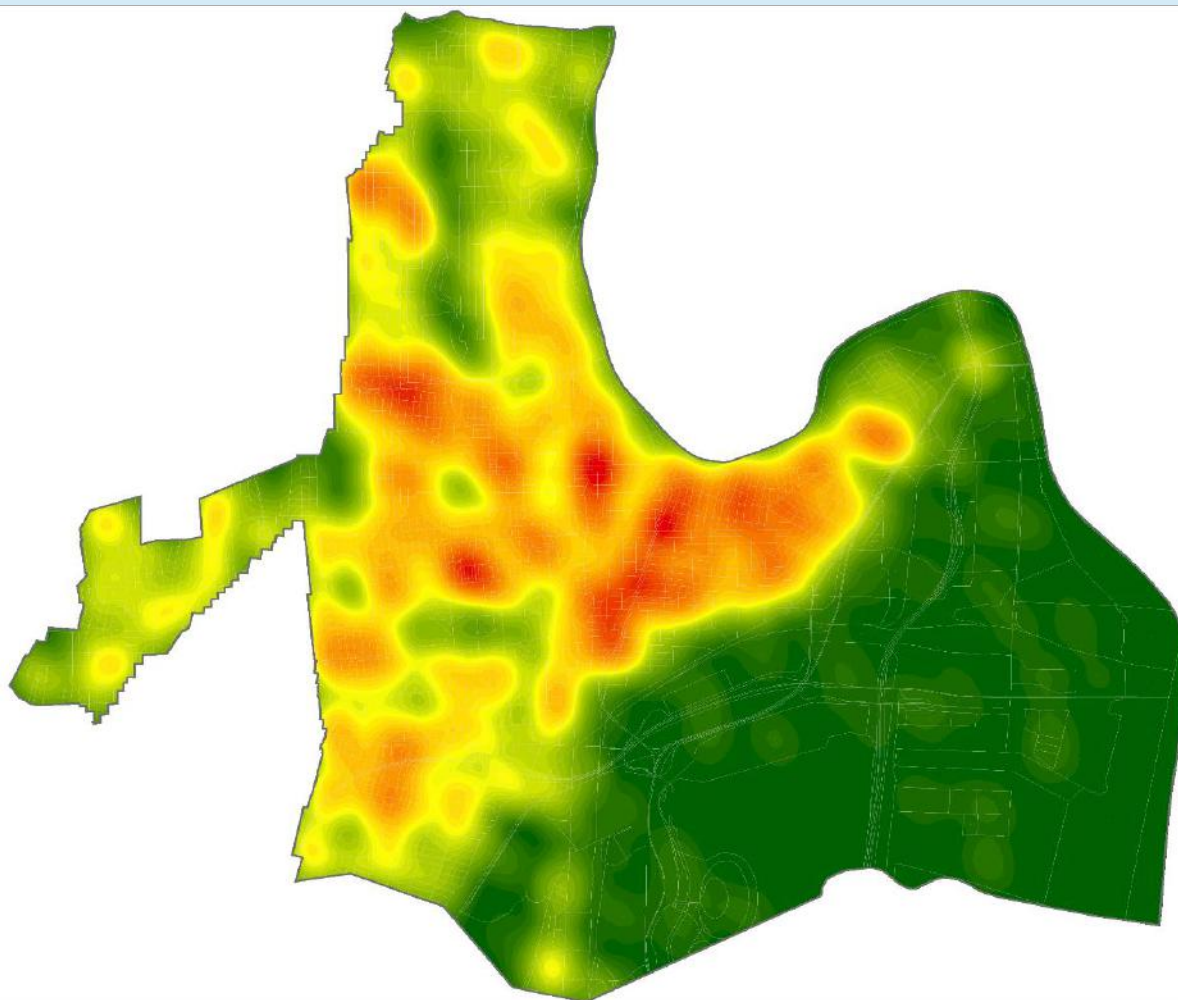
## Task 7. Bicycle and Pedestrian Count Program

The Michael Baker team will develop a framework for establishing a unified bicycle and pedestrian count program in the SJTPO region. The purpose of the count program will be to collect comprehensive data to inform future planning and decision-making related to implementation and build-out of the proposed regional network. Our team members have extensive experience with NJDOT, SJTPO, and other partners in developing and implementing travel and traffic data collection, including NJDOT's statewide Traffic Monitoring System (TMS). Recently we have worked with NJDOT to design and implement innovative pedestrian and bicycle data collection, including the eco-counter™ technologies.

