

# **NEW JERSEY AMBASSADORS IN MOTION**



**2014 Summary Report**

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## **Executive Summary**

As New Jersey has a pedestrian fatality rate consistently higher than the national average, the New Jersey Department of Transportation (NJDOT) has admirably responded and taken measures to enhance road safety throughout the state. The adoption of a Complete Streets Policy and the implementation of numerous projects designed for users of all modes of travel have made New Jersey roads safer and more attractive for everyone.

The education of pedestrians, cyclists, and motorists is also crucial to reducing pedestrian fatalities. In 2014, the New Jersey Bicycle and Pedestrian Resource Center (NJ BPRC) and NJDOT spearheaded a bicycle and pedestrian public outreach program: The New Jersey Ambassadors in Motion (NJAİM).

The goal of the NJAİM is to help make New Jersey roads safer and more attractive for use by all modes—bicycles, pedestrians, and motorists. Trained adult ambassadors perform four types of outreach event outreach, in-class outreach, municipal/governmental outreach and assistance, and on-street outreach to accomplish this overarching mission.

This report is organized into five chapters. Chapter one, Introduction, establishes the context for which this report was written. Chapter two provides an overview of NJAİM, including the program mission and goals, ambassador biographies, performance measures, and program structure and budget. Chapter three provides an in-depth look into outreach efforts and accomplishments, according to the type of outreach conducted (i.e., event, on-street, in-class, and municipal/governmental outreach and technical assistance). Chapter four sheds light on some of the lessons learned and ways to improve the program in the coming years. Finally, the report concludes in Chapter five.

## CHAPTER 1: Introduction

### Background

Each year, thousands of pedestrians are injured and hundreds are killed in vehicle-pedestrian crashes on New Jersey roadways. With a pedestrian fatality rate consistently higher than the national average, New Jersey has been designated by the Federal Highway Administration (FHWA) as a Pedestrian Safety Focus State, which can be seen in Table 1. Moreover, Newark, NJ has been designated as a Pedestrian Safety Focus City. To help make New Jersey a safer place for all modes, eradicate vehicle-pedestrian crashes, and advance conditions for bicycling and walking, the New Jersey Bicycle and Pedestrian Resource Center (NJ BPRC) teamed up with the New Jersey Department of Transportation (NJDOT) to continue the bicycle and pedestrian ambassador program: The New Jersey Ambassadors in Motion Program (NJAIM).

**Table 1: FHWA Pedestrian Safety Focus States**

Arizona	Kentucky	New Mexico
California	Louisiana	New York
Florida	Michigan	Oklahoma
Georgia	Missouri	Pennsylvania
Illinois	<b>New Jersey</b>	Texas

### Objective

The objective of this 2014 Summary Report is to provide an overview of the New Jersey Ambassadors in Motion program and offer an in-depth look into the program's outreach activities and accomplishments in the third year of the program. This report will also set performance baselines and make recommendations for the 2015 season, which will commence in April and end in November.



## **CHAPTER 2: Overview of New Jersey Ambassadors in Motion Program**

### **What is New Jersey Ambassadors in Motion?**

The New Jersey Ambassadors in Motion program is a program administered by the New Jersey Bicycle and Pedestrian Resource Center (BPRC), which is part of the Alan M. Voorhees Transportation Center at Rutgers, The State University of New Jersey. The program's overall mission is *to help make New Jersey roads safer and more attractive for use by all modes—bicycles, pedestrians, and motorists.*

### **Program Goals**

Ambassadors serve as the BPRC's public outreach team. To fulfill the program's mission, ambassadors aim to achieve five specific short- and long-term goals. These goals are:

1. Promote a culture of courtesy, acceptance, and safety for all modes;
2. Strengthen and leverage a network of community organizations and leaders who can advocate on behalf of safe bicycling and pedestrian activity in their communities;
3. Provide training and education that helps to transform places and behaviors;
4. Encourage non-motorized transportation as a viable alternative to motorized transport; and,
5. Encourage everyday safe practices and behaviors by all modes—motorists, bicyclists, and pedestrians.

### **Structure and Funding**

NJ AIM is funded by the New Jersey Department of Transportation (NJDOT) and the Federal Highway Administration (FHWA). The program also received assistance (35,000 safety pamphlets) from the New Jersey Department of Highway Traffic Safety (NJDOTHS). Due to the inclement nature of weather in New Jersey, the program is most active between April and November. The program budget for the third year was \$168,572, which provided funds for four part-time ambassadors, one part-time lead ambassador, and travel expenses. These resources allowed outreach efforts to occur at a maximum of 5 times per week—for approximately 5 hours per day—over the course of the eight month period. The biography of each ambassador is shown below.

***Charles Brown, Senior Research Specialist***



Charles Brown, MPA, is a Senior Research Specialist with the Alan M. Voorhees Transportation Center (VTC) and adjunct professor at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University. He has 12 years of public and private sector experience in urban and regional planning, policy, and research. He has also extensive experience in community development having worked with municipal, county, and state government agencies, for-profits, and non-profit organizations in three states: Mississippi, Florida and New Jersey.

As a livability and healthy community advocate, he is considered a regional thought leader and a leading voice in encouraging complete streets policy adoption and implementation in New Jersey. Since 2011, through strategic collaborations with transportation, health, school, environmental and other professionals, he has assisted more than 60 municipalities and three counties (of varying social, economic, and ethnic backgrounds) with adopting complete streets policies. During this time, he served as one of the lead instructors for twelve deliveries of the New Jersey Department of Transportation Complete Streets course and worked with health professionals throughout the state on behalf of the New Jersey Department of Health.

In his current role as the project manager of the New Jersey Bicycle and Pedestrian Resource Center at VTC, he led the development of the Center's 5-year strategic plan and re-branding efforts. His research focuses on pedestrian safety at or near bus stops, complete streets implementation and evaluation, safe routes to public transit for persons with disabilities and the elderly, and the economic contributions of biking and walking in the state of New Jersey. In addition to his research efforts, he developed the New Jersey Ambassadors in Motion Program (NJ AIM) and played a vital role in bringing a Ciclovía to the City of New Brunswick—the largest and first in the state.

Mr. Brown is the recipient of several notable honors in transportation and receives invitations to speak locally, nationally, and internationally. He is a military veteran and a recipient of the

Mississippi Commendation Medal and Global War on Terrorism Service Medal. He holds a Bachelor of Science in Management from Belhaven College, a Master of Public Administration from the University of Central Florida, and is a fellow in the Local Initiatives Support Corporation (LISC) and Joseph C. Cornwall Center for Metropolitan Studies at Rutgers University-Newark Community Development Leadership Program. Mr. Brown enjoys cycling and is certified by the League of American Bicyclists as a League Cycling Instructor (LCI #3520). He is also a proud member of Kappa Alpha Psi Fraternity, Inc.

***Jerry Fried, Lead Ambassador***



Jerry Fried serves as one of the Lead Ambassadors in the New Jersey Ambassadors in Motion program. His responsibilities include managing the Complete Streets campaign, and building and sustaining relationships with elected officials, counties, and municipalities throughout NJ.

Jerry Fried is a former Mayor of Montclair and a resident for 25 years. The Township has become a leader in sustainability initiatives and was the first Municipality in New Jersey to adopt a Complete Streets policy, something the State of New Jersey itself later adopted. He is a founder and former President of Bike/Walk Montclair, which works to make Montclair a safer place for pedestrians and cyclists and has been instrumental in procuring hundreds of thousands of dollars in grants for the Township. The group's annual Tour de Montclair family bike ride attracts about 1000 participants.



