

**RUTGERS**

Edward J. Bloustein School  
of Planning and Public Policy

# New Jersey Bicycle and Pedestrian Resource Center 5-Year Strategic Plan

SUBMITTED TO:

STATE OF NEW JERSEY  
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New Jersey Bicycle and Pedestrian Resource Center



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## Executive Summary

The New Jersey Bicycle and Pedestrian Resource Center (NJBPRC) is embarking on its tenth year of outreach, education, and assistance efforts to advance cycling and walking across New Jersey. To ensure the continued success and effectiveness of the NJBPRC, a strategic planning process was initiated in 2011 to take stock of past successes, and to identify current challenges and opportunities informing and guiding the Center's work over the next three to five years. The process of creating this Plan has been a joint effort between the New Jersey Department of Transportation's Office of Bicycle & Pedestrian Programs and the Voorhees Transportation Center (based at Rutgers, the State University of New Jersey) where the NJBPRC is housed.

Through a series of planning retreats with the NJBPRC project team, as well as an interactive workshop with external stakeholders, mission and vision statements have been developed, along with goals, strategies, and actions to guide plan implementation over the coming years.

### Mission Statement:

***"To motivate, educate and empower citizens to create safer and more accessible walking and bicycling environments through cutting edge research, education, and sharing of resources."***

### Vision Statement:

***"To provide vibrant leadership and direction in promoting active transportation for all users, with New Jersey as a model for others states, and Rutgers, The State University, as a dynamic innovator in transportation research, education, and outreach."***

Six major goals were crafted that reflect the Center's assets, challenges, opportunities and threats as explored through 'SWOT' analyses undertaken as part of the planning process. These goals are:

**Goal 1: Advance leading-edge bicycle and pedestrian research through the sharing of innovative ideas and best practices.**

**Goal 2: Use the Center's research program to shape future policy in New Jersey.**

**Goal 3: Build and strengthen partnerships and collaborations at state and national levels.**

**Goal 4: Provide training and education that help transform places and behaviors.**

**Goal 5: Promote a culture of courtesy, acceptance, and safety for all modes through strategic outreach and technical assistance.**

**Goal 6: Develop and Implement a marketing and communications strategy.**

These six goals encompass the Center’s core activities as well as aspirations identified during the planning retreats. Goal 1 focuses on the Center’s research activities with emphasis on providing user-friendly research to a wide range of audiences and raising the profile of the Center’s research efforts. Goal 2 merges the Center’s research activities with policy making aims by defining a more explicit change-oriented research agenda for the Center, building relationships with elected officials, and using media outlets to facilitate policy discussions. Goal 3 focuses on building and sustaining relationships with various partners and collaborators by pursuing strategic alliances and opportunities to showcase the work of the Center. Goal 4 addresses the Center’s training and outreach efforts with an eye toward transforming places and behaviors via educational activities targeted to specific audiences. Goal 5 seeks to engender a cultural shift toward greater acceptance of all transport modes through strategic outreach and assistance efforts, including kicking off the NJ Ambassadors Program, promoting the Center’s technical assistance to municipalities, and supporting the New Jersey Bike and Walk Coalition. Goal 6 addresses the need for a marketing and communications strategy that promotes a unique identity for the Center, enhances the Center’s web presence and resources, incorporates branding elements into the Center’s documents, and actively promotes the work of the Center.

“SMART” (specific, measurable, actionable, realistic and time-bound) strategies and actions have been crafted for each of these goals to align future work priorities with the vision established for the Center. These strategies and actions are detailed in Action Plans that include both on-going BPRC programs, as well as new initiatives.

Finally, this Plan contains performance measures to track progress toward plan implementation over time. For each of the six major goals advanced in this plan, a series of evaluation outputs have been crafted to track goal achievement. Based on stakeholder input, these measures are clear, quantifiable, and reproducible over time.



Source: Voorhees Transportation Center

## **New Jersey Bicycle and Pedestrian Resource Center**

The New Jersey Bicycle & Pedestrian Resource Center (BPRC) was established in 2001 within the Alan M. Voorhees Transportation Center (VTC) of the Edward J. Bloustein School of Planning and Public Policy at Rutgers, The State University. The BPRC was created to assist public officials, transportation and health professionals, and the public in creating safer and more accessible walking and bicycling environments throughout New Jersey.

Since its inception, the BPRC annual work program has included the following core activities: 1) primary research, applied studies and program evaluation/analysis; 2) training and education; and, 3) information dissemination, outreach, and technical assistance. Core elements of the work program undertaken each year include serving as an information clearinghouse via maintaining a help desk, web-based resources, and a blog; providing leadership and support to the New Jersey Bicycle and Pedestrian Advisory Council (BPAC); and, providing on-call technical expertise to NJDOT, local government officials, and other stakeholders.

The Center's work plan for last year was supplemented with the following outreach, training, and research activities:

- Development of an evaluation framework for Complete Streets implementation in New Jersey;
- Four Regional Complete Streets Informational Workshops;
- Two Pedestrian Safety Enforcement Training Workshops; and,
- Phase 2 of the Pedestrian Safety at Bus Stops Study



Source: Voorhees Transportation Center

## Strategic Planning Process

The New Jersey Bicycle and Pedestrian Resource Center (NJBPRC) is embarking on its tenth year of outreach, education, and assistance efforts to advance cycling and walking across New Jersey. To ensure the continued success and effectiveness of the NJBPRC, a strategic planning process was initiated in 2011 to take stock of past successes, as well as to identify current challenges and opportunities informing and guiding the Center’s work over the next three to five years. This strategic planning process has been a joint effort between the NJDOT’s Office of Bicycle & Pedestrian Programs and VTC, where the NJBPRC is housed. The goals of the strategic planning process are:

- To identify the Center’s strengths, weaknesses, opportunities and threats;
- To develop mission and vision statements that reflect the assets and core values of the Center;
- To establish goals and strategies to be implemented over the next three to five years;
- To develop implementation action plans that are aligned with the goals and strategies;
- To identify priority actions for implementation over the next two years; and,
- To develop performance measures to track success toward vision and goal achievement.