The Michael Baker team proposes use of our Bicycle Demand model methodology to develop the bicycle and pedestrian count program. WSP will lead this task. Bicycle demand is influenced by a variety of factors, including the locations and density of population centers, jobs, key destinations, and demographic factors. Our team has developed and refined a Bicycle Demand model to identify critical origins and destinations for bicycle trips and areas that have conditions and demographics most conducive to bicycle trips and travel. The demand model methodology helps demonstrate the potential need for bicycle accommodations, identify potential routes, and guide the development of an interconnected and accessible active transportation network. We have made extensive use of the Bicycle Demand Model in our bicycle plans including most recently for BIKENewark and have used this methodology to target bicycle improvements to areas where they can attract the most use and achieve the most benefit to mobility, access, safety, and equity goals. The model can be adapted and enhanced for a full range of active transportation modes and trip purposes

Based on the results of the demand model and heat map, we will propose locations for up to 25 counting stations, including equipment type. Our approach will lay the groundwork for a dynamic, data-driven bicycle and pedestrian count program in the SJTPO region, shaping the future of active transportation infrastructure. By identifying high-demand areas and gaps in the current network through a heat-mapping effort, we will provide the insights needed to strategically develop bike lanes, pedestrian pathways, and other critical improvements. Our plan will outline where, when, and how data should be collected—incorporating best practices for equipment selection, staffing, seasonal adjustments, and adaptable methodologies. We will also explore the integration of portable, semi-permanent, and permanent counters, ensuring a sustainable system with clear stakeholder roles for long-term management. The final deliverables will include a detailed mapping of counter locations and a strategic framework that supports informed decision-making, fostering a safer, more connected regional network.

The figure below from BIKENewark (2024) demonstrates the Bicycle Demand methodology and heat map display of areas with highest potential demand for travel by bicycle. The model can be adapted and enhanced for a full range of active transportation modes and trip purposes.



### TASK 7 DELIVERABLES

The Michael Baker Project Manager will be responsible for:

- Bicycle Demand Model, adapted for active transportation assessment
- Active transportation heat map display and Identify areas with high potential demand
- Prioritize up to 25 for locations for counting stations, including equipment type, anticipated to include eco-counters and similar technologies and methodologies

SJTPO will be responsible for:

- Review and comment on draft ranking matrix and regional priority ATP network, with up to 2 rounds of review

## Task 8. Technical Assistance with Grant Applications

SJTPO's ambition is to have the consultant team develop, compile, and prepare one or more applications for various grant opportunities. We will guide SJTPO and/or subregional partners and identify applicable and available funding resources to advance a portion of the regional trail network.

The WSP Team has a significant amount of experience developing funding strategies designed to maximize an agency's efforts in evaluating and pursuing grant opportunities. Supported by our national Grants Development and Management Team, our local Philadelphia and Lawrenceville staff write and complete grant applications for state, county, and municipal clients seeking funds from DOTs, regional and bi-state agencies, and nonprofit organizations including the William Penn Foundation, which is dedicated to building out the vision of the Circuit Regional Trails Coalition. Having a national grants team allows WSP to gain familiarity with a wide array of funding opportunities from non-governmental and non-profit organizations that are typically unknown to local and regional governing bodies.

Working alongside SJTPO's subregional partners and leveraging our national expertise, we will develop a directory of regular annual funding opportunities that identifies the grantor agency, typical timeline of funding opportunities, and specific activities covered by each funding source. Our team will advance this effort by developing a regional/local model grant application related to NJDOT statewide offerings that subregional partners can use as a reference when competing for such grants.

For the ATP we will develop a model grant application template suitable to the applicable grant programs and the types of active transportation improvements proposed for the ATP.

Potential candidates for ATP grant writing efforts may include funding portions for Atlantic County Bikeway West, Northern Cape May County Bikeway, or other portions of the regional trail network. We will host a demonstration of the ATP's model grant application template for subregional partners and other interested parties, such as municipalities, shall be prepared to present by offering recommendations to complete the applications in their entirety.

