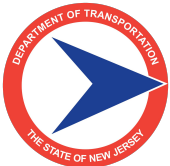


# 2022 New Jersey Complete Streets Training

## Summary Report

December 2022



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SUSAN G. BLICKSTEIN, AICP, PhD  
PLANNING ♦ POLICY ♦ RESEARCH



RUTGERS

Edward J. Bloustein School  
of Planning and Public Policy

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# Acknowledgments

This report is supported by the New Jersey Department of Transportation (NJDOT) with funding from the United States Department of Transportation's Federal Highway Administration. New Jersey and the United States Government assume no liability for its contents or its use thereof.

Training materials were developed by NV5, Inc., Susan G. Blickstein, LLC (SGB), and Michael Baker, Inc. The NJ Complete Streets Training was hosted by the Alan M. Voorhees Transportation Center (VTC) which is housed at the Edward J. Bloustein School of Planning and Public Policy as part of Rutgers, The State University of New Jersey.

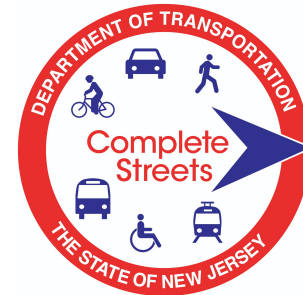
Thank you to our sponsor, the New Jersey Department of Transportation, for supporting this effort.

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# About

The **Alan M. Voorhees Transportation Center (VTC)** is a national leader in the research and development of innovative transportation policy. Located within the Edward J. Bloustein School of Planning and Public Policy at Rutgers University, VTC has the full array of resources from a major research university on transportation issues of regional and national significance.

The **New Jersey Bicycle and Pedestrian Resource Center (BPRC)** assists public officials, transportation and health professionals, and the public in creating a safer and more accessible walking and bicycling environment through primary research, education, and dissemination of information about best practices in policy and design. The Center is supported by the New Jersey Department of Transportation through funds provided by the Federal Highway Administration.

**NV5** is a provider of technology, conformity assessment, and consulting solutions for public and private sector clients, delivering solutions through six business verticals: Testing, Inspection & Consulting; Infrastructure; Utility Services; Environmental Health Sciences; Buildings & Owner Representative; and Geospatial Technology. NV5 helps clients plan, design, build, test, certify, and operate projects that improve the communities where we live and work.

**Susan G. Blickstein, LLC** is a planning, policy, and public engagement firm that specializes in sustainable land use and transportation planning in the State of New York and New Jersey. It provides urban planning and strategic planning services to municipal entities, MPOs, state agencies, and the private sector. Susan G. Blickstein, LLC is a certified DBE (Disadvantaged Business Enterprise) in New York and New Jersey.

**Michael Baker International** is a leading provider of engineering and consulting services, including design, planning, architectural, environmental, construction and program management, that has been solving some of the world's most complex infrastructure challenges for more than 80 years with a legacy of expertise, experience, innovation and integrity.

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# Training Overview

Three NJ Complete Streets Training sessions were held in October 2022. Each training consisted of three modules covering Complete Streets Benefits, Planning, and Design.

The design module involved an interactive exercise where participants in breakout groups engaged in a guided discussion on proposed Complete Streets changes to real examples of New Jersey street corridors. Each of the three trainings focused on a different region of the state, and design exercise examples were drawn from either North, Central, or South Jersey.

## Session 1

---

**Thursday, October 13, 2022, 9 am – 12 pm**

*North Jersey focus*

- Bergen County
- Essex County
- Hudson County
- Morris County
- Passaic County
- Sussex County
- Warren County

## Session 2

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**Thursday, October 20, 2022, 9 am – 12 pm**

*Central Jersey focus*

- Hunterdon County
- Mercer County
- Middlesex County
- Monmouth County
- Ocean County
- Somerset County
- Union County

## Session 3

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**Thursday, October 27, 2022, 1 pm – 4 pm**

*South Jersey focus*

- Atlantic County
- Burlington County
- Camden County
- Cumberland County
- Cape May County
- Gloucester County
- Salem County

# Training Goals & Intended Audience

## Goals

The training aimed to help participants better understand:

- the benefits of implementing Complete Streets,
- the evolution of Complete Streets as a safety strategy, policy, and planning and design concept, including emerging trends that are informing how we think about Complete Streets,
- the integration of planning and placemaking with Complete Streets and the vast opportunities to make places safer and more livable through these synergies, and
- best practices for Complete and Green Streets design guidance.

## Audience

The training was designed for:

- state, county, and local planners, engineers, and advocates,
- public health professionals,
- policymakers and elected officials, and
- anyone seeking more information about Complete and Green Streets.



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# Training Session Outline

## Module 1: Benefits

Module 1 focused on why Complete Streets are important and their far-reaching benefits, including safety, resiliency, equity, and health, and best practices for Complete Streets policies and procedures. This module covered the fundamentals of Complete Streets: what they are, how they reflect local contexts, the high costs of “incomplete” streets, the benefits of implementation, recent emerging trends, and how to advance Complete Streets policies in your own community.

