

FY 2026 UPWP

Unified Planning Work Program

Chapter III

Transportation Management Association Program

Draft

NJTPA FY 2026 UPWP

Chapter III

Transportation Management Association Program

Table of Contents

NJTPA FY 2026 UPWP TMA PROGRAM	1
Program Background	1
Program Guidance	1
Eligible Applicants	5
Service Areas.....	6
TMA Work Program Structure.....	7
Financial Summary.....	9
FY 2026 TMA WORK PROGRAMS.....	11
Avenues in Motion.....	13
Cross County Connection.....	37
EZ Ride	69
goHunterdon.....	97
Greater Mercer TMA	127
Hudson TMA.....	151
Keep Middlesex Moving	177
RideWiseTMA	209

NJTPA FY 2026 UPWP TMA PROGRAM

PROGRAM BACKGROUND

Eight transportation management associations (TMAs) operate in the state of New Jersey. EZ Ride, goHunterdon, Hudson TMA, Keep Middlesex Moving, RideWise, and Avenues in Motion operate in the North Jersey Transportation Planning Authority (NJTPA) region, Greater Mercer TMA operates in both the NJTPA and Delaware Valley Regional Planning Commission (DVRPC) regions, and Cross County Connection TMA serves the DVRPC and South Jersey Transportation Planning Organization (SJTPO) regions. All twenty-one counties in New Jersey are served by a TMA.

NJTPA, the federally-designated Metropolitan Planning Organization (MPO) for northern NJ, oversees the management and administration of the State of New Jersey's federally funded TMA program. The NJTPA guides the development of annual work programs and coordinates activities among the TMAs, the subregions (city and county members of the NJTPA), NJ TRANSIT, the New Jersey Department of Transportation (NJDOT), and other partners in the region. To ensure overall statewide consistency, the NJTPA, in coordination with DVRPC, also administers the Greater Mercer TMA program, which covers Ocean County in the NJTPA region and Mercer County in the DVRPC region, and Cross County Connection TMA, which covers Burlington, Camden, and Gloucester counties in the DVRPC region and Atlantic, Salem, Cumberland and Cape May Counties in the SJTPO region. The NJTPA Executive Director, or their designee, serves as a non-voting member on each TMA's Board of Trustees.

The TMA Program is funded by the Federal Highway Administration (FHWA) Surface Transportation Program (STBGP-NY/NWK and STBGP-PHILA). More information about eligible activities under FHWA-sponsored programs can be found in Title 23, U.S.C.—[Highways](http://www.fhwa.dot.gov/legisregs/title23.pdf), Subchapter 1.1, Section 133 at <http://www.fhwa.dot.gov/legisregs/title23.pdf> (page 73). All recommendations for new work program efforts by the TMAs must be reviewed and approved by the NJTPA, NJDOT, and FHWA before any work can begin.

Program Guidance

The purpose of the TMA work program is to support and advance broad federal and regional transportation goals. This guidance is outlined below.

Federal Guidance:

In response to USDOT Metropolitan Planning Organization (MPO) planning priorities and federal transportation law, most recently updated in the Infrastructure Investment and Jobs Act (IIJA) (Public Law 117-58, also known as the Bipartisan Infrastructure Law⁴⁰), the following federal emphasis areas will be incorporated into all NJTPA plans and programs. As partners in this regional planning work, the TMAs play a vital role in communicating and carrying out these planning priorities in the programs and services they provide to individuals, employers, community organizations, and government entities.

2025 USDOT emphasis areas are as follows:

- Tackling the Climate Crisis – Transition to a Clean Energy, Resilient Future
- Equity and Justice⁴⁰ in Transportation Planning
- Complete Streets
- Public Involvement

- Strategic Highway Network (STRAHNET)/U.S. Department of Defense (DOD) Coordination
- Federal Land Management Agency (FLMA) Coordination
- Planning and Environment Linkages (PEL)
- Data in Transportation Planning
- Greenhouse gas reduction
- Including EVs and EVSE in the planning process

State Policy Guidance:

NJDOT actively supports and encourages the development and implementation of Transportation Demand Management (TDM) programs and projects to mitigate traffic congestion, improve mobility and accessibility, improve air quality, and optimize the efficiency of the transportation system throughout the State of New Jersey. The means to achieve these aims include strategies that increase travel choices and reduce reliance on single-occupant vehicles. Strategies may be implemented individually or through partnerships that include NJDOT, TMAs, MPOs, other state and local governments, public and private transportation service providers, businesses, and community organizations.

Metropolitan Planning Organizations:

New Jersey is home to three federally designated MPOs responsible for guiding transportation policy and federal transportation investments at a regional scale through a continuing, cooperative, and comprehensive process. Each MPO is made up of representatives from local government and governmental transportation authorities. MPOs are responsible for maintaining a long-range transportation plan, developing a short-term transportation improvement program, and ensuring that transportation plans, programs, and projects conform to an air quality plan, known as a “state implementation plan.”

North Jersey Transportation Planning Authority

The NJTPA is the federally authorized Metropolitan Planning Organization (MPO) for 7 million people in the 13-county northern New Jersey region. Each year, the NJTPA oversees more than \$2 billion in transportation improvement projects and provides a forum for interagency cooperation and public input. It also sponsors and conducts studies, assists county planning agencies, and monitors compliance with national air quality goals.

The NJTPA Board of Trustees includes 15 local elected officials representing 13 counties— Bergen, Essex, Hudson, Hunterdon, Middlesex, Monmouth, Morris, Ocean, Passaic, Somerset, Sussex, Union and Warren— and the cities of Newark and Jersey City. These are called the NJTPA “subregions.” The Board also includes a Governor’s Representative, the Commissioner of the New Jersey Department of Transportation (NJDOT), the Executive Director of NJ TRANSIT, the Chairman of the Port Authority of New York & New Jersey and a Citizen’s Representative appointed by the Governor.

The NJTPA develops several documents detailing the investments and planning activities that will help improve regional transportation. They include:

- [Plan 2050: Transportation, People, Opportunity](#) – Updated every four years, the Long Range Transportation Plan (LRTP) sets out a vision for developing the region’s transportation infrastructure over the next twenty years. It includes goals and objectives, analysis of regional trends, and planned improvement projects. The Board of Trustees adopted Plan 2050: Transportation, People, Opportunity in September 2021.
- [Transportation Improvement Program \(TIP\)](#) – Updated every two years, the TIP is a four-year

agenda of improvement projects that implements the Long Range Transportation Plan. Proposed projects must be approved by the NJTPA Board for inclusion in the TIP to be eligible for federal funding. The Board of Trustees adopted the FY 2022-2026 TIP in September 2021.

- **Unified Planning Work Program (UPWP)** – Updated annually and guided by the Strategic Business Plan, the UPWP summarizes the transportation planning activities of the NJTPA staff, its member agencies and other regional transportation agencies. The TMA work programs are contained within Chapter III of the UPWP.
- **Title VI Implementation Plan** – The plan describes how the NJTPA, as a recipient of federal funding, will comply with various civil rights statutes, executive orders, and regulations that are intended to ensure that traditionally underserved populations are included in the planning process and have access to MPO activities.
- **Go Farther: Coordinated Human Services Transportation Plan** – A 2017 planning effort that documents the transportation needs of four target populations: older adults, low-income persons, persons with disabilities, and veterans – and offers comprehensive recommendations for meeting these needs. The NJTPA conducted an update to the Go Farther report in 2023 and prepared a briefing memo with updated needs and recommendations.
- **Transportation Demand Management and Mobility Plan** – The plan identifies regional policies and strategies that will increase traveler choices while also minimizing the negative impacts of single-occupant vehicle travel on congestion, air quality, and safety. Six priority strategies include Complete Streets, local land use and transportation policy, telework and teleservices, mobility on demand, first and last-mile services, and rideshare matching.
- **Regional Active Transportation Plan (ATP)** - While conceptual, the ATP provides a blueprint to create a safe, comfortable, and connected network for walking and biking across the region.
- **Congestion Management Process (CMP)** - In 2021, the NJTPA completed its update of the CMP to better characterize and communicate system performance regarding accessibility and mobility, and to support decision making about practical strategies to implement. The CMP is multimodal, addressing the roadway network, rail and bus transit, ridesharing, walking, bicycling, other micromobility such as bike/scooter share services, and freight transportation. It particularly seeks to realize greater system reliability, provide travel options, and avoid the need for road expansions.

Delaware Valley Regional Planning Commission

DVRPC serves as the regional planning agency for the nine-county, bi-state, Greater Philadelphia region, providing guidance and assistance to local governments and partner agencies building sustainable, livable, and healthy communities. This includes the New Jersey counties of Burlington, Camden, Gloucester, and Mercer. DVRPC produces the following plans that can help guide TMA activities.

- **Connections 2050 Long-Range Plan** – The Plan prioritizes transportation investments and enables our region to receive over a billion dollars annually in federal transportation funding. The Plan consists of two documents. The primary document is the Connections 2050 Policy Manual, which crafts a vision for regional growth and development, identifies strategies to obtain the vision, and contains a summary of the financial plan. In addition, the Connections 2050 Process Manual documents the Plan's outreach, background info that informs the plan's vision and strategies, and contains a detailed financial plan.

- [Equity Through Access](#) – DVRPC’s Coordinated Human Services Transportation Plan (CHSTP) seeks to improve economic and social opportunity in the region by expanding access to essential services for vulnerable populations – those who are more critically impacted by barriers and gaps in infrastructure, service coordination, and policies. The most recent 2020 update documented [Gaps and Bridges](#) and produced a [Map Toolkit](#).
- [A New Route to Better Travel for All: The Regional TDM Plan](#) – The Plan guides the [Travel Options Program \(TOP\)](#), which addresses the goals of climate action and air quality improvement, equity, reliability, freedom of choice, and affordability through TDM pilot projects that reduce driving alone. Lessons learned from pilots funded through TOP around the region, should inform ongoing TMA program work.

South Jersey Transportation Planning Organization

SJTPO is the MPO for the four southernmost counties in New Jersey: Atlantic, Cape May, Cumberland, and Salem. SJTPO coordinates the planning activities of participating agencies and provides a forum for cooperative decision-making among state and local officials, transit operators, and the public. It serves as a technical resource, provides access to funding, and works to provide a regional approach to address transportation planning and engineering issues.

The SJTPO Policy Board consists of eleven voting members: one elected official from each county government, one municipal elected official from each county (specifically including the mayors of Atlantic City and Vineland), and one representative each from the New Jersey Department of Transportation (NJDOT), New Jersey Transit (NJ TRANSIT), and the South Jersey Transportation Authority (SJTA).

SJTPO covers a region comprised of 68 municipalities in the four counties of Atlantic, Cape May, Cumberland, and Salem. The region is about 1,778 square miles in total area, accounting for nearly 20 percent of New Jersey’s total area of 8,722 square miles but contains less than 7 percent of the State’s year-round population. Regardless of our size, MPOs are required to develop various planning documents to help guide the work and investments that help improve transportation in the SJTPO region.

These major planning products include:

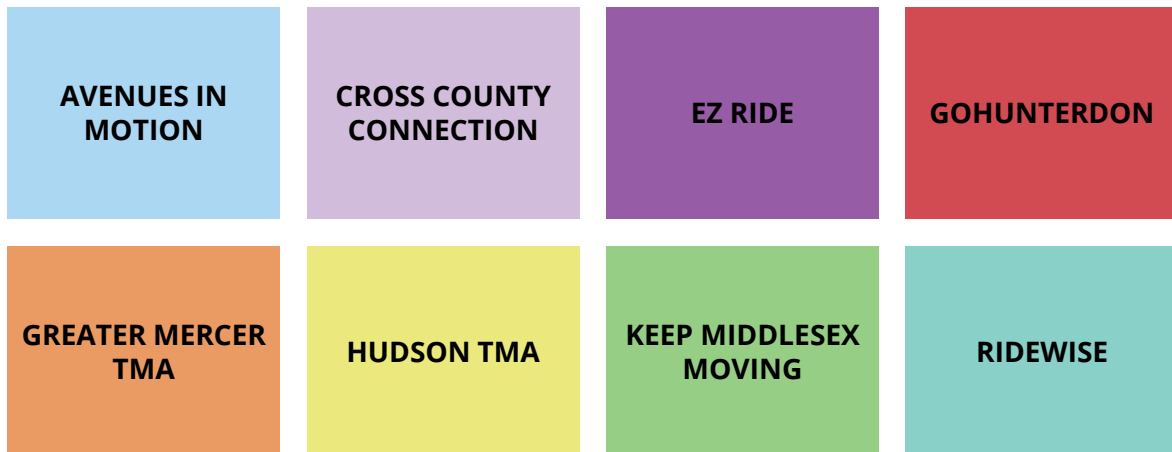
- [Regional Transportation Plan \(RTP\)](#) – Last adopted in January 2021, and updated at least every four years, RTP 2050 serves as the current regional transportation plan for South Jersey. Its purpose is to establish a regional vision, identify critical issues, and educate the public and stakeholders on why transportation planning matters. It includes both long and short-range strategies and actions leading to the development of an integrated transportation system that facilitates the efficient movement of people and goods.
- [Transportation Improvement Program \(TIP\)](#) – Updated every two years, the TIP is a list of all projects and programs scheduled to be implemented over the next ten years. The Federal Fiscal Year (FFY) 2024-2033 Transportation Improvement Program (TIP) was approved in September 2023 by SJTPO’s Policy Board. Over \$1.5 Billion of FFY 2024-2033 federal and state funding is identified for transportation improvements within the four counties and participation in the statewide programs.
- [Unified Planning Work Program \(UPWP\)](#) – Updated annually, the UPWP serves as the budget for SJTPO, programming staff and consultant resources to support upcoming efforts. Efforts include technical assistance to partner jurisdictions to identify and advance critical needs that support regional transportation.
- [Access for All Transit Plan](#) – Adopted in March 2021, the Access for All Transit Plan serves as the

region's Coordinated Human Services Transportation Plan, replacing the 2015 plan. The purpose of this federally required plan is, along with regional stakeholders, to identify unmet transportation needs and recommend measures to meet these needs, while also reducing the cost of providing services to a segment of the region's population that is unable to or not permitted to operate a vehicle.

- **Public Involvement Plan (PIP)** - documents the rules SJTPO will follow and identifies methods that SJTPO will utilize to ensure that planning efforts include the region's public to the greatest degree reasonably possible. The PIP is reviewed annually and updated on an as-needed basis. The PIP was most recently approved in May 2024.
- **Title VI Implementation Plan** - Adopted in May 2022, and updated periodically, the plan describes how SJTPO, as a recipient of federal funding, will ensure compliance with Title VI of the Civil Rights Act of 1964 and subsequent statutes, court decisions, executive orders, and regulations in all efforts undertaken by or funded through SJTPO. These efforts are intended to ensure that traditionally underserved populations are included in the planning process and have access to MPO activities.
- **Limited English Proficiency (LEP) Plan**- Adopted in May 2022, and updated periodically, the LEP Plan identifies populations with limited English proficiency, including languages spoken, and identifies how SJTPO will ensure compliance with executive orders, regulations, and guidance and provide accommodation to the needs of these populations.

Eligible Applicants

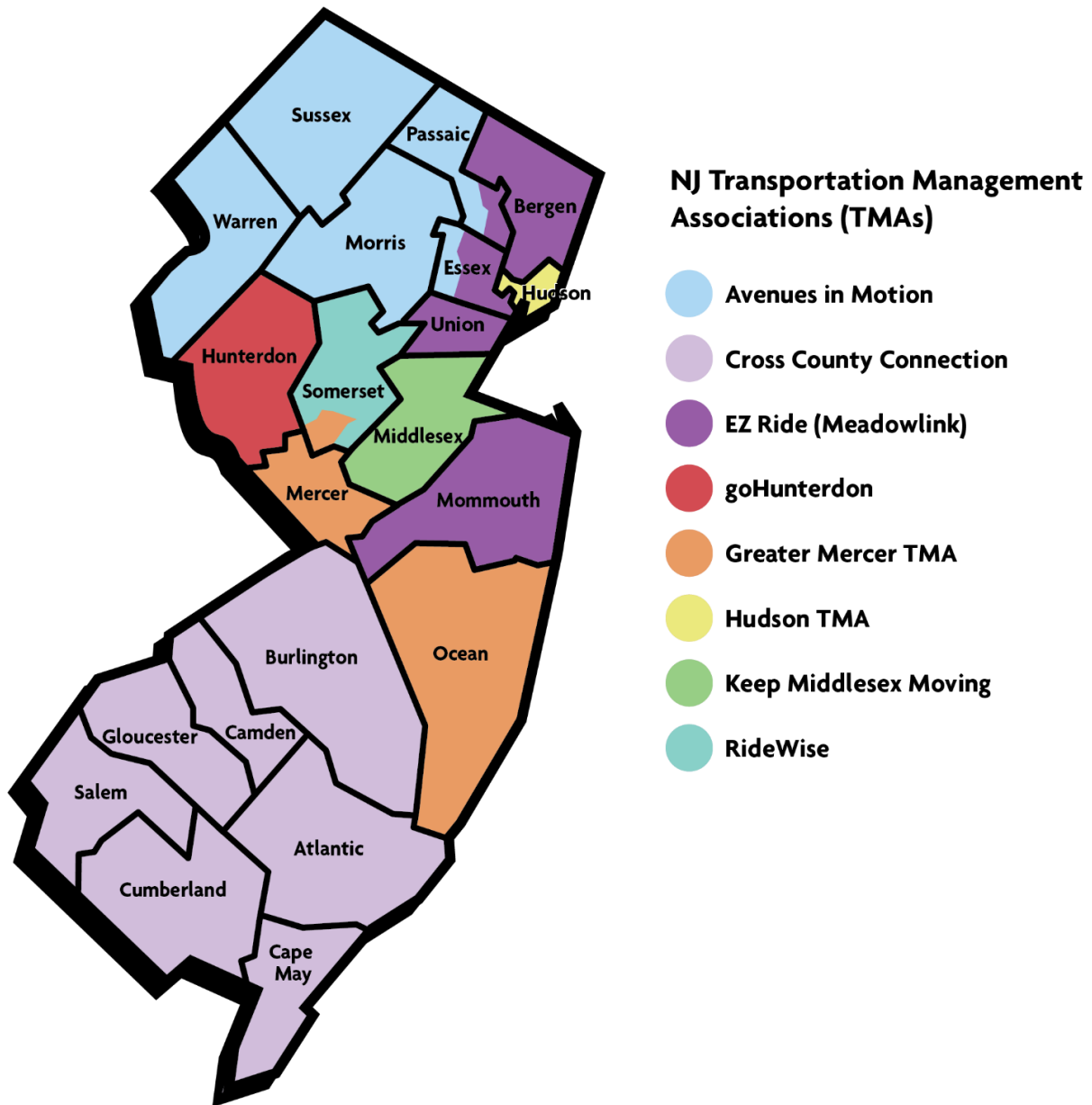
Work Program proposals may only be submitted by the following eight TMAs currently operating in New Jersey.



Service Areas

TMA are funded under this program to provide services in their respective service areas, as shown in the service area map in Figure 1.

Figure 1: TMA Service Areas Map



TMA WORK PROGRAM STRUCTURE

Goal Areas

The TMA Work Program consists of five required Goal Areas: Accessibility, Coordinated Public Transportation for Vulnerable Populations, Economic Development, Environmental, Safety, and one optional Goal Area: Reliability. Some specific strategies are required for each goal area, while others are optional but encouraged. The NJTPA distributes federal funds allocated to these strategies to the TMAs based on current program funding levels.

REQUIRED GOAL AREAS	ACCESSIBILITY
	COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS
	ECONOMIC DEVELOPMENT
	ENVIRONMENTAL
	SAFETY
OPTIONAL GOAL AREA	RELIABILITY

The Goal Areas are designed to allow for work programs that directly address the federal and state guidance and MPO planning goals while simultaneously allowing the TMAs to focus on their strengths as individual organizations. The Goal Areas are also designed to foster innovation in TMA work program development.

Strategies and Activities/Tasks

Each Goal Area contains several Strategies (A, B, C, etc.), broken down into related Activities/Tasks (i., ii., iii., etc.). The TMAs have selected the activities/tasks listed under each strategy they would like to participate in, outlined in the FY26 TMA Solicitation. The TMAs chose some or all activities listed in the solicitation (shown as i., ii., iii., etc.). All outcomes/products directly link to the TMA-chosen activities identified in the FY26 TMA Solicitation and explain how TMAs will accomplish the activity or the product resulting from the activity.

NJTPA FY 2026 UPWP TMA Program

FINANCIAL SUMMARY

(Source: Federal Surface Transportation Program Funds)

TMA	PROPOSED BUDGET
Avenues in Motion	\$1,098,250
Cross County Connection	\$1,276,002
EZ Ride	\$1,615,750
goHunterdon	\$529,000
Greater Mercer TMA	\$1,003,998
Hudson TMA	\$598,000
Keep Middlesex Moving	\$713,000
RideWise	\$563,500
TOTAL PROGRAM	\$7,397,500

FY 2026 TMA WORK PROGRAMS

AVENUES IN MOTION
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
Safety
Reliability (Optional)
Program Management

Work Funded by Other Sources

Promotions Plan

Budget and Staffing Plan

AVENUES IN MOTION TMA OVERVIEW

ORGANIZATIONAL SUMMARY

Avenues in Motion was incorporated in November 1986. Then known as Morris County Rides (MCRIDES), it legally changed its name to TransOptions as of February 2001 to reflect that the organization provided services not only in Morris County, but throughout greater Northwest New Jersey. In spring 2022, the organization began doing business as Avenues in Motion.

For over 35 years, Avenues in Motion's mission has been to deliver programs that improve mobility, the environment, and the quality of life in Northwest New Jersey. As a 501(c)(3) non-profit organization, the Transportation Management Association (TMA) works with employers, communities, travelers, schools and school districts and human service organizations in Morris, Sussex, and Warren counties, as well as suburban Essex, Passaic, and Union Counties. The Avenues in Motion office is at 2 Ridgedale Avenue, Suite 200 Cedar Knolls, NJ 07927. Avenues in Motion does not maintain any other office locations. Avenues in Motion currently has 13 full-time and no part-time staff members.

Avenues in Motion receives funding from a Federal Highway Administration (FHWA) grant administered by the North Jersey Transportation Planning Authority (NJTPA), NJ TRANSIT, NJDOT, NJ Division of Highway Traffic Safety, Morris County Commissioners and some private foundations and corporate support.

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

Avenues in Motion's service area covers Morris, Sussex and Warren Counties in their entirety, plus the Essex County towns of Fairfield, Livingston, Millburn, Roseland, Short Hills, and West Caldwell; the Union County towns of Berkeley Heights, New Providence, Murray Hill, and Summit; and the Passaic County towns of Bloomingdale, Little Falls, Pompton Lakes, Ringwood, Totowa, Wanaque, Wayne Township, West Milford, and Woodland Park. At the request of NJDOT, the Board of Directors of Avenues in Motion, by resolution dated September 19, 2002, consolidated the above-named geographic areas into one "Service Area".

According to the 2020 Census, the total population residing within the Avenues in Motion service area is 1,050,580.

Northwest New Jersey offers a large network of transportation infrastructure that consists of:

- **Roadways:** Interstate Routes: 80, 287, 78; State Routes: 24, 22, 124, 206, 202, 15, 23, 94, 46, 10, 57
- **Railways:** NJ TRANSIT Montclair-Boonton Line, NJ TRANSIT Morris & Essex Line, and portions of the NJ TRANSIT Gladstone Branch
- **Buses:** Community Coach, De Camp, Lakeland (46, 80), Livingston Express Shuttle, Martz, Morristown Colonial Coach, NJ TRANSIT (11, 28, 29, 70, 71, 72, 73, 74, 75, 79, 191, 193, 194, 195, 197, 198, 324, 704, 705, 712, 744, 748, 871, 872, 873, 874, 875, 878, 879, 880, 890, 891, 986), Route 57 Shuttle, Sussex County Transit, Transbridge (97, 101, 103, 105, 107, 109, 111, 113, 115, 117, 119, 121, 125, 127, 129, 131, 133, 135, 137, 139, 141, 143, 145).

Northwest New Jersey offers many attractions, healthcare facilities, colleges/universities, and corporations that are the major trip generators for the region. These include but are not limited to:

- **Attractions:** Vernon Ski and Water Park Resort Area, County and State Parks, and the Delaware National Recreation Area

- **Major Employers/Places of Employment (not exhaustive):** County of Morris, County of Sussex, AbbVie, ADP, Anywhere Real Estate (formerly Realogy), Atlantic Health System, Barclays, BASF, Bayer, Coldwell Banker, Crum & Forster, Deloitte, GAF, Givaudan, GSK (Warren Township), Honeywell International Inc., Howmet (formerly Arconic), Mack-Cali – Florham Park, Mack-Cali, Corporate Center – Parsippany, Maersk. MetLife, Novartis Pharmaceuticals Corp., Pfizer, Picatinny Arsenal, Robertet Inc., Sanofi, Selective Insurance, SJP Properties, Teva Pharmaceuticals, Thorlabs, Tiffany and Co., Wyndham Worldwide, Zoetis
- **Hospitals/Healthcare:** Saint Clare’s Health System: Saint Clare’s Health Center (Sussex), Saint Clare’s Hospital (Dover), Saint Clare’s Hospital (Denville), Saint Clare’s Hospital (Boonton); Atlantic Health System: Morristown Medical Center, Newton Medical Center, Hackettstown Medical Center, Overlook Medical Center, Chilton Medical Center, Atlantic Rehabilitation Institute, Atlantic Health Corporate Headquarters; St. Luke’s Warren Hospital (Phillipsburg); Saint Barnabas Medical Center (Livingston)
- **Colleges and Universities:** Centenary University, College of St. Elizabeth, County College of Morris, Drew University, Fairleigh Dickinson University, Sussex County Community College, Warren County Community College, William Paterson University

GOALS AND OBJECTIVES

Avenues in Motion is dedicated to delivering services that improve mobility, the environment, and the quality of life of the residents of Northwest New Jersey and those who travel to and/or through it by:

- Generating programs that increase the efficiency, accessibility, safety, and reliability of transportation networks, ultimately contributing to a reduction in traffic congestion and improving air quality, thereby aiding economic development by the resultant improvement in mobility of people, goods and services;
- Identifying and addressing transportation connectivity gaps, especially accessibility to work sites and other points of interest such as residential, retail, and healthcare facilities;
- Actively supporting and encouraging the implementation of Transportation Demand Management (TDM) strategies that increase travel choices and reduce reliance on single occupancy vehicles (SOVs), while promoting programs and strategies that contribute to regional performance goals, in furtherance of NJTPA’s UPWP, TIP and Plan 2050: Transportation, People, Opportunity;
- Offering programs that reduce the number of trips and vehicle miles traveled (VMT), optimizes the efficiency of the transportation system, mitigates congestion, encourages teleworking/hoteling and alternative work scheduling, and promotes ridesharing to reduce emissions in the region;
- Improving access to job opportunities and improving choices for transportation-disadvantaged populations, including older adults, people with disabilities, and low-income populations;
- Encouraging the use of all alternative modes of transportation, including non-SOV car travel, micromobility options, mass transit, walking, and biking;
- Delivering safety programs that aim to reduce the instances of pedestrian injuries and fatalities within the service area through grassroots and community-driven campaigns;
- Educating all persons, ranging from youth to older adults, on environmental, air quality, and emissions issues to inform them of transportation’s impact and encourage them to act to reduce those impacts;
- Acting as a conduit for up-to-date travel-related information to all travelers in, to, and through the service area;
- Supporting Models of Regional Planning Cooperation through participation and assistance in the implementation of regional and local Comprehensive Economic Development Strategy activities as well as any Ladders of Opportunity efforts to increase job access in the region;

- Acting as a resource for providing important travel information during natural disasters (e.g., hurricanes and major snowstorms) and large-scale construction projects, maintenance projects, and special events to help mitigate related congestion;
- Assist counties and municipalities in implementing Complete Streets and Sustainable Jersey strategies in accordance with policies and goals of the NJTPA, NJDOT and NJ TRANSIT.

TITLE VI/ENVIRONMENTAL JUSTICE

Avenues in Motion utilized the data from NJTPA's Equity Data Analysis Tool to conduct an equity analysis of municipalities in our service area based on the population data provided. The complete equity analysis and identified focus communities can be found in the accompanying spreadsheet.

This data is sourced from the 2018-2022 American Community Survey. NJTPA's Equity Analysis tool provides percentages of population data and assigns a score of 0 to 4 (0 =Very Below Average; 1 = Below Average; 2 = Average; 3 = Above Average; 4= Very Above Average) for the following population factors: Minority population, low-income population, population with Limited English Proficiency (LEP), disabled persons, people over ages 65, and foreign-born populations. The composite scores are the sum of the scores of each population factor and were used to determine which municipalities will be considered focus communities in Avenues in Motion's service area based on level of need.

Avenues in Motion identified the municipalities with a composite score of ≥ 10 as a focus community which include: Dover (20), Victory Gardens (19), Wharton (13), Woodland Park (13), Parsippany-Troy Hills (12), Franklin borough (12), Newton (12), Mine Hill (11), Morristown (11), Netcong (11), Pequannock (11), Hardyston (11), Sussex borough (11), Mansfield (11), Phillipsburg (11), White (11), Fairfield (10), Livingston (10), Roseland (10), Harding (10), Montville (10), Mount Arlington (10), Rockaway borough (10), Wanaque (10), Branchville (10), Hamburg (10), Hampton (10), Lopatcong (10) Washington borough (10)

In FY 2026, Avenues in Motion intends to partner and prioritize our services with as many focus communities as possible with composite population scores of ≥ 10 with a goal of working with a minimum of five municipalities.

- Municipalities with the highest total scores are Dover (20), Victory Gardens (19), Wharton (13), Woodland Park (13), Parsippany-Troy Hills (12), Franklin borough (12), and Newton (12)
- All work program goal areas will be prioritized in these municipalities.

Avenues in Motion has identified methods for addressing specific population factors that correspond with specific work program goal areas described in the sections below.

Avenues in Motion will also refer to the New Jersey Department of Environmental Protection's Environment Justice Mapping Tool (EJMAP) for further analysis of impacted areas and block groups within municipalities as well as other population factors in communities, such as households with no access to a vehicle, to target our initiatives.

AVENUES IN MOTION FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

Avenues in Motion assists travelers and communities to increase mobility and accessibility of alternate travel modes through various strategies such as carpooling, vanpooling, shuttle service, public transit, bicycling, walking, micromobility, telework, and other non-SOV modes of travel. This assistance shall include, but not be limited to, outreach to commuters and other travelers to promote alternative modes of travel, delivery of rideshare matching assistance, trip planning for commuters, tourists, and other travelers, provision of up-to-date information about park and rides and bicycle facilities, provision of Emergency Ride Home services to commuters using alternative modes, vanpool empty seat management, mapping services as needed, assisting schools and other organizations in implementing walking and biking programs, and delivery of other travel assistance services.

Avenues in Motion educates travelers about available travel alternatives and transportation services and coordinates with NJDOT, NJTPA, and other agencies on traveler promotional and outreach efforts.

All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives, with emphasis being given to programs that benefit underserved communities in our service area. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives.

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

Activities/Tasks:

- i. Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.
 - o *Product/Outcome 1: Promote and highlight transit and travel information including train and bus routes, park and ride locations and details, commuter tax benefits, and trail networks, through various digital and in-person platforms to encourage non-SOV modes of travel.*
- ii. Provide trip planning assistance.
 - o *Product/Outcome 1: As needed, support members of the public with trip planning via email, phone, or in-person communications at events.*
- vi. Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.
 - o *Product/Outcome 1: Maintain an up-to-date interactive map page on the Avenues in Motion website with information about rail, bus, paratransit, and other transportation options, along with useful amenities such as bicycle parking, EV charging, and walking/biking trails.*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from any Safe Routes to School activities funded by other state or federal programs or activities in this area funded by any other source, including private foundation grants. Still, it may be used to supplement these programs.

Activities/Tasks:

i. Assist communities and schools with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.

- o *Product/Outcome 1: Development and distribution of resources and guides to schools, towns, and community partners that support and advance increased usage and safety of walking, biking, and micromobility modes.*

ii. Illustrate the walkability and bikeability of the TMA region. E.g., create/maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.

- o *Product/Outcome 1: Develop and maintain existing maps of local sidewalk networks within the service area, particularly focused on municipal roads and in support of Complete Streets efforts. Assist municipal partners on walkability and bikeability initiatives through education, communications, data collection and reporting, and support on grant applications.*

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

i. Facilitate and or administer rideshare/ride-matching and vanpool programs.

- o *Product/Outcome 1: Assist employers with developing vanpool and carpool programs for their employees.*

ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.

- o *Product/Outcome 1: Promote carpooling, vanpooling, and the use of njrideshare.com to the general public, while keeping active records of registered commuters and performing regular maintenance of data in the njrideshare.com system.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.

- o *Product/Outcome 1: Assist municipalities, counties, employers, and other partners, particularly in and along the busiest hubs and corridors such as Parsippany, Morristown, Florham Park, Wayne, I-80, US-46, NJ-124, with TDM strategies, from planning through implementation, to help employees, visitors, and the general public access sites via non-SOV options and increase overall access and mobility for all.*

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

Avenues in Motion will address the increasing needs and enhancement of mobility and access to transportation options for low-income individuals, older adults, people with disabilities, people experiencing

homelessness, and veterans. Using the recommendations outlined in Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP), and partnerships already in place, Avenues in Motion focuses on connecting those with limited transportation options to employment, education, medical, personal care, and social support needs to address disparities in access to care and resources while maintaining independence. In addition, Avenues in Motion will participate as a stakeholder in activities related to implementing regional and county human services transportation plans in northwestern New Jersey.

Avenues in Motion continues to leverage its partnerships with Sussex County's Department of Health and Human Services, Morris County's Department of Human Services' Division of Community Assistance & Resources, Warren County's Transportation Advisory Council, AARP, 55+ Communities, senior centers, and other groups to evaluate and continue to advance ongoing efforts related to CPTHSTP implementation. Avenues in Motion will facilitate discussion between healthcare providers and local government partners with transit, paratransit, shuttle, taxi and/or TNCs providers.

Local transportation information and data visualization are available on our website's MapIt Tool and Human Services Transportation Guide pages and are promoted to focus populations and community stakeholders.

All Coordinated Public Transportation for Vulnerable Populations activities described below will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives. Based on the corresponding equity analysis, Avenues in Motion will prioritize services for this goal area in communities with scores of 3 (Above Average) or 4 (Very Above Average) in categories of persons with disabilities and population over age 65. Municipalities with higher percentages of these population factors tend to be concentrated in rural regions of the service area where transportation options are limited. Transportation barriers in these areas may create challenges in accessing healthcare, basic resources, and employment in these communities.

- **Disability:** Franklin borough (4), Netcong (4), Pequannock (4), Sussex borough (4), Mansfield (4), White (4), Fairfield (4), Branchville (4), Hampton (4), Newton (3), Hardyston (3), Phillipsburg (3), Wanaque (3)
- **Over Age 65:** Pequannock (4), White (4), Harding (4), Franklin borough (3), Fairfield (3), Branchville (3), Hampton (3), Newton (3), Hardyston (3), Wanaque (3), Woodland Park (3), Roseland (3), Montville (3), Mount Arlington (3), Lopatcong (3)

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i. Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - o *Product 1: Maintain up-to-date information on human services transportation options using our MapIt Tool and Human Services Transportation Guide website pages and promote these resources to partners and the public*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i. Support and assist healthcare providers in better meeting patient transportation needs. This activity may also include the involvement of hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for the target populations.

- *Product/Outcome 1: Partner with healthcare providers, non-profit organizations, and transportation providers to advance programs and services that meet patient transportation needs and improve the availability of transportation options at healthcare delivery sites*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i. Support and assist counties conducting human services transportation service planning.
 - *Product/Outcome 1: Assist counties in Coordinated Human Services Plan development, conduct outreach to target populations for participation in CHSTP planning activities, meet with service providers, and facilitate partnerships among county representatives and transportation providers.*
- ii. Review of existing transportation plans, human services plans, or other relevant documents; development of inventories, GIS databases, and maps of transit service; conduct of one-on-one and/or group meetings with human services transportation providers and other human services providers; and outreach to human services populations to build upon the public engagement conducted for the regional CHSTP.
 - *Product/Outcome 1: Provide County partners with our GIS MapIt Tool containing shuttle and transit routes and our Human Services Resource Guide website page while conducting regular updates for the most current and accurate information.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

- i. Schedule rider trips with a transportation network company, taxi, or other third-party transportation provider.
 - *Product/Outcome 1: Conduct ride coordination with county partners to assist individuals with accessing care and resources using Lyft, Uber, and/or taxi services.*
 - *Product/Outcome 2: Analyze human services trip data to share with partner agencies to evaluate existing program impact and inform future project development.*
- iii. Provide travel training and concierge assistance.
 - *Product/Outcome 1: Provide information and guidance to individuals directly and via the Avenues in Motion website on how to use travel options such as NJ Transit and county-run paratransit systems.*

GOAL AREA 3: ECONOMIC DEVELOPMENT

Avenues in Motion serves as the primary resource for employers and economic development organizations in our service area and conduct community outreach activities to inform and educate travelers about alternative transportation options. These efforts will focus on transportation considerations in supporting economic growth and activity in our service area. Avenues in Motion utilizes the statewide ride-matching software, administered by NJTPA to identify commute trends and potential targets for TDM strategy implementation in our service area. The TMA provides outreach and education aimed at promoting economic development, fostering ridesharing, assisting entities looking to expand or relocate within our service area, supporting tourism and regional event planning as well as parks and recreational groups. The TMA also participates in activities related to NJTPA's Plan 2050, as well as coordinates with the Morris, Sussex, Warren Workforce Development Board, the Morris County Economic Development Corporation (MCEDC),

and implementation efforts of the Regional Comprehensive Economic Development Strategy (CEDS).

Avenues in Motion focuses on implementing TDM services at employer locations, transportation facilities, recreational facilities, entertainment venues, shopping centers, local events, housing facilities and other locations.

All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives as well as working to advance Ladders of Opportunity with emphasis being given to programs that benefit underserved communities in our service area.

REQUIRED STRATEGIES

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i.** Pursue opportunities to encourage, provide, and/or implement TDM strategies that help existing and relocating employees' commute and travel choices.
 - *Product/Outcome 1: Provide resources and technical assistance to employers pursuing TDM strategies, assist employers and employees in utilizing commuter benefits and incentives, and recognize employers through recognition programs as available.*
- ii.** Conduct outreach to employers regarding TDM and travel alternatives, and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.
 - *Product/Outcome 1: Participate in fairs, events, and other related campaigns focused on promoting TDM at employer, social services, or other organization sites and support those sites with TDM strategies and data collection or reporting.*

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

- i.** Act as liaison between employers and the NJTPA for outreach to the business community, as requested and in coordination with the NJTPA.
 - *Product/Outcome 1: Maintain relationships with worksites in our service area, including worksite data and contact lists, facilitate discussions and interactions between worksites and the NJTPA.*
 - *Product/Outcome 2: Solicit feedback from and actively engage with employers on available transit services and employee transportation challenges to inform and implement TDM activities at worksites.*

OPTIONAL STRATEGIES

C. CONNECT WITH OTHER ORGANIZATIONS

Activities/Tasks:

- i.** New Jersey Smart Workplaces for Commuters - Activities that support the statewide New Jersey Smart Workplaces for Commuters program and increase the use of non-SOV modes. Evaluate and update the New Jersey Smart Workplaces program with the NJTPA.
 - *Product/Outcome 1: Work with employers to advance the goals of the New Jersey Smart Workplaces program. As needed, update program criteria in conjunction with the other New Jersey TMAs. Recognize/certify eligible employers within the Avenues in Motion service area in NJSW and other recognition/award programs that may be applicable.*

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- i. Conduct research, planning, or outreach on workforce or visitor transportation issues or serve as a stakeholder in such efforts.
 - o *Product/Outcome 1: Partner and coordinate with the Morris County Economic Development Corporation and the Workforce Development Board of Northwest New Jersey on workforce transportation issues and participate as a stakeholder and key transportation resource for these and similar groups focused on county or regional workforce development.*
- iii. Support the development of non-SOV travel options for visitors to major non-employment destinations.
 - o *Product/Outcome 1: Participate in state and regional transportation and transit planning meetings for the upcoming 2026 FIFA World Cup and its surrounding activities and provide support for non-SOV travel where feasible.*

GOAL AREA 4: ENVIRONMENTAL

Avenues in Motion addresses environmental issues through various strategies to reduce air pollution and greenhouse gases from the transportation sector. The TMA participates in activities encouraging electric vehicle adoption and related infrastructure, including in identified Environmental Justice communities. Avenues in Motion uses tools such as the NJTPA Key EV Resources page, NJDEP's Drive Green website, the NJTPA Alternative Fuel Readiness Guidebook, and the NJTPA Equity Analysis Application as resources to support these efforts. Ride and Drive events, technical assistance to municipalities and other audiences, best practices guidance and assistance on charging station siting, and grant applications are some of the ways Avenues in Motion expects to advance the state's clean energy goals.

Avenues in Motion implements air quality education programming and anti-idling campaigns throughout the service area, as well as participates in climate change mitigation efforts. Avenues in Motion also promotes and supports actions included in Sustainable Jersey's "Health & Wellness" and "Land Use & Transportation" categories, all of which align with regional and local TDM goals and activities, ranging from Complete Streets and bicycle/pedestrian programs to anti-idling and NJ Smart Workplaces.

Avenues in Motion promotes electric micromobility as a healthy and active alternative to using SOVs while encouraging communities to provide infrastructure to support these modes and safe behaviors.

Activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives, with emphasis being given to programs that benefit underserved communities in the service area.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

- i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.
 - o *Product/Outcome 1: Development and delivery of air quality and anti-idling programs, including but*

- not limited to real-time air quality education in conjunction with walk-to-school events. Provide air quality alerts and educational presentations that will encourage changes in behavior to mitigate air pollution and the adoption of electric vehicles.*
- *Product/Outcome 2: Provide air quality monitoring (AQM) and reports to local governments, schools, community groups, or other partners as requested.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

- ii. Provide technical assistance to municipalities, employers, and other destinations engaged in readiness planning, ordinance adoption, charging station siting, and participation in support of activities sponsored by the NJTPA or other agencies.
 - *Product/Outcome 1: Planning assistance to municipalities, counties, developers, businesses and/or other entities to increase use of electric vehicles, adoption of EVs in fleet operations, and create or improve infrastructure related to those vehicles*

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

- i. Encourage, educate, and support the use/implementation of E-bikes, e-scoots, and e-cargo delivery modes.
 - *Product/Outcome 1: Develop and distribute e-mobility resources and materials, particularly to town centers and areas with increased bike and pedestrian activity, to increase knowledge, awareness, and safe utilization of electric micromobility options, and work with businesses, municipalities, and other groups to implement bike and scooter share systems*

OPTIONAL STRATEGIES

D. EVS AND EV INFRASTRUCTURE EDUCATION AND OUTREACH

Activities/Tasks:

- ii. Disseminate information about EV purchase and charger installation incentives, infrastructure, and presentations to municipal, business, and community stakeholders.
 - *Product/Outcome 1: Distribution of EV incentive information and other general EV information to support the adoption of EVs by the public and the installation of charging infrastructure by key stakeholders.*

GOAL AREA 5: SAFETY:

Avenues in Motion’s safety strategies will contribute to traveler safety for all road users in support of the National Roadway Safety Strategy, a comprehensive approach to reducing deaths and serious injuries on streets and highways using a Safe System Approach, and the NJDOT Strategic Highway Safety Plan. Safety activities will include roadway safety-related outreach, education, planning, and data collection in coordination, wherever possible, with transportation operating agencies, safety agencies and organizations, planning agencies, community and private stakeholders, and the public to successfully implement these activities. Avenues in Motion will continue to serve as a roadway safety resource to reduce the burden of serious crashes for communities in our service area for people using all modes including vehicle occupants, pedestrians, bicyclists, micromobility users, and people using personal mobility devices.

Avenues in Motion will provide reports or memoranda for roadway safety activities to the NJTPA for review. Avenues in Motion will all allocate a minimum of one-half full-time staff equivalent (FTE) or 15 percent of the Labor expense (whichever is greater) to this goal area.

All safety activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives. Avenues in Motion conducts an annual crash data analysis which is compared with the Title VI/Environmental Justice Equity data analysis from NJTPA’s Equity Analysis Tool. The tables below show which municipalities will be considered safety focus communities based on having score of >10 in the equity analysis as well as being overrepresented in crash counts and FSI crashes involving all modes, pedestrians, and bicyclists. Crash data is sourced from the Numetric Crash Data Analysis Tool from the New Jersey Division of Highway Traffic Safety for the years 2020-2022.

* **Bolded & grey indicate equity focus community with score ≥10**

ALL MODES		
All Modes - Fatal and Serious Crash Count		
Municipality	County	Total FSI Count
Wayne Township	Passaic	55
Parsippany-Troy Hills Township	Morris	43
Vernon Township	Sussex	29
Randolph Township	Morris	28
Jefferson Township	Morris	26
Dover Township	Morris	25
Mount Olive Township	Morris	21
Washington Township	Warren	19
Roxbury Township	Morris	19
West Milford Township	Passaic	19
Millburn Township	Essex	18
Ringwood Borough	Passaic	17
Livingston Township	Essex	17

Focus Communities for All Mode FSI: Parsippany Troy-Hills, Dover, Livingston

PEDESTRIAN					
Pedestrian - Crash Count Totals			Pedestrian - Fatal & Serious Injury Crashes		
Municipality	County	Total Crashes	Municipality	County	Ped. FSI Crash Count
Morristown Town	Morris	78	Morristown Town	Morris	12
Dover Township	Morris	36	Parsippany-Troy Hills Township	Morris	10
Millburn Township	Essex	36	Wayne Township	Passaic	9
Parsippany-Troy Hills Township	Morris	34	Dover Township	Morris	8
Livingston Township	Essex	32	Millburn Township	Essex	6
Wayne Township	Passaic	26	Phillipsburg Town	Warren	5
Pequannock Township	Morris	19	Montville Township	Morris	5
Summit City	Union	19	Focus Communities for Pedestrian Safety: Morristown, Dover, Parsippany-Troy Hills, Livingston, Pequannock, Phillipsburg, Newton, Wanaque, Montville		
Randolph Township	Morris	16			
Phillipsburg Town	Warren	15			
Newton Town	Sussex	12			
Wanaque Borough	Passaic	12			

BIKE					
Bike - Crash Count Totals			Bike - Fatal & Serious Injury Crashes		
Municipality	County	Total Crashes	Municipality	County	Bike FSI Crash Count
Wayne Township	Passaic	22	Boonton Township	Morris	3
Morristown Town	Morris	18	Berkeley Heights Township	Union	3
Pequannock Township	Morris	18	Wayne Township	Passaic	3
Lincoln Park Borough	Morris	15	Morris Township	Morris	2
Summit City	Union	15	Hardyston Township	Sussex	2
Dover Township	Morris	14	Dover Township	Morris	2
Parsippany-Troy Hills Township	Morris	12	Chatham Township	Morris	2
Livingston Township	Essex	12	Bloomington Borough	Passaic	2
Millburn Township	Essex	12	Millburn Township	Essex	2
Denville Township	Morris	11	Focus Communities for Bicycle Safety: Morristown, Pequannock, Dover, Parsippany-Troy Hills, Livingston, Fairfield, Hardyston		
Hanover Township	Morris	10			
Chatham Township	Morris	9			
Rockaway Township	Morris	9			
Randolph Township	Morris	8			
Morris Township	Morris	7			
Fairfield Township	Essex	7			

REQUIRED STRATEGIES

E. COMPLETE STREETS

Activities/Tasks:

- i. Support the implementation of Complete Streets.
 - o Product/Outcome 1: Support Complete & Green Streets implementation by meeting with stakeholders, sharing resources,
 - o Product/Outcome 2: Conduct education presentations to local governments and organizations
 - o Product/Outcome 3: Assist in developing documents (policies, checklist, ordinances, and grant applications).

iv. Participate as a stakeholder in a Complete Streets planning or infrastructure project sponsored by the NJTPA, the NJDOT, or another public agency.

- *Product/Outcome 1: Attend meetings and provide assistance on projects conducted by NJTPA, NJDOT or another public agency related to Complete Streets planning or infrastructure projects*

v. Conduct and/or participate in temporary demonstration projects (i.e., tactical urbanism) with the approval of a local jurisdiction. TMAs may utilize the NJTPA Complete Streets Demonstration Library hosted by Hudson TMA.

- *Product/Outcome 1: Participate in and conduct demonstration projects and other projects that envision street space with the goals of advancing Complete & Green Streets by providing evaluation, data collection, community engagement, and education services related to these projects*

F. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

i. Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities. TMAs are encouraged to organize, lead, and/or participate in audits organized by counties or other organizations.

- *Product/Outcome 1: Participate in or serve as the lead organization in coordinating road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, roadway observations, safety surveys, micromobility action plans, and other evaluation activities and prepare report of findings for stakeholders.*
- *Product/Outcome 2: Perform crash data analysis with a focus on high-crash areas in historically disadvantaged communities to inform programs, projects, and safety audits or other studies.*

G. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

i. Carry out recommended strategies addressing at least one of the emphasis areas in the New Jersey 2020 Strategic Highway Safety Plan. The seven emphasis areas are Equity, Lane Departure, Intersections, Driver Behavior, Pedestrians and Bicyclists, Other Vulnerable Road Users, and Data.

- *Product/Outcome 1: Attend meetings, serve as a team member, and provide assistance in completing tasks for the NJ 2020 Strategic Highway Safety Plan in the Driver Behaviors and Pedestrians and Bicyclist priority areas and for Local Safety Action Plans for Morris, Sussex, Warren, Union, Essex and Passaic Counties*

ii. Support Toward Zero Deaths and or Vision Zero initiatives and educate communities on proven safety countermeasures and the Safe System Approach.

- *Product/Outcome 1: Provide education through presentations, meetings, and sharing resources to local stakeholders to advance statewide and national safety initiatives, i.e. Toward Zero Deaths, Vision Zero, FHWA's Proven Safety Countermeasures, and the Safe Systems Approach, to advance safety culture*

OPTIONAL STRATEGIES

H. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

- ii. Organize child safety equipment fittings and car fittings for older adults (CarFit).
 - o *Product/Outcome 1: Deliver child safety equipment fittings and CarFit programming for older adults, as the lead agency or in partnership with other transportation safety organizations including AAA, AARP, the New Jersey Division of Highway Traffic Safety, and NJTPA.*
- iii. Conduct outreach and education related to safety topics, such as younger drivers, mature drivers, drivers with disabilities, child passengers, safe driving behavior, pedestrian and bicyclist safety laws, and promoting a culture of safety.
 - o *Product/Outcome 1: Outreach to local groups including schools, older adult groups, local organizations, law enforcement, and municipal officials*
 - o *Product/Outcome 2: Provide education presentations throughout the service area, focusing on communities with the highest rates of serious and fatal crashes for drivers, bicyclists, and pedestrians, target populations will include younger drivers, mature drivers, drivers with disabilities, child passengers, safe driving behavior, pedestrian safety, bicyclist safety, micromobility safety, and promoting a culture of safety.*

OPTIONAL GOAL AREA: RELIABILITY

Avenues in Motion will implement strategies to increase the dependability and predictability of the transportation system in our service area. Our efforts will focus on mitigating construction and congestion impacts by informing communities and road users about disruptions and promoting alternative travel modes, routes, and solutions. Avenues in Motion will remain informed of events impacting travel in our service area through coordination and communication with agencies including NJDOT, Port Authority of New York and New Jersey (PANYNJ), TransCom, NJ TRANSIT, county and municipal agencies, or other agencies. This includes major planned or unplanned construction projects, extreme weather events, major incidents, special events, and emergencies with potential to impact travel in our service area. Information from agencies will be communicated using our Traf-Alert messages, construction reports, social media, newsletter and website. Alternative routes, modes, and options of travel including train, bus, shuttles, telework, shared rides, and park and rides will be promoted.

All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives with emphasis being given to mitigating traffic impacts in underserved communities in our service area.

A. CONSTRUCTION-AND EVENT-RELATED CONGESTION MITIGATION

Activities/Tasks:

- i. Provide information about travel options available to mitigate construction, maintenance, emergencies, and special event impacts.
 - o *Product/Outcome 1: Utilize communication channels to provide information on travel disruptions and promote travel alternatives in coordination with state, county, and local agencies.*
- iii. Assist operating agencies with providing shared ride and shuttle services and advertising the availability

of park and ride facilities related to construction, maintenance, emergencies, and special events.

- *Product/Outcome 1: In coordination with NJ TRANSIT, NJTPA, and other agencies, support efforts to increase reliability of the transportation network ahead of and during 2026 FIFA World Cup games and related events to be held in Northern NJ.*

B. TRAVEL ALERTS

Activities/Tasks:

i. Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.

- *Product/Outcome 1: Disseminate notifications on unexpected travel disruptions using Traf-Alert and construction report services via email and social media and promote subscription to these services both online and at in-person events*

PROGRAM MANAGEMENT

Avenues in Motion will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. Avenues in Motion will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

- Preparation of the following year's work program.
- Maintenance of all TMA work program grant-related records and products.
- Maintenance of the on-line pass-through grant program management system, including the cost tracking system and TMA work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.
- Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.
- And preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- *Quarterly Progress Reports, invoices and supporting documentation.*
- *Submit emergency response plans/contingency plans by December 31, 2025.*
- *Fourth Quarter/Final Report and all final deliverables*
- *Prepare next fiscal year's Work Program and Staffing Plan*

WORK FUNDED BY OTHER SOURCES

A. SAFE ROUTES TO SCHOOL

The Safe Routes to School program aims to increase the rate of students walking and biking to school and to make it safer for them to do so.