### TASK 8 DELIVERABLES

The Michael Baker Project team will be responsible for:

- Developing a model grant application template suitable to the applicable grant programs
- Work with SJTPO to develop a short list of active transportation improvements eligible for the grant program(s)
- Complete one grant application from this list
- Host a demonstration of the ATP's model grant application template for subregional partners and other interested parties
- Specific deliverables include: a model grant application, a funding directory, a guidance memo outlining successful grant writing techniques and pitfalls, and up to one (1) grant application for a subregional partner seeking funding to improve the regional trails network.

**SCHEDULE**

		Month #	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
		Month	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	
Task	Detail																						
<b>1</b>	<b>Coordination and Administration</b>																						
	Kickoff meeting		Award	6-Jan-25																			
	Online project collaboration site (for use by project team)			◆																			
	Project Management meetings (every other week)			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Monthly invoices with status reports and schedule updates			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>2</b>	<b>Review Existing Policies and Equity Assessment</b>																						
	Data collection & literature review				Research	Draft	Comments	Final															
	ALICE-Equity Assessment				Draft	Comments	Final																
	CPTED Framework					Research	Draft	Comments	Final														
<b>3</b>	<b>Data Collection and Existing Conditions</b>																						
	Base mapping and GIS analytics			Collection	Finalize base mapping																		
	Existing and planned facilities mapping				Data collection		Draft	Comments	Final														
	Regional network accessibility and gaps analysis					Data collection		Draft	Comments	Final													
	Existing and projected LTS						Draft	Comments	Final														
	Safety and crash analysis			Collection	Draft	Comments	Final																
	Final Technical Memo								Draft	Comments	◆												
<b>4</b>	<b>Public &amp; Stakeholder Outreach</b>																						
	Public engagement plan			Draft	◆																		
	Project website and Social Media						●		●			●									●		
	Online survey and interactive map				Draft	Survey and map period				◆													
	Public and stakeholder meetings & in-person mapping exercise						●		●		●		●										
	R-TAC meetings (3x)						1: Kickoff					2: Findings								3: Draft ATP/Network			
<b>5</b>	<b>Findings &amp; Recommendations</b>																						
	ATP Team – Regional Network Brainstorming														●								
	Draft Ranking Matrix															◆							
	Prioritization of Candidate Improvements																◆						
	Final Matrix and Map											◆					Comments				◆		
<b>6</b>	<b>Regional Active Transportation Master Plan</b>																						
	Assemble Draft and Final ATP						Draft outline									◆						◆	
	Executive Summary and Power Point																		Draft			◆	
	Review and response period																						
<b>7</b>	<b>Bicycle &amp; Pedestrian Count Program</b>																						
	Demand model methodology and application															◆							
	Candidate count location and prioritization																			◆			
	Proposed locations mapping																				◆		
<b>8</b>	<b>Technical Assistance - Grant Application(s)</b>																						
	Model grant application template									Draft	◆												
	Candidate grant applications										◆						Draft	◆					
	Write up to one (1) grant application																	Draft	◆				

LEGEND	
●	Key meeting
◆	Deliverable

## TOTAL COSTS (DIRECT RATES) BY TASK

Task	Total Direct Costs
1 - Coordination and Administration	\$ 5,590.68
2- Review Existing Plans and Equity*	\$ 3,932.40
3 - Data Collection and Existing Conditions	\$ 16,833.76
4 - Stakeholder and Public Outreach*	\$ 18,620.39
5 - Regional Priority ATP Network Mapping	\$ 14,773.68
6 - Regional Active Transportation Master Plan	\$ 14,729.06
7 - Bicycle and Pedestrian Count Program*	\$ 4,210.38
8 - Technical Assistance of Grant Applications	\$ 3,704.08
<b>Total Direct Costs</b>	<b>\$ 82,394.43</b>

\*Drive Engineering (DBE/MBE) hours included in Tasks 2, 4, and 7.

Note: This cost does not include overhead or profit. For this breakdown, please refer to [Breakdown of All Other Charges](#).