## Module 2: Planning & Placemaking

Module 2 described what goes into planning for a balanced network of Complete Streets in a community, including deploying demonstration projects and understanding local context. This module described the planning stage of the implementation process: the importance of planning beforehand, community collaboration, planning and zoning for Complete Streets, using data to measure success and target projects for the greatest impact, and how to educate staff and the general public.

## Module 3: Design

Module 3 focused on how to design a Complete Streets project within the context of a community and included an interactive project development and design exercise. This module described the design stage of the implementation process: defining a clear vision and achievable goals, understanding local context and diverse travel needs, assessing overall system performance, and the Safe System Approach, including FHWA Proven Safety Countermeasures. This module also examined street typologies within the New Jersey Complete Streets Design Guide.

# Training Preparation and Coordination

The 2022 New Jersey Complete Streets Training project team consisted of staff from NV5, Inc., Susan G. Blickstein, LLC (SGB), Michael Baker International, Inc., the Alan M. Voorhees Transportation Center (VTC), and the New Jersey Department of Transportation (NJDOT). VTC oversaw the technical facilitation of the training, including managing registration, coordinating with registrants, submitting the training for planning and engineering professional development credits, hosting training sessions via Zoom, organizing and assisting with the facilitation of breakout discussion groups, arranging in-training Zoom polls, and distributing and collecting post-training feedback questionnaires.

Building on content previously created by Michael Baker International, NV5 and SGB led the development of training materials (including breakout exercise materials), presented training slides, created and facilitated in-training interactive exercises and polls, and led breakout exercise discussions. SGB also reviewed and summarized post-training feedback questionnaire responses.

NJDOT provided funding, supervised all training planning meetings, reviewed and approved training materials, and presented introductory and closing remarks during training sessions.





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# Trainers



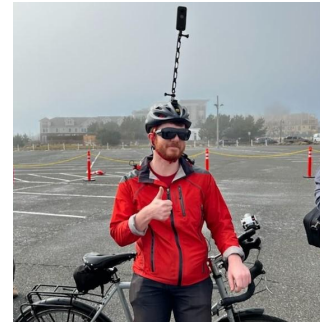
**Laura Torchio, AICP**  
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Placemaking Director  
NV5



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Senior Planner &  
Engineer  
NV5



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AICP, PP, PhD**  
Principal  
Susan G. Blickstein, LLC



**Corey Hannigan**  
Planner  
NV5

# Social Media Toolkit

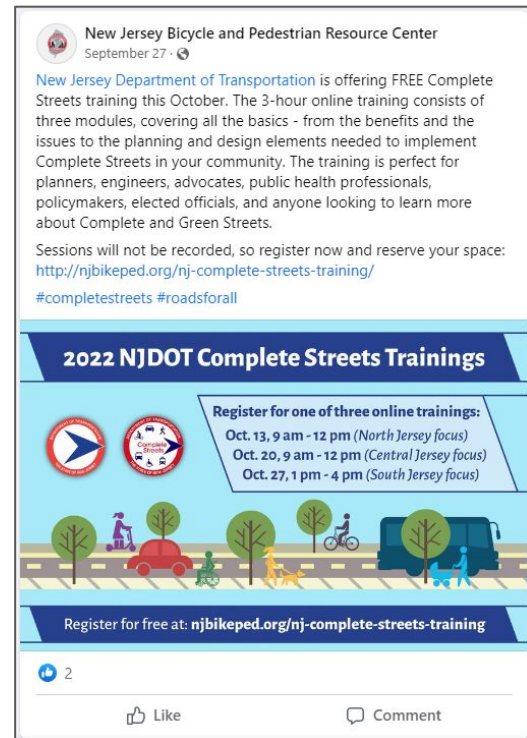
The Complete Streets Training project team developed a social media toolkit to promote the trainings throughout September and October of 2022. The toolkit included recommended promotional text and graphics for newsletters and Facebook and Twitter posts, as well as suggested dates for posting content to social media, all of which were approved by NJDOT Communications. In an effort to spread awareness about the training sessions, the project team distributed the toolkit to over 130 partner organizations. The hashtags #completestreets and #roadsforall were used during social media promotion to track engagement and bring awareness about the trainings to people interested in topics related to Complete Streets.



## Engagement Results for #completestreets #roadsforall:

6 tweets, 2 retweets, 9 likes, 19 partner reposts

7 Facebook posts, 10 likes, 2 shares



# Social Media Post #1 (Weeks of 9/12 & 9/27)

## Facebook

@NewJerseyDOT is offering FREE Complete Streets training this October. The 3-hour online training consists of three modules, covering all the basics - from the benefits and the issues to the planning and design elements needed to implement Complete Streets in your community. The training is perfect for planners, engineers, advocates, public health professionals, policymakers, elected officials, and anyone looking to learn more about Complete and Green Streets.