***James Sinclair, Research Manager***



James Sinclair is a Research Manager at the Bicycle and Pedestrian Resource Center. His work will include Complete Streets Implementation Plans, developing solutions to address distracted driving in New Jersey, and evaluating the New Brunswick Ciclovía.

James is a recent graduate from the Master of City and Regional Planning program at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University. While there, he focused on transportation and urban design, with a special emphasis on bicycle and pedestrian planning. With his undergraduate degree in business administration from Boston University, he was previously involved in bringing a bike share system to the Boston region. That experience solidified his interest in planning for sustainable transportation.

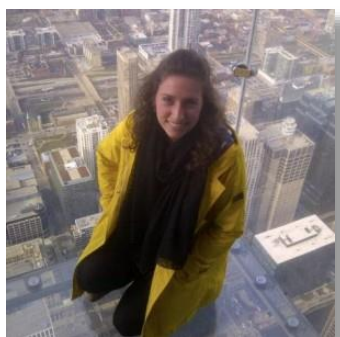
***James Bonanno, Ambassador/Research Assistant***



James is an Ambassador in the NJAIM program, as well as a Rutgers Graduate Student working on acquiring his Masters of City and Regional Planning at the Edward J. Bloustein School of Planning and Public Policy. Being an avid walker, cyclist, motorcyclist, and driver for many years he has experienced numerous unsafe and dangerous transportation situations. Such situations have led him to pursue a concentration in transportation planning.

Safety and sharing the roads are his top concerns and believes that education is the key to future change. As a long time New Jersey resident and New York City commuter he understands New Jersey's towns and the struggle of the people traveling through them. His goal is to improve the New Jersey road system by creating more cooperative roads between cars, bicycles, and motorcycles; and also to encourage the increased use of public transportation and walking among our state's residents.

***Kelsey Bridges, Ambassador/Research Assistant***



Kelsey serves as an Ambassador in the New Jersey Ambassadors in Motion program, and is also a student researcher for the NJ Bicycle and Pedestrian Resource Center.

Kelsey currently attends the Edward J. Bloustein School of Planning and Public Policy and is pursuing a Master Degree in transportation and environmental planning. She attended The College of Wooster, in Ohio, majoring in Urban Studies with a minor in Environmental Studies. She has always loved the pace of cities, but also enjoys hikes in the forest. For her, these two areas do not need to remain separate, but can be integrated to create a more pleasant, environmentally-friendly urban culture.

There is a connection between how people travel through the city and how they see space. Walking and biking create very different views of the city and also provide an atmosphere that is more appreciative of urban landscape and any green infrastructure that might be in place. She hopes to promote these landscapes in order to create a pleasant urban experience.

***Mikhail Kublanov, Ambassador/Research Assistant***



Mikhail is an Ambassador, as well as a research assistant at the Alan M. Voorhees Transportation Center. He is currently a candidate for the Master of City and Regional Planning at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University.

Originally from Russia, Mikhail immigrated to the St. Louis area with his family in the mid-1990s. He went on to graduate from Missouri State University with a Bachelors in Community and Regional Planning before moving to New Jersey in mid-2013. His current academic focus is on transportation, primarily dealing with alternatives to conventional driving. Mikhail believes that walking and biking are important alternatives to driving and he is a strong proponent of policies and programs

that encourage individuals to use these modes. As an ambassador, he assists in training young children skills that are imperative for safe biking, potentially mitigating future negative stigmas that many people develop about non- recreational biking. In his spare time, Mikhail enjoys hiking, exploring walkable neighborhoods, and experiencing the milieu of different cultures in the Tri-State area.

***Ruchi Shrivastava, Ambassador***



Ruchi serves as one of the Ambassadors in the New Jersey Ambassadors in Motion program. She has an undergraduate degree in architecture from India. After a brief stint in the architecture and construction industry, she decided to go back to school. She is currently a candidate for the Master of City and Regional Planning at the Edward J. Bloustein School of Planning and Public Policy, concentrating in Transportation and Environmental planning. She deeply cares about re-popularizing sustainable transportation modes across the world. Her future goals include advocacy, designing of complete streets and creation of public transit and bike walk friendly cities. She developed an interest in biking and walking advocacy and research, while at Bloustein through her courses, events like New Brunswick Ciclovía and through interactions with people passionate about biking and walking.

Apart from architecture and city planning, her passions include travelling, reading and photography.

## Ambassadors Activities

To accomplish the goals of the program, Ambassadors strategically employ four forms of outreach: event outreach; in-class outreach; on-street outreach; and municipal/governmental outreach and assistance. As part of these outreach efforts, ambassadors work to build relationships with New Jersey counties and local governments and mobilize to attend community events on an “on-call” basis. To encourage and educate citizens, ambassadors distribute bicycle and pedestrian safety literature developed by the NJBPRC and NJDHTS. This literature includes a “Walk Safely New Jersey” pamphlet and a “Safe Bicycle Riding” pamphlet. This information provides pedestrians and cyclists with valuable information about traffic laws and reliable tips



**Figure 1:** Ambassador James Bonanno Conducting On-street Outreach in Raritan Borough, 7/16/2014

on how and where to walk and bicycle safely.

## Campaigns and Messages

Well planned and executed campaigns and messages are critical to the success of the program. In the third year, the program focused on the following topics: Promoting active transportation for children, bicycle and pedestrian safety for children and adults, connecting the public to bicycle and pedestrian resources, and complete streets implementation.

## Target Audiences and Locations

NJ AIM is a statewide program. During the pilot year, the program focused on the 10 largest municipalities in New Jersey. In 2014,

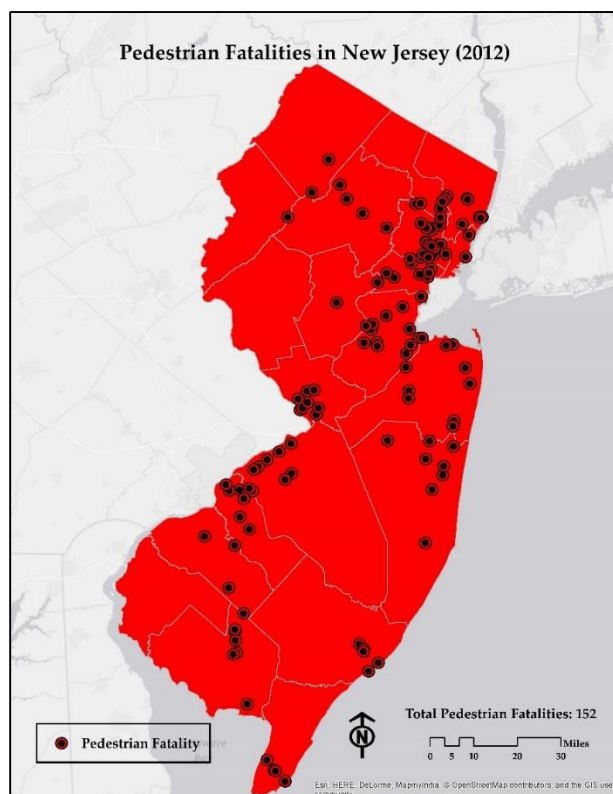
the program did not specifically stress those municipalities but instead focused broadly on all municipalities with potential pedestrian safety issues. The ambassadors focused on the densest sections of many municipalities as the target for their outreach. Because the scope was widened to include smaller, diverse municipalities, a greater variation of demographics were contacted