## BREAKDOWN OF ALL OTHER COSTS

### Direct Labor

Michael Baker International (Prime) Direct Labor	\$	48,941.09
WSP (Sub) Direct Labor	\$	24,082.34
Drive Engineering (Sub - DBE/MBE) Direct Labor	\$	9,371.00
<b>Subtotal Direct Labor</b>	<b>\$</b>	<b>82,394.43</b>

### Overhead

Michael Baker International (Prime) Overhead at 140.86%	\$	68,938.42
WSP (Sub) Overhead at 141.93%	\$	34,180.07
Drive Engineering (Sub - DBE/MBE) Overhead at 160.729%	\$	15,061.91
<b>Subtotal Overhead</b>	<b>\$</b>	<b>118,180.40</b>

### Fixed Fee at 10%

Michael Baker International (Prime)	\$	11,787.95
WSP (Sub)	\$	5,826.24
Drive Engineering (Sub- DBE/MBE)	\$	2,443.29
<b>Subtotal Fixed Fee</b>	<b>\$</b>	<b>20,057.48</b>

### Non-Salary, Other Direct Expenses (ODC)

Michael Baker International (Prime)	\$	2,656.69
WSP (Sub)	\$	-
Drive Engineering (Sub- DBE/MBE)	\$	1,300.00
<b>Subtotal Non-Salary, ODC</b>	<b>\$</b>	<b>3,956.69</b>

### Total Costs (*Direct Labor + Overhead + Fixed Fee + ODC*)

Michael Baker International (Prime)	\$	132,324.15
WSP (Sub)	\$	64,088.65
Drive Engineering (Sub - DBE/MBE)*	\$	28,176.21
<b>TOTAL</b>	<b>\$</b>	<b>224,589.00</b>

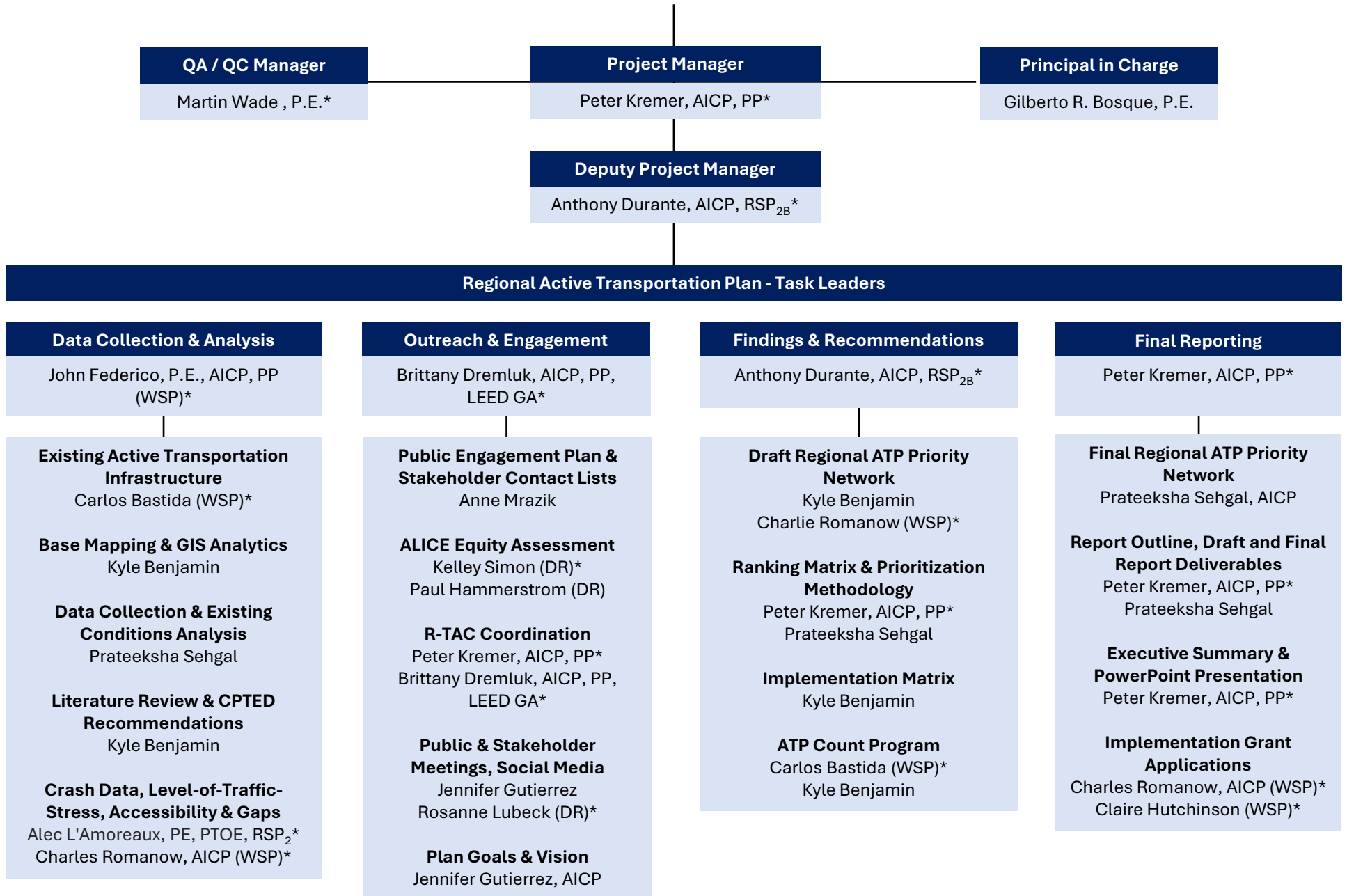
\*DBE/MBE Participation, 13% of Total, which exceeds 9.95% Goal

