

FY2027 UPWP

Unified Planning Work Program



Chapter III

Transportation Management Association Program

Draft

NJTPA FY 2027 UPWP

Chapter III

Transportation Management Association Program

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NJTPA FY 2027 UPWP TMA PROGRAM

PROGRAM BACKGROUND

Eight transportation management associations (TMAs) operate in the state of New Jersey. Avenues in Motion, EZ Ride, goHunterdon, Hudson TMA, Keep Middlesex Moving, and RideWise 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 (SJTP) 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 SJTP 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, Subchapter 1.1, Section 133 at <http://www.fhwa.dot.gov/legsregs/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:

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.

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 \$3 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:

- **Connecting Communities: The NJTPA Long Range Transportation Plan** – 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. The Plan includes goals and objectives, analysis of regional trends, and planned improvement projects. The Board of Trustees adopted Connecting Communities in September 2025.
- **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 2022-2027 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)** - The NJTPA's CMP systematically studies the region's complex travel patterns and searches for suitable approaches to improve the transportation system's performance. The CMP concentrates on accessibility to key destinations and the movement of persons and goods. The Accessibility and Mobility Regional Reassessment, the most recent regional CMP analysis, identifies regional and local needs and strategies to address them.

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 2024 update and a companion Map Toolkit are published at www.dvRPC.org/eta.
- **DVRPC's Strategic Plan for Regional TDM Programs** – The Plan guides the Travel Options Program (TOP) and DVRPC's TripSmart PA program for Southeastern Pennsylvania and includes the goals of reducing vehicle trips and air quality improvement, expanding economic opportunity improving reliability, and providing freedom of choice through, 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. 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 2025, and updated at least every four years, *Forward 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. The FFY 2026-2035 is anticipated to be approved in September 2025. Over \$1.5 Billion of 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. SJTPO anticipates the next Coordinated Human Services Transportation Plan to be adopted in March 2026.
- **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.

AVENUES IN MOTION

CROSS COUNTY CONNECTION

EZ RIDE

GOHUNTERDON

GREATER MERCER TMA

HUDSON TMA

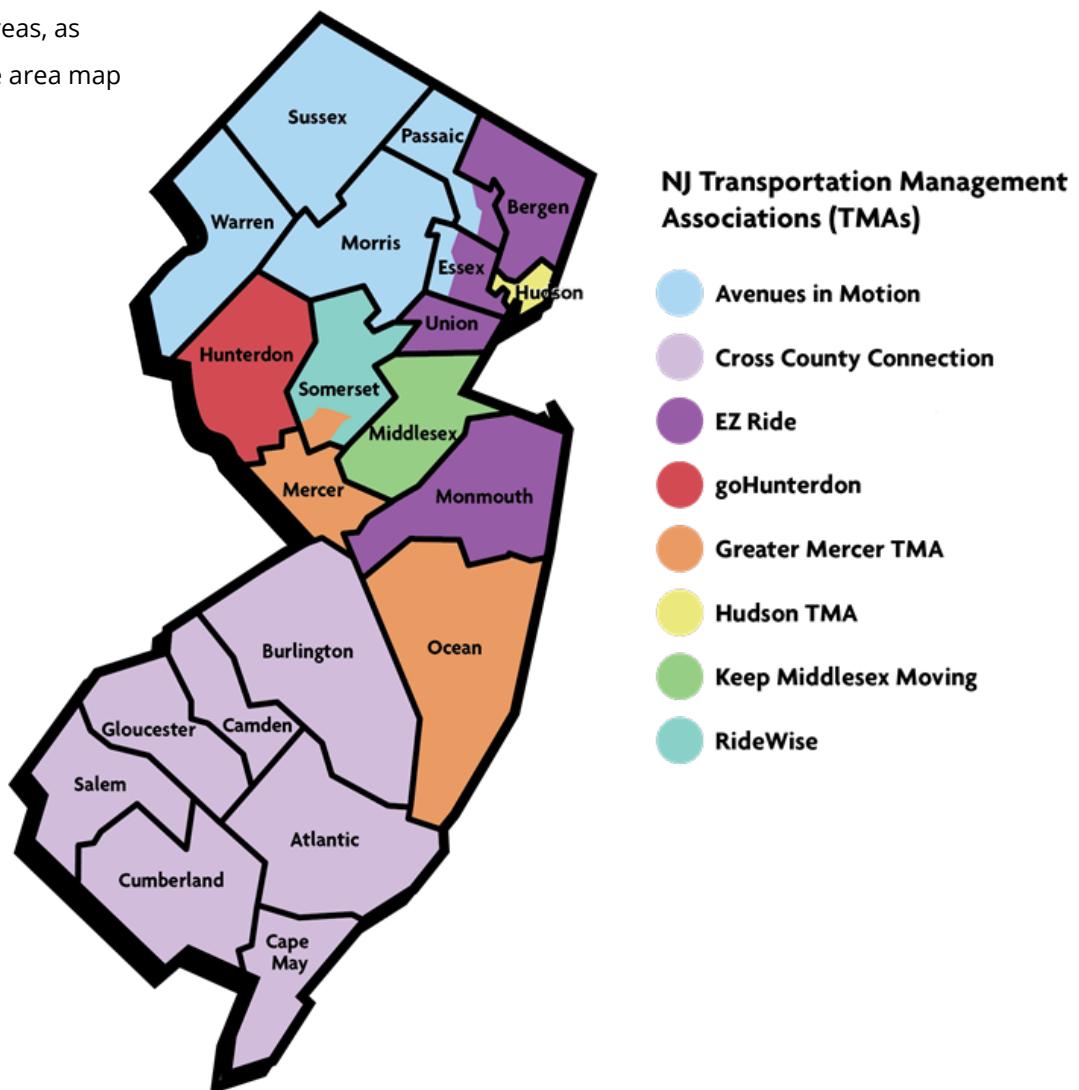
KEEP MIDDLESEX MOVING

RIDEWISE

Service Areas

TMAs 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



WORK PROGRAM DEVELOPMENT GUIDELINES FY 2027

TMA WORK PROGRAM STRUCTURE

Goal Areas

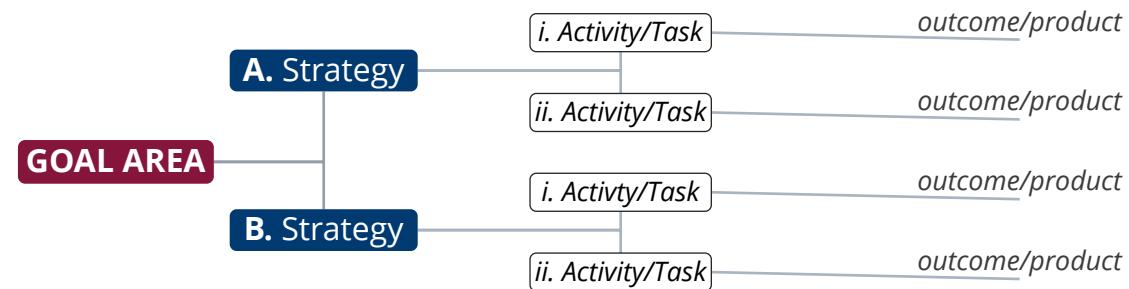
The TMA Work Program consists of five required Goal Areas: Accessibility, Coordinated Public Transportation for Vulnerable Populations, Economic Development, Environmental, Safety, and one optional Goal Area: Reliability. Some specific strategies are required for each goal area, while others are optional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



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.

Program Strategies and Activities/Tasks

Required and optional TMA Goal Area strategies and activities should be addressed when developing work program proposals. Each goal area contains several strategies broken down into related activities (A, B, C, etc.). When identifying the activities/tasks listed under each strategy to conduct for FY 2027, TMAs may select some or all activities listed below (shown as i, ii, iii, etc.). TMAs may also propose additional activities. All outcomes/products should directly link to the TMA-chosen task/activities identified in the FY 2027 work program and explain how TMAs will accomplish the task/activity or the product resulting from the activity.



NJTPA FY 2027 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 2027 TMA WORK PROGRAMS

AVENUES IN MOTION

TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary

Geographic and Demographic Information

Goals and Objectives

Goal Area Strategies

Accessibility

Coordinated Public Transportation for Vulnerable Populations

Economic Development

Environmental

Safety

Reliability (Optional)

Program Management

Work Funded by Other Sources

Budget and Staffing Plan

Avenues in Motion TMA Work Program 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 16 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
 - 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 (Skylands Ride)
- 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:

- 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)
 - KPMG
 - Mack-Cali – Florham Park
 - Mack-Cali Corporate Center - Parsippany
 - Maersk
 - MetLife
 - New York Jets
 - Novartis Pharmaceuticals Corp.
 - Pfizer
 - Picatinny Arsenal
 - Robertet Inc.
 - Sanofi
 - Selective Insurance
 - SJP Properties
 - Teva Pharmaceuticals
 - Thorlabs
 - Tiffany and Co.
 - Valley Bank
 - 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)
 - Summit Health (multiple locations)
- Colleges and Universities:
 - Berkeley College
 - Centenary University
 - County College of Morris
 - Drew University
 - Fairleigh Dickinson University
 - St. Elizabeth University
 - Essex County College – West Essex Campus
 - 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/hotelng 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.

AVENUES IN MOTION

PROGRAM REPORT FY 2027

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.

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 highlight transit and travel information on digital platforms such as social media, newsletters, and the Avenues in Motion website, in in-person meetings with partner agencies and businesses, and in one-on-one trip planning conversations with the public. Travel information will include train and bus routes, park and ride locations and details, commuter tax benefits, and trail networks to encourage non-SOV modes of travel.*
- ii. Provide trip planning assistance.
 - *Product/Outcome 1: As needed, support members of the public with trip planning via email, phone, or in-person communications at events.*
- v. Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.
 - *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 the NJ Safe Routes to School program funded by the NJDOT, or any

other federal, state, or privately-funded bicycle and pedestrian program. However, 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: 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. Draft and final resources are to be shared with the NJTPA for review.*
- 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: 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. Map data to be shared with the NJTPA at the end of each quarter.*

C. TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i.** Facilitate and or administer rideshare/ride-matching and vanpool programs.
 - *Product/Outcome 1: Assist employers with developing vanpool and carpool programs.*
- ii.** Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.
 - *Product/Outcome 1: Promote carpooling, vanpooling, and the use of njrideshare.com to the public through digital outreach on social media and in email newsletters, as well as direct email and in-person meetings with businesses in the Avenues in Motion service area. Avenues in Motion will maintain active records of registered commuters and perform 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 and CMP strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.
 - *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, such as carpool/vanpool formation, assistance with pre-tax commuter benefits, the implementation of shuttle service or micromobility options, and promotion of mass transit usage. Provide support from*

planning through implementation, to help employees, visitors, and the public access sites via non-SOV options and increase overall access and mobility for all.

OPTIONAL STRATEGIES

F. SHUTTLE SERVICES

Activities/Tasks:

- i.** Promote, plan, manage, or operate shuttle services for employees or the public, providing an alternative to SOV travel, increasing mobility, or providing first-last-mile transportation options to connect to housing and employment centers.
 - *Product/Outcome 1: Plan, promote, and provide technical assistance to partners, such as the Morris County Chamber of Commerce and its members, on existing shuttle services that connect existing transit to housing, businesses, and other popular destinations.*

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 is available on the [MapIt Tool](#) and [Human Services Transportation Guide](#) pages on our website and promoted to focus populations and community stakeholders to access.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i.** Create or update mobility guide(s) specific to CPTHSTP populations. The guides may be printed and/or available in electronic media.
 - *Product/Outcome 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. Data to be shared with the NJTPA.

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

i. Support and assist healthcare providers in meeting patient transportation needs. This activity may involve hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for CPTHSTP populations.

- *Product/Outcome 1: Partner with healthcare providers, non-profit organizations, and transportation providers to advance on-demand or scheduled ride programs and explore existing transportation 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 human services transportation service planning.

- *Product/Outcome 1: Assist counties in Coordinated Human Services Plan development, conduct outreach to target populations for participation in human services planning activities, meet with service providers, and facilitate partnerships among county representatives and transportation providers.*
- *Product/Outcome 2: Participate in the Sussex County Coordinated Human Services Transportation Committee.*

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 CPTHSTP.

- *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 Morris and Sussex Counties 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: Conduct in-person or virtual travel training sessions, including*

paratransit options, for agencies and organizations that support human services populations either direct to clients or to staff as a train-the-trainer program.

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.

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, including policy development, best practices, and staff support 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 demographic, land use, housing, or transportation issues taking place within communities, or serve as a stakeholder in such efforts.

- *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.*

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. Avenues in Motion uses tools such as the NJTPA Key EV Resources page, NJDEP's Drive Green website, and the NJTPA Alternative Fuel Readiness Guidebook 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 as well as safe behaviors.

REQUIRED STRATEGIES

A. AIR QUALITY MONITORING AND EDUCATION

Activities/Tasks:

- i.** Provide air quality education and alerts, conduct anti-idling campaigns, educate/conduct 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: 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 with the goal of mitigating air pollution and the adoption of electric vehicles.*
- 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 air quality monitoring (AQM) and reports to local governments, schools, community groups, or other partners as requested. Draft and final reports to be reviewed by the NJTPA.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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, including resource mapping, siting suggestions, and data collection and analysis to municipalities, counties, developers, businesses and/or other entities to increase the use of electric vehicles, adoption of EVs in fleet operations, and create or improve infrastructure related to those vehicles.*

C. 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 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. EV 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. This may include disseminating information about charger installation incentives and infrastructure, as well as 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.*

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 allocate a minimum of one-half full-time staff equivalent (FTE) or 15% of the Labor expense (whichever is greater) to this goal area.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- i. Support the implementation of Complete Streets.
 - *Product/Outcome 1: Support Complete & Green Streets implementation by meeting with stakeholders, sharing resources*
- ii. Educate municipal stakeholders about Complete Streets.
 - *Product/Outcome 1: Conduct education presentations to local governments and organizations*

- 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 in developing complete streets 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 with 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 reenvision street space with the goals of advancing Complete & Green Streets by providing evaluation, data collection, community engagement, and education services related to these projects.*

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: 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 a report of findings for stakeholders. Draft and final reports to be shared with the NJTPA for review.*
 - *Product/Outcome 2: Perform crash data analysis with a focus on high-crash areas and underserved communities to inform programs, projects, and safety audits or other studies.*

C. SUPPORT REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

Activities/Tasks:

- i. Carry out recommended strategies addressing at least one of the statewide Strategic Highway Safety Plan (SHSP) emphasis areas. This plan is being updated and will be available in the winter of 2026. See <https://www.saferoadsforallnj.com/> for the current SHSP and for the new plan.
 - *Product/Outcome 1: Provide assistance and programming focused on addressing the updated Strategic Highway Safety Plan emphasis areas of Safer Roads and Speeds, Safer People and Speeds, and Safer Vehicles, including promotion of speed countermeasures, pedestrian safety behavioral change programs, and driver vehicle feature education.*
- 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.*
- iv.** Provide outreach or technical assistance to implement recommendations and findings from Local Safety Action Plans (LSAPs) completed by cities, counties, and MPOs within the TMA service area. This may include participation in Local Implementation Committees to help oversee LSAP implementation, focusing on priority corridors, intersections, systemic analysis results, and crash emphasis areas outlined in the plans, to install demonstration projects or target educational outreach.
 - *Product/Outcome 1: Attend meetings, serve as stakeholders, and provide technical assistance to Morris, Sussex, Warren, Essex, Union, and Passaic Counties as they work to implement strategies in their Local Safety Action Plans.*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

- ii.** Organize child safety equipment fittings and car fittings for older adults (CarFit).
 - *Product/Outcome 1: Deliver 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.
 - *Product/Outcome 1: Outreach to local groups including schools, older adult groups, local organizations, law enforcement, and municipal officials*
 - *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.*

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: Use the state's crash data tools to maintain up-to-date crash data as available for use with municipal and county partners, as well as on the public-facing Map-It Tool on the Avenues in Motion website.*

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.
 - o *Product/Outcome 1: Plan, promote, and deliver micromobility training, education, and technical assistance to schools, municipal officials, and other organizations to inform the public and decision makers about micromobility options, policies, and safe use practices.*

OPTIONAL GOAL AREA

6. 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.

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.*

B. TRAVEL ALERTS

Activities/Tasks:

- ii. Provide information about travel options available to mitigate traffic related to construction, maintenance, and special events.
 - o *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.*

7. PROGRAM MANAGEMENT

Avenues in Motion will provide administrative support for the FY 2027 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:

- 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 online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

8. 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
 - *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
 - *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

- *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

- *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

- *Activities funded by Avenues in Motion*

BUDGET AND STAFFING PLAN**NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM****TRANSOPTIONS, INC. DBA AVENUES IN MOTION
FY 2027 WORK PROGRAM
BUDGET PLAN**

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1.	SALARIES		\$ 555,517.85	
2.	FRINGE BENEFITS	46.661% FT, 0% PT	\$ 259,210.18	
			SUBTOTAL \$ 814,728.03	100%
PART II	DIRECT NON-LABOR COSTS			
1.	SUPPLIES		\$ -	
2.	TRAVEL		\$ 1,719.09	
3.	PRINTING & REPRODUCTION		\$ -	
4.	POSTAGE		\$ 100.00	
5.	CONFERENCE/TRAINING		\$ 3,430.00	
6.	EQUIPMENT		\$ -	
7.	OTHER (SPECIFIED IN ATTACHMENT)		\$ 1,450.00	
			SUBTOTAL \$ 6,699.09	100%
PART III:	INDIRECT COSTS			
	INDIRECT COST ALLOCATION	49.8315%	\$ 276,822.88	
			SUBTOTAL \$ 276,822.88	100%
			TOTAL PROGRAM BUDGET \$ 1,098,250.00	100%

This estimated budget is based upon projected costs to perform the FY 2027 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

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

TRANSOPTIONS, INC. DBA AVENUES IN MOTION

FY 2027 WORK PROGRAM

BUDGET PLAN - ATTACHMENT

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Empty Seat & Emergency Ride Home	Empty seat subsidies and emergency rides provided to qualified vanpool/carpool participants	\$ 500.00
Association for Commuter Transportation (ACT) Membership	Association for Commuter Transportation (ACT) annual membership	\$ 950.00
Total "OTHER" Direct Expenses		\$ 1,450.00

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

TRANSOPTIONS, INC. DBA AVENUES IN MOTION

FY 2027 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	4,674	\$ 237,056.97	\$ 920.00	\$ 80,545.64	\$ -	\$ 318,522.62
Core Goal Area Activities - Coordinated Public Transit for Vulnerable Populations	1,860	\$ 79,936.11	\$ 120.00	\$ 27,160.16	\$ -	\$ 107,216.27
Core Goal Area Activities - Economic Development	1,820	\$ 87,274.73	\$ 4,800.00	\$ 29,653.63	\$ -	\$ 121,728.36
Core Goal Area Activities - Environmental	4,361	\$ 196,853.75	\$ 339.09	\$ 66,885.66	\$ -	\$ 264,078.50
Core Goal Area Activities - Safety	4,510	\$ 193,882.32	\$ 420.00	\$ 65,876.05	\$ -	\$ 260,178.37
Core - Program Management	160	\$ 14,064.20	\$ -	\$ 4,778.64	\$ -	\$ 18,842.84
Optional Goal Area Activities - Reliability	120	\$ 5,659.94	\$ 100.00	\$ 1,923.10	\$ -	\$ 7,683.04
TOTAL	17,505	\$ 814,728.03	\$ 6,699.09	\$ 276,822.88	\$ -	\$ 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 FY)	Total Estimated Hours For TMA Work Program
Sarah Arif, Environmental Programs Coordinator	84%	1,741
Daniel Callas, President	62%	1,280
Justin Heitzman, Program Specialist	72%	1,500
Kathryn Hickey, Program Coordinator	86%	1,780
Hannah Amelia Hoskins, Environmental Education Coordinator	2%	40
Justin Jenkins, Lead Data and GIS Coordinator	67%	1,400
Jessica Johnson, Active Transportation Manager	45%	930
Denis Kelleher, Program Specialist	65%	1,360
Emily La Polla, Program Specialist	40%	840
Jennifer Leguizamon, Community Engagement Specialist	43%	900
Jackeline Leon, Communications & Outreach Coordinator	87%	1,814
Melissa McCutcheon, Program Specialist	87%	1,800
Fatima Mian, Safe Routes to School Coordinator	2%	40
Omeedullah Rahin, Bicycle & Pedestrian Programs Coordinator	45%	940
Danielle Scassera, Business Manager	4%	80
Kristen Tomasicchio, Program Manager	51%	1,060
TOTAL*	53%	17,505

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

CROSS COUNTY CONNECTION TMA
TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary

Geographic and Demographic Information

Goals and Objectives

Goal Area Strategies

Accessibility

Coordinated Public Transportation for Vulnerable Populations

Economic Development

Environmental

Safety

Program Management

Work Funded by Other Sources

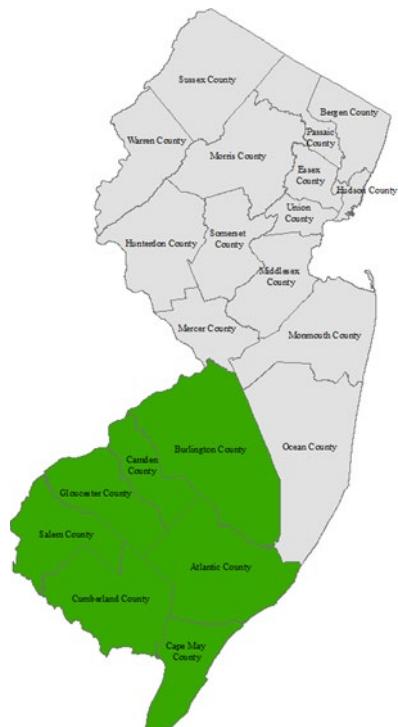
Budget and Staffing Plan

Cross County Connection TMA Work Program 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 = \$275,636.79 NJ TRANSIT = \$ 86,000 NJDHTS = \$ 64,250 United Way of Gloucester County = \$ 82,500 DVRPC TOP = \$ 50,000 Voorhees Transportation Center/Rutgers = \$75,050 NJDEP MOBILITY GRANT - \$400,000
Office location	One Greentree Centre, 10,000 Lincoln Drive E., Suite 102, Marlton, NJ 08053
Staff summary	13 Full Time Positions; 1 Part Time Position

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION



Cross County Connection's service area includes seven counties in southern New Jersey and is served by two MPOs: Delaware Valley Regional Planning Commission (DVRPC), and South Jersey Transportation Planning Authority (SJTPA). CCCTMA counties in the DVRPC region include Burlington, Camden, and Gloucester. The SJTPA counties in CCCTMA's 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 includes approximately 1.9 million people and covers a large geographic area (3,000 square miles), including 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. This requires Cross County Connection to offer a wide variety of programs and services to fit each county's unique needs.