Sessions will not be recorded, so register now and reserve your space:

<http://njbikeped.org/nj-complete-streets-training/>

#completestreets #roadsforall

## Twitter

@NewJerseyDOT is offering FREE Complete Streets training this October. The 3-hour online training covers the WHAT, WHY, and HOW of implementing Complete Streets in your community. Register at [njbikeped.org/nj-complete-streets-training](http://njbikeped.org/nj-complete-streets-training) #completestreets



The poster features a dark blue header with the title "2022 NJDOT Complete Streets Trainings" in white. Below the header, on the left, are two circular logos: the NJDOT logo and a "Complete Streets" logo with icons for a car, bicycle, pedestrian, and wheelchair. To the right of the logos is a white box with a blue border containing the text "Register for one of three online trainings:" followed by three dates and times with their respective focus areas. Below this box is a colorful illustration of a street scene with various modes of transportation: a person on a scooter, a red car, a person in a wheelchair, a person walking a dog, a person on a bicycle, and a bus with a person pushing a stroller. The bottom of the poster has a dark blue footer with the registration link in white.

**2022 NJDOT Complete Streets Trainings**

Register for one of three online trainings:

- Oct. 13, 9 am - 12 pm (*North Jersey focus*)
- Oct. 20, 9 am - 12 pm (*Central Jersey focus*)
- Oct. 27, 1 pm - 4 pm (*South Jersey focus*)

Register for free at: [njbikeped.org/nj-complete-streets-training](http://njbikeped.org/nj-complete-streets-training)

# Social Media Post #2 (Weeks of 9/19 & 10/10)

## Facebook

A lot goes into planning for a balanced network of Complete Streets, but by defining a clear vision, understanding local context, and collaborating with community stakeholders, you can achieve a transportation system that safely serves people of all ages and abilities, no matter how they travel.

Want to learn more? Register for a virtual @NewJerseyDOT Complete Streets training this October.

Register now and reserve your space:  
<http://njbikeped.org/nj-complete-streets-training/>

#completestreets #roadsforall

## Twitter

A lot goes into planning for a balanced network of Complete Streets that safely serves travelers of all modes, ages, and abilities. Want to learn more? Register for a virtual @NewJerseyDOT Complete Streets training at [njbikeped.org/nj-complete-streets-training](http://njbikeped.org/nj-complete-streets-training) #completestreets



**2022 NJDOT Complete Streets Trainings**

Register for one of three online trainings:

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- Oct. 27, 1 pm - 4 pm (South Jersey focus)

Register for free at: [njbikeped.org/nj-complete-streets-training](http://njbikeped.org/nj-complete-streets-training)



# Social Media Post #3 (Weeks of 10/3, 10/17 & 10/24)

## Facebook

There's still time to register for @NewJerseyDOT's Complete Streets online training this October! Learn about how planning and designing Complete Streets that serve all roadway users, of all ages and abilities, can improve safety, resiliency, equity, and health in your community.

Sessions will NOT be recorded, so register now and reserve your space:

<http://njbikeped.org/nj-complete-streets-training/>

#completestreets #roadsforall

## Twitter

There's still time to register for @NewJerseyDOT's Complete Streets online training this October! Learn about how Complete Streets can improve safety, resiliency, equity, and health in your community. Register at [njbikeped.org/nj-complete-streets-training](http://njbikeped.org/nj-complete-streets-training) #completestreets

**2022 NJDOT Complete Streets Trainings**

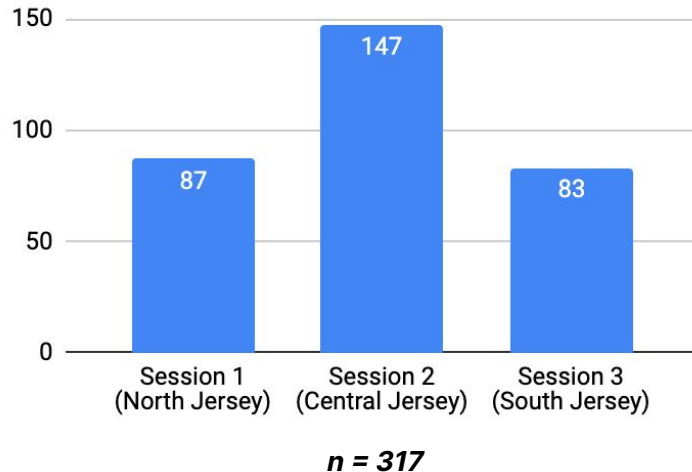
**Register for one of three online trainings:**

- Oct. 13, 9 am - 12 pm (North Jersey focus)
- Oct. 20, 9 am - 12 pm (Central Jersey focus)
- Oct. 27, 1 pm - 4 pm (South Jersey focus)

Register for free at: [njbikeped.org/nj-complete-streets-training](http://njbikeped.org/nj-complete-streets-training)

# Registration & Attendance

A total of **317 people registered** for the three trainings, with 87 people registering for Session 1 (North Jersey), 147 people registering for Session 2 (Central Jersey), and 83 people registering for Session 3 (South Jersey).



Registrants included staff from NJDOT, NJ TRANSIT, county planning departments, Metropolitan Planning Organizations, regional Transportation Management Associations, local police departments, and planning and engineering consulting firms. Municipal planning, engineering, and administrative, as well as local planning board and green team members, were well-represented among registrants.