Activities/Tasks:

i. Safe Routes to School Activities

- *Product/Outcome 1: Bike and pedestrian safety education for students.*

B. NJ DIVISION OF HIGHWAY TRAFFIC SAFETY

The NJ Division of Highway Traffic Safety TMA program aims to reduce fatalities and serious injuries on the roads, particularly among the most vulnerable road users.

Activities/Tasks:

i. NJ Division of Highway Traffic Safety Activities

- *Product/Outcome 1: Bike, pedestrian, and driving programs for all ages, including public participation and engagement on issues of safety.*

C. NJ TRANSIT

The NJ TRANSIT TMA program primarily focuses on distributing transit information, conducting outreach to encourage transit use including vanpools, advocating for transit and last-mile connections to transit from worksites, and evaluating/providing feedback on NJ TRANSIT shuttles and other passenger service.

Activities/Tasks:

i. NJ TRANSIT Activities

- *Product/Outcome 1: Promotion of existing transit system, including vanpools, as an alternative mode of travel.*

D. COUNTY OF MORRIS

Morris County provides funding to Avenues in Motion to conduct general TDM activities and support other critical Morris County initiatives such as economic development, tourism, and workforce development.

Activities/Tasks:

i. County of Morris Activities

- *Product/Outcome 1: General support for TDM activities in Morris County.*

E. AVENUES IN MOTION

Avenues in Motion supports other related activities that may not fall under a specific grant such as involvement in conferences and training programs, promotional activities, grant applications, and other general organizational efforts.

Activities/Tasks:

i. Avenues in Motion Activities

- *Product/Outcome 1: Activities funded by Avenues in Motion.*

AVENUES IN MOTION TMA PROMOTION PLAN FY 2026

Avenues in Motion will use a variety of media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to guidelines set by the NJTPA TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and aligned with NJTPA goals and policies. This plan will be updated on a quarterly basis and submitted to the TMA Project Manager with the quarterly report attachments.

Media Formats

Avenues in Motion will use the following types of media in FY 2026 for the promotion of the programs, goals, and objectives of the work program:

Newsletters: Avenues in Motion will publish a monthly email newsletter. The newsletter will discuss transportation issues of local, regional and, when applicable, national importance. It will promote Avenues in Motion's work program efforts and support the efforts of NJTPA within the Avenues in Motion service area and the region. Effectiveness will be tracked by traffic generated by the email distribution and email open rates.

Facebook: Avenues in Motion will maintain an active presence on Facebook to promote work program efforts, build relationships with the public and other organizations, and drive traffic to other Avenues in Motion outlets, such as the website and monthly newsletter. Effectiveness will be tracked by the number of impressions, page consumptions, and increases in Page "likes". These performance measures are subject to change based on how Facebook collects and presents data on Pages.

X (Twitter): Avenues in Motion will maintain two X/Twitter accounts. The first, @TrafAlerts, will be used to disseminate timely traffic alerts, construction alerts, and similar messaging to alert commuters of delays or hazards. The second, @AvenuesinMotion, will be used to disseminate short messages about local or regional transportation events and issues and Avenues in Motion's work program efforts. Effectiveness will be tracked by tweets, followers, impressions, and engagements. These performance measures are subject to change based on changes to Twitter's analytics tools.

Instagram: Avenues in Motion will use Instagram to create and share more visually appealing content that may be unique to the Instagram account (@AvenuesinMotion), or shared across other social platforms. Effectiveness will be tracked by the number of likes and views on posts.

TikTok: Avenues in Motion will use TikTok to create and share messaging about mobility, safety, and environmental issues in a video format targeted at younger demographics. Effectiveness will be tracked by followers and engagements. These performance measures are subject to change based on availability of other metrics on the platform.

Website: Avenues in Motion will promote its services and programs through its website at www.AvenuesinMotion.org. It will house up-to-date information that helps promote or implement TDM measures. Additionally, it will serve as a promotional tool for Avenues in Motion's work program efforts. Effectiveness will be tracked by web traffic through Google Analytics.

Press and Editorials: Avenues in Motion may promote various programs through press releases seeking media coverage from both print and online outlets in an effort to increase Avenues in Motion's audience.

Avenues in Motion will also seek to have several Op-Ed letters published in local press outlets on transportation issues of local importance to increase awareness of those issues, especially safety and the availability of ridesharing options. Effectiveness will be tracked by stories and letters published and estimated circulation rates.

Goal Area Activity Promotion Plans

Avenues in Motion plans to use the following media types in support of each Goal Area Activity.

- 1. Accessibility:** Avenues in Motion will leverage all platforms to promote accessibility strategies and encourage non-SOV travel.
- 2. Coordinated Public Transportation for Vulnerable Populations:** Avenues in Motion will use all platforms to promote the availability of human services transportation and maintain resources on its website, specifically through the Map It Tool.
- 3. Economic Development:** In addition to efforts listed above, Avenues in Motion may create, distribute, and promote video or webinar content for the local workforce to access at any time, and host or partner on public events that will advance economic development goals.
- 4. Environmental:** Avenues in Motion will leverage all platforms to promote upcoming and ongoing environmental programs, air quality issues, and EV promotion.
- 5. Safety:** In addition to efforts listed above, Avenues in Motion will produce safety-focused videos for a variety of audiences, particularly videos that incorporate targeted and localized information to encourage safe behaviors among motorists, bicyclists, and pedestrians that will be shared across social media platforms. Avenues in Motion may also print materials as developed by NJTPA and distribute to communities participating in the Street Smart NJ program. Efforts will adhere to NJTPA messaging.
- 6. Reliability:** Avenues in Motion will use the @TrafAlerts X/Twitter account in conjunction with direct emails to its subscriber list to promote incidents, construction, and air quality alerts in the service area.

BUDGET AND STAFFING PLAN

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

AVENUES IN MOTION FY 2026 WORK PROGRAM BUDGET PLAN

		PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES		
	1. SALARIES	\$ 581,320.68	
	2. FRINGE BENEFITS 40.2637% FT, 0% PT	\$ 234,061.21	
	SUBTOTAL	\$ 815,381.89	100%
PART II	DIRECT NON-LABOR COSTS		
	1. SUPPLIES	\$ -	
	2. TRAVEL	\$ 4,450.00	
	3. PRINTING & REPRODUCTION	\$ -	
	4. TELEPHONE	\$ -	
	5. POSTAGE	\$ 192.67	
	6. CONFERENCE/TRAINING	\$ -	
	7. OTHER (SPECIFIED IN ATTACHMENT)	\$ 1,000.00	
	SUBTOTAL	\$ 5,642.67	100%
PART III:	INDIRECT COSTS		
	INDIRECT COST ALLOCATION 47.6889%	\$ 277,225.44	
	SUBTOTAL	\$ 277,225.44	100%
PART IV:	CONSULTANT COSTS		
	CONSULTANT	\$ -	
	SUBTOTAL	\$ -	100%
TOTAL PROGRAM BUDGET		\$ 1,098,250.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share: \$	1,098,250.00	Total: \$	1,098,250.00
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NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**AVENUES IN MOTION
FY 2026 WORK PROGRAM
BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Empty Seat Subsidy & Emergency Ride Home	Empty seat subsidies and emergency rides will be provided to qualified vanpool/carpool participants	\$ 1,000.00
	Total "OTHER" Direct Expenses	\$ 1,000.00

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**AVENUES IN MOTION
FY 2026 WORK PROGRAM
STAFF PLAN**

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non-Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	4,160	\$ 213,248.93	\$ 2,022.67	\$ 72,503.49	\$ -	\$ 287,775.09
Core Goal Area Activities - Economic Development	2,250	\$ 114,053.88	\$ 840.00	\$ 38,777.70	\$ -	\$ 153,671.59
Core Goal Area Activities - Environmental	1,650	\$ 71,560.58	\$ 520.00	\$ 24,330.21	\$ -	\$ 96,410.79
Core Goal Area Activities - Safety	5,248	\$ 225,987.66	\$ 1,140.00	\$ 76,834.58	\$ -	\$ 303,962.24
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	3,470	\$ 136,856.13	\$ 100.00	\$ 46,530.35	\$ -	\$ 183,486.48
Core - Program Management	408	\$ 28,572.56	\$ -	\$ 9,714.52	\$ -	\$ 38,287.07
Optional Goal Area Activities - Reliability	480	\$ 25,102.15	\$ 1,020.00	\$ 8,534.60	\$ -	\$ 34,656.75
TOTAL	17,666	\$ 815,381.89	\$ 5,642.67	\$ 277,225.44	\$ -	\$ 1,098,250.00

TMA Work Program Assigned Staff

Personnel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the	Total Estimated Hours For TMA Work Program
Anne Adier-Vivino, Business and Community Partnerships	92%	1,920
Daniel Callas, President	70%	1,460
Laura Cerutti, Director of Program Development	66%	1,370
Justin Heitzman, Program Specialist	91%	1,900
Justin Jenkins, Lead Data and GIS Coordinator	80%	1,660
Jessica Johnson, Active Transportation Manager	53%	1,100
Denis Kelleher, Program Specialist	67%	1,400
Emily La Polla, Program Specialist	50%	1,040
Jackeline Leon, Communications Coordinator	94%	1,950
Melissa McCutcheon, Program Specialist	91%	1,900
Omeedullah Rahin, Bicycle & Pedestrian Program Coordinator	33%	680
Danielle Scassera, Business Manager	46%	948
Kristen Tomasicchio, Environmental Education Manager	16%	338
TOTAL*	65%	17,666

** Note Total Estimated % of Time Needed for TMA Program represent average of total staff time.*

CROSS COUNTY CONNECTION TMA
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
Safety
Program Management

Work Funded by Other Sources

Promotions Plan

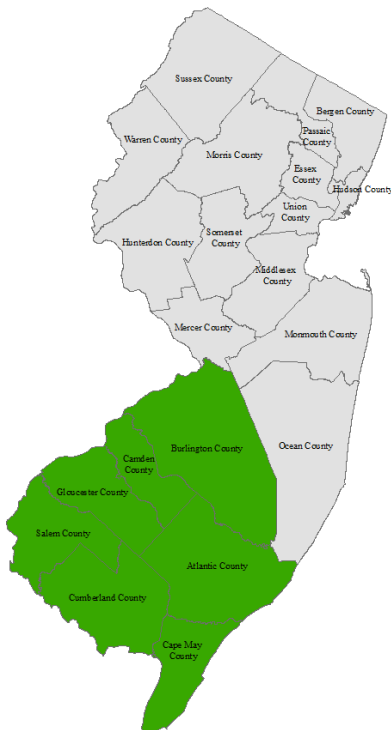
Budget and Staffing Plan

CROSS COUNTY CONNECTION TMA OVERVIEW

ORGANIZATIONAL SUMMARY

Official Name	Cross County Connection Transportation Management Association, Inc. (CCCTMA)
Date of incorporation	July 25, 1989
Incorporation Status	501(c)(3) Non-Profit
Mission Statement	Creating equitable, safe, and environmentally sustainable transportation options in South Jersey.
Major sources of funding	NJTPA/FHWA = \$1,276,002 NJDOT = \$191,060 NJ TRANSIT = \$ 80,000 NJDHTS = \$ 64,000 United Way of Gloucester County = \$ 82,500 DVRPC TOP = \$ 50,000 Voorhees Transportation Center/Rutgers = \$75,050
Office location	One Greentree Centre, 10,000 Lincoln Drive E., Suite 102, Marlton, NJ 08053
Staff summary	11 Full Time Positions; 2 Part time positions

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION



Cross County Connection's service area includes seven counties in southern NJ and is served by two MPOs: Delaware Valley Regional Planning Commission (DVRPC) and South Jersey Transportation Planning Authority (SJTPO). CCCTMA counties in the DVRPC region include Burlington, Camden, and Gloucester. The SJTPO counties in CCCTMAS' service area include Atlantic, Cape May, Cumberland and Salem. The green shaded area on the map shows the seven counties in CCCTMA's service area.

The service area covers a large geographic area (3,000 square miles) and rural, suburban and urbanized areas. Population density averages 636 people per square mile and ranges from a low density of 196 persons per square mile in Salem County to a high density of 2,372 persons per square mile in Camden County.

The service area includes approximately 1.9 million people; 21% are under 18 years of age and 18% are over 65 years of age. This diversity requires Cross County Connection to offer a wide variety of programs and services to fit each county's unique needs.

Table 1: Cross County Connection Service Area Demographics and Characteristics

County	Population	Under 18 yrs. age	Over 65 yrs. of age	Area (sq mi)	Population density (sq mi)	Housing units	# of Resident Workers
Burlington	466,103	20.33%	18.44%	799.1	583	184,775	129,408
Camden	524,907	22.51%	16.63%	221.3	2372	212,759	239,944
Gloucester	306,601	20.99%	17.11%	321.9	952	117,208	258,589
DVRPC Region	1,297,611	21.37%	17.39%	1342.3	967	514,742	627,941
Atlantic	275,638	20.65%	19.89%	555.4	496	132,038	43,202
Cape May	95,634	16.63%	29.87%	251.4	380	99,606	62,741
Cumberland	151,356	23.68%	16.12%	483.2	313	57,119	152,934
Salem	65,117	20.00%	19.29%	331.8	196	27,763	30,538
SJTPO Region	587,745	20.71%	20.48%	1621.8	362	316,526	289,415
CCCTMA Region	1,885,356	21.16%	18.35%	2964.1	636	448,564	917,356

Source: US Census Bureau, 2022 American Community Survey 1-Year Estimates

Commute Mode

Compared to the entire state of NJ, resident commuters in the Cross County Connection service area tend to drive alone more and use public transit less. As the tables below show, according to 2022 census data, approximately 74 percent of resident commuters in CCCTMA's service area drive alone to work; approximately 9 percent carpool and 3 percent use public transit. The percentage of people driving alone to work actually decreased by approximately 6 percent since 2019. However, there was also a slight decline in public transit usage and carpooling. As expected, the percentage of public transit users is highest in Camden County (6.5 percent due to the extensive rail and bus networks serving large employment centers, including Camden City and Philadelphia). Commuters are more inclined to bike and walk to work in Cape May County.

Since 2019, the percentage of people working from home increased from 4 percent to 13 percent. This is a direct result of the COVID-19 pandemic. As the numbers indicate, those who now work from home were using public transit, carpooling or drove alone prior to the pandemic.

Table 2: Commute Mode by County

County	Transportation Mode for Workers 16+ years of age	Drove Alone	Carpooled	Public Transit	Walked	Bicycle	Work From Home	Other
Percent								
Atlantic	129,408	69.9%	10.1%	4.1%	3.7%	0.6%	9.9%	5.4%
Burlington	239,944	72.4%	7.6%	2.6%	0.8%	0.1%	15.1%	2.2%
Camden	258,589	65.8%	10.4%	4.4%	2.3%	0.2%	14.7%	4.5%
Cape May	43,202	73.1%	6.3%	0.3%	4.2%	n/a	11.2%	n/a
Cumberland	62,741	78.0%	9.9%	1.9%	1.9%	1.6%	6.4%	2.2%
Gloucester	152,934	74.3%	6.2%	1.6%	1.8%	0.2%	13.6%	4.1%
Salem	30,538	85.5%	4.5%	0.0%	0.9%	n/a	8.1%	n/a
CCCTMA Region	917,356	74.3%	8.6%	2.9%	2.0%		13.0%	1.2%

Table 3: Commute Mode 2019 vs 2022

Transportation Mode Workers 16+ years of age	CCCTMA Service Area	
	2019	2022
Drove Alone	79.6%	74.3%
Carpooled	9.1%	8.6%
Public transportation	3.9%	2.9%
Walked	2.0%	2.0%
Bicycled	n/a	n/a
Worked at home	4.3%	13.0%
Other	1.1%	1.2%

Percents and totals do not equal 100% due to rounding

Source: US Census Bureau, 2019 American Community Survey 1-Year Estimates

Trip Generator Information

Major employers and business parks in Cross County Connection’s service area are located primarily in Camden, Burlington and Gloucester counties along major state or interstate highways. The I-295 corridor in Gloucester County is home to several large employment centers, including the Pureland Industrial Complex, the largest in the state. Burlington County is also home to numerous employment centers located primarily along Routes 130, 73 and 38 in the north central section of the county. Camden County’s employment centers are located in older business parks and highway commercial developments along major highways, such as Routes 38, 70 and 130. Since the COVID-19 pandemic the warehouse/distribution industry has grown tremendously along the I-295 corridor in Gloucester and Salem counties and in northern Burlington County. The demand for transportation services to enable employees to reach these sites has grown tremendously.

Worker Commute Flows

As the table below demonstrates, a significant percentage of the area’s residents live and work in the same county, thereby reducing their commuting time. In NJ, the average statewide commuting time is 31.1 minutes. In Cross County Connection’s service area, the average commuting time is 27.1 minutes indicating less traffic congestion and the close proximity between commuters’ residences and worksites.

This table can also be used as an indicator of employment opportunities in each county. In general, the higher the percentage of commuters employed in their county of residence the more job opportunities available in that county. For example, 78 percent of Atlantic County’s resident workers work in the county compared to only 53 percent and 55 percent in Gloucester and Salem counties, respectively.

Table 4: CCCTMA Service Area Worker Commute Flows

County of Residence	# of Resident Workers	% of Resident Workers	Mean Commute Time (Minutes)
Atlantic County	129,408	100.00%	24.8
Employed in Atlantic County	101,435	78.38%	
Employed in another NJ County	23,423	18.10%	
Employed in another State	4,550	3.52%	
Burlington County	239,944	100.00%	29.2
Employed in Burlington County	14,722	6.14%	
Employed in another NJ County	70,465	29.37%	
Employed in another State	24,757	10.32%	
Camden County	258,589	100.00%	27.7
Employed in Camden County	153,098	59.21%	
Employed in another NJ County	69,664	26.94%	
Employed in another State	35,827	13.85%	
Cape May County	43,202	100.00%	22.2
Employed in Cape May County	32,677	75.64%	
Employed in another NJ County	8,199	18.98%	
Employed in another State	2,326	5.38%	
Cumberland County	62,741	100.00%	25.5
Employed in Cumberland County	43,451	69.25%	
Employed in another NJ County	18,207	29.02%	
Employed in another State	1,083	1.73%	
Gloucester County	152,934	100.00%	28.7
Employed in Gloucester County	80,391	52.57%	
Employed in another NJ County	47,844	31.28%	
Employed in another State	14,771	9.66%	
Salem County	30,538	100.00%	25.7
Employed in Salem County	16,838	55.14%	
Employed in another NJ County	10,139	33.20%	
Employed in another State	3,561	11.66%	

Transportation Infrastructure

Roadways:

Cross County Connection’s seven-county service area includes roughly 12,000 miles of public roadways. The table below breaks down mileage by road type within each county.

Table 5: CCCTMA Service Area Public Road Mileage by County

COUNTY	State Highway	Toll Road	County	Municipal	Park	Federal/Military	Total
	Miles						
Atlantic	143	59	369	1,398	7	10	1,986
Burlington	154	38	501	1,945	71	61	2,769
Camden	105	28	393	1,529	2	1	2,056
Cape May	74	31	209	724	8	0	1,046
Cumberland	89	0	534	685	9	0	1,317
Gloucester	146	20	410	1,147	5	0	1,728
Salem	86	9	356	430	6	1	888
TOTAL	797	185	2,772	7,858	108	73	11,790

Source: Bureau of Transportation Data Development, Roadway Systems Section 2020

I-295 is the main north/south interstate highway in New Jersey which traverses the entire CCCTMA service area beginning at the Delaware Memorial Bridge in Pennsville, Salem County and continuing to Bordentown, Burlington County. This toll-free highway continues for 58 miles with multiple travel lanes in each direction. Between the Delaware Memorial Bridge and Bordentown there are 43 exits in the CCCTMA service area which provide connections with state highways and other interstate routes.

The New Jersey Turnpike is a toll road operated by the New Jersey Turnpike Authority which begins at the Delaware Memorial Bridge in Pennsville, Salem County and continues for 51.3 miles until Exit 7 in Bordentown, Burlington County at the northern extent of the CCCTMA service area. Included in this stretch of turnpike are 10 exits and four service plazas, two for each direction of highway. The NJ Turnpike Connector Bridge to I-95 in Pennsylvania occurs at Exit 6 in Burlington County and provides a connection to the PA Turnpike.

The Garden State Parkway is a toll road operated by the New Jersey Turnpike Authority. It begins in Cape May City, NJ and continues northbound for 45 miles before reaching the northern extent of our service area in Galloway Township, Atlantic County. The parkway connects with the Atlantic City Expressway and US Route 9 on its way northbound into the northern portion of the state.

The Atlantic City Expressway is a toll road starting in Washington Township, Gloucester County and continuing to Atlantic City in Atlantic County. Along the 47 miles of highway are 16 exits, a rest area, and a visitor's center which can be used as a park and ride lot for those commuting into Atlantic City. It is owned and operated by the South Jersey Transportation Authority (SJTA) as a toll road.

Bridges:

Seven major bridge crossings are included in the CCCTMA service area, which traverse the Delaware River and connect New Jersey to Pennsylvania and Delaware. The Delaware River Port Authority oversees the operation of four bridges: Ben Franklin, Walt Whitman, Betsy Ross, and Commodore Barry. The Delaware Memorial Bridge is owned and operated by the Delaware River and Bay Authority and connects Salem County to Wilmington, DE. The Tacony-Palmyra and Burlington-Bristol Bridges are both operated by the Burlington County Bridge Commission and provide access from Burlington and Camden counties into Northeast Philadelphia and Bristol, PA. The two most highly traveled bridges (Walt Whitman and Ben Franklin) connect Camden County, NJ, with Center City and South Philadelphia. The table below shows the

average annual daily traffic for each bridge.

Table 6: New Jersey Bridge Crossing Average Annual Daily Traffic

BRIDGE	CONNECTION	Average Annual Daily Traffic
BEN FRANKLIN	Camden City – Center City Phila.	77,224
BETSY ROSS	Pennsauken – NE Philadelphia	30,937
BURLINGTON-BRISTOL	No. Burlington County – Bristol, PA	23,966
COMMODORE BARRY	Gloucester County – Delaware County	36,560
DELAWARE MEMORIAL	Salem County – Wilmington DE	62,844
TACONY-PALMYRA	No. Burlington County - NE Philadelphia	35,495*
WALT WHITMAN	Camden City – South Philadelphia	113,425

Source: DVRPC, 2015; *DVRPC, 2020

Ferries:

The Delaware River Waterfront Corporation (DWRC) operates the RiverLink Ferry between Penn’s Landing in Philadelphia and the Camden Waterfront. The ferry service operates seasonally between Memorial Day and Labor Day. The ferry provides access to Center City Philadelphia and Camden City’s regional tourist attractions and entertainment center, including Independence Hall, many museums, the Battleship NJ, The NJ Aquarium, and others. The ferry also carries many commuters and bicyclists traveling between the two cities. Each ferry takes approximately 15 minutes to cross the Delaware River, and ferries depart every hour.

Freight:

Conrail operates freight rail service in the southern New Jersey and Philadelphia area on approximately 372 miles of track. In southern New Jersey, Conrail provides local freight service on virtually all rail lines south of Trenton and provides connections with the short lines serving the remainder of the region. The hub of Conrail operations in the region is Pavonia Yard in Camden, New Jersey. In southern NJ, local serving yards are located at Burlington City, Mount Holly, Paulsboro and Woodbury. Conrail freight operations share the same track as the NJ TRANSIT River LINE light rail service which operates between Camden and Trenton.

Public Transit:

The Cross County Connection service area is served by NJ TRANSIT bus and rail and PATCO. NJ TRANSIT operates approximately 40 bus routes with service-oriented primarily towards Camden City and Atlantic City. The Rand Transportation Center in Camden City serves as a regional hub for NJ TRANSIT; most southern NJ buses serve Walter Rand. NJ TRANSIT also operates two rail services in southern NJ: the Atlantic City Rail Line and the River LINE. The Atlantic City Rail Line provides limited service between Philadelphia’s 30th Street Station (Amtrak) and the Atlantic City Convention Center, with six stops in between; three in Camden County and three in Atlantic County. This service is designed primarily to accommodate visitors to the Atlantic City casinos. NJ TRANSIT’s River LINE is a light-rail system providing service between Trenton and Camden City. The River LINE includes 20 stops: three in Mercer County, 11 in Burlington County, and six in Camden County. The River LINE provides frequent service to accommodate commuters traveling to employment destinations and other locations.

The Delaware River Port Authority (DRPA) operates the PATCO High-Speed Line with frequent service between Center City Philadelphia and Lindenwold, Camden County. This 14-mile rail line serves four stops

in Philadelphia and nine stops in Camden County. The rail service is well utilized by commuters travelling from Camden, Burlington and Gloucester counties to employment in Camden County and Philadelphia. Several counties also provide shuttle services open to the general public travelling primarily to work sites. Burlington County is served by the BurLink bus system. This deviated route system serves all populations and includes three routes that provide peak period service between River LINE rail stations, NJ TRANSIT bus stops and employment parks in Burlington County. The South Jersey Transportation Authority (SJTA) also operates employment shuttle services in Camden, Gloucester and Atlantic counties. These shuttles provide fixed route service to worksites thorough South Jersey with numerous connections to bus and rail facilities. An employment-based shuttle service also operates in Cumberland County providing connections to major employment destinations in Vineland, Bridgeton and other county locations. All seven counties operate limited demand-based shuttle services for seniors and persons with disabilities.

GOALS AND OBJECTIVES

Cross County Connection's mission is *Creating equitable, safe, and environmentally sustainable transportation options in South Jersey*. Based on this Mission Statement, Cross County Connection's Work Program is designed to meet the following goals and objectives:

- Reduce pedestrian & bicycle crashes
- Reduce the transportation sector's carbon footprint through the increase in public transit usage & EV adoption
- Reduce traffic congestion to improve air quality
- Create a culture that embraces public transit, walking & biking as everyday means of transportation

TITLE VI/ENVIRONMENTAL JUSTICE

Cross County Connection intends to prioritize outreach to designated Environmental Justice (EJ) communities within its service area. Transportation issues that the TMA seeks to address through its NJTPA Work Program often disproportionately impact these communities. These issues include poor air quality, lack of access to transportation options, lack of mobility and high rates of bicycle and pedestrian crashes.

EJ communities often have constrained resources and are unable able to dedicate the time and effort they would like to address the multitude of transportation planning issues they face. Cross County Connection prides itself on providing high quality transportation planning services and will seek input from these communities on the areas within the organization's work program where they are most in need of service.

While assistance can be offered across all the TMA's programming, Cross County Connection's safety programs will often be the focus of much of this outreach. Cross County Connection periodically conducts regional analyses of crash data to identify bicycle and pedestrian crash hotspots. Through identifying EJ communities with crash hotspots Cross County Connection will have a prioritized list of municipalities that would benefit from the Bicycle and Pedestrian Safety Audit Program and the Street Smart NJ Education Program. Audits will provide the information necessary to assist these towns with seeking grant funding to implement needed bicycle and pedestrian safety projects.

Cross County Connection also does a substantial amount of work helping transit-dependent individuals secure transportation to work and essential services. The TMA is very involved with the operations of four community shuttle systems in the region. This work has led the organization to understand the needs of

these populations. This knowledge has been incorporated into outreach to employers and other organizations. Cross County Connection will continue to prioritize its efforts to assist local governments, healthcare providers, employers and others with exploring the means to provide affordable and reliable transportation options to the population that needs them the most.

To identify EJ communities, Cross County Connection relied on data from its two Metropolitan Planning Organizations (MPOs) that oversee its service area – the Delaware Valley Regional Planning Commission (DVRPC) and the South Jersey Transportation Planning Organization (SJTPO). DVRPC represents the counties of Burlington, Camden and Gloucester and SJTPO oversees the counties of Atlantic, Cape May, Cumberland and Salem. Under Title VI of the Civil Rights Act and the Executive Order on Environmental Justice (#12898), MPOs are directed to create a method for ensuring that equity issues are investigated and evaluated in transportation decision-making. Populations are evaluated based on the following criteria:

- Youth
- Older Adults
- Female
- Racial Minority
- Ethnic Minority
- Foreign-Born
- Limited English Proficiency
- Disabled
- Low-Income

Each MPO classifies the results of its EJ analysis differently, but the methodology is similar. Both DVRPC and SJTPO evaluate the population of a defined Census geography based on the above criteria and use a formula to create a score. Scores for each defined Census geography are then compared to region's average score. Communities are classified based on the number of standard deviations their score is from the regional average. The distinction is in the Census geographies the MPO evaluates and how they label the classes.

DVRPC evaluates the region at the Census tract level. Census tracts that have a score between one-half (0.5) and 1.5 standard deviation above the regional average are classified as having an "Above Average" proportion of EJ populations. Tracts that have a score beyond 1.5 standard deviations above the regional average are classified as having a "Well Above Average" proportion of EJ populations.

SJTPO evaluates the region at the Census block group level. Census block groups that have a score between one-half (0.5) and 1.5 standard deviation above the regional average are classified as an "EJ Areas." Block groups that have a score beyond 1.5 standard deviations above the regional average are classified as "Concentrated EJ Areas."

The tables below identify the municipalities within each MPO that have at least one Census tract or block group meets the threshold to qualify as having an above average EJ score. Cross County Connection will prioritize services to as many of these municipalities as funding and time permits.

**Table 7: DVRPC EJ Municipalities
CCCTMA Service Area**

Municipality	County
Bordentown Township	Burlington
Burlington City	Burlington
Delanco Township	Burlington
Evesham Township	Burlington
Mansfield Township	Burlington
Maple Shade Township	Burlington
Mount Holly Township	Burlington
Mount Laurel Township	Burlington
New Hanover Township	Burlington
North Hanover Township	Burlington
Pemberton Township	Burlington
Riverside Township	Burlington
Southampton Township	Burlington
Washington Township	Burlington
Willingboro Township	Burlington
Brooklawn Borough	Camden
Camden City	Camden
Cherry Hill Township	Camden
Cherry Hill Township	Camden
Collingswood Borough	Camden
Gloucester City	Camden
Haddon Township	Camden
Haddonfield Borough	Camden
Lawnside Borough	Camden
Lindenwold Borough	Camden
Pennsauken Township	Camden
Tavistock Borough	Camden
Voorhees Township	Camden
Winslow Township	Camden
Woodlynne Borough	Camden
Deptford Township	Gloucester
Glassboro Borough	Gloucester
Mantua Township	Gloucester
National Park Borough	Gloucester
Pitman Borough	Gloucester
Swedesboro Borough	Gloucester
West Deptford Township	Gloucester
Woodbury City	Gloucester
Woolwich Township	Gloucester

**Table 8: SJTPO EJ Municipalities
CCCTMA Service Area**

Municipality	County
Pleasantville City	Atlantic
Atlantic City	Atlantic
Buena Borough	Atlantic
Buena Vista Township	Atlantic
Egg Harbor Township	Atlantic
Hammonton Town	Atlantic
Margate City	Atlantic
Vetnor City	Atlantic
Middle Township	Atlantic
Woodbine Borough	Cape May
Vineland City	Cumberland
Bridgeton City	Cumberland
Millville City	Cumberland
Middle Township	Cape May
Lower Township	Cape May
Fairfield Township	Cumberland
Upper Deerfield	Cumberland
Pittsgrove	Salem
Salem City	Salem
Penns Grove	Salem
Wildwood City	Cape May
West Wildwood	Cape May

CROSS COUNTY CONNECTION

FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

Increase traveler awareness and access to travel modes other than single occupancy vehicles and support the federal and state goals of increasing travel opportunities for all, particularly for traditionally underserved communities and populations. Provide information to and assist commuters, residents, and other travelers with carpooling, vanpooling, public transit, bicycling, walking, and other non-drive alone modes of travel.

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

Activities/Tasks:

- i.** Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.
 - *Product/Outcome 1:* Promote and market non-SOV travel options through development and dissemination of information through print and electronic formats
 - *Product/Outcome 2:* Distribute educational and promotional materials on non-SOV travel options at events, such as Job Fairs, Commuter Fairs, and Green Fairs.
- ii.** Provide trip planning assistance.
 - *Product/Outcome 1:* Customized information will be provided to travelers trying to get from point A to point B
 - *Product/Outcome 2:* Utilizing NJRideshare.com, those seeking carpools will be matched with carpool and/or vanpool partners
- iii.** Promote and market commuter benefit incentive programs and transit ticket bulk sales programs.
 - *Product/Outcome 1:* NJ TRANSIT and PATCO incentive programs and campaigns will be promoted to travelers via social media, website and text alert system on shuttle services
 - *Product/Outcome 2:* NJ TRANSIT and PATCO incentive programs and campaigns will be promoted to businesses, including colleges/universities through e-newsletters, on-site visits and targeted social media campaigns
- iv.** Create or update mobility guides.
 - *Product/Outcome 1:* The South Jersey Transit Guide, which was completely revised in FY 25, will continue to be updated as the need arises. The updated Guide will be maintained on CCCTMA website
- v.** Promote and market public transit services.
 - *Product/Outcome 1:* NJ TRANSIT and PATCO marketing campaigns will be shared with the general public, employers, and colleges/universities through social media, e-newsletters, and the CCCTMA website

vi. Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.

- *Product/Outcome 1:* Continue to update and maintain the CCCTMA website. Utilize web developer services to ensure appropriate Search Engine Optimization is in effect.
- *Product/Outcome 2:* Improve CCCTMA social media usage by targeting appropriate audiences and creating monthly campaigns.
- *Product/Outcome 3:* Continue sharing information to local governments and employers via Constant Contact. Database to be updated quarterly.

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from any Safe Routes to School activities funded by other state or federal programs or activities in this area funded by any other source, including private foundation grants. Still, it may be used to supplement these programs.

Activities/Tasks:

i. Assist communities and schools with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.

- *Product/Outcome 1:* Assist communities to educate their adult population about safe bicycling and walking practices by distributing materials on associated laws and safety practice at Green Fairs, trail events, municipal, and other events.

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

i. Facilitate and or administer rideshare/ride-matching and vanpool programs.

- *Product/Outcome 1:* Promote carpooling and vanpooling at public events, employer sites and county-facilitated employment events, such as Job Fairs.
- *Product 2:* Continue to promote NJ TRANSIT's Vanpool Sponsorship Program.

ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.

- *Product/Outcome 1:* Provide rideshare applicants with suitable car/vanpool partners utilizing the NJRideshare.com website.

D. TECHNICAL ASSISTANCE

Activities/Tasks:

i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.

- *Product/Outcome 1:* Assist employers with developing programs and plans that encourage employees to use commute alternatives and commuter benefits programs. These programs will be based on the employer's individual needs and geographic location. Programs may include commute alternative incentives, preferential parking, transit shelters, etc.

OPTIONAL STRATEGIES

F. SHUTTLE SERVICES

Activities/Tasks:

- i. Promote, plan, manage, or operate shuttle services for employees or the general public, providing an alternative to SOV travel or increasing mobility.
 - o *Product/Outcome 1:* Coordinate shuttle services with NJ TRANSIT, PATCO, SJTA, and other transit operators and providers
 - o *Product/Outcome 2:* Continue to assist county transportation work groups with the administration of county, employment-based shuttle services prioritize to meet the needs of disadvantaged and Asset-Limited, Income-Constrained, Employed (ALICE) populations.
 - o *Product/Outcome 3:* Evaluate shuttle services through surveys and produce a report of findings and recommendations.
 - o *Product/Outcome 4:* Assist counties and shuttle operators with recommended changes to shuttle routes, including updated route maps and schedules.
 - o *Product/Outcome 5:* Continue to market and promote all employment-based shuttle services through social media, outreach to employers, and website.

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

Assist counties within the CCCTMA service area with human services transportation services as requested and seek opportunities to implement strategies for disadvantaged populations. Activities will vary based on the needs of the county or counties. Anticipated activities include participating as stakeholders in activities related to the implementation of the regional and county human services transportation plans, as well as the DVRPC and SJTPO long-range plans.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i. Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - o *Product/Outcome 1:* Continue to update the electronic version of the South Jersey Transit Guide as the need arises. Guide to be placed on the website.
- ii. Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - o *Product/Outcome 1:* Quarterly schedule to distribute a printed version of the updated (from FY25) South Jersey Transit Guide to over 300 distribution centers in South Jersey, as well as Job Fairs and public events.
- iii. Conduct staff orientations at distribution sites, if appropriate.
 - o *Product/Outcome 1:* Include instruction on how to use the South Jersey Transit Guide at Travel Training sessions, workforce development sites and Job Fairs.

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

i. Support and assist healthcare providers in better meeting patient transportation needs. This activity may also include the involvement of hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for the target populations.

- *Product/Outcome 1:* Distribute South Jersey Transit Guide to hospitals, healthcare foundations, non-profit healthcare organizations and other health-related organizations/businesses.

iii. To improve patient transportation services, facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and transportation network companies.

- *Product/Outcome 1:* Participate in county and regional steering committee meetings regarding transportation services in South Jersey.

C. COUNTY SERVICE PLANNING

Activities/Tasks:

i. Support and assist counties conducting human services transportation service planning.

- *Product/Outcome 1:* Provide grant writing support to counties seeking funding through NJ TRANSIT 5310, 5311, and JARC programs.

ii. Review of existing transportation plans, human services plans, or other relevant documents; development of inventories, GIS databases, and maps of transit service; conduct one-on-one and/or group meetings with human services transportation providers and other human services providers; and outreach to human services populations to build upon the public engagement conducted for the regional CHSTP.

- *Product/Outcome 1:* Coordinate with counties, DVRPC, and SJTPO to participate in CHSTP work group and stakeholder meetings.
- *Product/Outcome 2:* Assist counties, DVRPC and SJTPO with updates to their local/regional CHSTP plans. Assistance to include GIS mapping, developing GTFS data, inventories of transportation services

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

iii. Provide travel training and concierge assistance.

- *Product/Outcome 1:* Provide public transit travel training to transitional high schools and social services organizations in areas served by public transit. The training will focus on enabling participants to gain independence and reach employment activities.
- *Product/Outcome 2:* Provide in-classroom training as well as field trips on public transit to participating students.
- *Product/Outcome 3:* Serve as a resource to social service organizations to assist their clients with their mobility needs.

OPTIONAL STRATEGIES

E. SUPPORT/PROVIDE TRANSPORTATION SERVICES (CPHSTP)

Activities/Tasks:

- ii. Support/provide shuttle services for older adults, people with disabilities, and other transportation-disadvantaged populations.
 - o *Product/Outcome 1:* Refer those seeking paratransit services to the appropriate county service.
- iii. Assist communities or organizations awarded a vehicle(s) through NJ TRANSIT's Community Mobility/Local Programs or offer a service using funds awarded by NJ TRANSIT. This assistance may include help with survey work, route and schedule development, marketing, etc.
 - o *Product/Outcome 1:* Continue to conduct customer service, passenger surveys, route planning, and marketing assistance to the counties and operators responsible for NJ-JARC funded employment shuttles.

GOAL AREA 3: ECONOMIC DEVELOPMENT

Economic Development strategies focus on encouraging, providing, and implementing transportation demand management services at sites such as employers, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services increase traveler choices while lowering the use of single-occupant vehicle travel. This may include working with employers to identify and/or establish first/last mile solutions that improve job access or provide information about carpools and vanpool availability.

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i. Pursue opportunities to encourage, provide, and/or implement TDM strategies that help existing and relocating employees' commute and travel choices.
 - o *Product/Outcome 1:* Liaison with county Workforce Investment Boards to inform employers of employee transportation services available to their employees.
 - o *Product/Outcome 1:* Attend Job Fairs to provide employers and potential employees with information about transportation services in South Jersey.
- ii. Conduct outreach to employers regarding TDM and travel alternatives and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.
 - o *Product/Outcome 1:* Conduct Transit Days, Transportation Fairs, or similar events at employer sites. Events to include information on existing transportation resources to/from the site.
 - o *Product/Outcome 2:* Provide customized travel options for employees relocating to a new worksite.

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

- i. Act as liaison between employers and DVRPC and SJTPO for outreach to the business community, as requested and in coordination with the MPOs.

- *Product/Outcome* 1: Participate in MPO Steering Committees and workshops on Economic Development, including development of regional Comprehensive Economic Development Plans.
- ii. Keep records of outreach-related activities, including contacts made and the type and number of services resulting from TMA interaction or services provided directly by the TMA.
 - *Product/Outcome* 1: Continue to maintain employer database, noting interactions with employers in addition to contact information.
- iii. Proactively solicit feedback from employers and other organizations regarding how well available transit services meet current needs and communicate the same to NJ TRANSIT.
 - *Product/Outcome* 1: As part of shuttle services activities, survey employers along transit routes to determine current transit needs.

GOAL AREA 4: ENVIRONMENTAL

Environmental strategies are designed to contribute towards reducing air pollution and greenhouse gases from the transportation sector. This goal will be implemented by working with public and private sector stakeholders to contribute towards reducing air pollution and greenhouse gases from the transportation sector. Promote the utilization of the MPO resources to support the use of electric vehicles (EV) and the construction of EV charging stations. Assist local and county governments, Green Teams, and businesses with electric micro-mobility planning.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

- i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.
 - *Product/Outcome* 1: Disseminate Air Quality Alerts and promotional materials to Air Quality Partners, members, local governments, and the general public.
 - *Product/Outcome* 2: Utilizing NJDEP resources, provide anti-idling educational materials to local governments and businesses.

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

- i. Participate in activities that provide technical support to encourage EV adoption and related infrastructure throughout their service area. This activity should emphasize publicly accessible sites and locations in low-income areas.
 - *Product/Outcome* 1: Develop and disseminate information utilizing websites, email newsletters, social media content, and other platforms. Content to include specifics on grant programs and incentives directed towards low-income communities and multi-unit housing.
 - *Product/Outcome* 2: Plan and/or attend events, workshops, and webinars promoting the use of

electric vehicles and expansion of EV charging infrastructure.

ii. Provide technical assistance to municipalities, employers, and other destinations engaged in readiness planning, ordinance adoption, charging station siting, and participation in support of activities sponsored by the NJTPA or other agencies.

- *Product/Outcome 1:* Utilizing resources from the three MPOs, NJDEP, Bureau of Public Utilities, NJDCA, and others, advise private and public sectors on charging station planning and siting best practices, development of EV-related ordinances, and utilizing grant and incentive programs.
- *Product/Outcome 2:* Provide public and private sectors with grant research and writing assistance.
- *Product/Outcome 3:* Update EV Primer print publication and more expansive EV resource Guide electronic publication.

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

i. Encourage, educate, and support the use/implementation of E-bikes, e-scoots, and e-cargo delivery modes.

- *Product/Outcome 1:* Develop, incorporate, and distribute content on e-micromobility through print and electronic publications, including the EV Primer, EV Resource Guide, and monthly EV newsletter.

iii. Assist municipalities and counties in technical assistance relating to micromobility e.g., needs assessment ordinance adoption, design recommendations, bike share/scooter share parking, etc.

- *Product/Outcome 1:* Incorporate e-micromobility planning and infrastructure design best practices into existing Complete Streets and bicycle and pedestrian safety technical assistance programs, including road safety audits and Complete Streets ordinance/policy development.
- *Product/Outcome 2:* *Plan and/or attend events, workshops, and webinars, workshops, webinars, and other training related to e-micromobility.*

OPTIONAL STRATEGIES

D. EVS AND EV INFRASTRUCTURE EDUCATION AND OUTREACH

Activities/Tasks:

i. Participate in promoting and educating alternative-fueled vehicle adoption, emphasizing EVs, and constructing private and public EV charging stations.

- *Product/Outcome 1:* Update EV Primer print publication and electronic EV Resource Guide in FY26
- *Product/Outcome 2:* Attend public events including green fairs, electric vehicle car shows, and ride and drives to distribute educational and promotional materials.

ii. Disseminate information about EV purchase and charger installation incentives, infrastructure, and presentations to municipal, business, and community stakeholders.

- *Product/Outcome 2:* Disseminate monthly EV newsletter covering a range of topics related to EVs

and charging stations including incentive/grant programs, emerging technologies, planning best practices, and local success stories.

E. CLIMATE RESILIENCY

Activities/Tasks:

- ii. Promote and assist communities to include green stormwater infrastructure along roadways, such as rain gardens and street trees (complete and green streets)
 - o *Product/Outcome* 1: Incorporate information on stormwater run-off impacts and green stormwater infrastructure into existing Complete Streets and bicycle and pedestrian safety and technical assistance programs, including road safety audits and Complete Streets ordinance/policy development.

F. SUSTAINABLE JERSEY

Activities/Tasks:

- i. Support municipal participation in Sustainable Jersey.
 - o *Product/Outcome* 1: Provide technical assistance to local governments and Green Teams to achieve Sustainable Jersey Certification

GOAL AREA 5: SAFETY

Safety strategies should contribute to traveler safety and support implementation of the U.S. Department of Transportation's National Roadway Safety Strategy, a comprehensive approach to reducing deaths and serious injuries on streets and highways using a [Safe System Approach](#) and the [NJDOT Strategic Highway Safety Plan](#). Safety activities may include outreach, education, planning, and data collection. TMAs are encouraged to participate as partners with transportation operating agencies, safety agencies and organizations, planning agencies, community and private stakeholders and the public to successfully implement these activities.

Increase public awareness of roadway safety using promotional materials and technical assistance, including road safety audits. Coordinate these efforts with NJTPA, DVRPC SJTPO, and local police departments and county safety groups. Participate in steering committees and other statewide group meetings dedicated to bicycle and pedestrian safety. Activities will include educating and assisting municipalities and counties with adopting Complete Streets policies, ordinances, and checklists consistent with the NJDOT Complete & Green Streets for All: Model Policy & Guide; preparing grant applications (e.g., Safe Routes to School and Transportation Alternatives Set-Aside); conducting road safety audits, crash data mapping and analysis, and additional technical assistance services as needed.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- i. Support the implementation of Complete Streets.
 - o *Product/Outcome* 1: Identify municipalities and counties with Complete Streets policies to establish baseline for outreach.

- *Product/Outcome 2:* Promote and attend workshops, webinars, and other training on Complete Streets Implementation.
 - *Product/Outcome 3:* Provide technical assistance to municipalities with adopted Complete Streets policies by assisting them with implementing their checklists, grant applications, and best practices based on their needs.
- ii.** Educate municipal stakeholders about Complete Streets.
- *Product/Outcome 1:* Provide Complete Streets case studies and best practices to municipal officials as an example of how Complete Streets can be implemented in their communities.
 - *Product/Outcome 2:* Attend municipal planning board and governing body meetings to share Complete Streets information.
- iii.** Assist a municipality or county with adopting a Complete Streets policy, checklist, or ordinance consistent with the Complete & Green Streets for All: Model Policy & Guide.
- *Product/Outcome 1:* Identify municipalities that may be ready to adopt a Complete Streets policy consistent with the Model Policy and Guide.
 - *Product/Outcome 2:* Assist an identified municipality(ies) with adoption of Complete Streets policy.
- iv.** Participate as a stakeholder in a Complete Streets planning or infrastructure project sponsored by the NJTPA, the NJDOT, or another public agency.
- *Product/Outcome 1:* Serve on NJDOT, DVRPC, and SJTPO steering committees and work groups designed to advance Complete Streets policies in South Jersey.
- v.** Conduct and/or participate in temporary demonstration projects (i.e., tactical urbanism) with the approval of a local jurisdiction. TMAs may utilize the NJTPA Complete Streets Demonstration Library hosted by Hudson TMA.
- *Product/Outcome 1:* Supplement temporary demonstration projects funded by other sources (DVRPC TOP/SJTPO Complete Streets Technical Assistance Program Pilot) by providing limited staff resources to the design, preparation, and setup/breakdown of projects.
 - *Product/Outcome 2:* If warranted, utilize library materials hosted by Hudson TMA. Preference will be given to using materials hosted by SJTPO once their Library is established.
- vi.** Assist a municipality or county with preparing a grant application for construction (e.g., Safe Routes to School or Transportation Alternatives Set-Aside), a planning study or a technical assistance program, and support for project implementation.
- *Product/Outcome 1:* Serve on MPO grant review committees to evaluate grant applications under the SRTS Infrastructure and TA programs. Review applications through the lenses of Complete Streets principles.
 - *Product/Outcome 2:* Provide Letters of Support to grant applicants if their grant application supports Complete Streets principles.
 - *Product/Outcome 3:* Aide municipalities and counties with writing of grant applications by coordinating with NJDOT, DVRPC, and SJTPO as needed, providing certain types of data and reviewing applications for completeness and adherence to Complete Streets principles.

B. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

- i.** Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities. TMAs are encouraged to organize, lead, and/or participate in audits organized by counties or other organizations.
 - *Product/Outcome 1:* Conduct at least 2 Road Safety Audits. Priority will be given to disadvantaged communities.
 - *Product/Outcome 2:* As part of RSAs, train local stakeholders to lead future RSAs in other areas of the community.

C. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

- i.** Carry out recommended strategies addressing at least one of the emphasis areas in the New Jersey 2020 Strategic Highway Safety Plan. The seven emphasis areas are Equity, Lane Departure, Intersections, Driver Behavior, Pedestrians and Bicyclists, Other Vulnerable Road Users, and Data.
 - *Product/Outcome 1:* Prioritize conducting Road Safety Audits in disadvantaged/vulnerable communities.
 - *Product/Outcome 2:* Bicyclist and pedestrian safety will be the primary focus of Road Safety Audits.
 - *Product/Outcome 3:* Road Safety Audits will include pedestrian and bicyclist safety campaigns utilizing social media and print materials, including applicable NJ Street Smart messaging.
- ii.** Support Toward Zero Deaths and or Vision Zero initiatives and educate communities on proven safety countermeasures and the Safe System Approach.
 - *Product/Outcome 1:* Include content on Safe Systems Approach and FHWA proven safety countermeasures in local government outreach efforts including email newsletters, social media, and in-person meetings.
 - *Product/Outcome 2:* Include content on *Vision Zero initiatives* and Safe Systems Approach in audit reports and other technical studies.
- iii.** Serve as stakeholders and resources to Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.
 - *Product/Outcome 1:* Participate in statewide group meetings related to Towards Zero Deaths and or Vision Zero initiatives including the New Jersey Bicycle and Pedestrian Advisory Council (BPAC), the New Jersey Vision Zero Alliance, the New Jersey Pedestrian and Bicycle Safety Coalition (NJPBS), the DVRPC Regional Safety Task Force, and others.
 - *Product/Outcome 2:* *Participate in steering committees and promote NJDOT, DVRPC, SJTPO, county, and local road safety plans.*
- iv.** Coordinate and implement proven-safety countermeasures - Suggest proven-safety countermeasures in any speed study report or walk/bike audit recommendation.
 - *Product/Outcome 1:* *Provide recommendations in audit reports and other technical studies that*

support the implementation of proven safety countermeasures and NJDOT, DVRPC, and SJTPO regional and local road safety plans.

OPTIONAL STRATEGIES

E. DATA COLLECTION AND ANALYSIS

Activities/Tasks:

- i. Data collection and analysis related to safety. Perform crash analysis using tools such as Numetrics and Safety Voyager and radar feedback signs for outreach and data collection.
 - o *Product/Outcome 1:* Road Safety Audits will include an analysis of crash data to identify areas of need for further study. Draft and final audits/studies will be shared with the NJTPA for review.
 - o *Product/Outcome 2:* Road Safety Audits will utilize speed information provided by the local police department. Radar feedback signs will not be used.
- ii. Support and conduct planning work in high-crash areas, especially areas with high crash rates in historically disadvantaged communities.
 - o *Product/Outcome 1:* Prioritize road safety audits in high crash areas in disadvantaged and Asset-Limited, Income-Constrained, Employed (ALICE) communities identified using updated crash database and review of DVRPC and SJTPO crash hotspot analysis.

F. ASSIST MUNICIPALITIES IN SAFELY INTEGRATING MICRO-MOBILITY OPTIONS

Activities/Tasks:

- iii. Assist in the creation of micromobility action plans.
 - o *Product/Outcome 1:* Provide guidance to municipalities and counties on implementation of micromobility forms of transportation in their jurisdiction. Assistance will include best practices and recommendations for implementation based on the needs of the community.
- iv. Research Best Practices for implementation of micromobility modes (scooters, e-bikes) in urban, suburban and rural communities.
 - o *Product/Outcome 1:* Create a guidance document detailing how micromobility modes can be safely implemented in urban, suburban and rural areas. Draft and final document to be shared with the NJTPA.
 - o *Product/Outcome 2:* Disseminate document (print and electronic) to local governments.

PROGRAM MANAGEMENT

Cross County Connection will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. CCC will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

- i. Preparation of the following year's work program.
- ii. Maintenance of all TMA work program grant-related records and products.

iii. Maintenance of the on-line pass-through grant program management system, including the cost tracking system and TMA work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.

iv. Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.

v. And preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- *Quarterly Progress Reports, invoices and supporting documentation.*
- *Submit emergency response plans/contingency plans by December 31, 2025.*
- *Fourth Quarter/Final Report and all final deliverables*
- *Prepare next fiscal year's Work Program and Staffing Plan*

WORK FUNDED BY OTHER SOURCES

A. NJDOT SRTS PROGRAM

Under the NJ SRTS Non-Infrastructure technical assistance program, TMAs are being funded and mobilized to work with schools and communities within their designated service area to support the implementation of SRTS programs. Under the direction of NJDOT, the NJ SRRC and the TMAs will provide a range of advisory and technical services to schools and communities based on their level of commitment to the SRTS program. All New Jersey municipalities and K-8 schools are eligible to receive free, non-construction related services. Duration: one year.