# ORGANIZATIONAL CHART



## South Jersey Transportation Planning Organization

**Subconsultants:**  
Drive Engineering (DR) DBE/MBE  
WSP USA, Inc (WSP)



\* Resume Included

**SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION**

**RESOLUTION 2505-11: Approving the Selection of Michael Baker International, Inc. as the Consultant for the Regional Active Transportation Master Plan**

**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 (FY) 2024 SJTPO Unified Planning Work Program includes Federal Highway Administration planning funds for this project through Task 24/403 Regional Active Transportation Master Plan, programmed as a two-year effort continuing through FY 2025; and**

**WHEREAS, the Notice of Availability of Requests was sent to 300 subscribers on the Requests for Proposals (RFPs) mailing list on January 30, 2025; and**

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

**WHEREAS, six (6) proposals were received; and**

**WHEREAS, the SJTPO Technical Advisory Committee (TAC) at their September 9, 2024, meeting vested consultant selection authority in a committee consisting of representatives from SJTPO, City of Vineland, and Atlantic, Cumberland, and Salem Counties, which reviewed the proposals and evaluated them according to SJTPO's published criteria; and**

**WHEREAS, the top three (3) firms were interviewed; and**

**WHEREAS, the Consultant Selection Committee recommends Michael Baker International, Inc., in association with WSP (subconsultant) and Drive Engineering (DBE); and**

**WHEREAS, the SJTPO TAC, at their May 12, 2025, meeting, endorsed the recommendation of the Consultant Selection Committee and the selection of Michael Baker International, Inc. as the Consultant for the Regional Active Transportation Master Plan effort at a total project cost of \$224,589; and**

**WHEREAS, the scope of work was well aligned with the goals of the study, no changes to the initial scope of work were required, and**

**WHEREAS, this project will be funded through the FY 2025 UPWP Technical Program as Task 24/403 Regional Active Transportation Master Plan, with a budget of \$225,000; and**

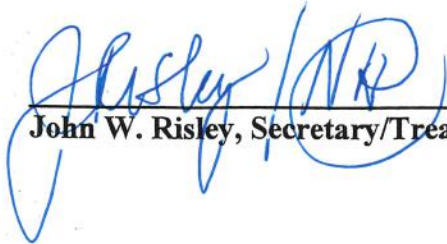
**NOW THEREFORE BE IT RESOLVED, that the Policy Board of the South Jersey Transportation Planning Organization hereby approves the above selection for the Regional Active Transportation Master Plan, with a maximum fee of \$224,589 and a minimum 12.55% DBE participation; and**

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

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

**Certification**

**I hereby certify that the foregoing is a correct and true copy of a resolution adopted by the Policy Board of the South Jersey Transportation Planning Organization at its meeting of May 27, 2025.**

  
\_\_\_\_\_  
**John W. Risley, Secretary/Treasurer**