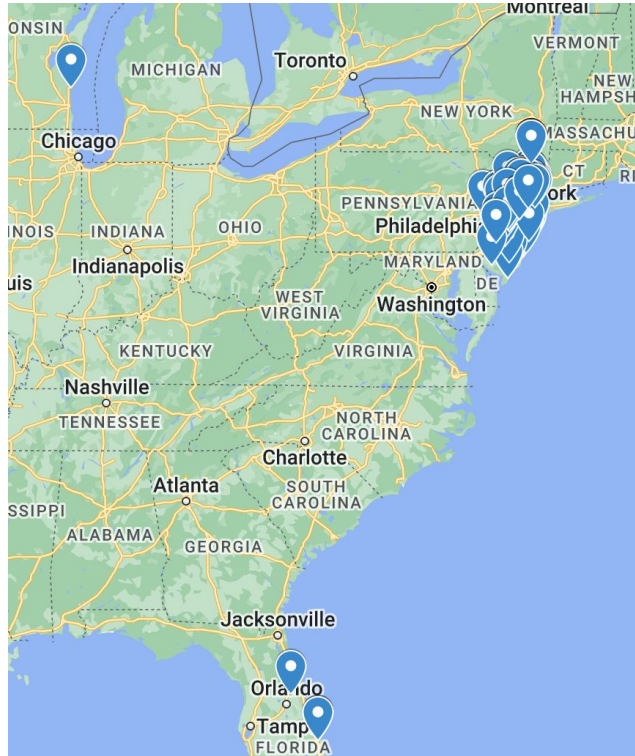
Certain agencies appeared to take advantage of trainings aimed at specific geographic regions of the state. For example, 25 staff from the Middlesex County Office of Planning registered for the Central Jersey session. This indicates a desire for future trainings that target specific geographic areas and effectively address the needs of particular agencies.

# Registration & Attendance

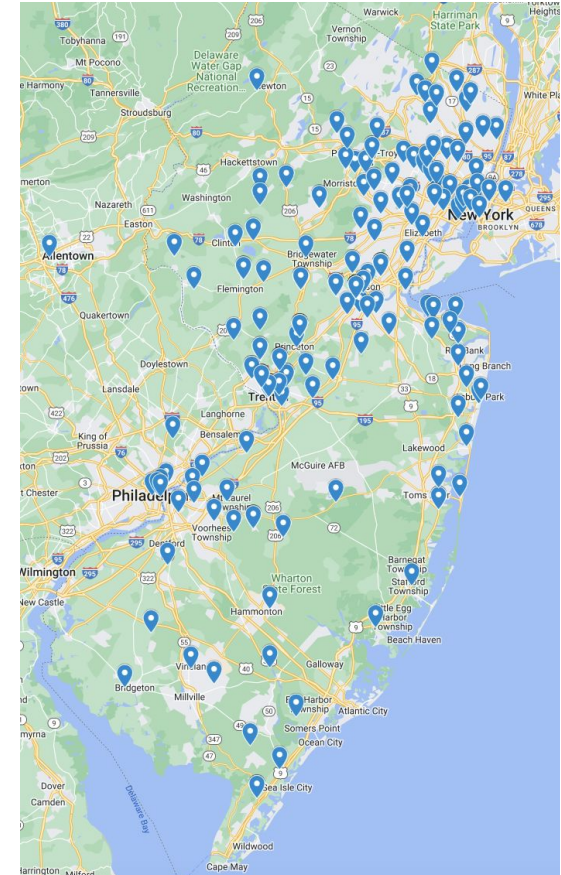
Trainings were advertised as focusing on North, Central, and South Jersey, and registrants accordingly came from all regions the state.

Additionally, several of those who registered were based outside of New Jersey, representing the states of New York, Pennsylvania, Wisconsin, and Florida.

The geographic range of registrants demonstrates the broad appeal of these types of interactive trainings on Complete Streets topics.



Map showing registrants in and outside of New Jersey.



Map showing the distribution of registrants within New Jersey.

# Registration & Attendance

Registrants were asked to complete an optional questionnaire before the trainings to provide trainers with an understanding of who would be attending the trainings. Of the **247 respondents**, about **one-third** were planners, with the remainder split relatively evenly among engineers, advocates, and others. A small number of registrants were elected officials or public health professionals.

## *How would you describe yourself?*

Planner	<b>32%</b>
Engineer	<b>22%</b>
Elected Official	<b>1%</b>
Advocate/Community Member	<b>20%</b>
Public Health Professional	<b>2%</b>
Other	<b>23%</b>
<i>n = 247</i>	<b>100%</b>

Registrants were also asked where they had heard about the training. Of the **239 people who responded** to this question, **42%** had heard about the training via email. Another **third** of registrants learned about the training through a friend or colleague, while **19%** heard via social media, newsletter, blog, or other publication.