Table 1: Population and Employment in CCCTMA Service Area

COUNTY	2023 POPULATION	POPULATION PERCENT OF CCCTMA SERVICE AREA	POPULATION PERCENT OF NJ	EMPLOYMENT 2023	EMPLOYMENT PERCENT OF CCCTMA SERVICE AREA	EMPLOYMENT PERCENT OF NJ
Atlantic	275,213	14.5%	2.9%	134,927	14.1%	2.8%
Burlington	469,167	24.7%	5%	244,566	25.7%	9.8%
Camden	527,196	27.8%	5.6%	267,694	28.1%	5.1%
Cape May	94,610	4.9%	1%	44,748	4.7%	5.5%
Cumberland	152,326	8%	1.6%	67,594	7.1%	1.4%
Gloucester	308,423	16.2%	3.3%	160,594	16.8%	3.3%
Salem	65,338	3.4%	.7%	31,131	3.3%	.6%
CCCTMA Service Area	1,892,273	100%	20.3%	951,254	100%	19.8%
New Jersey	9,290,841	--	100%	4,785,505	--	100%

Source: US Census ACS 1-year Estimate 2023

The Cross County TMA region comprises 20.3 percent of the population of the State of New Jersey and 19.8 percent of the workforce population. Burlington and Camden Counties have the highest proportion of total population and workforce population, accounting for more than half of the region combined in both categories. Salem County makes up the smallest percentage in both categories, 3.4 percent of the region's population and 3.3 percent of the region's workforce.

Commute Mode

Compared to the entire state, resident commuters in the Cross County Connection service area tend to drive alone more and use public transit less. As the table below shows, according to 2023 census data, approximately 73 percent of resident commuters in CCCTMA's service area drive alone to work; approximately 7 percent carpool and 3 percent use public transit. The percentage of public transit users is highest in Atlantic County at 5.5 percent. This is due to the rail and bus networks serving large employment centers, particularly in Atlantic City. Commuters are more inclined to bike and walk to work in Cape May County. Cape May County and Burlington County have the highest percentage of the workforce working from home, with 15.9 percent and 15.6 percent, respectively.

Table 2: Commute Mode by County

COUNTY	Total Workers	Drove Alone	Carpooled	Public Transit	Walked	Bicycle	Work from Home	Other
Atlantic	134,927	72.7%	9.1%	5.5%	3%	0.3%	8.4%	1%
Burlington	244,566	76.2%	4.7%	1.9%	0.6%	0.3%	15.6%	0.6%
Camden	267,694	70.3%	8.6%	4.7%	1.5%	0.3%	13.1%	1.5%
Cape May	44,748	67.5%	7.2%	2%	4.3%	0.8%	15.9%	2.3%
Cumberland	67,594	77.1%	11.6%	1.6%	1.3%	0.9%	3.6%	3.9%
Gloucester	160,594	76.8%	7.2%	0.9%	0.8%	0.1%	13.4%	0.7%
Salem	31,131	79.7%	7.1%	0.6%	1.6%	0.3%	9.5%	1.3%
CCCTMA Service Area	951,254	72.5%	7.3%	2.9%	1.4%	.3%	12.3%	1.1%

Source: US Census ACS 1-year Estimate 2023

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. 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 in tandem.

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
Miles					
Atlantic	143	59	369	1,398	7
Burlington	154	38	501	1,945	71
Camden	105	28	393	1,529	2
Cape May	74	31	209	724	8
Cumberland	89	0	534	685	9
Gloucester	146	20	410	1,147	5
Salem	86	9	356	430	6
TOTAL	797	185	2,772	7,858	108

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

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 the City of Camden's regional tourist attractions and entertainment center, including Independence Hall, many museums, the Battleship New Jersey, The Adventure 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 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
- Provide safe access to non-SOV travel modes for all
- Create a culture that embraces public transit, walking & biking as everyday means of transportation

CROSS COUNTY CONNECTION TMA

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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.*
- iii.** Promote and market public transit services, commuter benefit incentive programs, and transit ticket bulk sales programs.
 - *Product/Outcome 1: DVRPC, 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: DVRPC, 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 revised in FY 26, will continue to be updated as the need arises. The updated guide will be maintained on CCCTMA website.*
- v.** 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 and expand upon CCCTMA social media presence by utilizing channels that best reach targeted audiences and create monthly thematic 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 the NJ Safe Routes to School program funded by the NJDOT, or any other federal, state, or privately-funded bicycle and pedestrian program. However, 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.*
- 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: Perform sidewalk gap analyses as part of Safe Route to School travel plans and bicycle/pedestrian audits.*
 - *Product/Outcome 2: Include Bicycle Level of Traffic Stress mapping and analysis in travel plans and bike/ped safety audits when applicable.*

C. TRANSPORTATION DEMAND MANAGEMENT

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/Outcome 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.*
- iii.** Promote non-SOV travel at transportation facilities and significant destinations.
 - *Product/Outcome 1: Vanpool information will be distributed to area staffing agencies and at employment fairs.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

- ii.** Assist communities in providing walking/biking facilities that connect affordable homes to services, education, retail, and employment.

- *Product/Outcome 1: Conduct bicycle/pedestrian needs assessments near existing and planned affordable housing.*
- iii. Educate and assist communities with integrating transportation considerations into affordable housing planning, including locating housing near walkable, mixed-use centers on existing transit routes.
 - *Product/Outcome 1: Provide information about transportation and affordable housing planning considerations into online communications and directly with decision makers when applicable.*
- iv. Promote TOD and affordable housing near transit.
 - *Product/outcome 1: Explore interest in convening discussions between PATCO and local municipalities regarding planning and implementation for TOD projects.*

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: Promote non-SOV travel modes and AFV adoption through hosting and maintaining an interactive map on driveless.com to share information with local governments, businesses, and the public.*

F. SHUTTLE SERVICES

Activities/Tasks:

- i. Promote, plan, manage, or operate shuttle services for employees or the public, providing an alternative to SOV travel, increasing mobility, or providing first-last-mile transportation options to connect to housing and employment centers.
 - *Product/Outcome 1: Support counties and shuttle operators in optimizing shuttle routes and schedules, with a focus on improving access to housing, employment opportunities, and existing transit services.*

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 both 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) specific to CPTHSTP populations. The guides may be printed and/or available in 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. A companion QR tag palmcard of services for persons with disabilities and older persons will be developed and promoted in FY26-27.*
- ii. Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - o *Product/Outcome 1: Distribute a printed version of the updated 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 meeting patient transportation needs. This activity may involve hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for CPTHSTP populations.
 - o *Product/Outcome 1: Distribute South Jersey Transit Guide to hospitals, healthcare foundations, non-profit healthcare organizations and other health-related organizations/businesses.*
 - o *Product/Outcome 2: Provide travel training for patients/clients of healthcare-related organizations with a specific focus on locations that are served by transit and shuttle services.*
- iii. Facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and Transportation Network Companies (TNCs), to improve patient transportation services.
 - o *Product/Outcome 1: Participate in county and regional steering committees, focus groups and other efforts to facilitate coordination of transportation services in South Jersey.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i. Support and assist counties conducting human services transportation service planning.
 - o *Product/Outcome 1: Provide grant writing support to counties seeking funding through NJ TRANSIT 5310, 5311, and JARC programs.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

- iii. Provide travel training and concierge assistance.
 - *Product/Outcome 1: Provide travel training to familiarize specific populations with available public transit options and how to use those services.*

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.

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: Liaison with county Workforce Investment Boards to establish contact with employers in need of information and services that will help employees access transportation.*
 - *Product/Outcome 2: 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.
 - *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.*
 - *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.
 - *Product/Outcome 1: Participate in steering committees and workshops on economic development, including the 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. Draft and final surveys to be shared with the NJTPA for review.*

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 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 public.*
 - *Product/Outcome 2: Utilizing NJDEP resources, provide anti-idling educational materials to local governments and businesses.*
- 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 community air quality monitoring using Purple Air monitor in response to requests from local governments, schools, or other interested stakeholders: draft and final reports to be shared with the NJTPA for review.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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, e-micromobility (e-scooters, e-bikes, etc.), 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, fleet conversion, and utilizing grant and incentive programs.*
 - *Product/Outcome 2: Provide public and private sectors with grant research and writing assistance.*

C. 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 and electronic publications.*
- ii.** Assist municipalities and counties in technical assistance relating to micromobility e.g., ordinance adoption, design recommendations, bike share/scooter share parking, micromobility action plans, etc.
 - *Product/Outcome 1: Incorporate e-micromobility planning and infrastructure design best practices into existing Complete Streets and bicycle and pedestrian safety 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.*
- iii.** Prioritize locations for implementation of micromobility First-Mile and Last-Mile Access to Transit Strategies. Consider locations within the NJTPA, DVRPC, and SJTPO regions outlined in their respective CMPs
 - *Product/Outcome 1: Identify locations where micromobility could be an effective way to address first-mile/last mile access to transit.*

- *Product/Outcome 2: Identify interested municipalities in the targeted locations.*
- *Product/Outcome 3: Work with local partners to create an implementation plan.*

iv. Research Best Practices for implementing micromobility modes (scooters, e-bikes) in urban, suburban, and rural communities.

- *Product/Outcome 1: Work with peer organizations to assess the existing documented best practices on this topic.*
- *Product/Outcome 2: In collaboration with peers, identify knowledge gaps and create additional products as needed.*

OPTIONAL STRATEGIES

D. EV 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. This may include disseminating information about charger installation incentives and infrastructure, as well as presentations to municipal, business, and community stakeholders.

- *Product/Outcome 1: Update CCCTMA's EV resources to reflect current best practices, technology, funding opportunities, and policies.*
- *Product/Outcome 2: Attend public events including green fairs, electric vehicle car shows, and ride and drives to distribute educational and promotional materials.*

E. RESILIENCE

Activities/Tasks:

i. Promote and assist communities to include green stormwater infrastructure along roadways, such as rain gardens and street trees (complete and green streets).

- *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.*

ii. Support and participate in NJDEP's Resilient NJ initiative, action planning, and implementation efforts.

- *Product/Outcome 1: Ensure transportation resiliency best practices and more general opportunities for synergy are represented and incorporated throughout CCC's planning and implementation process.*

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.
 - *Product/Outcome 1: Continue to 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 identified municipalities 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 SJTPO.*

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 encourage support for the NJTPA's Safe Streets and Roads for All Advancement program or other 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 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 two Road Safety Audits (RSA). Priority will be given to underserved communities.*
- *Product/Outcome 2: As part of RSAs, train local stakeholders to lead future RSAs in other areas of the community.*

C. SUPPORT REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

Activities/Tasks:

i. Carry out recommended strategies addressing at least one of the statewide Strategic Highway Safety Plan (SHSP) emphasis areas. This plan is being updated and will be available in the winter of 2026. See <https://www.saferoadsforallnj.com/> for the current SHSP and for the new plan.

- *Product/Outcome 1: Prioritize conducting Road Safety Audits in underserved communities.*

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 Local 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.
 - *Product/Outcome 1: Road Safety Audits will include an analysis of crash data to identify areas of need for further study. CCC will utilize speed information provided by the local police departments. Draft and final reports will be shared with the NJTPA for review.*
- ii. Support and conduct planning work in high-crash areas, especially areas with high crash rates in historically disadvantaged communities.
 - *Product/Outcome 1: Prioritize road safety audits in high-crash areas in underserved and Asset-Limited, Income-Constrained, Employed (ALICE) communities identified using updated crash database and review of DVRPC and SJTPO crash hotspot analysis.*

6. PROGRAM MANAGEMENT

Cross County Connection will provide administrative support for the FY 2027 UPWP TMA Program in accordance with the NJTPA planning process. Cross County Connection 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 online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

7. 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.

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.

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 1: 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 1: 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.

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, and 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.

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. Assist municipal grant recipients with implementation of their proposals.
 - *Product/Outcome 1: Provide technical assistance to selected municipalities that are developing bike network plans and Complete Streets policies.*
 - *Product/Outcome 2: Assist selected municipalities with conducting a Complete Streets demonstration project.*
- ii. Establish a Complete Streets lending library of temporary infrastructure materials
 - *Product/Outcome 1: Facilitate purchase and delivery of library materials.*

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

Conduct safety educational campaigns, community engagement activities and audits, with an additional digital and social media campaign in areas with a high number of bicycle and pedestrian crashes.

Activities/Tasks:

- i. Conduct pedestrian, bicycle, and e-micromobility safety education social media campaigns.
 - *Product/Outcome 1: Digital safety awareness campaigns to educate all road users*
- ii. Attend community events to promote pedestrian, bicycle, and e-micromobility safety
 - *Product/Outcome 2: Distribution of materials and direct engagement with the public at community events.*

G. SJTA ATLANTIC COUNTY COMMUNITY EXPRESS SHUTTLE

Market and promote the ACCESS shuttle service.

Activities/Tasks:

- i.** Use web/social media platforms and in-person direct engagement to make public aware of shuttle service.
 - *Product/Outcome 1: Digital marketing campaigns to promote and increase awareness of the shuttle service.*
 - *Product/Outcome 2: Distribution of schedules and other promotional materials.*

H. NJDEP EMOBILITY Planning Grant

Identify the transportation needs and preferences of SJTPO-area residents and develop thoughtful, community-driven solutions that improve air quality and fill mobility gaps.

Activities/Tasks:

- i.** Coordinate with stakeholders.
 - *Product/Outcome 1: Participate in community engagement events and steering committee meetings.*
- ii.** Work with selected consultants to evaluate e-mobility solutions and submit a final report.
 - *Product/Outcome 1: Contribute to and review final report.*

BUDGET AND STAFFING PLAN

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

CROSS COUNTY CONNECTION TMA, INC FY 2027 WORK PROGRAM BUDGET PLAN

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1.	SALARIES		\$ 582,407.40	
2.	FRINGE BENEFITS	58.82% FT, 9.6% PT	\$ 332,420.41	
		SUBTOTAL	\$ 914,827.81	100%
PART II	DIRECT NON-LABOR COSTS			
1.	SUPPLIES		\$ -	
2.	TRAVEL		\$ 2,464.94	
3.	PRINTING & REPRODUCTION		\$ 7,000.00	
4.	POSTAGE		\$ 2,300.00	
5.	CONFERENCE/TRAINING		\$ 5,000.00	
6.	EQUIPMENT		\$ -	
7.	OTHER (SPECIFIED IN ATTACHMENT)		\$ 56,700.00	
		SUBTOTAL	\$ 73,464.94	100%
PART III:	INDIRECT COSTS			
	INDIRECT COST ALLOCATION	49.40%	\$ 287,709.26	
		SUBTOTAL	\$ 287,709.26	100%
		TOTAL PROGRAM BUDGET	\$ 1,276,002.00	100%

This estimated budget is based upon projected costs to perform the FY 2027 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

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

**CROSS COUNTY CONNECTION TMA, INC
FY 2027 WORK PROGRAM
BUDGET PLAN - ATTACHMENT**

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Digital Campaigns	Disseminating services information through vendors such as Townsquare Media	\$ 40,000.00
Software & Teleconferencing	Zoom for EV webinars, ESRI for the GIS work, and Constant Contact for newsletters	\$ 11,500.00
Domains	Renew domains for transportationchoices.com & driveless.com	\$ 200.00
Website Maintenance/Social Media	Maintaining shuttles and bike safety info and promotions through social media	\$ 5,000.00
	Total "OTHER" Direct Expenses	\$ 56,700.00

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
CROSS COUNTY CONNECTION TMA, INC
FY 2027 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	3,800	\$ 207,733.17	\$ 21,200.00	\$ 65,666.68	\$ -	\$ 294,599.85
Core Goal Area Activities - Coordinated Public Transit for Vulnerable Populations	550	\$ 30,207.17	\$ 1,150.00	\$ 9,395.76	\$ -	\$ 40,752.92
Core Goal Area Activities - Economic Development	1,650	\$ 93,994.04	\$ 14,600.00	\$ 29,236.28	\$ -	\$ 137,830.32
Core Goal Area Activities - Environmental	3,825	\$ 215,800.43	\$ 17,900.00	\$ 68,175.95	\$ -	\$ 301,876.38
Core Goal Area Activities - Safety	5,090	\$ 287,388.78	\$ 18,614.94	\$ 90,443.08	\$ -	\$ 396,446.80
Core - Program Management	1,250	\$ 79,704.21	\$ -	\$ 24,791.51	\$ -	\$ 104,495.73
Optional Goal Area Activities - Reliability	-	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	16,165	\$ 914,827.81	\$ 73,464.94	\$ 287,709.26	\$ -	\$ 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	60%	1,250
Farley, Patrick - Executive Director	61%	1,275
Geiger, Michele - Education & Community Outreach Coordinator	14%	300
Gottschall, Henry - GIS Specialist/Planner	61%	1,275
McLaughlin Kristen - Bicycle & Safety Planner	60%	1,240
Robinson, Victoria - Administrative & Outreach Assistant	61%	1,275
Saretzky, Anya - Program Director	61%	1,275
Sheldon, Joseph - Transportation Specialist	60%	1,250
Sperry, Marianne - Office Manager	67%	1,400
Van den Burg, Jill - Executive Assistant	64%	1,325
Wilson, Joseph - Marketing & Communications Director	55%	1,150
VACANT - Transportation Planner	61%	1,275
VACANT - Events & Outreach Planner	50%	1,050
VACANT - Transportation Planner (PT)	66%	825
TOTAL*	57%	16,165

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

EZ RIDE TMA
TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary

Geographic and Demographic Information

Goals and Objectives

Goal Area Strategies

Accessibility

Coordinated Public Transportation for Vulnerable Populations

Economic Development

Environmental

Safety

Reliability (Optional)

Program Management

Work Funded by Other Sources

Budget and Staffing Plan

EZ Ride TMA Work Program 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: \$2,301,808
(NJTPA, NJDOT, NJ TRANSIT, NJHTS)

Private Sector Grants: \$87,174
(Forth, Better Bikeshare & DHS Age-Friendly)

Public Sector fee for service: \$4,614081
(Essex County Shuttles, Liberty State Park Shuttle & EZ Ryde4Life Corp Clients)

Private sector: \$1,500,657
(Hartz Mountain, BNE Real Estate Group, Cushman & Wakefield, Russo Development, Petrucci, EZ Ryde4Life Self-pay & EZ Ride Contribution)

Total: **\$8,503,720**

Office Location

144 Park Place East, Wood-Ridge, NJ 07075

Staff Summary

Total Number of Employees: 66

- Full-Time Employees 47
- Part-Time Employees 19

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

The EZ Ride service area for the TMA program 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	957,736	851,117	642,799	513,395	572,726	3,537,773
White alone	483,972	236,050	459,112	192,208	199,856	1,571,198
Hispanic or Latino	223,107	214,949	83,525	2298,267	201,988	952,836
Black or African American	51,290	302,140	31,244	48,843	111,055	544,572
Asian	161,859	52,425	32,096	28,271	33,256	307,907
American Indian & Alaska Native	487	1,193	185	204	193	2,262
Native Hawaiian and Other Pacific Islander alone	393	120	152	29	-	694
Some Other Race alone	8,789	9,147	6,605	3,729	7,553	35,823
Two or More Races	27,839	35,093	29,880	10,844	18,825	122,481
Minorities	473,764	615,067	183,687	321,187	372,870	1,966,575
Percent	49%	72%	29%	63%	65%	56%

(Source: American Community Survey ACSST1Y2023)

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) and Active Transportation

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; promoting safe walking and bicycling, 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.

EZ RIDE

PROGRAM REPORT FY 2027

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 micro mobility).