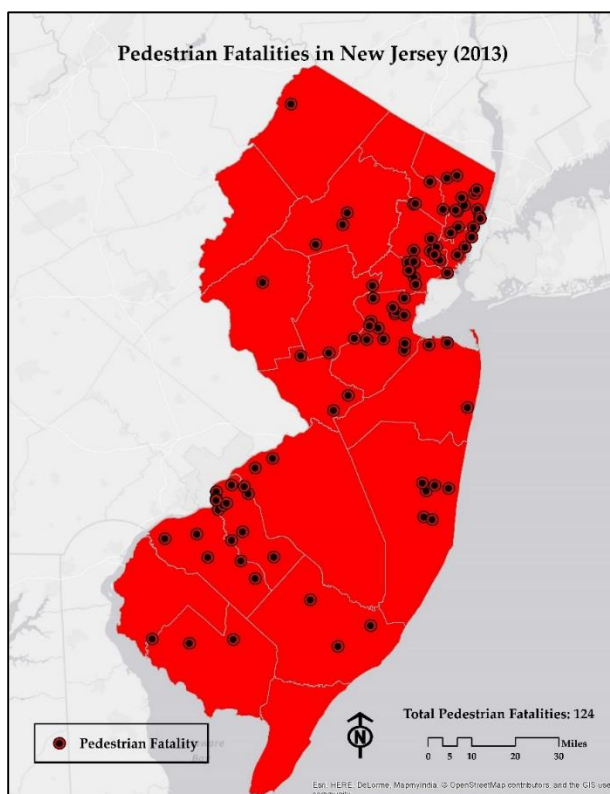
than in previous years. In addition to municipalities, the ambassadors conducted outreach in areas of intense circulation, such as shopping malls. This was a unique opportunity to provide bike/ped safety information to drivers who couldn't be contacted otherwise. Over 40 municipalities were visited for outreach activities. These include, but are not limited to, Elizabeth, Bloomfield, Montclair, Somerville, Hoboken, Cherry Hill, Plainsboro, Chatham, Freehold, Red Bank, Princeton, Newark, Camden, and Lakewood. The central goal of conducting outreach in these kinds of places was to reach out to a representative population of the state. Figures 2 and 3 below illustrate the dispersion of pedestrian fatalities around the state in 2012 and 2013. Fortunately, the number of fatalities decreased by about 18% between 2012 and 2013. The ambassadors hope to continue influencing the decrease of pedestrian fatalities in the state.

### CHAPTER 3: Ambassador Training and Outreach Activities

The third year's budget allowed for roughly 5 outreach opportunities per week. The ambassadors sought to reach out to a representative population of New Jersey but also the maximum number of people possible. In order to accommodate this, ambassadors made a priority to reach out to



**Figure 2:** CAIT Pedestrian Fatality Data (2012)



**Figure 3:** CAIT Pedestrian Fatality Data (2013)



the densest communities within each region of the state, not just those situated around New York City. This was done for several reasons: 1) to contact as diverse of a population as possible; 2) to cover as many urban landscapes as possible; 3) to reach out to communities that have potentially less tolerance for bike/ped activity and thus a lesser understanding of the legal issues behind safe walking and riding; and 4) to reach out to municipalities that lack Complete Streets policies.

### **Training**

To ensure that ambassadors were properly prepared to face challenges and fulfill the goals of the program, each ambassador was given an ambassador training manual and was required to attend Traffic Skills 101—a nationally known program designed by the League of American Bicyclists (LAB). The training manual, in short, provides an overview of the program, ambassador job description, pay rate, scheduling protocol, team safety and conduct, administrative work, media preparedness, and conflict resolution. The one-day Traffic Skills 101 course was taught by the New Jersey Bike and Walk Coalition (NJBWC) and covered bicycle maintenance, clothing and equipment, bicycle handling, principles of traffic laws, how to avoid crashes, and sharing the road. This training solidified the confidence of each ambassador and provided each of them with the necessary credentials to carry out each outreach activity.

### **Event Outreach**

In an effort to directly or indirectly reach a large number of pedestrians and bicyclists, event outreach targeted numerous events, including bike rodeos, Street Smart pedestrian safety education campaigns, and other bicycle and pedestrian events. To grab the attention of event participants, ambassadors wore red NJAIM t-shirts to let the event coordinators and the public know that they were available for any bicycle and pedestrian safety assistance. When engaging with the public, ambassadors engaged and informed participants with their extensive knowledge of bicycle and pedestrian safety issues. NJAIM consisted of a diverse group of ambassadors during the third year, who were able to communicate with event participants on a wide variety of topics in English and Russian.

It is estimated that the ambassadors directly and indirectly reached hundreds of event participants during the following event outreach efforts:

1. **Galloway Bike Rodeo:** Ambassadors conducted helmet fitting, assisted children with bicycle riding, and facilitated bicycle safety drills. About 25 individuals were directly contacted during this event, while 100 more were indirectly contacted.
2. **Highland Park Bike Rodeo:** Ambassadors conducted helmet fitting, assisted children with bicycle riding, and facilitated bicycle safety drills. About 50 individuals were directly contacted during this event, while 50 more were indirectly contacted.
3. **Beechwood School (Mountainside) Bike Rodeo:** Ambassadors conducted helmet fitting, assisted children with bicycle riding, and facilitated bicycle safety drills. 112 individuals were directly contacted during this event, with an additional 20 being contacted indirectly. Figure 4 below shows one of the ambassadors at work during this event.
4. **Watching Elementary (Middlesex Borough) Bike Rodeo:** Ambassadors conducted helmet fitting, assisted children with bicycle riding, and facilitated bicycle safety drills. About 80 individuals were directly contacted during this event, while 15 more were indirectly contacted.
5. **Long Beach Island Street Smart Pedestrian Safety Education Campaign Outreach:** Ambassadors conducted on-street outreach for the NJTPA Street Smart Campaign. About 150 individuals were directly contacted during this event, while 3,000 more were indirectly contacted.
6. **Newark Street Smart Pedestrian Safety Education Campaign Outreach:** Ambassadors conducted on-street outreach for the NJTPA Street Smart Campaign. About 150 individuals were directly contacted during this event, while 4,800 more were indirectly contacted. Figure 5 below illustrates the marketing behind this campaign.
7. **Montclair Pop-up Bicycle Lane Event:** Ambassadors worked in cooperation with the Montclair Police Department and Bike & Walk Montclair to institute a pop-up bicycle lane in recognition of International Bike & Walk to School day. About 150 individuals were directly contacted during this event, while 1,800 more were indirectly contacted.

8. **Newark Bike Rodeo:** Ambassadors conducted helmet fitting, assisted children with bicycle riding, and facilitated bicycle safety drills. About 30 individuals were directly contacted during this event.



**Figure 4:** Ambassador Kelsey Bridges Conducts Bicycle Drills at the Beechwood School, 5/19/2014



**Figure 5:** StreetSmart NJ Campaign Banner, Newark, 6/14/2013



**Figure 6:** Temporary Bike Lane Marking, Montclair, 10/8/2014





**Figure 7:** Highland Park Bicycle Rodeo, 5/7/2014



**Figure 8:** Montclair Pop-up Bike Lane, 10/4/2014

## **In-Class Outreach**

In year 3 of the Ambassadors in Motion program, in-class outreach was limited to the Rutgers international student orientation day. During this outreach event, the ambassadors presented to a group of about 40 newly admitted international students. Topics of the presentation included traffic laws, an overview of New Jersey bicycle and pedestrian laws, bicycle maintenance, how to correctly ride with traffic, and how to safely store bicycles. The students came from all over the world, including the countries of China, India, Pakistan, South Korea, and Germany. This presentation was vital for those international students interested in purchasing and riding bicycles around New Brunswick, Piscataway, Highland Park, and neighboring Franklin Township, as most of them had no experience with transportation in the United States. Figure 9 below shows the ambassadors during their presentation on the College Avenue Campus.