## *How did you hear about the training?*

Email	<b>42%</b>
Newsletter, Blog, or Publication	<b>7%</b>
Social Media	<b>12%</b>
Friend or Colleague	<b>33%</b>
Search Engine	<b>0%</b>
Other	<b>5%</b>
<i>n = 239</i>	<b>100%</b>



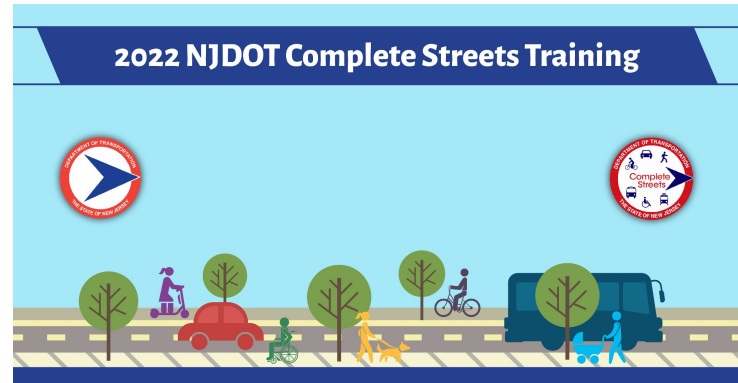
# Training Facilitation

Trainings were hosted by VTC via Zoom meetings. To facilitate seamless transitions between different sections of the training and ensure that it did not run over the allotted time, NV5, SGB, and VTC developed run-of-show documents that provided facilitators with a guide for each session's structure, speakers, and timing.

Staff from NV5, SGB, and VTC also used the same Zoom background created specifically for the trainings, which allowed participants to easily identify trainers and facilitators.

9:00 AM	Training begins NJDOT Welcome/Intro	Laura Bill	6 min
9:06 AM	Course Overview	Laura	10 min
9:16 AM	<b>Module 1: Benefits</b> <ul style="list-style-type: none"><li>• Basics</li><li>• Costs &amp; Benefits</li><li>• Emerging Trends</li></ul>	Susan	25 min

*Excerpt from Complete Streets Training run-of-show.*



*Complete Streets Training Zoom background.*

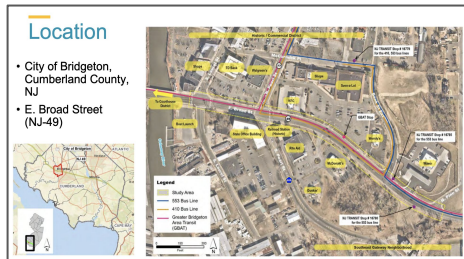
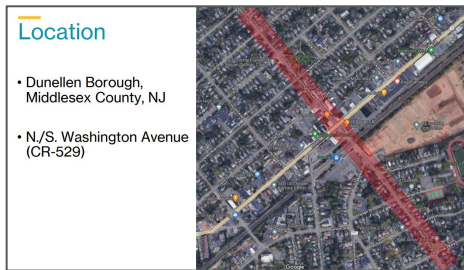
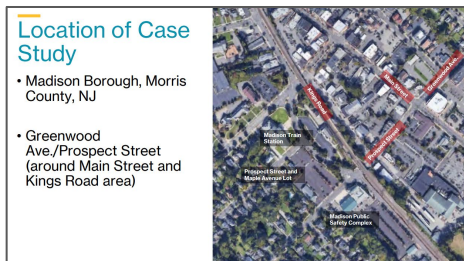


# Training Facilitation: Breakout Sessions

The second portion of Module 3 involved an interactive design exercise. Participants entered smaller Zoom breakout rooms and, led by a facilitator from NV5, SGB, or VTC, discussed potential Complete Streets changes to real-world examples of New Jersey streets. The streets were drawn from either North, Central, or South Jersey, depending on the training session:

- Greenwood Avenue/Prospect Street  
Madison, NJ (Session 1)
- North/South Washington Avenue (CR-529)  
Dunellen, NJ (Session 2)
- East Broad Street (NJ-49)  
Bridgeton, NJ (Session 3)

Each breakout session included a “read the street” exercise, a group discussion about Complete Streets design changes and trade-offs, and a dialogue on placemaking opportunities. At the end of the training, breakout facilitators reported on the group's findings to the larger training group.



## Breakout session facilitators:

### VTC

- Leigh Ann Von Hagen
- Sam Rosenthal
- James Sinclair
- Jon Dugan
- Greg Woltman
- Sean Meehan
- Catherine Bull

### NV5

- Matt Ludwig
- Corey Hannigan

### SGB

- Liz Ward
- Siennah Yang
- Julian Wexer

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# Post-Training Coordination

Following the conclusion of each training, participants received a follow-up email with information about logging continuing education credits for planners and engineers. VTC also provided signed letters of course completion for police officers, planners, and engineers who requested them.

Before, during, and after the trainings, VTC maintained information about training content, training dates, trainer bios, and continuing education credits on the [NJ Bicycle & Pedestrian Resource Center website](#).

At the conclusion of all three training sessions, the website was updated to include a guide with links to resources discussed during the training, as well as PDFs of the training slides.