Activities/Tasks:

i. Coordinator Meetings

- *Product/Outcome 1: Staff will attend monthly meetings run by NJDOT and VTC, as well as other meetings as they arise.*

ii. Direct Expenses/Giveaways

- *Product/Outcome 1: Staff will procure informational and promotional items to disseminate the SRTS message to students, teachers, parents, and others*

iii. Program Building

- *Product/Outcome 1: Administer in-school lesson plans instructing students on bicycle and pedestrian safety*
- *Product/Outcome 2: Conduct bike rodeos in partnership with local police*
- *Product/Outcome 3: Administer state SRTS Recognition Program by registering eligible schools, districts and municipalities*
- *Product/Outcome 4: Assist planning staff with non-infrastructure tasks of School Travel Plans*

B. NJ TRANSIT

Provide customer service to travelers seeking information regarding NJ TRANSIT bus and rail services and connecting shuttle and PATCO services. Advocate for new/improved public transit services and assist employers with public transit needs. Duration: one year.

Activities/Tasks:

i. Information

- *Product/Outcome 1: Provide NJ TRANSIT customer service support and technical assistance to travelers, local governments, and employers.*

ii. Advocacy

- *Product/Outcome 2: Assist employers and others with the identification of locations for bus stops, bus shelters, improved routes and other services.*

iii. Outreach and Marketing

- *Product/Outcome 3: Provide marketing support for NJ TRANSIT services by promoting new public transit campaigns and seasonal activities through website, social media and literature distribution.*

C. UNITED WAY OF GLOUCESTER COUNTY: PURELAND EAST-WEST COMMUNITY SHUTTLE

Provide technical and marketing support for the Pureland East-West Community shuttle operating in Gloucester County. Technical support may include other service planning tasks. Marketing support may include development of print and digital advertising, attending events, and other promotional tasks. Duration: one year

Activities/Tasks:

i. Shuttle service planning and technical support

- *Product/Outcome 1: Provide technical support such as route analysis and adjustments, operating schedule analysis and adjustments, passenger surveys.*

ii. Market and promote shuttle service

- *Product/Outcome 1: Provide marketing support to increase ridership through advertising and community outreach*

D. DVRPC/TOP: EVESHAM COMPLETE STREETS DEMONSTRATION

Assist Evesham Township with the identification of countermeasures to address pedestrian and bicyclist safety in downtown Marlton. Implement a Complete Streets demonstration project to test the recommendations with temporary infrastructure. Project will include safety educational campaigns. Duration two years: FY25 & FY26.

Activities/Tasks:

i. Identify safety issues

- *Product/Outcome 1: Analysis of problem areas identify countermeasures to address issues.*
- *Product/Outcome 2: Work with residents and other stakeholder to receive feedback on issues*

ii. Implement countermeasures by creating temporary infrastructure improvements

- *Product/Outcome 1: Set-up temporary demonstration project*
- *Product/Outcome 2: Survey residents and other stakeholders to receive feedback on project*

iii. Promote demonstration project

- *Product/Outcome 1: Conduct promotional campaigns to educate residents about demonstration*

project and pedestrian and bicyclists safety measures.

E. VOORHEES TRANSPORTATION CENTER/RUTGERS: COMPLETE STREETS TECHNICAL ASSISTANCE

VTC has contracted with SJTPO to implement a Complete Streets Technical Assistance program in the SJTPO service area. Cross County Connection serves as a subcontractor to this project. The two-year project will establish a technical assistance program for municipalities, provide three grants for pilot projects and establish a temporary infrastructure materials lending library. The program will be modeled after NJTPA's program.

Activities/Tasks:

- i.** Outreach to municipalities
- ii.** Assist VTC with review of grant applications
- iii.** Assist municipal grant recipients with implementation of their proposals
- iv.** Establish a Complete Streets lending library of temporary infrastructure materials

F. NJ DIVISION HIGHWAY TRAFFIC SAFETY: BICYCLE, PEDESTRIAN AND E-MICROMOBILITY SAFETY PROGRAM

Continue to support pedestrian, bicycle, and e-micromobility safety at the local level through technical assistance to municipalities and safety messaging and safety campaigns targeting the general public. Priority will be given to locations with a high number of crashes in NJDEP-identified overburdened communities.

Activities/Tasks:

- i.** Conduct pedestrian, bicycle, and e-micromobility safety education social media campaigns.
- ii.** Attend community events to promote pedestrian, bicycle, and ***e-micromobility safety***

CROSS COUNTY CONNECTION TMA PROMOTION PLAN FY 2026

Cross County Connection will use a variety of media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to guidelines set by the NJTPA's TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and aligned with the NJTPA's goals and policies. This plan will be updated on a quarterly basis and submitted to the TMA Project Manager with the quarterly report attachments.

Media Formats

Cross County Connection TMA (CCCTMA) will use the following types of media in FY 2026 for the promotion of the programs, goals, and objectives of the work program:

Driveless.com website: With a robust and comprehensive, content-rich website on driveless.com, CCCTMA has historically reached an average of tens of thousands of unique visitors a month. CCCTMA maintains and updates its website frequently to ensure up-to-date content. An all-new website was successfully launched in late spring of 2024. This new website will be aggressively leveraged with new promotional engagement and impact opportunities. Built-in data tracking and analytical performance measurement tools will be paramount in the operation and promotion of this new web resource for CCCTMA in FY 2026.

Web and mobile advertising: General, online, and external web advertising is used in conjunction with targeted mobile-device campaigns. Recent past sponsored campaigns have delivered millions of targeted digital web impressions and tens of thousands of website visitors. These promotional strategies will continue to expand and enhance the presence of CCCTMA in the seven-county service area.

Social Media: CCCTMA's Facebook page currently has more than 1,000 followers and likes to the account. Several general-interest commuter/transportation-themed posts are made each day which are then shared with hundreds of other readers. The @CCCTMA Twitter account is used to effectively deliver short messaging and relevant transportation news. Instagram is utilized frequently for both pictorial sharing of TMA-themed content, and targeted advertising reach, with thousands of impressions made per ad. Many collaborative-post efforts are undertaken with partners, members, and friends of CCCTMA, i.e., MPOs, DRPA, NJDHTS, NJ Brain Injury Alliance, municipalities, Sustainable Jersey Green Teams, etc.

Sponsored social media promotions: Include video and interactive content that can reach tens of thousands of specifically targeted viewers and convert thousands more to visit driveless.com. Viewer engagement, through "likes" and "shares," can see our audience reach 20,000+ people per week. The CCCTMA accounts are: Facebook.com/CCCTMA; Twitter.com/CCCTMA; LinkedIn.com/CCCTMA, X.com/CCCTMA, and Instagram.com/CCCTMA.

Newsletters: CCCTMA will use Constant Contact to deliver custom-created transportation messages and graphics to its database of regional subscribers with monthly e-newsletters covering all areas of the TMA Work Program. Additional email address subscribers are captured through on-line sign up /opt-in at driveless.com, as well as paper form submission at on-site commuter and transportation events.

Online Promotions through external media outlets: Many media outlets, analog or digital, now also have accompanying web promotional offerings. Cross County Connection will utilize these opportunities when available. Examples include: Xfinity.com, SJ.com, NJ.com, and sites connected to radio and regional print publications. Effectiveness is tracked and provided by the media outlet's digital metrics systems. A typical

three- or four-week campaign can yield hundreds of thousands of online impressions to a geo-targeted, South Jersey demographic. Re-targeting and geo-fencing technology are employed with measurable success. These technologies use GPS to define a contained digital marketing zone around target locations and reaches an audience through phones, tablets, laptops, and other mobile devices as they pass through.

Mass media and broadcast: CCCTMA will run occasional pre-recorded announcements on regional radio stations (e.g., KYW, WMMR, WMGK, SoJO 104.9), to promote commuter and transportation awareness to the public. These campaigns will encourage the public to explore commute alternatives outside of the single occupancy vehicle. Radio stations are effectively measured by Arbitron for listenership. An average CCCTMA 30-second, radio spot campaign can reach upwards of 250,000 people. Through large, regional media agencies, promotional sponsorships are occasionally developed to attach to major, Philadelphia area professional sports teams, and broadcasts of their games, reaching many hundreds of thousands of people in the CCCTMA service area.

Programmatic audio: Programming audio promotional messages were first used in FY23 with great success. Sent through subscription-based and streaming media platforms such as Amazon Music, Pandora, Spotify, and numerous podcasts. The efficacy of this medium is tracked in the same manner as paid social media sponsorship, with detailed reports of message completion rate, engagement by click through, and overall impressions delivered for evaluating message reach.

Connected TV: Connected television (CTV) offers an experience like traditional cable television, but without the subscription fees and long-term contracts. Many of CCCTMA's target commuter audiences and transit-dependent geographical service areas access televised entertainment through Roku, Hulu, Amazon Fire, and Google TV services. For FY 2026, CCCTMA will seek to further expand its reach with this technology to incorporate projects funded through the NJTPA TMA Work Program.

Print marketing collateral: CCCTMA regularly publishes brochures, flyers, maps, transit guidebooks, and information cards, all designed in-house, to promote the TMA work program's core sections of activity. An average of more than 150,000 printed pieces are distributed annually in the CCCTMA seven-county service area.

Print advertising: Several times a year, CCCTMA displays graphical promotions in regional print publications, newspapers, and magazines. The circulation is audited and measured by the respective publications. On average, print ads reach an audience of 40,000 readers per ad run.

Outdoor appearances/events: CCCTMA attends numerous outdoor festivals, commuter fairs, employer benefits expos, and community safety events throughout the year. The purpose of these appearances is to engage the general community, answer transportation questions, further disseminate CCCTMA literature, provide real-time transportation assistance, and direct attention to online offerings at driveless.com. The effectiveness of these events and appearances is measured by the event hosts' report on anticipated turnout and audience attendance. Typical past events may see up to 1,000 people with hundreds of pieces of transportation literature distributed. It is anticipated that FY 2026 will see a continued increase in promotional opportunity for events and public gatherings.

Goal Area Activity Promotion Plans

Cross County Connection plans to use the following media types in support of each Goal Area Activity.

- 1. Accessibility:** CCCTMA will employ a wide range of media, including regular and routine social media

postings, e-newsletters, and web content to support activities and topics supporting and promoting the use of commute alternatives, including public transit, shuttles, and walking and biking. These platforms will also be used to educate the public on bicycle and pedestrian safety and laws. Regular themes will be planned, such as “Bike Month,” “Walk to School Week,” and “Try Transit,” etc. to enhance the consistent visibility of these messages. Print collateral will also be used to promote accessibility themes and electronic content for promoting major, regional transportation services, community shuttles, and car/vanpool options. Campaigns will be delivered in both organic and sponsored social media awareness messages from our media partners at TownSquare, Audacy, or Beasley Media to reach hundreds of thousands of commuters, employers, and constituent audiences in the seven-county region and beyond. “Transportation Solutions,” “Transit Works,” and “Community Shuttle Services” will be amongst the themes for these promotional messages. Print collateral for community shuttles, PATCO, and NJ TRANSIT are anticipated to be reprinted in FY26.

2. **Coordinated Public Transportation for Vulnerable Populations:** Direct outreach, including meetings, email, and phone calls, will be the primary means used to contact county transportation and human services departments and social service providers. Print and digital support will be provided for outreach efforts, including distribution of the extremely popular publication: *The South Jersey Transit Guide*.
3. **Economic Development:** CCCTMA will engage area employers and business leaders with targeted social media engagements, using geo-fenced content delivery. Outreach plans will continue to connect with area employers through e- newsletters, and web presentations, and sponsorship and co-promotional opportunities will be explored with area business networking groups, and chambers such as the Burlington County Regional Chamber of Commerce. Promotional messages will be shared in periodicals such as the Southern New Jersey Development Council’s Chronicle publication and through attendance at commuter/employee job fair sessions and informational presentations. A digital campaign, “*Transit Works!*” targeting employers shall be delivered through targeted LinkedIn and digital web display ads.
4. **Environmental:** Ongoing posts to social media about a wide range of environmentally themed topics are expected, and EV technology, clean air, and climate change continue to be areas of increasing interest/concern for the public. CCCTMA will continue to support the above-mentioned environmental topics with flyers and postcards on EV charging, air quality and anti-idling campaigns. The CCCTMA EV Primer publication will be regularly updated and released as both a print and web publication. Electronic communications including email blasts, and online messaging campaigns will be strongly utilized for promotion of EV news and resources. The driveless.com website will feature robust EV content and shared material and resources.
5. **Safety:** Numerous campaigns themed “*Safety First!*” using Facebook, Twitter, and Instagram are underway and will continue to be used regularly to promote safety topics. Strong social media support has traditionally been well received for bicycle and pedestrian themes, Complete Streets topics, distracted driving awareness, and local community safety campaigns. E-newsletters by CCCTMA regularly present safety messages and resources for the public. Reprints of existing and recently updated CCCTMA bicycle and pedestrian safety brochures “*A Parents’ Guide to Bicycle and Pedestrian Safety*” and palm cards such as “*Safety Laws and Tips*” are anticipated for FY 2026.

BUDGET AND STAFFING PLAN

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

CROSS COUNTY CONNECTION TMA FY 2026 WORK PROGRAM BUDGET PLAN

		PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES		
	1. SALARIES	\$ 588,496.66	
	2. FRINGE BENEFITS 48.78% FT, 8.86% PT	\$ 269,799.28	
	SUBTOTAL	\$ 858,295.94	100%
PART II	DIRECT NON-LABOR COSTS		
	1. SUPPLIES	\$ 2,500.00	
	2. TRAVEL	\$ 2,420.53	
	3. PRINTING & REPRODUCTION	\$ 11,000.00	
	4. TELEPHONE	\$ -	
	5. POSTAGE	\$ 2,500.00	
	6. CONFERENCE/TRAINING	\$ 4,500.00	
	7. OTHER (SPECIFIED IN ATTACHMENT)	\$ 83,000.00	
	SUBTOTAL	\$ 105,920.53	100%
PART III:	INDIRECT COSTS		
	INDIRECT COST ALLOCATION 52.98%	\$ 311,785.53	
	SUBTOTAL	\$ 311,785.53	100%
PART IV:	CONSULTANT COSTS		
	CONSULTANT	\$ -	
	SUBTOTAL	\$ -	100%
TOTAL PROGRAM BUDGET		\$ 1,276,002.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$ 1,276,002.00	Total:	\$ 1,276,002.00
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NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**CROSS COUNTY CONNECTION TMA
FY 2026 WORK PROGRAM
BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Ads	Disseminating services information through vendors such as Townsquare Media	\$ 64,000.00
Teleconferencing & Software	Zoom for EV webinars, ESRI for the GIS work, and Constant Contact for newsletters	\$ 11,000.00
Website Maintenance/Social Media	Maintaining shuttles and bike safety info and promotions through social media.	\$ 8,000.00
	Total "OTHER" Direct Expenses	\$ 83,000.00

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
CROSS COUNTY CONNECTION TMA
FY 2026 WORK PROGRAM
STAFF PLAN

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	3,232	\$ 166,804.31	\$ 31,550.00	\$ 62,055.24	\$ -	\$ 260,409.55
Core Goal Area Activities - Economic Development	1,905	\$ 116,078.08	\$ 21,370.53	\$ 41,334.97	\$ -	\$ 178,783.58
Core Goal Area Activities - Environmental	3,577	\$ 190,823.96	\$ 22,500.00	\$ 69,115.93	\$ -	\$ 282,439.89
Core Goal Area Activities - Safety	3,579	\$ 186,119.52	\$ 24,700.00	\$ 68,604.94	\$ -	\$ 279,424.47
Core Goal Area Activities - Coordinated Public Transportation for Vulnerable Populations	1,915	\$ 110,432.25	\$ 5,800.00	\$ 39,324.51	\$ -	\$ 155,556.76
Core - Program Management	1,360	\$ 88,037.81	\$ -	\$ 31,349.93	\$ -	\$ 119,387.75
Optional Goal Area Activities - Reliability	-	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	15,568	\$ 858,295.94	\$ 105,920.53	\$ 311,785.53	\$ -	\$ 1,276,002.00

TMA Work Program Assigned Staff

Personnel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the FY)	Total Estimated Hours For TMA Work Program
Casal, Brianna - Marketing & Communications Coordinator	50%	1,050
Farley, Patrick - Program Director	60%	1,255
Geiger, Michele - Education & Community Outreach Coordinator	50%	1,050
Gottschall, Henry C., GIS Specialist/Transportation Planner	61%	1,268
McLaughlin, Kristen - Sustainable Transportation Planner	60%	1,255
Sperry, Marianne - Office Manager	71%	1,485
Urkowitz, Ronda R., Executive Director	63%	1,320
Van den Burg, Jill, Executive Assistant	61%	1,270
Wilson, Joseph, Marketing & Communications Director	50%	1,050
VACANT (FT) - Transportation Planner	60%	1,257
VACANT (FT) - Environmental Planner	75%	1,560
Robinson, Victoria (PT) - Administrative Assistant	53%	500
VACANT (PT) - TRANSPORTATION PLANNER	100%	1,248
TOTAL*	63%	15,568

** Note Total Estimated % of Time Needed for TMA Program represent average of total staff time.*

EZ RIDE TMA
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
Safety
Reliability (Optional)
Program Management

Work Funded by Other Sources

Promotions Plan

Budget and Staffing Plan

EZ RIDE TMA OVERVIEW

ORGANIZATIONAL SUMMARY

The Meadowlands Transportation Brokerage Corporation, doing business as EZ Ride, was incorporated on October 24, 1983, as a non-profit 501(c)(3) entity. It holds the distinction of being the first Transportation Management Association (TMA) in the State of New Jersey. The origin of this organization traces back to the fuel crisis of the 1970s, a period marked by a significant surge in vanpool initiatives, notably exemplified by Hoffmann La Roche with its fleet of over 400 vans.

EZ Ride was established as a non-profit public-private partnership. The founding members include the New Jersey Sports and Exposition Authority (NJSEA), the erstwhile New Jersey Meadowlands Commission (NJMC), the Port Authority of New York and New Jersey (PANYNJ), the New Jersey Department of Transportation (NJDOT), the New Jersey Turnpike Authority, and the Meadowlands Regional Chamber of Commerce. The current board of trustees consists of 10 representatives from the public sector, including the North Jersey Transportation Planning Authority (NJTPA), and 15 private sector participants.

With a rich history rooted in collaboration and innovation, EZ Ride continues to shape the transportation landscape by introducing new programs and services to improve access for all while reducing congestion and air pollution.

Mission

“Implement transportation programs and services that enhance the quality of life, regional mobility and economic opportunity for people, while reducing traffic congestion and improving air quality.”

Major Source of Funding and Clients

Public Sector Grants: \$2,226,780
(NJTPA, NJDOT, NJ TRANSIT, NJHTS)

Private Sector Grants: \$43,593
(Forth & Bloomberg Grant)

Public Sector fee for service: \$3,638,666
(Essex County Shuttles & EZ Ryde4Life Corporate Clients)

Private sector: \$1,148,194
(Hartz Mountain, BNE Real Estate Group, Russo Development, Petrucci, H-Mart, HelloFresh & EZ Ryde4Life Self-pay)

Total: **\$7,057,233**

Office Location

Main Office:

144 Park Place East, Wood-Ridge, NJ 07075

Satellite Office:

80 Brewster Rd. Newark Liberty International Airport, Newark, NJ 07114

Staff Summary

Total Number of Employees: 62

- Full-Time Employees: 35
- Part-Time Employees: 27

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

The EZ Ride service area includes Bergen, Essex, Union, Monmouth, lower Passaic, and Meadowlands portion of Hudson County, and all Port Authority of NY & NJ facilities in New Jersey.

Table 1: EZ Ride Service Area

	Bergen County	Essex County	Monmouth County	Passaic County	Union County	Total
Total population	952,997	849,477	644,098	513,936	569,815	3,530,323
White alone	488,636	236,180	465,957	195,165	206,962	1,592,900
Hispanic or Latino	216,150	208,649	75,107	227,839	193,934	921,679
Black or African American alone	49,643	295,734	34,615	48,968	110,506	539,466
American Indian and Alaska Native Alone	351	1,511	630	414	0	2,906
Asian alone	156,553	50,031	34,684	29,224	31,774	302,266
Native Hawaiian and Other Pacific Islander alone	287	0	0	0	96	383
Some Other Race alone	12,260	19,055	7,190	2,352	9,273	50,130
Two or More Races	29,117	38,317	25,915	9,974	17,270	120,593
Minorities	464,361	613,297	178,141	318,771	362,853	1,937,423
Percent	49	72	28	62	64	55

(Source: American Community Survey Data (ACS) 2022)

Infrastructure

The EZ Ride service area, located less than five miles from Times Square in New York City, serves as the bustling urban core of New Jersey. This vibrant area is home to over a third of the state's population and has an extensive multi-modal transportation system. Key transit hubs, such as Secaucus Junction, Newark Penn Station, Newark Liberty International Airport, Teterboro Airport, and Elizabeth/Newark Seaport, are integral parts of this network.

Notably, Routes 3 and 17 provide essential links to the Lincoln Tunnel, facilitating vital connections to New York City. The region proudly hosts the nation's most successful express bus lane, which, prior to the COVID-19 pandemic, accommodated a staggering flow of more than 500 buses per hour.

Crucial to the area's connectivity are the major highway corridors: the New Jersey Turnpike and the Garden State Parkway, ensuring swift movement of goods and people. Route 4, a significant highway to the west, connects seamlessly to the George Washington Bridge, further enhancing accessibility to and from the region. Whether by land, sea, or air, this area offers unparalleled ease of access, making it a pivotal hub for transportation in the greater New York City metropolitan area.

Trip Generator Information (i.e. – major employers, attractions, etc.)

The proximity of the North Jersey area to New York City renders it an appealing destination for businesses seeking affordable real estate. This dynamic region is home to a plethora of major corporations, including BMW, Volvo, Unilever, SONY, Klynveld Peat Marwick Goerdeler (KPMG), Ernst and Young, United Airlines, and Hartz Mountain, highlighting its economic vibrancy.

The area is home to two significant sports franchises: the Jets and the Giants, who play at the MetLife Stadium in the Meadowlands, and the Devils, based at the Prudential Center in Newark. Both venues are easily accessible from New York City and most parts of the EZ Ride service area through efficient public transit options.

In addition to the corporate landscape, the North Jersey area is enriched by the presence of *American Dream Meadowlands*, a sprawling entertainment and retail complex. With over two million square feet of retail space, it houses more than 450 retailers, including esteemed brands like Saks Fifth Avenue and Lord & Taylor. Moreover, the complex features multiple indoor theme parks and has ambitious plans for an 800-room hotel, anchoring its development and further enhancing the area's appeal.

Venturing southward, Monmouth County's renowned Jersey Shore experiences a significant surge in population during the summer months. This spike is primarily due to the influx of visitors and tourists, especially on weekends, transforming the region into a vibrant and bustling coastal destination.

GOALS AND OBJECTIVES

In actively advancing its mission, EZ Ride staff will focus on five core goals that are supported by clear and consistent objectives.

1. **Trip generator information (i.e. – major employers, attractions, etc.)** Advance the strength of the regional economy and prospects for economic development by providing commute options to employers and to employees and by actively working to establish a more efficient transportation network.

Staff will accomplish this goal by working with companies to engage new and innovative transportation options that are supported by the latest technologies; providing employee transportation planning

and brokerage services to companies who are relocating to the region; designing and implementing regional transportation management programs for business; providing transportation and commute options to reduce costs and congestion; advocating the development of cost-effective and efficient public transit; improving the commutation linkages between concentrated areas of high unemployment and concentrated job centers by advancing programs like the New Jersey Jobs Access Reverse Commute (NJ-JARC).

These tasks will help accomplish NJTPA's goal to retain and increase economic activity and competitiveness, provide affordable accessible and dynamic transportation systems responsive to current and future customers, retain and increase economic activity and competitiveness, and protect and improve the quality of natural ecosystems and the human environment.

2. Provide a forum and a conduit for the business community to actively engage in transportation and commutation issues.

To achieve this objective, the staff will focus on nurturing and fortifying the collaboration between the business community and government leaders who share a dedication to enhancing mobility and accessibility. They will actively advocate for the transportation needs and interests of their constituents during legislative, policy development, and regulatory processes.

These efforts align with NJTPA's overarching goals of bolstering economic activity and competitiveness in the region. By ensuring affordable, accessible, and dynamic transportation systems that cater to the evolving needs of both current and future customers, EZ Ride plays a pivotal role in enhancing the region's economic vitality. Through strategic alliances and advocacy, EZ Ride contributes significantly to the realization of these objectives, fostering a robust and sustainable transportation network for the community.

3. Advocate High Occupancy Vehicles (HOV)

Staff will accomplish this goal by encouraging the utilization of public transit by disseminating information about services, schedules, and relevant information about traffic congestion, marketing transportation and commutation alternatives and options in newsletters, seminars, training sessions, transportation fairs, and outreach programs to reduce single occupancy driving; brokering transportation services including shuttles, car and van pools, bike sharing and car sharing; sustaining the Guaranteed Ride Home (GRH) program to support and facilitate ridesharing and public transit use; and promoting coordinated land use and transportation planning, including parking management.

These tasks will help accomplish NJTPA's goals to protect and improve the quality of natural ecosystems and the human environment, and enhance system coordination, efficiency, and competitiveness.

4. Achieve improvements in Air Quality

The staff will achieve this goal by actively engaging with businesses, public officials, and community leaders to initiate workplace charging programs such as the Charge@Work initiative. Additionally, they will provide technical support and recognition for organizations embracing clean transportation through the "Electric Vehicle Adoption Leadership (EVAL)" certification program. The encouragement of pedestrian and bicycle transportation alternatives, whenever viable, will be a focus. Sharing government resources related to clean air with businesses, promoting the use of non-fossil fueled vehicles, and advancing Congestion Mitigation and Air Quality (CMAQ) programs are integral components of these efforts.

Staff will take advantage of training offered by NJDEP to undertake community air monitoring using PurpleAir air quality monitors and offer the services to our residents.

These tasks are instrumental in realizing NJTPA's objectives of safeguarding and enhancing the quality of natural ecosystems and the human environment. Furthermore, by promoting these clean transportation initiatives, EZ Ride actively contributes to improving system coordination, efficiency, and competitiveness in the region. Through these strategic actions, EZ Ride plays a crucial role in fostering a sustainable, environmentally friendly, and well-coordinated transportation network for the community.

5. Promote transit equity

EZ Ride staff will develop programs and services to serve the disadvantaged segments of the population like lower income workers, people with disabilities and older adults; and encourage transportation providers to comply with American with Disabilities Act (ADA) mandates.

These tasks will help accomplish NJTPA's goal to provide affordable accessible and dynamic transportation systems responsive to current and future customers.

TITLE VI/ENVIRONMENTAL JUSTICE

As a recipient of federal funds, EZ Ride is required to comply with various civil rights statutes, executive orders, and regulations that are intended to ensure that traditionally underserved populations are included in the planning process and have access to EZ Ride services.

As shown in Table 2, on the following page, the demographic composition of the EZ Ride service area population includes a highly diverse population of 3.5 million of which 1.9 million (or 55 percent) are minorities. Hispanic, Black, and Asian people comprise the largest group of minorities in the area.

According to the 2022 American Community Survey, approximately 17 percent of the population have limited English proficiency and speak English less than "very well". Passaic and Union counties have higher percentages of 22-23 percent. Approximately 22 percent of people in our service area are Spanish speakers with large numbers in Passaic, Union, and Essex County.

Table 2: Language Proficiency

	Bergen County		Essex County		Monmouth County	
	Total	%	Total	%	Total	%
Population 5 years and over	905,421		797,496		612,515	
Speak only English	522,518	57.70%	511,377	64.10%	501,865	81.90%
Speak a language other than English	382,903	42.30%	286,119	35.90%	110,650	18.10%
Spanish	157,475	17.40%	155,714	19.50%	38,016	6.20%
Other Indo-European languages	96,039	10.60%	82,619	10.40%	48,796	8.00%
Asian and Pacific Island languages	106,395	11.80%	20,549	2.60%	18,264	3.00%
Other languages	22,994	2.50%	27,237	3.40%	5,574	0.90%
Percent speak English less than "very well"		16.40%		14.40%		6.30%

	Passaic County		Union County		All Counties	
	Total	%	Total	%	TOTAL	AVG %
Population 5 years and over	481,887		535,559		3,332,878	
Speak only English	236,949	49.20%	286,207	53.40%	2,058,916	61%
Speak a language other than English	244,938	50.80%	249,352	46.60%	1,273,962	39%
Spanish	178,964	37.10%	157,222	29.40%	687,391	22%
Other Indo-European languages	35,887	7.40%	63,690	11.90%	327,031	10%
Asian and Pacific Island languages	11,862	2.50%	17,229	3.20%	174,299	5%
Other languages	18,225	3.80%	11,211	2.10%	85,241	3%
Percent speak English less than "very well"		23.00%		22.50%		17%

(Source: American Community Survey data (ACS) 2022)

As shown in the table below, approximately 11 percent of the population has one or more disabilities. Further, over 10 percent of the population lives in poverty, with Essex and Passaic Counties having the highest concentrations each.

Table 3: Poverty and Disability Data

	Bergen County		Essex County		Monmouth County	
	Total	65 years and over	Total	65 years and over	Total	65 years and over
Total population	952,997	174,761	849,477	122,556	644,098	124,889
Civilian noninstitutionalized population	946,643	171,401	840,226	119,692	640,309	122,750
With any disability	9.10%	26.20%	12.20%	32.40%	10.70%	27.50%
Population for whom poverty status is determined	942,622	171,401	832,635	119,692	638,090	122,750
Below 100 percent of the poverty level	7.10%	8.20%	15.70%	17.30%	6.10%	7.10%
100 to 149 percent of the poverty level	3.60%	5.10%	7.10%	7.60%	4.60%	5.50%
At or above 150 percent of the poverty level	89.30%	86.70%	77.20%	75.10%	89.30%	87.40%

	Passaic County		Union County		Total	
	Total	65 years and over	Total	65 years and over	All Counties	65 years and over
Total population	513,936	81,811	569,815	87,302	3,530,323	591,319
Civilian noninstitutionalized population	510,851	79,573	567,133	86,074	3,505,162	579,490
With any disability	11.40%	38.00%	9.40%	28.70%	AVG 11%	AVG 31%
Population for whom poverty status is determined	505,199	79,573	564,478	86,074	3,483,024	579,490
Below 100 percent of the poverty level	12.30%	14.50%	9.50%	10.30%	AVG 10%	AVG 11%
100 to 149 percent of the poverty level	9.40%	7.00%	7.20%	6.20%	AVG 6%	AVG 6%
At or above 150 percent of the poverty level	78.30%	78.40%	83.30%	83.50%	AVG 83%	AVG 82%

[*\(Source: American Community Survey data \(ACS\) 2022\)*](#)

Although EZ Ride represents approximately a third of the state's population, it is home to more than half or 29 of the state's 57 Targeted Urban Municipalities (TUMs). Our transportation programs and services are geared toward serving this disadvantaged population, which includes:

- Bergen County – Elmwood Park, Englewood City, Fairview, Garfield, Hackensack, Little Ferry, and Lodi
- Essex County – Belleville, Bloomfield, E. Orange, Irvington, Newark, and Orange
- Passaic County – Clifton, Passaic, Paterson, and Woodland Park
- Union County – Elizabeth, Hillside, Linden, Plainfield, Rahway, Roselle
- Monmouth County - Asbury Park, Eatontown, Freehold Borough, Long Branch, Neptune Township and Red Bank

Specifically, the contribution of each of our programs in serving the disadvantaged population in our service area is noted below:

- Shuttles – EZ Ride's shuttle programs account for about 70 percent of all operations and are centered in the Greater Newark area and the Meadowlands region of Hudson and Bergen County which is home to predominantly Black, Hispanic, and Asian communities. It serves the transit-dependent entry-level workforce.
- Carpools & Vanpools – EZ Ride's vanpool and carpool participants primarily work in entry-level jobs and are mostly Black or Hispanic.
- EZ Ryde4Life Program - This program provides transportation in partnership with TNCs like Lyft and Uber throughout New Jersey and primarily serves older adults. The average age of our individual members is 78 years. Additionally, we partner with county agencies to supplement their paratransit service for older adults (65+) and disabled populations. We also partner with nonprofits who serve older adults and lower-income residents who do not own a car.
- Bike & Pedestrian Programs – EZ Ride's bike and pedestrian team works with about 300 different communities and the focus is on the disadvantaged communities in our area. A few selected safety presentations are available online in Spanish, Arabic, Korean, and Hindi. EZ Ride will assist nine TUMs with a walk audit, speed study or an education and outreach activity such as bike and pedestrian safety presentation
- EV Accelerator Program – The program is designed to encourage both public and private entities to provide EV charging services not only for their own employees and fleets but also for the public. The goal is to make EV charging accessible to a wider community, fostering convenient charging options in town centers, commercial areas, retail centers, and multi-unit dwellings.

Finally, EZ Ride is committed to ensuring that no person is excluded from participation in or denied the benefits of its services based on race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964, as amended.

EZ RIDE FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

EZ Ride will assist commuters, tourists, and other travelers who are interested in receiving information on carpooling, vanpooling, public transit, bicycling, walking, and other non-drive alone modes of travel. This information shall include, but not be limited to, coordinating rideshare matching and trip planning, providing more transportation choices, making provisions for shuttle services, facilitating carpool/vanpool initiatives, participating in human services transportation efforts, developing commuter incentive programs, and encouraging the adoption of non-motorized transport (i.e., bicycling, and micromobility).

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

Activities/Tasks:

- i. Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.
 - o *Product/Outcome 1: Spreadsheet listing the commute information requested and the type of assistance provided*
- ii. Provide trip planning assistance.
 - o *Product/Outcome 1: Number of commuters assisted with trip planning information*
- iii. Create or update mobility guides.
 - o *Product/Outcome 1: Mobility guides created for Bergen, Essex, Union, Monmouth, and Passaic Counties. Draft and final mobility guides are to be shared with the NJTPA for review.*
- iv. Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.
 - o *Product/Outcome 1: Updated email lists*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from any Safe Routes to School activities funded by other state or federal programs or activities in this area funded by any other source, including private foundation grants. Still, it may be used to supplement these programs.

Activities/Tasks:

- i. Assist communities and schools with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.
 - o *Product/Outcome 1: Host events such as walking and biking safety presentations and webinars that promote safe walking and biking in EZ Ride service area*
 - o *Product/Outcome 2: Host meetings with stakeholders and bikeshare vendors*
- ii. Illustrate the walkability and bikeability of the TMA region. E.g., create/maintain sidewalk and bike

path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.

- *Product/Outcome 1: Conduct bike/peds needs assessments. Findings are to be summarized in a final report. Draft and final reports are to be shared with the NJTPA for review.*

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

i. Facilitate and or administer rideshare/ride-matching and vanpool programs.

- *Product/Outcome 1: Number of commuters assisted*

ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.

- *Product/Outcome 1: Prepare reports, update contact lists, and generate lists of potential matches for commuters seeking to share a ride.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.

- *Product/Outcome 1: Meetings with employers and organizations to discuss non-SOV options for the journey to work.*

OPTIONAL STRATEGIES

F. SHUTTLE SERVICES

Activities/Tasks:

i. Promote, plan, manage, or operate shuttle services for employees or the general public, providing an alternative to SOV travel or increasing mobility.

- *Product/Outcome 1: Number of shuttles operated and ridership*
- *Product/Outcome 2: Proposals for new shuttles to support businesses relocating to locations with no direct public transit service.*

H. JOINT MARKETING CAMPAIGN BETWEEN TOURISM BOARDS AND TMAS

Activities/Tasks:

i. Develop partnerships between TMAs and visitors' authorities or tourism boards at the local or state level to coordinate marketing campaigns to elevate shuttles, transit, micromobility, and other tourist resources. This could include local guides highlighting non-SOV options and local businesses offering discounts to those who do not drive and park.

- *Product/Outcome 1: Number of events hosted/participated in promoting non-SOV transportation options*

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

EZ Ride will support efforts to identify transportation connectivity gaps and transportation needs for older adults, low-income persons, persons with disabilities, and veterans. EZ Ride will coordinate outreach efforts to 55+ communities, including single-family and multi-family residential developments, rent-subsidized senior housing, and long-term assisted living facilities.

EZ Ride will leverage the strength of its partner's non-profit organizations like AARP and the New Jersey Advocates for Aging Well, Community Action Partnership (CAP) agencies like NORWESCAP and O.C.E.A.N Inc., service providers like AAA and NJTIP, private foundations like Robert Wood Johnson Foundation and the local communities like the Village to Village Network. We will host events to inform seniors about their transportation options and introduce our EZ Ryde4Life transportation program to help them overcome their fear of not being able to drive and losing their independence.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i.** Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - *Product/Outcome 1: Updated mobility guides to target and focus on the CPTHSTP populations. Draft and final guides are to be shared with the NJTPA for review.*
- ii.** Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - *Product/Outcome 1: Distribute the digital version of the mobility guides, along with a record of distribution at events, job fairs, etc.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i.** Support and assist healthcare providers in better meeting patient transportation needs. This activity may also include the involvement of hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for the target populations.
 - *Product/Outcome 1: Conduct presentations at healthcare forums such as Bergen New Bridge Health Equity Forum to share information about transportation options.*
- ii.** Inventory transportation services and transportation information available to patients at healthcare delivery sites. The Affordable Care Act of 2010 required not-for-profit hospitals to create a Community Health Needs Assessment, which may include information on patient transportation needs relevant to this strategy.
 - *Product/Outcome 1: Update database of healthcare facilities for outreach*
- iii.** To improve patient transportation services, facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and transportation network companies.

- *Product/Outcome 1: Conduct events, including presentations, to provide transportation information. Presentations made to raise awareness about transportation options*
- *Product/Outcome 2: Proposals to provide transportation services*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i. Support and assist counties conducting human services transportation service planning.
 - *Product/Outcome 1: Participation in county human services transportation meetings*
- ii. Review of existing transportation plans, human services plans, or other relevant documents; development of inventories, GIS databases, and maps of transit service; conduct of one-on-one and/or group meetings with human services transportation providers and other human services providers; and outreach to human services populations to build upon the public engagement conducted for the regional CHSTP.
 - *Product/Outcome 1: Assistance with updates needed for human services plans*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

- i. Schedule rider trips with a transportation network company, taxi, or other third-party transportation provider.
 - *Product/Outcome 1: Number of rides provided with EZ Ryde4Life program*
 - *Product/Outcome 2: Memo about the overall performance of the program. Draft and final report to be shared with the NJTPA.*
- iii. Provide coordinated information: Inclusive of NJ TRANSIT fixed-route, private carrier, commuter buses, and scheduled county services.
 - *Product/Outcome 1: Disseminate information about promotions, service changes, or new services through social media, newsletters, and pamphlet distribution at events.*

OPTIONAL STRATEGIES

E. COORDINATION OF 55+ COMMUNITIES

Activities/Tasks:

- i. Create or update an inventory of age-restricted 55+ communities (residential sites), including single-family and multi-family residential developments, rent-subsidized senior housing, and long-term assisted living facilities.
 - *Product/Outcome 1: Updates to database of potential channel partners who serve this demographic.*
 - *Product/Outcome 2: Disseminate information about transportation programs such as discounted or free rides offered by EZ Ride or other organizations.*

GOAL AREA 3: ECONOMIC DEVELOPMENT

EZ Ride's economic Development strategies focus on encouraging, providing, and implementing transportation demand management services at sites such as employers, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services will increase traveler choices while lowering the use of single-occupant vehicle travel. This could include working with communities to identify and/or establish first/last mile solutions that improve access to jobs or providing information about the availability of carpools and vanpools.

REQUIRED STRATEGIES

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i. Pursue opportunities to encourage, provide, and/or implement TDM strategies that help existing and relocating employees' commute and travel choices.
 - o *Product/Outcome 1: Liaison with county Workforce Investment Boards to inform employers of employee transportation services available to their employees.*
 - o *Product/ Outcome 2: Attend Job Fairs to provide employers and potential employees with information about transportation services in EZ Ride's service area.*
- ii. Conduct outreach to employers regarding TDM and travel alternatives, and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.
 - o *Product/Outcome 1: Events to include information on existing transportation resources to/from site.*
 - o *Product/Outcome 2: Provide customized travel options for employees relocating to a new worksite.*

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

- i. Act as liaison between employers and the NJTPA for outreach to the business community, as requested and in coordination with the NJTPA.
 - o *Product/Outcome 1: Track contacts made, and assistance provided.*

OPTIONAL STRATEGIES

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- i. Conduct research, planning, or outreach on workforce or visitor transportation issues or serve as a stakeholder in such efforts.
 - o *Product/Outcome 1: Serve as stakeholder once invited by municipal economic development committees.*

GOAL AREA 4: ENVIRONMENTAL

EZ Ride's environmental strategies will primarily contribute to reducing air pollution and greenhouse gases from the transportation sector. These activities are in addition to the Accessibility Goal Area strategies that promote shared rides and encourage the reduction of SOV trips.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.

- *Product/Outcome 1: List of schools/communities contacted*
- *Product/Outcome 2: List of schools/communities that receive air quality education, establish anti-idling zones, and install anti-idling signage*

ii. Per guidance from the New Jersey Department of Environmental Protection, plan and conduct community air monitoring studies in response to requests from local governments, schools, or community groups.

- *Product/Outcome 1: Conduct an air quality monitoring study with one community in the EZ Ride Region. A draft and final study report will be completed and shared with the NJTPA and DEP.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

i. Participate in activities that provide technical support to encourage EV adoption and related infrastructure throughout their service area. This activity should emphasize publicly accessible sites and locations in low-income areas.

- *Product/Outcome 1: Hold quarterly virtual meetings with stakeholders in a minimum of two low-income area to discuss barriers to EV adoption, and provide education and resources and report the number of community meetings, participants and resources distributed.*
- *Product/Outcome 2: Provide first responder training sessions about EVs. EZ Ride will track list of trainings, resources, and number of participants.*
- *Product/Outcome 3: Work with a minimum of two disadvantaged communities.*

ii. Provide technical assistance to municipalities, employers, and other destinations engaged in readiness planning, ordinance adoption, charging station siting, and participation in support of activities sponsored by the NJTPA or other agencies.

- *Product/Outcome 1: Number of communities served with - guidance and resources including technology options, location strategy, EVSE sharing with employees and public, and associated revenue collection strategy*
- *Product/Outcome 2: Number of workplaces that are EVAL certified - Leverage EVAL to educate, provide*

resources and recognize workplaces that deploy EV charging with particular emphasis on equity

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

- i.** Encourage, educate, and support the use/implementation of E-bikes, e-scooters, and e-cargo delivery modes.
 - *Product/Outcome 1: List of communities where we host events about safe driving using E-bikes and e-scooters.*
- iii.** Assist municipalities and counties in technical assistance relating to micromobility e.g., needs assessment, ordinance adoption, design recommendations, bike share/scooter share parking, etc.
 - *Product/Outcome 1: List of municipalities and counties provided technical assistance*

OPTIONAL STRATEGIES

D. SUSTAINABLE JERSEY

Activities/Tasks:

- i.** Support municipal participation in Sustainable Jersey.
 - *Product/Outcome 1: Provide technical assistance to local governments and Green Teams to achieve Sustainable Jersey Certification.*

GOAL AREA 5: SAFETY

EZ Ride will promote and enhance travel safety throughout its service area for all modes based on strategies contained in the U.S. Department of Transportation's National Roadway Safety Strategy using the [Safe Systems Approach](#) and the [NJDOT Strategic Highway Safety Plan](#).

REQUIRED STRATEGIES

E. COMPLETE STREETS

Activities/Tasks:

- i.** Support the implementation of Complete Streets.
 - *Product/Outcome 1: Number of municipalities assisted with a demo or a permanent project that reflects implementation of their CS Policy. A summary memo of the project, community survey, and concerns will be provided after each project is completed.*
- ii.** Assist a municipality or county with adopting a Complete Streets policy, checklist, or ordinance consistent with the Complete & Green Streets for All: Model Policy & Guide.
 - *Product/Outcome 1: Inventory of municipalities contacted, templates provided, adopted policies*
- iii.** Participate as a stakeholder in a Complete Streets planning or infrastructure project sponsored by the NJTPA, the NJDOT, or another public agency.
 - *Product/Outcome 1: List of municipalities that completed CS activities*
- iv.** Conduct and/or participate in temporary demonstration projects (i.e., tactical urbanism) with the approval of a local jurisdiction. TMAs may utilize the NJTPA Complete Streets Demonstration Library

hosted by Hudson TMA.

- *Product/Outcome 1: Conduct at least two demonstration projects and create summary memos for each demonstration project completed. Draft and final memo to be shared with the NJTPA for review.*

v. Assist a municipality or county with preparing a grant application for construction (e.g., Safe Routes to School or Transportation Alternatives Set-Aside), a planning study or a technical assistance program, and support for project implementation.

- *Product/Outcome 1: Provide data, review applications, and/or letters of support to municipalities and counties for grant applications.*

F. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

i. Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities. TMAs are encouraged to organize, lead, and/or participate in audits organized by counties or other organizations.

- *Product/Outcome 1: Memo documenting dates, activities, outcomes and next steps.*

C. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

i. Carry out recommended strategies addressing at least one of the emphasis areas in the New Jersey 2020 Strategic Highway Safety Plan. The seven emphasis areas are Equity, Lane Departure, Intersections, Driver Behavior, Pedestrians and Bicyclists, Other Vulnerable Road Users, and Data.

- *Product/Outcome 1: List of dates, actions, and strategies implemented to address a NJ SHSP emphasis area*

ii. Support Toward Zero Deaths and or Vision Zero initiatives and educate communities on proven safety countermeasures and the Safe System Approach.

- *Product/Outcome 1: Attend NJ Vision Zero Alliance or municipal VZ meetings*
- *Product/Outcome 2: Create flyers to explain Safe System Approach and Proven Safety Countermeasures and identify events or municipalities/schools where flyers were distributed*

iii. Serve as stakeholders and resources to Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.

- *Product/Outcome 1: Dates and meetings attended where we served as stakeholders/resources for local safety action plans*

iv. Coordinate and implement proven-safety countermeasures - Suggest proven-safety countermeasures in any speed study report or walk/bike audit recommendation.

- *Product/Outcome 1: Identify reports where we suggest SHSP proven safety countermeasures*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

i. Conducting Street Smart NJ pedestrian safety education and outreach: Identify suitable communities for implementing pedestrian safety education and outreach, enlist support and participation from local stakeholders, and provide resources and support for an effective pedestrian safety education effort. Street Smart NJ information is available at www.beststreetsmartnj.org. This strategy may include using radar speed feedback signs and or demonstration projects in coordination with a municipal or county partner.

- *Product/Outcome 1: List of communities assisted*

ii. Participating in partnerships with transportation safety organizations.

- *Product/Outcome 1: Dates and activities where we have partnered with transportation safety organizations such as the Essex County Pedestrian Injury Partnership Program, NJPTOA, WOPSAB, Safe Kids, NJBWC, etc.*

E. DATA COLLECTION AND ANALYSIS

Activities/Tasks:

i. Data collection and analysis related to safety. Perform crash analysis using tools such as Numetrics and Safety Voyager and radar feedback signs for outreach and data collection.

- *Product/Outcome 1: Speed study reports*

F. ASSIST MUNICIPALITIES IN SAFELY INTEGRATING MICRO-MOBILITY OPTIONS

Activities/Tasks:

i. Conduct micromobility training sessions with schools, community organizations, clubs, etc., to provide better education around micromobility, safe riding, and a safe space to practice using new modes.

- *Product/Outcome 1: Conduct at least two micromobility training sessions and create/update micromobility educational materials. List the dates, number of participants, organizations, and number of educational materials provided.*
- *Product/Outcome 2: Create/ update micromobility educational materials.*

ii. Participate in partnerships with micromobility providers.

- *Product/Outcome 1: List of dates, locations, and activities that were conducted with micromobility providers.*

OPTIONAL GOAL AREA: RELIABILITY

EZ Ride's Reliability strategies provide an increase in dependable and predictable transportation service. This is achieved through supporting interagency coordination and communicating with the public about transportation system disruptions so that travelers can make informed choices about mode, route, and travel time.

A. CONSTRUCTION-AND EVENT-RELATED CONGESTION MITIGATION

Activities/Tasks:

- i.** Provide information about travel options available to mitigate construction, maintenance, emergencies, and special event impacts.
 - *Product/Outcome 1: Number of construction, maintenance-related advisories distributed*
 - *Product/Outcome 2: Spreadsheet summarizing the number of advisories and a description of the disturbance*
- ii.** Coordinate with operating agencies (NJDOT, Port Authority of New York and New Jersey (PANYNJ), TransCom, NJ TRANSIT, Delaware River Port Authority (DRPA), county and municipal agencies, or other agencies) to share information and implement congestion mitigation strategies. This includes disseminating operating agency information to travelers and providing information on travel conditions from travelers to operating agencies. This coordination may also include attending and providing support or leadership in regional working groups to share information and collaborate on transportation-related issues.
 - *Product/Outcome 1: Meetings attended and memo documentation*

B. TRAVEL ALERTS

Activities/Tasks:

- i.** Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.
 - *Product/Outcome 1: Number of travel alerts distributed*

PROGRAM MANAGEMENT

EZ Ride will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. EZ Ride will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

- i.** Preparation of the following year's work program.
- ii.** Maintenance of all EZ Ride work program grant-related records and products.
- iii.** Maintenance of the on-line pass-through grant program management system, including the cost tracking system and EZ Ride work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.
- iv.** Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.
- v.** Preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- Quarterly Progress Reports, invoices and supporting documentation.
- Submit emergency response plans/contingency plans by December 31, 2025.
- Fourth Quarter/Final Report and all final deliverables
- Prepare next fiscal year's Work Program and Staffing Plan

WORK FUNDED BY OTHER SOURCES

A. SAFE ROUTES TO SCHOOL GRANT

The New Jersey Safe Routes to School Program, supported by the New Jersey Department of Transportation, is a statewide initiative with a mission to partner with schools and communities to prioritize and implement opportunities for people to walk, bike, or travel by other wheeled devices. This one year grant aims to create safer and more appealing conditions for walking, bicycling, and using other wheeled active transportation devices as a healthy part of everyday life.

Activities/Tasks:

- i. EZ Ride organizes a variety of events aimed at promoting safe walking and biking habits. We measure success by tracking the number of participants engaging in these events, demonstrating the growing community interest and involvement.
 - *Product/Outcome 1: Number of events and participants*
- ii. Recognize and celebrate schools and communities actively participating in the Safe Routes Program. Acknowledge their efforts in implementing strategies that enhance safety and promote active transportation.
 - *Product/Outcome 1: Number of SRTS Awardees*
- iii. Identify communities and schools that successfully secure infrastructure improvement grants through the program. Monitor the number of projects funded, such as constructing sidewalks, bike lanes, or enhancing pedestrian crossings, creating tangible improvements in the community's infrastructure
 - *Product/Outcome 1: Number of SRTS Infrastructure Awardees*

B. NJ DHS GRANT

The HTS program, funded by the Division of Highway Traffic Safety, is dedicated to addressing pedestrian, bicycling, and driver safety concerns within communities. This one-year grant focuses on promoting safety for bicyclists, pedestrians, motorcyclists, teens, and older drivers. A primary objective is to enhance safety in disadvantaged communities experiencing higher rates of pedestrian and cyclist injuries and fatalities.

The core objective of the Highway and Traffic Safety program is to ensure safe walking and bicycling. This is achieved through comprehensive strategies aimed at promoting safety awareness, providing additional training, and enhancing the collection and analysis of traffic

Activities/Tasks:

- i. Safety Presentations for Pedestrians, Cyclists and Youth/Mature Drivers
 - *Product/Outcome 1: Number of safety presentations and classes conducted and number of*

participants

ii. Community Engagement

- *Product/Outcome1: Number /type of activities conducted, and number of participants engaged. Number of communities engaged*

C. NATIONAL WORKPLACE CHARGING PROGRAM – LEADERSHIP OF EMPLOYERS IN ELECTRIFICATION PROGRAM (LEEP)

In August of 2022, the Department of Energy (DOE) awarded a \$4 million, three-year grant to Forth, an Oregon based non-profit organization to build a national workplace charging program – Leadership of Employers in Electrification Program (“LEEP” or the “Program”). Utilizing these funds, Forth seeks to work with partners like EZ Ride to educate, assist, and help employers install EV chargers at workplaces across the US.

Activities/Tasks:

i. EVAL Certifications

- *Product/Outcome 1: Number and Level of EVAL certifications*

ii. Charge at Work Pledges

- *Product/Outcome 1: Number of Charge at Work pledges*

EZ RIDE TMA PROMOTION PLAN FY 2026

EZ Ride will use a variety of media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to guidelines set by the NJTPA TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines, and aligned with NJTPA goals and policies. This plan will be updated on a quarterly basis and submitted to the TMA Project Manager with the quarterly report attachments.

Media Formats

Annual Report: EZ Ride will print a limited number of copies and distribute the Annual Report to public and private sector partners to increase understanding of EZ Ride's programs and services. It will also serve as a planning document to guide the organization's future growth. A digital copy will be available on the website.

Newsletters: EZ Ride will publish a monthly newsletter titled "The Transporter." It will be sent as a Constant Contact managed email. The newsletter will discuss local and regional transportation-related issues and promote the TMA's work program efforts, especially for those interested in environmental education and worksite-based TDM. Effectiveness will be tracked by web traffic generated by the email distribution, Constant Contact measured open and forward rates.

Website: Our website is primarily designed to contribute to user engagement and will include information about products, services, and initiatives aimed at a specific audience. It will include case studies, articles, and updates relevant to our audience. It is a resource hub where users can access brochures, reports, and other documents directly from the website.

X: The X platform will be used as a delivery system for short messages and links related to real-time information about the on-time performance of our shuttle services using the "Shuttles@EZRide" handle.

Facebook: EZ Ride uses Facebook to enhance community engagement and post announcements and updates for various events throughout the year, including Earth Day, Bike Month, and Walk to School Month, which helps to foster community involvement and participation. Facebook also serves as a medium to disseminate information about transportation services tailored for older adults. Safety is another key focus, with EZ Ride promoting initiatives such as Distracted Driving Awareness Month and the Street Smart NJ campaign, complemented by sharing videos on bike and pedestrian safety. Additionally, the platform is utilized to highlight environmental programs like Charge@Work and anti-idling initiatives, effectively raising awareness about the company's sustainability efforts.