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: Spreadsheet listing the commute information requested and the type of assistance provided to individual commuters*
- ii.** Provide trip planning assistance.
 - *Product/Outcome 1: Number of individual commuters assisted with trip planning information*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from the NJ Safe Routes to School program funded by the NJDOT, or any other federal, state, or privately-funded bicycle and pedestrian program. However, 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: Host events such as walking and biking safety presentations, bike skills classes and webinars in partnership with local stakeholders and bikeshare vendors to promote safe walking and biking in Hackensack, Paterson, East Orange, Freehold Borough and Hillside.*
- 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/ped needs assessments. Findings are to be summarized in a final report. Draft and final reports will be shared with the NJTPA for review.*

C. TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i. Facilitate and or administer rideshare/ride-matching and vanpool programs.
 - *Product/Outcome 1: Assist individual commuters with registration on the rideshare and ride-matching website and provide information about the vanpool program and public transit options.*
 - *Product/Outcome 2: 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 and CMP strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.
 - *Product/Outcome 1: Host meetings with employers, municipalities and other organizations to discuss non-SOV options for the journey to work, potential funding opportunities, and support services available.*

OPTIONAL STRATEGIES

E. SHUTTLE SERVICES

Activities/Tasks:

- i. Promote, plan, manage, or operate shuttle services for employees or the public, providing an alternative to SOV travel, increasing mobility, or providing first-last-mile transportation options to connect to housing and employment centers.
 - *Product/Outcome 1: Host meetings with business organizations like Chambers of Commerce, multi-unit residential developments, and municipalities to raise awareness about existing shuttle services and funding opportunities available to start new services.*
- ii. Identify priority CMP locations within the NJTPA, DVRPC, and SJTPO regions where there is high potential for new shuttle services or other work that helps expand or enhance transportation options.
 - *Product/Outcome 1: Prepare proposals for new shuttles that extend public transit by connecting multi-unit residential developments and businesses with regional transit hubs.*

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 individuals, people 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) specific to CPTHSTP populations. The guides may be printed and/or available in electronic media.
 - o *Product/Outcome 1: Regular updates to the digital mobility resource guides including NJ TRANSIT bus and rail schedules, county and municipal shuttle services in Bergen, Essex, Monmouth, Passaic, and Union counties.*
- ii. Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - o *Product/Outcome 1: Prepare a distribution plan for the digital mobility resource guides*
 - o *Product/Outcome 2: Prepare memo documenting the effectiveness of the plan by measuring the response to the various distribution channels - emails, newsletters, and website downloads.*
 - o *Product/Outcome 3: Provide it as a resource for counties and municipalities to support CHSTP planning efforts.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i. Support and assist healthcare providers in meeting patient transportation needs. This activity may involve hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for CPTHSTP populations.
 - o *Product/Outcome 1: Conduct presentations at healthcare forums such as Bergen New Bridge Health Equity Form, New Jersey Advocates for Aging Well (NJAAW), New Jersey Council on Special Transportation (NJCOST), and Transaction to raise awareness and share information about transportation options.*
- ii. Facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and Transportation Network Companies (TNCs), to improve patient transportation services.
 - o *Product/Outcome 1: Update the database of healthcare facilities for outreach.*
 - o *Product/Outcome 2: Host events and presentations to share transportation information with healthcare providers.*
 - o *Product/Outcome 3: Submit proposals to offer transportation services to organizations that provide, coordinate or fund healthcare services for CHSTP populations.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i.** Support and assist counties conducting human services transportation service planning.
 - *Product/Outcome 1: Participate in county human services transportation meetings and assist with updates for human service plans.*
 - *Product/Outcome 2: Encourage use of the Mobility Resource Guide as a planning tool by sharing the information with county stakeholders and offering to assist them in making the updates.*

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: Memo about the overall performance of the EZ Ryde4Life program to include rides, rider profile, and trip purposes.*
- iv.** 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 transit advisories, 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: Update database of potential channel partners such as senior centers, Village to Village Network (VtV), Area Agencies on Aging, and NJAAW who serve this demographic.*
 - *Product/Outcome 2: Disseminate information about transportation services offered by EZ Ride and other organizations.*
- 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: Host or attend meetings with organizations serving older adults.*
 - *Product/Outcome 2: Memo to identify and document opportunities to provide transportation services and barriers that prevent older adults from using them.*

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 reducing 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 about transportation services available to their employees.*
 - o *Product/Outcome 2: Attend Job Fairs to provide employers and potential employees with information about transportation services.*
- 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: Attend/ host events and provide information about existing transportation resources to/ from site.*
 - o *Product/Outcome 2: Provide customized travel options for employees relocating to a new worksite.*
 - o *Product/Outcome 3: Prepare a memo documenting the services provided.*

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: Prepare a memo documenting the support and assistance provided to contact businesses.*

OPTIONAL STRATEGIES

C. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- ii. Participate in strategic planning and implementation of efforts to strengthen regional or local economies. Including activities that result in transit-supportive and pedestrian-oriented development and redevelopment.
 - o *Product/Outcome 1: Serve as stakeholder once invited by municipal economic development committees.*

4. ENVIRONMENTAL

EZ Ride's environmental strategies will primarily contribute to reducing air pollution 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: Provide education and information to raise awareness about air quality.*
- *Product/Outcome 2: Assist with establishing anti-idling zones and anti-idling signage.*
- *Product/Outcome 3: Establish a pipeline for potential clients who could benefit from an air quality monitoring program.*

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 in at least one community within the EZ Ride region. Prepare both a draft and a final report and share them with NJTPA and NJDEP.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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 from at least two low-income communities to discuss barriers to EV adoption and provide education and resources.*
- *Product/ Outcome 2: Prepare a report that documents what worked, what didn't work, next steps, etc.*

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: EV Charging Services - Provide communities with guidance and resources*

on technology options, location strategy, EVSE (Electric Vehicle Supply Equipment) sharing with employees and the public, and approaches for revenue collection.

- *Product/Outcome 2: EVAL certification – Promote EVAL certification to educate and support workplaces in deploying EV charging infrastructure, with a focus on equity and recognition of participating organizations.*
- *Product/Outcome 3: Fleet Transition Plans – Encourage and assist municipalities in developing plans to transition their fleet to cleaner vehicles.*
- *Product/Outcome 4: Ordinances – Support municipalities in drafting ordinances that promote cleaner transportation and advance sustainability goals.*

C. MICROMOBILITY

Activities/Tasks:

- i. Encourage, educate, and support the use/implementation of E-bikes, e-scooters, and e-cargo delivery modes.
 - *Product/Outcome 1: Host events in collaboration with bikeshare companies and local stakeholders to promote safe riding practices for e-bike and e-scooter users.*
- iii. Assist municipalities and counties in technical assistance relating to micromobility e.g., ordinance adoption, design recommendations, bike share/scooter share parking, micromobility action plans, etc.
 - *Product/Outcome 1: Provide municipalities and counties with guidance on best practices for integrating micromobility into their community transportation plans.*

OPTIONAL STRATEGIES

D. EV 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. This may include disseminating information about charger installation incentives and infrastructure, as well as presentations to municipal, business, and community stakeholders.
 - *Product/Outcome 1: Host events—including Wheels and Watts webinars and Drive Electric EV Outreach sessions—to encourage and support electric vehicle adoption.*

E. SUSTAINABLE JERSEY

Activities/Tasks:

- i. Support municipal participation in Sustainable Jersey.
 - *Product/Outcome 1: Provide technical assistance to municipalities and green teams to receive Sustainable Jersey certification.*

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 (<https://www.transportation.gov/NRSS>) and the NJDOT Strategic Highway Safety Plan (<https://www.saferoadsforallnj.com/>).

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- ii.** Educate municipal stakeholders about Complete Streets.
 - *Product/Outcome 1: Attend Council and Green Team meetings to inform and raise awareness about Complete Streets.*
- 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: Inventory of municipalities contacted, templates provided and adopted or updated policies.*
- 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: Spreadsheet of activities assisted as a stakeholder in a CS Planning or infrastructure project sponsored by the NJTPA, NJDOT, VTC, or Sustainable 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: Conduct at least two demonstration projects and create summary memos for each demonstration project completed. All materials related to demonstration projects (flyers, surveys, summary memos etc.) will be shared with the NJTPA for review.*
- 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 encourage support for the NJTPA's Safe Streets and Roads for All Advancement program or other project implementation.
 - *Product/Outcome 1: Provide safety data, letters of support, and review applications for municipalities and counties seeking SRTS or other such grants.*

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: Outreach to target communities – Hackensack, Paterson, East Orange, Freehold Borough and Hillside. Memo documenting dates, activities, outcomes and next steps.*

C. SUPPORT REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

Activities/Tasks:

- i.** Carry out recommended strategies addressing at least one of the statewide Strategic Highway Safety Plan (SHSP) emphasis areas. This plan is being updated and will be available in the winter of 2026. See <https://www.saferoadsforallnj.com/> for the current SHSP and for the new plan.
 - *Product/Outcome 1: List of 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: Participation in local, county, or state Vision Zero Alliance and Target Zero meetings/events, accompanied by development and distribution of flyers explaining the Safe System Approach and Proven Safety Countermeasures.*
- iii.** Serve as stakeholders and resources to Local Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.
 - *Product/Outcome 1: Spreadsheet with dates and meetings where we served as stakeholders/resource for Local Safety Action Plans.*
- iv.** Provide outreach or technical assistance to implement recommendations and findings from Local Safety Action Plans (LSAPs) completed by cities, counties, and MPOs within the TMA service area. This may include participation in Local Implementation Committees to help oversee LSAP implementation, focusing on priority corridors, intersections, systemic analysis results, and crash emphasis areas outlined in the plans, to install demonstration projects or target educational outreach.
 - *Product/Outcome 1: Spreadsheet with dates, community, and type of assistance provided to implement recommendations from LSAPs.*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

- i.** Conducting pedestrian safety education and outreach, including Street Smart. 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. This strategy may include coordinating with HSIP or other safety projects to conduct education and outreach that complement forthcoming engineering improvements or using radar speed feedback signs and/or demonstration projects in coordination with a municipal or county partner.
 - *Product/Outcome 1: Target communities such as North Arlington, Lyndhurst, South Hackensack and Fort Lee to conduct safety education. Spreadsheet of organizations contacted, resources and services provided.*
- iv.** Participate in partnerships with transportation safety organizations.
 - *Product/Outcome 1: Partner with Essex County Pedestrian Injury Partnership Program,*

WOPSAB, Safe Kids, NJBWC, etc., to conduct safety education that complements their efforts.

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: Speed study reports and list of communities that were assisted with crash data analysis. Draft and final reports are to be shared with the NJTPA for review.*

OPTIONAL GOAL AREA

6. 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.
 - o *Product/Outcome 1: A brief summary of the number of advisories, along with a description of the events that prompted them—such as construction projects or special sporting and music events.*
- 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: Summary memo of the different needs that were addressed, areas of collaboration identified, and lessons learned.*

B. TRAVEL ALERTS

Activities/Tasks:

- i. Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.
 - o *Product/Outcome 1: Provide weekday traffic alerts via EZ Ride's Alert Service to notify travelers of construction, maintenance, special event, weather, or emergency-related road conditions.*

- *Product/ Outcome 2: Maintain records of alerts provided and the number of subscribers of the traffic alert service. Conduct an annual Subscriber Survey to evaluate the impact of service and travel trends.*

7. PROGRAM MANAGEMENT

EZ Ride will provide administrative support for the FY 2027 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 TMA work program grant-related records and products.
- iii. Maintenance of the online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

8. 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: Enhance safety primarily for school children by offering services such as safety presentations, bike classes, poster contests, bike-ped audits and school travel plans.*
- 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: Host an annual recognition event to raise safety awareness and*

celebrate the efforts of schools and municipalities to improve safety in the community.

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: Assist schools and municipalities to apply for infrastructure improvement grants to improve safety.*

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 Young/Mature Drivers

Product/Outcome 1: Increase safety awareness for all road users, especially older adults by providing safety presentations and encouraging participation.

ii. Community Engagement

Product/Outcome 1: Engage community residents and stakeholders in one or more disadvantaged communities to identify safety priorities and possible steps to enhance safety.

C. NJ TRANSIT

The NJ TRANSIT-supported TMA program aims to improve access to public transportation and encourage sustainable commuting through increased use of buses and trains. Activities include distributing transit schedules, promoting new programs and incentives online, and administering the vanpool program by sharing information about available NJ TRANSIT subsidies. Additionally, the program supports the bike locker initiative by monitoring and reporting usage, providing feedback on service quality and infrastructure needs—such as new bus signs and shelters—and promoting NJ-JARC and other community shuttle services.

Activities/Tasks:

i. Bike Locker and Vanpool Incentive Program

- *Product/Outcome 1: Number of bicyclists assisted with lease information & lockers rented*
- *Product/Outcome 2: Number of commuters provided Vanpool information & vanpools participating in the incentive program*

ii. Distribution of Transit Information and promotion of community shuttle programs.

- *Product/Outcome 1: Events hosted/ attended to promote use of public transit & community shuttles*

BUDGET AND STAFFING PLAN

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
MEADOWLANDS TRANSPORTATION BROKERAGE CORPORATION D/B/A EZ RIDE
FY 2027 WORK PROGRAM
BUDGET PLAN

		PROPOSED BUDGET		FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1. SALARIES		\$	721,647.35	
2. FRINGE BENEFITS	45.83% FT, 6.24% PT	\$	314,875.19	
		SUBTOTAL	\$ 1,036,522.54	100%
PART II	DIRECT NON-LABOR COSTS			
1. SUPPLIES		\$	400.00	
2. TRAVEL		\$	1,229.33	
3. PRINTING & REPRODUCTION		\$	1,200.00	
4. POSTAGE		\$	900.00	
5. CONFERENCE/TRAINING		\$	-	
6. EQUIPMENT		\$	-	
7. OTHER (SPECIFIED IN ATTACHMENT)		\$	1,572.00	
		SUBTOTAL	\$ 5,301.33	100%
PART III:	INDIRECT COSTS			
INDIRECT COST ALLOCATION	79.53%	\$	573,926.14	
		SUBTOTAL	\$ 573,926.14	100%
		TOTAL PROGRAM BUDGET	\$ 1,615,750.00	100%

This estimated budget is based upon projected costs to perform the FY 2027 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

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
MEADOWLANDS TRANSPORTATION BROKERAGE CORPORATION D/B/A EZ RIDE
FY 2027 WORK PROGRAM
BUDGET PLAN - ATTACHMENT

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Constant Contact Software Subscription Service	Cost to educate public on rideshare, shuttle, EZ Ryde4Life & bikeped programs via monthly email newsletter.	\$ 1,572.00
	Total "OTHER" Direct Expenses	\$ 1,572.00

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
MEADOWLANDS TRANSPORTATION BROKERAGE CORPORATION D/B/A EZ RIDE
FY 2027 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	4,628	\$ 251,778.70	\$ 930.36	\$ 137,310.29	\$ -	\$ 390,019.36
Core Goal Area Activities - Coordinated Public Transit for Vulnerable Populations	8,290	\$ 306,800.66	\$ 1,498.97	\$ 175,964.26	\$ -	\$ 484,263.89
Core Goal Area Activities - Economic Development	1,100	\$ 89,403.34	\$ 1,572.00	\$ 48,757.10	\$ -	\$ 139,732.44
Core Goal Area Activities - Environmental	2,270	\$ 115,926.54	\$ -	\$ 63,221.82	\$ -	\$ 179,148.35
Core Goal Area Activities - Safety	2,930	\$ 167,174.41	\$ 1,300.00	\$ 91,170.41	\$ -	\$ 259,644.82
Core - Program Management	825	\$ 89,475.82	\$ -	\$ 48,796.63	\$ -	\$ 138,272.45
Optional Goal Area Activities - Reliability	240	\$ 15,963.06	\$ -	\$ 8,705.63	\$ -	\$ 24,668.69
TOTAL	20,283	\$ 1,036,522.54	\$ 5,301.33	\$ 573,926.14	\$ -	\$ 1,615,750.00

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
Brendan Byrne - Assistant Manager	24%	500
Lisa Cooper - Transportation Coordinator	29%	600
Veronica Gallegos - Assistant Manager	82%	1,700
José Garzon - Assistant Manager	75%	1,550
Avnish Gupta - COO & General Counsel	38%	800
Stanislav Jaracz - Assistant Manager	87%	1,800
Michael Johnson - Manager	24%	500
Lisa Lee - Director	25%	530
Erlea Maldonado - Senior Transportation Coordinator	24%	500
Prerana Mehta - Transportation Coordinator	58%	1,200
Krishna Murthy - President & CEO	38%	800
Christian Nowell - Assistant Manager	24%	495
Erinel Pagan - Manager	85%	1,778
Ryan Salfino - Communications Specialist	87%	1,800
Rosanyeli Segura - Transportation Coordinator	29%	600
Constance Shelley - Supervisor -EZ Ryde4Life	29%	600
Kinga Skora - Deputy Director	69%	1,445
TBD - Communications Manager	47%	985
Brenda Carter - Transportation Coordinator	23%	300
Melanie Lescano - Transportation Coordinator	23%	300
Carolina Pilar - Transportation Coordinator	23%	300
Urfelicia Salazar - Transportation Coordinator	23%	300
Carolyn Speed - Transportation Coordinator	23%	300
Ana Velasquez - Transportation Coordinator	23%	300
TBD - Transportation Coordinator	23%	300
TOTAL*	37%	20,283

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

GOHUNTERDON
TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives

Goal Area Strategies

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

Work Funded by Other Sources

Budget and Staffing Plan

goHunterdon TMA Work Program 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 (NJDHTS).

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 still considered primarily rural. 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 may not be accurately reflected in 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 have "walkable activity centers", including East Amwell Township (Ringoes Village), Tewksbury Township (Oldwick Village), Readington Township (Whitehouse Station), and Raritan Township (Rte 202/31 Corridor).

Population

Hunterdon County has a population of 129,448 (U.S. Census ACS 5-Year Estimate 2018-2022: U.S. Census LEHD 2020). In the tables that follow, goHunterdon has analyzed Census data for Hunterdon County municipalities to assist in program delivery that supports the TMA Program Priority of Access for All by identifying low-income and other vulnerable populations to provide all travelers access to mobility.

Table 2: Low Income

Municipality	Population Below Poverty Level	Total Population	Below Poverty Level %
Hampton Borough	152	1127	13.5
Flemington Borough	574	4806	11.9
Califon Borough	94	1065	8.8
Stockton Borough	34	421	8.1
Frenchtown Borough	117	1592	7.3
Milford Borough	89	1306	6.8
Lebanon Township	413	6179	6.7
Union Township	322	5740	5.6
Lebanon Borough	84	1664	5.1
Bloomsbury Borough	35	805	5
Bethlehem Township	193	3753	4.9
High Bridge Borough	136	3584	3.8
Alexandria Township	273	4777	3.5
Glen Gardner Borough	59	1686	3.5
Holland Township	179	5184	3.5
Raritan Township	698	23780	2.9
Readington Township	446	16213	2.8
Kingwood Township	102	3821	2.7
City of Lambertville	109	4141	2.6
Clinton Township	314	12296	2.6
West Amwell Township	79	3010	2.6
Delaware Township	104	4563	2.3
Town of Clinton	64	2771	2.3
Tewksbury Township	118	5878	2
East Amwell Township	62	3917	1.6
Franklin Township	44	3188	1.4

Source: U.S. Census ACS 5-Year Estimate 2019-2023

Table 2: Person with a Disability

Municipality	Population with Disability	Total Population	% Disabled
City of Lambertville	1142	4141	27.6
Glen Gardner Borough	277	1686	16.4
Stockton Borough	67	421	15.9
Hampton Borough	153	1127	13.6
Milford Borough	174	1306	13.3
Delaware Township	515	4563	11.3
Union Township	622	5740	10.8
Bloomsbury Borough	85	805	10.6
Frenchtown Borough	162	1592	10.2
Flemington Borough	477	4806	9.9
East Amwell Township	382	3917	9.8
Holland Township	496	5184	9.6
Alexandria Township	439	4777	9.2
Readington Township	1474	16213	9.1
Tewksbury Township	521	5878	8.9
Kingwood Township	330	3821	8.6
High Bridge Borough	301	3584	8.4
Franklin Township	238	3188	7.5
Lebanon Township	463	6179	7.5
West Amwell Township	221	3010	7.3
Clinton Township	836	12296	6.8
Raritan Township	1535	23780	6.5
Lebanon Borough	107	1664	6.4
Town of Clinton	172	2771	6.2
Bethlehem Township	211	3753	5.6
Califon Borough	59	1065	5.5

Source: U.S. Census ACS 5-Year Estimate 2019-2023

Table 3: Population Over 65

Municipality	Population 65+	Total Population	Percentage 65+ %
Stockton Borough	144	421	34.2
City of Lambertville	1241	4141	30
Tewksbury Township	1683	5878	28.6
Delaware Township	1233	4563	27
Alexandria Township	1251	4777	26
Readington Township	4074	16213	25.1
Hampton Borough	279	1127	24.8
Kingwood Township	927	3821	24.3
Lebanon Borough	372	1664	22.4
Milford Borough	290	1306	22.2
East Amwell Township	858	3917	21.9
West Amwell Township	615	3010	20.4
Lebanon Township	1211	6179	19.5
Franklin Township	633	3188	19.4
Holland Township	998	5184	19.3
Union Township	1174	5740	18.3
Clinton Township	2423	12296	18.2
Frenchtown Borough	281	1592	17.5
Raritan Township	4002	23780	16.7
Bethlehem Township	566	3753	15.1
Bloomsbury Borough	115	805	14.3
Califon Borough	138	1065	13
Town of Clinton	363	2771	13
Flemington Borough	608	4806	12.4
High Bridge Borough	425	3584	11.9
Glen Gardner Borough	169	1686	9.9

Source: U.S. Census ACS 5-Year Estimate 2019-2023

Table 4: Veterans

Municipality	Veteran Population	Total Population	Veteran %
Tewksbury Township	429	5878	8.9
City of Lambertville	284	4141	7.7
Hampton Borough	61	1127	6.8
Bethlehem Township	192	3753	6.5
Frenchtown Borough	72	1592	6
Holland Township	230	5184	6
High Bridge Borough	168	3584	5.9
West Amwell Township	134	3010	5.4
Califon Borough	46	1065	5.3
East Amwell Township	181	3917	5.2
Franklin Township	145	3188	5.1
Milford Borough	54	1306	5.1
Readington Township	670	16213	5.1
Clinton Township	500	12296	4.7
Glen Gardner Borough	66	1686	4.6
Union Township	228	5740	4.4
Lebanon Township	217	6179	4.3
Bloomsbury Borough	28	805	4
Lebanon Borough	52	1664	3.7
Flemington Borough	132	4806	3.5
Alexandria Township	125	4777	3.3
Kingwood Township	104	3821	3.2
Raritan Township	540	23780	2.9
Town of Clinton	49	2771	2.3
Stockton Borough	7	421	1.9
Delaware Township	60	4563	1.5

Source: U.S. Census ACS 5-Year Estimate 2019-2023

Transportation Infrastructure

ROADWAYS

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. High Bridge Borough was recently designated as a NJDOT Transit Village.

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.

PEDESTRIAN AND BICYCLE INFRASTRUCTURE

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).

Ten Hunterdon municipalities have adopted Complete Streets policies to date:

1. Town of Clinton	6. Frenchtown Borough
2. Califon Borough	7. High Bridge Borough
3. East Amwell Township	8. City of Lambertville
4. Flemington Borough	9. Raritan Township
5. Franklin Township,	10. Readington 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/JOURNEY TO WORK

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, 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. The majority of employees "Drive Alone", followed by "Work At Home", "Carpooled", "Public Transit", and "Walked".