**Figure 9:** Ambassadors Kelsey Bridges, James Bonanno, and Research Manager James Sinclair Conduct In-class Outreach to a Group of New International Students, 8/28/2014



## **Municipal/Governmental Outreach and Technical Assistance**

One of the program's goals is to "strengthen and leverage a network of community organizations and leaders who can advocate on behalf of safe bicycling and pedestrian activity in their communities". Outreach and technical assistance to municipal, county, and state governments is thus critical to the success of the program. During the third year, NJAIM invested significant time and resources in this form of outreach and was instrumental in helping eleven municipalities and county governments draft and adopt complete streets policies. NJ AIM also participated in road safety audits as subject matter experts. To date, municipal/governmental outreach and technical assistance has resulted in the following accomplishments:

1. **Contact Database:** Ambassadors continued developing a contact database consisting of elected officials telephone numbers and emails.
2. **Complete Streets Policy #1–Passaic County:** Ambassadors invested time educating elected officials, engineers, and planners in the county and played a major role in the adoption of Passaic County's Complete Streets policy.
3. **Complete Streets Policy #2–Caldwell Borough:** Ambassadors invested time educating elected officials, engineers, and planners in the borough and played a major role in the adoption of Caldwell's Complete Streets policy.
4. **Complete Streets Policy #3–City of Elizabeth:** Ambassadors invested time educating elected officials, engineers, and planners in the city and played a major role in the adoption of Elizabeth's Complete Streets policy.
5. **Complete Streets Policy #4–City of Garfield:** Ambassadors invested time educating elected officials, engineers, and planners in the city and played a major role in the adoption of Garfield's Complete Streets policy.
6. **Complete Streets Policy #5–Hopewell Township:** Ambassadors invested time educating elected officials, engineers, and planners in the township and played a major role in the adoption of Hopewell's Complete Streets policy.
7. **Complete Streets Policy #6–Livingston Township:** Ambassadors invested time educating elected officials, engineers, and planners in the township and played a major role in the adoption of Livingston's Complete Streets policy.

8. **Complete Streets Policy #7–Millburn Township:** Ambassadors invested time educating elected officials, engineers, and planners in the township and played a major role in the adoption of Millburn’s Complete Streets policy.
9. **Complete Streets Policy #8–New Milford Borough:** Ambassadors invested time educating elected officials, engineers, and planners in the borough and played a major role in the adoption of New Milford’s Complete Streets policy.
10. **Complete Streets Policy #9–City of Summit:** Ambassadors invested time educating elected officials, engineers, and planners in the city and played a major role in the adoption of Summit’s Complete Streets policy.
11. **Complete Streets Policy #10–Tenafly Borough:** Ambassadors invested time educating elected officials, engineers, and planners in the borough and played a major role in the adoption of Tenafly’s Complete Streets policy.

## 12. Presentations at Conferences,

### Seminars, and Nonprofits:

Ambassadors conducted multiple presentations around New Jersey dealing with bike/ped and Complete Streets topics. Their central goal was to educate various organizations and individuals about the benefits of Complete Streets in New Jersey, potentially leading to more proponents of the initiative in the state.

13. **Media Collaboration:** Ambassadors spoke with and educated several press personnel about Complete Streets. This collaboration led to multiple published articles which



**Figure 10:** Chief Ambassador Jerry Fried Advocating for Complete Streets in Caldwell, 4/15/2014

cited the ambassadors directly. The articles were published by outlets such as Jersey Tomato Press, Baristanet, Bergen Record, Star Ledger, and Montclair Times to promote Complete Streets.

**14. Create and Market “I want my Complete Streets” Campaign:** Ambassadors designed, created, and distributed car magnets, buttons, and printed educational materials across the state to promote Complete Streets.

**15. Metropolitan Planning Organization Outreach:** Ambassadors conducted outreach to board members and employees at the North Jersey Transportation Planning Authority and the Delaware Valley Regional Planning Commission to promote Complete Streets.

**16. Road Safety Audit:** Ambassadors participated as subject matter experts in a road safety audit (RSA) hosted by NJDOT and the Rutgers Center for Advanced Infrastructure and Transportation (CAIT). The RSA was conducted in the City of Paterson.



**Figure 11:** Road Safety Audit in Paterson, 4/11/2014

- 17. Street Safety Survey:** Ambassadors distributed surveys to local residents and all businesses along Morris Avenue in Elizabeth. The surveys dealt with perceived street safety and potential improvement strategies. About 100 individuals were directly contacted during this four day survey period.
- 18. Complete Streets Webinar:** Ambassadors presented during the webinar titled, “Complete Streets: From Policy Adoption to Implementation in New Jersey. The webinar drew about 500 listeners countrywide.
- 19. Production of New Jersey Walks and Bikes Newsletter:** Ambassadors continued producing a bi-weekly newsletter filled with valuable newsfeeds and articles pertaining to bicycle, pedestrian, and Complete Streets topics. In totality, the newsletters sent out this year received about 3,000 hits from the recipients.

### **On-Street Outreach**

On-street outreach is intended to help fulfill every goal of the program, from “promoting a culture of courtesy, acceptance, and safety for all modes” to “encouraging everyday safe practices and behaviors by all modes—motorists, bicyclists, and pedestrians.” During the third year, on-street outreach consisted of the following efforts: Outreach in high density municipalities, outreach in university settings, outreach at high pedestrian circulation areas, such as shopping malls, and outreach at varying urban settings, including more obscure, distant municipalities. A map of all the locations that the ambassadors visited is located on Figure 15 on page 30. Chronologically, during the third year, on-street outreach was conducted in the following locations:

- 1. Woodbridge (population: 99,695):** Ambassadors visited multiple locations within the Township, including the downtown area along Main Street near the train station and the Woodbridge Center shopping mall. In downtown Woodbridge, most surveys were distributed near the train station. Ambassadors left several surveys at a bicycle shop along Main Street for customers to pick up. After two hours in downtown, the ambassadors relocated to the front entrance of Woodbridge Center where the circulation



was much greater and thus more outreach could be conducted. About 150 people were directly contacted during this outreach activity, with an additional 50 indirect contacts.

2. **Edison (population: 100,116):** Ambassadors visited the Menlo Park shopping mall to conduct on-street outreach. Ambassadors surrounded the food court entrance, arguably the busiest entrance to the complex, and directly contacted about 150 individuals in a two hour time span.
3. **Elizabeth (population: 124,795):** Ambassadors visited the intersection of Morris Avenue and Westfield Avenue in Elizabeth to conduct intersection outreach. In two hours, the ambassadors directly contacted about 110 individuals and roughly 1,700 more indirectly. The ambassadors then relocated to nearby Broad Street. In the next two hours the ambassadors directly contacted another 225 people and 2,000 more indirectly.
4. **Bloomfield (population: 47,339):** Ambassadors visited the newly redesigned Broad Street downtown corridor in Bloomfield. About 30 individuals were directly contacted during the outreach activity, and 1,250 indirectly. Several pamphlets were left on the front desk of a bicycle shop on Broad Street.
5. **Montclair (population: 37,702):** Ambassadors visited downtown Montclair in the vicinity of Bloomfield Avenue between Gates Avenue and St. Luke's Place. Roughly 150 individuals were directly contacted along or near the Bloomfield Avenue downtown district, as well as 3,500 indirectly. 20 Pamphlets were left at a bicycle shop along Bloomfield Avenue for patrons to pick up.
6. **Newark (population: 276,478):** Ambassadors visited the intersection of Broad Street and Market Street, arguably Newark's crossroads. While this intersection has one of the largest pedestrian volumes in the state, it is also a major conflict point between pedestrians and vehicles. Ambassadors directly contacted about 550 individuals while in Newark, as well as about 2,000 indirectly.
7. **Freehold Borough (population: 12,013):** Ambassadors visited the downtown area of Freehold Borough. Along Main Street, ambassadors directly contacted about 30 people during this outreach activity, as well as 2,400 indirectly.