YouTube: EZ Ride uses YouTube as one of the media formats to promote and support our accessibility initiatives. Additionally, we create videos focusing on bike and pedestrian safety that are posted on YouTube, making them easily accessible to a wide audience.

Program Brochures: EZ Ride uses program brochures to support our overall communication strategy. They are distributed at events hosted by senior centers, county area agencies on aging, and municipalities, thereby directly reaching older adults and their families to raise awareness about available transportation options. Additionally, EZ Ride distributes brochures at various fairs and conferences, such as TransAction and CTAA's Annual Conference, to engage a broader audience and inform them about the organization's programs. They are also available on our website for easy download.

Press Releases: They are a critical component of our communication strategy to gain free press. They are used to announce notable events organized by EZ Ride and publicize new shuttle services and updates on existing services.

Constant Contact/Emails: We share information about route closures, pending road construction, bridge & tunnel related travel information, and NJ Transit & PANYNJ Advisories.

Workshops and Webinars: We host and participate in workshops and webinars including conferences such as TransAction, CTAA's Annual Conference, and the New Jersey League of Municipalities (NJLM) as subject matter experts offering more in-depth and interactive content. These events complement our existing media strategy, reaching a broader audience and more detailed information about our services and initiatives. At these events, we also distribute our program brochures.

By organizing our media plan this way, we ensure a comprehensive approach to promoting EZ Ride's initiatives across all our goal areas: Accessibility, Coordinated Public Transportation for Vulnerable Populations, Economic Development, Environmental, Safety, and Reliability.

Goal Area Activity Promotion Plans

EZ Ride will use a variety of media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to the NJTPA's TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines, and aligned with the NJTPA's goals and policies. This plan will be updated quarterly and submitted to the TMA Project Manager with the quarterly report attachments.

EZ Ride plans to use the following media types to support each Goal Area Activity.

1. Accessibility

- Media Formats: Facebook, YouTube, Online newsletter, Program brochures, Press Release, Website, and Annual Report.
- EZ Ride will post a variety of media messages using Facebook, YouTube, Online newsletter, website, and press release for events such as:
 - Earth Day in April
 - Bike Month in May
 - Bike to Work Day in September
 - Rideshare Month in October
 - Walk to School Month in October
- EZ Ride will post case studies on its website of successful transportation programs, including shuttles, senior transportation, walking and biking, carpooling, vanpooling, and EV charging.

2. Coordinated Public Transportation for Vulnerable Populations

- Media Formats: Facebook, Newsletter, Website, Program Brochures
- EZ Ride will post media messages on Facebook, the newsletter, and the website to promote the transportation options available for older adults and distribute program brochures at events hosted by senior centers, county area agencies on aging, and municipalities.

3. Economic Development

- Media Formats: Online newsletter, Press Release, Twitter, Program brochures, Website, and Annual Report.

- EZ Ride will post articles in their online newsletter and press releases for the following events:
 - New shuttle services.
 - Updates on existing services
 - Annual Recognition Event
- EZ Ride will use Twitter to provide shuttle riders real-time information about the on-time performance of shuttle services.
- EZ Ride will distribute program brochures at events/fairs such as TransAction and CTAA's Annual Conference, NRBP's Annual Recognition Event, as well as other employer and community transportation events to increase awareness of our services.
- EZ Ride will print and distribute an Annual Report for our public and private sector partners to increase their understanding of our programs and services.

4. Environmental

- Media Formats: Facebook, Newsletter, Website
- EZ Ride will post media messages on Facebook, Newsletter, and Website for the following:
 - Charge@Work
 - EVAL Certification Program
 - Anti-Idling Initiatives
 - Community air monitoring
 - Alternative Fuel Vehicles (AFV) Adoption
 - Reduction of greenhouses gas emissions

5. Safety

- Media Formats: Facebook, Newsletter, Website, YouTube, Program Brochures
- EZ Ride will create videos on bike and pedestrian safety. The videos will be available on the ezride.org website and posted on Facebook and YouTube.
- EZ Ride will post media messages to promote the Street Smart NJ campaign on Facebook, Newsletter, and the Website, and distribute program brochures at campaigns/events.
- EZ Ride will post media messages for the following events on Facebook, Newsletter, and the website:
 - Distracted Driving Awareness Month in April
 - Safe driving behaviors
 - Seatbelt use
 - Proper vehicle maintenance in winter months
 - Bicycle and pedestrian safety

6. Reliability

- Media Formats: Constant Contact, Emails, Online newsletter.
- EZ Ride will post messages using constant contact/ emails to provide information about:
 - Route closures
 - Pending road construction
 - Bridge & Tunnel related travel information
 - NJ Transit & PANYNJ Advisories
- EZ Ride will use the online newsletter to share information about regional infrastructure projects.

BUDGET AND STAFFING PLAN

**NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
MEADOWLANDS TRANSPORTATION BROKERAGE CORPORATION D/B/A EZ RIDE
FY 2026 WORK PROGRAM
BUDGET PLAN**

		PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES		
	1. SALARIES	\$ 736,216.30	
	2. FRINGE BENEFITS 43.15% FT, 2.8% PT	\$ 286,193.84	
	SUBTOTAL	\$ 1,022,410.14	100%
PART II	DIRECT NON-LABOR COSTS		
	1. SUPPLIES	\$ 400.00	
	2. TRAVEL	\$ 377.09	
	3. PRINTING & REPRODUCTION	\$ 1,200.00	
	4. TELEPHONE	\$ -	
	5. POSTAGE	\$ 800.00	
	6. CONFERENCE/TRAINING	\$ 4,500.00	
	7. OTHER (SPECIFIED IN ATTACHMENT)	\$ 4,820.00	
	SUBTOTAL	\$ 12,097.09	100%
PART III:	INDIRECT COSTS		
	INDIRECT COST ALLOCATION 78.95%	\$ 581,242.77	
	SUBTOTAL	\$ 581,242.77	100%
PART IV:	CONSULTANT COSTS		
	CONSULTANT	\$ -	
	SUBTOTAL	\$ -	100%
	TOTAL PROGRAM BUDGET	\$ 1,615,750.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$ 1,615,750.00	Total:	\$ 1,615,750.00
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**NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
 MEADOWLANDS TRANSPORTATION BROKERAGE CORPORATION D/B/A EZ RIDE
 FY 2026 WORK PROGRAM
 BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Internet - Constant Contact	Cost to promote rideshare, shuttle, EZ Ryde4Life & bikeped programs via monthly	\$ 1,320.00
Internet - Google AdWords	Payment to Google to promote our programs on our website	\$ 500.00
Meadowlands Regional Chamber of Commerce Business Directory & Magazine	Payment for advertising in two publications (Relocation Guide & Meadowlands Visitors Guide) promoting EZ Ride transportation programs.	\$ 3,000.00
	Total "OTHER" Direct Expenses	\$ 4,820.00

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
 MEADOWLANDS TRANSPORTATION BROKERAGE CORPORATION D/B/A EZ RIDE
 FY 2026 WORK PROGRAM
 STAFF PLAN

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	4,895	\$ 303,133.24	\$ 475.00	\$ 167,395.16	\$ -	\$ 471,003.40
Core Goal Area Activities - Economic Development	2,020	\$ 146,578.32	\$ 9,420.00	\$ 81,052.08	\$ -	\$ 237,050.40
Core Goal Area Activities - Environmental	1,475	\$ 110,041.55	\$ 150.00	\$ 60,690.05	\$ -	\$ 170,881.60
Core Goal Area Activities - Safety	3,210	\$ 168,303.99	\$ 877.09	\$ 94,935.91	\$ -	\$ 264,117.00
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	7,545	\$ 200,972.71	\$ 1,175.00	\$ 125,668.50	\$ -	\$ 327,816.22
Core - Program Management	975	\$ 58,857.91	\$ -	\$ 32,461.28	\$ -	\$ 91,319.19
Optional Goal Area Activities - Reliability	350	\$ 34,522.41	\$ -	\$ 19,039.78	\$ -	\$ 53,562.19
TOTAL	20,470	\$ 1,022,410.14	\$ 12,097.09	\$ 581,242.77	\$ -	\$ 1,615,750.00

TMA Work Program Assigned Staff

Persomel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the FY)	Total Estimated Hours For TMA Work Program
Janine Ashmont - Transportation Coordinator	24%	500
Lisa Cooper - Transportation Coordinator	24%	500
Veronica Gallegos - Assistant Manager	48%	1,000
Jose Garzon - Assistant Manager	60%	1,250
Avnish Gupta - COO & General Counsel	58%	1,200
Adam Iaccheo - Transportation Coordinator	24%	500
Stanislav Jaracz - Assistant Manager	77%	1,600
Michael Johnson - Manager	24%	500
Lisa Lee - Director	26%	550
Erlea Maldonado - Senior Transportation Coordinator	24%	500
Prerana Mehta - Transportation Coordinator	53%	1,100
Krishna Murthy - President & CEO	58%	1,200
Erinel Pagan - Manager	48%	1,000
Ryan Salfino - Communications Specialist	50%	1,050
Rosanyeli Segura - Transportation Coordinator	24%	500
Constance Shelley - Supervisor -EZ Ryde4Life	38%	800
Kinga Skora - Deputy Director	71%	1,470
TBD - Communications Manager	50%	1,050
Jackelynn Arrieta - Transportation Coordinator	31%	400
Omar Calderon - Transportation Coordinator	31%	400
Brenda Carter - Transportation Coordinator	31%	400
Jensy Jimenez - Transportation Coordinator	46%	600
Maria Aglae Melendez - Transportation Coordinator	31%	400
Carolina Pilar - Transportation Coordinator	31%	400
Carolyn Speed - Transportation Coordinator	31%	400
Mirian Torres - Transportation Coordinator	31%	400
Ana Velasquez - Transportation Coordinator	31%	400
Catalina Velasquez - Transportation Coordinator	31%	400
TOTAL*	39%	20,470

* Note Total Estimated % of Time Needed for TMA Program represent average of total stafftime.

GOHUNTERDON
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
Safety
Reliability (Optional)
Program Management

Work Funded by Other Sources

Promotions Plan

Budget and Staffing Plan

GOHUNTERDON TMA Overview

ORGANIZATIONAL SUMMARY

Official Business Entity Name: “Hunterdon Area Rural Transit, Inc.” doing business as (dba) goHunterdon.

Date of Incorporation: Hunterdon Area Rural Transit, Inc. was incorporated in 1994 as a transportation management association (TMA) to address transportation needs and challenges in Hunterdon County, NJ.

Incorporation Status: Hunterdon Area Rural Transit, Inc. is recognized as a 501c3 nonprofit corporation by the Internal Revenue Service. The organization is governed by an independent Board of Directors.

Federal Identification Number: 22-3330663

Mission: goHunterdon is dedicated to promoting safe, sustainable transportation and mobility in Hunterdon County, New Jersey.

Hunterdon Area Rural Transit, Inc. (goHunterdon) first participated in the New Jersey Department of Transportation (NJDOT) TMA Program in 1996 and has implemented successful, consecutive work programs to date.

Major Sources of Funding: goHunterdon carries out work programs funded by this NJTPA TMA Work Program, NJDOT (Safe Routes to School), NJ TRANSIT, and NJ Division of Highway Traffic Safety (NJDOTS).

goHunterdon solicits and has received funds from private funding sources, including foundations and philanthropic organizations for program specific support and implementation not funded in part or whole by other funding sources. Sponsorship is accepted in support of specific events/activities such as the organization’s Annual Meeting & Awards Breakfast. The organization does not accept membership. The organization does not charge any fees for service. All programs and services are offered free of charge.

Office Location: The office is located in Raritan Township, NJ at 146 Route 31 North, Suite 400, (mailing address) Flemington, NJ 08822.

Staff Summary: The organization currently employs ten employees; five full-time staff members and five part-time/per diem employees. Not all employees are included under this work program.

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

Location/Service Area Boundaries

The service area for this work program is Hunterdon County, New Jersey. Hunterdon County is approximately 437 square miles. It is bordered to the west by Pennsylvania on the Delaware River, and by Warren, Morris, Somerset and Mercer counties in New Jersey. Hunterdon County is comprised of twenty-six municipalities with thirty one school districts.

The county is considered primarily rural, with generally low population densities (303 people per square mile, U.S. Census ACS 2022). In certain areas of the county, a more suburban environment is present. Raritan Township is Hunterdon’s largest municipality, both in land size area and population followed by Readington Township and Clinton Township. These municipalities are also seeing an increase in the development of affordable housing units which are not reflected in the Census data currently available and may impact

future demographics, including the number of lower-income residents within these communities and the county as a whole.

Approximately half of Hunterdon's twenty-six municipalities are compact "walkable" communities: Bloomsbury Borough, Califon Borough, Town of Clinton, Frenchtown Borough, Flemington Borough, Hampton Borough, High Bridge Borough, City of Lambertville, Lebanon Borough, Milford Borough, Stockton Borough. Other municipalities are more rural or suburban, but have "walkable activity centers", including East Amwell Township (Ringo's Village), Tewksbury Township (Oldwick Village), Readington Township (Whitehouse Station), and Raritan Township (Rte 202/31 Corridor).

Eight Hunterdon municipalities have adopted Complete Streets policies to date:

1. Town of Clinton
2. Califon Borough
3. East Amwell Township
4. Flemington Borough
5. Franklin Township,
6. Frenchtown Borough
7. City of Lambertville
8. Raritan Township

Population

Hunterdon County has a population of 129,099 (U.S. Census ACS 5-Year Estimate 2018-2022: U.S. Census LEHD 2020).

Demographic information as provided in the NJTPA Equity Analysis Tool, is included by municipality in the tables that follow. The data has been sorted by municipality in each table to highlight the highest percentage of population meeting the category in descending order to inform goHunterdon's programming. The NJTPA Analysis Tool "Score" has also been included.

goHunterdon will use this data to focus programming to address the needs of Low Income, Minority Population, Limited English Proficiency, Persons with a Disability, and Population Over 65.

Low Income

Municipality	Total Population	Low Income	% Low Income	Score Inco
Hampton Borough	1,064	274	25.8	
Flemington Borough	4,864	1,006	20.9	
Stockton Borough	475	87	18.3	
High Bridge Borough	3,564	645	18.1	
Frenchtown Borough	1,639	285	17.6	
Lebanon Borough	1,864	313	16.8	
Milford Borough	1,244	201	16.2	
Bloomsbury Borough	860	127	14.8	
Bethlehem Township	3,758	511	13.6	
Union Township	6,402	771	13.3	
West Amwell Township	2,989	380	12.7	
Readington Township	16,173	2,039	12.6	
Kingwood Township	3,809	458	12.0	
Califon Borough	939	105	11.2	
Clinton town	2,775	299	10.8	
Glen Gardner Borough	1,610	157	9.8	
Lambertville City	4,127	375	9.1	
Clinton Township	13,445	1,005	8.2	
Franklin Township	3,248	256	8.0	
Holland Township	5,194	394	7.6	
Alexandria Township	4,827	359	7.5	
Raritan Township	23,649	1,742	7.4	
Lebanon Township	6,209	448	7.3	
East Amwell Township	3,933	273	7.0	
Tewksbury Township	5,881	259	4.4	
Delaware Township	4,557	189	4.1	

Foreign-born Population

Municipality	Total Population	Foreign-born Population	% Foreign-born Population	Score Foreign-born
Flemington Borough	4,864	1,375	28.3	2
Lebanon Borough	1,864	516	27.7	2
High Bridge Borough	3,564	640	18.0	1
Clinton Town	2,775	415	15.0	1
Raritan Township	23,649	3,082	13.0	1
Lambertville City	4,127	454	11.0	1
Clinton Township	13,445	1,462	10.9	1
Readington Township	16,173	1,697	10.5	1
Frenchtown Borough	1,639	167	10.2	1
Union Township	6,402	640	10.0	1
Tewksbury Township	5,881	572	9.7	1
Hampton Borough	1,064	94	8.8	1
East Amwell Township	3,933	331	8.4	1
West Amwell Township	2,989	246	8.2	1
Alexandria Township	4,827	395	8.2	1
Kingwood Township	3,809	248	6.5	1
Califon Borough	939	50	5.3	0
Lebanon Township	6,209	329	5.3	0
Glen Gardner Borough	1,610	82	5.1	0
Bloomsbury Borough	860	42	4.9	0
Franklin Township	3,248	152	4.7	0
Bethlehem Township	3,758	158	4.2	0
Stockton Borough	475	18	3.8	0
Milford Borough	1,244	44	3.5	0
Holland Township	5,194	129	2.5	0
Delaware Township	4,557	94	2.1	0

Minority Population

Municipality	Total Population	Minority Population	% Minority	Score Minority
Flemington Borough	4,864	1,971	40.5	
Glen Gardner Borough	1,610	423	26.3	
High Bridge Borough	3,564	934	26.2	
Clinton town	2,775	691	24.9	
Raritan Township	23,649	5,232	22.1	
Clinton Township	13,445	2,730	20.3	
Readington Township	16,173	3,099	19.2	
Frenchtown Borough	1,639	299	18.2	
Lambertville City	4,127	679	16.5	
Hampton Borough	1,064	164	15.4	
Union Township	6,402	986	15.4	
Lebanon Borough	1,864	267	14.3	
Tewksbury Township	5,881	819	13.9	
Bethlehem Township	3,758	492	13.1	
Alexandria Township	4,827	569	11.8	
West Amwell Township	2,989	322	10.8	
Kingwood Township	3,809	393	10.3	
Delaware Township	4,557	443	9.7	
Franklin Township	3,248	311	9.6	
Bloomsbury Borough	860	79	9.2	
East Amwell Township	3,933	332	8.4	
Milford Borough	1,244	103	8.3	
Califon Borough	939	63	6.7	
Stockton Borough	475	29	6.1	
Lebanon Township	6,209	326	5.3	
Holland township	5,194	176	3.4	

Limited English Proficiency

Municipality	Total Population	LEP Population	% LEP	Score LEP
Flemington Borough	4,864	1,045	23.1	3
Lebanon Borough	1,864	175	10.2	2
High Bridge Borough	3,564	211	6.2	1
Clinton town	2,775	146	5.4	1
Bethlehem Township	3,758	140	4.1	1
Lambertville City	4,127	152	3.9	1
Hampton Borough	1,064	31	3.2	1
Delaware Township	4,557	138	3.1	1
Clinton Township	13,445	364	2.8	1
Readington Township	16,173	415	2.7	1
Raritan Township	23,649	581	2.6	1
East Amwell Township	3,933	87	2.3	1
Tewksbury Township	5,881	109	1.9	1
West Amwell Township	2,989	47	1.6	1
Milford Borough	1,244	19	1.6	1
Holland Township	5,194	66	1.3	1
Union Township	6,402	78	1.3	1
Glen Gardner Borough	1,610	17	1.1	1
Frenchtown Borough	1,639	18	1.1	1
Franklin Township	3,248	27	0.9	0
Bloomsbury Borough	860	7	0.8	0
Lebanon Township	6,209	40	0.7	0
Kingwood Township	3,809	18	0.5	0
Califon Borough	939	4	0.4	0
Stockton Borough	475	2	0.4	0
Alexandria Township	4,827	14	0.3	0

Persons with a Disability

Municipality	Total Population	Population with a Disability	% Disabled	Score Disability
Lambertville City	4,127	840	20.4	
Glen Gardner Borough	1,610	289	18.1	
Milford Borough	1,244	181	14.5	
Stockton Borough	475	68	14.3	
Hampton Borough	1,064	140	13.2	
Delaware Township	4,557	533	11.7	
Union Township	6,402	622	10.7	
Bloomsbury Borough	860	89	10.3	
East Amwell Township	3,933	394	10	
Holland Township	5,194	499	9.6	
Alexandria Township	4,827	451	9.4	
Readington Township	16,173	1,496	9.2	
High Bridge Borough	3,564	323	9.1	
Lebanon Township	6,209	524	8.5	
FrenchTown Borough	1,639	137	8.5	
Flemington Borough	4,864	402	8.4	
West Amwell Township	2,989	245	8.2	
Clinton Town	2,775	212	7.7	
Kingwood Township	3,809	294	7.7	
Clinton Township	13,445	922	7.6	
Franklin Township	3,248	212	6.7	
Tewksbury Township	5,881	389	6.6	
Lebanon Borough	1,864	122	6.5	
Raritan Township	23,649	1,493	6.4	
Califon Borough	939	59	6.3	
Bethlehem Township	3,758	172	4.6	

Population Over 65

Municipality	Total Population	Population Over 65	% 65 and over	Score 65 and over
Stockton Borough	475	147	30.9	4
Delaware Township	4,557	1,294	28.4	3
Alexandria Township	4,827	1,317	27.3	3
Lambertville City	4,127	1,106	26.8	3
Tewksbury Township	5,881	1,545	26.3	3
Milford Borough	1,244	323	26	3
Readington Township	16,173	4,014	24.8	3
Kingwood Township	3,809	927	24.3	3
Hampton Borough	1,064	252	23.7	3
East Amwell Township	3,933	893	22.7	3
Franklin Township	3,248	672	20.7	3
Union Township	6,402	1,277	19.9	2
West Amwell Township	2,989	578	19.3	2
Holland Township	5,194	997	19.2	2
Lebanon Township	6,209	1,116	18	2
Clinton Township	13,445	2,304	17.1	2
Lebanon Borough	1,864	313	16.8	2
Raritan Township	23,649	3,765	15.9	2
Frenchtown Borough	1,639	235	14.3	2
Califon Borough	939	130	13.8	2
Bloomsbury Borough	860	116	13.5	2
Clinton Town	2,775	372	13.4	2
Bethlehem Township	3,758	505	13.4	2
Flemington Borough	4,864	586	12	1
High Bridge Borough	3,564	401	11.3	1
Glen Gardner Borough	1,610	145	9	1

Transportation Infrastructure

There are 242 miles of County Roadways; 44 miles of Interstate Roadways; 98 miles of State Roadways; 1,103 miles of Municipal Roadways; and 113 miles of privately owned roads in the County. Major highway corridors include Interstate 78 and State Routes 22, 202, and 31. Bike lanes exist on some County roadways including Kingwood Ave (Frenchtown), Route 650 (Voorhees Corner Road, Raritan Twp), and Route 523 (Walter E. Foran Boulevard, Flemington).

Public Transportation

Hunterdon County is served by limited public transportation. NJ TRANSIT does not operate bus service within Hunterdon County. Trans-Bridge Lines, a private bus carrier, provides commuter service from Clinton, Flemington, and Lambertville to Newark and New York. NJ TRANSIT rail service is provided at four stations in Hunterdon County along the Raritan Valley Rail Line during weekdays (no weekend service). None of the NJ TRANSIT rail stations in Hunterdon County (Whitehouse Station, Lebanon, Annandale, High Bridge) are accessible. The nearest accessible rail station is Somerville in Somerset County.

Local bus service/paratransit service is provided by the Hunterdon County LINK Transportation System, a service of Hunterdon County government. Private taxi services and Transportation Network Companies, Lyft and Uber, are available.

Approximately half of Hunterdon's municipalities are compact "walkable" communities: Bloomsbury Borough, Califon Borough, Town of Clinton, Frenchtown Borough, Flemington Borough, Hampton Borough, High Bridge Borough, City of Lambertville, Lebanon Borough, Milford Borough, Stockton Borough. Other

municipalities have “walkable activity centers” including East Amwell (Ringoes Village), Tewksbury Township (Oldwick Village), Readington Township (Whitehouse Station), and Raritan Township (Rte 202/31 Corridor).

Eight Hunterdon municipalities have adopted Complete Streets policies to date: Town of Clinton, Califon Borough, East Amwell Township, Flemington Borough, Franklin Township, Frenchtown Borough, City of Lambertville, and Raritan Township.

Nine municipalities have been recognized under NJDOT’s Safe Routes to School Program for their commitment to Safe Routes to School programming and/or bicycle and pedestrian infrastructure: Califon Borough, Town of Clinton, Delaware Township, Flemington Borough, Frenchtown Borough, High Bridge Borough, City of Lambertville, Lebanon Borough and Readington Township.

Employment/Labor Force/Journey to Work

Hunterdon County’s “Journey to Work” commute mode profile indicates that the majority of residents “Drive Alone” or “Work from Home”.

Source: U.S. Census ACS 5-Year Estimate 2018-2022

Hunterdon Health is the largest single employer with approximately 2,700 employees. goHunterdon has ongoing relationships with approximately 30 Hunterdon worksites, including the following private and public sector worksites: A.M. Best Company, Chubb Commercial Insurance, Chubb Personal Insurance, County of Hunterdon, Energy Kinetics, Inc.,

ExxonMobil Research & Engineering, Hunterdon Developmental Center, Hunterdon Health, Magna-Power Electronics, Inc., New York Life Insurance Company, Shelbourne at Hunterdon, ShopRite of Hunterdon, and Solventum (previously 3M) Flemington.

Crash Data

goHunterdon utilizes crash data from the Numetric database to inform safety programming. goHunterdon regularly analyzes vehicular, bicycle, and pedestrian crash data. The data provided below in charts and as text reflects the most complete data as available from Numetric, 2019-2021 and the most accurate per Rutgers University Center for Advanced Infrastructure and Transportation.

Hunterdon County Journey to Work Profile	
Drive Alone	47,873
Worked at Home	11,833
Car, Truck or Van: Carpooled	3,424
Public Transit	1,377
Walked	1,140
Other Means	538

Driver Contributing Factors and Crash Characteristics - All Crashes	
Distracted Driving	42%
Unsafe Speed	6%
Alcohol Related	3%
Drowsy Fatigued Driving	1%
Drugged Driving	1%
Live Animal Involved	20%
Run Off Road	18%
Older Driver Involved	18%
Curve Related	17%
Young Driver Involved	13%
Head-On Collision	3%
Motorcycle Involved	1%

Numetric, 2019-2021

Vehicular Crashes

All Crashes by Roadway	
State Highway	36%
County	23%
Municipal	19%
Interstate	18%
Private Property	3%

Numetric, 2019-2021

Pedestrian Crashes (Numetric 2019-2021)

The most recent available data indicates 33 reported pedestrian crashes within Hunterdon County. The Borough of Flemington had the highest number of crashes with ten (10), which is double the second highest municipality, adjacent Raritan Township, with five (5) crashes. The City of Lambertville had the third largest total with three pedestrian crashes (3). Other relevant crash profile data that will shape efforts:

- Flemington Borough (10), Raritan Township (5), and the City of Lambertville with (3) had the highest number of pedestrian crashes; followed by Delaware Township (2), and Holland (2)
- More than 50 percent (18 of the 33) of collisions occurred on a Municipal Road.
- The highest percentage occurred between 4 P.M- 8 P.M.
- Friday (7) was the most frequent day of the week for crashes, representing 21% of all pedestrian/vehicle crashes.
- 51 percent (17) of all pedestrian/vehicle collisions involved a distracted driver.
- 25 percent (8) of all pedestrian/vehicle crashes involved an “older driver” (65+)
- 35 percent (12) of pedestrian/vehicle crashes occurred on a road posted between 25mph-35mph
- 24 percent (8) of all pedestrian/vehicle collisions reported the pedestrian's pre-crash action as crossing in a crosswalk or at an intersection.
- 24 percent (8) of all pedestrian/vehicle collisions reported the vehicle's pre-crash action as going straight ahead.

Bicycle Crashes (Numetric 2019-2021)

- Total of 22 documented bicycle crashes countywide
- 27 percent of the crashes occurred in Raritan Township (5), followed by East Amwell (3) and Flemington Borough (3)
- 54 percent of crashes occurred at an intersection
- Almost 50 percent of all cyclist/vehicle collisions occurred in May and June.
- 56 percent of crashes occurred between 2 P.M- 6 P.M.
- 27 percent of all cyclist/vehicle collisions involved a distracted driver.
- 37 percent of all cyclist/vehicle crashes occurred on a road posted at 35mph or 45mph.
- 45 percent of all cyclist/vehicle collisions reported the cyclist's pre-crash action as going straight ahead.
- 18 percent of all cyclist/vehicle collisions reported the cyclist's pre-crash action as making a left hand turn.
- 41 percent of all cyclist/vehicle collisions reported the vehicle's pre-crash action as straight ahead.

GOALS AND OBJECTIVES

goHunterdon's mission to promote safe, sustainable transportation and mobility in Hunterdon County, NJ is consistent with the goals and objectives of the North Jersey Transportation Planning Authority (NJTPA) Plan 2050: Transportation, People, Opportunity, GoFarther: Coordinated Human Services Transportation Plan, Transportation Demand Management and Mobility Plan, and Regional Active Transportation Plan and their stated priorities.

The organization's mission, goals and objectives are also consistent with the NJTPA's Transportation Improvement Plan, UPWP, Title VI Implementation Plan, Transportation Demand Management and Mobility Plan, Regional Active Transportation Plan, and Congestion Management Process (CMP). goHunterdon's work also supports the NJDOT Strategic Highway Safety Plan and complements efforts by the County of Hunterdon to achieve various state, regional and local goals.

goHunterdon's efforts in FY26 will support the following NJTPA TMA Program Priorities:

- **Accessibility, mobility, community:** Increase non-SOV mode share, increase transit ridership, increase the percent of rail stations that are ADA accessible, reduce the amount of household income spent on transportation, and increase the share of commute trips that are less than 45 minutes, increase the percent of households and jobs within a half mile of transit.
- **Roadway safety:** Reduce the number of fatalities and serious injury (FSI) crashes and reduce the number of pedestrian and bicycle FSI crashes. Reduce risks and barriers to walking and biking, so people feel safe using active transportation modes.
- **Transit safety:** Reduce the number of fatalities and injuries associated with each transit mode.
- **System performance:** Improve travel time reliability, improve freight reliability, reduce peak hour excessive delay, increase the percentage of non-SOV travel, and increase transit on-time performance.
- **Environment:** Reduce mobile source emissions, reduce the number of bad air quality days, and increase the number of EV charging stations.
- **Equity:** Identify various performance measures for low-income, and other disadvantaged populations, increase the number of EJ and other disadvantaged people participating in the transportation planning process, and reduce the number of Title VI complaints. Provide underserved communities equitable access to mobility so that every person in the NJTPA region is able to get to where they need to go—regardless of gender, race, income, age, or ability. The transportation system must more fully address the needs of low-income and minority communities, which have been traditionally underserved and faced with the effects of institutional discrimination.

In all FY26 work efforts, goHunterdon will focus on the following mandatory program activities:

- **Public Outreach and Education:** Program activities will be made known to the public through outreach or educational efforts. NJTPA will be notified in advance of public events sponsored by goHunterdon. The NJTPA Communications/Outreach staff will be contacted as appropriate to assist with promoting public events via the NJTPA website and social media. goHunterdon will refer to the NJTPA Public Engagement Plan, Virtual Public Engagement Best Practices, and Public Engagement Toolkit as appropriate.

- **Interagency Coordination:** goHunterdon will conduct outreach and coordinate with related agencies such as NJ Department of Transportation (NJDOT), NJ TRANSIT, NJ Division of Highway Traffic Safety (NJDHTS), and county and municipal governments. goHunterdon will continue its longstanding relationship with Hunterdon County (NJTPA subregion) through the Hunterdon County Department of Planning and Land Use, Hunterdon County Department of Human Services, and Hunterdon County Commissioner liaisons. goHunterdon will participate in all applicable NJDOT-sponsored, NJDOT-approved, and/or MPO-sponsored planning studies within Hunterdon County. goHunterdon will ensure that all activities will advance the goals and strategies of Regional and State Plans, referenced throughout this work program or to be identified.
- **Title VI and Environmental Justice:** As a pass-through program recipient of federal funds, goHunterdon will comply with Title VI of the 1964 Civil Rights Act, Executive Order 12898 related to Environmental Justice, and additional nondiscrimination statutes and regulations. goHunterdon will identify and assess the transportation needs of low-income, minority, foreign born, Limited English Proficiency, and disabled persons, and act to improve public involvement processes to eliminate participation barriers in these communities. goHunterdon will utilize the resources available on NJTPA's Title VI- Civil Rights webpage as needed.
- **Product review and Performance measures:** goHunterdon will record and report on all activity, including providing performance measures using both qualitative and quantitative approaches. For significant, outcome-based tasks, goHunterdon will identify key milestones, and target dates for each work plan activity. Draft and final studies, reports, and other technical products prepared for local government and accessible by the public and fully or partially funded under this program shall be submitted to the NJTPA for review. goHunterdon will follow NJTPA's TMA Program Promotion Policy.
- **Program Management and Reporting:** All work and expenditures associated with goHunterdon's work program adhere to applicable federal and state regulations and circular. Program management activities do not exceed 10% of the total budget for Core program activities.

TITLE VI/ENVIRONMENTAL JUSTICE

goHunterdon conducts its programs, services, and activities in compliance with Title VI of the 1964 Civil Rights Act and other federal non-discrimination policies and statutes, as required as a recipient of federal funds. goHunterdon is committed to accessible engagement, including for traditionally underserved residents and those with disabilities or limited English proficiency. goHunterdon engages in broad public outreach, leveraging and cultivating relationships with community, non-profit, church/faith-based, and public sector agencies to ensure that underserved communities are aware of and can access goHunterdon programs and services.

goHunterdon considers equity and environmental justice when developing and delivering programs and services. Communities and underserved populations have been identified through demographic and other data. Emphasis is on meeting the needs of minority and low income residents, those with limited English proficiency or disabilities, zero-vehicle households, and older residents. goHunterdon will refer to the guidance found in NJTPA's Title VI and Environmental Justice Assessment Guide in carrying out all work program efforts.

GOHUNTERDON

FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

Accessibility strategies will increase access to alternate modes of travel other than single-occupant vehicles and support the federal goal of increasing Ladders of Opportunity, particularly for traditionally underserved communities. goHunterdon is the established resource for information on transportation options in Hunterdon County, including bus, rail, taxis, Transportation Networking Companies (TNCs), carpool/vanpool, bicycling, and walking.

The needs of low-income individuals, minority and limited English persons with a disability and individuals with limited English proficiency will be a priority in all program delivery.

goHunterdon will leverage its successful network of Information Outreach Partners at over 200 locations across Hunterdon County to ensure the public can access printed transit schedules and goHunterdon program information. Information will be maintained on the goHunterdon website, and the availability of transit information will be promoted via e-newsletters and on social media. Maintaining up-to-date content for publication in the "Hunterdon County Transportation and Mobility Guide" and providing outreach and marketing support to the Hunterdon County LINK Transportation System will be prioritized along with travel training on the use of available transportation services.

goHunterdon will continue its collaborative work with community non-profit organizations, including United Way of Hunterdon County, Harvest Family Success Center, Fisherman's Mark, Hunterdon Helpline, ARC of Hunterdon, and the Hunterdon County Department of Human Services to ensure sufficient outreach to low-income individuals, minorities, persons with a disability, and individuals with limited English proficiency. goHunterdon will also continue to participate in countywide interdisciplinary committees and working groups that work to address the needs of targeted populations. This will include but not necessarily be limited to the Hunterdon Senior Health Coalition, Latino Coalition, and Hunterdon County Human Services Advisory Committee. goHunterdon will coordinate and participate in efforts led by other agencies including the NJ Department of Transportation, NJ TRANSIT, NJ Department of Labor, Greater Raritan Workforce Development Board and One Stop Career Center.

goHunterdon will monitor emerging trends impacting transportation needs and services and work to implement solutions collaboratively. For example, Hunterdon County continues to see growth in the number of affordable housing units, which is resulting in an increase in new residents, often relocating from areas with more robust transportation services. goHunterdon will promote awareness of all available transportation options and emphasize the organization's role as the local resource to provide trip planning, information, rideshare matching, travel planning and technical assistance to employers, developers, and other organizations~ including encouraging, providing, and implementing TDM strategies that help existing, and relocating employees access work via non-SOV options.

goHunterdon will promote bicycling and pedestrian activity, strengthen relationships with local municipalities and make available information related to improving bicycle and pedestrian infrastructure. Assistance, in the form of grant information and documentation, and walk/bike assessments, will be offered.

goHunterdon will support Hunterdon County in the development and implementation of the Hunterdon County Bicycle Plan, funded by NJTPA. This will include serving as a resource, participating in meetings, providing outreach assistance, and reviewing of draft plan documents as requested.

goHunterdon successfully partners with the Hunterdon County Department of Economic Development and Tourism in their efforts to attract visitors to Hunterdon County; serving as a resource related to recreational tourism with an emphasis on promoting Hunterdon County as a bicycle tourism destination as part of the County's Explore Hunterdon NJ campaign. goHunterdon maintains the www.bikehunterdon.org website which provides information on recreational bicycling opportunities and related bicycle tourism information.

Programming will include qualitative and quantitative performance measures, which will be developed in consultation with NJTPA, recorded and reported in quarterly reports.

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

i. Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.

- *Product/Outcome 1: Tracking of assistance provided (e.g. verbal explanation, referral to website, service, or agency, offer of travel training, schedules) in response to phone/email inquiries*
- *Product/Outcome 2: Track distribution of information materials; Information Outreach Partners*
- *Product/Outcome 3: Maintenance of information, website, social media platforms, email distribution lists*

ii. Provide trip planning assistance.

- *Product/Outcome 1: Track trip planning assistance provided.*

iv. Create or update mobility guides.

- *Product/Outcome 1: Maintain updated information for Hunterdon County Transportation and Mobility Guide content. Funds are not requested for printing of Guide.*

v. Promote and market public transit services.

- *Product/Outcome 1: Promote and market public transit services via "Transit & Transportation" e-newsletter, social media, and in person events.*

vi. Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.

- *Product/Outcome 1: Develop and maintain content on goHunterdon website, social media posts, and maintain and update email lists to ensure up to date content and contacts.*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

Activities/Tasks:

i. Assist communities and schools with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.

- *Product/Outcome 1: Share information on infrastructure grants, technical assistance opportunities*

and trainings; Participate in meetings with municipal and school officials as requested; Provide letters of support for grant/technical assistance applications as requested.

- *Product/Outcome 2: Number of communities/schools assisted*

ii. Illustrate the walkability and bikeability of the TMA region. E.g., create/maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.

- *Product/Outcome 1: Support Hunterdon County in the development and implementation of the Hunterdon County Bicycle Plan, funded by NJTPA by serving as a resource, participating in meetings, providing outreach assistance, review of draft plan documents.*
- *Product/Outcome 2: Conduct bicycle/pedestrian assessments as requested.*
- *Product/Outcome 3: Assessment reports*

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.

- *Product/Outcome 1: Track rideshare applications processed; maintenance of Hunterdon section of NJ Rideshare database*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.

- *Product/Outcome 1: Assist employers with the development of programs and plans that encourage employees to use commute alternatives and commuter benefits programs, as needed*

OPTIONAL STRATEGIES

H. JOINT MARKETING CAMPAIGN BETWEEN TOURISM BOARDS AND TMAS

Activities/Tasks:

i. Develop partnerships between TMAs and visitors' authorities or tourism boards at the local or state level to coordinate marketing campaigns to elevate shuttles, transit, micromobility, and other tourist resources. This could include local guides highlighting non-SOV options and local businesses offering discounts to those who do not drive and park.

- *Product/Outcome 1: Collaborate with the Hunterdon County Office of Economic Development and Tourism on promotional efforts to attract visitors to Hunterdon County; serve as a resource related to recreational tourism with an emphasis on promoting Hunterdon County as a bicycle tourism destination.*
- *Product/Outcome 2: Maintain and enhance [Bike Hunterdon website](#); tracking web analytics*

- *Product/Outcome 3: Promote recreational bicycling and Bike Hunterdon website via social media, outreach and events, track outreach efforts, social media analytics*

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

This Goal Area addresses the increasing needs and enhancement of mobility for older adults, people with disabilities, low-income individuals, and veterans. The Federal Transit Administration provides funding to states, local governments, and other designated recipients to address the inequities vulnerable populations endure through the Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) Program. For states and local government authorities to apply for funding, they must have a Coordinated Public Transit Human Services Transportation Plan (CPTHSP), previously known as a Coordinated Human Services Transportation Plan (CHSTP). The NJTPA has a regional CPTHSP, Go Farther. Activities under the goal area will help implement Go Farther and the FY23 CHSTP Update Memo, as well as the CPTHSP for DVRPC, SJTPO, and county human services transportation plans.

Through the strategies outlined below, goHunterdon will facilitate the implementation of recommendations of Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP) in the NJTPA region, as well as the FY23 CHSTP Update Memo, the Hunterdon County Coordinated Human Services Transportation Plan 2020 and 2025 Plan Update, the Hunterdon County Consolidated Transportation System Study (Transpo Group, 2020) and the Hunterdon County Community Health Improvement Plan to improve access and mobility within Hunterdon County, NJ.

goHunterdon fills an important role in addressing several of the “Prioritized Needs and Strategies” identified in NJTPA’s FY23 CHSTP Update, including the “Fare Subsidies”, “Many to One”, “One to Many”, “Partnerships with TNCs”, “Medical Trips”, “Travel Training and Concierge Assistance”, and “Coordinated Information” to ensure that transportation dependent residents, including older adults, low-income persons, persons with disabilities, and veterans have information and access to available services and can use these services confidently and independently to meet their employment, education, medical and social support needs.

goHunterdon publishes and widely distributes the “Hunterdon County Transportation and Mobility Guide” to transportation-dependent populations, maintains information on the goHunterdon website, participating in community events, and responds to phone and email inquiries to offer guidance to identify appropriate transportation options. Data on outreach efforts and inquiries to goHunterdon is maintained and included in quarterly reports.

goHunterdon will continue to provide individual and small group travel training to ensure transportation access and opportunity for all residents. Outreach will be conducted to ensure awareness of the availability of travel training, with emphasis on how to use the Hunterdon County LINK Transportation System. Travel training includes instruction on reading schedules, creating a travel plan, and accompanying individuals “on vehicle” for a trial ride. Targeted outreach is planned for new residents, older adults (65+), low-income individuals, persons with a disability, veterans, and special needs high school students who participate in Independent Living Programs.

goHunterdon works in close collaboration with Hunterdon Health, and its affiliated practices, as well as the Hunterdon County Partnership for Health, Hunterdon County Department of Health, and Hunterdon County Public Health Nursing to continually stay up to date on emerging healthcare transportation needs within the

county. goHunterdon has been successful in addressing the healthcare transportation needs of older adults through the Hunterdon Health Access Transportation Program launched in 2020. Conducted in collaboration with Hunterdon Health, the program provides fully subsidized TNC (Uber and Lyft) rides for patients aged 60 and older with rides to non-emergency medical appointments. Ride requests are made on behalf of patients who have been identified by Hunterdon Health Home Medical Care Coordinators as being at risk for missing appointments due to a lack of transportation. goHunterdon staff arrange and monitor rides in real-time, Monday- Friday, 8 a.m. – 4 p.m. Over 3,000 rides have been provided since the program's inception. The program is supported, in part, by funding secured by goHunterdon from private foundations.

goHunterdon has provided ongoing support to the Hunterdon County LINK Transportation System, Hunterdon County's community transit service, for more than twenty years. Support has included outreach and education, participation as a member of the Hunterdon County LINK Transportation Advisory Committee (TAC), serving as the designated "Lead" for the Coordinated Human Services Transportation Plan and Plan Update planning efforts, and serving as a stakeholder in the development of the "Hunterdon County Consolidated Transportation System Study" (Transpo Group, 2022)

In FY25, goHunterdon began facilitating TNC rides to supplement Hunterdon County LINK Transportation System for out of county medical trips. Fares are fully subsidized by Hunterdon County using ARPA funds. The program allows Hunterdon County to build capacity within the LINK Transportation System to address the out of county medical transportation needs of residents. This effort is anticipated to continue into FY26.

goHunterdon participates in the NJ Rural Health Advisory Council, facilitated by the NJ Department of Health Office of Rural Health, and will continue to facilitate discussions between Hunterdon County, the healthcare community and Modivcare, New Jersey's Medicaid transportation provider, regarding Modivcare availability and service performance.

Programming will include qualitative and quantitative performance measures, which will be developed in consultation with NJTPA, recorded and reported in quarterly reports.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i.** Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - *Product/Outcome 1: Provide support to Hunterdon County in the development of new printed schedules for Hunterdon County LINK Transportation System.*
- ii.** Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - *Product/Outcome 1: Maintain updated contact database and prepare/execute distribution plan.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i.** Support and assist healthcare providers in better meeting patient transportation needs. This activity may also include the involvement of hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for the target populations.

- *Product/Outcome 1: Maintain existing relationship with Hunterdon Health, Hunterdon Partnership for Health, Hunterdon County Public Health Nursing; participate in meetings,*
- *Product/Outcome 2: Assist in the development of updated Hunterdon Community Health Needs Assessment, Community Health Needs Assessment, and other countywide healthcare access planning efforts.*

iii. To improve patient transportation services, facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and transportation network companies.

- *Product/Outcome 1: Facilitate Transportation Network Company (Uber/Lyft) rides for patients of Hunterdon Health.*
- *Product/Outcome 2: Track number of rides; rider profiles; program impact*
- *Product/Outcome 3: Serve as a resource for healthcare providers in addressing patient transportation needs; participate in meetings*
- *Product/Outcome 4: Memorandum of Findings*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i.** Support and assist counties conducting human services transportation service planning.
 - *Product/Outcome 1: Continue to serve as “United We Ride” designated “lead” agency for Hunterdon County’s Coordinated Human Services Transportation Plan planning efforts, including implementation of 2025 Plan Update and monitoring of LINK operations.*
 - *Product/Outcome 2: Coordinate with Hunterdon County Department of Human Services and LINK operator on implementation of 2025 Hunterdon County Coordinated Human Services Transportation Plan.*

- ii.** Review of existing transportation plans, human services plans, or other relevant documents; development of inventories, GIS databases, and maps of transit service; conduct of one-on-one and/or group meetings with human services transportation providers and other human services providers; and outreach to human services populations to build upon the public engagement conducted for the regional CHSTP.
 - *Product/Outcome 1: Participate in Hunterdon County Transportation Advisory Committee and related meetings.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

- i.** Schedule rider trips with a transportation network company, taxi, or other third-party transportation provider.
 - *Product/Outcome 1: Support the Hunterdon County LINK Transportation System to meet demand and build capacity by scheduling rider trips via transportation network companies Uber and Lyft. This will be a continuation of efforts begun in FY25, funded by Hunterdon County using American Rescue Plan Act funds. Funding for fares is not included in this proposal.*

- *Product/Outcome 2: Track the number of rides scheduled; maintain ride data*
- *Product/Outcome 3: Memorandum of Findings*
- iii. Provide travel training and concierge assistance.
 - *Product/Outcome 1: Conduct presentations to human services populations and their advocates to raise awareness of Hunterdon County LINK Transportation System and goHunterdon's Travel Training Program. Track number of presentations made.*
 - *Product/Outcome 2: Number of travel trainings provided.*
- iv. Provide coordinated information: Inclusive of NJ TRANSIT fixed-route, private carrier, commuter buses, and scheduled county services.
 - *Product/Outcome 1: Number of phone, email inquiries for transportation information*
 - *Product/Outcome 2: Number of printed materials/schedules distributed.*

GOAL AREA 3: ECONOMIC DEVELOPMENT

Economic Development strategies will focus on encouraging, providing, and implementing TDM services at sites such as employers, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services increase traveler choices while lowering the use of single-occupant vehicle travel. Efforts may include working with communities to identify and/or establish first/last mile solutions that improve access to jobs or providing information about the availability of carpools and vanpools.

goHunterdon implements strategies that encourage, provide, and implement transportation demand management services at sites such as employers, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services increase traveler choices while lowering the use of single-occupant vehicle travel. This may include assisting in identifying solutions that improve access to jobs or providing information about the availability of carpools and vanpools.

goHunterdon maintains a contact database of Hunterdon employers and regularly conducts outreach to the business community to offer assistance. goHunterdon enjoys close working relationships with the Hunterdon County Department of Economic Development and Tourism, the Hunterdon County Chamber of Commerce, and various municipally based business guilds across the county to stay informed of activity/trends within the business community.

goHunterdon will coordinate with other agencies on program activities when appropriate. These agencies include NJDOT, NJ TRANSIT, and Hunterdon County.

Programming will include qualitative and quantitative performance measures, as appropriate, which will be developed in consultation with NJTPA, recorded and reported in quarterly reports.

REQUIRED STRATEGIES

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- ii. Conduct outreach to employers regarding TDM and travel alternatives, and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.

- *Product/Outcome 1: Maintain employer and social services contact database; track outreach efforts*

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

- i. Act as liaison between employers and the NJTPA for outreach to the business community, as requested and in coordination with the NJTPA.
 - *Product/Outcome 1: Serve as liaison between employers and NJTPA*
- ii. Keep records of outreach-related activities, including contacts made and the type and number of services resulting from TMA interaction or services provided directly by the TMA.
 - *Product/Outcome 1: Track contacts made, and assistance provided.*

OPTIONAL STRATEGIES

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- ii. Participate in strategic planning and implementation of local CEDS, North Jersey Partners strategies, or coordination with local Workforce Development Boards (WDBs).
 - *Product/Outcome 1: Serve as a resource to the Hunterdon County Department of Economic Development and Tourism on transportation needs of the business community. Participate in meetings of Hunterdon County I-78 Corridor Mayors Coalition to address transportation concerns along the I-78 Corridor in Hunterdon County.*

GOAL AREA 4: ENVIRONMENTAL

Environmental strategies will contribute to reducing air pollution and greenhouse gases from the transportation sector. These activities are in addition to the Accessibility Goal Area strategies that promote shared rides and encourage the reduction of SOV trips.

goHunterdon will support efforts by the New Jersey Department of Environmental Protection to provide the public with alerts on air quality, and as requested, participate in local air quality monitoring. This effort will include working with schools and municipalities interested in conducting anti-idling campaigns and public awareness of the impact of transportation on air quality.

goHunterdon will continue to leverage the success of the Sustainable Hunterdon Hub, a forum for local municipal and school Green Teams, facilitated by goHunterdon, to elevate awareness of air quality/anti-idling programs, electric vehicle charging and preparedness, and e-micromobility among Hunterdon municipalities. Approximately half of Hunterdon County's twenty-six municipalities participate in the Hub. goHunterdon supports municipal and school participation in Sustainable Jersey, including assisting local Green Teams to identify Action Items to pursue, assisting with the implementation of Actions, securing grants, and providing assistance to advance grant-funded projects that align with the "Health & Wellness" and "Land Use & Transportation" categories which include Complete Streets, bicycling and walking, anti-idling, and EV-friendly towns.

goHunterdon has been proactive in facilitating discussions with Jersey Central Power & Light (JCPL/First Energy) regarding the utility's EV Driven Commercial and Residential incentive programs. Efforts in FY26 will

continue to focus on facilitating discussions and documenting the status of EV infrastructure projects in Hunterdon County.

Programming will include qualitative and quantitative performance measures, which will be developed in consultation with NJTPA, which will be recorded and reported in quarterly reports.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.

- *Product/Outcome 1: Maintain air quality and anti-idling information on goHunterdon website*
- *Product/Outcome 2: Provide air quality education and alerts via social media; conduct anti-idling campaigns for municipalities or schools.*

ii. Per guidance from the New Jersey Department of Environmental Protection, plan and conduct community air monitoring studies in response to requests from local governments, schools, or community groups.

- *Product/Outcome 1: Conduct air quality monitoring as requested and per guidance from the New Jersey Department of Environmental Protection.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

i. Participate in activities that provide technical support to encourage EV adoption and related infrastructure throughout their service area. This activity should emphasize publicly accessible sites and locations in low-income areas.

- *Product/Outcome 1: Share information via e-newsletters, social media and press releases to promote the adoption of electric vehicles/EV infrastructure, including funding opportunities, relevant events, webinars, or updates from NJDEP, NJBPU, NJDOT, or NJTPA.*
- *Product/Outcome 2: Maintain the Hunterdon County EV Charging Station Inventory on the goHunterdon.org website*

ii. Provide technical assistance to municipalities, employers, and other destinations engaged in readiness planning, ordinance adoption, charging station siting, and participation in support of activities sponsored by the NJTPA or other agencies.

- *Product/Outcome 1: Facilitate discussions related to Hunterdon County-specific barriers to infrastructure adoption. Document the status of EV adoption in Hunterdon County (Memorandum of Findings)*

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

- i. Encourage, educate and support the use/implementation of E-bikes, E-bikes, e-scoots, and e-cargo delivery modes.
 - o *Product/Outcome 1:* Share information via e-newsletters and social media to educate and support the use/implementation of E-bikes.
- iii. Assist municipalities and counties, in technical assistance relating to micromobility e.g., needs assessment, ordinance adoption, design recommendations, bike share/scooter share parking, etc.
 - o *Product/Outcome 1: Respond to inquiries from municipalities regarding ordinance adoption or related issues.*

OPTIONAL STRATEGIES

F. SUSTAINABLE JERSEY

Activities/Tasks:

- i. Support municipal participation in Sustainable Jersey.
 - o *Product/Outcome 1: Facilitate Sustainable Hunterdon Hub to provide a forum for information sharing and collaboration.*
 - o *Product/outcome 2: Support Hunterdon municipalities and schools to implement Sustainable Jersey Action Items.*

GOAL AREA 5: SAFETY

Safety strategies contribute to traveler safety and support the implementation of the U.S. Department of Transportation's National Roadway Safety Strategy, a comprehensive approach to reducing deaths and serious injuries on streets and highways using a Safe System Approach, and the NJDOT Strategic Highway Safety Plan. Safety activities will include outreach, education, planning, and data collection.

goHunterdon partners with transportation operating agencies, safety agencies and organizations, planning agencies, community and private stakeholders, and the public to successfully implement these activities. goHunterdon will provide reports or memoranda prepared for this activity to the NJTPA for review.

goHunterdon analyzes local crash data and uses awareness of the service area to identify communities at greater risk of roadway crashes (vehicular, bicycle, and pedestrian). Outreach and education are targeted within these communities. goHunterdon has strong relationships within the community~ with local law enforcement and community/non-profit organizations who serve as safety partners in efforts to educate the public about laws and behaviors that improve roadway safety.

goHunterdon conducts outreach and provides assistance to Hunterdon municipalities interested in adopting Complete Streets policies and/or implementing policies to ensure compatibility with the with the Complete & Green Streets for All Model Policy and Guide as well as working to implement updates to Complete Streets policies to include the recently required design practices for neuro-divergent people including those diagnosed with autism spectrum disorder (ASD) and/or intellectual and developmental disabilities (IDDs).

goHunterdon provides ongoing support to municipalities with current Safe Routes to School and/or Transportation Alternatives grants (Frenchtown Borough, High Bridge Borough) and responds to inquiries from other municipalities to support grant application development or implementation of funded projects.

goHunterdon will support municipalities seeking to improve safety by continuing to offer goHunterdon's free speed studies, walkability/bikeability assessments, or participation in local ad hoc safety committees/working groups. Reports or memoranda prepared for this activity shall be provided to the NJTPA for review.

goHunterdon will participate in Hunterdon County Local Safety Action Planning effort, serving as a stakeholder/resource, participating in meetings, and assisting with plan development and implementation.