## Methodology

Two planning retreats were held with NJDOT and VTC staff to guide the development of this plan. The planning retreats were facilitated by Susan G. Blickstein, AICP/PP, PhD and co-facilitated by Charles Brown, Project Manager of the NJBPRC. The first meeting, held in July 2011, focused on clarifying the Center’s core purpose, activities, assets, and values, as well as on conducting a SWOT (strengths/weaknesses/opportunities/threats) analysis and identifying big picture goals. A meeting with external stakeholders was held in September 2011 to identify and discuss the BPRC’s strengths, challenges, opportunities and threats as viewed from the perspective of the Center’s target audiences/customers. A third and final meeting with NJDOT and VTC representatives was held in November 2011 to finalize the goals guiding the future work of the BPRC, as well as to identify specific strategies and actions for successful plan implementation. A graphical depiction of the strategic planning process is shown below.

<p><b>Strategic Planning Retreat #1: Mission/Vision &amp; SWOT Analysis</b> Voorhees Transportation Center (VTC) and New Jersey Department of Transportation (NJDOT)</p>
<p><b>Strategic Planning Retreat #2: External SWOT Analysis</b> VTC, NJDOT and External Stakeholders</p>
<p><b>Strategic Planning Retreat #3: Goals, Strategies &amp; Action Planning</b> VTC and NJDOT</p>
<p><b>Draft Strategic Plan:</b> December 31, 2011</p>
<p><b>Draft Strategic Plan Posted On-line for Public Review and Input:</b> Early, 2012</p>
<p><b>Final Strategic Plan:</b> Early Spring, 2012</p>

This Plan is intended to be a “living” document; it will be used to guide future year work programs and should be updated, as needed, to reflect changing institutional and/or funding environments.

### Past Successes

During the course of this strategic planning process, internal and external stakeholders identified the key successes of the Resource Center over the past decade. In compiling this list of successful projects, stakeholders noted that success denotes different things for different types of projects. In the case of research, for example, several papers have been recognized widely outside of New Jersey and have served as models for other state’s efforts. For outreach and technical assistance efforts, success is based on access to NJBRPC staff and user-friendly resources that reflect best practices information on cycling and walking. For training and educational activities, success means designing and disseminating high quality, current information to targeted audiences to



advance policies that support cycling and walking, including law enforcement officials in the case of the Pedestrian Safety Enforcement Training Workshop, and local officials, planners, engineers, and advocates in the case of the Complete Streets Summit. Below is a summary of the Resource Center’s past successes:

- **Pedestrian Safety Enforcement Training Workshops:** *Pedestrian Safety Enforcement Training Workshops began in year 6 of the BPRC. Since that time numerous workshops have been held throughout the State to educate law enforcement officers on procedures to conduct safe and effective crosswalk stings.*
- **New Jersey Statewide Bicycle and Pedestrian Survey:** *A bicycle and pedestrian survey, designed in consultation with NJDOT, was developed to help establish baseline bicycling and walking data and to monitor behavioral and attitudinal changes over time. This data is important in developing policies and interventions to improve bicycle and pedestrian mobility and safety.*
- **New Jersey Bicycle and Pedestrian Advisory Committee (BPAC):** *The goal of the BPAC is to promote policies, practices and attitudes that increase bicycling and walking for transportation and recreation, enhancing quality of life and improving public health and the environment. In conjunction with NJDOT, the BPRC has been coordinating and facilitating quarterly meetings of the BPAC. This includes participating on and chairing the three BPAC subcommittees.*
- **Common Grounds Leadership Seminar:** *In February of 2004, more than 170 leaders from the public sector, private industry, and nonprofit organizations gathered in New Brunswick to explore how community design impacts healthy lifestyles, specifically through the advancement of walking and biking. The conference illuminated the existing and potential roles of land use, health, transportation, education, and related disciplines in fostering more active lifestyles to counter the obesity epidemic afflicting New Jersey and the nation.*
- **Bicycle and Pedestrian Resource Center’s Website, Help Desk and Listserv:** *The help desk provides bicycle and pedestrian-related information and technical assistance to transportation professionals, citizens, and policy makers. The website is a platform for information distribution and plays*

a central role in helping to keep government organizations, professionals and citizens informed about pedestrian and bicycle policies, programs and practices. The listserve provides a forum for informal exchange of ideas, problems, news and announcements related to bicycle and pedestrian issues in New Jersey.

- **New Jersey Walks and Bikes Newsletter:** Until late 2011, newsletters were published bi-annually in a web-based format and disseminated via our listserve and email. The newsletter featured bicycle and pedestrian projects and events, best practices information, legislation, current research, and interviews with key stakeholders. The newsletter was recently converted to a blog format.



Source: Voorhees Transportation Center

- **Who's Who Guide to Walking and Biking New Jersey:** In March of 2005, this guide was compiled to build networks and partnerships across a wide range of stakeholders working to promote physical activity, educate the public about health benefits of increased physical activity, and promote the design of active living environments.
- **The New Jersey Stop and Stay Stopped Law:** This law implemented in April of 2010 requires motorists to stop and stay stopped for pedestrians in crosswalks. Failure to observe the law can subject motorists to either 2 points on their driver's license, a \$200 fine, 15 days of community service, or insurance surcharges.
- **New Jersey Complete Streets Summit:** The Complete Streets Summit held in October of 2010 attracted nearly 200 local, county, regional, and state agency planners, engineers, and officials. Along with a keynote speaker, there were three main topics: 1) policy, design and safety; 2) cost, funding and maintenance; and 3) liability.
- **Research Paper: Constructing, Maintaining and Financing Sidewalk in New Jersey:** This research paper produced findings on how sidewalks in New Jersey are constructed, maintained, reconstructed and financed.
- **Safe Routes to School Program:** This successful program, now a sister center to the BPRC at the VTC, empowers communities to make walking and biking to school a safe and routine activity for all children.