**Figure 12:** Ambassador Kelsey Bridges Conducts On-street Outreach in Newark, 6/11/2014

8. **Red Bank (population: 12,194):** Ambassadors visited the downtown area of Red Bank. They concentrated on the Broad Street commercial corridor. In this vicinity, ambassadors directly contacted about 115 individuals and 1,900 indirectly. In addition, 15 pamphlets were left at a bicycle shop on neighboring Front Street.
9. **Point Pleasant Beach (population: 4,711):** Ambassadors visited Point Pleasant Beach on two occasions. The first visit focused on the boardwalk. Ambassadors came into contact with about 350 individuals along the busy boardwalk. The second visit focused on the commercial center of the Borough, Arnold Avenue between NJ Route 35 and Cramer Avenue. While at this location, Ambassadors came into direct contact with approximately 100 individuals and indirect contact with an additional 1,220. In addition, 20 pamphlets were left at a bicycle shop along Arnold Avenue.
10. **Lakewood (population: 91,423):** Ambassadors visited the area of downtown along Clifton Avenue in Lakewood. About 100 individuals were directly contacted during the two hours of outreach, as well as 250 indirectly.

- 11. Somerville (population: 12,132):** Ambassadors visited the downtown area of Somerville. Outreach activities took place along Main Street and Division Street. Division Street is a unique pedestrian mall where a large proportion of people were contacted. During the outreach period, approximately 100 individuals were directly contacted, as well as 1,700 indirectly.
- 12. Morristown (population: 18,461):** Ambassadors visited downtown Morristown in the vicinity of the Morristown Green. This vibrant district brought the ambassadors in direct contact with about 500 individuals, as well as 2,270 individuals indirectly.
- 13. Highland Park (population: 14,074):** Ambassadors visited downtown Highland Park, along the Borough's central artery, New Jersey State Route 27. About 120 were directly contacted during the outreach period, many of which were visiting a farmer's market. An additional 2,500 people were indirectly contacted.
- 14. Metuchen (population: 13,585):** Ambassadors visited downtown Metuchen and focused their outreach on Main Street between the train station and New Jersey State Route 27. About 50 individuals were directly contacted and 1,250 indirectly.
- 15. Chatham (population: 8,978):** Ambassadors visited downtown Chatham along Main Street. About 60 individuals were directly contacted during this off-peak weekday outreach period, as well as 2,600 indirect contacts.
- 16. Summit (population: 21,468):** Ambassadors visited downtown Summit and focused on the area surrounding Springfield Avenue near the train station. About 100 individuals were directly contacted during the outreach period, as well as 1,650 indirect contacts. In addition, a very receptive bicycle shop on Springfield Avenue agreed to take 30 pamphlets and hand them out to patrons.
- 17. Madison (population: 15,293):** Ambassadors visited downtown Madison along Main Street. Roughly 45 individuals were directly contacted during this outreach period, as well as 2,500 indirectly.
- 18. Union Township, Union County (population: 56,480):** Ambassadors visited the downtown area of Union Township in the vicinity of Stuyvesant Avenue and Emerson Avenue. After two hours in downtown, ambassadors relocated to Kean University where

circulation was much higher. Overall, the ambassadors came into direct contact with about 100 people during this outreach period, as well as 1,700 indirectly.

**19. Toms River (population: 91,674):** Ambassadors traveled to Toms River to broaden outreach activities. The area at the intersection of Washington Street and Main Street was targeted due to its central location. Ambassadors came into direct contact with approximately 120 individuals, as well as 2,000 indirectly.

**20. City of Orange (population: 30,345):** Ambassadors traveled to the City of Orange to conduct on-street outreach. Outreach was centered on Main Street through the downtown area. During a very successful outreach period, ambassadors made direct contact with about 275 individuals, as well as 1,900 indirect contacts.

**21. South Orange (population: 16,212):** Ambassadors visited the downtown area of South Orange Township. Outreach activities focused on Orange Avenue and the surrounding blocks, adjacent to the train station. About 50 individuals were directly contacted during this outreach period, as well as 1,500 indirectly.

**22. Perth Amboy (population: 50,981):** Ambassadors visited the downtown area of Perth Amboy for on-street outreach. Outreach began at the intersection of Smith Street and State Street. Many people discussed bicycle and pedestrian issues in great length and this provided much needed insight into safety issues. About 190 individuals were directly contacted during this outreach period, as well as 1,300 indirectly.

**23. Flemington (population: 4,582):** Ambassadors visited the downtown area of Flemington. Outreach was centered on Main Street and was met with open arms. About 55 individuals were directly contacted during this outreach period, as well as 1,450 indirectly. Flemington is another example of the third year's mission of covering as much ground in New Jersey as possible.

**24. Raritan Borough (population: 6,968):** Ambassadors visited the downtown area of Raritan Borough centered at the intersection of Thompson Street and Somerset Street. About 25 people were directly contacted during this outreach period as well as 1,450 indirectly.

- 25. Plainsboro (population: 22,908):** Ambassadors visited the mixed use development at the intersection of Market Street and Liberty Street. About 20 individuals were directly contacted during this outreach period, in addition to 1,100 indirect contacts.
- 26. Princeton (population: 28,643):** Ambassadors visited downtown Princeton, along Nassau Street. Ambassadors focused outreach activities in the vicinity of Palmer Square, the social center of Princeton. During their time there, about 175 individuals were directly contacted, in addition to 2,700 indirect contacts. Ambassadors also left 25 pamphlets at a bicycle shop on Nassau Street.
- 27. Cranford (population: 22,659):** Ambassadors visited downtown Cranford in the vicinity of the train station. The ambassadors spent half their time on North Avenue and the other half on South Avenue. About 20 individuals were directly contacted during this outreach event, as well as 1,220 indirect contacts. In addition, ambassadors left 15 pamphlets at a bicycle shop on Eastman Avenue.
- 28. Westfield (population: 30,296):** Ambassadors visited a vibrant downtown Westfield in the vicinity of East Broad Street near the train station. About 200 individuals were directly contacted during this outreach period, as well as 3,700 indirect contacts.
- 29. Trenton (population: 84,799):** Ambassadors visited the capital city and focused their outreach on the downtown district at the intersection of State Street and Montgomery Street. Ambassadors came into direct contact with 325 individuals, as well as 900 indirect contacts.
- 30. Bergenfield (population: 26,774):** Ambassadors visited the downtown district of Bergenfield situated on Washington Avenue. During their stay, the ambassadors made direct contact with 40 individuals, as well as 1,250 indirect contacts.
- 31. Tenafly (population: 14,473):** Ambassadors visited the downtown area of Tenafly to conduct on-street outreach. Outreach was centered on downtown at the junction of Hillside Avenue and Piermont Road. About 20 individuals were directly contacted, as well as 1,550 indirect contacts. In addition, ambassadors left 15 pamphlets at a local bicycle shop on Washington Street.