As requested, goHunterdon will participate in NJDOT Strategic Highway Safety Plan implementation and or plan update efforts.

Programming will include qualitative and quantitative performance measures, which will be developed in consultation with NJTPA, recorded and reported in quarterly reports.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

i. Support the implementation of Complete Streets.

- *Product/Outcome 1: Support the implementation of Complete Streets track Complete Streets policy adoption and implementation.*

ii. Educate municipal stakeholders about Complete Streets.

- *Product/Outcome 1: Support the implementation of Complete Streets.*
- *Product/Outcome 2: Educate municipal stakeholders about Complete Streets; track Complete Streets policy adoption, implementation.*

iv. Participate as a stakeholder in a Complete Streets planning or infrastructure project sponsored by the NJTPA, the NJDOT, or another public agency.

- *Product/Outcome 1: Participate in meetings*

B. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

i. Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities. Organize, lead, and/or participate in audits organized by municipalities, counties or other organizations.

- *Product/Outcome 1: Conduct or participate in road safety audits, walking/bicycling audits.*
- *Product/Outcome 2: Conduct speed studies for municipalities.*
- *Product/Outcome 3: Reports of audits or speed studies.*

C. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

- iii. Serve as stakeholder and resource to Safety Action Plan planning efforts.
 - o *Product/Outcome 1: Participate in Hunterdon County Local Safety Action Planning effort, serving as stakeholder/resource, participate in meetings, support plan development and assist with implementation as requested.*
- iv. Participating in partnerships with transportation safety organizations
 - o *Product/Outcome 1: Participate in state and regional safety efforts including but not limited to continued service on NJ Strategic Highway Safety Plan Steering Committee.*

D. DATA COLLECTION AND ANALYSIS

Activities/Tasks:

- i. Data collection and analysis related to safety.
 - o *Product/Outcome 1: Perform crash analysis using Numetric crash database, provide crash data to Hunterdon municipalities in the form of crash profiles, as requested; participate in trainings offered by Rutgers University Center for Advanced Infrastructure (CAIT) to ensure up to date knowledge of database capabilities; stay informed of new data tools.*

OPTIONAL GOAL AREA: RELIABILITY

Reliability strategies provide an increase in dependable and predictable transportation service. This is achieved through supporting interagency coordination and communicating with the public about transportation system disruptions so that travelers can make informed choices about mode, route, and travel time.

goHunterdon will continue to offer its popular Traffic Alert Service, which provides timely information on Hunterdon County traffic/road conditions to commuters, employers, employees and other interested parties via email Monday-Friday, 6:00 a.m.- 8:00 a.m. and 3:30 p.m.- 5:30 p.m. Alerts mitigate the impacts of congestion and improve public safety by providing information on vehicular crashes/incidents, construction, maintenance, special events, or weather-related conditions on local, county, state, and interstate roadways within Hunterdon County. The service also covers sections of roadways that are part of the Hunterdon County “commuter shed”, which includes sections of Interstate 78 outside of Hunterdon County. During FY2024, goHunterdon issued 617 alerts to 3,854 subscribers.

The Traffic Alert Service plays a unique role in keeping Hunterdon County travelers informed of road conditions. goHunterdon has established relationships with Hunterdon County and Municipal Offices of Emergency Management, the Hunterdon County Division of Roads, Bridges and Engineering, and Hunterdon County Department of Public Safety Division of Communications~ all of which provide information with goHunterdon to be shared with the public. In recent years, focus of the service has expanded beyond simply assisting travelers to avoid congestion or construction zones, but public safety concerns related to weather impacts to local roadways (flooding, snow/ice, downed trees, etc.).

The localized information reported via goHunterdon’s alerts is often not reported by other sources.

goHunterdon staff monitors a number of sources of roadway information including listening to the countywide Hunterdon County Division of Communication scanner to hear conditions in real time. goHunterdon conducts an annual feedback survey of subscribers to assess the impact of alerts on travel behaviors and to seek input to continually improve the timeliness and quality of alerts. Ninety percent of Traffic Alert Service subscribers report that it is their primary source of information regarding road conditions. Over sixty percent report that they have been subscribers of the service for five years or longer. Programming will include qualitative and quantitative performance measures, which will be developed in consultation with NJTPA, recorded and reported in quarterly reports.

E. TRAVEL ALERTS

Activities/Tasks:

- i.** Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.
 - *Product/Outcome 1: Provide weekday traffic alerts via goHunterdon's popular free Traffic Alert Service to notify travelers of construction, maintenance, special event, weather, or emergency related road conditions.*
 - *Product/Outcome 2: Maintain records of alerts provided, number of subscribers of traffic alert service.*
 - *Product/Outcome 3: Conduct annual Subscriber Survey to evaluate impact of service, travel trends.*

PROGRAM MANAGEMENT

goHunterdon will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. goHunterdon will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

- i.** Preparation of the following year's work program.
- ii.** Maintenance of all TMA work program grant-related records and products.
- iii.** Maintenance of the on-line pass-through grant program management system, including the cost tracking system and TMA work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.
- iv.** Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.
- v.** And preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- *Quarterly Progress Reports, invoices and supporting documentation.*
- *Submit emergency response plans/contingency plans by December 31, 2025.*
- *Fourth Quarter/Final Report and all final deliverables*
- *Prepare next fiscal year's Work Program and Staffing Plan*

WORK FUNDED BY OTHER SOURCES

F. NJ DEPARTMENT OF TRANSPORTATION SAFE ROUTES TO SCHOOL TMA WORK PROGRAM (1 YEAR)

Facilitate and implement the goals of the Safe Routes to School Program in Hunterdon County: “Where it is safe, get kids walking and bicycling. Where it is not safe, make it safe”, including walk to school day promotions, bicycle rodeos, and safety lessons.

Activities/Tasks:

- i. Engage with Hunterdon County schools to implement the goals of the Safe Routes to School Program; provide safety education curriculum lessons, presentations, student walk assessments and travel plan development; walk and bike to school encouragement events.
 - o *Product/Outcome 1:* Conduct Hunterdon County Walk/Bike to School and similar encouragement events
 - o *Product/Outcome 2:* Student Walk Assessments
 - o *Product/Outcome 3:* Safety Presentations; Bicycle Rodeos
 - o *Product/Outcome 4:* Promote NJDOT statewide Safe Routes to School Recognition Program; publicly recognize schools and municipalities achieving recognition.
 - o *Product/Outcome 5:* Maintain records of all activity

G. NJ TRANSIT TMA WORK PROGRAM (1 YEAR)

Support NJ TRANSIT through Information sharing, Advocacy, Outreach and Feedback on NJ TRANSIT funded services

Activities/Tasks:

- i. Promote transit as a viable transportation mode. Make transit information easily attainable by serving as a resource in Hunterdon County for NJ TRANSIT bus and rail services. Assist residents, employees, or clients of social service agencies to identify, access and utilize available transportation. Maintain updated information on park and ride facilities. Act as the liaison between customers and NJ TRANSIT to provide feedback on customer satisfaction with existing service and determine how well transit services meet employees’ needs. Provide feedback on introduction or expansion of services.
 - o *Product/Outcome 1:* Distribution of transit schedules and promotional information; respond to inquiries related to NJ TRANSIT and NJ TRANSIT funded services.
 - o *Product/Outcome 2:* Monitoring of service and transit facilities; serve as liaison between customers and NJ TRANSIT; provide feedback

H. NJ DIVISION OF HIGHWAY TRAFFIC SAFETY TMA WORK PROGRAM (1 YEAR)

Mitigate pedestrian, bicycle and vehicular crashes in Hunterdon County by conducting meaningful public engagement and outreach through group presentations and awareness campaigns, and participation in community events with specific focus on targeted locations populations identified in crash data.

Activities/Tasks:

- i. Meaningful public engagement

- *Meaningful public engagement*
- ii. Community outreach and education; participation in events
 - *Community outreach and educational, events*

I. HORIZON FOUNDATION FOR NEW JERSEY, LARGE FOUNDATION, HUNTERDON COUNTY ARPA, SOLVENTUM COMMUNITY GRANT (PENDING) (1YEAR)

Meet the needs of transportation dependent residents to get to non-emergency medical appointments.

Activities/Tasks:

- i. Facilitate TNC rides to non-emergency healthcare appointments.
 - *Rides Provided: Rides provided*
- ii. Reporting; tracking of ongoing and future needs.
 - *Rides Provided: Reporting*

GOHUNTERDON PROMOTION PLAN FY 2026

goHunterdon will use various media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to the NJTPA's TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and aligned with the goals and policies of the NJTPA. This plan will be updated quarterly, and submitted to the TMA Project Manager with the quarterly report attachments. Funding is not requested for the production of printed materials.

Media Formats

goHunterdon will use the following types of media in FY 2026 for the promotion of the programs, goals, and objectives of the work program:

Facebook: The goHunterdon Facebook page will be used to maintain contact with the public, provide updates on goHunterdon programs and services, provide messaging, and offer an opportunity for public feedback on goHunterdon efforts. goHunterdon will also use its Facebook page to share relevant posts from partner agencies, including but not limited to NJTPA, NJ DOT, NJ DHTS, NJ TRANSIT, and Hunterdon County. Effectiveness will be tracked by "Facebook Reach"- the number of people who saw any content from your Page or about your Page and "Facebook engagement"- any action someone takes on your Facebook Page or one of your posts.

Facebook Groups: In addition to posting on the goHunterdon Facebook page, goHunterdon follows or has "joined" many municipal/community groups and "boards" to reach residents. Facebook groups may be used as appropriate to engage with audiences, such as cyclists that belong to the current Bike Hunterdon Facebook Group. Facebook groups facilitate online information sharing and create a "community" of like-minded individuals who wish to communicate goHunterdon staff moderate membership and member posts. Effectiveness will be measured by the following Facebook analytics: "Growth"- Tracks membership growth and group membership requests, "Engagement"- Measures posts, comments, and reactions over time; reveals the most popular days and times for member engagement; and lists the top posts, and "Membership"- Identifies the top contributors and reveals demographic data about group members.

Instagram: goHunterdon's Instagram account will be used to maintain contact with the public, provide updates on goHunterdon programs and services, provide messaging, and offer an opportunity for public feedback on goHunterdon efforts. The "Bike Hunterdon" Instagram account (@bikehunterdon) will support goHunterdon's work in collaboration with the Hunterdon County Office of Economic Development and Tourism to promote Hunterdon's bicycling assets. goHunterdon will also use its Instagram account to share relevant posts from partner agencies, including but not limited to NJTPA, NJ DOT, NJ DHTS, NJ TRANSIT and Hunterdon County.

X (formerly Twitter): The X (formerly Twitter) platform will be used as one delivery system for short messages and alerts relative to traffic congestion, incidents, and construction using @HARTTAS. The effectiveness will be tracked by the number of followers, re-tweets, and links clicked in tweets. Effectiveness will be measured by "impressions", the total tally of all the times the Tweet has been seen, and "engagement", the total number of times a user interacted with a Tweet.

Email/Email Marketing: Traditional email and the Constant Contact email marketing platform will be

used to provide direct email marketing to various audiences to promote goHunterdon programs, events, grant opportunities, etc. Effectiveness will be measured by “opens” and “clicks” analytics available through Constant Contact.

E-newsletters: Constant Contact will be used to publish a seasonal goHunterdon e-newsletter and for e-blasts for information sharing. The newsletter will include issues of local and regional importance, as well as promote goHunterdon’s work program efforts. Effectiveness will be measured by “opens” and “clicks” analytics available through Constant Contact. Newsletters will be archived on the goHunterdon website. Additional program-specific e-newsletters may be published.

Press Releases: Submission of traditional press releases to local media outlets/online and community organizations for publication and re-publication

Information Outreach Partner Network: goHunterdon will provide Information Outreach Partners with racks to display transit information. In some locations, installation and maintenance of free-standing information kiosks will be provided by goHunterdon (prospective locations may include employers, libraries, non-profit organizations, retail stores, municipal facilities, and other community locations, as appropriate.) Effectiveness will be tracked by the amount of materials distributed through the racks as well as new placements.

In Person and/or Remote/Virtual Presentations/Information Sessions: Conducted at or for employer sites, schools, non- profit, municipalities, and community organizations

In Person Events: Participation in business and community fairs, festivals, public events, including any events that may be held virtually.

New Hire Packets/New Hire Orientations: Distribution of printed or electronic “new hire” packets to employers as requested for new and/or potential employees on transportation options; participate in “new hire” orientations in person or virtually.

Joint marketing: Work collaboratively with other community resources, including, but not limited, to: Hunterdon Medical Center, United Way of Hunterdon County, Fisherman’s Mark, Raritan Valley Community College, Hunterdon County Chamber of Commerce, Hunterdon County Library System, Hunterdon Helpline, local retail establishments (bike shops, etc.) to identify opportunities for joint no-cost promotion.

Statewide cooperative marketing: Participate in efforts put forth by NJTPA, its consultants and/or other TMAs.

Printed materials/electronic content: Development and distribution of self-funded brochures, printed materials, or electronic content, as needed to promote goHunterdon programs and services, conduct surveys, or other outreach.

Goal Area Activity Promotion Plans

goHunterdon plans to use the following media types in support of each Goal Area Activity.

- 1. Accessibility:** goHunterdon will utilize a variety of media formats to provide information, promote access to transportation options, and promote the availability of trip planning assistance to the public, as well as promote walking and bicycling. This will include Facebook, Instagram, Constant Contact email marketing, e-newsletter, press releases, printed materials, information racks/kiosks, in-person and remote events, presentations, and joint marketing. Similar media formats will be used for

outreach and collaboration related to work in support of Hunterdon County Office of Economic Development and Tourism outreach efforts. Outreach will be ongoing.

2. **Coordinated Transportation for Vulnerable Populations:** goHunterdon will utilize Constant Contact direct email marketing, an e-newsletter, Facebook, Instagram, press releases, and in-person and remote events to reach individuals, municipalities, social service agencies, healthcare providers, and other relevant stakeholders. Outreach will be ongoing.
3. **Economic Development:** goHunterdon will utilize Constant Contact direct email marketing, an e-newsletter, Facebook, Instagram, press releases, and in-person and remote events to share information with employers and related stakeholders. Outreach will be ongoing.
4. **Environmental:** goHunterdon will utilize Constant Contact direct email marketing, e-newsletter, Facebook, Instagram, press releases, in-person and remote events to promote the adoption of electric vehicles/EV infrastructure, including funding opportunities, relevant events, webinars, or updates from NJDEP, NJDOT, or NJTPA. goHunterdon will publish an “EV NEWS” e-newsletter quarterly to highlight grants and/or incentive programs, webinars, emerging technology, or updates to online the Hunterdon County EV Charging Station Inventory.
5. **Safety:** goHunterdon will utilize Facebook, Instagram, Constant Contact email marketing, e-newsletter, press releases, information kiosks, in-person and remote events, and joint marketing with partners to promote safety activities. Constant Contact will be used to promote goHunterdon’s Complete Streets/bike-ped technical assistance, funding opportunities, and updates/events from NJDOT or NJTPA. goHunterdon will utilize Constant Contact direct email marketing, e-newsletter, Facebook, and X (formerly Twitter) to promote safety messaging and messaging promoted by NJDOT, NJTPA, NJ Division of Highway Traffic Safety. Press releases, e-newsletters, and Facebook will be used to promote the availability of safety assistance, presentations, and activities.

Outreach will be ongoing with specific outreach around seasonal messages (i.e., back to school, Halloween, Pedestrian Safety Month, Daylight Saving Time, Winter Driving, etc.) or to promote the availability of grants and/or technical assistance.

6. **Reliability:** Traffic alerts will be issued via email using MailChimp. goHunterdon will utilize Facebook, Instagram, and X (formerly Twitter) to communicate the availability of the free traffic alert service and to share alert information with significant impact. Constant Contact email marketing, e-newsletter, press releases, information kiosks, and in person and remote events will be used to promote the availability of the traffic alert service. Facebook and X posts will be used to communicate emergency information to the public. Outreach will be ongoing with an emphasis on key seasonal outreach times (back to school, winter, spring).

BUDGET AND STAFFING PLAN

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

GOHUNTERDON FY 2026 WORK PROGRAM BUDGET PLAN

		PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES		
	1. SALARIES	\$ 306,148.00	
	2. FRINGE BENEFITS 38.63% FT, 8.33% PT	\$ 96,573.66	
	SUBTOTAL	\$ 402,721.66	100%
PART II	DIRECT NON-LABOR COSTS		
	1. SUPPLIES	\$ -	
	2. TRAVEL	\$ 2,655.78	
	3. PRINTING & REPRODUCTION	\$ -	
	4. TELEPHONE	\$ -	
	5. POSTAGE	\$ -	
	6. CONFERENCE/TRAINING	\$ -	
	7. OTHER (SPECIFIED IN ATTACHMENT)	\$ -	
	SUBTOTAL	\$ 2,655.78	100%
PART III:	INDIRECT COSTS		
	INDIRECT COST ALLOCATION 40.38%	\$ 123,622.56	
	SUBTOTAL	\$ 123,622.56	100%
PART IV:	CONSULTANT COSTS		
	CONSULTANT	\$ -	
	SUBTOTAL	\$ -	100%
	TOTAL PROGRAM BUDGET	\$ 529,000.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$ 529,000.00	Total:	\$ 529,000.00
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NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**GOHUNTERDON
FY 2026 WORK PROGRAM
STAFF PLAN**

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	1,560	\$ 77,270.60	\$ 900.00	\$ 23,508.51	\$ -	\$ 101,679.11
Core Goal Area Activities - Economic Development	370	\$ 23,066.63	\$ 200.00	\$ 7,212.27	\$ -	\$ 30,478.90
Core Goal Area Activities - Environmental	515	\$ 24,781.38	\$ 255.78	\$ 8,098.09	\$ -	\$ 33,135.24
Core Goal Area Activities - Safety	1,750	\$ 95,080.22	\$ 900.00	\$ 27,961.05	\$ -	\$ 123,941.27
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	2,125	\$ 110,109.15	\$ 400.00	\$ 33,469.21	\$ -	\$ 143,978.36
Core - Program Management	595	\$ 40,692.98	\$ -	\$ 12,172.43	\$ -	\$ 52,865.41
Optional Goal Area Activities - Reliability	1,130	\$ 31,720.70	\$ -	\$ 11,201.01	\$ -	\$ 42,921.71
TOTAL	8,045	\$ 402,721.66	\$ 2,655.78	\$ 123,622.56	\$ -	\$ 529,000.00

TMA Work Program Assigned Staff

Personnel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the FY)	Total Estimated Hours For TMA Work Program
Tara Shepherd, Executive Director	70%	1,455
Diana Davis, Associate Director	52%	1,085
Ryan Fisher, Safety Programs Manager	63%	1,300
Marina Bartelli, Healthcare Mobility Coordinator	43%	900
Nina Lewis, Safe Routes Coordinator	38%	800
Jeff Clayton, Chief Technology Officer	51%	400
Heather Carman, Traffic Outreach Associate	94%	980
Jodi Bettermann, Sustainable Hunterdon Specialist	43%	225
Noelani Diemicke, Bicycle Specialist	77%	400
Pending, Community Mobility Associate	64%	500
TOTAL*	60%	8,045

* Note Total Estimated % of Time Needed for TMA Program represent average of total staff time.

GREATER MERCER TMA
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
Safety
Reliability (Optional)
Program Management

Work Funded by Other Sources

Promotions Plan

Budget and Staffing Plan

GREATER MERCER TMA OVERVIEW

ORGANIZATIONAL SUMMARY

Greater Mercer Transportation Management Association, Inc. (GMTMA) was established in 1984 and incorporated in 1985 as a 501(c)3 non-profit. GMTMA is located at 15 Roszel Road Suite 101, Princeton, NJ.

Mission: It is the mission of the Greater Mercer Transportation Management Association to promote/provide transportation choices that are designed to reduce congestion, improve mobility, increase safety, and further sustainability in the Greater Mercer TMA's service area.

Funding: GMTMA's main funding source is the FHWA grant administered by the NJTPA. Other funding sources are NJ TRANSIT, NJDOT –SRTS program, 5310 Mobility Management grant, and Highway Traffic Safety. GMTMA also has member organizations that we work with. Our members include A-1 Limousine, STV, West Windsor Township, Robbinsville Township, West Windsor Parking Authority, Hopewell Township, Starr Tours, Bank of America, Montgomery Township., Municipality of Princeton, Steven & Lee, Princeton University, Penn Medicine Princeton Health, Dewberry, Kimley-Horn, ACT Engineers, RWJ Hamilton, and Hamilton Township, Team Toyota.

Staff: The GMTMA staff for the NJTPA work program is comprised of seven full-time staff, four part-time staff positions, and one open PT or short-term intern position.

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

Geographic and Demographic Information

Greater Mercer TMA's service area consists of all of Mercer County, Montgomery Township in Somerset County, the Princeton Forrestal Village and Princeton Forrestal Center areas in Plainsboro and South Brunswick Townships in Middlesex County, and all of Ocean County. The section of Montgomery and Middlesex Counties which are in our service area represent grandfathered areas that were served by GMTMA prior to the formation of RideWise and KMM.

As New Jersey's capital county, government is the largest employer in Mercer County. In addition to government agencies, other large employers include its five colleges and universities, three major hospitals, international pharmaceutical, finance and research and technology corporations and several large shopping areas including Quakerbridge Mall.

Mercer County's 12 municipalities are home to 387,340 (2020 decennial census) people in 226 square miles, with 10 percent of the US population within a 75-mile radius. Land use ranges from highly urbanized Trenton, small boroughs such as Pennington and Princeton, inner ring suburbs such as Ewing and Hamilton, suburbanized areas such as West Windsor and Robbinsville, to rural in Hopewell Township.

Based on the figures from the 2022 American Community Survey - 1 year estimates, 26 percent of the Mercer County population was under the age of 20 and 23 percent were 60 years or older. The median age is 40.1 years. The racial makeup of the county was White (58%), Black or African American (22%), Native American (1%), Asian (14%), Pacific Islander (0.5%), and seventeen percent from other races. Hispanic or Latino

residents of any race represented 20 percent.

The median household income is \$95,668. The Census data indicates that 10.9 percent of Mercer County residents are living in poverty.

Mercer County has a robust transportation network that includes Interstate 95, 195, and 295, as well as state/federal highway routes 1, 29, 31, 33, 206, and 130. Mercer County is also served by the New Jersey Turnpike, which has spurred the growth of commerce centers adjacent to Exit 7a. Route 1, which is the heart of the area, is the economic engine of the region. It is a hub for corporate office space, research and a growing number of retail establishments.

Mercer County also offers excellent access to commuter rail services with four Northeast Corridor rail stations (Trenton, Hamilton, Princeton Junction, and Princeton Dinky), River Line light rail and a SEPTA regional rail station. In addition, NJ TRANSIT operates 12 bus routes, SEPTA operates one bus route and there are two NJ JARC routes, the Route 130 Connection and the Zline services (ZLine and ZLine2). Princeton is also served by Princeton University's Tiger Transit bus system which consists of five fixed routes as well as the Princeton Muni bus, a local community bus serving Princeton.

According to the 2022 American Community Survey – 1 year estimates, Mercer County residents commuted to work by the following means: drive alone to work (60%), carpool (10%), use public transportation (4%), walk (4%), use other means (3%), and 19 percent work from home.

Ocean County is the second largest county in the state in terms of land area, containing 638 square miles that include a 45-mile coastline along the Atlantic Ocean. As a result of unprecedented growth in the past four decades, more than 637,229 (2020 census) people reside in Ocean County, representing a 10.5 percent increase from the 2010 census. The town of Lakewood is one of the fastest growing towns in the state and saw an increase of over 42,000 residents from 2010 to 2020. The largest rate of population growth in the state has made Lakewood the fifth most populous town in New Jersey.

Education and health services are the largest employment sectors in Ocean County and account for its largest job gains. Major employers also include the county and local government, Six Flags Great Adventure theme park, Lakehurst Naval Air Station, Monmouth Medical Center and the tourism industry. Lakewood Industrial Park is also a major employment center. Though characterized primarily by low density suburban development, several municipalities such as Lakewood and Toms River do have established downtown business districts.

According to the 2022 American Community Survey – 1-year estimates, 27 percent of Ocean County's population were under the age of 20, and 30 percent were 60 or older. The racial makeup of the county was White (90%), Black or African American (4.6%), Native American (0.8%), Asian (2.5%), 0.1% Pacific Islander (0.1%), and 10 percent from other races or two or more races. Hispanic or Latino of any race comprises 10 percent of the population. The median household income is \$81,101. About 12 percent of the households had an income under \$25,000.

Ocean County's roadways include the Garden State Parkway, State Routes 9, 72, 34, 35, 36, and 37 and Interstate 195. The county has its own bus system, Ocean Ride, which currently consists of 3 bus routes operating five days per week and eight operating between one and three days each week. Ocean County is served by the North Jersey Coastline Rail Line at Point Pleasant Beach and Bay Head and NJ TRANSIT buses.

According to the 2022 American Community Survey – 1 year estimates, Ocean County residents commute

to work by the following means: drive alone to work (74%), carpool (9%), use public transportation (1.5%), walk (1.5%), use other means (1.4%) , and 13 percent work at home.

GOALS AND OBJECTIVES

Goals and Objectives

Greater Mercer TMA’s mission as adopted by the GMTMA Board of Directors in November 2011 directly aligns with the work that we carry out and the goals and objectives of the NJTPA. The mission statement adopted by the board is as follows:

It is the mission of the Greater Mercer Transportation Management Association to promote/provide transportation choices that are designed to reduce congestion, improve mobility, increase safety, and further sustainability in the Greater Mercer TMA service area.

Greater Mercer TMA is committed to being the informed source on TDM strategies for the region and will fulfill its mission by performing the following:

1. Coalesce and educate an alliance of business, community and public leaders committed to improving mobility;
2. Represent members' transportation needs and interests through activities that advocate for and assist in understanding and implementing transportation alternatives that support a sustainable region;
3. Undertake activities to reduce congestion and improve mobility;
4. Inform a constituency for improved public transit and foster innovative solutions to regional and local transportation issues;
5. Encourage and support transportation demand management strategies and activities;
6. Promote, coordinate and administer sponsored transportation services;
7. Serve as a source for information on safety, travel, trip planning and traffic reduction techniques;
8. Provide a forum for entities to exchange information on transportation and mobility issues.

TITLE VI/ENVIRONMENTAL JUSTICE

Mercer County

Environmental Justice (EJ) Communities were identified using the 2022 5-Year American Community Survey data distributed by DVRPC through their Indicators of Potential Disadvantage dataset. The following tables use two data points, Percent Minority Population and Percent Low Income Population (Note: Minority population is calculated using race data and does not include ethnicity). The tables also include Mercer County’s concentration of these populations for comparative purposes. The third column indicates if a municipality has a higher relative concentration compared to Mercer County.

The following tables show that Trenton City, West Windsor Township, and Ewing Township have the highest concentration of minority populations in Mercer County. Trenton City and Ewing Township have the highest concentration of low-income populations in Mercer County. Additionally, East Windsor and Hightstown have high concentrations of Hispanic populations.

Minority Population Concentration of Mercer County Municipalities

Municipality	Percent of Population that is Minority Population	Higher than County Concentration
Trenton City	70%	Yes
West Windsor Township	61%	Yes
Ewing Township	41%	No
East Windsor Township	39%	No
Robbinsville Township	38%	No
Lawrence Township	37%	No
Princeton	31%	No
Hamilton Township	27%	No
Hopewell Township	21%	No
Hightstown Borough	14%	No
Pennington Borough	13%	No
Hopewell Borough	5%	No
Mercer County	43%	

Low Income Population Concentration of Mercer County Municipalities

Municipality	Percent of Population that is Low Income	Higher than County Concentration
Trenton City	51%	Yes
Ewing Township	22%	No
Hamilton Township	19%	No
East Windsor Township	15%	No
Lawrence Township	12%	No
Hightstown Borough	11%	No
Hopewell Borough	10%	No
Princeton	9%	No
West Windsor Township	8%	No
Pennington Borough	8%	No
Hopewell Township	8%	No
Robbinsville Township	7%	No
Mercer County	23%	

To ensure that smaller EJ concentrations within larger townships were not overlooked, a similar analysis was performed at the census tract level using the DVRPC Indicators of Potential Disadvantage. The table below shows the number of census tracts within Mercer County municipalities that were rated as “Above Average” or “Well Above Average” compared to the DVRPC region.

Number of Census Tracts Rated as Above or Well Above Average in Indicators of Potential Disadvantage Score		
	Low Income	Racial Minority
East Windsor Township	0	1
Ewing Township	3	3
Hamilton Township	2	2
Hightstown Borough	0	0
Hopewell Borough	0	0
Hopewell Township	0	0
Lawrence Township	0	1
Pennington Borough	0	0
Princeton	0	0
Robbinsville Township	0	0
Trenton City	23	20
West Windsor Township	0	5

Ocean County

EJ Communities were identified using the 2022 5-Year American Community Survey data distributed by NJTPA. The following tables show three data points, Percent Minority Population, Percent Low Income Population, and Percent Senior Population. The tables also include Ocean County's concentration of these populations for comparative purposes. The third column indicates if a municipality has a higher relative concentration compared to Ocean County.

The following tables show that South Toms River, Lakehurst, and Jackson have the highest concentration of Minority populations in Ocean County. Additionally, Lakewood, Seaside Heights, and Lakehurst have the highest concentration of low-income populations in Ocean County.

Minority Population Concentration of Ocean County Municipalities

Municipality	Percent of Population that is Minority	Higher than County Concentration?
South Toms River borough	52%	Yes
Lakehurst borough	32%	Yes
Jackson township	24%	Yes
Barnegat Light borough	23%	Yes
Toms River township	21%	Yes
Seaside Heights borough	21%	Yes
Beachwood borough	21%	Yes
Brick township	19%	Yes
Berkeley township	17%	Yes
Point Pleasant Beach borough	16%	Yes
Manchester township	16%	Yes
Lacey township	16%	Yes
Pine Beach borough	15%	No
Lakewood township	15%	No
Beach Haven borough	14%	No
Barnegat township	13%	No
Point Pleasant borough	12%	No
Island Heights borough	12%	No
Little Egg Harbor township	12%	No
Tuckerton borough	11%	No
Stafford township	10%	No
Ocean township	10%	No
Ocean Gate borough	8%	No
Long Beach township	8%	No
Seaside Park borough	8%	No
Eagleswood township	8%	No
Bay Head borough	8%	No
Plumsted township	7%	No
Harvey Cedars borough	6%	No
Mantoloking borough	6%	No
Lavallette borough	5%	No
Ship Bottom borough	3%	No
Surf City borough	1%	No
<i>Ocean County</i>	15%	

Low-Income Population Concentration of Ocean County Municipalities

Municipality	Percent of Population that is Low Income	Higher than County Concentration
Lakewood township	53%	Yes
Seaside Heights borough	50%	Yes
Lakehurst borough	35%	Yes
Barnegat Light borough	31%	Yes
Eagleswood township	26%	Yes
Manchester township	25%	No
Barnegat township	23%	No
Berkeley township	22%	No
Little Egg Harbor township	20%	No
South Toms River borough	20%	No
Seaside Park borough	18%	No
Toms River township	18%	No
Point Pleasant Beach borough	17%	No
Brick township	17%	No
Ocean township	16%	No
Ocean Gate borough	16%	No
Beachwood borough	16%	No
Tuckerton borough	15%	No
Jackson township	15%	No
Lacey township	14%	No
Plumsted township	13%	No
Stafford township	13%	No
Beach Haven borough	13%	No
Point Pleasant borough	11%	No
Harvey Cedars borough	11%	No
Lavallette borough	10%	No
Surf City borough	10%	No
Bay Head borough	9%	No
Ship Bottom borough	9%	No
Pine Beach borough	9%	No
Long Beach township	9%	No
Mantoloking borough	5%	No
Island Heights borough	3%	No
Ocean County	25%	

The following table shows the concentrations of those aged 65 and older in Ocean County. Ocean County has the second largest 65 and older population in New Jersey, with 22 percent of its population in this age group. However, looking at the municipal level, this population has concentrations nearly double the County percentage in 7 of its municipalities. Mantoloking has the highest concentration with 49 percent of its population aged 65 and older.

65 and Older Population Concentration of Ocean County Municipalities

Municipality	Percent of Population that is Low Income	Higher than County Concentration
Manchester township	49%	Yes
Surf City borough	45%	Yes
Long Beach township	43%	Yes
Barnegat Light borough	43%	Yes
Ship Bottom borough	42%	Yes
Berkeley township	41%	Yes
Harvey Cedars borough	41%	Yes
Lavallette borough	40%	Yes
Seaside Park borough	39%	Yes
Mantoloking borough	37%	Yes
Ocean township	35%	Yes
Island Heights borough	32%	Yes
Beach Haven borough	32%	Yes
Barnegat township	31%	Yes
Bay Head borough	31%	Yes
Little Egg Harbor township	28%	Yes
Pine Beach borough	26%	Yes
Point Pleasant Beach borough	24%	Yes
Ocean Gate borough	23%	Yes
Lacey township	21%	No
Stafford township	21%	No
Tuckerton borough	21%	No
Brick township	20%	No
Toms River township	20%	No
Eagleswood township	18%	No
Beachwood borough	18%	No
Plumsted township	18%	No
Jackson township	18%	No
Point Pleasant borough	17%	No
Lakehurst borough	16%	No
Seaside Heights borough	15%	No
Lakewood township	10%	No
South Toms River borough	7%	No
<i>Ocean County</i>	22%	

Much of GMTMA’s programming benefits the traditionally underserved population. Specific programs include: warehouse district transportation, including the ZLine, Zline2, and Route 130 Connection bus services; GMTMA’s RideProvide transportation for seniors and visually impaired adults; travel training for seniors and high school students with learning differences; and bicycle and pedestrian safety programs (road safety audits and education) to improve safety for pedestrians and cyclists who are disproportionately impacted by vehicle crashes.

The information in the tables above helps to prioritize our work and use staff resources so that lower-income municipalities and traditionally underserved populations are served.

GREATER MERCER TMA FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

Accessibility strategies increase traveler access to alternate modes of travel other than single-occupant vehicles and support the federal goal of increasing Ladders of Opportunity, particularly for traditionally underserved communities. GMTMA accomplishes this by providing services, information, or other assistance with strategies such as rideshare and vanpool programs, trip planning, shuttle management and development, bicycle and pedestrian encouragement and education, and incentive programs for carpools and vanpools.

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

Activities/Tasks:

- i. Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.
 - o *Product/Outcome 1: GMTMA will provide trip planning assistance and track types of requests.*
 - o *Product/Outcome 2: GMTMA will promote non-SOV travel choices by engaging in activities such as transportation fairs, information kiosks, new resident program, print and radio spots, blog website updates and the use of social media.*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

Activities/Tasks:

- i. Assist communities and schools with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.
 - o *Product/Outcome 1: GMTMA will organize, promote, and encourage bicycling and walking through activities, including bicycle and pedestrian safety education, bike locker management, and Bike Month.*
- ii. Illustrate the walkability and bikeability of the TMA region. E.g., create/maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.
 - o *Product/Outcome 1: GMTMA will maintain and update the layers within the Greater Mercer Trail Plan, Lawrence and West Windsor bike/walk maps and look to create new maps or mapping tools as needed. Map data and GIS files are to be shared with the NJTPA*

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

- i. Facilitate and or administer rideshare/ride-matching and vanpool programs.

- *Product/Outcome 1: GMTMA will participate in the Statewide Rideshare Matching effort. This includes using the njrideshare website for rideshare matching and developing business specific landing pages in njridshare to aid in the development of site specific programs.*
- *Product/Outcome 2: Administer GMTMA's Emergency Ride Home and vanpool empty seat subsidy (VanBuck\$) incentive programs.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

- i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.
 - *Product/Outcome 1: Provide employer TDM assistance, which may include activities such as developing a carpool or vanpool program, onsite needs assessment, customized surveys including distribution, tabulation and report, relocation services, and education on pre-tax benefits.*

OPTIONAL STRATEGIES

E. SHUTTLE SERVICES

Activities/Tasks:

- i. Promote, plan, manage, or operate shuttle services for employees or the general public, providing an alternative to SOV travel or increasing mobility.
 - *Product/Outcome 1: Shuttle service administration-GMTMA will continue to manage existing shuttle services (Zline, ZLine2, Route 130 Connection, Bank of America) and provide these services to any other interested employer in our service area.*
 - *Product/Outcome 2: Provide shuttle service development and assistance.*

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

This Goal Area includes the implementation of Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP) in the NJTPA region, as well as the FY23 CHSTP Update Memo and implementation of the DVRPC, SJTPO, and county human services transportation plans. In FY 2017, with the assistance of the TMAs, the NJTPA completed Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP). The plan offers comprehensive recommendations for meeting the transportation needs of four target populations: seniors, low-income persons, persons with disabilities, and veterans. GMTMA assists with the needs of the targeted population with programs such as our RideProvide transportation program for older adults and visually impaired adults, travel training, and the ZLine bus and Route 130 Connection bus services that both provide access to employment locations and are primarily used by low-income persons.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i. Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - o *Product/Outcome 1: Update or create mobility guides. Distribute them electronically and at relevant locations such as senior centers, One Stop, Office on Aging, and community organizations. Draft and final reports will be shared with the NJTPA for review.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- ii. Inventory transportation services and transportation information available to patients at healthcare delivery sites. The Affordable Care Act of 2010 required not-for-profit hospitals to create a Community Health Needs Assessment, which may include information on patient transportation needs relevant to this strategy.
 - o *Product/Outcome 1: Inventory transportation services and transportation information available to patients at healthcare delivery sites and market this information through a single page document, distributed as appropriate and through travel training.*
 - o *Product/Outcome 2: Participate in the Community Health Needs Assessment through participation in meetings, providing input for the development of the Community Health Needs Assessment and Community Health Improvement Plan, and providing updates on transportation related strategies in the Plans.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i. Support and assist counties conducting human services transportation service planning.
 - o *Product/Outcome 1: Participate in, assist, and support the Mercer County Coalition for Coordinated Transportation and Ocean County's Transportation Advisory Committee for Senior Citizens and Persons with Disabilities.*
 - o *Product/Outcome 2: Participate in the efforts to update and implement the County and Regional Coordinated Human Services Plan.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

- ii. TMA-provided trip directly through a volunteer or paid driver program.
 - o *Product/Outcome 1: Operate RideProvide transportation service for persons 65 and older and visually impaired adults.*
 - o *Product/Outcome 2: Memorandum at the end of Q4 with yearly service information to include ridership data by quarter and an analysis of trips by ride purpose.*
- iii. Provide travel training and concierge assistance.

- *Product/Outcome 1: Provide Travel Training programs and create/update presentations as needed.*

OPTIONAL STRATEGIES

G. DATA SUPPORT

Activities/Tasks:

ii. Collect, update, and maintain geographic data on transportation and other services for the target populations. Data may include transportation services, residential sites, medical facilities, employment and training sites, nutrition sites, and other social services. All data must be in a format that is compatible with the GIS system and that adheres to NJTPA's EGIS Quality Assurance Standards.

- *Product/Outcome 1: Create, support, and maintain data on transportation services and other services for the target populations, including older adults, people with disabilities, and lower-income wage earners.*

GOAL AREA 3: ECONOMIC DEVELOPMENT

Economic Development strategies focus on encouraging, providing, and implementing transportation demand management services at employment sites, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services increase traveler choices while lowering the use of single-occupant vehicle travel. This may include working with communities to identify and/or establish first/last mile solutions that improve access to jobs or providing information about the availability of carpools and vanpools.

REQUIRED STRATEGIES

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

ii. Conduct outreach to employers regarding TDM and travel alternatives and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.

- *Product/Outcome 1: GMTMA will hold onsite fairs at employer locations, present to business groups, and use communication tools such as newsletters, brochures, flyers, etc., to advise /organizations of the availability and benefits of TDM and travel alternatives. Draft and final promotional materials will be shared with the NJTPA for review.*
- *Product/Outcome 2: Provide TDM support to employer/organization. This may include initial meetings and discussions on TDM strategies, such as creating a carpool or vanpool program and site-specific surveys.*

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

i. Act as liaison between employers and the NJTPA for outreach to the business community, as requested and in coordination with the NJTPA.

- *Product/Outcome 1: Provide requested liaison assistance*

OPTIONAL STRATEGIES

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- i. Conduct research, planning, or outreach on workforce or visitor transportation issues or serve as a stakeholder in such efforts.
 - o *Product/Outcome 1: Conduct research, planning, or outreach on workforce/visitor transportation or serve as a resource in such efforts. Products could include data reports, memos on worksite transportation issues, site-specific resources, and participation in workforce or visitor transportation studies.*

GOAL AREA 4: ENVIRONMENTAL

Environmental strategies will primarily contribute to reducing air pollution and greenhouse gases from the transportation sector. These activities are in addition to the Accessibility Goal area strategies that promote shared rides and encourage the reduction of SOV trips.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

- i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.
 - o *Product/Outcome 1: Inform and educate the public, municipalities, schools, and businesses on the environmental impacts of transportation through a variety of activities including presentations at schools and camps, blogs, newsletters, and social media, and support participation in green teams, Sustainable Jersey and DVRPC AQP.*
- ii. Per guidance from the New Jersey Department of Environmental Protection, plan and conduct community air monitoring studies in response to requests from local governments, schools, or community groups.
 - o *Product/Outcome 1: Conduct an air quality monitoring study with one community in the GMTMA Region. A draft and final study report will be completed and shared with the NJTPA and DEP.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

- i. Participate in activities that provide technical support to encourage EV adoption and related infrastructure throughout their service area. This activity should emphasize publicly accessible sites and locations in low-income areas.
 - o *Product/Outcome 1: Promotion of electric vehicles, which may include being an information resource for the adoption of EVs and promoting through participation in EV events, social media, and*

dissemination of materials. Promotional materials and guidance documents created are to be shared with the NJTPA for draft and final review.

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

- i. Encourage, educate, and support the use/implementation of E-bikes, e-scooters, and e-cargo delivery modes.
 - o *Product/Outcome 1: Provide policy/planning and technical assistance to municipalities, universities, and businesses to support the implementation of electric micromobility.*

GOAL AREA 5: SAFETY:

Safety strategies contribute to traveler safety and support the implementation of the U.S. Department of Transportation's National Roadway Safety Strategy, a comprehensive approach to reducing deaths and serious injuries on streets and highways using a [Safe System Approach](#) and the [NJDOT Strategic Highway Safety Plan](#). Safety activities may include outreach, education, planning, bicycle and pedestrian road safety audits, speed studies, and data collection, analysis and mapping. GMTMA will partner with transportation operating agencies, safety agencies and organizations, planning agencies, community and private stakeholders, and the public to successfully implement these activities.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- i. Support the implementation of Complete Streets.
 - o *Product/Outcome 1: Provide technical assistance and educational material to municipalities, NJTPA, NJDOT, or another public agency to encourage and support the adoption and implementation of Complete Streets and Green Streets.*
 - o *Product/Outcome 2: Conduct and/or participate in temporary demonstration projects with the approval of local jurisdiction and provide a summarization of the project through a summary memo, presentation, or report when warranted.*

B. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

- i. Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities. TMAs are encouraged to organize, lead, and/or participate in audits organized by counties or other organizations.
 - o *Product/Outcome 1: Lead or participate in safety audits, speed studies, community workshops or similar activities.*
 - o *Product/Outcome 2: Prepare a study report for the above mentioned studies (if project lead). Draft and final studies/reports will be submitted to the NJTPA for review.*

C. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

ii. Support Toward Zero Deaths and/or Vision Zero initiatives and educate communities on proven safety countermeasures and the Safe System Approach.

- *Product/Outcome 1: Create awareness and educate on Vision Zero, proven safety countermeasures and the Safe Systems approach. This includes identifying proven safety countermeasure recommendations in speed studies and walk/bike audits.*

iii. Serve as stakeholders and resources to Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.

- *Product/Outcome 1: Serve as a resource and stakeholder in Safety Action planning efforts.*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

iii. Conduct outreach and education related to safety topics, such as younger drivers, mature drivers, drivers with disabilities, child passengers, safe driving behavior, pedestrian and bicyclist safety laws, and promoting a culture of safety.

- *Product/Outcome 1: Provide road safety education on various topics through media, presentations, information dissemination, and safety campaigns (including Street Smart).*

E. DATA COLLECTION AND ANALYSIS

Activities/Tasks:

i. Data collection and analysis related to safety. Perform crash analysis using tools such as Numetrics and Safety Voyager and radar feedback signs for outreach and data collection.

- *Product/Outcome 1: Conduct research and data analysis and prepare summary memos, reports, and mapping as appropriate.*

OPTIONAL GOAL AREA: RELIABILITY

Reliability strategies increase dependable and predictable transportation service. This is achieved by supporting interagency coordination through participation in the Central Jersey Transportation forum and communicating with the public about transportation system disruptions so that travelers can make informed choices about mode, route, and travel time.

F. CONSTRUCTION-AND EVENT-RELATED CONGESTION MITIGATION

Activities/Tasks:

ii. Coordinate with operating agencies (NJDOT, Port Authority of New York and New Jersey (PANYNJ), TransCom, NJ TRANSIT, Delaware River Port Authority (DRPA), county and municipal agencies, or other agencies) to share information and implement congestion mitigation strategies. This includes disseminating operating agency information to travelers and providing information on travel conditions

from travelers to operating agencies. This coordination may also include attending and providing support or leadership in regional working groups to share information and collaborate on transportation-related issues.

- *Product/Outcome 1: Participate as a member of the CJTF steering committee and attend regularly scheduled forum meetings.*

G. TRAVEL ALERTS

Activities/Tasks:

i. Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.

- *Product/Outcome 1: Post traffic alerts on GMTMA's Traffic Alerts webpage and via social media.*

PROGRAM MANAGEMENT

Greater Mercer TMA will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. **Greater Mercer TMA** will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

i. Preparation of the following year's work program.

ii. Maintenance of all TMA work program grant-related records and products.

iii. Maintenance of the on-line pass-through grant program management system, including the cost tracking system and TMA work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.

iv. Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.

v. And preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- *Quarterly Progress Reports, invoices and supporting documentation.*
- *Submit emergency response plans/contingency plans by December 31, 2025.*
- *Fourth Quarter/Final Report and all final deliverables*
- *Prepare next fiscal year's Work Program and Staffing Plan*

WORK FUNDED BY OTHER SOURCES

Work funded by other sources includes funding for Safe Routes to School (9/1/24-8/31/25), 5310 Mobility Management (1/1/25-12/31/26), NJ TRANSIT (1/1/25-12/31/25), Highway Traffic Safety (10/1/24-9/30/25).

A. SAFE ROUTES TO SCHOOL

Safe Routes to School is a federal and state effort to enable and encourage children to walk and

bicycle to school where it is safe to do so and to improve the areas where it is not safe.

Activities/Tasks:

- i. Promote walking and biking to school safely and provide Safe Routes to School programming for students in K-12 through the NJDOT grant.
 - o *Product/Outcome 1: Develop and execute SRTS programs.*

B. 5310 MOBILITY MANAGEMENT

The 5310 mobility management program aims to improve mobility for seniors, individuals with disabilities, and individuals with lower incomes.

Activities/Tasks:

- i. Provide mobility management to improve mobility for disadvantaged populations and work to implement gaps identified in the County Human Service Transportation Coordination Plan.
 - o *Product/Outcome 1: Implement activities related to the 5310 Mobility Management grant.*

C. HIGHWAY TRAFFIC SAFETY

Conduct roadway safety education and outreach on the local level in conjunction with enforcement and engineering efforts and the broader Safe Systems approach.

Activities/Tasks:

- i. Conduct safety campaigns for pedestrian, bicycle, and driver safety and participate in community engagement.
 - o *Product/Outcome 1: Conduct roadway safety campaigns that could include but are not limited to bicycle and pedestrian safety education, speed studies, and supplemental Street Smart work.*

D. NJ TRANSIT

The NJ TRANSIT funding is for the provision of transit service information, advocacy to employers, outreach to potential transit users, and feedback to NJ TRANSIT.

Activities/Tasks:

- i. Provide marketing, advocacy, information, and outreach for NJ TRANSIT services.
 - o *Product/Outcome 1: Provide information, advocacy, marketing, and outreach activities and feedback for NJ TRANSIT services.*

GREATER MERCER TMA PROMOTION PLAN FY 2026

Greater Mercer TMA will use various media sources to promote and support the work program's goals and objectives. Promotions will be developed and implemented according to the NJTPA's TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and aligned with NJTPA goals and policies. This plan will be updated quarterly, and submitted to the TMA Project Manager with the quarterly report attachments.

Media Formats

Greater Mercer TMA will use the following types of media in FY 2026 for the promotion of the programs, goals, and objectives of the work program:

Newsletters: The TMA will distribute our seasonal newsletter and the weekly Mobility Minute by email via an email marketing tool such as Mail Chimp. The newsletter will promote the TMA's work program efforts and the TDM successes of local businesses, local, regional, and national transportation issues of importance, and promote awareness of various safety and environmental issues such as being visible while walking and cycling or benefits of electric vehicles. Mobility Minute will write on and curate transportation information of importance but will also include issues and events in our service area. Effectiveness will be measured by general open rates of the email and the web traffic generated by the mailing.

Facebook: GMTMA will regularly post on Facebook information about our programming and postings on topics related to our work (biking, pedestrian safety, ridesharing, etc.). Our blog postings are also linked to the Facebook page. Effectiveness will be measured by tracking the number of likes for the page, likes for postings, shares, engagement rate (likes/comments/shares/mentions relative to reach), traffic, and growth.

Twitter/X: X will deliver messages on local traffic incidents and congestions, NJ TRANSIT delays and schedule changes, announce Ozone Action days, GMTMA programs and general tweets on topics related to our work program. Effectiveness will be measured by the number of followers, re-tweets, and traffic and growth.

Instagram: Instagram will be used to visually share and promote various transportation-related themes such as bicycling, commuting, distracted driving etc. Effectiveness will be measured by the number of followers, engagement, story views and growth.

TikTok: TikTok will be used to present short videos on transportation themes such as "how to fit a bike helmet." Effectiveness will be measured by engagement and growth.

Website: GMTMA's website promotes all the work in our work program. We update the news and events section on our homepage to focus on certain efforts. As needed, we will add additional pages to the site to promote new programs, as we did for Street Smart, Greater Mercer Trail Plan and the Mercer and Ocean Mobility Guides. Effectiveness will be tracked by the traffic to the site.

Direct Mail: Direct mail may be used to promote specific work-related projects. Effectiveness will be measured by the number of people requesting information on the mailing's topic and/or the number of hits to program specific webpages.

Brochures/Palm Cards: As needed, GMTMA will produce or reprint brochures for TMA programs and services, carpooling, vanpooling, travel training, SRTS and other TDM measures. Effectiveness will be

measured by the number distributed.

Advertising: GMTMA will explore the following advertising methods to promote GMTMA work program projects and services: radio spots, online advertising in local Patch sites, print advertising in local newspapers, and Google AdWords. Effectiveness will be measured by the number of website hits, phone calls and new registrants in programs.

Earned Media: GMTMA will use press releases and hold press events to promote GMTMA work program projects and services.

Goal Area Activity Promotion Plans

Greater Mercer TMA will use various media to promote and support the work program's goals and objectives. These types of media include newsletters, Facebook, Instagram, TikTok, X, the GMTMA website, brochures, palm cards, and paid advertising. Promotions will be developed and implemented according to guidelines set by the NJTPA TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and in keeping with NJTPA's goals and policies.

- 1. Accessibility:** Transit, ridesharing, vanpooling, biking, trails, and telecommuting are all on GMTMA's website. To further promote all these areas, we will use, as appropriate, newsletters, blogs, earned media, and all forms of social media. Specific examples include Bike Month and Bike to Work Week in May and Car Free Week in September. GMTMA will also distribute its palm cards on GMTMA's services and ridesharing.
- 2. Coordinated Public Transportation for Vulnerable Populations:** RideProvide is promoted through the RideProvide and GMTMA websites. The program is also promoted with our RideProvide brochure and with the RideProvide name and logo affixed to the vehicle. Social media and blogs also help disadvantaged populations.
- 3. Economic Development:** GMTMA's website hosts pages for employer services and property managers. In addition, GMTMA has palm cards for employer services and property managers and will use our newsletter to reach the business community regarding relevant programs.
- 4. Environmental:** GMTMA's website has a page on air quality, and we post on social media when there is an air quality action day. GMTMA will use our social media channels, blogs, and newsletter to educate the public on reducing car dependency with solutions to help promote active transportation, electric vehicles, and e-micromobility. We will also use our newsletter and social media to encourage employers to participate in Earth Day events.
- 5. Safety:** GMTMA will post the Street Smart web page. These messages are occasionally boosted on Facebook. GMTMA has also used paid advertising to promote safety messages via digital and print media (nj.com, Patch, local papers etc.) and radio. GMTMA's newsletters will also be used to provide safety information.
- 6. Reliability:** GMTMA will use its website to post alerts on our traffic alerts page. Social media is also used for alerts and local construction or weather-related issues.