Source: Voorhees Transportation Center

- **Research Paper: Building a Better Bicycle and Pedestrian Advisory Committee:** *This paper identifies common challenges facing statewide bicycle and pedestrian advisory groups and pinpoints structures and concepts that have worked well in other states.*
- **New Jersey Driver's Education Manual:** *BPRC staff played a significant role in the recommendation of changes made to the NJ Driver's Education Manual to better address bicycle and pedestrian safety and laws.*
- **Research Paper: Pedestrian Scale Lighting in New Jersey:** *This research paper highlighted what New Jersey could do to improve pedestrian lighting and the safety of its pedestrians.*
- **Annual Pedestrian Crash Tracking Report:** *This report is produced annually by the BPRC and provides practitioners and the NJDOT with updated pedestrian crash statistics and trends.*
- **Publications and Speaking Engagements:** *Staff have conducted presentations at the national and local levels, at a variety of conferences and events, such as: TransAction; NJ APA; NJ Council of Fitness and Sports; Rutgers; ProWalk/ProBike; Seattle Bicycle Advisory Board Meeting; ITE District Conferences; Transportation Research Board (TRB); and, others.*

### **SWOT Analysis: Internal and External Perspectives**

It is critical to understand the Resource Center's current operational strengths and weaknesses, as well as future opportunities and threats to the Center's continued success as part of the strategic planning process. A deep understanding of these issues, as viewed internally by program staff at VTC and NJDOT as well as by external stakeholders, has informed the development of the BPRC Mission/Vision Statements presented in Section IV of this Plan and the specific goals, strategies and implementation actions outlined in Section V. See below the complete list of strengths identified by VTC and NJDOT:

- BPRC staff's knowledge, experience, and leadership qualities
- Intellectual and professional diversity
- Strong relationships internally and externally
- Training opportunities and capabilities
- Ability to deliver a quality product and do analytical work
- Effective outreach throughout New Jersey
- Nimbleness and responsiveness
- Under the umbrella of a respected institution in Rutgers, The State University of New Jersey
- NJDOT's ongoing support and leadership
- Ongoing relationships with former students and alumni, and training of students who move on to other locations/areas and spread the mantra
- VTC's good reputation at local and national level and VTC's national prominence
- Most practice what they preach (i.e., walking and biking) and believe in what they do
- Strong ongoing communication

### *Internal Perspectives*

Staff expertise and skills is the mostly highly prized asset of the BPRC, including training, outreach, and analytical abilities, as well as strong leadership provided by Resource Center and NJDOT staff. VTC/NJDOT also noted the importance of strong, established relationships within VTC, with outside agencies, and with Rutgers' alumni as a major strength. The ability to deliver a quality product in a responsive and nimble fashion was also an important strength and function of the Resource Center. The BPRC also benefits from the notoriety of VTC/Rutgers' as highly respected institutions.



Weaknesses identified by internal stakeholders span a range of issues, including:

- Marketing, promotion and branding of the BPRC;
- Internal communication and staff utilization/accountability;
- The need to better link research with practice;
- The need to identify and implement useful technological advances;
- The need to develop and maintain an active research ideas/needs program;
- The need to target and better serve undeserved/disadvantaged communities for training and outreach efforts;
- The need to diversify funding sources to support the work of the Center; and
- The need to engage in policy discussions related to non-motorized transport in New Jersey.

Internal stakeholders also identified key threats to the continued success of the Resource Center and future opportunities for charting the strategic direction of the Center over the coming years. Specific concerns identified include funding, public support, increased frequency of natural disasters, and crumbling infrastructure, all of which could impede the flow of resources necessary to successfully maintain the work of the Center. At the same time, these threats also present an opportunity to diversify funding sources through pursuing new partnerships and collaborations. Shifting attitudes towards bicycling and walking may also present an opportunity, especially given growing interest in transportation equity and the public health benefits of non-motorized transport. Center and NJDOT staff further identified the need for continued support of legislative changes, such as recently provided for the “Stop and Stay Stopped” law, as well as the need to provide outreach and educational efforts for non-English/low-proficiency English speakers throughout the State. Finally, as also noted in the discussion of challenges, the use of technology is a tremendous opportunity for the Center, including social media for marketing and promotional efforts, and evolving smart phone and pedestrian counter technologies to support data collection efforts.

### *External Perspectives*

External stakeholders identified numerous strengths of the BPRC, with many similar to those enumerated by VTC/NJDOT staff, specifically staff knowledge and expertise, the strong partnership with NJDOT, as well as the collaborative presence of Rutgers and the Bloustein School. The external stakeholders also placed a high value on the role of the Center as a coordinator of activities that provide not only substantive content-based learning, but also referral and networking opportunities for professionals, citizens, and local officials working on bicycle and pedestrian issues. In a broader sense, external stakeholders also noted the importance of the Center’s focus on bicycles and pedestrians across the entire State and the role of the Center in providing legitimacy for bicycle and pedestrian work in the public policy realm. The ability to provide timely, accessible, relevant research, as well as resources and information to a wide range of audiences was also highly valued by external stakeholders.



External stakeholders also identified a range of challenges facing the BPRC, including several echoed by VTC/NJDOT partners, specifically the need to invest resources in the marketing, promotion, and branding of the BPRC; the need to target undeserved/disadvantaged communities for training and outreach efforts; and, the need to diversify the funding sources to support the work of the Center. Additionally, external stakeholders emphasized the importance of focusing on the needs of local decision makers and engaging directly with local stakeholders via more effective and efficient marketing, communications and outreach tools (such as user-friendly toolkits on key issues) and better organized, more easily navigable web-based resources. External stakeholders also saw the need for greater public

education on the current state of bicycle and pedestrian laws in New Jersey, as well as for an efficient way for the Center to provide a big picture view of current cycling and walking happenings across the State.

The external stakeholder group provided important insights into future opportunities and barriers to success for the Center. On the positive side, stakeholders noted the increasing relevance of cycling and walking for all users given co-benefits of non-motorized transport in terms of reduced travel speeds, increased safety, and improved health and air quality. Recent trends in planning and policy realms valuing livability, the building of local economies, and the link between individual and public health also present opportunities for the Center to broaden its partnerships and collaborative efforts. External stakeholders also identified a specific need for the Center to provide direction and research on the economic benefits of walking and cycling given the current economic climate. Echoing the input of VTC/NJDOT partners, external stakeholders view social media as integral to future marketing and communications efforts and new technologies as central to improvements in data access and collection efforts. Key threats to success include funding concerns, the need for continued advocacy at the federal level, a weakened state Bike/Walk coalition, and deep-seeded cultural perceptions that favor the needs of motorized traffic over those of cyclists and pedestrians and that perpetuate the notion that cycling is inherently unsafe.