	POPULATION 2019-2023	POPULATION PERCENT OF NJ	EMPLOYMENT 2020	EMPLOYMENT PERCENT OF NJ
goHunterdon	129,448	1.40%	50,793	1.20%
New Jersey	9,263,887	100%	4,174,920	100%

Source: U.S. Census ACS 5-Year Estimate 2018-2022; U.S. Census LEHD 2020

	CAR, TRUCK, OR VAN: DROVE ALONE	CAR, TRUCK OR VAN: CARPOOLED	PUBLIC TRANSIT	WALKED	WORKED AT HOME	OTHER MEANS
Hunterdon County	47,300	3,185	1,149	1,110	13,049	508
New Jersey	2,728,772	324,544	363,378	112,050	651,985	98,801

Source: U.S. Census ACS 5-Year Estimate 2018-2022; U.S. Census LEHD 2020

CRASH DATA

goHunterdon utilizes crash data from the Numetric database to inform and prioritize safety programming. goHunterdon regularly analyzes vehicular, bicycle, and pedestrian crash data to identify trends and communities in need of attention or assistance. The data provided below reflects the most recent data as available from Numetric (2018-2022).

All Hunterdon County Crashes

Total: 229 | Serious Injury: 185 | Fatal: 44

Top 3 Municipalities: Serious Injury/Fatal Crashes

1. Raritan Township (36)
2. Readington Township (31)
3. Clinton Township (26)

Serious Injury Crash Summary*:

1. Distracted Driving 52%
2. Motorcycle 20%
3. Older Driver 19%
4. Unrestrained Occupant Involved 14%
5. Unsafe Speed 13%
6. Younger Driver 9%
7. Alcohol 9%
8. Pedestrian 8%

Fatal Injury Crash Summary*:

1. Older Driver 39%
2. Distracted Driving 34%
3. Alcohol 20%
4. Unrestrained Occupant Involved 20%
5. Unrestrained Occupant Involved 14%
6. Pedestrian 8%
7. Motorcycle 9%
8. Unsafe Speed 13%
9. Younger Driver 9%
10. Alcohol 9%

**Crash Summary can contain more than one crash characteristic*

Roadway Classification:

- 64% of all crashes occurred on a state road or county road

Roadway Speed:

- 70% of all serious injury or fatal vehicle crashes occurred on a roadway with a posted speed limit at or above 45 mph.

Driver Age:

Seniors 65+ were involved in 39% of serious injury/fatal crashes in Hunterdon County.
(Statewide statistic for this age group is 23%.

Pedestrian Crashes

Serious Injury/Fatal Crashes- 20 total

Top 3 Municipalities: Serious Injury/Fatal Pedestrian Crashes

1. Lambertville City (4)
2. Flemington Borough (3)
3. Raritan Township (3)

Roadway Classification:

- 45% of the collisions occurred on a State road
- 30% of the collisions occurred on a Municipal road
- 20% of the collisions occurred on a County road

Roadway Speed:

- 25% (5) of all pedestrian/vehicle crashes occurred on a road posted 25 mph

Crash location:

- 45% of crashes occurred at an intersection
- 55% at non intersection

Driver Age:

- 30% of crashes involving a pedestrian, the driver was 65 plus years of age when a pedestrian was killed or seriously injured. (NJ average: 14%).

Bicycle Crashes

Serious Injury: 5 | No Fatal Crashes

Top 2 Municipalities: Serious Injury Crashes

1. Readington Township (3)
2. Raritan Township (2)

**Note: Available 2018- 2022 Numetric data does not yet reflect: Bicycle fatal in 2023-Raritan Township; Serious Injury 2024 – Raritan Township; Serious injury 2023- Readington Township*

Roadway Classification:

- 40% of the collisions occurred on a State road
- 40% of the collisions occurred on a County road
- 20% of the collisions occurred on a Municipal road

Roadway Speed:

- 40% (2) of all bicyclist/vehicle crashes occurred on a road posted 55 mph.

Crash location:

- 60% of crashes occurred at an intersection
- 40% at non intersection

Driver Profile:

- 40% crashes involving a bicyclist, the driver was distracted.

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 new draft Connecting Communities: NJTPA Long Range Transportation Plan, GoFarther: Coordinated Human Services Transportation Plan, Transportation Demand Management and Mobility Plan, Regional Active Transportation Plan, Congestion Management Process, 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, 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 including the soon to be adopted Hunterdon County Local Safety Action Plan and Hunterdon County Bicycle Plan.

goHunterdon's efforts in FY27 will support the following NJTPA TMA Program Priorities:

Accessibility, Mobility, and 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 fatal and serious injury (FSI) crashes, including 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.

Access for All: goHunterdon will identify performance measures for low-income and other vulnerable populations, increase the number of participants in the transportation planning process, and reduce the number of Title VI complaints. goHunterdon will provide all travelers access to mobility so that every person in the NJTPA region can get to where they need to go.

In all FY27 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. A Promotion Plan will be submitted in Q3 FY26 per NJTPA guidance.

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 relationships with Hunterdon County (NJTPA sub region) through the Hunterdon County Department of Planning and Land Use, Hunterdon County Department of Human Services, Hunterdon County Department of Economic Development and Tourism, 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: As a pass-through program recipient of federal funds, goHunterdon will comply with Title VI. 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 website, including the Title VI Plan as appropriate. 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.

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.

GOHUNTERDON PROGRAM REPORT FY 2027

1. ACCESSIBILITY

goHunterdon will implement strategies designed to expand access to alternative modes of transportation beyond single-occupant vehicles. These efforts aim to reduce mobility barriers, support federal transportation goals, and serve traditionally transportation-insecure populations.

As Hunterdon County's established resource for transportation information, goHunterdon provides comprehensive guidance on available options, including bus, rail, taxis, Transportation Network Companies (TNCs), carpooling, vanpooling, bicycling, and walking.

Outreach will focus on raising awareness of these services among new residents, seniors, low-income individuals, people with disabilities, veterans, and special needs individuals enrolled in Independent Living or Supported Employment programs.

goHunterdon will update and continue broad distribution of its Hunterdon County Transportation and Mobility Guide, maintain up-to-date information on its website, conduct both in-person and digital outreach, attend community events, and respond to public inquiries by phone and email to help individuals identify appropriate transportation options.

goHunterdon will continue to leverage its network of over 200 Information Outreach Partner locations throughout Hunterdon County to distribute printed transit schedules and program materials.

goHunterdon will maintain its strong collaborative partnerships with local nonprofits and agencies, including United Way of Hunterdon County, Harvest Family Success Center, Fisherman's Mark, Hunterdon Helpline, and the Hunterdon County Department of Human Services to ensure community awareness of transportation options.

goHunterdon will participate in county and regional committees and ad hoc working groups, including Hunterdon Senior Health Coalition, Hunterdon County Transportation Advisory Committee, Human Services Advisory Committee, Senior Municipal Coordinators Committee, NJDOT ALICE Initiative, NJ TRANSIT, NJ Department of Labor, Greater Raritan Workforce Development Board and One Stop Career Center. These collaborations ensure inclusive outreach and support services for transportation-insecure populations.

goHunterdon will monitor demographic and economic trends impacting transportation. For example, the ongoing expansion of affordable housing in Hunterdon County is bringing in new residents—many of whom are low-income and relocating from areas with more extensive transit systems. To address this shift, goHunterdon will promote awareness of transportation options, offer community presentations, trip planning, rideshare matching, and technical assistance to employers, developers, schools, municipalities, and community organizations.

goHunterdon will assist communities and schools with activities that support walking and bicycling. This will include conducting or supporting walkability and bikeability assessments, infrastructure inventories, and supporting local grant applications for related improvements. goHunterdon will

support the implementation of the 2025 Hunterdon County Bicycle Plan, funded by NJTPA.

All program activities will include both quantitative and qualitative performance measures, developed in consultation with NJTPA. These metrics will be documented and submitted in quarterly reports.

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, community presentations, via informational publications, and/or a website. Travel modes may include walking, bicycling, public transit, carpooling, vanpooling, and telecommuting.
 - *Product/Outcome 1: Track outreach and distribution of information materials; number of Information Outreach Partners; participation in events.*
 - *Product/Outcome 2: Respond to phone and email inquiries for transportation information; assistance provided.*
- ii.** Provide trip planning assistance.
 - *Product/Outcome 1: Conduct community presentations, trip planning, and travel training. Track the number of presentations, trainings provided, and individuals assisted.*
- iv.** Create or update mobility guides.
 - *Products/Outcome 1: Update and distribute Hunterdon County Transportation and Mobility Guide (funds are not requested to print the Guide). Track outreach and distribution of the Guide. Draft and final Transportation and Mobility guide to be shared with the NJTPA for review.*
- v.** Develop and maintain information repositories, websites, social media channels, and email lists to support the dissemination of information.
 - *Product/Outcome 1: Maintain gohunterdon.org website, social media channels, and email distribution lists. Track website and social media analytics.*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from the NJ Safe Routes to School program funded by the NJDOT, or any other federal, state, or privately-funded bicycle and pedestrian program. However, 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: Participate in community events; bicycle rodeos*
 - *Product/Outcome 2: Serve on municipal/school committees. Share information on infrastructure grants and technical assistance opportunities; Provide letters of support and/or supporting documentation for grant/technical assistance applications as requested.*

- *Product/Outcome 3: Publicly recognize efforts at an Annual Meeting & Awards Breakfast.*
- *Product/Outcome 4: Track the 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: Conduct and/or participate in county/municipal bicycle or pedestrian assessments. Provide draft assessment reports to NJTPA for review.*
 - *Product/Outcome 2: Obtain training on programs that support mapping, planning efforts (i.e. GIS).*
 - *Product/Outcome 3: Support implementation of the Hunterdon County Bicycle Plan; serve as member of LIC.*

C. TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- i. Facilitate and or administer rideshare/ride-matching and vanpool programs, including managing and promoting rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.
 - *Product/Outcome 1: Promote rideshare matching services under NJTPA guidance; track rideshare applications processed; maintenance of Hunterdon section of NJ Rideshare database; participate in relevant NJTPA meetings.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

- i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM and CMP strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.
 - *Product/Outcome 1: Serve as a resource on transportation to developers, the business community, and their advocates (Hunterdon County Chamber of Commerce, the Greater Raritan Workforce Development Board, and the Greater Raritan One Stop Career Center).*

2. COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

goHunterdon is committed to addressing the needs of and enhancing mobility for older adults, persons with a disability, low-income individuals, and veterans and ensuring that these populations have both access to and confidence in using available services to meet their needs for employment, education, healthcare, and social supports.

goHunterdon will support implementation of the 2025 Hunterdon County Coordinated Public Transit Human Services Transportation Plan Update (CPTHSTP), formerly known as the Coordinated Human Services Transportation Plan (CHSTP). This work aligns with NJTPA's regional CPTHSTP, GoFarther, the FY23 CHSTP Update Memo, and the Hunterdon County Community Health Improvement Plan.

As a key local stakeholder, goHunterdon plays an important role in implementing several of the “Prioritized Needs and Strategies” identified in the NJTPA’s FY23 CHSTP Update including Fare Subsidies, “Many-to-One” and “One-to-Many” service models, Partnerships with Transportation Network Companies (TNCs), Access to Medical Trips, Travel Training and Concierge Assistance, and Coordinated Information and Outreach.

goHunterdon will offer individual and small group travel training to help residents navigate transportation options confidently and independently. Training includes reading transit schedules, creating personalized travel plans (trip planning), and accompanied “on vehicle” trial rides.

goHunterdon will continue to offer a Healthcare Access Transportation Program, conducted in partnership with Hunterdon Health, to provide fully subsidized rides through TNCs (Uber and Lyft) for patients aged 60+ traveling to non-emergency medical appointments. Home Medical Care Coordinators at Hunterdon Health identify patients at risk of missing appointments due to transportation barriers, and goHunterdon staff arrange and monitor rides in real-time (Monday-Friday, 8 a.m. to 4 p.m.). To date, over 3,800 rides have been provided, supported in part by funding from private foundations secured by goHunterdon.

goHunterdon will continue to participate in the Hunterdon Partnership for Health, contributing to the development and implementation of the Hunterdon Community Health Needs Assessment and the Community Health Improvement Plan. In partnership with the Hunterdon County Department of Health and Public Health Nursing, goHunterdon will remain responsive to emerging healthcare transportation needs throughout the county.

goHunterdon will continue its long-standing support for the Hunterdon County LINK Transportation System, the county’s community and paratransit service. This includes outreach and education, membership on the LINK Transportation Advisory Committee (TAC), and serving as a resource in CPTHSTP planning and implementation.

goHunterdon will continue to facilitate TNC rides to supplement LINK service for out-of-county medical trips. These trips are fully subsidized by Hunterdon County and help expand LINK’s capacity to serve medical transportation needs beyond the county.

goHunterdon will continue its role on the NJ Rural Health Advisory Council, coordinated by the NJ Department of Health Office of Rural Health, and will facilitate ongoing discussions between Hunterdon County, local healthcare providers, and Modivcare, New Jersey’s Medicaid transportation broker, to ensure adequate service and availability in the county.

All programming will include quantitative and qualitative performance measures, developed in consultation with NJTPA and documented in quarterly reports.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- iii. Conduct staff orientations at distribution sites, if appropriate.**
 - *Product/Outcome 1: Make presentations to relevant stakeholders and groups to increase community knowledge of available transportation services.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i.** Support and assist healthcare providers in meeting patient transportation needs. This activity may involve hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for CPTHSTP populations.
 - *Product/Outcome 1: Serve as a resource for transportation to Hunterdon Health, Hunterdon Partnership for Health, Hunterdon County Public Health Nursing; participate in meetings. Assist in developing and implementing the Hunterdon Community Health Needs Assessment and Community Health Improvement Plan, and participate in healthcare access planning/implementation efforts.*
 - *Product/Outcome 2: Memorandum of Findings*
- iii.** Facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and Transportation Network Companies (TNCs), to improve patient transportation services.
 - *Product/Outcome 1: Facilitate Transportation Network Company (Uber/Lyft) rides for patients of Hunterdon Health. Track the number of rides, rider profiles, and program impact. Serve as a resource for healthcare providers in addressing patient transportation needs; participate in meetings; secure private funds in support of subsidized fares—Memorandum of Findings.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i.** Support and assist counties conducting human services transportation service planning.
 - *Product/Outcome 1: Serve as a resource; participate in Hunterdon County Transportation Advisory Committee. Coordinate with Hunterdon County Department of Human Services and LINK operator to support implementing recommendations in the 2025 Hunterdon County Coordinated Human Services Transportation Plan Update.*

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: Schedule TNC rides for Hunterdon County Human Services clients; Track number of rides scheduled; maintain ride data; Memorandum of Findings*
- iii.** Provide travel training and concierge assistance.
 - *Product/Outcome 1: Provide travel training and concierge assistance. Track inquiries, training, and assistance provided.*

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 maintains a database of Hunterdon County employers and conducts outreach to promote TDM programs and services. The organization collaborates closely with the Hunterdon County Department of Economic Development and Tourism, Hunterdon County Chamber of Commerce, and municipal business guilds and associations to ensure goHunterdon remains informed about local business trends and can respond to emerging transportation-related needs.

goHunterdon will coordinate program activities, as requested or appropriate, with state and regional agencies, including New Jersey Department of Transportation, NJ TRANSIT, NJTPA, and Hunterdon County government agencies. This collaboration supports the alignment of local efforts with broader transportation and economic development goals.

goHunterdon successfully partners with the Hunterdon County Department of Economic Development and Tourism to promote Hunterdon County as a regional destination for recreational tourism, with a particular focus on bicycle tourism. In support of Hunterdon County's Explore Hunterdon NJ campaign, goHunterdon maintains the bikehunterdon.org website which serves as a central hub for recreational bicycling routes and maps, bicycle tourism resources, and travel planning tools.

All programming will include both qualitative and quantitative performance measures, developed in consultation with NJTPA. These metrics will be tracked and submitted as part of quarterly reporting requirements.

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: Track outreach efforts; participate in worksite events, and job fairs; assistance provided.*

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 employer contact database. Document outreach and/or assistance provided as liaison between employers and NJTPA.*

OPTIONAL STRATEGIES

D. ECONOMIC DEVELOPMENT PLANNING

ii. Participate in strategic planning and implementation of efforts to strengthen regional or local economies. Including activities that result in transit-supportive and pedestrian-oriented development and redevelopment.

- *Product/Outcome 1: Serve as a resource to the Hunterdon County Department of Economic Development and Tourism, including participation in meetings of the Hunterdon County I-78 Corridor Mayor's Coalition and other ad hoc committees that may be formed to support countywide economic development efforts.*
- *Product/Outcome 2: Support municipalities interested in strengthening the local economy through transit-supportive and/or pedestrian-oriented development or redevelopment. This will include sharing information on best practices, participating in meetings, participating in/publicizing local efforts. Publicly recognize municipalities or relevant stakeholders for their efforts at an Annual Meeting & Awards Breakfast.*

v. 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: Serve as a resource to the Hunterdon County Department of Economic Development and Tourism to promote Hunterdon County as a bicycle tourism destination as part of the Hunterdon County "Explore Hunterdon" brand. This includes maintaining the www.bikehunterdon.org, supporting social media and outreach efforts, and tracking analytics to measure impact.*

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 provide air quality education and alerts. In collaboration with schools and municipalities, goHunterdon will conduct or support air quality monitoring efforts. goHunterdon proposes to purchase a Purple Air monitor to conduct air quality monitoring for schools and municipalities, modeled after goHunterdon's successful Speed Study Program, which is a model for shared services. As requested, goHunterdon will support and promote community anti-idling campaigns.

goHunterdon will provide technical assistance to municipalities, employers, and other local agencies or destinations engaged in electric vehicle infrastructure readiness planning, ordinance adoption, charging station siting, funding applications, and participate in support of activities sponsored by the NJTPA or other agencies. goHunterdon will monitor EV activity in Hunterdon County and maintain resources on the gohunterdon.org website, including an inventory of available EV charging stations.

In support of micromobility, goHunterdon will encourage, educate, and support the safe use and

implementation of e-bikes, e-scooters, and e-cargo delivery modes, as requested or appropriate. This will include sharing of best practices, monitoring of usage, staying updated on funding opportunities and regulations.

goHunterdon will continue to facilitate the Sustainable Hunterdon Hub, a forum for local municipal and school Green Teams, to support municipal participation in the statewide Sustainable Jersey program. Approximately half of Hunterdon County's twenty-six municipalities participate in the Hub. goHunterdon will assist municipal Green Teams to identify Action Items to pursue, support municipal efforts to implement Actions that align with the "Health & Wellness" and "Land Use & Transportation" categories which include Complete Streets, bicycling and walking, anti-idling, and EV-friendly towns.

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.*
 - o *Product/Outcome 1: Provide air quality education and alerts, support anti-idling campaigns, educate/conduct outreach to communities about the importance of air quality, and maintain air quality and anti-idling information on the goHunterdon website.*
- 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 community air quality monitoring using Purple Air monitor in response to requests from local governments, schools, or other interested stakeholders: draft and final reports to be shared with the NJTPA for review.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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: Share information via e-newsletters, social media, press releases to promote EVs/EV infrastructure, funding opportunities, relevant events, webinars, updates from NJDEP, NJBPU, NJDOT, or NJTPA. Participate in state or regional meetings to stay informed.*

- *Product/Outcome 2: Update and maintain the Hunterdon County EV Charging Station Inventory on the goHunterdon.org website*
- *Product/Outcome 3: Monitor the status of EV adoption in Hunterdon County—Memorandum of Findings.*

C. MICROMOBILITY

Activities/Tasks:

- i. Encourage, educate, and support the use/implementation of E-bikes, e-scooters, and e-cargo delivery modes.
 - *Product/Outcome 1: Share information via e-newsletters and social media to educate and support the safe use/implementation of e-bikes. Respond to inquiries from municipalities regarding ordinance adoption or related issues; provide assistance. Tracking of outreach and assistance provided.*

OPTIONAL STRATEGIES

D. SUSTAINABLE JERSEY

Activities/Tasks:

- i. Support municipal participation in Sustainable Jersey.
 - *Product/Outcome 1: Facilitate the Sustainable Hunterdon Hub to provide a forum for information sharing and collaboration; support Hunterdon municipalities in implementing Sustainable Jersey Action Items. Publicly recognize municipal efforts at an Annual Meeting & Awards Breakfast.*

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, the NJTPA Local Safety Action Plans and other county or subregional Vision Zero Plans, and the NJDOT NJDOT Strategic Highway Safety Plan. Safety activities will include outreach, education, planning, and data collection.

goHunterdon participates with transportation operating agencies, safety agencies and organizations, planning agencies, community and private stakeholders, including local and state police, and the public to successfully develop and implement these activities.

goHunterdon's safety efforts are informed by local crash data and the organization's awareness of Hunterdon County 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 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 implementing Complete Streets projects using Safe Routes to School and/or Transportation Alternatives grants (Frenchtown Borough, High Bridge Borough) and/or seeking to implement Complete Streets demonstration projects, and responds to inquiries from other municipalities requesting support of grant application development or implementation of funded projects.

goHunterdon served as a resource in the development of the Hunterdon County Local Safety Action Plan and will support implementation of Plan recommendations.

As requested, goHunterdon will participate in NJDOT Strategic Highway Safety Plan implementation and or plan update efforts and other statewide or regional planning efforts as identified.

goHunterdon will maintain its relationship with the Traffic Officers Association of Central/West Jersey, Hunterdon County Chief of Police Association, local police traffic safety units, and the Hunterdon County Prosecutor's Office in support of relevant roadway safety initiatives.

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: Respond to inquiries from municipalities developing or implementing Complete Streets policies/projects or Complete Streets demonstration projects. Track number of inquiries, demonstration projects, and assistance provided.*
 - *Product/Outcome 2: Participate in municipal, county, state, or regional meetings or ad hoc committees; provide letters of support/supporting documentation for grant/technical assistance applications as requested. Track the number of communities/schools assisted.*

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 or participate in road safety audits, walking/bicycling audits, and speed studies for municipalities. Suggest proven-safety countermeasures and/or support public awareness campaigns in response to audits, studies. Reports of audits, speed studies. Draft and final reports to be shared with the NJTPA for review.*

C. SUPPORT REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

Activities/Tasks:

iv. Provide outreach or technical assistance to implement recommendations and findings from Local Safety Action Plans (LSAPs) completed by cities, counties, and MPOs within the TMA service area. This may include participation in Local Implementation Committees to help oversee LSAP implementation, focusing on priority corridors, intersections, systemic analysis results, and crash emphasis areas outlined in the plans, to install demonstration projects or target educational outreach.