BUDGET AND STAFFING PLAN

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
GREATER MERCER TMA
FY 2026 WORK PROGRAM
BUDGET PLAN

		PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES		
	1. SALARIES	\$ 400,921.18	
	2. FRINGE BENEFITS 46.06% FT, 14.97% PT	\$ 160,023.75	
	SUBTOTAL	\$ 560,944.93	100%
PART II	DIRECT NON-LABOR COSTS		
	1. SUPPLIES	\$ 1,746.73	
	2. TRAVEL	\$ 2,862.04	
	3. PRINTING & REPRODUCTION	\$ 1,850.00	
	4. TELEPHONE	\$ -	
	5. POSTAGE	\$ 1,125.00	
	6. CONFERENCE/TRAINING	\$ 2,000.00	
	7. OTHER (SPECIFIED IN ATTACHMENT)	\$ 7,250.00	
	SUBTOTAL	\$ 16,833.77	100%
PART III:	INDIRECT COSTS		
	INDIRECT COST ALLOCATION 106.31%	\$ 426,219.31	
	SUBTOTAL	\$ 426,219.31	100%
PART IV:	CONSULTANT COSTS		
	CONSULTANT	\$ -	
	SUBTOTAL	\$ -	100%
	TOTAL PROGRAM BUDGET	\$ 1,003,998.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$ 1,003,998.00	Total:	\$ 1,003,998.00
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NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**GREATER MERCER TMA
FY 2026 WORK PROGRAM
BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non- Labor Costs OTHER
Emergency Ride Home	Cost of transportation (Lyft) for an emergency rides home.	\$ 2,000.00
VanBucks\$	Cost for an empty seat on a vanpool	\$ 1,500.00
Website Updates	Update as needed (ex. Adding pages, items to keep up to date) to maintain the website	\$ 2,000.00
Other Miscellaneous	Radio and boosted social media posts for items in work porgram	\$ 1,750.00
	Total "OTHER" Direct Expenses	\$ 7,250.00

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**GREATER MERCER TMA
FY 2026 WORK PROGRAM
STAFF PLAN**

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	3,880	\$ 229,980.77	\$ 10,846.73	\$ 173,816.74	\$ -	\$ 414,644.25
Core Goal Area Activities - Economic Development	370	\$ 21,358.19	\$ 525.00	\$ 16,747.71	\$ -	\$ 38,630.89
Core Goal Area Activities - Environmental	673	\$ 29,189.50	\$ 787.04	\$ 21,822.76	\$ -	\$ 51,799.31
Core Goal Area Activities - Safety	1,698	\$ 89,001.54	\$ 1,725.00	\$ 66,232.41	\$ -	\$ 156,958.95
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	2,336	\$ 145,182.69	\$ 2,700.00	\$ 106,239.25	\$ -	\$ 254,121.94
Core - Program Management	800	\$ 46,232.23	\$ 200.00	\$ 41,360.44	\$ -	\$ 87,792.67
Optional Goal Area Activities - Reliability	-	\$ -	\$ 50.00	\$ -	\$ -	\$ 50.00
TOTAL	9,757	\$ 560,944.93	\$ 16,833.77	\$ 426,219.31	\$ -	\$ 1,003,998.00

TMA Work Program Assigned Staff

Personnel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the FY)	Total Estimated Hours For TMA Work Program
Cheryl Kastrenakes, Executive Director	48%	941
Joan Lockwood-Reck, Marketing/Service Development Manager	40%	780
Stephen Krawiec, Senior Transportation Program Manager	89%	1,736
Steven daCosta, Senior Planner	35%	680
Christopher Townley, Transportation Planning Specialist	71%	1,388
Kathleen Ebert, Bicycle and Pedestrian Safety Coordinator	16%	317
Open Position, Program Specialist	70%	1,370
Open Position, Program Associate PT	42%	325
Portia Edwards-Gyampo, Office Manager	4%	50
Carol Chamberlain, Travel Training Coordinator/Instructor	16%	165
Jessica Robl, Marketing and Outreach Coordinator	80%	1,245
Debra Christie, Business Manager	46%	760
TOTAL*	46%	9,757

** Note Total Estimated % of Time Needed for TMA Program represent average of total staff time.*

HUDSON TMA
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
Safety
Reliability (Optional)
Program Management

Work Funded by Other Sources

Promotions Plan

Budget and Staffing Plan

HUDSON TMA OVERVIEW

ORGANIZATIONAL SUMMARY

The Hudson Transportation Management Association (Hudson TMA) is a division of the Hudson County Improvement Authority (HCIA). The TMA became a division of the HCIA on April 11, 1992. The HCIA is an autonomous agency which was created in September 1974 by the Hudson County Board of Chosen Freeholders (known now as the County Commissioners) under, and by virtue of, the County Improvement Authorities Law.

The HCIA's mission is to provide a wide range of needed services to the residents and businesses of Hudson County at the least cost to taxpayers. The broad responsibilities of the HCIA include public financing, land development, solid waste management, recycling, affordable housing, and transportation management in Hudson County.

The mission of the Hudson TMA is to offer Hudson County businesses, employees, residents, and travelers the resources, tools, and encouragement to simplify travel, enhance the daily commute and increase safety which will reduce traffic congestion, advance business productivity, improve mobility, further sustainability, decrease carbon emissions and better the environment, thus improving one's health and quality of life. Among the goals of the Hudson TMA are to be the primary point of contact for transportation information and issues for all travelers, municipalities, and businesses as well as to reduce single occupancy vehicle use, reduce the total number of trips by motorists and reduce the total number of vehicle miles traveled.

The methods to achieve its mission and goals are the Hudson TMA's delivery of:

- information to increase travel choices
- strategies to encourage intermodal activities
- programs to improve mobility and accessibility
- services to mitigate and reduce traffic congestion
- education to promote pedestrian, motorist and bicyclist safety
- assistance to optimize efficiency in transportation
- fostering of public and private partnerships
- activities to reduce carbon emissions from automobiles
- support of transportation agencies

The association received its first grant for Transportation Demand Management (TDM) in 1993 through the New Jersey Department of Transportation (NJDOT). Currently, the TMA receives funding from the Federal Highway Administration (FHWA) through the North Jersey Transportation Authority (NJTPA), a NJ TRANSIT grant, a NJ Department of Transportation Safe Routes to School grant (NJDOT SRTS), and a grant from the NJ Division of Highway Traffic Safety (NJ HTS). Additional labor, direct and indirect operational funding, which is not covered by grants, is often provided by the Hudson County Improvement Authority (HCIA).

The Hudson TMA is located at the HCIA offices at 830 Bergen Avenue, 9th floor, in Jersey City, New Jersey. The Hudson TMA is comprised of five full-time staff members and one part-time staff member. The TMA also utilizes at least eight HCIA employees from the Recycling and Enforcement divisions.

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

The service area of Hudson TMA encompasses all twelve municipalities within Hudson County: Bayonne, Jersey City, Hoboken, Union City, West New York, Guttenberg, Weehawken, North Bergen, Secaucus, Kearny, Harrison, and East Newark.

Spanning approximately 62 square miles, Hudson County is home to around 712,029 residents, making it the most densely populated county in New Jersey, with an average of 16,134 residents per square mile. Strategically situated in the vibrant heart of the New York metropolitan area, the county is flanked by the Hudson River and Upper New York Bay to the east, and bounded by Kill van Kull to the south. Additionally, it is bordered by Newark Bay, the Hackensack River, and the Passaic River to the west. Hudson County's sole land border is shared with Bergen County to the north and west.

In Hudson County, 70 percent of residents fall between the ages of 19 and 64, while those aged 65 and above constitute 12 percent of the population.

The county is ethnically diverse, with the five largest ethnic groups being White (Non-Hispanic) at 28.4%, Asian (Non-Hispanic) at 15.8 percent, Other (Hispanic) at 13.5 percent, and Black or African American (Non-Hispanic) at 10.4 percent.

Notably, a significant portion of the community, 59.1percent, speaks a language other than English, showcasing the area's cultural diversity. Moreover, 77.4 percent of Hudson County's population are U.S. citizens.

Transportation within Hudson County is both versatile and abundant. For rail services, NJ TRANSIT operates seven major rail lines connecting to Hoboken and Secaucus stations. The Hudson Bergen Light Rail (HBLR), a 22-mile system also managed by NJ TRANSIT, has stations in six municipalities within the county. The Port Authority of New York and New Jersey oversees the Port Authority Trans-Hudson (PATH) train, serving Harrison, Jersey City, and Hoboken with routes extending to midtown and downtown New York City.

Bus commuters have access to a total of 77 routes traversing all twelve municipalities, offering various services daily. Additionally, private jitneys operate, competing with traditional service providers and serving areas not covered by standard bus operators.

For those preferring maritime travel, the New York Waterway efficiently operates over thirty ferry boats, facilitating passenger transit between Jersey City, Hoboken, Weehawken, and New York City.

Motor vehicle access to New York City is readily available through the Lincoln Tunnel in Weehawken, the Holland Tunnel in Jersey City, and the Bayonne Bridge in Bayonne, ensuring smooth connectivity for cars, buses, and trucks alike.

GOALS AND OBJECTIVES

The Hudson TMA diligently aligns its goals and objectives with the NJTPA's Mission Statement, working collectively to enhance mobility, assist in meticulous transportation planning, and foster partnerships with businesses, community groups, municipalities, and transit-related agencies. This coordinated approach not only elevates safety standards but also drives economic growth and curtails carbon emissions, contributing positively to the overall quality of life in the region.

Here's a concise outline of how Hudson TMA's initiatives support and dovetail with the goals and objectives of the NJTPA:

Environmental Protection: Hudson TMA's commitment to reducing single occupancy vehicle use, decreasing the number of trips by motorists, and limiting vehicle miles traveled, coupled with its anti-idling campaigns, plays a pivotal role in safeguarding and enhancing the quality of both natural ecosystems and the human environment.

Affordable and Responsive Transit Systems: As a liaison between the public and transit agencies, Hudson TMA ensures the provision of affordable, accessible, and dynamic transportation systems that adeptly meet the needs of present and future commuters.

Economic Activity and Competitiveness: Hudson TMA's programs and activities are designed to facilitate smoother commutes for employees. This not only aids businesses but also bolsters the economic vitality and competitiveness of the entire region.

System Coordination and Efficiency: By assisting and sometimes providing shuttles connecting to major transit hubs, Hudson TMA enhances the coordination, efficiency, and competitiveness of the overall transit system.

Safety and Reliability: Acting as a Liaison between the public and transit agencies, the Hudson TMA helps to provide affordable and dynamic transportation systems responsive to current and future customers.

Land Use and Transportation Coordination: Serving on technical advisory committees for planning studies, Hudson TMA supports initiatives that promote harmonious coordination between land use and transportation systems.

In essence, every goal and objective pursued by Hudson TMA is intricately interwoven with the broader goals and objectives of the NJTPA, reflecting a shared vision for a more efficient, sustainable, and safe transportation environment in the region.

TITLE VI/ENVIRONMENTAL JUSTICE

Per the NJTPA's "Title VI and Environmental Justice Guide", two crucial environmental justice factors are identified: low income and minority status.

In Hudson County, 221,364 individuals live below 185 percent of the poverty threshold. The economic indicators highlight that out of this population, 115,254 individuals are living in poverty. Apart from Secaucus, Weehawken, and Hoboken, every other municipality in Hudson County reports that over 25 percent of their population is low income. Notably, Union City, West New York, and East Newark have the highest percentage of low-income residents.

Income limitations invariably restrict mobility. For the TMA staff, addressing the mobility needs of these municipalities is paramount. This involves prioritizing the provision of information and access to mass transit, promoting carpooling initiatives, and endorsing programs that encourage bicycle use in these areas. By improving safety and walkability, the TMA aims to alleviate the mobility challenges faced by these low-income populations. These enhancements not only facilitate greater mobility but also contribute to improving the overall quality of life for these residents.

Municipality - Hudson County	Percent Low-Income Population	Percent Minority Population
Bayonne	28.2	58.7
East Newark	48.9	79.5
Guttenberg	34.4	79.9
Harrison	33.7	75.5
Hoboken	14.4	36.4
Jersey City	30.4	77.0
Kearny	25.9	67.5
North Bergen	26.5	80.0
Secaucus	13.9	61.0
Union City	44.8	88.4
Weehawken	19.2	56.5
West New York	40.1	85.7

To bridge existing cultural barriers, the Hudson TMA employs a diverse staff, with four members identifying as Hispanic. Language can often pose a significant challenge; notably, in Hudson County, Hispanic individuals have limited English proficiency. The majority of the Hudson TMA staff are bilingual, facilitating more effective communication with residents.

Hudson County’s Diversity Profile further reveals that there are several non-English speaking communities, including Arabic speakers, Urdu speakers, Italian speakers, Polish speakers, and French speakers, many of whom are not fluent in English. Fortunately, the Hudson TMA team includes staff members who are proficient in these languages as well.

To further improve communication, Hudson TMA is considering the dissemination of information through local periodicals in various languages. Efforts have been initiated to produce materials in Spanish, with a focus on enhancing outreach in Hispanic communities. This multilingual approach in our communications is crucial in making our services accessible and inclusive.

Directing our focus on activities under our core program of Accessibility will be pivotal in reaching populations that face language and income barriers. This strategic approach not only aids in achieving our objectives of enhancing safety, mobility, and environmental conservation but also supports worksites predominantly staffed by low-income individuals. Prioritizing these efforts will ultimately contribute to more effective service delivery and engagement with all segments of the Hudson County community.

HUDSON TMA FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

Accessibility strategies increase traveler access to alternate modes of travel other than single-occupant vehicles and support the federal goal of increasing Ladders of Opportunity, particularly for traditionally underserved communities. The TMAs may accomplish this by providing services, information, or other assistance.

Hudson TMA is committed to expanding the availability and variety of Transportation Demand Management (TDM) support services in Hudson County. This initiative aims to provide travelers with access to alternative modes of transportation, reducing reliance on single-occupancy vehicles. In every outreach and program delivery effort, particular attention will be given to communities comprised of low-income individuals and families, minorities, non-English speakers, and persons with disabilities. The enhancement of public involvement processes is also a priority, working diligently to remove participation barriers these communities often encounter.

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

Activities/Tasks:

- i.** Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.
 - *Product/Outcome 1: Creation of a comprehensive information platform, including a website, publications, and contact channels, to disseminate information on non-single occupant vehicle (SOV) travel options to the public. This includes details on walking, bicycling, public transit, carpooling, vanpooling, and telecommuting. Ex. Hudson TMA collects data from all 12 municipalities for accuracy.*
- ii.** Provide trip planning assistance.
 - *Product/Outcome 1: Tracking of inquiries and assistance provided.*
- iii.** Promote and market commuter benefit incentive programs and transit ticket bulk sales programs.
 - *Product/Outcome 1: Manage the Hudson TMA's Commuter Benefit Incentive Program and Transit Ticket Bulk Sales Program.*
 - *Product/Outcome 2: Tracking of businesses and employees participating in these programs. Hudson TMA can create a survey that is sent to all businesses in these programs so data can be collected and monitored if people switched from driving to carpools or transit.*
- iv.** Develop and maintain the Hudson Transit ma, websites, social media channels, and email lists to support the dissemination of information.
 - *Product/Outcome 1: The outcome is enhanced public engagement, increased awareness of commuting options, and improved access to resources that promote efficient and eco-friendly travel, contributing to reduced traffic congestion benefits.*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from any Safe Routes to School activities funded by other state or federal programs or activities in this area funded by any other source, including private foundation grants. Still, it may be used to supplement these programs.

Activities/Tasks:

i. Assist communities and schools with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.

- *Product/Outcome 1: Respond to inquiries from communities and schools seeking assistance to implement activities that encourage walking and bicycling. (Ex. The Hudson TMA has the Golden Sneaker award and Sharing the road with bicyclist.)*

ii. Illustrate the walkability and bike ability of the TMA region. E.g., create/maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.

- *Product/Outcome 1: Create and maintain data on sidewalks, bike paths, walking routes to schools, transit, and major destinations, illustrating the walkability and bike-ability of the Hudson TMA region.*

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

i. Facilitate and or administer rideshare/ride-matching and vanpool programs.

- *Product/Outcome 1: Facilitate and administer rideshare and vanpool programs, promoting shared transportation options to reduce single-occupancy vehicle use.*

ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.

- *Product/Outcome 1: Hudson TMA manages and promotes rideshare matching services, including the njrideshare.com platform, in coordination with NJTPA. The Hudson TMA keeps a rolling list of commuters who signed up as our staff communicates with the commuter with any assistance. This service connects commuters with carpool and vanpool options, reducing traffic congestion, lowering commuting costs, and contributing to environmental sustainability. The outcome is increased rideshare participation, streamlined commute options, and a positive impact on regional traffic and emissions.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.

- *Product/Outcome 1: Provide technical assistance to employers, developers, and organizations in the Hudson TMA region to implement transportation demand management (TDM) strategies. This includes guidance on non-SOV commuting options such as transit, shuttles, walking, biking, and*

telework to help employees access work efficiently.

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

This Goal Area includes implementation of Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP) in the NJTPA region, as well as the FY23 CHSTP Update Memo and implementation of the DVRPC, SJTPO, and county human services transportation plans. In FY 2017, with assistance of the TMAs, the NJTPA completed Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP). The plan offers comprehensive recommendations for meeting the transportation needs of four target populations: older adults, low-income persons, persons with disabilities, and veterans. It presents 33 strategies across nine areas of concern designed to address the existing and emerging needs of the approximately one million transportation disadvantaged residents within the 13-county NJTPA region. Transportation services for these populations help meet employment, education, medical, and social support needs by improving accessibility and opportunity.

Aligned with the strategies outlined in Go Farther, the regional Coordinated Human Services Transportation Plan, Hudson TMA is dedicated to enhancing mobility for seniors, individuals with disabilities, veterans, and low-income individuals. Through careful planning and coordination, we aim to provide accessible and efficient transportation solutions that cater to the unique needs of these groups, thereby fostering greater independence and improved quality of life for all community members.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i.** Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - *Product/Outcome 1: Create and update comprehensive mobility guides that aligns with Hudson County Vision Zero Plan, available in both printed and electronic formats. These guides provide valuable information on transportation options, services, and resources for the community.*
- ii.** Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - *Product/Outcome 1: Develop a distribution plan outlining how the mobility guides will be disseminated to ensure broad accessibility within the target audience.*
- iii.** Conduct staff orientations at distribution sites, if appropriate.
 - *Product/Outcome 1: Conduct at least one staff orientation at distribution sites, if necessary, to ensure that personnel are well-informed about the content and purpose of the mobility guides, enhancing their ability to assist users.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i.** Support and assist healthcare providers in better meeting patient transportation needs. This activity may also include the involvement of hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for the target

populations.

- *Product/Outcome 1: Support and assistance provided to healthcare providers to enhance their capacity to meet the transportation needs of patients, leading to improved access to healthcare services as requested.*

ii. To improve patient transportation services, facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and transportation network companies.

- *Product/Outcome 1: Facilitate with all twelve municipalities in Hudson County in coordination between healthcare providers and transportation service providers, including public transit, paratransit, private shuttles, taxis, and transportation network companies, leading to improved patient transportation services.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

i. Support and assist counties conducting human services transportation service planning.

- *Product/Outcome 1: Support and assistance provided to Hudson County and Transcend in conducting human services transportation service planning, resulting in improved transportation services for underserved populations.*

ii. Review of existing transportation plans, human services plans, or other relevant documents; development of inventories, GIS databases, and maps of transit service; conduct of one-on-one and/or group meetings with human services transportation providers and other human services providers; and outreach to human services populations to build upon the public engagement conducted for the regional CHSTP.

- *Product/Outcome 1: Review and analysis of existing transportation plans and human services plans, leading to the identification of gaps and opportunities for service improvement with the Vision Zero task force. A memo to be completed summarizing the findings. The draft and final report will be shared with the NJTPA for review.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

i. Schedule rider trips with a transportation network company, taxi, or other third-party transportation provider.

- *Product/Outcome 1: Assist riders in scheduling trips with third-party transportation providers such as transportation network companies, taxis, or private shuttle services.*

ii. Provide travel training and concierge assistance.

- *Product/Outcome 1: Delivery of travel training and concierge assistance to empower individuals to navigate the transportation system independently.*

iii. Provide coordinated information: Inclusive of NJ TRANSIT fixed-route, private carrier, commuter buses, and scheduled county services.

- *Product/Outcome 1: Coordination with all twelve municipalities in Hudson County of information on*

various transportation options, including NJ TRANSIT fixed-route, private carriers, commuter buses, and county services, offering a comprehensive resource for riders seeking transportation solutions.

GOAL AREA 3: ECONOMIC DEVELOPMENT

Economic Development strategies focus on encouraging, providing, and implementing transportation demand management services at sites such as employers, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services increase traveler choices while lowering the use of single-occupant vehicle travel. This may include working with communities to identify and/or establish first/last mile solutions that improve access to jobs or providing information about availability of carpools and vanpools.

Hudson TMA is committed to undertaking activities aimed at promoting, providing, and implementing Transportation Demand Management (TDM) services at sites that generate significant demand, including employers, transportation hubs, recreational and entertainment venues, shopping centers, and other similar locations. Through targeted engagement and services at these high-demand sites, we aim to efficiently manage and mitigate transportation demands, encouraging the use of alternative and sustainable commuting options for the convenience and benefit of the public.

REQUIRED STRATEGIES

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i.** Pursue opportunities to encourage, provide, and/or implement TDM strategies that help existing and relocating employees' commute and travel choices.
 - *Product/Outcome 1: Identify and implement TDM strategies to promote alternative commuting options for existing and relocating employees. This includes initiatives to reduce single-occupancy vehicle (SOV) travel through programs such as carpooling, vanpooling, public transit usage, telecommuting, and biking.*
- ii.** Conduct outreach to employers regarding TDM and travel alternatives, and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.
 - *Product/Outcome 1: Organization and execution of outreach events like Transit Days, Transportation Fairs, or similar gatherings at employer, social services, or other organization sites. These events aim to raise awareness about TDM options and provide employees with information and resources to make informed travel choices.*

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

- i.** Act as liaison between employers and the NJTPA for outreach to the business community, as requested and in coordination with the NJTPA.
 - *Product/Outcome 1: Maintain updated employer contact database and conduct outreach to employers to offer assistance; track assistance provided; Conduct outreach to the business community as requested in coordination with NJTPA.*

- ii. Keep records of outreach-related activities, including contacts made and the type and number of services resulting from TMA interaction or services provided directly by the TMA.
 - o *Product/Outcome 1: Maintenance of comprehensive records of all outreach-related activities, including details of contacts made and the types and number of services resulting from Hudson TMA interactions. These records serve as a valuable resource for tracking and assessing the impact of the Hudson TMA efforts in promoting alternative transportation options within the community.*

C. CONNECT WITH OTHER ORGANIZATIONS

Activities/Tasks:

- i. New Jersey Smart Workplaces for Commuters - Activities that support the statewide New Jersey Smart Workplaces for Commuters program and increase the use of non-SOV modes. Evaluate and update the New Jersey Smart Workplaces program with the NJTPA.
 - o *Product/Outcome 1: Hudson TMA supports and promotes the New Jersey Smart Workplaces for Commuters program, encouraging employers to adopt non-SOV (single-occupancy vehicle) commuting options like carpooling, transit, biking, and telecommuting. By evaluating and updating the program in partnership with NJTPA, the outcome is increased participation in sustainable commuting practices, reduced traffic congestion, and a cleaner environment for New Jersey.*
- ii. Support the League of American Bicyclists Bicycle-Friendly Business Program
 - o *Product/Outcome 1: Hudson TMA supports the League of American Bicyclists' Bicycle-Friendly Business Program, helping businesses create bike-friendly environments for employees and customers. The outcome is increased bike commuting, improved employee health and satisfaction, and recognition for businesses committed to sustainability and eco-friendly practices.*

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- i. Conduct research, planning, or outreach on workforce or visitor transportation issues or serve as a stakeholder in such efforts.
 - o *Product/Outcome 1: Hudson TMA conducts research, planning, and outreach on workforce and visitor transportation challenges, serving as a key stakeholder in related initiatives. The outcome is informed decision-making and improved transportation solutions that enhance mobility for both workers and visitors in the region.*
- ii. Participate in strategic planning and implementation of local CEDS, North Jersey Partners strategies, or coordination with local Workforce Development Boards (WDBs).
 - o *Product/Outcome 1: Attend local strategic planning and implementation meetings/ workshops as needed*

GOAL AREA 4: ENVIRONMENTAL

Environmental strategies contribute towards reducing air pollution and greenhouse gases from the transportation sector. These activities are in addition to the Accessibility Goal Area strategies that promote shared rides and encourage the reduction of SOV trips.

Hudson TMA is dedicated to promoting activities and delivering educational programs aimed at reducing transportation-related pollution. We prioritize raising public awareness regarding pollution reduction and resource conservation for a healthier, more sustainable community.

Below are key areas of focus:

- **Public Awareness:** We launch campaigns to inform the public about the environmental impacts of transportation activities, emphasizing the importance of reducing pollution and conserving resources. These campaigns utilize various mediums to reach diverse audiences, raising collective consciousness about environmental stewardship.
- **Inclusive Outreach:** Our outreach and program delivery strategies are designed to be inclusive. We engage with communities often underserved or overlooked, including:
- **Low-Income Families:** Ensuring accessibility of information and programs to economically disadvantaged individuals and families.
- **Minority Groups:** Developing tailored outreach strategies that resonate with various minority communities.
- **Limited English Proficiency Individuals:** Offering translated materials and interpretation services to non-English speakers, ensuring they have access to vital information.
- **Persons with Disabilities:** Providing accessible formats and platforms to cater to the needs of disabled individuals, ensuring full participation.
- **Eliminating Participation Barriers:** We continually refine our public involvement processes to remove any barriers to participation faced by low-income, minority, non-English speaking, and disabled communities. This approach ensures these groups have an equal opportunity to engage with, learn from, and contribute to our pollution reduction initiatives.

Through these concerted efforts, Hudson TMA is not only raising awareness about the need for pollution reduction and resource conservation but also fostering an inclusive environment where every community member can participate in creating a more sustainable Hudson County.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

- i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.
 - *Product/Outcome 1: A series of educational materials (brochures, infographics, videos) focused on the importance of air quality and anti-idling, distributed to the public through various channels.*
 - *Product/Outcome 2: An air quality alert system integrated with social media platforms that provides real-time updates and educational content.*
- ii. Per guidance from the New Jersey Department of Environmental Protection, plan and conduct community air monitoring studies in response to requests from local governments, schools, or community groups.
 - *Product/Outcome 1: Provide a report on any AQM as requested.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

i. Participate in activities that provide technical support to encourage EV adoption and related infrastructure throughout their service area. This activity should emphasize publicly accessible sites and locations in low-income areas.

- *Product/Outcome 1: Share the number of electric vehicles adopted in the service area with the public. A detailed map or guide of existing and planned EV charging infrastructure, especially in low-income areas.*

ii. Provide technical assistance to municipalities, employers, and other destinations engaged in needs assessment, readiness planning, ordinance adoption, charging station siting, and participation in support of activities sponsored by the NJTPA or other agencies.

- *Product/Outcome 1: Several municipalities, employers, or destinations that received technical assistance and the specific nature of that support (Ex. HTMA will keep track of readiness plans developed, ordinances drafted, sites evaluated for charging stations).*
- *Product/Outcome 2: Tools or templates developed for stakeholders to use in readiness planning and ordinance adoption processes. Draft and final templates to be shared with the NJTPA for review.*

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

i. Encourage, educate, and support the use/implementation of E-bikes, e-scoots, and e-cargo delivery modes.

- *Product/Outcome 1: Partnerships with local businesses and micromobility providers to offer trial programs, discounts from the providers, or inform about incentives for using e-bikes and e-scoots.*

ii. Assist municipalities and counties in creating cargo e-bike delivery programs/determining the best locations and designated zones for these vehicles.

- *Product/Outcome 1: A guide for municipalities that outlines steps for implementing cargo e-bike delivery programs, including policy recommendations, zoning considerations, and operational best practices. Draft and final guide to share with the NJTPA for review.*

OPTIONAL STRATEGIES

D. EVS AND EV INFRASTRUCTURE EDUCATION AND OUTREACH

Activities/Tasks:

i. Participate in promoting and educating alternative-fueled vehicle adoption, emphasizing EVs, and constructing private and public EV charging stations.

- *Product/Outcome 1: Promote and facilitate the adoption of alternative-fueled vehicles, with a specific emphasis on electric vehicles (EVs) and the development of EV charging infrastructure. This includes increasing awareness and encouraging the use of clean and sustainable transportation options.*

ii. Disseminate information about EV purchase and charger installation incentives, infrastructure, and presentations to municipal, business, and community stakeholders.

- *Product/Outcome 1: Disseminate comprehensive information about incentives available for EV purchase and the installation of charging infrastructure. This may involve conducting presentations to municipal, business, and community stakeholders to educate them about the benefits and opportunities associated with EVs and charging infrastructure.*

E. SUSTAINABLE JERSEY

Activities/Tasks:

- Support municipal participation in Sustainable Jersey.
 - *Product/Outcome 1: Hudson TMA supports municipal participation in the Sustainable Jersey program by assisting with sustainability initiatives and providing guidance. The outcome is increased municipal engagement in eco-friendly practices, resulting in greener communities and progress toward achieving sustainability goals.*

GOAL AREA 5: SAFETY:

Safety strategies should contribute to traveler safety and support implementation of the U.S. Department of Transportation’s National Roadway Safety Strategy, a comprehensive approach to reducing deaths and serious injuries on streets and highways using a [Safe System Approach](#) and the [NJDOT Strategic Highway Safety Plan](#). Safety activities may include outreach, education, planning, and data collection. TMAs are encouraged to participate as partners with transportation operating agencies, safety agencies and organizations, planning agencies, community and private stakeholders and the public to successfully implement these activities.

The Hudson TMA is committed to enhancing public safety for motorists, pedestrians, and bicyclists through a series of strategic activities. We meticulously design our outreach methods and program delivery to be inclusive and accessible to all community members, with particular attention to those who are low-income, minorities, non-English speakers, and individuals with disabilities. Our focus is on fostering robust public engagement by proactively removing barriers to participation experienced by these communities, thereby ensuring that everyone can contribute to and benefit from our safety improvement initiatives.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- Support the implementation of Complete Streets.
 - *Product/Outcome 1: Support the implementation of Complete Streets initiatives, Complete Streets policy will be updated to reflect Vision Zero goals, and that Complete Streets implementation will support the furtherance of Vision Zero. Contributing to safer and more accessible roadways for all users, including pedestrians, bicyclists, and motorists.*
- Educate municipal stakeholders about Complete Streets.
 - *Product/Outcome 1: Educate municipal stakeholders with presentations and digital materials about the concept and benefits of Complete Streets, fostering awareness and support for these inclusive transportation designs.*

iii. Assist a municipality or county with adopting a Complete Streets policy, checklist, or ordinance consistent with the Complete & Green Streets for All: Model Policy & Guide.

- *Product/Outcome 1: Assist municipalities or counties in adopting Complete Streets policies, checklists, or ordinances that align with the Complete & Green Streets for All: Model Policy & Guide, promoting more walkable and bike-friendly communities.*

iv. Participate as a stakeholder in a Complete Streets planning or infrastructure project sponsored by the NJTPA, the NJDOT, or another public agency.

- *Product/Outcome 1: Being a stakeholder in Complete Streets planning or infrastructure projects sponsored by NJTPA, NJDOT, or other public agencies, contributing to developing safer and more accessible transportation networks.*

v. Conduct and/or participate in temporary demonstration projects (i.e., tactical urbanism) with the approval of a local jurisdiction. TMAs may utilize the NJTPA Complete Streets Demonstration Library hosted by Hudson TMA.

- *Product/Outcome 1: Conducts and or participates in temporary demonstration projects, Demonstration Projects will test out safety countermeasures which can help achieve Vision Zero. The County is applying for funding for 2 additional demonstration projects to be completed between 2025-2026 such as tactical urbanism initiatives, with local jurisdiction approval.*

preparing a grant application for construction (e.g., Safe Routes to School or Transportation Alternatives Set-Aside), a planning study or a technical assistance program, and support for project implementation.

- *Product/Outcome 1: Provide Letters of Support to grant applicants if their grant application supports Complete Streets principles.*

B. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

i. Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities along the HIN. TMAs are encouraged to organize, lead, and/or participate in audits organized by counties or other organizations.

- *Product/Outcome 1: Serve as a stakeholder and or provide assistance as requested in a road safety audit, walking audits, bicycling audits, speed audits, and walkable community workshops, contributing to safer road environments and more pedestrian- and cyclist-friendly communities.*

C. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

i. Carry out recommended strategies addressing at least one of the emphasis areas in the New Jersey 2020 Strategic Highway Safety Plan. The seven emphasis areas are Equity, Lane Departure, Intersections, Driver Behavior, Pedestrians and Bicyclists, Other Vulnerable Road Users, and Data.

- *Product/Outcome 1: By providing guidance to the municipality strategies addressing key emphasis areas in the New Jersey 2020 Strategic Highway Safety Plan, enhancing safety for all road users.*

ii. Support Toward Zero Deaths and or Vision Zero initiatives and educate communities on proven safety

countermeasures and the Safe System Approach.

- *Product/Outcome 1: Support Hudson County and Jersey City toward Zero Deaths and Vision Zero initiatives, promoting road safety and the reduction of traffic-related fatalities.*

iii. Serve as stakeholders and resources to Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.

- *Product/Outcome 1: Serve as stakeholders and public outreach to align with vision zero goals effort undertaken, Hudson County, and the Sports and Exposition Authority, enhancing safety planning and strategies.*

iv. Coordinate and implement proven-safety countermeasures - Suggest proven-safety countermeasures in any speed study report or walk/bike audit recommendation.

- *Product/Outcome 1: Suggest and coordinate the implementation of proven-safety countermeasures in speed study reports and walk/bike audit recommendations.*

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

i. Conducting Street Smart NJ pedestrian safety education and outreach: Identify suitable communities for implementing pedestrian safety education and outreach, enlist support and participation from local stakeholders, and provide resources and support for an effective pedestrian safety education effort. Street Smart NJ information is available at www.beststreetsmartnj.org. This strategy may include using radar speed feedback signs and or demonstration projects in coordination with a municipal or county partner.

- *Product/Outcome 1: Implement Street Smart NJ pedestrian safety education and outreach. Targeting suitable communities and engaging local stakeholders to enhance pedestrian safety awareness and behavior.*

ii. Organize child safety equipment fittings and car fittings for older adults (CarFit).

- *Product/Outcome 1: Organize child safety equipment fittings and CarFit events for older adults, ensuring proper safety measures are in place.*

iii. Conduct outreach and education related to safety topics, such as younger drivers, mature drivers, drivers with disabilities, child passengers, safe driving behavior, pedestrian and bicyclist safety laws, and promoting a culture of safety.

- *Product/Outcome 1: Conduct outreach and education with presentations at the High Schools on various safety topics, including younger and mature drivers, drivers with disabilities, child passenger safety, safe driving behaviors, and fostering a culture of safety with public information and presentations at schools.*

iv. Participating in partnerships with transportation safety organizations.

- *Product/Outcome 1: Hudson TMA collaborates with transportation safety organizations through strategic partnerships. The outcome is enhanced transportation safety awareness, implementation of effective safety measures, and a reduction in accidents, contributing to safer roadways for all users. (Ex. Coordinating with all municipalities in Hudson County)*

E. ASSIST MUNICIPALITIES IN SAFELY INTEGRATING MICRO-MOBILITY OPTIONS

Activities/Tasks:

- i. Conduct micromobility training sessions with schools, community organizations, clubs, etc., to provide better education around micromobility, safe riding, and a safe space to practice using new modes.
 - o *Product/Outcome 1: Conduct micromobility training sessions to educate schools, community organizations, clubs, etc., on safe riding practices, promoting safe and responsible micromobility use.*
- ii. Participate in partnerships with micromobility providers.
 - o *Product/Outcome 1: Establish partnerships with micromobility providers to ensure safe and regulated use of micromobility options within the community.*
- iii. Assist in the creation of micromobility action plans.
 - o *Product/Outcome 1: Assist in the development of micromobility action plans, ensuring a coordinated and safe integration of micromobility within the transportation ecosystem.*

OPTIONAL GOAL AREA: RELIABILITY

Reliability strategies provide an increase in dependable and predictable transportation service. This is achieved through supporting inter-agency coordination and communicating with the public about transportation system disruptions so that travelers can make informed choices about mode, route, and travel time.

Hudson TMA is committed to implementing activities designed to enhance the reliability and predictability of transportation services. The focus is on fostering inter-agency coordination and providing timely communication to the public regarding any disruptions in the transportation system. This approach ensures that travelers are well-informed and can make judicious decisions regarding their mode, route, and timing of travel.

Our initiatives aim to alleviate or counteract roadway traffic, aligning with Hudson TMA's and NJTPA's objectives. Notably, in all outreach endeavors and program delivery efforts, special attention is given to engaging communities that are often underserved.

This includes:

- **Low-Income Individuals and Families:** Ensure that economically disadvantaged groups have access to and information about reliable transportation services.
- **Minority Communities:** Engaging with diverse racial and ethnic groups to provide transportation solutions that meet their specific needs.
- **Limited English Proficiency Individuals:** Implementing communication strategies that are accessible to non-English speakers, helping them navigate the transportation system effectively.
- **Persons with Disabilities:** Providing tailored services and support to meet the unique transportation needs of disabled persons, ensuring they can travel with ease and dignity.

The overarching aim is to foster an inclusive approach to public involvement, actively working to dismantle any participation barriers that these communities may encounter. Through these concentrated efforts, Hudson TMA seeks to promote equitable and dependable transportation services for all residents of Hudson County.

A. CONSTRUCTION-AND EVENT-RELATED CONGESTION MITIGATION

Activities/Tasks:

- i. Provide information about travel options available to mitigate construction, maintenance, emergencies, and special event impacts.
 - o *Product/Outcome 1: Provision of information on various travel options to the public to help mitigate congestion caused by construction, maintenance, emergencies, and special events. This information includes alternative transportation modes and routes.*
- ii. Coordinate with operating agencies (NJDOT, Port Authority of New York and New Jersey (PANYNJ), TransCom, NJ TRANSIT, Delaware River Port Authority (DRPA), county and municipal agencies, or other agencies) to share information and implement congestion mitigation strategies. This includes disseminating operating agency information to travelers and providing information on travel conditions from travelers to operating agencies. This coordination may also include attending and providing support or leadership in regional working groups to share information and collaborate on transportation-related issues.
 - o *Product/Outcome 1: Coordination with operating agencies such as NJDOT, PANYNJ, TransCom, NJ TRANSIT, DRPA, county and municipal agencies, and other relevant entities to facilitate the sharing of information and the implementation of congestion mitigation strategies. This includes two-way information exchange, ensuring that travelers are informed of conditions and that their feedback is relayed to operating agencies.*
- iii. Assist operating agencies with providing shared ride and shuttle services and advertising the availability of park and ride facilities related to construction, maintenance, emergencies, and special events.
 - o *Product/Outcome 1: Assistance provided to operating agencies in offering shared ride and shuttle services, as well as promoting the availability of park and ride facilities during construction, maintenance, emergencies, and special events.*
- iv. Encourage carpool and vanpool formation to impacted areas, and work with employers to enact workplace changes such as flextime and telework.
 - o *Product/Outcome 1: Hudson TMA encourages carpool and vanpool formation to impacted areas and collaborates with employers to implement workplace changes like flextime and telework. The outcome is reduced traffic congestion, lower commuting costs, and increased workplace flexibility, resulting in a more sustainable and efficient transportation network.*

B. TRAVEL ALERTS

Activities/Tasks:

- i. Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.
 - o *Product/Outcome 1: Timely notifications to travelers about unexpected traffic conditions arising from construction, maintenance, special events, or emergencies. This information keeps travelers informed and helps them plan their routes accordingly.*
- ii. Provide information about travel options available to mitigate traffic related to construction,

maintenance, and special events.

- *Product/Outcome 1: Dissemination of information regarding available travel options to alleviate traffic related to construction, maintenance, and special events. Travelers receive guidance on alternative routes and transportation modes to minimize congestion.*

PROGRAM MANAGEMENT

Hudson TMA will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. Hudson TMA will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

- i. Preparation of the following year's work program.
- ii. Maintenance of all TMA work program grant-related records and products.
- iii. Maintenance of the on-line pass-through grant program management system, including the cost tracking system and TMA work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.
- iv. Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.
- v. And preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- *Quarterly Progress Reports, invoices and supporting documentation.*
- *Submit emergency response plans/contingency plans by December 31, 2025.*
- *Fourth Quarter/Final Report and all final deliverables*
- *Prepare next fiscal year's Work Program and Staffing Plan*

WORK FUNDED BY OTHER SOURCES

A. NEW JERSEY TRANSIT

Activities/Tasks:

- i. The Hudson TMA will provide services to promote and enhance mass transportation usage through its work program via a contract with NJ TRANSIT.
 - *Product/Outcome 1: NJ TRANSIT Information and Outreach Activities Product or outcome.*

B. NJDOT SAFE ROUTES TO SCHOOL

Activities/Tasks:

- i. The Hudson TMA will provide information on programs provided through the Safe Routes to School Program funded through the NJDOT.
 - *Product/Outcome 1: Development and presentation of Safe Routes to School Programs.*

C. NEW JERSEY DEPARTMENT OF HIGHWAY TRAFFIC SAFETY

Activities/Tasks:

i. Provide safety programs for motorists, pedestrians and bicyclists through a grant with New Jersey Department of Highway Traffic Safety.

- o *Product/Outcome 1: Presentation of New Jersey Department of Highway Traffic Safety programs.*

HUDSON TMA PROMOTION PLAN FY 2026

Hudson TMA will utilize a diverse range of media channels to promote and support the programs, goals, and objectives outlined in the work program. All promotional activities will be developed and executed in accordance with the NJTPA TMA Program Promotions Policy, ensuring compliance with federal guidelines for reimbursement and alignment with NJTPA goals and policies. This promotional plan will be updated quarterly and submitted to the TMA Project Manager alongside the quarterly report attachments.

Media Formats

Hudson TMA will use the following types of media in FY 2025 for the promotion of the programs, goals, and objectives of the work program:

Brochures: Brochures are produced and maintained for all programs to explain and promote its activities. They are distributed at public locations, municipal offices, libraries, public events, local festivals, and employer work sites. There are brochures that contain application forms for those who do not have access to a computer or are unable to apply online. Effectiveness will be tracked by the number of brochures taken.

Periodicals: Promotion in periodicals, such as local newspapers, has successfully drawn attention to programs, events, and classes. The circulation is audited and measured by the respective publications.

Flyers: Hudson TMA produces flyers for distribution to promote or explain the purpose of activities or events. Standard size is letter sized on glossy paper. Effectiveness will be tracked by number of attendees at events and the number of pieces posted and distributed.

Newsletters: The Hudson TMA, as a division of the HCIA, highlights activities and programs or provides a particular TDM related message in the HCIA's Seasons newsletter. Seasons is a large multi-page newsletter on glossy paper produced by the HCIA. Seasons is delivered to more than 150,000 homes and businesses in Hudson and is produced twice per year (fall and spring). Effectiveness will be tracked by the number of pieces distributed.

Signage & Posters: Hudson events often utilize banners, marquis signs, posters, and tabletop placards to identify the TMA, bring attention to a particular program or direct the public

Website: The TMA maintains and revises its interactive website to inform the public on all aspects of the Hudson TMA. Effectiveness will be tracked by the number of "unique hits" made onto the website.

Video: Hudson TMA produces videos highlighting messages for public viewing on cable TV and at fairs and Community Events. Effectiveness will be tracked by the number of viewers.

Social media: The TMA utilizes Facebook, X (Twitter) and Instagram to reach the public to promote its activities and encourage program participation. Effectiveness will be measured by the number of followers, impressions, reach, page likes and engagements.

Online Promotions: The TMA will use banner ads to provide TDM related messages or to promote a program or event. Effectiveness will be measured by impressions, reach and engagements.

Broadcast Media: The TMA will run announcements pre-recorded messages or videos to promote TDM related messages and TMA programs or events via local cable and/or radio. Effectiveness will be measured by the broadcasters' metrics regarding number of viewers or listeners.

Goal Area Activity Promotion Plans

Hudson TMA will use a variety of media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to the NJTPA's TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and aligned with NJTPA goals and policies. This plan will be updated on a quarterly basis and submitted to the TMA Project Manager with the quarterly report attachments.

Hudson TMA plans to use the following media types in support of each Goal Area Activity.

1. **Accessibility:** Media formats for use in support of Accessibility are: brochures, periodicals, flyers, newsletters, posters, website social media.

Hudson TMA will promote CarFree Week, Park(ing) Day, Earth Day, Mass Transit Modes, Switch to Mass Transit, Carpooling, Vanpooling, Emergency Ride Home, Bike to Work Week, Bike Month, Bike Rehab program, Bike Share, Bayonne Bike Riders' Tours, Jersey City Ward Tour, Stride & Ride, Learn to Ride, Hudson Bike School, Savvy Cyclist: Urban Biking Traffic Skills 101, Bike Skills and Safety Seminars, Bike Driver's Ed - Sharing the Road, National Walking Day, Hudson Walking Challenge, Walk to School, Golden Sneaker, Senior Pedestrian Education program and Complete Streets

2. **Coordinated Public Transportation for Vulnerable Populations:** Media formats for use in support of Coordinated Public Transportation for Vulnerable Populations are brochures and the website.
3. **Economic Development:** Media Formats for use in support of Economic Development are brochures, newsletters, website, and social media. Hudson TMA will promote Transit Information Fairs, NJ Smart Workplaces Employer Services, Pre-tax Transit Benefits, Preferential Parking, Flextime, Telecommuting, and Compressed Work Week.
4. **Environmental:** Media formats for use in support of Environmental are brochures, flyers, social media, videos, website, broadcast media, newsletters, and online promotion. Hudson TMA will promote anti-idling campaigns, air quality education programs, and alternate fuel vehicles and charging stations.
5. **Safety:** Media formats for use in support of Safety are flyers, newsletters, brochures, social media, website, broadcast media, and online promotion. Hudson TMA will promote pedestrian, bicyclist, and motorist safety programs and relayed safety tips and best practices.
6. **Reliability:** Media formats for use in support of Reliability are: brochures, flyers, social media, website, newsletters, and online promotion. Hudson TMA will promote the Traffic Alert System and assist in community outreach regarding construction events.

BUDGET AND STAFFING PLAN

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

HUDSON TMA FY 2026 WORK PROGRAM BUDGET PLAN

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
	1. SALARIES		\$ 146,554.90	
	2. FRINGE BENEFITS	105%	\$ 153,882.65	
			SUBTOTAL \$ 300,437.55	100%
PART II	DIRECT NON-LABOR COSTS			
	1. SUPPLIES		\$ -	
	2. TRAVEL		\$ -	
	3. PRINTING & REPRODUCTION		\$ 6,226.21	
	4. TELEPHONE		\$ -	
	5. POSTAGE		\$ 40.00	
	6. CONFERENCE/TRAINING		\$ -	
	7. OTHER (SPECIFIED IN ATTACHMENT)		\$ 74,394.99	
			SUBTOTAL \$ 80,661.20	100%
PART III:	INDIRECT COSTS			
	INDIRECT COST ALLOCATION	148.00%	\$ 216,901.25	
			SUBTOTAL \$ 216,901.25	100%
PART IV:	CONSULTANT COSTS			
	CONSULTANT		\$ -	
			SUBTOTAL \$ -	100%
			TOTAL PROGRAM BUDGET \$ 598,000.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$	598,000.00	Total:	\$	598,000.00
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NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**HUDSON TMA
FY 2026 WORK PROGRAM
BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Activity Books, Child Pedestrian and Bicycle Safety	Printing of Activty booklets	\$ 4,000.00
Anti-Idle/Electric Vehicle	Promotional Materials	\$ 2,000.00
Bike Rehabilitation Program	Bike Repair	\$ 2,200.00
CarFree Week	Promotional and Safety Materials	\$ 300.00
Chamber of Commerce/Economic Development Council network	Registration/Vendor fee	\$ 500.00
Emergency Ride Home	Taxi Expense	\$ 200.00
Golden Sneaker Walking Program	Trophy/Materials	\$ 500.00
Hoboken Bike Camp	Promotional Materials	\$ 500.00
New Jersey Smart Work Place	Renting Expense	\$ 3,000.00
Park(ing) Day	Promotional Materials	\$ 800.00
Savvy Cyclist TS 101 Smart Cycling	Adult Class and Renting Materials	\$ 1,000.00
Seasons Newsletter	Promotional Ads	\$ 7,000.00
Social Media	Instagram and Facebook ads	\$ 33,000.00
Street Smart Campaigns	Printing, Advertising	\$ 2,000.00
Coordinated Human Services Transportation	Printing, Advertising	\$ 1,444.99
Creation of the New Safety Activity Books	Designing of the New Activity Books	\$ 10,000.00
Switch to Mass Transit Program	Promotional Expense	\$ 600.00
Vanpool Empty Seat & Start-Up Subsidies	Promotional Expense	\$ 500.00
Video Use in Production and Updates for Marketing TMA Program	Advertising Expense	\$ 600.00
Walking Day	Promotional/Advertising Materials	\$ 250.00
Website Maintenance and Content Revisions/Additions	Additions to the website	\$ 4,000.00
	Total "OTHER" Direct Expenses	\$ 74,394.99

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**HUDSON TMA
FY 2026 WORK PROGRAM
STAFF PLAN**

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	1,325	\$ 99,604.89	\$ 73,716.21	\$ 71,909.87	\$ -	\$ 245,230.97
Core Goal Area Activities - Economic Development	1,140	\$ 76,393.25	\$ 3,500.00	\$ 55,152.20	\$ -	\$ 135,045.45
Core Goal Area Activities - Environmental	355	\$ 20,462.18	\$ -	\$ 14,772.69	\$ -	\$ 35,234.87
Core Goal Area Activities - Safety	1,055	\$ 63,469.54	\$ 2,000.00	\$ 45,821.91	\$ -	\$ 111,291.45
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	62	\$ 5,344.97	\$ 1,444.99	\$ 3,858.80	\$ -	\$ 10,648.76
Core - Program Management	262	\$ 31,225.40	\$ -	\$ 22,543.21	\$ -	\$ 53,768.61
Optional Goal Area Activities - Reliability	35	\$ 3,937.33	\$ -	\$ 2,842.56	\$ -	\$ 6,779.89
TOTAL	4,234	\$ 300,437.55	\$ 80,661.20	\$ 216,901.25	\$ -	\$ 598,000.00

TMA Work Program Assigned Staff

Personnel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the FY)	Total Estimated Hours For TMA Work Program
Luis Delgado, Director	45%	825
Emma Hualca, Program Coordinator	46%	840
Madison Falacara, Field Associate	48%	865
Christina Arzola, Field Associate	48%	872
Zackery Logan, Field Associate	46%	832
TOTAL*	47%	4,234

** Note Total Estimated % of Time Needed for TMA Program represent average of total staff time.*

KEEP MIDDLESEX MOVING TMA
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
[Safety](#)
[Reliability \(Optional\)](#)
Program Management

Work Funded by Other Sources

Promotions Plan

Budget and Staffing Plan

KEEP MIDDLESEX MOVING TMA OVERVIEW

ORGANIZATIONAL SUMMARY

Keep Middlesex Moving, Inc. (KMM) was incorporated on September 8, 1988, as a 501(c) (3) as defined by the Internal Revenue Code of 1954. The mission of the nonprofit is to develop and implement transportation demand management (TDM) solutions that assist commuters, employers, and local, county, and state government in reducing traffic congestion, improving air quality, and providing bike and pedestrian safety education.

KMM's major funding is provided by the Federal Highway Administration via the North Jersey Transportation Planning Authority (NJTPA), NJ TRANSIT, and the New Jersey Department of Transportation (NJDOT) for Safe Routes to School Non-infrastructure programs. Additionally, KMM receives in-kind services from the County of Middlesex and dues paid by members. The membership roster has been provided. In recent years, KMM has received funding from the NJ Division of Highway Traffic Safety for safety education programming.

KMM addresses the transportation demand management (TDM) needs of any commuter or traveler, employer, or governmental entity in Middlesex County. Examples of entities to which KMM provided service include Johnson & Johnson World Headquarters, Colgate-Palmolive Company, Rutgers University, Bristol Myers Squibb, the townships of East Brunswick, Edison, and Piscataway, the boroughs of Highland Park, Milltown, Middlesex, Metuchen, and Woodbridge, the cities of New Brunswick and Perth Amboy, Robert Wood Johnson University Hospital, St. Peter's University Hospital, and many others.

KMM's office is located at 100 Bayard Street, 2nd Floor, New Brunswick, NJ. There are currently 4 full-time staff members.

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

Middlesex County is the crossroads of New Jersey. The second largest county in the state by population, Middlesex is 309 square miles and extends from the Rahway River south to Mercer and Monmouth Counties and from the Raritan Bay on the Atlantic Ocean west to Somerset County. It has 25 municipalities and extensive industrial, office, and residential areas. The NJ Turnpike, Garden State Parkway, Route 287, 9, 130, 27, 22, 1, 18, and other major roadways, as well as the Raritan Valley, Northeast Corridor, and NJ Coastline rail lines, bring hundreds of thousands of people to and through Middlesex County each day. Major bridges serving Middlesex County include Albany Street, John Lynch Sr. Memorial, Victory, Driscoll, Edison, Morris Goodkind, Douglas Goodkind, Ellis S. Viesner, Basilone, Route 1, and Landing Lane.