The training team shared an evaluation questionnaire with attendees at the end of each session. In total, **92 responses** were received. The questionnaire focused on prior familiarity with Complete Streets, the effectiveness of the training, how participants will use their newly learned skills, and preferences for the content and format of future trainings. Overall, participants found the sessions to be an effective tool for presenting high-quality and coherent material. At the same time, respondents identified several ideas for minor improvements that might ensure future trainings meet the diverse needs of those seeking to learn more about Complete Streets in New Jersey.



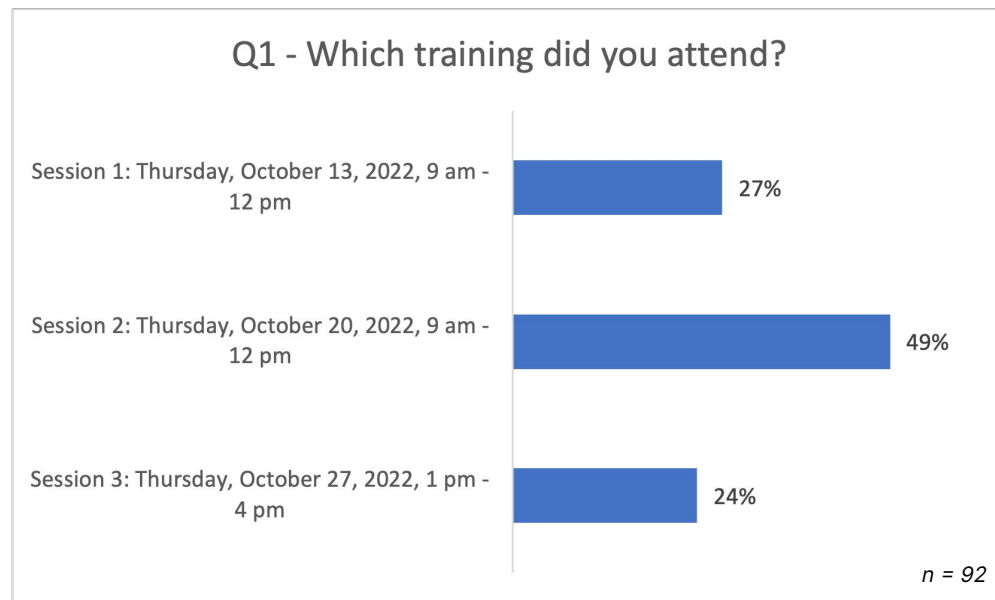
## Q&A & a-ha!

# Post-Training Evaluation Questionnaire:

## Session Attendance

Out of the 92 participants who responded to the survey:

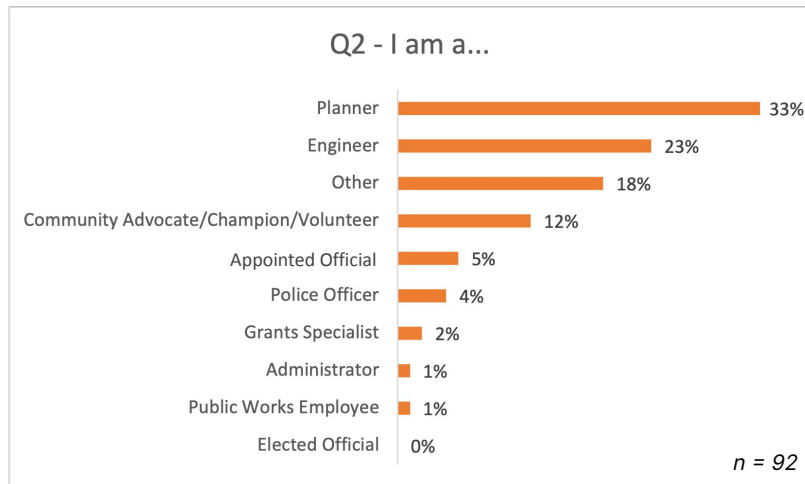
- **25 people** attended the October 13th workshop (North Jersey focus)
- **45 people** attended the October 20th workshop (Central Jersey focus)
- **22 people** attended the October 27th workshop (South Jersey focus)



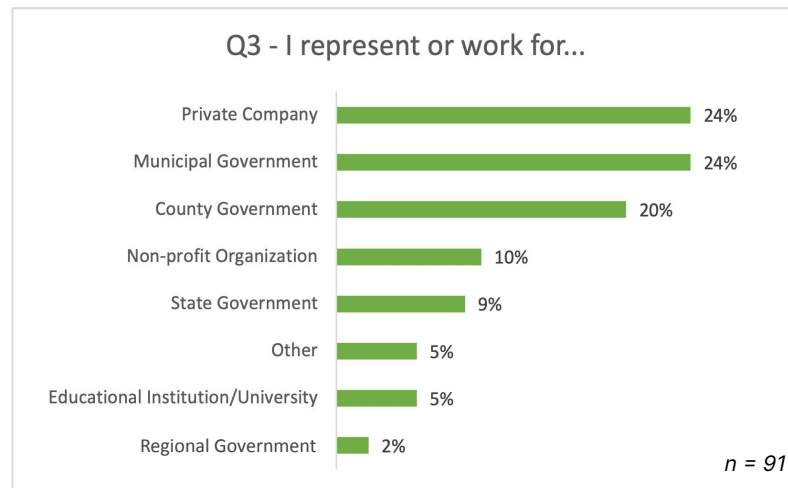
# Post-Training Evaluation Questionnaire:

## Occupation & Affiliation

While representatives from many professions and groups attended the trainings, the largest categories were planners (**30 people**), engineers (**21 people**), and community advocates (**11 people**).