- *Product/Outcome 1: Participate in Hunterdon County LIC implementation efforts. Reports of outreach or technical assistance provided, including installation of demonstration projects and/or targeted educational outreach. Participate in relevant meetings related to the NJ Strategic Highway Safety Plan to stay informed on statewide priorities and alignment with County LSAP. Publicly recognize municipalities or relevant stakeholders for their efforts at an Annual Meeting & Awards Breakfast.*
- *Product/Outcome 2: Participate in Traffic Officers Association of Central/West Jersey or similar law enforcement meetings. Coordinate with Hunterdon County Prosecutor's Office on safety initiatives.*

D. 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: Perform crash analysis using Numetric crash database, provide crash data to Hunterdon municipalities, as requested; participate in trainings offered by Rutgers University Center for Advanced Infrastructure (CAIT) or similar sources, to ensure up to date knowledge of database capabilities; stay informed of new data tools.*

OPTIONAL GOAL AREA

6. 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, improve travel reliability, 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 as well as roadways that are part of the Hunterdon County "commuter shed", which includes sections of Interstate 78 outside of Hunterdon County.

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.

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

B. 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. Maintain records of alerts provided and the number of subscribers of the traffic alert service. Conduct an annual Subscriber Survey to evaluate the impact of service and travel trends.*

7. PROGRAM MANAGEMENT

goHunterdon will provide administrative support for the FY 2027 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 online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

8. WORK FUNDED BY OTHER SOURCES

A. NJ DEPARTMENT OF TRANSPORTATION SAFE ROUTES TO SCHOOL TMA WORK PROGRAM

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.
 - *Products and Outcomes 1: Conduct Hunterdon County Walk/Bike to School and similar encouragement events and safety presentations; Student Walk Assessments; Travel Plans; Promote NJDOT statewide Safe Routes to School Recognition Program; publicly recognize schools and municipalities achieving recognition. Maintain records of all activity.*

B. NJ TRANSIT TMA WORK PROGRAM

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.
 - *Product/Outcomes 1: Distribution of transit schedules and promotional information; respond to inquiries related to NJ TRANSIT and NJ TRANSIT funded services. Monitoring of service and transit facilities; serve as liaison between customers and NJ TRANSIT; provide feedback.*

C. NJ DIVISION OF HIGHWAY TRAFFIC SAFETY TMA WORK PROGRAM

Conduct roadway safety education and outreach to mitigate pedestrian, bicycle and vehicular crashes in Hunterdon County through education and outreach in conjunction with enforcement and engineering efforts, and the broader Safe Systems Approach.

Activities/Tasks:

- i. Conduct meaningful public engagement; community outreach and education; participation in events; conduct Car Fit sessions.

- *Product/Outcome 1: Track outreach, education, participation in events, and Car Fit sessions provided.*

D. HORIZON FOUNDATION FOR NEW JERSEY, LARGE FOUNDATION, HUNTERDON COUNTY ARPA, SOLVENTUM GRANTS

Facilitate Uber/Lyft rides to meet the needs of transportation dependent residents to get to non-emergency medical appointments.

Activities/Tasks:

i. Facilitate Uber/Lyft rides

- *Product/Outcome 1: Facilitation of rides; reporting*

BUDGET AND STAFFING PLAN

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

GOHUNTERDON FY 2027 WORK PROGRAM BUDGET PLAN

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1.	SALARIES		\$ 320,560.60	
2.	FRINGE BENEFITS	30.89% FT, 8.1% PT	\$ 79,538.50	
			SUBTOTAL \$ 400,099.10	100%
PART II	DIRECT NON-LABOR COSTS			
1.	SUPPLIES		\$ -	
2.	TRAVEL		\$ 2,457.87	
3.	PRINTING & REPRODUCTION		\$ -	
4.	POSTAGE		\$ -	
5.	CONFERENCE/TRAINING		\$ 900.00	
6.	EQUIPMENT		\$ -	
7.	OTHER (SPECIFIED IN ATTACHMENT)		\$ 300.00	
			SUBTOTAL \$ 3,657.87	100%
PART III:	INDIRECT COSTS			
	INDIRECT COST ALLOCATION	39.07%	\$ 125,243.03	
			SUBTOTAL \$ 125,243.03	100%
			TOTAL PROGRAM BUDGET \$ 529,000.00	100%

This estimated budget is based upon projected costs to perform the FY 2027 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

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

GOHUNTERDON
FY 2027 WORK PROGRAM
BUDGET PLAN - ATTACHMENT

"OTHER" Direct Expense Items	Description	Total Direct Non-Labor Costs OTHER
Air Quality Monitor	Purple Air Quality Monitoring Unit (1)	\$ 300.00
Total "OTHER" Direct Expenses		\$ 300.00

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
GOHUNTERDON
FY 2027 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	1,745	\$ 88,925.60	\$ 1,957.87	\$ 27,171.39	\$ -	\$ 118,054.85
Core Goal Area Activities - Coordinated Public Transit for Vulnerable Populations	1,645	\$ 84,592.88	\$ 100.00	\$ 25,773.50	\$ -	\$ 110,466.38
Core Goal Area Activities - Economic Development	260	\$ 18,907.47	\$ 100.00	\$ 5,999.39	\$ -	\$ 25,006.86
Core Goal Area Activities - Environmental	750	\$ 33,763.54	\$ 500.00	\$ 11,480.49	\$ -	\$ 45,744.02
Core Goal Area Activities - Safety	1,880	\$ 96,593.44	\$ 1,000.00	\$ 29,753.06	\$ -	\$ 127,346.49
Core - Program Management	595	\$ 40,407.46	\$ -	\$ 12,312.44	\$ -	\$ 52,719.90
Optional Goal Area Activities - Reliability	1,220	\$ 36,908.72	\$ -	\$ 12,752.76	\$ -	\$ 49,661.48
TOTAL	8,095	\$ 400,099.10	\$ 3,657.87	\$ 125,243.03	\$ -	\$ 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	55%	1,150
Diana Davis, Associate Director	51%	1,065
Ryan Fisher, Safety Programs Manager	62%	1,290
Marina Bartelli, Healthcare Mobility Coordinator	39%	820
Nina Lewis, Safe Routes Coordinator	36%	750
Pending, Community Mobility Coordinator	30%	500
Pending, Safety Programs Associate	15%	250
Jeff Clayton, Chief Technology Officer	90%	840
Heather Carman, Traffic Outreach Associate	94%	980
Jodi Bettermann, Sustainable Hunterdon Specialist	87%	450
TOTAL*	56%	8,095

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

GREATER MERCER TMA
TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary

Geographic and Demographic Information

Goals and Objectives

Goal Area Strategies

Accessibility

Coordinated Public Transportation for Vulnerable Populations

Economic Development

Environmental

Safety

Reliability (Optional)

Program Management

Work Funded by Other Sources

Budget and Staffing Plan

Greater Mercer TMA Work Program 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, West Windsor Township, East Windsor, County of Mercer, Bank of America, Montgomery Township, Municipality of Princeton, Steven & Lee, Princeton University, Penn Medicine Princeton Health, Dewberry, Kimley-Horn, ACT Engineers, RWJ Hamilton, Hamilton Township, and 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 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, Market Fair, and Hamilton Marketplace.

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 Hopewell, 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.

Health services, educational services, and retail trade 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, Joint Base McGuire-Dix-Lakehurst, Monmouth Medical Center-southern campus, 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 three bus

routes operating five or six 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.

GREATER MERCER TMA

PROGRAM REPORT FY 2027

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

This activity is separate from the NJ Safe Routes to School program funded by the NJDOT, or any other federal, state, or privately-funded bicycle and pedestrian program. However, 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: GMTMA will organize, promote, and encourage bicycling and walking through activities, including bicycle and pedestrian safety education, bike locker management, and Bike Month. It will also include work to advance infrastructure that creates opportunities for more active transportation.*
- 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. TRANSPORTATION DEMAND MANAGEMENT

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 NJRideShare 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 and CMP 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 and developer TDM assistance, which may include activities such as developing a carpool or vanpool program, onsite needs assessment, assist with integrating walk/bike/transit facilities, customized surveys including distribution, tabulation, and report, relocation services, and education on pre-tax benefits.*

OPTIONAL STRATEGIES

F. SHUTTLE SERVICES

Activities/Tasks:

- i.** Promote, plan, manage, or operate shuttle services for employees or the public, providing an alternative to SOV travel, increasing mobility, or providing first-last-mile transportation options to connect to housing and employment centers.
 - *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 to businesses, counties or municipalities in GMTMA's service 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 TMA's, 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. 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) specific to CPTHSTP populations. The guides may be printed and/or available in electronic media.
 - *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.
 - *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.*
 - *Product/Outcome 2: Participate in the Community Health Needs Assessment, led by the Greater Mercer Public Health Partnership (GMPHP), a consortium of local hospitals, public health officers, and area non-profits in Mercer County. GMTMA will contribute through participation in meetings, providing input for the development of the Community Health Needs Assessment and Community Health Improvement Plan, and providing actions and 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.
 - *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.*
 - *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.
 - *Product/Outcome 1: Operate RideProvide transportation service for persons 65 and older and visually impaired adults.*
 - *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 to CPTHSTP populations.
 - *Product/Outcome 1: Provide Travel Training programs and create/update presentations as needed.*

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: Revisit GMTMA's "A Focus on Ocean County's Age-Restricted Communities" report and update as needed.*
- 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: Conduct outreach in Holiday City to discuss transportation needs and opportunities for their community residents. This work would supplement the work to be done through the NJDEP emobility grant that GMTMA will work on in 2026, with the potential to conduct similar work in another community.*

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, evaluate, and maintain data on transportation services and other services for the target populations, including older adults, people with disabilities, and lower-income wage earners.*

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:

- iii. 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, site-specific surveys, and actions to become a League of American Bicyclists Bike-Friendly Business.*

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 demographic, land use, housing, or transportation issues taking place within communities, or serve as a stakeholder in such efforts.
 - *Product/Outcome 1: Conduct research, planning, or outreach on demographic, land use, housing or transportation issues taking place within or serve as a resource in such efforts. Products could include data reports, memos on worksite transportation issues, site-specific resources, marketing concepts, and participation in workforce or visitor transportation studies.*

4. ENVIRONMENTAL

Environmental strategies will primarily contribute to reducing air pollution 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 community air quality monitoring studies in the GMTMA Region. Draft and final study reports will be completed and shared with the NJTPA and NJDEP.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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. MICROMOBILITY

Activities/Tasks:

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

- *Product/Outcome 1: Provide policy/planning and technical assistance to municipalities, universities, and businesses to support the implementation of electric micromobility.*

OPTIONAL STRATEGIES

F. SUSTAINABLE JERSEY

Activities/Tasks:

- Support municipal participation in Sustainable Jersey.
 - *Product/Outcome 1: Work with municipalities and their Green Teams to address and attain goals related to Land Use and Transportation as well as transportation initiatives within the Community Energy Initiatives.*

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 (<https://www.transportation.gov/NRSS>) and the NJDOT Strategic Highway Safety Plan (<https://www.saferoadsforallnj.com/>). 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:

- Support the implementation of Complete Streets.
 - *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.*
- 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 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. Draft and final reports will be shared with the NJTPA for review.*

B. SAFETY AUDITS AND OTHER STUDIES

Activities/Tasks:

- 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: Lead or participate in safety audits, speed studies, community workshops or similar activities.*
- *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 REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

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.*
- *Product/Outcome 2: Participation in DVRPC's Regional Safety Task Force (RSTF).*

iii. Serve as stakeholders and resources to Local 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. This includes providing outreach and technical assistance to help oversee LSAP implementation.*

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. Draft and final reports will be shared with the NJTPA for review.*

OPTIONAL GOAL AREA

6. 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.

A. 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.*

B. 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.*

7. PROGRAM MANAGEMENT

Greater Mercer TMA will provide administrative support for the FY 2027 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 online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

8. WORK FUNDED BY OTHER SOURCES

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

BUDGET AND STAFFING PLAN**NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM****GREATER MERCER TMA
FY 2027 WORK PROGRAM
BUDGET PLAN**

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1.	SALARIES		\$ 406,531.56	
2.	FRINGE BENEFITS	41.05% FT, 15.07% PT	\$ 148,519.96	
		SUBTOTAL	\$ 555,051.52	100%
PART II	DIRECT NON-LABOR COSTS			
1.	SUPPLIES		\$ 1,400.00	
2.	TRAVEL		\$ 2,200.00	
3.	PRINTING & REPRODUCTION		\$ 1,800.00	
4.	POSTAGE		\$ 1,274.49	
5.	CONFERENCE/TRAINING		\$ 2,450.00	
6.	EQUIPMENT		\$ -	
7.	OTHER (SPECIFIED IN ATTACHMENT)		\$ 6,500.00	
		SUBTOTAL	\$ 15,624.49	100%
PART III:	INDIRECT COSTS			
	INDIRECT COST ALLOCATION	106.59%	\$ 433,321.99	
		SUBTOTAL	\$ 433,321.99	100%
		TOTAL PROGRAM BUDGET	\$ 1,003,998.00	100%

This estimated budget is based upon projected costs to perform the FY 2027 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**

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

GREATER MERCER TMA
FY 2027 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	\$ 1,500.00
VanBuck\$	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
Air Quality Monitors/Public Outreach	Radio and boosted social media posts for items in work program, air quality monitors	\$ 1,500.00
	Total "OTHER" Direct Expenses	\$ 6,500.00

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

GREATER MERCER TMA
FY 2027 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	3,570	\$ 201,484.00	\$ 9,450.00	\$ 156,977.77	\$ -	\$ 367,911.77
Core Goal Area Activities - Coordinated Public Transit for Vulnerable Populations	2,481	\$ 161,148.14	\$ 2,300.00	\$ 122,161.09	\$ -	\$ 285,609.23
Core Goal Area Activities - Economic Development	225	\$ 7,666.96	\$ 550.00	\$ 6,795.11	\$ -	\$ 15,012.07
Core Goal Area Activities - Environmental	650	\$ 28,737.77	\$ 1,050.00	\$ 22,342.63	\$ -	\$ 52,130.40
Core Goal Area Activities - Safety	1,726	\$ 105,099.82	\$ 2,100.00	\$ 79,798.31	\$ -	\$ 186,998.13
Core - Program Management	780	\$ 46,704.48	\$ 124.49	\$ 42,065.37	\$ -	\$ 88,894.34
Optional Goal Area Activities - Reliability	30	\$ 4,210.34	\$ 50.00	\$ 3,181.71	\$ -	\$ 7,442.05
TOTAL	9,462	\$ 555,051.52	\$ 15,624.49	\$ 433,321.99	\$ -	\$ 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	54%	1,055
Joan Lockwood-Reck, Marketing/Service Development Manager	28%	550
Stephen Krawiec, Senior Transportation Program Manager	89%	1,736
Steven daCosta, Senior Planner	38%	750
open position, Transportation Planner	52%	1,016
Kathleen Ebert, Bicycle and Pedestrian Safety Coordinator	5%	100
Emma Montemurro, Sustainable Transportation Coordinator	65%	1,275
open position, Transportation Planner	44%	850
Portia Edwards-Gyampo, Office Manager	4%	50
Carol Chamberlain, Travel Training Coordinator/Instructor	8%	80
Jessica Robl, Marketing and Outreach Coordinator	81%	1,270
Debra Christie, Business Manager	44%	730
TOTAL*	43%	9,462

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

HUDSON TMA
TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary

Geographic and Demographic Information

Goals and Objectives

Goal Area Strategies

Accessibility

Coordinated Public Transportation for Vulnerable Populations

Economic Development

Environmental

Safety

Reliability (Optional)

Program Management

Work Funded by Other Sources

Budget and Staffing Plan

Hudson TMA Work Program 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 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% of residents fall between the ages of 19 and 64, while those aged 65 and above constitute 12% 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%, Other (Hispanic) at 13.5%, and Black or African American (Non-Hispanic) at 10.4%.

Notably, a significant portion of the community, 59.1%, speaks a language other than English, showcasing the area's cultural diversity. 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.

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.

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 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.

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.

HUDSON TMA

PROGRAM REPORT FY 2027

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.
 - o *Product/Outcome 1: Creation of a brochure or information platform, including a website, publications 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.*
- ii. Provide trip planning assistance.
 - o *Product/Outcome 1: Tracking of inquiries and assistance provided. Details of the requests such as type of trip, origin and destination, and number of inquiries will be recorded.*
- iii. Promote and market public transit services, commuter benefit incentive programs, and transit ticket bulk sales programs.
 - o *Product/Outcome 1: Manage the Hudson TMA's Commuter Benefit Incentive Program and Transit Ticket Bulk Sales Program. This includes tracking of businesses and employees participating in these programs. Data collected for each program will be provided in each quarterly report.*
- iv. 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 the NJ Safe Routes to School program funded by the NJDOT, or any other federal, state, or privately-funded bicycle and pedestrian program. However, 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. This includes the Hudson TMA Golden Sneaker award program and sharing the road with bicyclist.)*
- 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: 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. Data will be shared with the NJTPA at the end of Q2 and Q4.*

C. TRANSPORTATION DEMAND MANAGEMENT

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: Manage and promote rideshare matching services—including the njrideshare.com platform—in coordination with NJTPA. Maintain a list of current commuters and assist new users with account setup, trip-matching, and ongoing support. Program promotion includes employer-based, tabling at community events and transit hubs, targeted email and social media campaigns, distributing bilingual (English/Spanish) materials, and partnering with municipalities, colleges, and large employers.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

- i.** Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM and CMP strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.
 - *Product/Outcome 1: Provide guidance on non-SOV commuting options to employers, developers, and organizations in the Hudson TMA region and assist with implementation through commuter benefits, including but not limited to pre-tax transit and ERH, standing up carpools and vanpools, improving end-of-trip bike amenities, running trainings and onboarding, executing targeted communications, and tabling at peak time.*

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 FY27 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) specific to CPTHSTP populations. The guides may be printed and/or available in electronic media.
 - *Product/Outcome 1: Update Hudson TMA's Mobility Guide as needed. Draft and final guide is 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: 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 meeting patient transportation needs. This activity may involve hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for CPTHSTP 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.*
- ii. Facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and Transportation Network Companies (TNCs), to improve patient transportation services.
 - *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 in conducting human services transportation service planning as requested.*
- 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 CPTHSTP.
 - *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.*

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.*
- iv. 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.*

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.
 - o *Product/Outcome 1: Identification and implementation of TDM strategies aimed at promoting 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 employers, social services, or other organization sites.
 - o *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.
 - o *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.

- *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.*

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: 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.*
- ii. Support the League of American Bicyclists Bicycle-Friendly Business Program
 - *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.*

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- i. Conduct research, planning, or outreach on demographic, land use, housing, or transportation issues taking place within communities, or serve as a stakeholder in such efforts.
 - *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 efforts to strengthen regional or local economies. Including activities that result in transit-supportive and pedestrian-oriented development and redevelopment.
 - *Product/Outcome 1: Attend strategic planning and implementation meetings/workshops of local as needed.*

4. ENVIRONMENTAL

Hudson TMA advances environmental strategies to cut air pollution and greenhouse gases from transportation, complementing its Accessibility Goal Area work that reduces single occupancy vehicle trips. The organization delivers programs and public campaigns that explain how

transportation choices affect the environment and promote resource conservation for a healthier, more sustainable community. Its outreach is intentionally inclusive providing translated materials, accessible formats, and tailored engagement so low-income families, minority groups, people with limited English proficiency, and individuals with disabilities can fully participate. By continually removing barriers to involvement, Hudson TMA ensures all residents can engage with, learn from, and contribute to local pollution-reduction efforts across 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.*
 - o *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.*
- 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: Provide a report on any AQM as requested by Hudson County Communities or NJDEP.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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: Update Hudson TMAs EV Charging Infrastructure map of existing and planned EV charging infrastructure, especially in low-income areas.*
- 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.
 - o *Product/Outcome 1: Provide hands-on technical assistance to help communities get EV-ready by co-developing readiness plans, ordinance adoption, and charging station siting. NJTPA at the end of Q2 and Q4.*

C. 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: 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.*

OPTIONAL STRATEGIES

D. SUSTAINABLE JERSEY

Activities/Tasks:

- i. Support municipal participation in Sustainable Jersey.
 - o *Product/Outcome 1: Hudson TMA supports municipal participation in the Sustainable Jersey program by assisting with sustainability initiatives and providing guidance.*

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 (<https://www.transportation.gov/NRSS>) and the NJDOT Strategic Highway Safety Plan (<https://www.saferoadsforallnj.com/>). 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.. 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:

- i. Support the implementation of Complete Streets.
 - o *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.*
- ii. Educate municipal stakeholders about Complete Streets.
 - o *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 County 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. Provide a list of communities assisted.*

iv. Hudson TMA participates as a stakeholder on several advisory groups, including NJTPA's Regional Transportation Advisory Committee (RTAC), Bicycle & Pedestrian Advisory Committee (BPAC), and the TMA Directors/Program Managers Working Group; municipal Vision Zero bodies such as the Jersey City Vision Zero Task Force and Hoboken Vision Zero Advisory Committee; various municipal Complete Streets or Traffic & Transportation committees (e.g., Jersey City, Hoboken, Bayonne, Kearny, North Bergen, West New York); Safe Routes to School coalitions with participating districts; Hudson County planning/engineering safety and Complete Streets working groups; emerging EV readiness working groups; and periodic engagement with NJ TRANSIT's Regional Citizens Advisory Committee (RCAC).