According to the US Census, Middlesex County has a population of 863,162. Middlesex County is densely populated, with 2,794 persons per square mile. Sixteen percent of the population is over age 65. (Source: <https://www.census.gov/quickfacts/fact/table/NJ,middlesexcountynewjersey,US/PST045222>)

Middlesex County's population is richly diverse. Residents identify primarily as White, Hispanic/Latino, Asian, and Black. Thirty-four percent of residents identify as foreign-born, hailing from India, the Dominican Republic, Mexico, China, the Philippines, Pakistan, Poland, Egypt, Nigeria, Ukraine, Italy, and many more places. More than 26 percent of the population identifies as Asian. (Source: <https://www.census.gov/quickfacts/fact/table/NJ,middlesexcountynewjersey,US/PST045222>).

Sixty-five percent of the population own their homes. As of 2022, the median property value is \$411,900, and the median rent is \$1,739. The median household income during this period is \$105,2060. (Source: <https://www.census.gov/quickfacts/fact/table/NJ,middlesexcountynewjersey,US/PST045222>)

There are 21,897 employer establishments in Middlesex County, with a total employment of 420,626. Sixty-four percent journey to work alone while 8 percent car/vanpool. Public transportation accounts for 7 percent of commuters, and 13 percent work from home. (Source: U.S. Census ACS 5-Year Estimate 2018-2022.)

There are eight institutions of higher learning in Middlesex County. They are Middlesex College, Princeton University (Forrestal Campus), Rutgers, the State University of New Jersey, New Brunswick Theological Seminary, Chamberlain University (North Brunswick), Berkeley College (Woodbridge branch campus), Strayer University (Piscataway), and DeVry University (Woodbridge).

According to the NJ Hospital Association, there are 10 hospitals in Middlesex County. They are Penn Medicine Princeton Medical Center (Plainsboro), Hackensack Meridian Health—JFK Medical Center (Edison), JFK Johnson Rehabilitation Institute (Edison), Raritan Bay Medical Center Old Bridge, Raritan Bay Medical Center Perth Amboy, RWJBarnabas Health—Robert Wood Johnson University Hospital & The Bristol Myers Squibb Children's Hospital (New Brunswick), Children's Specialized Hospital (New Brunswick), Saint Peter's Healthcare System—Saint Peter's University Hospital (New Brunswick), and Rutgers University Behavioral Health Care (Piscataway).

GOALS AND OBJECTIVES

Thirty-six years ago, KMM's Board of Trustees had a simple pair of goals that included providing assistance in connection with the establishment of efficient transportation services and promoting efficient transportation services for the purposes of conserving energy, reducing air pollution, and reducing traffic congestion.

Today, those goals are broader and more defined. Now, "efficient "transportation services include on-demand services, micromobility, electric vehicles, and autonomous vehicles. Safer road conditions, reliable and multiple mobility choices, wiser bicycle and pedestrian behaviors, and smarter land use decisions enhance the human, physical, and economic environments.

The staff is dedicated to addressing the needs of commuters, employers, and local, county, and state governments as KMM works to implement a broad and ever-expanding menu of transportation demand management programs and services that support and enhance improved mobility and safety, cleaner air, and sustainability in Middlesex County. KMM's portfolio contains activities that address NJTPA's goals and objectives, including Accessibility, Coordinated Public Transportation for Vulnerable Populations, Economic Development, Reliability, Environmental Sustainability, and Safety.

TITLE VI/ENVIRONMENTAL JUSTICE

Middlesex County is a melting pot of nationalities, languages, races, and incomes. Research conducted at the William J. Hughes Center for Public Policy at Stockton University showed Middlesex County as one of the most diverse counties in the state, just behind Essex and Hudson counties (Source: <https://stockton.edu/hughes-center/student-research.html>). Thirty-four percent of the population are foreign-born, sixty percent identify as minority, and fifteen percent are aged 65+.

Limited English Proficiency

In Middlesex County, 15 percent of the population lives in a household in which a language other than English is spoken. This statistic highlights the county's rich linguistic diversity and the presence of various cultural communities. Many residents communicate in languages such as Spanish, Mandarin, Hindi, and Polish, reflecting the multicultural fabric of the area.

Income

Of Middlesex County's 860,000 residents, approximately 18 percent are classified as low-income, highlighting a substantial segment of the population that grapples with economic challenges. This situation can profoundly affect their access to essential services, education, and healthcare.

Race, income, and language all play significant roles in the pursuit of Environmental Justice. However, other factors such as age, disabilities, gender, vehicle ownership, and education also contribute to this complex issue.

For this grant application, KMM followed guidance from NJDOT. "In addition to managing the EJ program and coordinating Title VI compliance requirements for transportation programs, NJDOT promotes policies and strategies to implement meaningful public involvement in transportation decision-making processes, including with traditionally underserved populations such as low-income and minority persons."

KMM established the following minimum criteria: 60 percent minority, 20 percent low income, 10 percent Limited English Proficiency, 30 percent foreign-born, 10 percent people with disabilities, and 10 percent aged 65+. The communities that met at least four criteria are below.

Table 2: Equity Communities in Middlesex County

Municipality	Minority 60%	Low Income 20%	Limited English Proficiency 10%	Disabled 10%	65+ Population 10%	Foreign Born 30%
Perth Amboy**	86%	45%	38%	15%	12%	46%
Carteret**	78%	29%	19%	14%	14%	36%
New Brunswick**	73%	53%	24%	9%	7%	34%
Dunellen	62%	27%	20%	8%	13%	36%
North Brunswick	71%	17%	15%	8%	14%	36%
South Brunswick	65%	9%	12%	8%	13%	42%
South River	45%	22%	22%	10%	14%	28%
Edison	73%	14%	16%	8%	15%	45%
Highland Park	47%	20%	16%	8%	12%	37%
Middlesex	45%	17%	15%	11%	18%	23%

***Safe Routes to School Disadvantaged Communities*

While no community will be excluded from programming, due to budgeting constraints and staffing limits, KMM will concentrate outreach and programming on Perth Amboy, Carteret, New Brunswick, and Dunellen.

Dunellen

KMM enjoys a robust working relationship with the Borough of Dunellen, working together on all manners of transportation and bike/ped safety projects. In addition to participating in the

2022-2023 NJTPA Complete Streets Technical Assistance Project, KMM has actively supported the Mayor's Traffic and Pedestrian Safety Task Force (MTAPS), particularly in the area of Faber School. In 2023, KMM

presented recommendations for traffic calming and pedestrian safety improvements in the area of Faber School to MTAPS. During the 2023-2024 school year and the summer of 2024, some of those recommendations were implemented into the neighborhood's roadway design. KMM was awarded a NJ Division of Highway Traffic Safety grant for 2024 to prepare plans for a Dunellen Safety Town in Gavornik Park. However, due to environmental factors, the project was unable to move forward. KMM then provided guidance to the Borough in identifying and applying for grant funding to address environmental concerns that include excessive flooding at Gavornik Park. KMM will continue to work closely with the Dunellen School District and the Borough on transportation safety improvements and educational programming to increase safety and accessibility to the community.

Carteret

The Borough of Carteret is moving forward with infrastructure improvements to increase the safety of its streets through two grants awarded by NJDOT. Carteret was awarded \$702,000 through the Safe Routes to School Infrastructure Grant in 2022.

In the Summer of 2023, KMM developed a learn-to-ride activity for the borough's recreation summer camp and RWJ Rahway Fitness and Wellness at Carteret, where participants were equipped with bicycle helmets and were given the practice of using balance bikes. In the Summer of 2024, KMM was again invited to deliver learn-to-ride programming to campers. KMM continues to support Carteret Public Schools through pedestrian and bicycle safety programming through Walk to School events, and safety assemblies in the 2023-24 school year.

Perth Amboy

On June 8, 2024, KMM and Perth Amboy hosted the annual Bike Day by the Bay event with a bike rodeo and community ride throughout the city. When the City of Perth Amboy revised its municipal bicycle ordinance in 2021 and 2023, KMM provided guidance and recommendations to replace language that was prohibitive for cycling activities and to include language that promotes cycling and electric micromobility use in the city. KMM has become a trusted partner and proponent of active transportation in the City of Perth Amboy, and the Perth Amboy Police Department continues to collaborate with KMM on Safe Routes to School efforts throughout the school year.

Perth Amboy is currently participating in the NJTPA Transit Hub Planning Program to redevelop the downtown business district, KMM has participated in visioning and stakeholder workshops and will continue to assist with the project as needed.

New Brunswick

The City of New Brunswick and New Brunswick Public Schools are longtime partners of KMM, collaborating on Safe Routes to School programs, International Walk to School Day, and Dads Walk Your Child to School Day. The New Brunswick Bike Exchange, a collaboration between the City's Department of Human and Community Services and PRAB, supports KMM at each of the Safe Routes to School Bicycle Rodeos in partnership with New Brunswick Tomorrow, Healthier Middlesex, the Catholic Charities Mobile Family Success Center of Middlesex County, and Urban Health Collaborative. The group's volunteers have been trained to provide instruction alongside the SRTS Coordinator within the bike rodeo spaces.

In June 2023, the New Brunswick Public Schools, the City of New Brunswick, RWJ University Hospital, and New Brunswick Tomorrow (NBT) met with KMM to determine walking routes and solutions to prioritize the

safety of students traveling to Blanquita B. Valenti school on Jersey Avenue. KMM is developing a School Travel Plan and will assist the city so they can apply for the next round of Safe Routes to School infrastructure grants.

In 2024, KMM, and the City of New Brunswick hosted an Earth Day bike rodeo and community bike ride, where KMM developed a route highlighting various neighborhoods throughout the city. The Bike Exchange has also supported KMM and our community partners at bike rodeos in New Brunswick, Edison, Highland Park, Metuchen, North Brunswick, Piscataway, Woodbridge, and Sayreville, where they evaluate and address the mechanical safety of every bicycle that is used in these events.

KEEP MIDDLESEX MOVING, INC.

FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

Accessibility strategies should increase access to alternate modes of travel other than single-occupant vehicles and support the federal goal of increasing Ladders of Opportunity, particularly for traditionally underserved communities. KMM may accomplish this by providing services, information, or other assistance.

Currently, KMM provides the following activities: trip planning and information, rideshare matching, emergency ride home, and bicycle and pedestrian encouragement.

KMM offers ride matching services, trip planning, and transportation information to commuters. Qualified commuters may enroll in KMM's Emergency Ride Home program, which reimburses commuters up to \$50 for each emergency ride for a maximum of three rides annually. KMM participates in the continued enhancement and maintenance of the NJTPA ride-matching system and supports a "transit first" policy. KMM encourages bicycling and walking as alternative transportation modes through annual events like Bike to Work Month in May and Car Free Week in September.

In 2024, KMM partnered with the City of New Brunswick for an Earth Day Bike Rodeo and Community Bike Ride, and with the City of Perth Amboy for Bike Day by the Bay, to encourage active transportation among residents and visitors. KMM also hosted Learn-to-Ride events with the RWJ Rahway Fitness and Wellness at Carteret, the Urban Health Collaborative in New Brunswick, Girls in Gear at Greater Brunswick Charter School, and the Educational Services Commission of New Jersey (NuView in Piscataway) in conjunction with KMM's Safe Routes to School program. KMM participated in stakeholder meetings for Middlesex County's First/Last Mile Study to the Helix, the Perth Amboy Transit Hub, and the Transit Oriented Development (TOD) Route 9 Corridor Focus Group, among other county and regional activities.

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

Activities/Tasks:

i. Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.

- *Product/Outcome 1: KMM will provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, electronically, at an information desk or event table, via informational publications, and/or a website, for travel modes that include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.*

ii. Provide trip planning assistance.

- *Product/Outcome 1: KMM will provide individualized trip planning assistance as requested by the public.*

- iii. Promote and market commuter benefit incentive programs and transit ticket bulk sales programs.
 - o *Product/Outcome 1:* The Emergency Ride Home program is a commuter benefit available to registered participants of the KMM rideshare program. KMM will promote and market this incentive program to encourage the public to use non-SOV modes. KMM will also provide information regarding TransitCheck and similar benefits to the public during transit fairs and as requested.
- iv. Create or update mobility guides.
 - o *Product/Outcome 1:* KMM will partner with Middlesex County and NJ TRANSIT to create or update regional mobility guides.
- v. Promote and market public transit services.
 - o *Product/Outcome 1:* KMM will promote and market public transit services including NJ TRANSIT, Access Link paratransit, the Middlesex County RIDE program, and other local, regional, and statewide transportation services available within Middlesex County, through social media, radio, print, and digital advertising.
- vi. Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.
 - o *Product/Outcome 1:* KMM will continue to develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from any Safe Routes to School activities funded by other state or federal programs or activities in this area funded by any other source, including private foundation grants. Still, it may be used to supplement these programs.

Activities/Tasks:

- i. Assist communities and schools with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.
 - o *Product/Outcome 1:* KMM will deliver programming and outreach assistance to communities and schools as requested, to encourage safe bicycling and walking. Activities may include, but are not limited to older adult pedestrian safety, technical assistance, and support for special events related to bicycle encouragement like Bike Day by the Bay, Edison/Metuchen Mayor's Bike Tour, First Day Hikes, Paint the Pavement, and others.
 - o *Product/Outcome 2:* KMM will support the NJ Trails Action Network and the New Jersey Bike Walk Coalition to promote programming on trails to encourage active transportation in Middlesex County.
- ii. Illustrate the walkability and bikeability of the TMA region. E.g., create/maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.
 - o *Product/Outcome 1:* Along with Middlesex County, KMM will create and maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in

sidewalk/bike lane data.

- *Product/Outcome 2: KMM will identify a municipality to create an interactive map with visuals of community bicycle and walking paths.*

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

- i. Facilitate and or administer rideshare/ride-matching and vanpool programs.
 - *Product/Outcome 1: KMM will promote and provide rideshare matching and vanpool programs to the public through social media, radio, print, and in-person events.*
- ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.
 - *Product/Outcome 1: KMM will communicate with registered commuters through email, telephone, and RidePro system alerts requesting record updates and will purge obsolete information to ensure quality matches for participants seeking to enter new carpool arrangements. KMM will also promote rideshare matching services and the njrideshare.com website to the public through newsletter, print, social media, radio, and email advertising.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

- i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.
 - *Product/Outcome 1: KMM will respond to requests for technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.*

OPTIONAL STRATEGIES

E. TECHNOLOGY

Activities/Tasks:

- i. Use technology to increase transportation choices. Development of and outreach for websites or mobile applications that provide carpool/vanpool matching, transit trip planning, electric vehicle charging information, or other travel information.
 - *Product/Outcome 1: As the Information Notification Network (INN) app is at the end of its life, KMM will evaluate options to update, retire, or replace the app with a more suitable option.*
 - *Product/Outcome 2: KMM will update the www.kmm.org electric vehicle webpage to include current and easy-to-access information on EV charging in Middlesex County as well as update the Park & Ride locator map.*

F. SHUTTLE SERVICES

Activities/Tasks:

- i. Promote, plan, manage, or operate shuttle services for employees or the general public, providing an alternative to SOV travel or increasing mobility.
 - o *Product/Outcome 1: With guidance from the Middlesex County Department of Transportation, KMM will promote the RIDE program, an on-demand public mobility service, as an affordable option to SOV travel within its service area.*

G. OTHER NON-SOV TRAVEL

Activities/Tasks:

- i. Promote non-SOV travel at transportation facilities and significant destinations.
 - o *Product/Outcome 1: Through social media, tabling events, and traditional marketing, KMM will promote non-SOV travel at transportation facilities and significant destinations.*
- ii. Commuter incentive programs. Commuter incentives must promote carpooling, vanpooling, ridesharing, transit use, and/or mode shift, etc. Commuter incentives may not pay for/support parking or SOV travel.
 - o *Product/Outcome 1: KMM will coordinate with the Middlesex County Office of Business Engagement, the Middlesex County Regional Chamber of Commerce, and other partners, to promote commuter incentive options to employees relocating to Middlesex County.*
 - o *Product/Outcome 2: KMM will identify municipalities and Business Improvement Districts (BID) to introduce a bicycle and micromobility benefits program to reward those who opt to commute by non-SOV modes.*

H. JOINT MARKETING CAMPAIGN BETWEEN TOURISM BOARDS AND TMAS

Activities/Tasks:

- i. Develop partnerships between TMAs and visitors' authorities or tourism boards at the local or state level to coordinate marketing campaigns to elevate shuttles, transit, micromobility, and other tourist resources. This could include local guides highlighting non-SOV options and local businesses offering discounts to those who do not drive and park.
 - o *Product/Outcome 1: KMM will continue to partner with the Middlesex County Convention and Visitors Bureau to coordinate marketing of alternative transportation modes. This could include local guides, social media, and advertising highlighting non-SOV options.*

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

This Goal Area addresses the increasing needs and enhancement of mobility for older adults, people with disabilities, low-income individuals, and veterans. The Federal Transit Administration provides funding to states, local governments, and other designated recipients to address the inequities vulnerable populations endure through the Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) Program. For states and local government authorities to apply for funding, they must have a Coordinated Public

Transit Human Services Transportation Plan (CPTHSP), previously known as a Coordinated Human Services Transportation Plan (CHSTP). The NJTPA has a regional CPTHSTP, Go Farther. Activities under the goal area will help implement Go Farther and the FY23 CHSTP Update Memo, as well as the CPTHSTP for DVRPC, SJTPO, and county human services.

During the Spring of 2024, Middlesex County began service for the Middlesex County RIDE program, an on-demand public mobility service, within the City of New Brunswick. Customers can download an app or call a telephone number to schedule a ride for \$3 per rider, one-way. Among the most popular destinations include healthcare facilities such as Robert Wood Johnson University Hospital, Saint Peter's University Hospital, and New Brunswick High School. Students who do not qualify for bussing rely on transportation through the RIDE program during inclement weather. This program bridges transportation gaps within New Brunswick for older adults, people with disabilities, and low-income populations and the county is examining the feasibility of expanding service to Perth Amboy. KMM will consult with the county to identify opportunities to collaborate on outreach, education, and promotion of the RIDE program.

Middlesex County is in the process of developing its Coordinated Public Transit-Human Services Transportation Plan known as "Forward Together." The plan was last updated in 2012. Middlesex County has contracted with the Voorhees Transportation Center at Rutgers University's Edward J. Bloustein School of Planning and Public Policy to work with the Department of Transportation and the Office of Planning for the development of the plan. KMM is a member of the Technical Advisory Committee and will consult the Department of Transportation and the Office of Planning to identify specific opportunities.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i. Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - o *Product/Outcome 1: KMM will update its existing mobility guide to municipally based transportation services.*
 - o *Product/Outcome 2: Area hospitals partner with public and private transportation providers to provide transportation for vulnerable populations to access healthcare. KMM will consult with Middlesex County hospital systems to expand the mobility guide to include healthcare transportation providers.*
- ii. Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - o *Product/Outcome 1: While an increasing number of older adults are comfortable accessing information online, KMM will prepare a distribution plan describing how the printed and/or electronic media will be disseminated. KMM will identify Middlesex County-based facilities, including but not limited to senior centers, apartments, community organizations serving vulnerable populations, and libraries where the mobility guide can be distributed in printed or electronic formats.*
 - o *Product/Outcome 2: KMM will explore ways to update the www.kmm.org website to make it more accessible to mobile devices and people with disabilities, especially sections that include the mobility guide and transportation information serving vulnerable populations.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

i. Support and assist healthcare providers in better meeting patient transportation needs. This activity may also include the involvement of hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for the target populations.

- *Product/Outcome 1: KMM is a member of the Healthier Middlesex Consortium where one of its goals is to improve access to care through the promotion of the Middlesex County Services Locator. KMM will continue its membership with Healthier Middlesex and leverage those relationships to create better coordination of transportation services within the region through outreach and meeting facilitations between organizations.*

ii. Inventory transportation services and transportation information available to patients at healthcare delivery sites. The Affordable Care Act of 2010 required not-for-profit hospitals to create a Community Health Needs Assessment, which may include information on patient transportation needs relevant to this strategy.

- *Product/Outcome 1: In partnership with area hospitals, such as Hackensack Meridian and RWJBarnabas, KMM will inventory transportation services and information available to patients at healthcare delivery sites. The data will be included in KMM's updated mobility guide.*

iii. To improve patient transportation services, facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and transportation network companies.

- *Product/Outcome 1: With support from healthcare facilities, KMM will survey patients using medical transportation services to understand opportunities and deficiencies. A summary memo will be presented to partners to facilitate discussions between healthcare and local, county, and statewide transportation providers, to improve service delivery. The draft and final summary memo will be shared with the NJTPA for review.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

i. Support and assist counties conducting human services transportation service planning.

- *Product/Outcome 1: Support the Middlesex County Planning Department with the implementation of the Forward Together recommendations as part of the Destination 2040 Plan, through public outreach and educational awareness campaigns. This can include, but is not limited to, advertising access to health and social services by transit.*
- *Product/Outcome 2: Middlesex County is considering expanding service of its RIDE program, based on the United Way's Asset Limited, Income Constrained, Employed (ALICE) threshold. KMM will support program expansion with outreach and promotion through social media, radio, print, and other means, as requested by the County.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

- i.** TMA-provided trip directly through a volunteer or paid driver program.
 - *Product/Outcome 1: KMM will consult with Middlesex County and partner with Healthier Middlesex to promote the Middlesex RIDE program into expanded communities as requested.*
 - *Product/Outcome 2: KMM will partner with healthcare providers, such as Hackensack Meridian Health, to explore trip coordination through a volunteer or paid driver program.*
- ii.** Provide travel training and concierge assistance.
 - *Product/Outcome 1: In conjunction with Rutgers University NJ TIP, KMM will facilitate travel training for older adults, people with disabilities, and other vulnerable populations.*
- iii.** Provide coordinated information: Inclusive of NJ TRANSIT fixed-route, private carrier, commuter buses, and scheduled county services.
 - *Product/Outcome 1: KMM will provide coordinated information to the public through in-person events, email communication, social media, and targeted advertising.*

OPTIONAL STRATEGIES

E. COORDINATION OF 55+ COMMUNITIES

Activities/Tasks:

- i.** Create or update an inventory of age-restricted 55+ communities (residential sites), including single-family and multi-family residential developments, rent-subsidized senior housing, and long-term assisted living facilities.
 - *Product/Outcome 1: KMM will create an inventory of age-restricted 55+ communities (residential sites), including single-family and multi-family residential developments, rent-subsidized senior housing, and long-term assisted living facilities.*
- ii.** Conduct coordination meetings or other outreach to provide an opportunity for representatives of 55+ communities, transportation providers, social service agencies that serve older adults, and representatives of key destinations to discuss opportunities and barriers to coordinating transportation services for community residents.
 - *Product/Outcome 1: As part of KMM's involvement with Healthier Middlesex, KMM will facilitate meetings between representatives of Middlesex County-based healthcare facilities and transportation providers to improve service for patients. A summary memorandum will be provided as a result of the interactions between the Middlesex County health providers.*

F. SUPPORT/PROVIDE TRANSPORTATION SERVICES (CHSTP)

Activities/Tasks:

- i.** Support/provide non-shuttle services for older adults, people with disabilities, and other transportation-disadvantaged populations (e.g., RideProvide, TNC partnerships)
 - *Product/Outcome 1: Through community partnerships, KMM will identify and promote non-shuttle services for vulnerable populations.*

ii. Support/provide shuttle services for older adults, people with disabilities, and other transportation-disadvantaged populations.

- *Product/Outcome 1: The Middlesex County MCAT shuttle program was renamed the RIDE program in 2024, where fixed routes, shuttle services, and on-demand transportation services are offered to Middlesex County residents. Many customers have not familiarized themselves with the rebranding and KMM will support the program by promoting the service through social media, print, and electronic communications, as requested by the county.*

GOAL AREA 3: ECONOMIC DEVELOPMENT

Economic Development strategies focus on encouraging, providing, and implementing TDM services at sites such as employers, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services increase traveler choices while lowering the use of single-occupant vehicle travel. Efforts may include working with communities to identify and/or establish first/last mile solutions that improve access to jobs or providing information about the availability of carpools and vanpools.

KMM's relationship with Middlesex County employers is enhanced by our partnership with the Middlesex County Department of Business, Education, and Opportunity, the Middlesex County Regional Chamber of Commerce, the Middlesex County Convention and Visitors Bureau, and our Healthier Middlesex partnership. These associations enable KMM to encourage, provide, and implement transportation demand management, environmental, and safety programming within our service area.

KMM promotes non-SOV travel through our relationship with businesses, associations, and organizations, presenting travel alternatives to businesses. In the past, KMM partnered with the Middlesex County Regional Chamber of Commerce to present Transportation Conferences in FY23. For FY26, KMM will continue strengthening those partnerships and seek new opportunities to expand our reach.

REQUIRED STRATEGIES

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

i. Pursue opportunities to encourage, provide, and/or implement TDM strategies that help existing and relocating employees' commute and travel choices.

- *Product/Outcome 1: KMM will engage with the Office of Business Engagement within the Middlesex County Department of Economic Development to identify existing and relocating employers within the region, who may need assistance encouraging, providing, and/or implementing TDM strategies at their worksites.*

ii. Conduct outreach to employers regarding TDM and travel alternatives, and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.

- *Product/Outcome 1: As part of the services KMM offers employers, KMM will conduct outreach to area businesses for TDM and travel alternatives by promoting transportation fairs, lunch and learning opportunities, and similar events at organizational sites.*

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

- i.** Act as liaison between employers and the NJTPA for outreach to the business community, as requested and in coordination with the NJTPA.
 - *Product/Outcome 1: As requested by and in coordination with NJTPA, KMM will act as a liaison between employers and the NJTPA for outreach to the business community.*
- ii.** Keep records of outreach-related activities, including contacts made and the type and number of services resulting from TMA interaction or services provided directly by the TMA.
 - *Product/Outcome 1: KMM will keep records of outreach-related activities, including contacts made and the type and number of services resulting from TMA interactions or services provided to an employer.*
- iii.** Proactively solicit feedback from employers and other organizations regarding how well available transit services meet current needs and communicate the same to NJ TRANSIT.
 - *Product/Outcome 1: KMM will develop and administer a survey to solicit feedback from employers to NJ TRANSIT on how well transit services meet the needs of their workforce. The results will be presented to NJ TRANSIT and NJTPA in a summary memo.*

OPTIONAL STRATEGIES

C. CONNECT WITH OTHER ORGANIZATIONS

Activities/Tasks:

- ii.** Support the League of American Bicyclists Bicycle-Friendly Business Program
 - *Product/Outcome 1: KMM will promote the League of American Bicyclists Bicycle-Friendly Business Program through social media, outreach, and advertising to area businesses.*
 - *Product/Outcome 2: Assist companies in applying for recognition as needed.*

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- i.** Conduct research, planning, or outreach on workforce or visitor transportation issues or serve as a stakeholder in such efforts.
 - *Product/Outcome 1: Middlesex County is reevaluating its county roadway network to identify transportation safety concerns that affect residents, visitors, and the area workforce, as part of the Destination 2040 plan. KMM will support the County through stakeholder engagement and outreach efforts as requested.*

GOAL AREA 3: ENVIRONMENTAL

Environmental strategies should primarily contribute to reducing air pollution and greenhouse gases from the transportation sector. These activities are in addition to the Accessibility Goal Area strategies that promote shared rides and encourage the reduction of SOV trips. All TMAs are required to allocate a minimum of 5 percent of the Labor expense to this goal area.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.

- *Product/Outcome 1: KMM will provide air quality education and alerts, conduct anti-idling campaigns, and educate/conduct outreach to communities about the importance of air quality.*
- *Product/Outcome 2: KMM will assist municipalities develop municipal specific anti-idling campaigns as requested.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

i. Participate in activities that provide technical support to encourage EV adoption and related infrastructure throughout their service area. This activity should emphasize publicly accessible sites and locations in low-income areas.

- *Product/Outcome 1: KMM will encourage the adoption of EVs and the development of EV infrastructure throughout Middlesex County through social media, electronic communications, and podcasts. KMM will contact communities that have not yet installed EV charging stations and, if requested, provide education and assistance. Middlesex County has an EV readiness plan, and KMM will coordinate with the Middlesex Department of Transportation to implement the countywide plan.*

ii. Provide technical assistance to municipalities, employers, and other destinations engaged in readiness planning, ordinance adoption, charging station siting, and participation in support of activities sponsored by the NJTPA or other agencies.

- *Product/Outcome 1: KMM will provide technical assistance as requested by municipalities, employers, or other entities.*

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

i. Encourage, educate, and support the use/implementation of E-bikes, e-scoots, and e-cargo delivery modes.

- *Product/Outcome 1: KMM will encourage, educate and support the use of e-bikes, e-scooters, and e-cargo delivery through training sessions, social media, and webinars.*
- *Product/Outcome 2: KMM will assist communities with the creation of micromobility action plans as requested.*

iii. Assist municipalities and counties in technical assistance relating to micromobility e.g., needs assessment, ordinance adoption, design recommendations, bike share/scooter share parking, etc.

- *Product/Outcome 1: KMM will assist municipalities seeking to revise their ordinances to include*

micromobility and bikeshare programs as requested.

OPTIONAL STRATEGIES

D. EVS AND EV INFRASTRUCTURE EDUCATION AND OUTREACH

Activities/Tasks:

- i. Participate in promoting and educating alternative-fueled vehicle adoption, emphasizing EVs, and constructing private and public EV charging stations.
 - o *Product/Outcome 1: KMM will promote alternative-fueled vehicle adoption through social media, podcasts, in-person events, and electronic communication.*
 - o *Product/Outcome 2: KMM will update and revise the www.kmm.org website as needed, to include information on public charging stations.*
- ii. Disseminate information about EV purchase and charger installation incentives, infrastructure, and presentations to municipal, business, and community stakeholders.
 - o *Product/Outcome 1: KMM will disseminate information from local, state, and federal agencies, such as Sustainable Jersey, NJ Board of Public Utilities, and Charge UP New Jersey, about EV purchases and charger installation incentives, infrastructure, and presentations through social media, podcasts, and/or in-person events.*

E. CLIMATE RESILIENCY

Activities/Tasks:

- ii. Promote and assist communities to include green stormwater infrastructure along roadways, such as rain gardens and street trees (complete and green streets)
 - o *Product/Outcome 1: KMM will partner with municipal green teams and environmental commissions to include green stormwater infrastructure along roadways, such as rain gardens, pervious pavements, and street trees, as requested.*

F. SUSTAINABLE JERSEY

Activities/Tasks:

- i. Support municipal participation in Sustainable Jersey.
 - o *Product/Outcome 1: KMM will assist municipalities in preparing climate resiliency plans for their communities by supplying and drafting sample ordinances and identifying grant opportunities.*
 - o *Product/Outcome 2: KMM provides Sustainable Jersey grant information to municipalities and school districts through the Mobility Matters newsletter and social media.*

GOAL AREA 5: SAFETY:

Safety strategies should contribute to traveler safety and support the implementation of the U.S. Department of Transportation's National Roadway Safety Strategy, a comprehensive approach to reducing deaths and serious injuries on streets and highways using a Safe System Approach, and the NJDOT Strategic Highway Safety Plan. Safety activities may include outreach, education, planning, and data collection. TMAs are encouraged to partner with transportation operating agencies, safety agencies and organizations,

planning agencies, community and private stakeholders, and the public to successfully implement these activities. TMAs shall provide reports or memoranda prepared for this activity to the NJTPA for review.

KMM has developed a menu of safe mobility educational programming for all modes and ages. Paint the Pavement, Teen Distracted Driving, and street audits are offered to Middlesex County municipalities. Additionally, KMM has created custom programs for libraries and produced a Distracted Driving video with East Brunswick TV. For FY26, KMM will continue to focus on driver, pedestrian, and bicyclist behavior as designated in the Strategic Highway Plan. KMM will reference components of Middlesex County's Destination 2040 plan and Vision Zero initiative.

In 2024, KMM produced Vision Zero safety messaging that aired on Magic 98.3 and Fox Sports as part of a social media and print marketing campaign. Vision Zero posters were mailed to each of the 32 municipal libraries in the county (including branch libraries) to increase community awareness, and postcards were distributed at county events, including Celebrate Middlesex County, Middlesex County Fair, the EARTH Center Garden, Arts and Music Festival, and Senior Health and Fitness Walk. In addition, postcards were provided to municipal departments in Edison, and South Brunswick for National Night Out. KMM will continue delivering broad safety messaging across media platforms including podcasts and webinars, and help municipalities and community groups develop and implement temporary, low-cost initiatives to expand mobility opportunities. Finally, in coordination with NJTPA, KMM will support municipalities that seek to plan and implement temporary demonstration projects through the NJTPA Complete Streets Demonstration Library.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

i. Support the implementation of Complete Streets.

- *Product/Outcome 1: KMM will support the implementation of Complete Streets through outreach, stakeholder engagement, educational programs, and more.*

ii. Educate municipal stakeholders about Complete Streets.

- *Product/Outcome 1: KMM will conduct an inventory of municipalities that have adopted Complete Streets policy and provide in-person and online educational outreach to educate municipal stakeholders on the importance of adopting and implementing safety strategies that align with a CS policy.*

iii. Assist a municipality or county with adopting a Complete Streets policy, checklist, or ordinance consistent with the Complete & Green Streets for All: Model Policy & Guide.

- *Product/Outcome 1: KMM will assist interested municipalities that wish to adopt a CS policy.*

iv. Participate as a stakeholder in a Complete Streets planning or infrastructure project sponsored by the NJTPA, the NJDOT, or another public agency.

- *Product/Outcome 1: As requested, KMM will participate as a stakeholder in CS planning and infrastructure projects sponsored by NJTPA, NJDOT, and other agencies.*

v. Conduct and/or participate in temporary demonstration projects (i.e., tactical urbanism) with the

approval of a local jurisdiction. TMAs may utilize the NJTPA Complete Streets Demonstration Library hosted by Hudson TMA.

- *Product/Outcome 1: The NJTPA Complete Streets Demonstration Library is an important tool for municipalities considering expensive infrastructure changes. KMM will promote the program to municipalities and encourage participation in local demonstration projects through community outreach projects, community surveys, and social media campaigns.*

vi. Assist a municipality or county with preparing a grant application for construction (e.g., Safe Routes to School or Transportation Alternatives Set-Aside), a planning study or a technical assistance program, and support for project implementation.

- *Product/Outcome 1: As part of the Safe Routes to School program, KMM offers districts and municipalities assistance with completing grant applications for construction projects that improve pedestrian safety.*
- *Product/Outcome 2: Identify and assist municipalities in applying for technical assistance and project implementation as needed.*

vii. Local Circulation/ Transportation Plan Requirement and Guidance - Support jurisdictions in undertaking a comprehensive reexamination/visioning of street space use beyond specific corridors that cover multimodal improvements and Complete Streets, slow streets/speed, bus priority/bus infrastructure, and overall network connectivity for access to transit and non-motorized modes.

- *Product/Outcome 1: In consultation with Middlesex County, identify jurisdictions needing multimodal improvement and Complete Streets projects through the County's Destination 2040 Plan.*

B. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

i. Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities. TMAs are encouraged to organize, lead, and/or participate in audits organized by counties or other organizations.

- *Product/Outcome 1: In coordination with Middlesex County, KMM will identify municipalities to conduct or participate in road safety audits, walking audits, bicycle, and speed audits to improve safety and accessibility.*

C. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

i. Carry out recommended strategies addressing at least one of the emphasis areas in the New Jersey 2020 Strategic Highway Safety Plan. The seven emphasis areas are Equity, Lane Departure, Intersections, Driver Behavior, Pedestrians and Bicyclists, Other Vulnerable Road Users, and Data.

- *Product/Outcome 1: KMM will conduct outreach and educational activities on safety topics that include but are not limited to, the Move Over Law, and Four Foot Passing Law, school bus passing, and driver behaviors around school zones and at intersections, through social media, podcasts, and digital and print marketing.*

ii. Support Toward Zero Deaths and or Vision Zero initiatives and educate communities on proven safety countermeasures and the Safe System Approach.

- *Product/Outcome 1: KMM will continue coordinating with Middlesex County to promote and support the County's Vision Zero policy and Toward Zero Deaths.*

iii. Serve as stakeholders and resources to Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.

- *Product/Outcome 1: KMM will serve as a stakeholder and resource for Safety Action Plan planning efforts undertaken by cities, counties, and the NJTPA, as requested.*

iv. Coordinate and implement proven-safety countermeasures - Suggest proven-safety countermeasures in any speed study report or walk/bike audit recommendation.

- *Product/Outcome 1: Through social media, podcasts, and/or in-person programming, KMM will educate communities on the Safe System Approach and simple street design modifications and approaches that can be implemented to increase safety, accessibility, and mobility for all road users.*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

i. Conducting Street Smart NJ pedestrian safety education and outreach: Identify suitable communities for implementing pedestrian safety education and outreach, enlist support and participation from local stakeholders, and provide resources and support for an effective pedestrian safety education effort. Street Smart NJ information is available at www.beststreetsmartnj.org. This strategy may include using radar speed feedback signs and or demonstration projects in coordination with a municipal or county partner.

- *Product/Outcome 1: KMM will support and conduct the Street Smart NJ program for Middlesex County communities wishing to engage the public in pedestrian safety education. KMM will provide resources and support as needed.*

ii. Organize child safety equipment fittings and car fittings for older adults (CarFit).

- *Product/Outcome 1: Through the Safe Routes to School program and the Safe Kids Middlesex County/RWJ Injury Prevention Program, KMM will support and promote child safety equipment fittings and car fittings for older adults throughout the year and during Child Passenger Safety Week. KMM will also support the Middlesex County Office of the Sheriff with their child safety seat programs. The Middlesex County Commissioners have also expressed concern regarding children and pets left in vehicles. KMM will work with the County to educate as requested.*

iii. Conduct outreach and education related to safety topics, such as younger drivers, mature drivers, drivers with disabilities, child passengers, safe driving behavior, pedestrian and bicyclist safety laws, and promoting a culture of safety.

- *Product/Outcome 1: KMM offers a menu of safety education topics that include in-person teen and older adult distracted driving presentations, Bicycle Friendly Driver training, and child passenger safety education. KMM will promote and conduct outreach to senior centers, local high schools, and area organizations to provide safety education via in-person events, and digital, and print materials.*

- *Product/Outcome 2: KMM will partner with Girls in Gear, Healthier Middlesex, and Safe Kids Middlesex to provide transportation safety education programming to young children, teens, and adults through in-person and online events.*

iv. Participating in partnerships with transportation safety organizations.

- *Product/Outcome 1: KMM will participate in partnerships with transportation safety organizations that include, NJDHTS, AAA, Families for Safe Streets, NJ Bike Walk Coalition, Girls in Gear, Mobile Family Success Center, and others to deliver safety education and programming.*

E. DATA COLLECTION AND ANALYSIS

Activities/Tasks:

i. Data collection and analysis related to safety. Perform crash analysis using tools such as Numetrics and Safety Voyager and radar feedback signs for outreach and data collection.

- *Product/Outcome 1: KMM utilizes Numetrics, Safety Voyager, and the NJ State Fatal Accident Statistics site to perform crash analysis for data collection and when engaging in outreach activities.*

ii. Support and conduct planning work in high-crash areas, especially areas with high crash rates in historically disadvantaged communities.

- *Product/Outcome 1: Consult with Middlesex County on activities that support and conduct planning work in high-crash areas within disadvantaged communities to improve safety.*
- *Product/Outcome 2: KMM will engage with local bicycle and pedestrian organizations along the Route 27 corridor (Highland Park, Edison, Metuchen, and Woodbridge) to formalize a coalition of safety advocates to address high crash rates that negatively impact the quality of life. Residents and safety advocates have long expressed their interest in joining a collective group of citizens that can advocate for better safety initiatives along Route 27.*

F. ASSIST MUNICIPALITIES IN SAFELY INTEGRATING MICRO-MOBILITY OPTIONS

Activities/Tasks:

i. Conduct micromobility training sessions with schools, community organizations, clubs, etc., to provide better education around micromobility, safe riding, and a safe space to practice using new modes.

- *Product/Outcome 1: KMM will partner with Safe Kids Middlesex County/RWJ Injury Prevention, the New Brunswick Bike Exchange, and New Brunswick Tomorrow to engage New Brunswick residents in in-person events and provide educational materials to parents, children, and teens on how to stay safe while riding e-scooters and e-bicycles.*
- *Product/Outcome 2: Through social media or in-person programming, KMM will provide educational messaging related to micromobility safety.*

iii. Assist in the creation of micromobility action plans.

- *Product/Outcome 1: KMM will engage with local municipalities to create micromobility action plans as requested.*

OPTIONAL GOAL AREA: RELIABILITY

Reliability strategies provide an increase in dependable and predictable transportation services. This is achieved through supporting interagency coordination and communicating with the public about transportation system disruptions so that travelers can make informed choices about mode, route, and travel time.

KMM provides the Information Notification Network which provides personalized travel alerts to subscribers. KMM also disseminates traffic notifications and construction alerts via social media, e-newsletters, and the www.kmm.org website.

A. CONSTRUCTION-AND EVENT-RELATED CONGESTION MITIGATION

Activities/Tasks:

- i.** Provide information about travel options available to mitigate construction, maintenance, emergencies, and special event impacts.
 - *Product/Outcome 1: As needed, KMM will promote alternative commute modes to the public during construction projects, maintenance, emergencies, and special events, like RU Football games or university commencement.*
- ii.** Coordinate with operating agencies (NJDOT, Port Authority of New York and New Jersey (PANYNJ), TransCom, NJ TRANSIT, Delaware River Port Authority (DRPA), county and municipal agencies, or other agencies) to share information and implement congestion mitigation strategies. This includes disseminating operating agency information to travelers and providing information on travel conditions from travelers to operating agencies. This coordination may also include attending and providing support or leadership in regional working groups to share information and collaborate on transportation-related issues.
 - *Product/Outcome 1: KMM will coordinate with operating agencies like the NJDOT, NJ TRANSIT, municipal, county and others, to share information and implement congestion mitigation strategies. KMM will attend and provide support or leadership in regional working groups to share information and collaborate on transportation-related issues.*
- iii.** Assist operating agencies with providing shared ride and shuttle services and advertising the availability of park and ride facilities related to construction, maintenance, emergencies, and special events.
 - *Product/Outcome 1: KMM will assist operating agencies that include Middlesex County and NJ TRANSIT, with providing shared ride and shuttle services and advertising the availability of park and ride facilities related to construction, maintenance, emergencies, and special events utilizing njrideshare.org, www.kmm.org, social media, email, in-person events, etc.*
- iv.** Encourage carpool and vanpool formation to impacted areas, and work with employers to enact workplace changes such as flextime and telework.
 - *Product/Outcome 1: KMM will encourage carpool and vanpool formation to impacted areas and work with employers to enact workplace changes such as telework and flextime.*

B. TRAVEL ALERTS

Activities/Tasks:

- i. Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.
 - o *Product/Outcome 1: KMM's Information Notification Network (INN) app is at the end of life. KMM will seek options to replace/update the app.*
 - o *Product/Outcome 2: KMM will continue to provide construction, special event, or emergency-related conditions through email, social media, and the www.kmm.org website.*
- ii. Provide information about travel options available to mitigate traffic related to construction, maintenance, and special events.
 - o *Product/Outcome 1: KMM provides information about travel options available to mitigate traffic related to construction, maintenance, and special events through social media, email, and the www.kmm.org website.*

PROGRAM MANAGEMENT

Keep Middlesex Moving will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. **Keep Middlesex Moving** will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

- i. Preparation of the following year's work program.
- ii. Maintenance of all TMA work program grant-related records and products.
- iii. Maintenance of the on-line pass-through grant program management system, including the cost tracking system and TMA work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.
- iv. Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.
- v. And preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- o *Quarterly Progress Reports, invoices and supporting documentation.*
- o *Submit emergency response plans/contingency plans by December 31, 2025.*
- o *Fourth Quarter/Final Report and all final deliverables.*
- o *Prepare next fiscal year's Work Program and Staffing Plan.*

WORK FUNDED BY OTHER SOURCES

C. SAFE ROUTES TO SCHOOL

With funding from NJDOT, KMM will deliver Safe Routes to School programming to schools and communities in Middlesex County. The term of the contract is September 1, 2025, to August 31, 2026.

Activities/Tasks:

i. Deliver Safe Routes Programming

- *Product/Outcome 1:* Partner with NJDOT, the NJ SRTS Resource Center, and Middlesex County municipalities and schools to deliver Safe Routes to School programming to school children.

D. NJ TRANSIT

With funding from NJ TRANSIT, KMM supports a policy of Transit First in Middlesex County. The term of the contract is January 1, 2025-December 31, 2026.

Activities/Tasks:

i. Deliver NJ TRANSIT programming

- *Product/Outcome 1:* Provide Transit Services in Middlesex County through Advocacy, Outreach, Feedback, and Information.

KMM TMA PROMOTION PLAN FY 2026

Keep Middlesex Moving will use social media, the Mobility Matters podcast, newsletters, digital, print, radio, and streaming service platforms to promote and support the programs, goals, and objectives of the KMM work program. Promotions will be developed and implemented according to the NJTPA's TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and aligned with NJTPA goals and policies. This plan will be updated every quarter and submitted to the TMA Project Manager with the quarterly report attachments.

Media Formats

Keep Middlesex Moving will use the following types of media in FY 2026 for the promotion of the programs, goals, and objectives of the work program:

X: The X platform will be used as a delivery system for short messages, quick communication, and links related to KMM programs, activities, and information sharing using the “@MiddlesexComuter” handle. Promotion for blog posts, podcasts, TMA-related news, and transportation-related items of interest will also be shared through this handle. Effectiveness will be tracked by the number of followers, re-tweets, and links clicked in tweets.

Facebook: The Facebook platform will be used as a delivery system for longer messages, photos, videos, and links related to KMM programs, activities, and information sharing. The promotion of blog posts, podcasts, and other TMA-related news and transportation-related information will be shared using the handle @KeepMiddlesexMovingInc. Effectiveness will be tracked by the number of followers, post shares, active engagement, and outreach numbers.

Instagram: The Instagram platform will be used as a delivery system for short messages, photos, videos, and links related to KMM programs, activities, and information sharing. Promotion of blog posts, podcasts, partnerships, and other TMA-related news and transportation-related information will be shared using the handle @keepmiddlesexmoving. Effectiveness will be tracked by the number of followers, likes, and overall engagement and outreach numbers.

TikTok: The TikTok platform will be used for short messages, videos, and links related to KMM programs, activities, and information sharing. Promotion of blog posts, podcasts, partnerships, and other TMA-related news and transportation-related information will be shared using the handle @keepmiddlesexmoving. Effectiveness will be tracked by the number of followers, likes, and overall engagement and outreach numbers.

YouTube: The YouTube platform will be used as a library of KMM-produced short videos, recorded webinars, podcasts, and live events related to KMM programs, activities, and information sharing. The Keep Middlesex Moving channel will categorize videos by subject matter. Effectiveness will be tracked by the number of followers, likes, and overall engagement and outreach numbers.

Radio: Radio will be used as a delivery system for short 30 and 60-second PSAs related to KMM programs, activities, and information sharing. Promotion of blog posts, podcasts, partnerships and other TMA-related news and transportation-related information will be shared. Each radio spot will have a call to action that will allow us to track its effectiveness.

E-Newsletter: KMM will publish a monthly/bi-monthly newsletter called Mobility Minute using Constant Contact, which will be emailed to subscribers, partners, and other key transportation stakeholders. Mobility Minute will highlight issues of local and regional importance, promote KMM programs, activities, other TMA-related news, and transportation-related information. Newsletters will emphasize transportation-related grant opportunities, safety and environmental education, and worksite-based TDM. Effectiveness will be tracked by measured open rates, click-throughs, and forward rates for each article.

Kiosks: KMM may create ads that will be placed in kiosks at local malls, transit locations, and in heavily traveled areas. The advertisements may be static or digital, based on availability, and provide messaging based on a KMM program, activity, transportation-related information, or transportation safety PSA. Messages will include a QR code and may last 2-4 weeks. Each message will contain a call to action and effectiveness will be measured through QR code scans and website hits.

Goal Area Activity Promotion Plans

Keep Middlesex Moving, Inc. will use a variety of media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to the NJTPA's TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines and aligned with NJTPA goals and policies. This plan will be updated quarterly and submitted to the TMA Project Manager with the quarterly report attachments.

Keep Middlesex Moving, Inc. plans to use the following media types in support of each Goal Area Activity.

- 1. Accessibility:** KMM will post a variety of media messages in May for Bike Month and September for Car Free Month and promote active transportation within Middlesex County. KMM will also provide information about trip planning, emergency ride home, and non-SOV travel. We anticipate utilizing the following media formats: X (formerly Twitter), Facebook, Instagram, Threads, TikTok, YouTube, print, kiosks, radio (AM/FM/Streaming), podcasts, e-newsletters, and blog posts.
- 2. Coordinated Public Transportation for Vulnerable Populations:** KMM will post a variety of media messages in support of transportation options for seniors, people with disabilities, and other vulnerable populations. KMM will also utilize its media sources to amplify transportation initiatives by partner organizations, including activities supported by Middlesex County and Healthier Middlesex, among others. KMM plans to develop printed materials providing information to customers needing transportation services for work, medical appointments, and other personal needs. We anticipate utilizing the following media formats: X (formerly Twitter), Facebook, Instagram, Threads, TikTok, YouTube videos, print, kiosks, radio (AM/FM/Streaming), podcasts, e-newsletters, and blog posts.
- 3. Economic Development:** KMM will develop printed materials, radio, and social media advertising to promote TDM strategies targeting businesses in our service area, along with a bicycle benefits program, and other initiatives. We anticipate utilizing the following media formats: X (formerly Twitter), Facebook, Instagram, Threads, TikTok, YouTube, print, kiosks, radio (AM/FM/Streaming), podcasts, e-newsletters, and blog posts.
- 4. Environmental:** KMM will post a variety of messages promoting electric vehicles, air quality monitoring and education, and micromobility. KMM will also propose to develop educational materials and podcast episodes, gathering information from expert sources for topics that include EV Charging Stations, micromobility, climate change, etc. We anticipate utilizing the following media formats: X (formerly Twitter), Facebook, Instagram, Threads, TikTok, YouTube, print, kiosks, radio (AM/FM/Streaming),

podcasts, e-newsletters, and blog posts.

- 5. Safety:** KMM will develop messages and videos on Complete Streets, Vision Zero, and demonstration projects and promote messaging on safety campaigns such as the Move Over Law, Four Foot Passing Law, and Put the Brakes on Fatalities Day, child passenger safety, and using e-bikes and e-scooters safely. We anticipate utilizing the following media formats: X (formerly Twitter), Facebook, Instagram, Threads, TikTok, YouTube, print, kiosks, radio (AM/FM/Streaming), podcasts, e-newsletters, and blog posts.
- 6. Reliability:** KMM will provide emergency, planned construction, and other traffic alerts on social media, electronic newsletters and updates on the www.kmm.org website. We anticipate utilizing the following media formats: X (formerly Twitter), Facebook, Instagram, Threads, TikTok, e-newsletters, and blog posts.

BUDGET AND STAFFING PLAN

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

KEEP MIDDLESEX MOVING, INC. FY 2026 WORK PROGRAM BUDGET PLAN

		PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES		
	1. SALARIES	\$ 244,876.58	
	2. FRINGE BENEFITS 91.00%	\$ 222,837.69	
	SUBTOTAL	\$ 467,714.27	100%
PART II	DIRECT NON-LABOR COSTS		
	1. SUPPLIES	\$ -	
	2. TRAVEL	\$ 625.00	
	3. PRINTING & REPRODUCTION	\$ 2,600.00	
	4. TELEPHONE	\$ -	
	5. POSTAGE	\$ 400.00	
	6. CONFERENCE/TRAINING	\$ 550.00	
	7. OTHER (SPECIFIED IN ATTACHMENT)	\$ 30,516.87	
	SUBTOTAL	\$ 34,691.87	100%
PART III:	INDIRECT COSTS		
	INDIRECT COST ALLOCATION 86.00%	\$ 210,593.86	
	SUBTOTAL	\$ 210,593.86	100%
PART IV:	CONSULTANT COSTS		
	CONSULTANT	\$ -	
	SUBTOTAL	\$ -	100%
	TOTAL PROGRAM BUDGET	\$ 713,000.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share: \$	713,000.00	Total: \$	713,000.00
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NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**KEEP MIDDLESEX MOVING, INC.
FY 2026 WORK PROGRAM
BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non- Labor Costs OTHER
Emergency Ride Home	Provide ride to those enrolled in ERH Program	\$ 500.00
Podcast Editor	Payment to individual who edits podcasts for broadcasting	\$ 1,000.00
Advertising	Radio, print, social media, mall kiosks, and bus ads	\$ 29,016.87
	Total "OTHER" Direct Expenses	\$ 30,516.87

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

KEEP MIDDLESEX MOVING, INC.