- 32. Jersey City (population: 248,435):** Ambassadors visited downtown Jersey City to conduct on-street outreach. A focus was placed on Columbus Avenue, especially near Exchange Place. During the lunch hours, a large volume of office workers made their way to Exchange Place and the ambassadors were there to meet them. 250 individuals were directly contacted during this outreach period, in addition to 450 indirect contacts.
- 33. Caldwell (population: 7,806):** Ambassadors visited downtown Caldwell along Bloomfield Avenue. In total, ambassadors came into direct contact with 10 people during this outreach event, as well as 2,600 indirect contacts.
- 34. Maplewood (population: 23,897):** Ambassadors visited a small, but vibrant downtown Maplewood. Outreach focused on Maplewood Avenue. Ambassadors came into direct contact with approximately 25 individuals, as well as 200 indirect contacts.
- 35. Hightstown (population: 5,510):** Ambassadors visited downtown Hightstown surrounding New Jersey State Route 33. A total of 30 individuals were directly contacted during this outreach period, in addition to 2,100 indirect contacts.
- 36. Robbinsville (population: 13,612):** Ambassadors visited the Commerce Square New Urbanist development located at the intersection of New Jersey State Route 33 and Robbinsville-Edinburg Road (CR 526). About 20 individuals were directly contacted during this outreach period, in addition to 1,900 indirect contacts.
- 37. Hoboken (population: 49,898):** Ambassadors visited the Mile Square city and focused on the Washington Street corridor. As one of the most pedestrian friendly municipalities in the state, Ambassadors came into direct contact with 170 individuals, as well as 1,500 indirect contacts. In addition, 30 pamphlets were left at a local bicycle shop located on Washington Street.



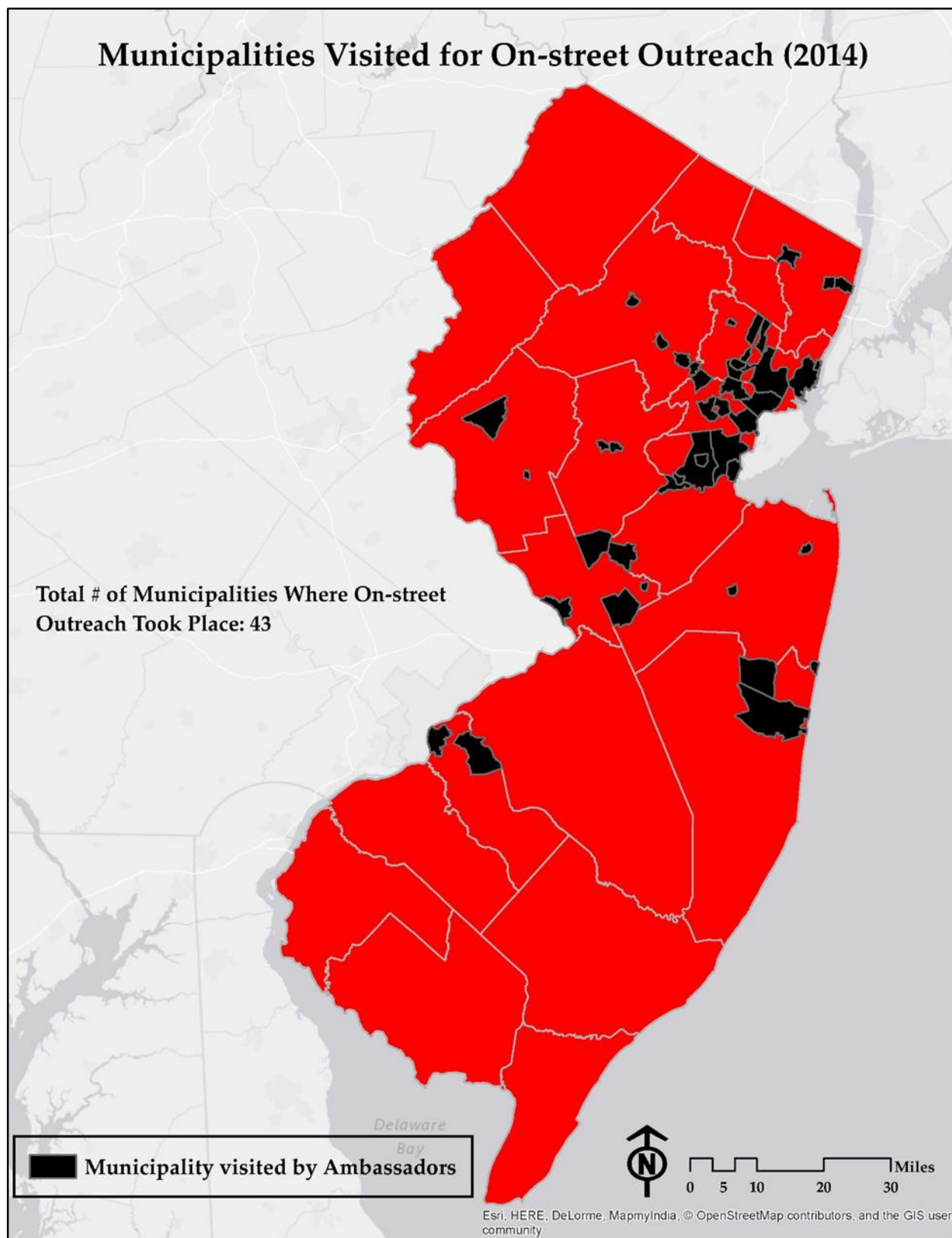


**Figure 13:** Ambassador Mikhail Kublanov Conducts On-street Outreach in Bergenfield, 7/28/2014



**Figure 14:** Ambassadors Mikhail Kublanov and James Bonanno Conduct On-street Outreach in Westfield, 7/23/2014

- 38. Ridgewood (population: 24,999):** Ambassadors visited the downtown district of Ridgewood, centered on Ridgewood Avenue. Fortunately for the ambassadors, an outdoor vending event was underway during the visit. This event attracted a large number of pedestrians, many of which were directly contacted by the ambassadors. In total, about 100 individuals were directly contacted by the ambassadors, as well as 2,350 indirect contacts. In addition, 20 pamphlets were left at a local bicycle shop located on North Broad Street.
- 39. Linden (population: 40,421):** Ambassadors visited downtown Linden along the Wood Avenue corridor. Ambassadors came into direct contact with about 80 individuals during this outreach period, as well as 2,200 indirect contacts.
- 40. Cherry Hill (population: 70,932):** Ambassadors visited the Cherry Hill shopping mall to conduct on-street outreach. This outreach period served as an example of extended outreach beyond the New York City MSA. About 50 individuals were directly contacted at this busy mall, in addition to 1,500 indirect contacts.
- 41. Dover (population: 18,208):** Ambassadors visited the downtown district of Dover, along Blackwell Street near the train station. A highly ethnic neighborhood, outreach was provided to many individuals with language barriers. A total of 60 people were directly contacted during this outreach period, in addition to 2,120 indirect contacts.
- 42. New Brunswick (population: 55,151):** Ambassadors conducted on-street outreach in their own backyard, along George Street, Easton Avenue, and College Avenue in New Brunswick. Many international students were contacted during this outreach period. A total of 115 individuals were directly contacted, in addition to 1,700 indirect contacts.
- 43. Camden (population: 77,606):** Ambassadors visited the vicinity surrounding Cooper Street in downtown Camden. Outreach centered on the Rutgers Camden campus as well as the commercial activities on Cooper Street. Ambassadors also made their way to the Walter Rand Transportation Center, which is a busy intermodal facility. In total, ambassadors came into contact with 130 individuals, as well as 2,230 indirect contacts, wrapping up the 2014 on-street outreach activities.