- *Product/Outcome 1: Be 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 as requested.*
- *Product/Outcome 2: Manage the storage of the NJTPA Complete Streets Demonstration Library. This includes responding to inquiries about available materials, coordinating pick-up and drop-off of materials, keeping inventory of materials, and assisting with new material orders.*

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: 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 REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

Activities/Tasks:

- i.** Carry out recommended strategies addressing at least one of the statewide Strategic Highway Safety Plan (SHSP) emphasis areas. This plan is being updated and will be available in the winter of 2026. See <https://www.saferoadsforallnj.com/> for the current SHSP and for the new plan.
 - *Product/Outcome 1: Provide guidance to municipalities about strategies that address 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, Create a Hudson County VZ Brochure.*
- iii.** Serve as stakeholders and resources to Local Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.
 - *Product/Outcome 1: Hudson TMA will serve as a stakeholder and conduct bilingual public outreach aligned with Vision Zero goals led by Hudson County and the NJ Sports & Exposition Authority, channeling community input into safety planning and project prioritization.*
- 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.*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

- i.** Conducting pedestrian safety education and outreach, including Street Smart. 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. This strategy may include coordinating with HSIP or other safety projects to conduct education and outreach that complement forthcoming engineering improvements or 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. List of schools and dates of presentations to be provided in quarterly reports. Share presentation template with NJTPA for review.*
- iv. Participate in partnerships with transportation safety organizations.
 - *Product/Outcome 1: Hudson TMA collaborates with transportation safety organizations through strategic partnerships.*

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.
 - *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 related to safety education.
 - *Product/Outcome 1: Establish partnerships with micromobility providers to ensure safe and regulated use of micromobility options within the community.*

OPTIONAL GOAL AREA

6. RELIABILITY

Hudson TMA advances dependable, predictable transportation by strengthening interagency coordination and delivering timely, multilingual communications about service disruptions so travelers can choose the best mode, route, and departure time. These efforts help alleviate roadway congestion and align with Hudson TMA and NJTPA objectives. All outreach and programs are intentionally inclusive, ensuring equitable access for low-income households, minority communities, people with limited English proficiency, and individuals with disabilities. By removing participation barriers and tailoring information and support, Hudson TMA promotes a more reliable, responsive, and fair transportation system across 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.

- *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.*
- *Product/Outcome 1: Coordination with operating agencies such as NJDOT, PANYNJ, TransCom, NJ TRANSIT, 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.*

B. TRAVEL ALERTS

Activities/Tasks:

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

7. PROGRAM MANAGEMENT

Hudson TMA will provide administrative support for the FY 2027 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 online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

8. WORK FUNDED BY OTHER SOURCES

A. NEW JERSEY TRANSIT

Hudson TMA uses NJ TRANSIT funding to help more people choose and successfully use public transportation. We provide rider education and trip-planning assistance, promote alternatives to driving alone (carpools, vanpools, biking, walking, micromobility), and improve first/last-mile connections to bus and rail. Our team coordinates with municipalities, schools, and employers on outreach, safety education, and service information delivered in multiple languages and accessible formats so underserved communities are included. We also track results and share data to support better service, less congestion, and cleaner air across Hudson County.

Activities/Tasks:

- i. Activity/Task: The Hudson TMA will provide services to promote and enhance mass transportation usage through its work program via a contract with NJ Transit.
 - o *Product/Outcome: NJ TRANSIT Information and Outreach Activities Product or outcome.*

B. NJDOT SAFE ROUTES TO SCHOOL

Hudson TMA uses NJDOT Safe Routes to School (SRTS) funding to help schools make walking and biking safer and more routine. We teach pedestrian and bicycle safety, host Walk/Bike to School events, and run family workshops. Our team conducts arrival/dismissal observations and walk/bike audits, develops School Travel Plans, and coordinates with municipalities and police on quick, low cost fixes like signage, pavement markings, and curb management. We support crossing guards and parent volunteers, promote walking school buses, provide helmet fit checks when possible, and track results participation, mode shift, and safety trends. All outreach is accessible and multilingual to reach every family.

Activities/Tasks:

- i. Activity/Task: The Hudson TMA will provide information on programs provided through the Safe Routes to School Program funded through the NJDOT.
 - o *Product/Outcome: Development and presentation of Safe Routes to School Programs.*

C. NEW JERSEY DEPARTMENT OF HIGHWAY TRAFFIC SAFETY

Hudson TMA uses New Jersey Division of Highway Traffic Safety funding to deliver evidence based education and outreach that reduces crashes, injuries, and fatalities. We run pedestrian, bicycle, and driver safety programs focused on seat belt use, speed management, distraction and impairment prevention, school zone awareness, and safe crossing and riding skills. Our team partners with municipalities and police on high-visibility campaigns, conduct observations in high crash areas, and equip residents with tools like helmets, lights, and reflective gear when available. All materials are multilingual and accessible, and we track outcomes such as behavior change and compliance at crosswalks to inform future improvements across Hudson County.

Activities/Tasks:

- i. Activity/Task: Provide safety programs for motorists, pedestrians and bicyclists through a grant with New Jersey Department of Highway Traffic Safety.
 - o *Product/Outcome: Presentation of New Jersey Department of Highway Traffic Safety programs.*

BUDGET AND STAFFING PLAN

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

HUDSON TMA FY 2027 WORK PROGRAM BUDGET PLAN

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1. SALARIES			\$ 134,721.01	
2. FRINGE BENEFITS	125% FT		\$ 168,401.26	
		SUBTOTAL	\$ 303,122.27	100%
PART II	DIRECT NON-LABOR COSTS			
1. SUPPLIES			\$ -	
2. TRAVEL			\$ -	
3. PRINTING & REPRODUCTION			\$ 6,276.33	
4. TELEPHONE			\$ -	
5. POSTAGE			\$ -	
6. CONFERENCE/TRAINING			\$ -	
7. OTHER (SPECIFIED IN ATTACHMENT)			\$ 74,394.99	
		SUBTOTAL	\$ 80,671.32	100%
PART III:	INDIRECT COSTS			
INDIRECT COST ALLOCATION	159%		\$ 214,206.41	
		SUBTOTAL	\$ 214,206.41	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 2027 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

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

HUDSON TMA
FY 2027 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 Activity 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 Workplace	Renting Expense (Venue Promotional Materials)	\$ 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 "Buster" 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 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

HUDSON TMA
FY 2027 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	950	\$ 91,202.40	\$ 73,726.33	\$ 64,449.70	\$ -	\$ 229,378.43
Core Goal Area Activities - Economic Development	850	\$ 76,571.78	\$ 3,500.00	\$ 54,110.72	\$ -	\$ 134,182.50
Core Goal Area Activities - Environmental	235	\$ 22,047.75	\$ -	\$ 15,580.41	\$ -	\$ 37,628.16
Core Goal Area Activities - Safety	854	\$ 67,859.48	\$ 2,000.00	\$ 47,954.03	\$ -	\$ 117,813.52
Core Goal Area Activities - Coordinated Public Transit Human Services Transportation	58	\$ 6,382.89	\$ 1,444.99	\$ 4,510.58	\$ -	\$ 12,338.46
Core - Program Management	245	\$ 34,382.48	\$ -	\$ 24,296.95	\$ -	\$ 58,679.42
Optional Goal Area Activities - Reliability	35	\$ 4,675.50	\$ -	\$ 3,304.02	\$ -	\$ 7,979.52
TOTAL	3,227	\$ 303,122.27	\$ 80,671.32	\$ 214,206.41	\$ -	\$ 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	42%	765
Emma Hualca, Program Coordinator	43%	775
Christina Arzola, Field Associate	46%	834
Zackery Logan, Field Associate	47%	853
TOTAL*	44%	3,227

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

KEEP MIDDLESEX MOVING, INC.

TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary

Geographic and Demographic Information

Goals and Objectives

Goal Area Strategies

Accessibility

Coordinated Public Transportation for Vulnerable Populations

Economic Development

Environmental

Safety

Reliability (Optional)

Program Management

Work Funded by Other Sources

Budget and Staffing Plan

Keep Middlesex Moving TMA Work Program Overview

ORGANIZATIONAL SUMMARY

Keep Middlesex Moving, Inc. (KMM), established on September 8, 1988, is a 501(c)(3) nonprofit organization dedicated to advancing sustainable transportation solutions. KMM's mission is to design and implement transportation demand management (TDM) strategies that reduce traffic congestion, improve air quality, and promote bicycle and pedestrian safety through education and outreach.

KMM's core funding is provided through the Federal Highway Administration via the North Jersey Transportation Planning Authority (NJTPA), NJ TRANSIT, and the New Jersey Department of Transportation (NJDOT) to support Safe Routes to School non-infrastructure programs. Additional funding comes from the New Jersey Division of Highway Traffic Safety for safety education initiatives, in-kind contributions from Middlesex County, and membership contributions from a diverse network of partners.

KMM serves commuters, employers, government entities, and visitors throughout Middlesex County by offering a wide range of transportation demand management (TDM) services. KMM's partners include major employers and institutions such as Johnson & Johnson World Headquarters, IEEE, Rutgers University, and Middlesex College, as well as healthcare providers including Robert Wood Johnson University Hospital, Saint Peter's Healthcare System, and Hackensack Meridian Health System. KMM also collaborates with municipalities across the county, including the townships of East Brunswick, Edison, Piscataway, and Woodbridge; the boroughs of Dunellen, Highland Park, Milltown, Middlesex, Metuchen, and Spotswood; and the cities of New Brunswick and Perth Amboy.

KMM's offices are located at 100 Bayard Street, 2nd Floor, New Brunswick, NJ. There are currently six full-time staff members.

GEOGRAPHIC AND DEMOGRAPHIC INFORMATION

Middlesex County, located in the heart of New Jersey, is the state's second most populous county and spans 309 square miles. The county stretches from the Rahway River in the north to the borders of Mercer and Monmouth Counties in the south, and from the Raritan Bay on the Atlantic Ocean west to Somerset County. Within its 25 municipalities, Middlesex County features a mix of industrial, commercial, and residential areas that make it both a hub of economic activity and a vital residential region.

The county is served by an extensive transportation network that moves hundreds of thousands of people each day. Major highways, including the New Jersey Turnpike, Garden State Parkway, and Routes 1, 9, 18, 27, 130, and 287, provide critical regional and interstate connections. Rail access is available through NJ TRANSIT's Northeast Corridor, North Jersey Coast Line, and Raritan Valley Line. Key bridges—including the Driscoll, Victory, Edison, and Albany Street bridges—further connect Middlesex to surrounding regions.

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

Since its founding, Keep Middlesex Moving, Inc. (KMM) has been committed to advancing efficient and sustainable transportation solutions. The organization's founding principles centered on assisting with the development of efficient transportation services and promoting these services to conserve energy, reduce air pollution, and ease traffic congestion.

Today, KMM's mission has evolved to reflect the complexity of modern transportation. "Efficient" services now encompass emerging and diverse mobility options, including on-demand transit, micro-transit, micromobility, and electric vehicles, and autonomous vehicle technology. KMM's work also emphasizes creating safer road conditions, expanding reliable and accessible mobility choices, promoting safe bicycle and pedestrian behaviors, and encouraging land use practices that support healthier communities and stronger local economies.

KMM is dedicated to addressing the needs of commuters, employers, and all levels of government by implementing a broad portfolio of transportation demand management (TDM) programs. These programs support improved mobility and safety, cleaner air, and long-term transportation solutions across Middlesex County through the following goals and objectives:

- **Accessibility** – Expanding mobility options for all travelers.
- **Coordinated Public Transportation for Vulnerable Populations** – Ensuring safe and reliable transportation for seniors, people with disabilities, and underserved communities.
- **Economic Development** – Supporting workforce access and business growth through reliable transportation.
- **Reliability** – Reducing congestion and improving travel time predictability.
- **Environmental Sustainability** – Reducing emissions and promoting healthier transportation solutions.
- **Safety** – Advancing initiatives that protect pedestrians, cyclists, drivers, and transit users.

KEEP MIDDLESEX MOVING, INC.

PROGRAM REPORT FY 2027

1. ACCESSIBILITY

KMM supports expanded access to reliable and affordable transportation by offering a range of commuter support services. These include personalized trip planning, transportation information, and rideshare matching to help travelers identify and utilize the most efficient and sustainable options available.

To ensure that commuters have the confidence to choose alternatives to driving alone, KMM administers an Emergency Ride Home program where eligible participants receive up to \$50 per trip reimbursement for unexpected circumstances that require a last-minute ride, three times per year.

KMM also plays an active role in the ongoing development and maintenance of the NJTPA regional rideshare platform and supports a “transit-first” policy. In addition, KMM promotes walking and biking as viable and healthy transportation choices. Through countywide events such as Bike to Work Month in May and Car Free Week in September, KMM engages the community in reducing vehicle trips, and fosters a culture of active transportation.

In 2025, KMM partnered with the City of New Brunswick to host a Community Ride-Along and worked with the Strider Education Foundation and the Educational Services Commission of New Jersey to launch the nation’s first All Abilities Learn-to-Ride Program for children with neurological disabilities, delivered through the Safe Routes to School Program. KMM also collaborated with Healthier Middlesex to provide bicycle and pedestrian safety education to children and families, and hosted commuter service information fairs along with other county and regional outreach 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 clear, user-friendly information on alternatives to single-occupancy vehicle travel, including walking, bicycling, public transit, carpooling, vanpooling, and remote work. Information will be available by phone, email, online, through printed materials, and in person at information desks, events, and community outreach tables.*
- ii. Provide trip planning assistance.*
 - Product/Outcome 1: KMM will provide individualized trip planning assistance as requested by the public.*

iii. Promote and market public transit services, commuter benefit incentive programs, and transit ticket bulk sales programs.

- *Product/Outcome 1: KMM will publish program information on the KMM website, newsletters, and social media regarding commuter benefit incentives such as TransitCheck and the KMM Emergency Ride Home Program to registered participants of the njrideshare.com program. Information on these incentives will also be available to the public during transit fairs and as requested.*
- *Product/Outcome 2: 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.*

iv. Create or update mobility guides.

Product/Outcome 1: Update the older adult mobility guide located at kmm.org as needed.

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

- *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 the NJ Safe Routes to School program funded by the NJDOT, or any other federal, state, or privately funded bicycle and pedestrian program. However, 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: Deliver programming and outreach assistance to communities and schools as requested, to encourage bicycling and walking in their communities. Activities may include, but are not limited to older adult pedestrian safety, bicycle education for special needs students and adults, 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, and others.*
- *Product/Outcome 2: Support the NJ Trails Action Network and the NJ 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.

- *Product/Outcome 1: In conjunction with Middlesex County, regional and local partners, create and maintain sidewalk and bike path data, and walking paths to schools, transit, and other major destinations. KMM will conduct bicycle/pedestrian needs assessments; provide mapping services to municipalities to find gaps in sidewalk/bike lane data.*

- *Product/Outcome 2: Continue working with municipalities interested in creating an interactive map showcasing community bicycle and walking paths.*

C. TRANSPORTATION DEMAND MANAGEMENT

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: Manage and promote rideshare matching services to commuters and the public under the guidance of the NJTPA, including the njrideshare.com website, as requested.*
- iii. Promote non-SOV travel at transportation facilities and significant destinations.
 - *Product/Outcome 1: Through social media, tabling events, and traditional marketing, KMM will promote non-SOV travel at transportation facilities and significant destinations.*
- iv. 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.
 - *Product/Outcome 1: 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.*
 - *Product/Outcome 2: Identify municipalities and Business Improvement Districts (BID) to introduce a pilot bicycle and micromobility benefits program to reward those who opt to commute by non-SOV modes.*

D. TECHNICAL ASSISTANCE

Activities/Tasks:

- i. Provide technical assistance to employers, developers, and other organizations to encourage, provide, and implement TDM and CMP strategies that help existing and relocating employees access work via non-SOV options, including transit, shuttles, walking, biking, and telework.
 - *Product/Outcome 1: Respond to requests for technical assistance to employers, developers, and other organizations to provide, and implement TDM strategies that help existing and relocating employees access work via non-SOV options, including transit, vanpools, shuttles, walking, biking, and teleworking.*
- ii. Assist communities in providing walking/biking facilities that connect affordable homes to services, education, retail, and employment.
 - *Product/Outcome 1: Assist communities to implement walking and biking facilities that connect affordable homes to important services, education, retail, and employment.*
- iii. Educate and assist communities with integrating transportation considerations into affordable housing planning, including locating housing near walkable, mixed-use centers on existing transit routes.
 - *Product/Outcome 1: With support from the Middlesex County Department of Economic Development, Middlesex County Department of Transportation, regional, and local*

partners, KMM will educate and assist communities with integrating transportation considerations into affordable housing planning, including locating housing near walkable, mixed-use centers on existing transit routes.

iv. Promote TOD and affordable housing near transit.

- *Product/Outcome 1: Promote TOD and affordable housing near transit and collaborate with NJ TRANSIT, Middlesex County, and other partners.*

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: Research new and innovative methods/technology to meet the needs of Middlesex County residents and commuters to assist with transportation needs and implement if possible. Summary memo of findings to be shared with the NJTPA at the end of Q4.*

F. SHUTTLE SERVICES

Activities/Tasks:

i. Promote, plan, manage, or operate shuttle services for employees or the public, providing an alternative to SOV travel, increasing mobility, or providing first-last-mile transportation options to connect to housing and employment centers.

- *Product/Outcome 1: With the support of the Middlesex County Department of Economic Development, and Middlesex County Department of Transportation, KMM will promote and assist with the planning and development of shuttle services, including on-demand micro transit such as Middlesex County RIDE, for employees and the public to provide an alternative to SOV travel, increase mobility, provide first/last-mile transportation options to connect to housing and employment centers, as requested.*

ii. Identify priority CMP locations within the [NJTPA](#), [DVRPC](#), and [SJTPA](#) regions where there is high potential for new shuttle services or other work that helps expand or enhance transportation options.

- *Product/Outcome 1: Identify priority CMP locations where there is high potential for new shuttle services to expand and enhance transportation options in Middlesex County.*

2. COORDINATED PUBLIC TRANSPORTATION FOR VULNERABLE POPULATIONS

Access to reliable transportation is one of the most significant barriers faced by vulnerable populations, including older adults, individuals with disabilities, low-income residents, and others who depend on public or specialized services. Without consistent and affordable mobility options, these groups often face challenges in reaching jobs, healthcare, education, and essential community services. Recognizing these challenges, KMM works to close transportation gaps by fostering

collaboration among service providers, coordinating resources, and ensuring that accurate, user-friendly information is readily available.

In 2025, KMM supported the Alliance Center for Independence in Edison by identifying key stakeholders to address transportation barriers that prevent clients from accessing essential resources for independent living. KMM also collaborated with ESW Occupational Services to identify transportation options for clients seeking employment. Additionally, KMM assisted the Middlesex County RIDE program in exploring funding opportunities to expand services, including mobile food pantries and potential service beyond New Brunswick, and will continue partnering with the county to enhance outreach, education, and promotion of RIDE to residents and visitors. KMM also worked with Healthier Middlesex to update the Community Health Needs Assessment, highlighting transportation needs to ensure individuals can access healthcare providers and food pantries. KMM also began working with the Rutgers University Basic Needs Center to identify students in need of transportation assistance for school, work, and important services. Through these partnerships, KMM is strengthening coordinated transportation networks to improve access and mobility for Middlesex County's most vulnerable populations and will continue expanding these efforts into the next grant cycle.

REQUIRED STRATEGIES

A. MOBILITY GUIDE AND OUTREACH

Activities/Tasks:

- i.** Create or update mobility guide(s) specific to CPTHSTP populations. The guides may be printed and/or available in electronic media.
 - *Product/Outcome 1: Partner with area hospitals and public and private transportation providers to increase transportation opportunities for these populations*
- ii.** Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - *Product/Outcome 1: 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.*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i.** Support and assist healthcare providers in meeting patient transportation needs. This activity may involve hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for CPTHSTP populations.
 - *Product/Outcome 1: Continue involvement as a member of the Healthier Middlesex Consortium and support Middlesex County-based healthcare organizations providing better transportation service coordination as part of the updated Community Health Needs Assessment.*
- 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: Continue working with area hospitals to update and provide relevant information regarding transportation services and information available to patients seeking services in the region.*

iii. Facilitate coordination between healthcare providers and transportation providers, including public transit, publicly funded paratransit, private shuttle, taxi, and Transportation Network Companies (TNCs), to improve patient transportation services.

- *Product/Outcome 1: Work with area healthcare providers, and Middlesex County Department of Transportation to identify areas of coordination and opportunities to streamline service delivery.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

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

- *Product/Outcome 1: Support the Middlesex County Transportation Department RIDE program expansion through outreach and promotion of services on social media, print, and in person outreach as needed.*
- *Product/Outcome 2: Assist Middlesex County Office of Planning with public outreach and educational awareness campaigns that include, but are not limited to, access to health and social services by transit.*

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 CPTHSTP.

- *Product/Outcome 1: Healthier Middlesex will publish new reports indicating that transportation is a significant need for health services. KMM has agreed to lead the effort and provide public engagement support for the regional CPTHSTP.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

iii. Provide travel training and concierge assistance.

- *Product/Outcome 1: In conjunction with Rutgers University NJ TIP, KMM will continue facilitating travel training for older adults, people with disabilities, students transitioning to the workforce, and other vulnerable populations.*

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 work with Middlesex County Office of Aging & Disabled Services to update the 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: Facilitate meetings between representatives of Middlesex County based healthcare facilities and transportation providers to improve service delivery.*

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: Work with community partners to identify and support non-shuttle community transportation services for older adults, people with disabilities, and other transportation-disadvantaged populations. Assist community partners in establishing services as needed.*

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.

- *Product/Outcome 1: Identify and support communities and local organizations to establish transportation services, route planning, schedule development, and promotion through social media, newsletter, and in person events.*

G. DATA SUPPORT

Activities/Tasks:

iv. Evaluate routes and services based on customer needs.

- *Product/Outcome 1: Work with Middlesex County Department of Transportation, local, regional, and state agencies to evaluate routes and services to ensure they meet customer needs.*

3. ECONOMIC DEVELOPMENT

KMM strengthens relationships with Middlesex County employers through partnerships 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 consortium. These collaborations enable KMM to design and implement transportation demand management, safety, and environmental programs that support workforce

access and enhance business operations across the county.

Through these partnerships, KMM promotes alternatives to single-occupancy vehicle travel by presenting viable commuting options to businesses and organizations. KMM will continue to strengthen existing partnerships and pursue new opportunities to expand outreach, support economic growth, and enhance access to jobs, services, and regional destinations.