Source: Voorhees Transportation Center

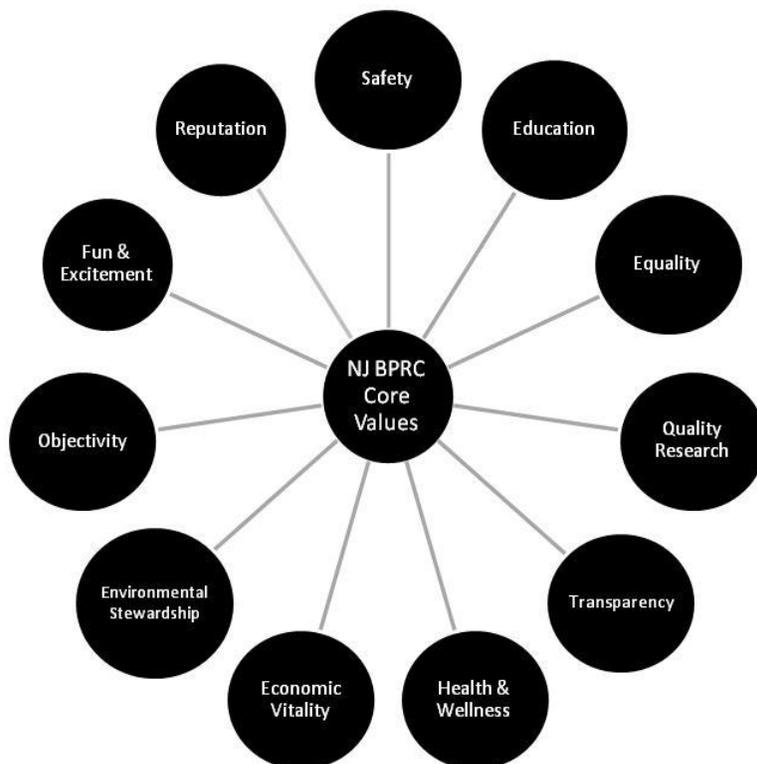
### **Mission, Vision, Core Values and Goals**

In general, mission and vision statements communicate the services provided by an program or organization, the difference that this work makes in the world, and key value-add components that distinguish this work from that of other providers. Simply put, mission and vision statements explain who we are, our central purpose and reason for being, and what makes us unique. Importantly, effective mission and vision statements serve as programmatic compasses; they help to align program purposes, core functions, values, and strengths with strategic opportunities for reaching future goals and aspirations.

Mission statements also tend to function as external marketing tools, in this case concisely communicating the fundamental purpose and reason for the BPRC's existence. A good vision statement

engages and inspires program partners to work towards common goals and, reflects the core values of program leaders and staff, and is informed by programmatic strengths and opportunities.

- Mission: Enduring purpose and function; fundamental purpose and reason for existence.
- Vision: A desired future that supports the mission of a program.
- Values: Essential and enduring principles that are authentically believed by those who guide and serve in a program.



Mission and vision statements were developed collaboratively for the BPRC during this planning process with input from internal program leaders and staff, as well as from external stakeholders. In addition to drawing from the SWOT analyses conducted during the planning retreats, specific exercises were undertaken with NJDOT/VTC partners to identify key BPRC stakeholders, the perceived value-add of the Resource Center’s activities, and core program values. The value-add discussion generated the following list of characteristics unique to the Resource Center: location; free technical service; Rutgers connection and reputation; well connected through partnerships; research to practice; cutting-edge; diverse staff; longevity (10 years of operation); energy and passion; and, breadth and depth of expertise and education.

Not surprisingly, there is overlap between program partners’ perceptions about what makes the BPRC unique and the core values identified by NJDOT/VTC partners. Themes related to diversity and equality, reputation, quality and cutting edge research, and energy/excitement cut across the value-add characteristics and core values identified during the planning process.

Drawing on the input, activities and discussions at the three planning retreats, the following mission and vision statements have been developed to guide the work of the BPRC for the next five years:

**Mission: “To motivate, educate and empower citizens to create safer and more accessible walking and bicycling environments through cutting edge research, education, and sharing of resources.”**

**Vision: “To provide vibrant leadership and direction in promoting active transportation for all users, with New Jersey as a model for others states, and Rutgers, The State University, as a dynamic innovator in transportation research, education, and outreach.”**

Through activities and discussions at the three planning retreats, NJBPRC stakeholders have helped to craft the major goals that will guide the strategic direction of the Center in carrying out its mission and vision over the next five years. These *goals* are:

**Goal 1: Advance leading-edge bicycle and pedestrian research through the sharing of innovative ideas and best practices.**

**Goal 2: Use the Center’s research program to shape future policy in New Jersey.**

**Goal 3: Build and strengthen partnerships and collaborations at state and national levels.**

**Goal 4: Provide training and education that help transform places and behaviors.**

**Goal 5: Promote a culture of courtesy, acceptance, and safety for all modes through strategic outreach and technical assistance.**

**Goal 6: Develop and Implement a marketing and communications strategy.**

These six goals encompass the Center’s core activities as well as aspirations identified during the planning retreats. Goal 1 focuses on the Center’s research activities with emphasis on providing user-friendly research to a wide range of audiences and raising the profile of the Center’s research efforts. Goal 2 merges the Center’s research activities with policy making aims by defining a more explicit change-oriented research agenda for the Center, building relationships with elected officials, and using media outlets to facilitate policy discussions. Goal 3 focuses on building and sustaining relationships with various partners and collaborators by pursuing strategic alliances and opportunities to showcase the work of the Center. Goal 4 addresses the Center’s training and outreach efforts with an eye toward transforming places and behaviors via educational activities targeted to specific audiences. Goal 5 seeks to engender a cultural shift toward greater acceptance of all transport modes through strategic outreach and assistance efforts, including kicking off the NJ Ambassadors Program, promoting the Center’s technical assistance to municipalities, and supporting the New Jersey Bike and Walk Coalition. Goal 6 addresses the need for a marketing and communications strategy that promotes a unique identity for the Center, enhances the Center’s web presence and resources, incorporates branding elements into the Center’s documents such as a logo and tag line, and actively promotes the work of the Center.