FY 2026 WORK PROGRAM

STAFF PLAN

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	1,250	\$ 91,046.84	\$ 10,175.00	\$ 40,994.91	\$ -	\$ 142,216.75
Core Goal Area Activities - Economic Development	900	\$ 68,063.81	\$ 3,250.00	\$ 30,646.53	\$ -	\$ 101,960.34
Core Goal Area Activities - Environmental	1,025	\$ 74,019.19	\$ 9,075.00	\$ 33,328.01	\$ -	\$ 116,422.20
Core Goal Area Activities - Safety	1,350	\$ 97,840.71	\$ 8,141.87	\$ 44,053.93	\$ -	\$ 150,036.51
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	1,055	\$ 81,712.86	\$ 4,050.00	\$ 36,792.18	\$ -	\$ 122,555.03
Core - Program Management	391	\$ 35,896.69	\$ -	\$ 16,162.91	\$ -	\$ 52,059.60
Optional Goal Area Activities - Reliability	230	\$ 19,134.19	\$ -	\$ 8,615.39	\$ -	\$ 27,749.58
TOTAL	6,201	\$ 467,714.27	\$ 34,691.87	\$ 210,593.86	\$ -	\$ 713,000.00

TMA Work Program Assigned Staff

Personnel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the FY)	Total Estimated Hours For TMA Work Program
Brian Tobin, Executive Director	69%	1,255
Arlene Holt, Program Manager	73%	1,325
Lynne Cuevas, Program Coordinator	48%	875
Christopher Gonda, Program Manager	73%	1,322
Program Coordinator TBD	39%	712
Program Coordinator TBD	39%	712
TOTAL*	57%	6,201

** Note Total Estimated % of Time Needed for TMA Program represent average of total staff time.*

RIDEWISE TMA
TMA FY 2026 WORK PROGRAM

NJTPA FY 2026 UPWP
Transportation Management Association Program

TABLE OF CONTENTS

TMA Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives
Title VI/Environmental Justice

TMA Work Program

Accessibility
Coordinated Public Transportation for Vulnerable Populations
Economic Development
Environmental
Safety
Reliability (Optional)
Program Management

Work Funded by Other Sources

Promotions Plan

Budget and Staffing Plan

RIDEWISE TMA OVERVIEW

ORGANIZATIONAL SUMMARY

RideWise Inc. (formerly Somerset Alliance for the Future, DBA RideWise of Raritan Valley) was created in 1990 by business leaders, public officials, and non-profit executives to address transportation and traffic congestion and their impact on Somerset County's quality of life. The agency serves 20 of Somerset County's 21 municipalities, and Greater Mercer TMA serves Montgomery Township.

RideWise is an independent 501(c)3 organization governed by a Board of Directors comprising representatives from the public and private sectors. The agency aims to "connect people and businesses to safe and sustainable travel options that enhance quality of life and create a vibrant economy." The organization serves Somerset County as a navigator, educator, and resource by being the go-to organization for information and programming on travel options. RideWise partners with employers, communities, travelers, schools/school districts, and human service organizations to deliver programming in Somerset County.

RideWise receives funding from a Federal Highway Administration (FHWA) grant administered by the North Jersey Transportation Planning Authority (NJTPA), NJ TRANSIT, NJDOT, and NJ Division of Highway Traffic Safety. RideWise maintains an office in Somerville at 50 Division Street, sharing office space with the Somerset County Business Partnership and the Greater Somerset County YMCA. This collaborative sharing supports the agency's work with employers and community partners. RideWise currently employs six full-time employees.

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

Sources: US 2020 Census Data unless otherwise indicated
Keep Somerset Moving Circulation Plan 2045 (draft)

Population

Somerset County is located in north-central New Jersey, about 40 miles west of New York City and 60 miles northeast of Philadelphia. The County's 21 municipalities encompass 305 square miles, with diverse landscapes ranging from urban and suburban neighborhoods to rural countryside. Somerset County residents are more likely to drive to work and less likely to use transit for commuting and daily travel, and they are older, more highly educated, and more affluent.

Somerset County, however, is becoming gradually more diverse, more like New Jersey as a whole, becoming home for larger numbers of foreign-born and lower income residents with limited English proficiency. Franklin, Bridgewater, and Hillsborough Townships are by far the largest municipalities in Somerset County together accounting for more than 46 percent of the County total. Other municipalities with relatively large populations over 20,000 include Bernards Township, and North Plainfield Borough. The smaller boroughs of Far Hills, Millstone, and Rocky Hill each have a population of less than 1,000. The County's total population in 2020 was 346,361*, and it is the 13th largest County in New Jersey, with 3.7 percent of the statewide population.

Race and Ethnicity

More than 55 percent of Somerset County residents are White, and 44.9 percent are considered minority; of these 18.1 percent are Asian, 14.7 percent are Hispanic or Latino (of any race), 9.4 percent are Black or African American, and the remainder is made up of smaller percentages of other demographic groups. Somerset County is slightly less diverse than the NJTPA region overall, where 47 percent of the population is considered a minority.

Age

The median age of residents in Somerset County is 41.8 years of age, higher than New Jersey's median age of 40 and slightly above the NJTPA region median age of 41.2. About 40 percent of the population is under the age of 20 or over 64, which mirrors the NJTPA and state demographics.

Education, Income & Housing

The vast majority of Somerset County residents (approximately 94 percent), have a high school degree or higher, and 55 percent have a bachelor's degree or higher. Both are higher than the State averages of 90 percent and 41 percent, respectively. The median household income in Somerset County is \$116,510 in 2020 inflation adjusted dollars, which is significantly higher than the State median household income at \$85,245. More than 52 percent of County residents earn more than \$75,000. According to the 2022 American Community Survey 1-Year Estimates, Somerset County has a poverty rate of 4.9 percent, which is half the rate in the state (9.7%).

The median home value for owner-occupied housing units in Somerset County is \$437,200, significantly higher than the statewide median value of \$350,800. In Somerset County, approximately 31 percent of occupied housing units are cost burdened, where housing expenditures total 30 percent or more of the household's income. 27 percent of owner-occupied housing units cost burdened (2020 American Community Survey 5-Year Estimates). Housing cost burden is significantly more severe for renters, with 44 percent of renters spending 30 percent or more of their income on housing. Owner-occupied and rental housing burden is between 3 and 4 percent lower for Somerset County than for New Jersey where 30 percent of owner-occupied units are housing cost burdened, and 48 percent of renters are housing cost burdened.

Employment

In 2020, private non-farm employment in Somerset County totaled 343,390 jobs. Management, business, science, and arts accounted for 54.4 percent of all jobs. Sales and office occupations make up the next largest category at 19.5 percent of all jobs. Many of the major employment hubs in Somerset County are along the region's principal roadways and interstate corridors, including County Routes 514 and 527; Routes 22, 27, and 28; Interstate highways 78 and 287; and Routes 202 and 206. American Community Survey 2022 estimates indicate the employment rate in Somerset County is 65.8 percent, compared to New Jersey's employment rate of 60.2 percent.

Vehicle Ownership and Commuting

According to the 2020 ACS 5-Year Estimates, 98 percent of Somerset County households own one or more vehicles and 82 percent own two or more vehicles. Approximately 50 percent of Somerset County's working

population work within the County, while 43 percent work outside of the County. The remainder – 7 percent - work outside the State. According to the 2020 ACS 5-Year Estimates, over 75 percent of Somerset County workers over the age of 16 commuted in single-occupant vehicles, while around 7 percent carpooled, and 4.8 percent took public transit. The share of public transit commuter trips is half that of New Jersey, where roughly 11 percent of commuters utilize public transit. Somerset County has a higher percent of workers who work-from-home, roughly 9.7 percent compared to 7.3 percent throughout New Jersey. Less than 2 percent of Somerset County workers walk or bicycle to work. The majority of commuting trips from workers outside of Somerset County come from Middlesex County, with 30,607 workers. Most of the remaining non-resident Somerset County workers come from the neighboring counties of Union County (12,920 workers), Morris County (12,234 workers), Hunterdon County (11,104 workers) and Mercer County (5,232 workers).

Major Travel and Employment Destinations

The principal travel destinations in Somerset County include work locations, hospitals, parks, and schools. Many of the principal work locations are adjacent to state and interstate highways. Employment tends to be concentrated along major roadways and rail lines throughout Somerset County. The highest concentration of employment exists in the central east-west portion of the County along I-287, Route 202, Route 22, Route 28, and the Raritan Valley Line. Major employers include the County of Somerset, RWJ Somerset Hospital, MetLife, Johnson & Johnson, Bridgewater Commons, Verizon, Sanofi (relocating to Morris County), Brother International, and Somerset Patriots/TD Bank Ballpark.

Transportation Network

Somerset County include an extensive network of state and federal highways and local and county roads, passenger and freight railroads, bus services, and pedestrian and bicycling amenities. Interstate 287 (I-287, N/S) and Interstate 78 (I-78, E/W) intersect the heart of Somerset County. I-287 serves as the outer beltway west of New York City through the north-central section of Somerset County. Meanwhile, I-78 spans east to west in the northern third of Somerset County and connects to New York City, Pennsylvania's Lehigh Valley (Allentown, Bethlehem, and Easton) and beyond.

Somerset County has two NJ TRANSIT rail lines, seven NJ TRANSIT bus routes, eight Somerset County bus routes, one LINK bus (shared with Hunterdon County), and three private bus carriers (TransBridge, Lakeland, and Coach USA. NJ TRANSIT, Lakeland Bus Lines, Transbridge Bus, and Coach USA provide regional bus service to/from NYC. Passenger rail service is provided by NJ TRANSIT by two lines that connect passengers to Newark, Jersey City, and New York City. The Raritan Valley Rail line runs through five Somerset County municipalities with rail stations in Branchburg Township, Raritan and Somerville Boroughs, Bridgewater Township, and Bound Brook Borough. The Gladstone Branch - Morris & Essex Line - runs through four Somerset County municipalities with rail stations in Peapack-Gladstone Borough, Far Hills Borough, Bernardsville Borough, and Bernards Township. However, large geographic portions of Somerset County, primarily in the north and south, lack transit service. There are park-n-ride facilities located in Branchburg, Bernards Township, Bernardsville, Hillsborough, and Warren. Public electric vehicle charging (paid and free) is located at 59 charging facilities throughout Somerset County.*

**Source: RideWise website. Does not include chargers located in Montgomery or Skillman outside of the RideWise service area.*

GOALS AND OBJECTIVES

RideWise's mission to connect people and businesses to safe and sustainable travel options is consistent with the goals and objectives of the North Jersey Transportation Planning Authority (NJTPA) Transportation Management Association Program, Fixing America's Surface Transportation (FAST) Act, MAP-21, Ladders of Opportunity, NJTPA's Go Farther: Coordinated Human Services Transportation Plan, NJTPA Long Range Transportation Plan, *Plan 2050: Transportation, People, Opportunity*, the NJTPA Unified Planning Work Program (UPWP), the NJTPA Title VI Implementation Plan and the NJTPA Transportation Demand Management and Mobility Plan, the Regional Active Transportation Plan, and the Congestion Management Process. Strategies may be implemented individually or through partnerships, including NJDOT, TMAs, MPOs, other state and local governments, public and private transportation service providers, businesses, and community organizations.

In response to USDOT Metropolitan Planning Organization (MPO) planning priorities and federal transportation law, most recently updated in the Infrastructure Investment and Jobs Act (IIJA) (Public Law 117-58, also known as the Bipartisan Infrastructure Law"), RideWise will incorporate the following federal emphasis areas into its work program:

- Tackling the Climate Crisis – Transition to a Clean Energy, Resilient Future
- Equity and Justice40 in Transportation Planning
- Complete Streets
- Public Involvement
- Strategic Highway Network (STRAHNET)/US Department of Defense (DOD) Coordination
- Federal Land Management Agency (FLMA) Coordination
- Planning and Environment Linkages (PEL)
- Data in Transportation Planning
- Greenhouse gas reduction
- Including EVs and EVSE in the planning process

RideWise is guided by four core principles, which align with the goals of NJTPA. The core principles are devoted to providing information, improving health and safety through active transportation, encouraging equity, fostering public-private partnerships, increasing mobility and connectivity, and protecting the environment:

- **Educate** the public on safe and efficient ways to travel for work or recreation
- **Advocate** for transportation options and enhancements to improve mobility and help the environment
- **Collaborate** with the business community to help employee mobility and connect people to jobs.
- **Engage** with local government and the community to increase biking, walking, and transit usage opportunities.

RideWise's efforts in FY26 will support the following TMA Program Priorities:

- **Accessibility, mobility, community:** Increase non-SOV mode share, increase transit ridership,

increase the percent of rail stations that are ADA accessible, reduce the amount of household income spent on transportation, and increase the share of commute trips that are less than 45 minutes, increase the percent of households and jobs within a half mile of transit.

- **Roadway safety:** Reduce the number of fatalities and serious injury (FSI) crashes and reduce the number of pedestrian and bicycle FSI crashes. Reduce risks and barriers to walking and biking, so people feel safe using active transportation modes.
- **Transit safety:** Reduce the number of fatalities and injuries associated with each transit mode.
- **System performance:** Improve travel time reliability, improve freight reliability, reduce peak hour excessive delay, increase the percentage of non-SOV travel, and increase transit on-time performance.
- **Environment:** Reduce mobile source emissions, reduce the number of bad air quality days, and increase the number of EV charging stations.
- **Equity:** Identify various performance measures for low-income, and other disadvantaged populations, increase the number of EJ and other disadvantaged people participating in the transportation planning process, and reduce the number of Title VI complaints. Provide underserved communities equitable access to mobility so that every person in the NJTPA region is able to get to where they need to go—regardless of gender, race, income, age, or ability. The transportation system must more fully address the needs of low-income and minority communities, which have been traditionally underserved and faced with the effects of institutional discrimination.

In all FY26 work efforts, RideWise will focus on the following mandatory program activities:

- **Public Outreach and Education:** Program activities will be made known to the public through outreach or educational efforts. NJTPA will be notified in advance of public events sponsored by RideWise. The NJTPA Communications/Outreach staff will be contacted as appropriate to assist with promoting public events via the NJTPA website and social media. RideWise will refer to the NJTPA Public Engagement Plan, Virtual Public Engagement Best Practices, and Public Engagement Toolkit as appropriate.
- **Interagency Coordination:** RideWise will conduct outreach and coordinate with related agencies such as NJ Department of Transportation (NJDOT), NJ TRANSIT, NJ Division of Highway Traffic Safety (NJDHTS), and county and municipal governments. RideWise will participate in all applicable NJDOT-sponsored, NJDOT-approved, and/or MPO-sponsored planning studies within Somerset County.
- **Title VI and Environmental Justice:** As a pass-through program recipient of federal funds, RideWise will comply with Title VI of the 1964 Civil Rights Act, Executive Order 12898 related to Environmental Justice, and additional nondiscrimination statutes and regulations. RideWise will identify and assess the transportation needs of low-income, minority, foreign born, Limited English Proficiency, and disabled persons, and act to improve public involvement processes to eliminate participation barriers in these communities.
- **Product review and Performance measures:** RideWise will record and report on all activity, including providing performance measures using both qualitative and quantitative approaches. For significant, outcome-based tasks, RideWise will identify key milestones, and target dates for each work plan activity. Draft and final studies, reports, and other technical products prepared for local

government and accessible by the public and fully or partially funded under this program shall be submitted to the NJTPA for review. RideWise will follow NJTPA's TMA Program Promotion Policy.

Title VI/Environmental Justice

Communities and underserved populations have been identified through demographic and other data. Emphasis is on meeting the needs of minority and low-income residents, those with limited English proficiency, persons with disabilities, zero-vehicle households, and older residents. Somerset's underserved communities are located predominantly in portions of Bridgewater, Raritan, Somerville, the Bound Brooks, and Manville. Significant underserved communities are also present in northeastern Hillsborough, portions of Franklin, and much of North Plainfield.

Overall, the county's equity demographics are largely similar to both the region and the state with the following notable differences.

- Somerset County has a higher share of low income residents at 12.3 percent compared to the region (9.4 percent) and the state (9.7 percent).
- The share of zero-vehicle households (4.4 percent) in the County is much lower compared to the region (12.1 percent) and statewide (11.2 percent).
- Somerset County has a smaller share of LEP residents (9.6 percent) than both the region and the state at 13.5 percent and 12.1 percent, respectively.
- Somerset County has a smaller share of residents with disabilities (7.8 percent) compared to the region (9.7 percent) and the state (10.4 percent).

A comparison of 2010 and 2020 Census data shows Somerset County is gradually becoming more diverse, and attracting large numbers of foreign-born and lower income residents with limited English proficiency.

Minority Population

- The minority population increased in a large majority of Somerset County
- Areas with the highest percent increase (100 percent or more) include: portions of Bridgewater along Route 22, Millstone, Montgomery, Manville, Franklin, Peapack-Gladstone, and Hillsborough.
- The minority population also grew by 50100 percent in Bernards and portions of Hillsborough, Warren, and Bridgewater.

Low-Income Population

- The low-income population at least doubled in a large majority of Somerset County.

Foreign-Born Population

- Grew significantly (by 100 percent or more) in parts of southern Somerset: including portions of Franklin, Rocky Hill, and Hillsborough.
- Northern areas of the County saw a 50 percent to 100 percent increase in Bernards, Warren, and Bridgewater.
- Portions of Bedminster, Bound Brook near the train station, Franklin from Millstone to Rocky Hill, Branchburg, North Plainfield, Somerville, and Watchung experienced a decrease in foreign-born populations.

Limited English Proficiency

- At least doubled in areas that include Bedminster, Bernards near Basking Ridge, Millstone, Northwest

Franklin, Rocky Hill, South of Hillsborough, and western Bridgewater.

Population Over 65 Years

- Increased in most areas of the County

Zero-Vehicle Households

- At least doubled in areas that include Branchburg (in the North and South), Bernards near Basking Ridge, North Warren, Rocky Hill, South and East Hillsborough.
- Areas where carless households reduced by half or more include Branchburg (North Branch), Bernardsville, Far Hills, Hillsborough (south of Raritan), Peapack-Gladstone, and portions of Bridgewater.

RideWise prioritizes outreach and programming to disadvantaged residents and communities designated as Environmental Justice (EJ) within its service area. The transportation issues the TMA seeks to address through its NJTPA Work Program often disproportionately impact these communities and residents. These issues include poor air quality, lack of access to transportation options, lack of mobility, and high rates of bicycle and pedestrian crashes.

Town	Minority Score	Low income Score	LEP Score	Disability Score	65+ Score	Foreign Born Score
Bound Brook	3	3	3			3
North Plainfield	3	3	3			3
Franklin Township	3					3
Far Hills					3	
Bedminster					3	
Rocky Hill				3		
Watchung					3	

Source: TMA Equity Data 2018-2022

There are seven communities in the TMA service area with average Title VI scores. The communities of Bound Brook and North Plainfield have above average numbers of residents who fall within four Title VI categories. Franklin Township – one of the larger communities in Somerset County – has an above average score in two Title VI categories. RideWise will focus its efforts on these communities, with an emphasis on Bound Brook, North Plainfield and Franklin by engaging in broad public outreach, leveraging and cultivating relationships with community, non-profit, church/faith-based, and public sector agencies to ensure that residents of these communities are aware of, and can access, programs and services.

Several of the TMA’s programs already address these needs of underserved populations. The TMA’s travel training program, TransitConnect, helps economically disadvantaged residents, persons with disabilities, and older adults access jobs and community services by learning to use the transit network. The agency’s bicycle rehabilitation program, BikeConnect, provides bicycles to low-income or unemployed individuals with challenges accessing community services and employment. Pedestrian safety campaigns have been conducted in Bound Brook, North Plainfield, Franklin Township, Raritan and Manville Borough.

Crash Data

Crash data for Somerset County shows 8,438 crashes in 2022-2023, resulting in 26 fatalities. Driver behavior,

especially distracted driving, was a key contributing factor in 41 percent of crashes. Other contributing crash factors included impaired driving, speeding, drowsy driving, and cell phone usage. 18.2 percent of crashes involved older drivers (65+), and 13.4 percent involved younger drivers between 16 and 20. Three communities, Bridgewater, North Plainfield, and Bound Brook, have high rates of crashes involving cyclists and/or pedestrians. Many of the same underserved Title VI communities are also the areas with the highest crashes.

Town	Total Crashes	Pedestrian	Bicycle	Distracted	Alcohol	Speeding
Bridgewater	1,357	11	6	420	23	71
North Plainfield	1,103	24	19	634	35	29
Hillsborough	791	5	5	130	15	41
Franklin	598	2	1	192	8	21
Raritan	468	2	2	159	4	8
Bound Brook	362	15	6	163	11	10
Somerville	326	4	4	218	12	6
Manville	185	3	4	19	7	1
S. Bound Brook	69	1	-	37	1	0
Total	5,259	67	46	1,972	116	187

Town	Fatalities	Younger Driver	Older Driver	Drowsy Driving	Cell Phone	Drugged
Bridgewater	6	187	255	9	15	6
North Plainfield	0	116	169	7	3	5
Hillsborough	1	136	141	16	14	4
Franklin	8	47	99	6	3	1
Raritan	1	62	104	3	3	0
Bound Brook	1	27	59	5	0	2
Somerville	1	57	53	0	4	1
Manville	1	22	36	3	1	1
S. Bound Brook	0	9	12	1	0	0
Total	19	663	928	50	43	20

RIDEWISE INC.

FY 2026 WORK PROGRAM

GOAL AREA 1: ACCESSIBILITY

Accessibility strategies will increase traveler access to alternate modes of travel other than single-occupant vehicles and support the federal goal of increasing Ladders of Opportunity, particularly for traditionally underserved communities. The TMA will accomplish this by providing services, information, or other assistance.

This goal area is defined by providing information, services, and assistance related to ridesharing, public transit, and safe biking and walking to increase traveler awareness of and access to alternate modes of travel. This section's activities connect to several Somerset County planning documents. The Walk, Bike, Hike study completed in 2019 "recognizes the growing demand for better-connected destinations and improved mobility choices for county residents, workers, and visitors." The update of the Somerset County Circulation Element (in progress) emphasizes "enhanced connectivity for walking, biking, and transit" and "improving information and the overall traveler experience for all users." One key takeaway from the circulation element update is the "disconnect between affordable housing locations and transportation access and opportunities." Transportation is consistently identified as one of the top unmet needs in Somerset County, especially among older adults, in over-burdened communities, and among the ALICE population. The needs of low-income, minorities, persons with disabilities, older adults, and individuals with limited English proficiency will be a priority in the TMA's program delivery and outreach efforts.

All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives, with emphasis being given to programs that benefit underserved communities in our service area. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives. RideWise will coordinate with other agencies on program activities when appropriate. These agencies include NJDOT, NJ TRANSIT, Highway Traffic Safety, and the County of Somerset. All program activities will be promoted to the public through outreach or educational efforts.

REQUIRED STRATEGIES

A. TRIP PLANNING AND INFORMATION

Activities/Tasks:

- i. Provide user-friendly information about non-single occupant vehicle (SOV) travel options by phone, email, at an information desk or event table, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.
 - o *Product/Outcome 1: Requests for assistance (phone, email)*
 - o *Product/Outcome 2: Tabling events (# of people assisted, event details)*
 - o *Product/Outcome 3: Website activity (# of visitors, information viewed, # downloads)*
 - o *Product/Outcome 4: Trip plans provided/travel details (destination, mode)*
- iv. Create or update mobility guides.

- *Product/Outcome 1: Mobility guide created (how to ride guide). Draft and final guide to be shared with the NJTPA for review.*
- *Product/Outcome 2: # of guides distributed*

vi. Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.

- *Product/Outcome 1: Maintain digital and print communication (website, social media channels, newsletter, contact lists)*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from any Safe Routes to School activities funded by other state or federal programs or activities in this area funded by any other source, including private foundation grants. Still, it may be used to supplement these programs.

Activities/Tasks:

i. Assist communities and schools (non-SRTS) with implementing activities that encourage walking and bicycling or educate participants about the benefits of walkable communities.

- *Product/Outcome 1: Bicycle and pedestrian safety educational events*

ii. Illustrate the walkability and bikeability of the TMA region. e.g., create/maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations; conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.

- *Product/Outcome 1: Bike path/sidewalk data collected from walk assessments*
- *Product/Outcome 2: Create inventory for website*
- *Product/Outcome 3: Explore the creation of a bike share program*

C. RIDESHARE/RIDE-MATCHING

Activities/Tasks:

i. Facilitate and or administer rideshare/ride-matching and vanpool programs.

- *Product/Outcome 1: New carpools/vanpools*
- *Product/Outcome 2: List of active carpools/vanpools*
- *Product/Outcome 3: Travel details e.g. origin/destination, trip purpose*

ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.

- *Product/Outcome 1: Administer and promote the ridematch system*
- *Product/Outcome 2: Enter ridematch applications received; provide matching assistance*
- *Product/Outcome 3: Delete/purge old entries; keep system updated*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.

- o *Product/Outcome 1: Respond to requests for technical assistance*

OPTIONAL STRATEGIES

E. TECHNOLOGY

Activities/Tasks:

i. Use technology to increase transportation choices. Development of and outreach for websites or mobile applications that provide carpool/vanpool matching, transit trip planning, electric vehicle charging information, or other travel information.

- o *Product/Outcome 1: Refine and maintain the RideConnect site (One Click, One Call) created in FY24 – moved from CHSTP*
- o *Product/Outcome 2: Help travelers use Somerset County's "where's my bus?" app once launched.*
- o *Product/Outcome 3: Help Somerset County promote the new "where's my bus?" app.*

F. OTHER NON-SOV TRAVEL

Activities/Tasks:

ii. Commuter incentive programs. Commuter incentives must promote carpooling, vanpooling, ridesharing, transit use, and/or mode shift, etc. Commuter incentives may not pay for/support parking or SOV travel.

- o *Product/Outcome 1: ERH program activity (new registrations, rides reimbursed)*
- o *Product/Outcome 2: Vanpool subsidies provided*

iii. Provide rehabilitated bikes to adults in need of transportation through BikeConnect program. Solicit donations from the community and client referrals from nonprofit organizations.

- o *Product/Outcome 1: Clients receiving bicycles*
- o *Product/Outcome 2: Bicycles donated/nonprofit client referrals*
- o *Product/Outcome 3: Client success stories in print or video (if available)*

GOAL AREA 2: COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

This Goal Area includes implementation of Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP) in the NJTPA region, as well as the FY23 CHSTP Update Memo and implementation of the DVRPC, SJTPO, and county human services transportation plans. In FY 2017, with assistance of the TMAs, the NJTPA completed Go Farther, the regional Coordinated Human Services Transportation Plan (CHSTP). The plan offers comprehensive recommendations for meeting the transportation needs of four target populations: seniors, low-income persons, persons with disabilities, and veterans. It presents 33 strategies across nine areas of concern designed to address the existing and emerging needs of the approximately one million transportation disadvantaged residents within the 13-county NJTPA region. Transportation services for these populations help meet employment, education,

medical, and social support needs by improving accessibility and opportunity.

This goal area addresses the increasing needs and enhancement for older adults, persons with disabilities, low-income persons and veterans, and the non-profit agencies helping these residents. All strategies address demonstrated needs that are identified in the FY23 CHSTP Update, the Somerset County 2024 Coordinated Public Transit Human Services Transportation Plan, and the Somerset County 2021 Community Needs Assessment. Transportation was identified as a top concern for many residents who participated in the needs assessment. Focus group participants expressed that Somerset County was a largely car-dependent community and that public transportation options were insufficient for those who do not have access to a vehicle, especially youth, seniors, and immigrants. Only 29% of Somerset County survey respondents agreed or completely agreed with the statement, “My community has transportation services available for seniors and those with disabilities.” Transportation was also identified as one of the significant challenges to accessing health care.

All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives, with emphasis being given to programs that benefit underserved communities in our service area. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives. RideWise will coordinate with other agencies on program activities when appropriate. These agencies include NJDOT, NJ TRANSIT, Highway Traffic Safety, and the County of Somerset. All program activities will be promoted to the public through outreach or educational efforts.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i.** Create or update mobility guide(s). The guides may be printed and/or electronic media.
 - *Product/Outcome 1: Update Somerset County Transportation transit resource guide printed in 2018*
- ii.** Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - *Product/Outcome 1: Creation of distribution plan; track/document entities receiving guide*
- iii.** Conduct staff orientations at distribution sites, if appropriate.
 - *Product/Outcome 1: Track/document sites receiving orientations, if requested*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i.** Support and assist healthcare providers in better meeting patient transportation needs. This activity may also include the involvement of hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for the target populations.
 - *Product/Outcome 1: Participate in RWJ Somerset Healthier Somerset meetings*
 - *Product/Outcome 2: Participation in Somerset County Human Services Continuum of Care meetings*
 - *Product/Outcome 3: Participation in meetings with human service organizations and hospitals; document collaboration and assistance provided.*

ii. Inventory transportation services and transportation information available to patients at healthcare delivery sites. The Affordable Care Act of 2010 required not-for-profit hospitals to create a Community Health Needs Assessment, which may include information on patient transportation needs relevant to this strategy.

- *Product/Outcome 1: Participate as a stakeholder in the update of the Somerset County Community Health Improvement Plan (CHIP); provide feedback and recommendations*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i. Support and assist counties conducting human services transportation service planning.
- *Product/Outcome 1: Participation in Somerset County Transportation Advisory Board meetings*
 - *Product/Outcome 2: Participation in one-on-one or group meetings with human service organization, hospitals; document collaboration and assistance provided.*
 - *Product/Outcome 3: Provide a summary memo of one-on-one/group meetings.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

- ii. TMA-provided trip directly through a volunteer or paid driver program.
- *Product/Outcome 1: Explore partnerships with assisted living sites to provide concierge assistance on rides scheduled with a transportation network company.*
- iii. Provide travel training and concierge assistance.
- *Product/Outcome 1: Provide in-class and in-the-field travel training to students in transitional high schools, to older adults, and to social services clients to help them gain independence and reach employment and recreational activities.*
- iv. Provide coordinated information: Inclusive of NJ TRANSIT fixed-route, private carrier, commuter buses, and scheduled county services.
- *Product/Outcome 1: Maintain/update data file of all Somerset County transit information*
 - *Product/Outcome 2: Update public facing transit information with the data file updates*

GOAL AREA 3: ECONOMIC DEVELOPMENT

Economic Development strategies focus on encouraging, providing, and implementing transportation demand management services at employers, transportation facilities, recreational facilities, entertainment venues, shopping centers, and other locations. These services increase traveler choices while lowering the use of single-occupant vehicle travel. This may include working with communities to identify and/or establish first/last mile solutions that improve access to jobs or providing information about the availability of carpools and vanpools.

This goal area is defined as providing information and support services to locations that generate high vehicle traffic. Somerset County officials are working hard to attract businesses and individuals to locate in Somerset County for its quality of life, talent pool, and amenities. In 2023, Niche, a company that ranks the best places to work and live, ranked Somerset County among the 20 best counties to live nationwide and

the number one County in New Jersey. Somerset County is home to 13,392 businesses and 186,627 employees. Its easy access to New York City, Philadelphia, and local airports, walkable town centers, top-rated schools, and historic sites make it an attractive location to live and work. However, being a top place to live requires traffic demand management, so the area remains attractive. One of the key takeaways from the update of the Somerset County Circulation element is the need to better connect the County's worksites, educational institutions, and amenities with transit services, especially among essential worksites where employees must be present and can't work remotely.

All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives, with emphasis being given to programs that benefit underserved communities in our service area. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives. RideWise will coordinate with other agencies on program activities when appropriate. These agencies include NJDOT, NJ TRANSIT, Highway Traffic Safety, and the County of Somerset. All program activities will be promoted to the public through outreach or educational efforts.

REQUIRED STRATEGIES

A. WORKSITE-BASED TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i.** Pursue opportunities to encourage, provide, and/or implement TDM strategies that help existing and relocating employees' commute and travel choices.
 - *Product/Outcome 1: Records of employer activity and programming implemented with RideWise assistance.*
 - *Product/Outcome 2: Documentation of transportation-related issues impacting worksites obtained from meetings with employers and employee surveys (if requested).*
- ii.** Conduct outreach to employers regarding TDM and travel alternatives, and arrange for Transit Days, Transportation Fairs, or similar events at employer, social services, or other organization sites.
 - *Product/Outcome 1: Records of onsite events (tabling, lunch-n-learns), employees assisted.*

B. EMPLOYER LIAISON AND OUTREACH

Activities/Tasks:

- i.** Act as liaison between employers and the NJTPA for outreach to the business community, as requested and in coordination with the NJTPA.
 - *Product/Outcome 1: Records of employers contacted if requested by NJTPA*
- ii.** Keep records of outreach-related activities, including contacts made and the type and number of services resulting from TMA interaction or services provided directly by the TMA.
 - *Product/Outcome 1: Records of prospecting and networking activity*

OPTIONAL STRATEGIES

C. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- ii.** Participate in strategic planning and implementation of local CEDS, North Jersey Partners strategies,

or coordination with local Workforce Development Boards (WDBs).

- *Product/Outcome 1: Serve as a stakeholder in the update of the Somerset County CEDS*

GOAL AREA 4: ENVIRONMENTAL

Environmental strategies focus on reducing air pollution and greenhouse gases from the transportation sector. These activities are in addition to the Accessibility Goal Area strategies that promote shared rides and encourage the reduction of SOV trips.

This goal area is defined by providing information, education, and support services to local government, schools, and communities on the benefits of implementing electric vehicles and micro-mobility, the adoption of anti-idling policies, and the negative health impacts of bad air quality. Somerset County is a leader in sustainability and champions environmentally sustainable practices. The activities in this section help further several of the County's initiatives, including its "EV Readiness Plan" and the work of the Green Leadership Hub, Sustainable Somerset, and the Energy Council, as well as New Jersey's clean energy goals.

All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives, with emphasis being given to programs that benefit underserved communities in our service area. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives. RideWise will coordinate with other agencies on program activities when appropriate. These agencies include NJDOT, NJ TRANSIT, Highway Traffic Safety, and the County of Somerset. All program activities will be promoted to the public through outreach or educational efforts.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

i. Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct outreach and outreach to communities about the importance of air quality, conduct air quality monitoring, and participate in the DVRPC Air Quality Partnership for TMAs serving the DVRPC region. The level of effort for this strategy should be no more than 50% of the total for this goal area.

- *Product/Outcome 1: School-based or community air quality education/anti-idling campaigns*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Activities/Tasks:

ii. Provide technical assistance to municipalities, employers, and other destinations engaged in readiness planning, ordinance adoption, charging station siting, a needs assessment and participation in support of activities sponsored by the NJTPA or other agencies.

- *Product/Outcome 1: Provide planning assistance to municipalities identified by Somerset County Planning*

C. ELECTRIC MICROMOBILITY

Activities/Tasks:

i. Encourage, educate, and support the use/implementation of E-bikes, e-scooters, and e-cargo delivery

modes.

- *Product/Outcome 1: Develop, incorporate and distribute content on e-micromobility through print or electronic publications and/or webinars.*

OPTIONAL STRATEGIES

D. EVS AND EV INFRASTRUCTURE EDUCATION AND OUTREACH

Activities/Tasks:

ii. Disseminate information about EV purchase and charger installation incentives, infrastructure, and presentations to municipal, business, and community stakeholders.

- *Product/Outcome 1: Develop, incorporate and distribute content on EV purchases and charging incentives through print or electronic publications and webinars.*

F. SUSTAINABLE JERSEY

Activities/Tasks:

i. Support municipal participation in Sustainable Jersey.

- *Product/Outcome 1: Provide technical assistance to local governments and Green Teams to help them meet criteria under the “health and wellness”, “land use and transportation” categories of Sustainable Jersey certification.*
- *Product/Outcome 2: Document the assistance provided in summary memos or quarterly reports for NJTPA.*

GOAL AREA 5: SAFETY

Safety strategies contribute to traveler safety and support the implementation of the US Department of Transportation’s National Roadway Safety Strategy, a comprehensive approach to reducing deaths and serious injuries on streets and highways using a Safe System Approach, and the NJDOT Strategic Highway Safety Plan. Safety activities may include outreach, education, planning, and data collection.

This goal area is defined by providing information, education, and support services to local government and the general public on driving, cycling, and walking safety and Complete Streets adoption. All activities will be delivered in compliance with Title VI and in accordance with Environmental Justice initiatives, with emphasis being given to programs that benefit underserved communities in our service area. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives. RideWise will partner with transportation operating agencies, safety agencies and organizations, planning agencies, community and private stakeholders, and the public to successfully implement these activities. Reports or memoranda prepared by RideWise for this activity shall be provided to the NJTPA for review. All program activities will be promoted to the public through outreach or educational efforts. RideWise will continue to serve on the Pedestrian and Bicycle Emphasis Area Team working to advance the recommendations of the NJDOT Strategic Highway Safety Plan (NJSHP), the Bicycle and Pedestrian Advisory Council, the Complete Streets Working Group.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- ii. Educate municipal stakeholders about Complete Streets.
 - *Product/Outcome 1: Identify municipalities that have yet to adopt a Complete Streets policy and provide education and assistance on policy adoption.*
 - *Product/Outcome 2: Promote and attend workshops, webinars and other trainings on Complete Streets to municipalities.*
- iii. Assist a municipality or county with adopting a Complete Streets policy, checklist, or ordinance consistent with the Complete & Green Streets for All: Model Policy & Guide.
 - *Product/Outcome 1: Provide education and assistance to municipalities with Complete Streets policies on adopting the new Complete and Green Streets Policy.*
 - *Product/Outcome 2: Provide technical assistance to municipalities with Complete Green Streets by assisting them with implementing their checklists, grant applications and identifying best practices.*
- iv. Participate as a stakeholder in a Complete Streets planning or infrastructure project sponsored by the NJTPA, the NJDOT, or another public agency.
 - *Product/Outcome 1: Assistance provided, if requested.*
- v. Conduct and/or participate in temporary demonstration projects (i.e., tactical urbanism) with the approval of a local jurisdiction. TMAs may utilize the NJTPA Complete Streets Demonstration Library hosted by Hudson TMA.
 - *Product/Outcome 1: Demonstrations using the RideWise pop-up parklet or NJTPA's Complete Streets Demonstration Library in communities with a downtown (Somerville, Bound Brook, Raritan, Bernardsville).*
- vi. Participate as a stakeholder in Complete Streets Working Group meetings.
 - *Product/Outcome 1: Meeting summaries/updates in quarterly reports.*

B. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

- i. Conduct or participate in road safety audits, walking audits, bicycling audits, speed studies, walkable community workshops, or similar activities. TMAs are encouraged to organize, lead, and/or participate in audits organized by counties or other organizations.
 - *Product/Outcome 1: Conduct at least one (1) road safety audit with priority given to a disadvantaged community identified in the Environmental Justice analysis.*
 - *Product/Outcome 2: Prepare audit report and share with NJTPA.*

C. SUPPORT LOCAL SAFETY ACTION PLANS, VISION ZERO, NJ SAFETY PLANS, AND SAFETY INITIATIVES

Activities/Tasks:

- iii. Serve as stakeholders and resources to Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.

- *Product/Outcome 1: Participation in Somerset County Local Safety Action Plan study*
- *Product/Outcome 2: Participation in the Pedestrian and Bicycle Emphasis Area Team*
- *Product/Outcome 3: Participation in Bicycle and Pedestrian Advisory Council*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

i. Conducting Street Smart NJ pedestrian safety education and outreach: Identify suitable communities for implementing pedestrian safety education and outreach, enlist support and participation from local stakeholders, and provide resources and support for an effective pedestrian safety education effort. Street Smart NJ information is available at www.beststreetsmartnj.org. This strategy may include using radar speed feedback signs and or demonstration projects in coordination with a municipal or county partner.

- *Product/Outcome 1: Pedestrian safety campaigns conducted*
- *Product/Outcome 2: Reports/feedback provided to NJTPA*

iii. Conduct outreach and education related to safety topics, such as younger drivers, mature drivers, drivers with disabilities, child passengers, safe driving behavior, pedestrian and bicyclist safety laws, and promoting a culture of safety.

- *Product 1: Presentations, communications, targeted outreach in the community*

OPTIONAL GOAL AREA: RELIABILITY

Reliability strategies provide an increase in dependable and predictable transportation service. This is achieved through supporting interagency coordination and communicating with the public about transportation system disruptions so that travelers can make informed choices about mode, route, and travel time.

H. TRAVEL ALERTS

Activities/Tasks:

i. Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.

- *Product/Outcome 1: Traffic/transit alerts issued*

PROGRAM MANAGEMENT

RideWise will provide administrative support for the FY 2026 UPWP TMA Program in accordance with the NJTPA planning process. RideWise will provide program management and reporting information to support our TMA Work Program grant in accordance with the comprehensive, coordinated and continuing (3-C) planning process followed by the NJTPA for its UPWP.

Activities/Tasks:

i. Preparation of the following year's work program.

- ii. Maintenance of all TMA work program grant-related records and products.
- iii. Maintenance of the on-line pass-through grant program management system, including the cost tracking system and TMA work program on-line reporting systems; preparation of quarterly progress reports and invoices, due 10 business days after the close of each quarter.
- iv. Preparation and maintenance of the budget and staffing plan, to be submitted electronically with each budget adjustment or staffing change.
- v. And preparation of the final progress reports and invoice, due 15 business days after the end of the grant term.

Products/Outcomes:

- o *Quarterly Progress Reports, invoices and supporting documentation.*
- o *Submit emergency response plans/contingency plans by December 31, 2025.*
- o *Fourth Quarter/Final Report and all final deliverables*
- o *Prepare next fiscal year's Work Program and Staffing Plan*

WORK FUNDED BY OTHER SOURCES

A. SAFE ROUTES TO SCHOOL

The Federal-aid SRTS Program provides funds to states to substantially improve the ability of primary and middle school students to walk and bicycle to school safely. The purposes of the program are to:

- Enable and encourage children, including those with disabilities, to walk and bicycle to school;
- Make bicycling and walking to school a safer and more appealing transportation alternative, thereby encouraging a healthy and active lifestyle from an early age; and
- Facilitate the planning, development, and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption, and air pollution in the vicinity (approximately 2 miles) of primary and middle schools (grades K-8).

Under the NJ SRTS Non-Infrastructure Program, TMAs are being funded and mobilized to work with schools and communities within their jurisdiction to support the implementation of SRTS programs. This is an ongoing program. The current grant runs to August 2025. Continued funding is anticipated.

Activity/Tasks: The following tasks are included in the TMA's SRTS work programs:

- Task 1: NJ SRTS Coordination and Partnership Levels
- Task 2: Walk and Bike to School Events (iWalk)
- Task 3: Walking School Bus Train-the-Trainer Technical Assistance
- Task 4: Non-Infrastructure Technical Support – School Travel Plans
- Task 5: Youth Bicycle Education
- Task 6: SRTS Outreach and Assistance
- Task 7: Monitor Program Performance
- Task 8: Additional Safe Routes to School Activities

Products and Outcomes:

- o *The work products can take many forms and will vary depending on the exact needs for their service*

area. Anticipated products include applications for Safe Routes to School and Transportation Alternative Program infrastructure funding, Walk to School Days, Walking School Buses, pedestrian and bicycle safety education for students in grades K-8, maps of safe corridors leading to the schools and any other acceptable way to encourage Safe Routes Programming within the community.

B. NJ TRANSIT TMA WORK PROGRAM

The TMAs assist NJ TRANSIT by promoting the use of transit services as a means of assisting in the reduction of traffic congestion, improving air quality and quality of life in the TMA service area. The TMAs further assist NJ TRANSIT in improving mobility and accessibility to all residents in their service area by making commuting a more satisfying experience. The TMAs use their resources to advocate a transit friendly environment. The TMA services include the provision of transit service information, outreach to potential transit users, and advocacy for employers and feedback to NJ TRANSIT on related activities. This effort is an annual program.

Activity/Tasks:

- **Information.** To provide a comprehensive inventory of information on transit related services available within the TMA service area and disseminate information to promote transit usage.
- **Advocacy to Employers and Others.** To provide an active advocacy role in the promotion of transit service in the TMA's service area by assisting NJ TRANSIT with developing, providing, improving and promoting existing and new transit services within the TMA's service area.
- **Outreach to Commuters.** To provide an outreach program in the promotion of transit service in the TMA's service area. The TMA will assist NJ TRANSIT in promoting the use of existing and new transit services within the TMA service area through the development and distribution of transit information, and to develop and implement a focused marketing plan including targeting outreach and public relations efforts.
- **Feedback.** To provide feedback to NJ TRANSIT in order to determine reliability and effectiveness of existing transit services in TMA's service area. The TMA will report on all activities undertaken and their findings in a monthly status report to NJ TRANSIT.

Products and Outcomes:

- *The work products can take many forms and will vary depending on the exact needs and opportunities for NJ TRANSIT assistance in the TMA service area.*

C. NJ DIVISION OF HIGHWAY TRAFFIC SAFETY WORK PROGRAM

The NJ Division of Highway Traffic Safety (NJDHTS) offers, on an annual basis, federal grant funding to agencies that wish to undertake programs designed to reduce motor vehicle crashes, injuries, and fatalities on the roads of New Jersey. The fiscal year for the NJDHTS Grant begins October 1 and ends September 30.

Activities/Tasks:

Tasks will vary with each participating TMA depending on the exact needs for their service area.

- Pedestrian Safety – Work with police departments, non-profits, churches, social service agencies, high schools and youth organizations to deliver small group presentations about pedestrian safety topics, with an emphasis on vulnerable user populations. Conduct

pedestrian safety campaigns.

- Bicycle Safety – Work with community organizations to conduct bicycle safety presentations, events and media outreach.
- Driving Safety – Work with community organizations to conduct driving safety presentations, events and media outreach.

Products and Outcomes:

- *The work products can take many forms and will vary with each participating TMA depending on the exact needs for their service area.*
- *Anticipated products include safety messaging on the topics of pedestrian safety, bicycle safety and distracted driving.*

D. NJTRANSIT ACCESS LINK MOU

RideWise is an authorized “assessment agency” for Access Link. The MOU between NJ TRANSIT and RideWise runs from February 2017 to October 2026.

Activities/Tasks:

- Conduct weekly assessment interviews for customers looking to qualify for Access Link

Products and Outcomes:

- *Weekly assessment interviews conducted and submitted to NJ TRANSIT*
- *Submission of monthly invoicing to NJ TRANSIT*

E. NJ TRANSIT 5310 WORK PROGRAM

RideWise is funded with 5310 funding to provide travel training instruction to older adults and persons with disabilities.

Activities/Tasks:

- Provide individual and group training to persons with disabilities and older adults.

Products and Outcomes:

- *Travel trainings – individual and group*
- *Group 101 presentation*

RIDEWISE TMA PROMOTION PLAN FY 2026

RideWise will use a variety of media sources to promote and support the programs, goals, and objectives of the work program. Promotions will be developed and implemented according to guidelines set by the NJTPA TMA Program Promotions Policy to ensure that activities are reimbursable under federal guidelines, and in keeping with the goals and policies of the NJTPA. This plan will be updated on a quarterly basis, and submitted to the TMA Project Manager with the quarterly report attachments.

Media Formats

RideWise will use the following types of media in FY 2026 for the promotion of the programs, goals, and objectives of the work program:

Facebook will be used to disseminate text/photo messages related to agency updates and programs, and transportation related news. Most posts will be specific to biking, pedestrian safety, sustainability, ridesharing, transit, special events, and promotions. Effectiveness will be tracked by the number of likes, share, followers, mentions, FB messages, and traffic to the website.

Instagram will be used to post visually appealing photos to tell a story without words designed to attract Millennials and Gen Z. Effectiveness will be tracked by the number of likes and followers.

YouTube will be used to post long-form videos related to programming, education, webinars, and recognition of agency partners and clients. Effectiveness will be measured by the number of views and subscribers.

TikTok will be used to post shorter videos related to programming that appeal to the Millennials and Gen Z audiences that use this platform.

LinkedIn will be used to post program updates that are interest to the business community, such as program activity at workplaces.

Newsletter: RideWise will publish a monthly e-newsletter that is produced and distributed through Benchmark. The newsletter will include information on agency programs, safety messaging, environmental education and sustainability information. Effectiveness will be measured by open/forward rates, links clicked within the newsletter, traffic to the website, and new subscribers.

TMA Website: The website is the place where visitors can find information on all of the agency's programming, news and events. The site will be revised/updated often to keep the content fresh.

Goal Area Activity Promotion Plans

RideWise plans to use the following media types in support of each Goal Area Activity.

- 1. Accessibility:** RideWise will post social media content using the following media formats: Facebook, Instagram, YouTube, TikTok, LinkedIn, and also the TMA newsletter and the TMA website. Posts will be specific to biking, pedestrian safety, sustainability, ridesharing, transit, special events, promotions, and partner recognition videos.
- 2. Coordinated Public Transit for Vulnerable Populations:** RideWise will post social media content using the following media formats: Facebook, Instagram, YouTube, TikTok, LinkedIn, and also the TMA newsletter and the TMA website. Posts will be geared to mobility issues for older adults, persons with

disabilities and low-income persons.

- 3. Economic Development:** RideWise will post social media content using the following media formats: Facebook, Instagram, YouTube, TikTok, LinkedIn, and also the TMA newsletter and the TMA website. Posts will be specific to employer-related programming such as Bike to Work Day, corporate bike drives, and on-site fairs.
- 4. Environmental:** RideWise will post social media content using the following media formats: Facebook, Instagram, YouTube, TikTok, LinkedIn, and also the TMA newsletter and the TMA website. Posts will be specific to Earth Day, EV events or webinars, car shows (ride and drives), alternate fuel vehicles, and anti-idling education.
- 5. Safety:** RideWise will post social media content using the following media formats: Facebook, Instagram, YouTube, TikTok, LinkedIn, and also the TMA newsletter and the TMA website. Posts will be specific to driving, bicycle and pedestrian safety.
- 6. Reliability:** RideWise will post social media content using the following media formats: Facebook, the TMA newsletter and the TMA website. Posts will be specific to traffic and transit alerts.

BUDGET AND STAFFING PLAN

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

RIDEWISE INC. FY 2026 WORK PROGRAM BUDGET PLAN

		PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES		
	1. SALARIES	\$ 303,178.29	
	2. FRINGE BENEFITS 32.5% FT, 9.9% PT	\$ 98,532.94	
	SUBTOTAL	\$ 401,711.23	100%
PART II	DIRECT NON-LABOR COSTS		
	1. SUPPLIES	\$ 1,200.00	
	2. TRAVEL	\$ 1,260.94	
	3. PRINTING & REPRODUCTION	\$ 1,000.00	
	4. TELEPHONE	\$ -	
	5. POSTAGE	\$ 845.04	
	6. CONFERENCE/TRAINING	\$ -	
	7. OTHER (SPECIFIED IN ATTACHMENT)	\$ 6,500.00	
	SUBTOTAL	\$ 10,805.98	100%
PART III:	INDIRECT COSTS		
	INDIRECT COST ALLOCATION 49.80%	\$ 150,982.79	
	SUBTOTAL	\$ 150,982.79	100%
PART IV:	CONSULTANT COSTS		
	CONSULTANT	\$ -	
	SUBTOTAL	\$ -	100%
	TOTAL PROGRAM BUDGET	\$ 563,500.00	100%

This estimated budget is based upon projected costs to perform the FY 2026 TMA work program as outlined in the TMA Agreement. Changes within or between Parts I, II, III and IV will be authorized upon written recommendation of the Program Director and approved by the NJTPA.

FUNDING SOURCES:

Federal Share:	\$ 563,500.00	Total:	\$ 563,500.00
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NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**RIDEWISE INC.
FY 2026 WORK PROGRAM
BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Ticket Home	Ride reimbursements through the Emergency Ride Home program	\$ 250.00
Vanpool Subsidies	Temporary "empty seat" subsidies to vanpools that lose passengers	\$ 250.00
Website	Monthly website hosting and updates or enhancements (if any) by the web designer	\$ 2,500.00
Newsletter Design	Monthly costs with using Benchmark & Canva to design/distribute TMA	\$ 1,000.00
Bike Rehab Repairs	Repairing/tuning up donated bicycles for the BikeConnect program	\$ 2,500.00
	Total "OTHER" Direct Expenses	\$ 6,500.00

NJTPA FY 2026 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**RIDEWISE INC.
FY 2026 WORK PROGRAM
STAFF PLAN**

TMA Work Program Budget by Task

Task	TMA Staff Hours	Direct Costs - Personnel Services	Direct Non- Labor Costs	Indirect Costs	Consultant Costs	Total Costs
Core Goal Area Activities - Accessibility	3,418	\$ 144,625.53	\$ 7,808.44	\$ 54,357.37	\$ -	\$ 206,791.33
Core Goal Area Activities - Economic Development	1,500	\$ 66,994.65	\$ 700.00	\$ 25,179.88	\$ -	\$ 92,874.53
Core Goal Area Activities - Environmental	1,094	\$ 44,159.43	\$ 700.00	\$ 16,597.28	\$ -	\$ 61,456.72
Core Goal Area Activities - Safety	2,421	\$ 94,751.51	\$ 700.00	\$ 35,612.27	\$ -	\$ 131,063.78
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	500	\$ 21,555.10	\$ 597.54	\$ 8,101.46	\$ -	\$ 30,254.10
Core - Program Management	425	\$ 27,103.21	\$ 300.00	\$ 10,186.71	\$ -	\$ 37,589.92
Optional Goal Area Activities - Reliability	50	\$ 2,521.81	\$ -	\$ 947.82	\$ -	\$ 3,469.62
TOTAL	9,407	\$ 401,711.23	\$ 10,805.98	\$ 150,982.79	\$ -	\$ 563,500.00

TMA Work Program Assigned Staff

Personnel (Name/Title)	Estimated % of Time Needed for TMA Program (based on total work hours for the FY)	Total Estimated Hours For TMA Work Program
Donna Allison, Executive Director	75%	1,556
Sarah Chelli, Program Specialist	69%	1,432
Sara Catherine Lichon, Communications & Outreach Manager	84%	1,750
Linda Rapacki, Director of Mobility Management	47%	968
Caty Whalen, Bicycle & Pedestrian Safety Manager	30%	620
Anyesha Sanghani, Strategic Initiatives and Partnerships Specialist	80%	1,657
Safety programs specialist (new position)	69%	1,425
TOTAL*	65%	9,407

* Note Total Estimated % of Time Needed for TMA Program represent average of total staff time.