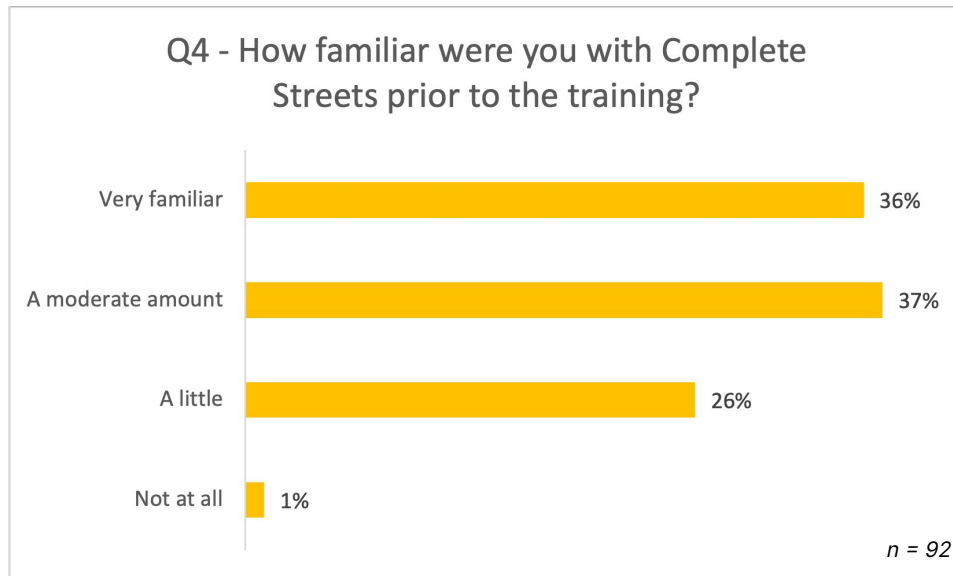


When asked who the participants represent or work for, **22 participants** work for a municipal government, another **22** work for a private company, and **18** work for a county government. **Ten participants** work for a state or regional government, and **nine** work for a non-profit organization or educational institution.



# Post-Training Evaluation Questionnaire: Familiarity with Complete Streets

Prior to taking the training, a large majority (**73%**) of participants were at least moderately familiar with Complete Streets. A **quarter** were a little familiar with Complete Streets. Only **one participant** was not at all familiar prior to the training.



# Post-Training Evaluation Questionnaire: Training Evaluation

Participants were asked to rate eleven aspects of the training on a scale of one to five, with one being poor and five being excellent. The average ratings are all **above 4.2**. In particular, the **technical expertise of presenters, quality of materials presented, and ease of understanding** had the highest average ratings. The table shows the list of aspects that participants were asked to rate and the average rating for each.

Technical expertise of presenters	<b>4.80</b>
Quality of material presented	<b>4.68</b>
Ease of understanding	<b>4.67</b>
Amount of information presented	<b>4.59</b>
Presentation style	<b>4.59</b>
Overall learning experience	<b>4.47</b>
Relevance of examples	<b>4.46</b>
Answers to questions	<b>4.44</b>
Opportunity to interact and ask questions	<b>4.38</b>
Applicability to your needs	<b>4.28</b>
Ability to interact with other participants	<b>4.26</b>



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# Post-Training Evaluation Questionnaire: Application of Knowledge & Resources Needed

Participants were asked **how they will utilize the knowledge they gained** from the training and identified the following key areas:

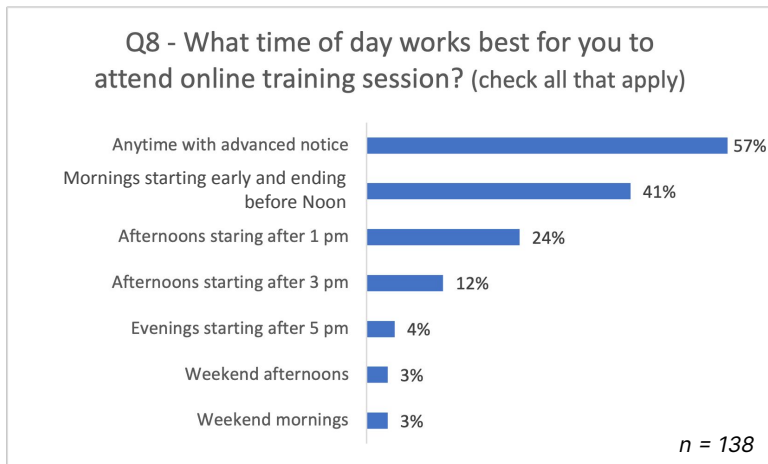
- Inform or educate colleagues, policymakers, stakeholders, and others about the benefits of Complete Streets.
- Utilize Complete Streets knowledge to support the implementation of future projects, whether at the local, regional or NJDOT level.
- Support applications for technical assistance or funding from State or Federal sources.
- Shape future public outreach processes.