Source: Voorhees Transportation Center

## **Action Plans**

For each of the six major planning goals, “SMART” (specific, measurable, actionable, realistic and time-bound) strategies and actions have been crafted. These strategies and actions are detailed in the Action Plans presented below and include on-going BPRC programs, as well as new initiatives. Not surprisingly, there is more detail in the earlier action years of this plan, primarily years 1 and 2. High priority actions for the next two years are highlighted in light gray. Proposed performance measures to gauge progress towards goal accomplishment are presented in the final section of this Plan.

# 1 ADVANCE LEADING-EDGE BICYCLE AND PEDESTRIAN RESEARCH THROUGH THE SHARING OF INNOVATIVE IDEAS AND BEST PRACTICES.

## 1.1. Provide user-friendly, accessible research to a broad audience.

	Lead	Partners	Timeframe
1.1.1. Identify and catalog past research efforts.	BPRC		Ongoing
1.1.2. Publish past research efforts (e.g., Bicycle Survey and Attitudes Report) and distill key findings in user-friendly one-page research briefs.	BPRC		Year 1-2
1.1.3. Prepare quarterly research updates and/or briefs for dissemination via social media, website and blog.	BPRC	SRTS	Ongoing
1.1.4. Target two Bicycle and Pedestrian Advisory Committee (BPAC) meetings annually for opportunities to highlight and provide updates on current research.	BPRC		Ongoing

## 1.2. Provide and encourage opportunities to increase the generation of research ideas.

1.2.1. Build a research needs program and archive research ideas.	BPRC	NJDOT SRTS	Ongoing
1.2.2. Ensure that BPAC meetings provide a creative forum for discussion of research needs, ongoing research activities, and effective practices.	BPRC		Ongoing
1.2.3. Solicit research ideas through listserv, blog, and social media.	BPRC		Ongoing

## 1.3. Raise the profile of the Center’s research efforts.

1.3.1. Seek opportunities to present at state conferences (e.g., TransAction).	BPRC	NJDOT	Ongoing
1.3.2. Seek opportunities to present at national conferences (e.g., Transportation Research Board).	BPRC	NJDOT	Ongoing
1.3.3. Seek ongoing opportunities to publish findings on bicycle and pedestrian research.	BPRC	NJDOT VTC	Ongoing
1.3.4. Produce an annual or bi-annual document highlighting the Center’s research efforts and best practices.	BPRC	NJDOT VTC	Year 1; ongoing thereafter
1.3.5. Target specific committees for research representation (e.g., TRB, NJAPA).	BPRC		Year 1; ongoing thereafter

	<b>Lead</b>	<b>Partners</b>	<b>Timeframe</b>
1.3.6. Prepare poster(s) for Rutgers Symposium on Planning, Health, and Sustainable Communities—a celebration of Edward J. Bloustein School and kick-off event for the HUD Sustainable Communities Plan..	<b>BPRC</b>	<b>VTC</b>	<b>Year 1</b>
1.3.7. Provide technical research support for the HUD Sustainable Communities Plan’s “Society and Community” Committee on active transportation issues.	<b>BPRC</b>	<b>VTC</b>	<b>Year 1</b>

**1.4. Organize and/or host a bicycle and pedestrian research-centered conference.**

1.4.1. Identify a funding source and potential sponsors.	<b>BPRC</b>	<b>NJDOT VTC SRTS</b>	<b>Year 2-3</b>
1.4.2. Develop conference theme(s).	<b>BPRC</b>	<b>NJDOT VTC SRTS</b>	<b>Year 2-3</b>
1.4.3. Draft and solicit a “call for papers”.	<b>BPRC</b>	<b>VTC</b>	<b>Year 3</b>
1.4.4. Establish an organizing committee to address logistics of holding a planning conference.	<b>BPRC</b>	<b>NJDOT VTC SRTS</b>	<b>Year 4</b>

**1.5. Broaden research funding opportunities.**

1.5.1. Identify strategic partnerships to plan and pursue research opportunities (e.g., NCHRP).	<b>BPRC</b>	<b>VTC</b>	<b>Ongoing</b>
1.5.2. Review TRB funding opportunities.	<b>BPRC</b>	<b>VTC</b>	<b>Ongoing</b>
1.5.3. Identify RFQ/RFP “opportunistic” funding opportunities.	<b>BPRC</b>	<b>VTC</b>	<b>Ongoing</b>

# 2

## USE THE CENTER'S RESEARCH PROGRAM TO SHAPE FUTURE POLICY IN NEW JERSEY.

### 2.1. Define a short and mid-term “change-oriented” policy research agenda for the Center.

	Lead	Partners	Timeframe
2.1.1. Work with the BPAC and others to identify opportunities for programmatic, policy, and law changes that enhance pedestrian and bicycle mobility and safety and promote Complete Streets (e.g., 3ft. Passing Law).	BPRC	VTC BPAC NJDOT	Ongoing; Year 1 focus on 3 ft. passing law
2.1.2. Work with NJDOT to identify and address emerging research needs.	BPRC	NJDOT	Year 1; ongoing
2.1.3. Conduct research to assess the “Economic Costs and Benefits of Non-motorized Transportation in New Jersey”.	BPRC		Year 1
2.1.4. Conduct research and draft model policies/legislation based on BPRAC priorities.	BPRC		Ongoing
2.1.5. Partner with NJ bike coalitions/groups to identify potential sponsors for legislative and policy change and support partners in advocating for policy adoption.	BPRC		Ongoing
2.1.6. Provide presentations and expert testimony to support policy change as needed/requested.	BPRC		Ongoing