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: Continue engaging with the Middlesex County Offices of Economic Development and Business Engagement to identify existing and relocating employers within the region, who may request assistance 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.
 - o *Product/Outcome 1: Conduct outreach to area businesses for TDM and travel alternatives by promoting transportation fairs, lunch and learning opportunities, and similar events at organizational sites such as the Middlesex County Transportation Summit, Middlesex County Business Summit, Middlesex County Department of Economic Development Workforce events, and Middlesex County Regional Chamber of Commerce opportunities.*

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: Act as a liaison between the business community as requested by and 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: Maintain records of outreach-related activities, including contact made and the type and number of services resulting from TMA interactions.*
- 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.
 - o *Product/Outcome 1: Solicit feedback from employers and Middlesex County organizations regarding the effectiveness and availability of transit services for employees. Provide feedback to NJ TRANSIT as needed.*

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: Support the New Jersey Smart Workplaces for Commuters program through outreach and recognition at KMM's Annual Meeting.*

ii. Support the League of American Bicyclists Bicycle-Friendly Business Program

- *Product/Outcome 1: Support the League of American Bicyclists Bicycle Friendly Business program through social media, outreach, and advertising to area businesses that may benefit from providing incentives for active transportation.*

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

i. Conduct research, planning, or outreach on demographic, land use, housing, or transportation issues taking place within communities, or serve as a stakeholder in such efforts.

- *Product/Outcome 1: Support Middlesex County and serve as a stakeholder for engagement and outreach efforts related to transportation, housing, and land use within local communities as needed.*

iii. Support the development of non-SOV travel options for visitors to major non-employment destinations.

- *Product/Outcome 1: Engage with the Middlesex County Regional Chamber of Commerce and the Central Jersey Convention and Visitors Bureau to develop and promote non-SOV travel options to key travel destinations in Middlesex County.*

v. 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: 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 to tourist destinations.*

4. ENVIRONMENTAL

As a Transportation Management Association, KMM is committed to reducing vehicle emission impacts by promoting cleaner travel options, supporting municipalities and employers in planning for new technologies, and providing education that empowers residents to make transportation choices that go beyond single-occupancy vehicle trips. Traffic congestion and reliance on single-occupancy vehicles contribute to harmful emissions that negatively affect children, older adults, and those with

respiratory and other health conditions. Addressing these challenges requires not only reducing vehicle trips but also advancing cleaner technologies, providing community education, and helping municipalities and employers prepare for a changing transportation landscape.

In 2025, KMM participated in an Air Quality Monitoring and education pilot program, where PurpleAir monitors were installed near schools and community centers. KMM also hosted an e-micromobility conference focusing on safety and first/last mile impacts on communities. KMM will continue supporting electric vehicle readiness and charging infrastructure, micromobility education and planning, along with climate resiliency initiatives, air quality monitoring and education to enable communities to adapt to emerging transportation and environmental challenges.

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: Provide air quality education and alerts, via social media, newsletter, and other outreach activities.*
 - *Product/Outcome 2: As requested, KMM will assist municipalities in conducting anti-idling campaigns, provide template ordinances, and support other public outreach and education programs.*
- 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 community air quality monitoring using Purple Air monitor in response to requests from local governments, schools, or other interested stakeholders: draft and final reports to be shared with the NJTPA for review.*
 - *Product/Outcome 2: Engage with students, older adults, and local environmental organizations on the use of PurpleAir monitoring to support environmental education programming.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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: Provide municipalities and businesses with ordinance language and policy recommendations to support EV fleet adoption, and charging station siting locations identified using NJDEP, NJTPA, and other agency criteria.*

C. MICROMOBILITY

Activities/Tasks:

- i. Encourage, educate, and support the use/implementation of E-bikes, e-scooters, and e-cargo delivery modes.
 - *Product/Outcome 1: 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: Assist communities with the creation of micromobility action plans as requested.*
- ii. Assist municipalities and counties in technical assistance relating to micromobility e.g., ordinance adoption, design recommendations, bike share/scooter share parking, micromobility action plans, etc.
 - *Product/Outcome 1: Assist municipalities seeking to revise their ordinances to include micromobility and bikeshare programs as requested.*
- iii. Prioritize locations for implementation of micromobility First-Mile and Last-Mile Access to Transit Strategies. Consider locations within the NJTPA, DVRPC, and SJTPO regions outlined in their respective CMPs.
 - *Product/Outcome 1: Identify and prioritize locations for micromobility first/last mile access to transit. and supply to relevant stakeholders.*
- iv. Research Best Practices for implementing micromobility modes (scooters, e-bikes) in urban, suburban, and rural communities.
 - *Product/Outcome 1: Promote the Rutgers University Voorhees Transportation Center "New Jersey Micromobility Guide" via social media, newsletter, and outreach initiatives to communities in Middlesex County.*

OPTIONAL STRATEGIES

D. EV 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. This may include disseminating information about charger installation incentives and infrastructure, as well as presentations to municipal, business, and community stakeholders.
 - *Product/Outcome 1: Promote alternative-fueled vehicle adoption through social media, podcasts, in-person events, and electronic communication.*
 - *Product/Outcome 2: Update and revise the www.kmm.org website as needed, to include information on public charging stations.*

E. RESILIENCE

Activities/Tasks:

- i.** Analyze and identify areas to improve transportation resilience, focusing on alternative transportation. Including efforts to reduce vehicle miles traveled (VMT).
 - *Product/Outcome 1: Educate the public on new methods of transportation opportunities that will reduce single occupancy vehicles while mitigating environmental needs.*
- ii.** Promote and assist communities to include green stormwater infrastructure along roadways, such as rain gardens and street trees (complete and green streets).
 - *Product/Outcome 1: 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.*
- iii.** Support and participate in NJDEP's Resilient NJ initiative, action planning, and implementation efforts.
 - *Product/Outcome 1: Support and participate in NJDEP's Resilient NJ Initiative through social media and newsletter promotion and information exchange.*
- v.** Provide educational materials and promote measures to reduce flooding and extreme heat impacts as well as resilience strategies at the municipal level, including developing guidance for establishing places that serve as critical community resources before, during, and after extreme weather events (i.e., Resilience Hubs).
 - *Product/Outcome 1: Engage in information and outreach activities to promote measures to reduce flooding and extreme heat impacts to Middlesex County municipalities. KMM will provide support on establishing resilience hubs that serve as community resources prior, during, and after extreme weather events.*

F. SUSTAINABLE JERSEY

Activities/Tasks:

- i.** Support municipal participation in Sustainable Jersey.
 - *Product/Outcome 1: Disseminate information on Sustainable Jersey through social media, newsletter, outreach activities, and at kmm.org. KMM will encourage Middlesex County Schools and municipalities to apply for Sustainable Jersey grants and recognition programs.*

5. SAFETY

Creating safer streets for all users is at the heart of KMM's mission and central to the role of Transportation Management Associations. Traffic crashes remain one of the leading causes of injury and death in New Jersey, impacting pedestrians, bicyclists, drivers, and transit riders. Safety challenges are especially acute in communities with high traffic volumes, limited pedestrian infrastructure, and areas experiencing rapid growth. Addressing these issues requires a comprehensive approach that combines planning, education, engineering, enforcement, and community engagement.

KMM provides numerous safety education and outreach initiatives in Middlesex County. In 2024 and

2025, KMM served as a stakeholder for five Middlesex County Road Safety Audits, organized World Day of Remembrance for Road Traffic Victims, hosted a viewing of The Street Project and created a Vision Zero educational campaign. In addition, KMM's Safe Routes to School Program hosted twelve community bike rodeos, Walk and Bike to School Day events, and safety assemblies. KMM's safety strategies will build on proven approaches such as advancing Complete Streets policies and projects, conducting safety audits and studies, and supporting regional and local initiatives like Vision Zero and Local Safety Action Plans. KMM will also strengthen our role as educator and technical resource by providing safety outreach and education to all road users, assisting municipalities in safely integrating micromobility options, and using data collection and analysis tools to identify high-crash areas and guide targeted interventions. Through these efforts, KMM will help communities create safer environments for walking, biking, driving, and transit, ultimately moving toward the shared goal of eliminating serious injuries and fatalities on Middlesex County roadways.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- i.** Support the implementation of Complete Streets.
 - *Product/Outcome 1: Support the implementation of Complete Streets through outreach, stakeholder engagement, and educational programs such as workshops...*
- ii.** Educate municipal stakeholders about Complete Streets.
 - *Product/Outcome 1: Engage with municipalities and provide in-person and online educational outreach to educate stakeholders on the importance of implementing 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: Serve as a resource for municipalities wishing to adopt a Complete and Green 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: 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: Promote the NJTPA Complete Streets Demonstration Library to municipalities to encourage municipalities to engage in demonstration programs.*
- 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 encourage support for the NJTPA's Safe Streets and Roads for All

Advancement program or other project implementation.

- *Product/Outcome 1: KMM provides support for construction and technical assistance grants to improve bicycle and pedestrian safety through the Safe Routes to School Program.*

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: Participate in Middlesex County with road safety audits on county roads.*
 - *Product/Outcome 2: Support organizations and community groups wishing to conduct road safety audits, speed studies, and community workshops.*

C. SUPPORT REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

Activities/Tasks:

- i. Carry out recommended strategies addressing at least one of the statewide Strategic Highway Safety Plan (SHSP) emphasis areas. This plan is being updated and will be available in the winter of 2026. See <https://www.saferoadsforallnj.com/> for the current SHSP and for the new plan.
 - *Product/Outcome 1: Support the SHSP plan through community engagement and education activities, including but not limited to educating the public on new/updated traffic laws, (e.g. 4 Foot Passing Law), safety recalls, pedestrian and bicycle safety, and promote state and federal grant programs aimed at improving bicycle and pedestrian safety.*
- 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: Continue supporting Middlesex County Vision Zero and Toward Zero Deaths through social media, newsletter campaigns, radio advertising, and podcast programming.*
- iii. Serve as stakeholders and resources to Local Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.
 - *Product/Outcome 1: Serve as a stakeholder to Middlesex County's Vision Zero Plan planning efforts as requested.*
- iv. Provide outreach or technical assistance to implement recommendations and findings from Local Safety Action Plans (LSAPs) completed by cities, counties, and MPOs within the TMA service area. This may include participation in Local Implementation Committees to help oversee LSAP implementation, focusing on priority corridors, intersections, systemic analysis results, and crash emphasis areas outlined in the plans, to install demonstration projects or target educational outreach.
 - *Product/Outcome 1: Coordinate with Middlesex County to assist with providing outreach or technical assistance outlined in their Vision Zero plan.*

v. 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.*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

i. Conducting pedestrian safety education and outreach, including Street Smart. 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. This strategy may include coordinating with HSIP or other safety projects to conduct education and outreach that complement forthcoming engineering improvements or using radar speed feedback signs and/or demonstration projects in coordination with a municipal or county partner.

- *Product/Outcome 1: 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.*
- *Product/Outcome 2: Partner with Middlesex County Sheriff's Department and local police departments to conduct car seat safety checks and seat checks for older adults during bicycle rodeos and other community outreach events.*

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: Promote and conduct outreach to senior centers, local high schools, and area organizations to provide safety education via in-person events, digital, and print materials.*
- *Product/Outcome 2: Partner with Girls in Gear, Mobile Family Success Center, 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. Participate in partnerships with transportation safety organizations.

- *Product/Outcome 1: Participate in partnerships with transportation safety organizations that include NJDHTS, AAA, Families for Safe Streets, NJ Bike Walk Coalition, 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 Numeric and Safety Voyager and radar feedback signs for outreach and data collection.
 - *Product/Outcome 1: Use Numeric, 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 will support and conduct planning work in high-crash areas within disadvantaged communities to improve safety.*

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: Partner with Safe Kids Middlesex County/RWJ Injury Prevention, the New Brunswick Bike Exchange, and local stakeholders to engage residents and children in in-person safety 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.*
- ii.** Participate in partnerships with micromobility providers related to safety education.
 - *Product/Outcome 1: Engage with micromobility providers to develop safety education programs for local communities.*

OPTIONAL GOAL AREA

6. 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 has and will engage with transportation agencies and road owners to deliver as much real time information as possible to users to give them access to as much information as possible to make their own decisions.

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, 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 such as the Central Jersey Transportation Forum) 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: 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 in response to travel disruptions due to construction, maintenance, emergencies, and special events.
 - *Product/Outcome 1: 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.*

B. TRAVEL ALERTS

Activities/Tasks:

- i.** Notifying travelers of unexpected construction, maintenance, special event, or emergency-related conditions.
 - *Product/Outcome 1: Work with agencies and local government to notify travelers of unexpected construction, maintenance, special events, or emergency related conditions.*
- ii.** Provide information about travel options available to mitigate traffic related to construction, maintenance, and special events.
 - *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.*

7. PROGRAM MANAGEMENT

Keep Middlesex Moving, Inc. will provide administrative support for the FY 2027 UPWP TMA Program in accordance with the NJTPA planning process. Keep Middlesex Moving, Inc. 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 online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

8. WORK FUNDED BY OTHER SOURCES

A. 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, 2026-December 31, 2027.

Activities/Tasks:

- i.** Deliver NJ TRANSIT programming.
 - *Provide Transit Services in Middlesex County through Advocacy, Outreach, Feedback, and Information.*

B. 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, 2026, to August 31, 2027.

Activities/Tasks:

- i.** Deliver Safe Routes Programming
 - *Partner with NJDOT, the NJ SRTS Resource Center, and Middlesex County municipalities and schools to deliver Safe Routes to School programming to school children.*

C. NJ DIVISION OF HIGHWAY TRAFFIC SAFETY

With funding from NJDHTS, KMM will deliver traffic safety education programs to Middlesex County. The term of the contract is October 1, 2026 to September 30, 2027.

Activities/Tasks:

- i. Deliver HTS programming**
 - *Provide traffic safety education to Middlesex County residents, schools, businesses and visitors.*

BUDGET AND STAFFING PLAN

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

KEEP MIDDLESEX MOVING, INC. FY 2027 WORK PROGRAM BUDGET PLAN

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1.	SALARIES		\$ 266,112.65	
2.	FRINGE BENEFITS	81% FT	\$ 215,551.25	
			SUBTOTAL \$ 481,663.90	100%
PART II	DIRECT NON-LABOR COSTS			
1.	SUPPLIES		\$ -	
2.	TRAVEL		\$ 3,725.00	
3.	PRINTING & REPRODUCTION		\$ 800.00	
4.	POSTAGE		\$ 250.00	
5.	CONFERENCE/TRAINING		\$ 4,000.00	
6.	EQUIPMENT		\$ -	
7.	OTHER (SPECIFIED IN ATTACHMENT)		\$ 12,332.11	
			SUBTOTAL \$ 21,107.11	100%
PART III:	INDIRECT COSTS			
	INDIRECT COST ALLOCATION	79%	\$ 210,228.99	
			SUBTOTAL \$ 210,228.99	100%
			TOTAL PROGRAM BUDGET \$ 713,000.00	100%

This estimated budget is based upon projected costs to perform the FY 2027 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

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

KEEP MIDDLESEX MOVING, INC.
 FY 2027 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 Emergency Rides Home Program	\$ 500.00
Advertising	Vision Zero, Safe Passing Law, other Safety Messaging. Print, Radio, Social Media, Kiosk, Newsletter, etc.	\$ 9,357.11
Podcast Editor	Payment to individual who edits podcasts for broadcasting	\$ 1,800.00
Association for Commuter Transportation (ACT) Membership	Association for Commuter Transportation (ACT) annual membership	\$ 675.00
	Total "OTHER" Direct Expenses	\$ 12,332.11

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

KEEP MIDDLESEX MOVING, INC.

FY 2027 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	1,580	\$ 108,778.83	\$ 7,825.00	\$ 47,478.05	\$ -	\$ 164,081.88
Core Goal Area Activities - Coordinated Public Transit for Vulnerable Populations	950	\$ 72,199.09	\$ 2,050.00	\$ 31,512.31	\$ -	\$ 105,761.40
Core Goal Area Activities - Economic Development	1,150	\$ 84,984.03	\$ 2,700.00	\$ 37,092.48	\$ -	\$ 124,776.50
Core Goal Area Activities - Environmental	850	\$ 62,504.73	\$ 3,050.00	\$ 27,281.07	\$ -	\$ 92,835.80
Core Goal Area Activities - Safety	1,200	\$ 95,666.28	\$ 5,482.11	\$ 41,754.90	\$ -	\$ 142,903.29
Core - Program Management	450	\$ 40,998.22	\$ -	\$ 17,894.25	\$ -	\$ 58,892.47
Optional Goal Area Activities - Reliability	170	\$ 16,532.72	\$ -	\$ 7,215.94	\$ -	\$ 23,748.66
TOTAL	6,350	\$ 481,663.90	\$ 21,107.11	\$ 210,228.99	\$ -	\$ 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
Lynne Cuevas, Program Coordinator	32%	575
Christopher Gonda, Program Manager	68%	1,230
Isabella Gonzalez, Program Coordinator	2%	45
Arlene Holt, Operations Director	66%	1,210
Brian Tobin, Executive Director	66%	1,210
Connor Wallace, Program Coordinator	68%	1,230
Program Coordinator, TBD	47%	850
TOTAL*	50%	6,350

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

RIDewise INC.

TMA FY 2027 WORK PROGRAM

NJTPA FY 2027 UPWP
Transportation Management Association Program

TMA Work Program Overview

Organizational Summary
Geographic and Demographic Information
Goals and Objectives

Goal Area Strategies

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

Work Funded by Other Sources

Budget and Staffing Plan

RideWise Inc. TMA Work Program Overview

ORGANIZATIONAL SUMMARY

RideWise 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 operated under the umbrella of the Somerset Alliance for the Future DBA RideWise of Raritan Valley until it was made an independent entity in 2017 and renamed RideWise Inc.

The agency's service area comprises all municipalities in Somerset County, except for Montgomery Township, which is served by Greater Mercer TMA. RideWise Inc. is recognized as a 501c3 nonprofit corporation by the Internal Revenue Service. The organization is governed by an independent Board of Directors comprised of representatives from the public and private sectors.

The agency's mission is 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, local and County government, 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
Keep Somerset Moving Transportation Plan 2045
American Community Survey 5-year estimates (2020)
American Community Survey 1-year estimates (2023)
Somerset County 2024 Community Health Improvement Plan (CHIP)
Why Somerset (www.whysomersetnj.org)

POPULATION

ACS 5-Year Estimate 2018-2022 show the County's population was 322,560 which is approximately 3.5 percent of New Jersey's total population. 175,861 residents were employed in 2020, which is 4.2 percent of New Jersey's total population.

Somerset County's 2024 Community Needs Assessment indicates the County is racially and ethnically diverse, with around 1 in 3 (33.7 percent) residents speaking a language other than English at home. Residents identifying as White made up 52.6 percent of the county's residents, followed by Asian (19.0 percent), Latino (15.5 percent), and Black (9.2 percent).

Somerset County is the hub of Central New Jersey, located 30 miles southwest of Manhattan and 40 miles northeast of Philadelphia. The county's outstanding business and industry make Somerset County one of the best places to live, work, and play. Niche 2024 data rates Somerset County as "number 1 in best Counties to live in New Jersey" and the "number 1 County in New Jersey to raise a family." The County's 21 municipalities encompass 305 square miles and are a mix of urban and suburban neighborhoods, rural countrysides and historic sites. According to FBI crime data, Somerset County has lower overall crime rates than the national average. (www.whysomersetnj.org)

Somerset County has some of the best schools in the nation. Somerset County Public School Districts rank among Top 1 percent in U.S. and the graduation rate is 94 percent – 3 percent higher than NJ's average. Five of the County's school districts rank in the Top 50 Best School Districts. Somerset County is minutes from Princeton University and Rutgers, giving residents access to courses, training, sporting, and cultural events. Raritan Valley Community College, a two-year college, is considered the number one community college for career training throughout New Jersey. (www.whysomersetnj.org). Among residents over 25 years of age in the county, between 28.6 percent (Manville) and 78.8 percent (Montgomery) of residents had a bachelor's degree or higher, compared to 57.3 percent in Somerset County overall. (*Somerset County 2024 Community Health Improvement Plan - U.S. Census Bureau. American Community Survey, ACS 5-Year Estimates Subject Tables, 2018-2022*)

Somerset County is a consistently high-ranked healthiest county in New Jersey and the nation, achieving the 47th healthiest community ranking in the U.S. and 4th in New Jersey according to U.S. News & World Report's 2024 Healthiest Communities ranking. This ranking is based on over 90 metrics across 10 categories, including community vitality, economy, education, environment, equity, food and nutrition, population health, housing, infrastructure, and public safety.

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. (*Keep Somerset Moving Transportation Plan 2045*)

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. (*Keep Somerset Moving Transportation Plan 2045*)

Education, Income & Housing

The vast majority of Somerset County residents (approximately 94 percent), have a high school degree or higher, and 58 percent have a bachelor's degree or higher. Both are higher than the State averages of 90 percent and 41 percent, respectively. Median household income in Somerset County varies by municipality, ranging from \$78,776 in Bound Brook to \$224,185 in Montgomery. (*Somerset County 2024*)

Community Health Improvement Plan - U.S. Census Bureau. American Community Survey, ACS 5-Year Estimates Subject Tables, 2018-2022)

The percentage of individuals living below the poverty level also ranges, with the highest percentage in North Plainfield (12.2percent), Manville (10.6percent) and Bound Brook (9.4percent). 29.0percent of the Somerset County's households were Asset Limited, Income Constrained, Employed (ALICE), meaning that although employed, they could not afford basic needs such as childcare, transportation, housing, and food. (*Somerset County 2024 Community Health Improvement Plan - Department of Labor Statistics 2023*).

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. 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. (*Keep Somerset Moving Transportation Plan 2045*)

Employment

Unemployment rates in Somerset County are lower than those of New Jersey as a whole (3.8 percent and 4.4 percent, respectively, in 2023). However, unemployment rates vary by race/ethnicity with residents who identify as Black and Latino having higher unemployment rates and Asian residents having lower unemployment rates. (*Somerset County 2024 Community Health Improvement Plan*). Somerset County has identified four major business sectors accounting for the most jobs: life sciences, advanced manufacturing, cosmetics/personal care and film/TV. According to Forbes, 22 of America's best largest employers are located in Somerset County (www.whysomersetnj.org). 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. (*Keep Somerset Moving Transportation Plan 2045*)

Commuting

Quantitative data show that most Somerset County residents commuted to work alone by car, truck, or van, and few used public transportation. However, there are differences across towns. Data from the 2018-2022 American Community Survey showed that Raritan (77.5percent) and Branchburg (75.3 percent) had the highest proportion of commuters who relied on private transportation while Bound Brook (13.2 percent) had the highest proportion of commuters who carpooled. In addition, in Montgomery (26.7 percent), Warren (24.8 percent), and Watchung (24.7 percent) around one-quarter of residents worked from home. (*Somerset County 2024 Community Health Improvement Plan*)

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. 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). (*Keep Somerset Moving Transportation Plan 2045*)

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. 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. (*Keep Somerset Moving Transportation Plan 2045*)

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

The purpose of the TMA work program is to support and advance broad federal and regional transportation goals. RideWise's mission to connect people and businesses to safe and sustainable travel options is consistent with the goals and objectives of Connecting Communities, the North Jersey Transportation Planning Authority Long Range Transportation Plan, NJTPA Transportation Improvement Plan, NJTPA Unified Planning Work Program, NJTPA Title VI Implementation Plan, NJTPA Go Farther Human Services Transportation Plan, the NJTPA Transportation Demand Management and Mobility Plan, the Regional Active Transportation Plan, and the Congestion Management Process. RideWise plays 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.