Participants were also asked **what resources they are currently missing** which would support their work implementing Complete Streets and identified the following:

- Complete Streets design guides and resources.
- Examples of local ordinances, plan checklists, and metrics.
- Local success stories, with particular interest in examples of Complete Streets implementation in lower density communities.
- Strategies to create partnerships between planners, engineers, and policymakers in the creation of Complete Streets.
- Strategies to locate grants or other funding sources for Complete Streets.

# Post-Training Evaluation Questionnaire: Scheduling & Training Platform

Participants were asked to identify which times of day worked best for online trainings. A majority of respondents (**57%**) noted that any time with advance notice worked well for them, while other popular times included mornings (**41%**) and early afternoons (**24%**).



A slight majority of respondents (**55%**) noted their preference for online training sessions, yet significant interest (**49%**) exists in a mix of online and in-person sessions.

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# Post-Training Evaluation Questionnaire: Recommendations for Future Trainings

As part of the post-training evaluation questionnaire, participants were provided with an opportunity to leave additional comments or suggestions for future Complete Streets training workshops. Attendees identified a number of recommendations related to both training logistics and content.

## Training Format

- Include an FAQ section or provide an opportunity for Q&A after each module (*Note: After the first training, opportunities for Q&A were added*).
- Provide more opportunities for hybrid or in-person trainings that include interactive field work components and group discussions in particular communities.
- Provide more opportunities for NJDOT-specific trainings, including providing trainings for new NJDOT employees.
- Provide location-specific trainings targeted at particular counties or municipalities involving planning, engineering, administrative, and public works staff, elected and appointed officials, law enforcement, and local advocates.
- Host specific trainings for pre-qualified consultants who work on NJDOT Capital Projects in the disciplines of Bridge Design, Highway Design, Traffic Engineering, and Transportation Planning.

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# Post-Training Evaluation Questionnaire: Recommendations for Future Trainings

## Training Content

- Focus more on designing and constructing Complete Streets, including navigating the approval process and examples of local street redesigns.
- Include more discussion on challenges to Complete Streets implementation and provide case study examples of how communities successfully overcame those challenges.
- Develop a curriculum for a “Complete Streets 201” training that addresses engineering and design recommendations and strategies in greater detail.

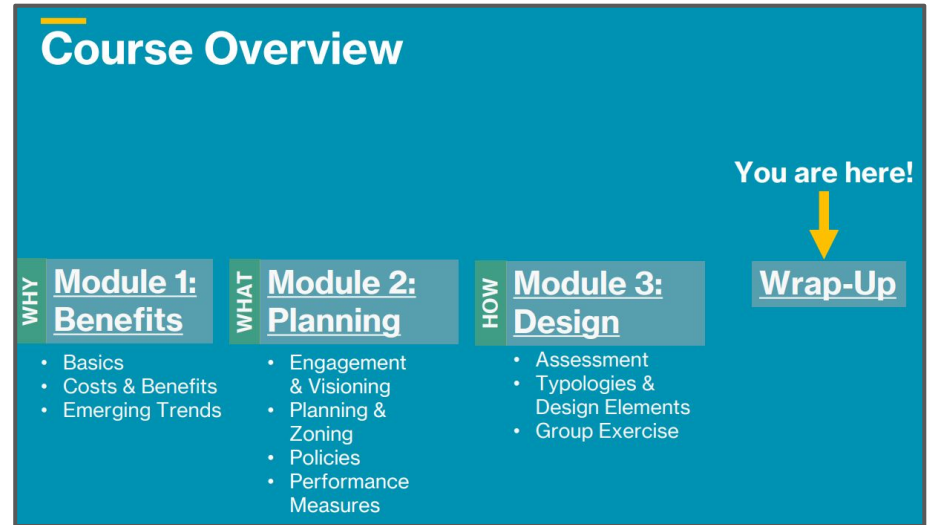


**In the next day, week, month,  
what will YOU do to implement  
Complete, Green, and Equitable  
Streets in YOUR community?**

# Post-Training Evaluation Questionnaire: Recommendations for Future Trainings

## Technology and Training Logistics

- Improve accessibility and opportunities to participate for training attendees without access to webcams or the ability to call into the meeting.
- Provide more detailed agendas prior to multi-hour trainings.
- Make a PDF copy of materials available after the workshop (*Note: A list of resources was available online prior to the first training and PDFs of training slides were added to the [njbikeped.org](http://njbikeped.org) website after the final training concluded*).



# Post-Training Evaluation Questionnaire: Recommendations for Future Trainings

## Other Recommendations

- Publicize trainings to people unfamiliar with Complete Streets to reach new audiences.
- Ensure updates to the NJDOT Complete Streets Policy and Capital Project Delivery Process are incorporated into future trainings.



# 2022 NJDOT Complete Streets Training



*Thank you!*