### 2.2. Build stronger relationships with NJ elected officials.

2.2.1. Develop partnerships with the NJ League of Municipalities, NJ Association of Counties, and the NJ Office of Legislative Services to establish NJBPRC as the go to place for research and information on bicycle and pedestrian mobility and safety.	BPRC		Ongoing
2.2.2. Identify opportunities to foster peer-to-peer learning (e.g., Mayor’s breakfasts, “special invite” meetings at the annual NJAC and NJLM conferences, Legislator lunches in Trenton) research and draft model policies/legislation based on the priority agenda items.	BPRC		Year 2-3

**2.3. Identify and pursue funding opportunities to support a “change-oriented” research agenda.**

	<b>Lead</b>	<b>Partners</b>	<b>Timeframe</b>
2.3.1. Build new partnerships with NGOs, local community organizations, health departments, etc. to identify external funding from foundations and other sources in support of policy related research.	<b>BPRC</b>		<b>Ongoing</b>

**2.4. Use mainstream and social media outlets to foster policy change.**

2.4.1. Establish stronger ties with (transportation-related) media editorial board staff to establish NJBPRC as the go to place for research and information on bicycle and pedestrian mobility and safety.	<b>BPRC</b>		<b>Year 1; ongoing thereafter</b>
2.4.2. Partner with individuals and organizations to publish letters to the editor, Op/Ed pieces, blog posts, etc. to raise awareness of policy issues and desired change.	<b>BPRC</b>		<b>Ongoing</b>
2.4.3. Target newspapers and other media for policy related contributions (e.g., Bergen Record).	<b>BPRC</b>		<b>Ongoing</b>

# 3

## BUILD AND STRENGTHEN PARTNERSHIPS AND COLLABORATIONS AT STATE AND NATIONAL LEVELS.

**3.1. Build relationships with other institutes/NGO's/agencies, school board and transportation professionals, bicycle and pedestrian advocacy groups, engineering and planning schools and professionals, and decision-makers at the state, regional, and local level.**

	Lead	Partners	Timeframe
3.1.1. Pursue strategic partnerships with ShapingNJ; Sustainable Jersey; CAIT; APA-NJ; ITE-NJ; CAMETEA; NJ MPOs; TMAs; Police Departments; and others.	BPRC		Ongoing
3.1.2. Build and sustain relationships with NJDOT; NJDHSS; NJDOE; DHTS; NJDEP; NJ Transit; NJTIP; and others.	BPRC	VTC NJDOT	Ongoing
3.1.3. Partner with entities on conferences or webinars focused on building alliances to support common goals (e.g., research on economic benefits of non-motorized transportation and complete streets): PPS; APBP; SRTS; PBIC; AARP; RWJF; Access Board; AASHTO; LAB; America Walks.	BPRC		Ongoing
3.1.4. Support and assist organizations with data analysis and research efforts, including: NJ Future; TSTC; RPA; Plan Smart; NJWBC; Streetsblog; and others.	BPRC		Ongoing
3.1.5. Target counties and municipalities, as well as NJSLOM, MLUC, Conference of Mayors, and Conference of Urban Mayors to attend/present at meetings, and to write articles highlighting efforts of decision makers.	BPRC		Ongoing
3.1.6. Coordinate with Dean Hughes and his equals at RU, Stevens, NJIT, Kean, Rowan, Stockton, Thomas Edison, and the TCNJ to develop and implement a bicycle and pedestrian curriculum on best practices.	BPRC		Year 4

# 4 PROVIDE TRAINING AND EDUCATION THAT HELP TO TRANSFORM PLACES AND BEHAVIORS.

## 4.1. Train and educate New Jersey’s elderly population and persons with disabilities.

	Lead	Partners	Timeframe
4.1.1. Identify and map senior citizen facilities and/or communities with higher than average populations of senior citizens throughout the state.	BPRC		Year 1
4.1.2. Identify and reach out to agencies (e.g., NJTIP) involved with persons with disabilities and host a research roundtable/focus group to identify needs and concerns.	BPRC		Year 1
4.1.3. Work with municipal and county leaders, police departments, MPOs and TMAs to identify locations where workshops are needed.	BPRC		Year 1-2
4.1.4. Host a research roundtable/focus group to identify needs and concerns.	BPRC		Year 3
4.1.5. Develop a toolkit on ADA transition plans.	BPRC		Year 3
4.1.6. Educate municipalities and counties on the necessity of ADA transition plans.	BPRC		Year 4
4.1.7. Support NJDOT’s Senior Walkability Workshops.	BPRC		Ongoing
4.1.8. Conduct training workshop, when necessary, to address needs as identified by focus groups.	BPRC		Ongoing

## 4.2. Train and educate New Jersey’s law enforcement community.

4.2.1. Continue to conduct Pedestrian Safety Enforcement Workshops and work with NJDHTS to establish a list of locations where more training is needed.	BPRC		Year 1; ongoing thereafter
4.2.2. Host a research roundtable/focus group to identify needs and concerns.	BPRC		Year 3
4.2.3. Develop a “roll call” film on the importance of filling out accident report forms.	BPRC		Year 4-5
4.2.4. Update law enforcement personnel and municipal court judges as bicycle and pedestrian laws change and are adopted.	BPRC		Ongoing

**4.3. Keep New Jersey transit officials abreast and aware of emerging bicycle and pedestrian needs.**

	Lead	Partners	Timeframe
4.3.1. Assist in rail safety training exercises and serve on pedestrian and bicycle subject expert committees.	BPRC	NJDOT NJT	Year 1
4.3.2. Disseminate research findings on “Pedestrian Safety at Bus Stops” (e.g., research briefs, research summaries, and website).	BPRC		Year 1
4.3.3. Conduct workshop on Pedestrian Safety at Bus Stops.	BPRC		Year 2-3
4.3.4. Provide education and case studies on including bikes on all transit.	BPRC	NJT	Year 3+
4.3.5. Develop workshop/training for municipalities about bicycle and pedestrian friendly land use and facilities around transit.	BPRC		Year 3+
4.3.6. Provide research on the importance of providing access for all modes.	BPRC		Year 3+