**Figure 15:** Municipalities where Ambassadors Conducted On-street Outreach, 2014



## **Complete Streets Photography**

Ambassadors conducted event, in-class, intersection, and government outreach in 2014. In addition to that outreach, ambassadors travelled around state on a mission to inventory as many Complete Streets policy holding municipalities as possible. What began in the fall of 2013, has led to a total of 61 documented municipalities. Ambassadors visited each of these municipalities and took photographs of streetscapes that appeared to adhere to the concept of Complete Streets. In addition, ambassadors took photographs of streets that were lacking the required facilities for Complete Streets adherence. Figures 16 – 22 below illustrate various scenarios across the state in which Complete Streets elements were either present, or missing. This large collection of images will be added to the New Jersey Bicycle and Pedestrian Resource Center Image Library and will be utilized during future regional Complete Streets workshops to illustrate specific projects and aspirations.



**Figure 16:** Sharrow, Pedestrian Bay, and Curb Cutout in Montclair Addresses Bike/Ped Safety, 6/6/2014





**Figure 17:** Clearly Marked Pedestrian Crossing in Fair Haven, 11/18/2013



**Figure 18:** Walkable, Pedestrian Friendly Neighborhood in Freehold Borough, 6/17/2014





**Figure 19:** A Common Issue Associated With Dedicated Bike Lanes, Double Parking, Jersey City, 11/11/2013

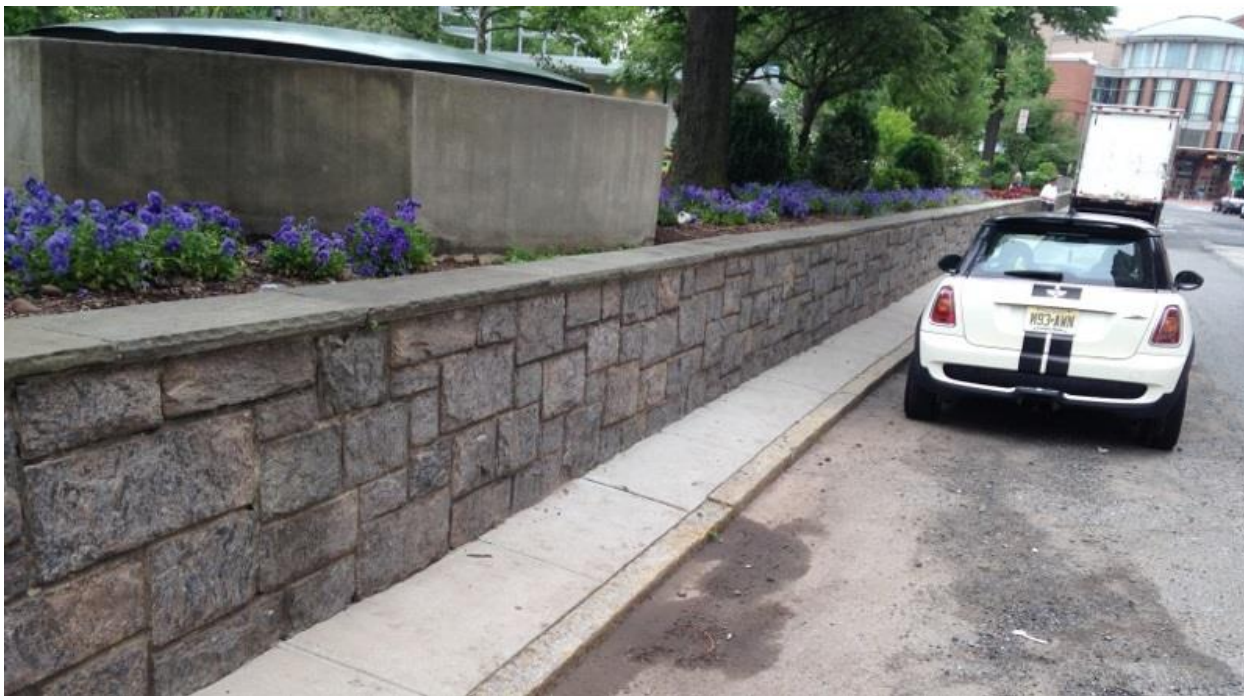


**Figure 20:** Complete Lack of Bike/Ped Infrastructure, Hopatcong, 11/8/2013





**Figure 21:** Crosswalk without signal and lacking ADA Compatibility, Montgomery, 11/22/2013



**Figure 22:** Insufficient Sidewalk Width to Fully Accommodate Pedestrians, Newark, 6/11/2014

## CHAPTER 4: Performance Measures

Several education and training performance metrics were developed to monitor the implementation of the program in the third year. These performance metrics are depicted below in Table 2.

**Table 2: NJAIM 2014 Performance Measures**

1: Total Outreach Events	68
2: Total Persons Directly Contacted	8,014
3: Total Persons Indirectly Contacted	88,242
4: Total Persons Reached (Weighted)	124,320
5: On-Street Outreach Events	43
6: Persons Directly Educated During On-Street Outreach	5,880
7: In-Class Outreach Events	1
8: Persons Directly Educated during In-Class Outreach	40
9: Event Outreach Events	8
10: Persons Directly Educated During Event Outreach Events	747
11: Governmental Outreach Events	16
12: Persons Directly Educated During Governmental Outreach	1,347
13: Complete Streets Policies Adopted with NJAIM's Assistance	10

### Data Collection and Analysis Methodology

In order to obtain the data to evaluate performance and measure the success of the program, ambassadors were required to complete an event evaluation form after each outreach. Event evaluation forms include information about the number of pedestrians and cyclists who received literature, were educated or contacted, and were fitted with a helmet. These forms also include information about the weather, areas for improvement, and a specific recommendation as to whether the event should be held at the same location in the future. These data provide a quantifiable way to evaluate the relative success of each outreach event and will provide a means to establish a base line in order to evaluate the growth of the program in coming years.

The metrics for the aforementioned performance measures were estimated using the event evaluation forms as well as other secondary sources, such as traffic counts and website visitor

data. The following sections outline the methodology for approximating the number of events that occurred, the number of people educated, the weighted number of people educated, and the number of people indirectly contacted throughout the third year. The total number of statewide events, outreach events at targeted locations, and educational workshops was determined by counting the number of completed event evaluation forms and cross-referencing them with the event calendar to ensure that all activities were included. These evaluation forms were organized by the type of event, which facilitated the tabulation of events by category. On-street outreach events at targeted locations were the most common NJ AIM activity in 2014, with a total of 43 events, followed by governmental outreach, of which there were 16 events. In total, during the third year, the Ambassadors in Motion attended 68 statewide events. These data are displayed in Table 3.

**Table 3: Total 2014 Statewide Events and Persons Contacted**

<b>Form of Outreach</b>	<b>Number of Events</b>	<b>Direct Contacts</b>	<b>Weighted Contacts</b>	<b>Indirect Contacts</b>	<b>Total Contacts</b>	<b>Weighted Total</b>
<b>Event</b>	8	747	10,878	9,785	10,532	20,663
<b>Classroom</b>	1	40	480	0	40	480
<b>On-Street</b>	43	5,880	5,880	75,360	81,240	81,240
<b>Governmental</b>	16	1,347	18,840	3,097	4,344	21,937
<b>Total</b>	68	8,014	36,078	88,242	96,156	124,320

Determining the number of people educated at each event was a more complex task. The number of people educated refers to those who had direct contact with ambassadors, whether it was through conversation, classroom presentations, webinars, or the exchange of educational materials at an intersection. During intersection outreach specifically, anyone who walked within the immediate vicinity of the ambassadors was considered directly contacted. These numbers were recorded during the events and were transcribed to an evaluation form afterwards. For some events, however, such as municipal government assistance, these figures were not immediately documented. When this occurred, the total number of people on the advised board or council was used as the number of individuals directly educated.