RideWise also supports NJDOT's efforts in 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 with NJDOT, TMAs, MPOs, other state and local governments, public and private transportation service providers, businesses, and community organizations.

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 FY27 will support the following regional program priorities:

ACCESSIBILITY, MOBILITY, AND COMMUNITY – Increase non-SOV mode share, increase transit ridership, increase the percent of rail stations that are ADA accessible, reduce the amount of HH income spent on transportation, and increase the share of commute trips that are less than 45 min, increase the percent of households and jobs within ½ mile of transit.

ROADWAY SAFETY – Reduce fatal and serious injury (FSI) crashes, as well as pedestrian and bicycle FSI crashes. Reduce risks and barriers to walking and biking so people feel safe using active transportation.

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.

ACCESS FOR ALL – Identify various performance measures for low-income and other vulnerable populations, increase the number of participants in the transportation planning process, and reduce the number of Title VI complaints. Provide all travelers access to mobility so that every person in the NJTPA region can get to where they need to go.

All FY27 work efforts will include the following mandatory activities as appropriate:

PUBLIC OUTREACH AND EDUCATION: Program activities will be made known to the public through outreach and/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 submit its promotion plan at the end of the third quarter of FY2026. The NJTPA Public Engagement Plan, Virtual Public Engagement

Best Practices, and Public Engagement Toolkit will be utilized as needed for public outreach.

INTERAGENCY COORDINATION: RideWise will coordinate with related agencies such as NJDOT, NJ TRANSIT, NJ Division of Highway Traffic Safety (NJDHTS), and county and municipal governments, as well as with the NJTPA subregions. RideWise will participate in all applicable NJDOT-sponsored, NJDOT-approved, and/or MPO-sponsored planning studies within Somerset County. RideWise will include references to how each activity advances the goals and strategies referenced in Regional and State Plans.

TITLE VI: As a recipient of federal funds, RideWise will comply with Title VI and additional nondiscrimination statutes and regulations. RideWise will identify and assess the transportation needs of populations identified in the Title VI plan and act to improve public involvement processes to eliminate participation barriers in these communities. RideWise will utilize the NJTPA Title VI Plan and the demographic analysis tool for the NJTPA region.

PRODUCT REVIEW AND PERFORMANCE MEASURES: RideWise will record and report on all activity, including providing performance measures using both qualitative and quantitative approaches. 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 for approval for of non-technical products, such as promotional materials or press releases.

PROGRAM MANAGEMENT AND REPORTING: All work and expenditures completed by RideWise will adhere to applicable federal and state regulations and circulars. RideWise will refer to the NJTPA Work Program Management Program document for guidance. Program management tasks will not exceed 10 percent of the total budget for Core program activities.

RIDEWISE

PROGRAM REPORT FY 2027

1. ACCESSIBILITY

Accessibility strategies will increase access to alternate travel modes other than single-occupant vehicles, mitigate barriers that limit people's mobility, and support the federal goals, particularly for traditionally transportation-insecure communities. RideWise will accomplish this by providing services, information, or other 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 are connected 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." Somerset County's recently approved *Circulation Element* emphasizes "enhanced connectivity for walking, biking, and transit" and "improving information and the overall traveler experience for all users."

Transportation is consistently identified as one of the top unmet needs in Somerset County, especially among older adults, in underserved communities, and among the ALICE population.

The needs of vulnerable populations and under-served communities (low-income, minorities, persons with disabilities, older adults, and individuals with limited English proficiency) will be a priority in program delivery and outreach efforts. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives. All activities will be delivered in compliance with Title VI and additional nondiscrimination statutes and regulations, with emphasis given to programs that benefit underserved communities. 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.

- *Product/Outcome 1: Requests for assistance (phone, email, walk-ins)*
- *Product/Outcome 2: Tabling events (# of people assisted, event details)*
- *Product/Outcome 3: Website activity (# of visitors, pages viewed, # downloads)*

iv. Create or update mobility guides.

- *Product/Outcome 1: Complete "How to Ride" guide for transit users; draft and final to be shared with NJTPA for review.*

- *Product/Outcome 2: number of guides distributed; list of individuals receiving guides*
- **v. 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 communications (website, social media channels, videos/podcasts, newsletters).*

B. BICYCLE AND PEDESTRIAN ENCOURAGEMENT

This activity is separate from the NJ Safe Routes to School program funded by the NJDOT, or any other federal, state, or privately-funded bicycle and pedestrian program. However, 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: Bicycle and pedestrian safety educational events (non-SRTS, non-HTS) such as community tabling events specific to bicycle/pedestrian safety, community bike repair events.*
 - *Product/Outcome 2: Provide rehabilitated bikes to adults in need of transportation through BikeConnect program. Provide information on the # of client receiving bicycles, the # of bicycle donations, the # of nonprofit partnerships in quarterly reports, and client success stories in quarterly reports.*
- **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: Create inventory of bike path/sidewalk data in RideWise's service area for internal use.*
 - *Product Outcome 2: Explore the creation of a bike share or bike library program; share research and findings with NJTPA and Somerset County.*

C. TRANSPORTATION DEMAND MANAGEMENT

Activities/Tasks:

- **i. Facilitate and or administer rideshare/ride-matching and vanpool programs.**
 - *Product/Outcome 1: New carpools/vanpools registered/formed through NJRideshare; follow up with matches to determine if carpool/vanpool was formed.*
- **ii. Manage and promote rideshare matching services under the guidance of the NJTPA, including the njrideshare.com website, if requested.**
 - *Product/Outcome 1: Enter ridematch applications; provide matches to applicants*
 - *Product/Outcome 2: Delete/purge old entries to keep applicants current*
- **iv. 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.**

- *Product/Outcome 1: Emergency ride home for carpoolers, vanpoolers and transit riders; track new commuter registrations, track rides reimbursed.*
- *Product/Outcome 2: Empty seat subsidy for vanpools; track requests for subsidies; track subsidies provided*
- *Product/Outcome 3: Manage and administer CollegeConnect transit pass subsidy program that provides free Somerset County and/or NJ TRANSIT bus passes for RVCC students (staff time only)*

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: Refine and update the RideConnect section of the RideWise website. This site is a searchable directory of transportation services in Somerset County, New Jersey. Visitors can search transportation options by town, by type or alphabetically.*

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 by implementing strategies found in the NJTPA regional CPTHSTP, Go Farther. All strategies address needs that are identified in the FY23 CHSTP Update Memo, the Somerset County Coordinated Public Transit Human Services Transportation Plan 2024 update, and the Somerset County Community Health Needs Assessment 2024. Transportation was identified as a top concern for many residents who participated in the needs assessment. Focus group participants describe Somerset County as a car-dependent community. Public transportation options were described as limited and not frequent enough. In the 2024 update of the CHIP, interviewees and focus group participants frequently discussed a lack of public transportation and noted that limited transportation and vehicle ownership were cited as barriers to accessing essential services. Private vehicle ownership is not equally distributed across county residents. In Somerset County, 2.1 percent of owner-occupied households and 12.0 percent of renter-occupied households did not have access to a personal vehicle in 2018-2022 (Table 11); these percentages are lower than those of New Jersey as a whole. However, there is variation across communities in the county. Manville (25.1 percent), Watchung (22.7 percent), and South Bound Brook (22.0 percent) had the highest proportion of renter-occupied households without access to a vehicle. (CHIP)

The needs of vulnerable populations and under-served communities will be a priority in program delivery and outreach efforts. Census and other relevant data sources will be used to examine travel modes in communities and promote alternatives. All activities will be delivered in compliance with Title VI and additional nondiscrimination statutes and regulations, with emphasis given to programs that benefit underserved communities. 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) specific to CPTHSTP populations. The guides may be printed and/or available in electronic media.
 - o *Product/Outcome 1: Create a print and digital update the Somerset County transit/transportation resource guide from 2018.*
 - o *Product/Outcome 2: Update of guide and data shared with NJTPA.*
- ii. Prepare a distribution plan describing how the TMA will use the printed and/or electronic media.
 - o *Product/Outcome: Develop distribution/promotion plan; track number of digital and print distributed; track organizations receiving guides (local government, libraries, nonprofits); distribute guides when meeting with other organizations; provide digital version for local government to link to websites).*

B. HEALTHCARE TRANSPORTATION SERVICES SUPPORT

Activities/Tasks:

- i. Support and assist healthcare providers in meeting patient transportation needs. This activity may involve hospitals, healthcare foundations, non-profit healthcare organizations, and agencies that provide, coordinate, or fund healthcare-related services for CPTHSTP populations.
 - o *Product/Outcome 1: Participate in RWJ Somerset Healthier Somerset meetings and subcommittee meetings e.g. Access to Care, Community Health Improvement Plan (CHIP) updates, etc.*
 - o *Product/Outcome 2: Participate in meetings with human services organization and document the collaboration and assistance provided.*

C. COUNTY SERVICE PLANNING

Activities/Tasks:

- i. Support and assist counties conducting human services transportation service planning.
 - o *Product/Outcome: Participation in Somerset County Transportation Advisory Board and other Somerset County Human Services meetings to provide updates on the TMAs programs/services, to provide subject matter expertise on transportation, and identify opportunities for new potential TMA programs.*
 - o *Product/Outcome: Assist Somerset County with the update of its Coordinated Human Services Plan, as requested.*
- 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 CPTHSTP.

- *Product/Outcome: Participate in one-on-one or group meetings with social service organizations; provide a summary memo of meeting and document assistance provided.*

D. HUMAN SERVICES TRIP COORDINATION

Activities/Tasks:

iii. Provide travel training and concierge assistance.

- *Product/Outcome: Provide in-class and in-the-field travel training to persons with disabilities, older adults, veterans and lower-income individuals; document assistance provided.*

3. ECONOMIC DEVELOPMENT

Economic Development strategies will focus on encouraging, providing, and implementing TDM 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, vanpools and transit options. RideWise may also provide assistance to municipalities looking to respond to the demographic, land use, housing, and economic changes taking place within their community. This may involve community-based economic development activities, including providing assistance to municipalities for the development of local policies, regulations, and planning activities that promote transit-supportive and pedestrian-oriented development and redevelopment.

This goal area is defined as providing information and support services to locations that generate high vehicle traffic. 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. RideWise will provide outreach and education aimed at promoting economic development, fostering ridesharing, assisting entities looking to expand or relocate within the service area, supporting tourism and regional event planning.

All activities will be delivered in compliance with Title VI and additional nondiscrimination statutes and regulations, with emphasis given to programs that benefit underserved communities. 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.
 - o *Product/Outcome 1: Records of employer activity and programming implemented with RideWise assistance such as zip code analysis, carpool/vanpool information sessions.*
 - o *Product/Outcome 2: Documentation of transportation-related issues impacting worksites obtained from meeting with employers or employer surveys.*
- 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: Host or attend onsite events (tabling, lunch-n-learns) to educate employees on alternate travel options and bicycle/pedestrian safety, safe driving.*

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: Records/documentation of employers contacted as 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.
 - o *Product/Outcome: Records/documentation of prospecting and networking activity e.g., networking events attended, # of prospects identified/contacted, # of follow-up meetings with prospects. Spreadsheet to be provided to the NJTPA at the end of each quarter.*

OPTIONAL STRATEGIES

D. ECONOMIC DEVELOPMENT PLANNING

Activities/Tasks:

- i. Conduct research, planning, or outreach on workforce transportation issues or serve as a stakeholder in such efforts.
 - o *Product/Outcome 1: Partner and coordinate with Greater Raritan Workforce Development Board 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.*

4. ENVIRONMENTAL

Environmental strategies focus on reducing air pollution from the transportation sector. These

activities are in addition to 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 Somerset County's "EV Readiness Plan" as well as New Jersey's clean energy goals.

All activities will be delivered in compliance with Title VI and additional nondiscrimination statutes and regulations, with emphasis given to programs that benefit underserved communities. 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. RideWise will allocate a minimum of 5 percent of the total 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 percent of the total for this goal area.*
 - *Product/Outcome1: School-based or community air quality education or anti-idling campaigns; provide copies of the curriculum or educational information provided in quarterly reports; provide a report summarizing the campaign outreach, data collected from monitoring, and results in quarterly reports.*
 - *Product/Outcome 2: Provide a draft report and data to NJTPA for review.*
- 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: Conduct community air quality monitoring using Purple Air monitor in response to requests from local governments, schools, or other interested stakeholders: draft and final reports to be shared with the NJTPA for review.*

B. ELECTRIC VEHICLE CHARGING AND PREPAREDNESS

Products developed under this strategy should be completed in coordination with the NJTPA subject matter expert (SME). This includes the NJTPA review of all supporting documents that will be shared with the public/municipalities/counties, as well as any draft and final products.

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: Identify projects/action items from the Somerset County Electric Vehicle Charging and Suitability Analysis Study for implementation.*
 - *Product/Outcome 2: Planning assistance to municipalities, Somerset County developers, businesses and/or other entities, as requested, to increase use of EVs and adoption of AFVs in fleet operations, and create or improve infrastructure related to those vehicles.*

C. MICROMOBILITY

Activities/Tasks:

- i. Encourage, educate, and support the use/implementation of E-bikes, e-scooters, and e-cargo delivery modes.
 - *Product/Outcome: Develop or distribute existing e-mobility resources and materials, particularly in towns with increased bike and pedestrian activity, to increase knowledge, awareness, and safe utilization of electric micromobility options. Draft of any materials developed will be shared with the NJTPA for review.*

OPTIONAL STRATEGIES

D. EV 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. This may include disseminating information about charger installation incentives and infrastructure, as well as presentations to municipal, business, and community stakeholders.
 - *Product/Outcome: Distribute infrastructure incentive information and other information to support the adoption of EVs by the public and the installation of charging infrastructure by key stakeholders. Information will be distributed in emails, e-newsletters 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 and the municipality.*

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](#) and the Somerset County Local Safety Action Plan. Safety activities include outreach, education, planning, and data collection.

This goal area is defined by providing information, education, and support services to local government and the public on driving, cycling, and walking safety and Complete Streets adoption. In Somerset County, Driver Behaviors (Aggressive Driving, Drowsy/Distracted Driving, Impaired Driving), Pedestrian and Bicyclist, and Lane Departure were selected as the top priority Emphasis Areas.

Numetric crash data for Somerset County in 2023 reported a total of 8,438 crashes, resulting in 26 fatalities. 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.

According to the New Jersey State Police statistics for 2024, Somerset County experienced a total of 18 fatal crashes resulting in 19 fatalities, including 8 incidents involving pedestrians. Somerset County is ranked 14th out of New Jersey's 21 counties in the number of fatal crashes and is ranked 11th for pedestrian-involved crashes. Somerset County's Local Safety Action Plan identified, through community engagement, the primary emphasis areas of concern as driver behaviors, including aggressive driving, drowsy/distracted driving, and impaired driving, along with pedestrian and bicyclist safety.

All activities will be delivered in compliance with Title VI 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 serve on the Target Zero Commission to focus on data-driven strategies that prioritize safety for all road users, including pedestrians, cyclists and drivers. RideWise will 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.

REQUIRED STRATEGIES

A. COMPLETE STREETS

Activities/Tasks:

- i. Support the implementation of Complete Streets.
 - o *Product/Outcome 1: Meet with stakeholders, share resources.*

- *Product/Outcome 2: Participate as a stakeholder in Complete Streets Working Group meetings; provide meeting summary updates in quarterly report.*
- ii. Educate municipal stakeholders about Complete Streets.
 - *Product/Outcome 1: Conduct education presentations to local governments and organizations*
 - *Product/Outcome 2: Promote and attend workshops, webinars and other trainings on Complete Streets implementation.*
- 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 technical assistance to municipalities to help them draft and adopt the new Complete and Green Streets Policy.*

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 1 road safety audit or speed study. Draft and final report to be shared with NJTPA for review.*

C. SUPPORT REGIONAL AND LOCAL SAFETY INITIATIVES AND TRAILS

Activities/Tasks:

- iii. Serve as stakeholders and resources to Local Safety Action Plan planning efforts undertaken by cities, counties, and MPOs in their service area, as requested.
 - *Product/Outcome 1: Identify and implement actions related to education and safe driver behavior in Somerset County Local Safety Action Plan.*

OPTIONAL STRATEGIES

D. SAFETY OUTREACH AND EDUCATION

Activities/Tasks:

- i. Conducting pedestrian safety education and outreach, including Street Smart. 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. This strategy may include coordinating with HSIP or other safety projects to conduct education and outreach that complement forthcoming engineering improvements or using radar speed feedback signs and/or demonstration projects in coordination with a municipal or county partner.
 - *Product/Outcome 1: Pedestrian safety education, engagement and encouragement conducted in towns that have never participated in Street Smart such as Hillsborough, South Bound Brook.*
 - *Product/Outcome 2: Share campaign report/results with NJTPA and other stakeholders*
- 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: Presentations, communications, outreach and engagement in the community*
- *Product/Outcome 2: Provide copies of the presentations, communications and educational information/materials utilized in quarterly reports.*

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: Perform crash data analysis with a focus on high-crash area communities to inform programs, projects, and safety audits or other studies.*

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: Plan events, workshops, webinars or other trainings related to micromobility; engage and partner with police departments to address safety issues.*

6. PROGRAM MANAGEMENT

RideWise will provide administrative support for the FY 2027 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 online pass-through grant program management system, including the cost tracking system and TMA work program online 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, 2026.*
- *Fourth Quarter/Final Report and all final deliverables.*
- *Prepare next fiscal year's Work Program and Staffing Plan.*

7. 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:

- *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.

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, youth groups and schools to conduct bicycle safety presentations, events and media outreach.
- Driving Safety – Work with community organizations, employers, high schools and youth 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. NJ TRANSIT 5310 WORK PROGRAM

NJ TRANSIT 5310 funding is to provide transportation services and education for seniors and persons with disabilities where existing mass transportation services are unavailable, insufficient, or inappropriate.

Activities/Tasks:

- Provide individual and group training to persons with disabilities and older adults.

Products and Outcomes:

- *Travel trainings – individual and group*
- *Group 101 presentations*

BUDGET AND STAFFING PLAN

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

RIDEWISE INC. FY 2027 WORK PROGRAM BUDGET PLAN

			PROPOSED BUDGET	FEDERAL SHARE
PART I:	DIRECT COSTS - PERSONNEL SERVICES			
1. SALARIES			\$ 286,317.85	
2. FRINGE BENEFITS	40.9% FT, 10.5% PT		\$ 117,104.00	
		SUBTOTAL	\$ 403,421.85	100%
PART II	DIRECT NON-LABOR COSTS			
1. SUPPLIES			\$ 1,000.00	
2. TRAVEL			\$ 1,000.00	
3. PRINTING & REPRODUCTION			\$ 1,000.00	
4. POSTAGE			\$ 120.23	
5. CONFERENCE/TRAINING			\$ -	
6. EQUIPMENT			\$ -	
7. OTHER (SPECIFIED IN ATTACHMENT)			\$ 7,500.00	
		SUBTOTAL	\$ 10,620.23	100%
PART III:	INDIRECT COSTS			
INDIRECT COST ALLOCATION	52.20%		\$ 149,457.92	
		SUBTOTAL	\$ 149,457.92	100%
		TOTAL PROGRAM BUDGET	\$ 563,500.00	100%

This estimated budget is based upon projected costs to perform the FY 2027 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

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM

RIDEWISE INC.
FY 2027 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 Services	Monthly costs with using Benchmark, Canva and Visme to design/distribute newsletter and marketing materials	\$ 1,000.00
Bike Rehab Repairs	Repairing/tuning up donated bicycles for the BikeConnect program	\$ 2,500.00
BikeConnect	Costs associated with purchasing safety items for BikeConnect clients	\$ 1,000.00
	Total "OTHER" Direct Expenses	\$ 7,500.00

NJTPA FY 2027 UPWP - TRANSPORTATION MANAGEMENT ASSOCIATION PROGRAM
RIDEWISE INC.
FY 2027 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	3,875	\$ 172,404.18	\$ 8,125.00	\$ 63,871.53	\$ -	\$ 244,400.71
Core Goal Area Activities - Coordinated Public Transit for Vulnerable Populations	1,200	\$ 54,969.32	\$ 625.00	\$ 20,364.79	\$ -	\$ 75,959.10
Core Goal Area Activities - Economic Development	1,000	\$ 51,596.88	\$ 625.00	\$ 19,115.38	\$ -	\$ 71,337.25
Core Goal Area Activities - Environmental	925	\$ 40,882.06	\$ 625.00	\$ 15,145.80	\$ -	\$ 56,652.87
Core Goal Area Activities - Safety	1,260	\$ 54,747.96	\$ 620.23	\$ 20,282.78	\$ -	\$ 75,650.97
Core - Program Management	425	\$ 28,821.45	\$ -	\$ 10,677.64	\$ -	\$ 39,499.09
Optional Goal Area Activities - Reliability	-	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	8,685	\$ 403,421.85	\$ 10,620.23	\$ 149,457.92	\$ -	\$ 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	74%	1,545
Sarah Chelli, Program Specialist	69%	1,440
Sierra Saint-Vil, Marketing Specialist	75%	1,550
Community Mobility/Travel Trainer (open)	48%	1,000
School-Based Initiatives (open)	7%	150
Reese Lewin, Operations Program Specialist	72%	1,500
Sustainable Transportation/Data Specialist (open)	72%	1,500
TOTAL*	60%	8,685

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