**4.4. Train and educate New Jersey’s municipal officials, elected officials, and local decision makers.**

4.4.1. Host and/or conduct Complete Streets Workshops and/or presentations (target planning and zoning board representatives, practitioners, and elected officials).	BPRC		Year 1
4.4.2. Mobilize NJ Ambassadors at select events on an on-call basis.	BPRC		Year 1
4.4.3. Host a research roundtable/focus group to identify needs and concerns.	BPRC		Year 3

**4.5. Train and educate New Jersey’s motorists.**

4.5.1. Identify and reach out to Hispanic leaders and organizations and host a research roundtable or focus groups to identify needs and concerns.	BPRC		Year 1-2
4.5.2. Teach and promote the NHTSA curriculum on bicycles and pedestrian safety (Spanish version).	BPRC		Year 1-2
4.5.3. Develop a train-the-trainer program for driver’s education that includes sharing the road with bicyclists and pedestrians.	BPRC		Year 3+
4.5.4. Educate NJ motorists on sharing the road through the creative use of YouTube videos and/or other mechanisms.	BPRC		Year 3+

**4.6. Train and educate New Jersey’s Hispanic and Limited English Proficiency Populations.**

	<b>Lead</b>	<b>Partners</b>	<b>Timeframe</b>
4.6.1. Develop train-the-trainer program for driver’s materials to train NGO’s that work with Latino and ESL communities.	<b>BPRC</b>		<b>Year 3+</b>

**4.7. Train and educate New Jersey’s educational institutions (community colleges, vocational schools, and 4-year universities) with bicycle and pedestrian-related courses and programs.**

4.7.1. Identify and reach out to department heads, faculty, and instructors at educational institutions.	<b>BPRC</b>		<b>Year 1-2</b>
4.7.2. Give presentations on relevant research findings from bicycle and pedestrian research.	<b>BPRC</b>		<b>Year 1-2</b>
4.7.3. Participate in class workshops and studio projects.	<b>BPRC</b>		<b>Year 1-2</b>
4.7.4. Develop lectures that can be presented in one class period and promote speaker pool for University lectures. Priority topics include bicycle and pedestrian safety, complete streets, and transportation equity.	<b>BPRC</b>		<b>Year 1-2</b>

**5 PROMOTE A CULTURE OF COURTESY, ACCEPTANCE AND SAFETY FOR ALL MODES THROUGH STRATEGIC OUTREACH AND TECHNICAL ASSISTANCE.**

**5.1. Build the capacity of local and county governments to implement a cultural shift.**

	<b>Lead</b>	<b>Partners</b>	<b>Timeframe</b>
5.1.1. Lay the groundwork for the NJ Ambassadors in Motions program.	BPRC		Year 1
5.1.2. Develop a Public Outreach Plan and go “live” with the NJ Ambassadors Program.	BPRC		Year 1
5.1.3. Evaluate the Ambassadors Program’s effectiveness according to established performance measures.	BPRC		Year 1-2
5.1.4. Publicize the Program’s successes and lessons learned.	BPRC		Year 1-2

**5.2. Promote the BPRC technical assistance initiative.**

5.2.1. Send information to all municipalities highlighting the Center’s free technical assistance via electronic communication and/or standard mail.	BPRC		Year 1
5.2.2. Perform outreach at select public parks and trains, community events, college campuses, shore communities, and dangerous intersections throughout the state.	BPRC		Year 1

**5.3. Raise awareness of bicycle and pedestrian-related issues.**

5.3.1. Develop common messages.	BPRC		Year 1
5.3.2. Develop issue briefs and solicit to stakeholders and advocacy groups.	BPRC		Year 1
5.3.3. Piggyback on existing events and programs.	BPRC		Year 1

**5.4. Establish unity in purpose and strategies among modes.**

5.4.1. Identify a funding source and sponsors and host an event or produce a paper on “How to Promote a Culture of Courtesy, Acceptance, and Safety among All Travel Modes”.	BPRC	VTC	Year 3+
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**5.5. Support the New Jersey Bike and Walk Coalition.**

	<b>Lead</b>	<b>Partners</b>	<b>Timeframe</b>
5.5.1. Provide website linkage opportunities on BPRC website and blog.	<b>BPRC</b>		<b>Year 1</b>
5.5.2. Support and/or host events.	<b>BPRC</b>		<b>Ongoing</b>
5.5.3. Establish and maintain professional relationships with staff.	<b>BPRC</b>		<b>Ongoing</b>
5.5.4. Present and participate in annual conferences.	<b>BPRC</b>		<b>Ongoing</b>

# 6 DEVELOP AND IMPLEMENT A MARKETING AND COMMUNICATIONS STRATEGY.

## 6.1. Develop a branding strategy that promotes a unique and memorable identity for the Center.

	Lead	Partners	Timeframe
6.1.1. Work with NJDOT to develop a logo and other branding elements that will enhance the visibility of the Center’s resources, work products and outreach.	BPRC		Year 1
6.1.2. Coordinate with the Bloustein School and the Rutgers University Office of Strategic Communication to ensure that use of the new logo complies with Rutgers identity system requirements.	BPRC		Year 1
6.1.3. Develop “tag lines” to complement the Center’s Mission and Vision statements.	BPRC		Year 1
6.1.4. Identify ways to showcase the NJBPRC Mission/Vision and Tag Lines in presentations, publications and the Center’s website.	BPRC		Year 1
6.1.5. Develop graphics and narrative as necessary to describe and clarify the institutional relationships between NJBPRC, SRTS, VTC, Bloustein and Rutgers University. Highlight this information in presentations, publications and the Center’s website.	BPRC		Year 1

## 6.2. Improve and enhance the Center’s web presence and resources.

6.2.1. Incorporate the Center’s new branding elements into its website, online clearinghouse and blog.	BPRC		Year 1
6.2.2. Improve the organization, ease of use, accessibility of the Center’s website and on-line materials.	BPRC		Year 1
6.2.3. Determine the most user-friendly structure for reports, clearinghouse and other web materials and implement changes to transition materials to these enhanced formats.	BPRC		Year 1
6.2.4. Increase the use of webinars (live and archived), short topical videos, and video testimonials to describe and promote work products and related topics and issues.	BPRC		Ongoing

**6.3. Develop a suite of work product templates that showcase the Center’s branding elements.**

	Lead	Partners	Timeframe
6.3.1. Identify the range of work product formats used by the Center (i.e., technical report, presentation slides, project briefs, brochures, press alerts, and others).	BPRC		Year 1
6.3.2. Develop document templates and style guide instructions for each format.	BPRC		Year 1
6.3.3. Coordinate with the Bloustein School and the Rutgers University Office of Strategic Communication to ensure that the formats comply with Rutgers identity system requirements.	BPRC		Year 1
6.3.4. Train the staff and students affiliated with the Center regarding the use of the new templates and implement the templates for all future work products.	BPRC		Year 1
6.3.5. Determine which (if any) past work products should be transitioned to the new formats.	BPRC		Year 1

**6.4. Promote the Center, its work products and activities via a variety of media.**

6.4.1. Enhance and improve the content of the news listserv and determine appropriate frequency.	BPRC		Year 1
6.4.2. Produce a “Year in Review” annual report charting the center’s projects, work products and achievements.	BPRC		Year 1-2
6.4.3. Work with conventional and internet based media/news outlets to showcase the Center’s work products, training and outreach activities.	BPRC		Year 1-2; ongoing thereafter
6.4.4. Expand the Center’s social media presence through Facebook and twitter posts.	BPRC		Ongoing
6.4.5. Publish and promote the NJ Walks and Bikes Blog and increase readership by encouraging allied organizations to distribute the blog to their membership and constituents and/or adding a link to the blog to their websites.	BPRC		Ongoing
6.4.6. Highlight projects, successes and achievements via a variety of media (blogs, website, social media, etc) with monthly/bimonthly “showcase” updates.	BPRC		Ongoing

## Performance Measures

How will successful implementing of this strategic plan be gauged and tracked over time? Stakeholders engaged in a variety of discussions during the planning process to inform how success should be conceptualized, particularly from the perspective of those who use the Center’s services and participate in its activities. Effective performance measures are linked to clearly defined goals and strategies. For each of the six major goals identified in this plan, a series of evaluation outputs have been identified to track progress toward goal accomplishment. These measures heed the advice of external stakeholders on evaluating program performance; they are simple, clear, feasible, measurable, and reproducible over time with a reasonable level of effort.

The following measures are thus proposed for compilation into an Annual Scorecard for inclusion in the Center’s annual report. It’s important to note, however, that not all progress can be neatly quantified. Furthermore, the need to retain the Center’s nimbleness in responding to emerging research, technical assistance, and outreach needs may translate into less quantifiable progress in a given year or years. Nonetheless, the following measures are useful in an aggregate sense to gauge progress toward plan implementation.

### **Goal 1 Measures - Advance leading-edge bicycle and pedestrian research through sharing of innovative ideas and best practices:**

- Number of presentations at state/national conferences
- Number of Research Briefs prepared
- Number of new publications, reports and toolkits
- Number of inquiries re: new partnership/sponsorship/funding opportunities for collaborative research or conference participation - *outcome*
- Number of downloads/requests for research reports, briefs, toolkits, and publications - *outcome*
- Top 3 most frequently downloaded and/or requested documents of the year - *outcome*

### **Goal 2 Measures – Use the Center’s research program to shape future policy in New Jersey:**

- Number of new networks/partnerships facilitated for legislative and policy initiatives
- Number of peer-to-peer learning events attended to promote/advance policy initiatives and total estimated audience reached through peer-to-peer events annually
- Number of media contacts made
- Number of research and policy-related media contributions (op-ed letters, interviews by media, blog posts, etc.)
- Number of local jurisdictions that adopt new policies (such as Complete Streets) - *outcome*
- New legislation adopted at the state level - *outcome*

### **Goal 3 Measures – Build and strengthen partnerships and collaborations at state and national levels:**

- Number of new/renewed strategic partnerships forged with and facilitated among NGOs, professional organizations, policy and research groups:
  - Number with state level groups/organizations

- Number with national groups/organizations
- Number of opportunities to provide data analysis/research support to other groups and organizations - *outcome*
- Number of conference presentations and webinars produced with partners - *outcome*
- Number of contacts and outreach efforts directed to university/college leaders

**Goal 4 Measures – Provide training and education that help to transform places and behaviors:**

- Percentage increase/decrease in target audience’s familiarity with key principles and practices before and after training - *outcome*
- Number of toolkits developed to facilitate training efforts
- Number of focus groups/roundtables held with targeted populations
- Number of local/county training and educational workshops and total persons trained:
  - Number of local events and persons trained
  - Number of county/regional events and persons trained
  - Number of law enforcement events and officers trained
  - Number of events with transit staff and total staff trained
  - Number of events with Latino/ESL groups and persons trained
  - Number of outreach events/presentations/lectures at college/educational institutions and student population reached
- NJ Ambassadors Program:
  - Successful program kick-off
  - Number of Ambassadors trained
  - Number of events collectively attended by Ambassadors

**Goal 5 Measures – Promote a culture of courtesy, acceptance and safety for all modes through strategic outreach and technical assistance:**

- Number and type of inquiries to help desk resulting from municipal outreach blitz
- Number of outreach events at targeted locations and populations reached at each
- Number of issue briefs prepared to support community stakeholders, local groups and advocates
- Number and/or type of events, referrals, networks, and other efforts facilitated to support the NJ Bike and Walk Coalition
- Increase in the number of bicycle and pedestrian trips – *outcome*
- Decrease in the number of bicycle and pedestrian injuries and fatalities - *outcome*

**Goal 6 Measures – Develop and implement a marketing and communications strategy:**

- Development and implementation of logo, tag line, graphics, and templates in presentation materials, publications, website
- Development/use of showcase or marquee updates on website and other media
- Number of webinars organized/webinar attendance
- Increased website traffic (number of new hits and total hits to web-site and web resources)- *outcome*

- Number of individuals and organizations receiving the blog
- Number of invitations to showcase BPRC work in media outlets - *outcome*
- Number of references to BPRC in media/news outlets - *outcome*
- Number of Twitter followers and Facebook group members - *outcome*