Interactions in a classroom setting were typically longer than the brief exchanges that transpired in the on-street outreach environment. Participants in these events were thus exposed to more information and subsequently learned more. To reflect the enhanced educational benefit of these events, additional weight was given to these event participation statistics. The weighting method that was utilized was developed by the Philadelphia Bicycle Ambassadors program and is explained in their 2009 Year End Report. This method is based on the assumption that typical conversations experienced during on-street outreach last for approximately 2 to 5 minutes. Each of these brief interactions is considered the education of 1 person. The weighted approach therefore assumes that approximately 1 person is educated for every 5 minutes an individual spends learning in a classroom or workshop setting. The following equation was used to calculate the weighted number of people educated during classroom outreach.

$$(Minutes\ of\ presentation / 5\ minutes) \times (number\ of\ event\ attendees) = weighted\ persons\ educated$$

Therefore, a 60 minute presentation to 20 people would qualify as 240 weighted people educated. Table 3 shows that 40 classroom event participants were directly educated. However, after weighting this figure utilizing the above method, the total weighted number of persons educated was 480. This method was also applied to relevant governmental outreach events, in which there were 1,347 people directly educated and 18,840 weighted people educated.

The number of people indirectly contacted at an event refers to the number of people that were reached secondarily. This figure attempts to account for people who walked or drove by an ambassador table at a cycling event (depending on location) as well as those who drove by a team of ambassadors conducting on-street outreach. To calculate this figure for event and governmental outreach, the total number of participants at the event was used. This approach assumes that all attendees were exposed to an Ambassador at some point, which may not necessarily be true. These data, however, provide a baseline with which NJAIM's exposure can be measured. These quantities were extracted from an event's website, in articles published about the event, or on hit counts of sent newsletters.

Determining the number of indirect contacts for on-street outreach involved utilizing the NJ DOT's traffic count database to estimate the total number of cars that passed by a target intersection while Ambassadors performed outreach. In most circumstances, traffic counts had been conducted for the intersections that Ambassadors visited. When this occurred, the average of the most recent weekday counts for the hours between 12:00 pm and 2:00 pm, when NJAIM was at these locations, were used as indirect constant estimates. If Ambassadors spent more or less time at a site, the number was adjusted accordingly. If traffic counts did not exist for an intersection where an on-street event was held, the database was searched for a nearby intersection on the same major road. If the intersection was within several blocks of the original site and aerial photos showed that the intersection displayed similar physical characteristics, the average weekday counts between 12:00pm and 2:00 pm were utilized as an estimate for indirect contacts. One downfall of this method, however, is that it does not account for pedestrians that were not contacted but who passed by in busier locations. It does not account for how many individuals were in each car either. Further, while not all of these vehicles may have seen the Ambassador's signage, these counts serve as a useful baseline for measuring future performance.

Using this method, it was estimated a weighted total of 81,240 people were contacted in on-street outreach, which can be seen in Table 3. Although the most people were indirectly contacted during on-street outreach, event outreach also had a significant number of people indirectly contacted. In event outreach, 20,663 people were contacted indirectly. In total, including the weighted number of individuals who were directly educated as well as those who were indirectly contacted, 124,320 people were reached by NJAIM during the inaugural 2014 season.

## **CHAPTER 5: Lessons Learned – Challenges and Opportunities**

As an ever changing program, NJAIM is always learning and improving our methods of outreach as well as overcoming new challenges. As part of our end-of-the-year evaluation, each ambassador was asked to identify challenges experienced during the year and to propose

solutions and identify opportunities. Below is a summary of the challenges identified. With each challenge listed, there is a proposed solution. It is our belief that addressing these challenges will make the program stronger during 2015.

**1. Scheduling of community events and associated event fees:**

**Challenge #1:** The ambassador program functions from April to October. Many of the large community events that would provide the ambassadors with great exposure to pedestrians, such as Princeton Communiversy (over 35,000 participants), take place in May but the deadline for participation is in February – prior to the start of the program. Additionally, event application fees typically range from \$25 - \$200 to arrange a table at the event. Event Fees were not estimated in this year's budget.

**Possible Solution #1:** Employ a Lead Ambassador for the entire year to schedule events in advance and plan for the start of the ambassador year. Partner with the New Jersey Bike and Walk Coalition or other nonprofit partners to co-host a table at the event and thus avoid or share event-related fees and charges.

**2. Changes to existing outreach pamphlets:**

**Challenge #2:** Some pedestrians were reluctant to accept the ambassadors' outreach pamphlets on walking and cycling safety because they felt they already knew how to walk and cycle properly. It is truly difficult to assume that these individuals would gain no knowledge from the literature. For this reason, it is viewed as a challenge that they refused, and a new incentive must be identified which will increase the success rate of passing out the literature.

**Possible Solution #2:** To give the public extra incentives to accept the pamphlets, it might be a good idea to include information that the average Joe may not know about. This can include crash statistics specific to the state and counties or pedestrian death rates at the specific outreach intersection to put into perspective how dangerous they can be. The public might not know all of the specific

pedestrian and bicycle laws in New Jersey. For this reason, it may be a good idea to illustrate various infractions and associated fines with distracted walking and driving. Because this information directly impacts all pedestrians, they will be more inclined to accept the literature.

### **3. Documentation of issues and community feedback:**

**Challenge #3:** While visiting New Jersey Municipalities to perform public outreach, the ambassadors had a lot of time to converse with the local pedestrians. These pedestrians were often eager to voice their issues with the existing infrastructure of the area. They hoped that we would be able to pass along to someone that could make a difference. Sadly we were unable to do so on every occasion.

**Possible Solution #3:** Develop connections with municipal officials who are looking for feedback from their community. Ambassadors can record the pedestrians concerns and pass them along to the municipal official of that municipality.

### **4. Finding more opportunities to reach the public :**

**Challenge #4:** While the ambassadors performed a large amount of intersection outreach this year, they did not attend as many planned events as they have in previous years. Helping with bicycle rodeos, giving presentations on bicycle and pedestrian safety, and having tables at large events are the best ways to teach the public about staying safe.

**Possible Solution #4:** To increase the number of events that the ambassadors attend, connections must be strengthened with organizations and municipalities to make sure they know we are available to help out their events. Part of the ambassador's responsibilities could include researching upcoming events and contacting those in charge of the events and offering their services. Most organizations would be happy to have the assistance of the ambassadors but don't



not know about their services. Ambassadors could also make a list of organizations and communities that often throw events and write them a letter explaining the ambassador program and how it may assist.

#### 5. Prioritization of outreach and outreach type:

**Challenge #5:** Ambassadors were able to contact a large number of people through intersection outreach this year. However, there may be a better way to impart pedestrian and cycling safety information to the people of these municipalities.

**Possible Solution #5:** Intersection outreach is quick, and only a limited amount of information can be communicated. If ambassadors were to schedule in-class presentations at local community centers or churches in these areas, they could pass along greater amounts of information. Ambassadors received positive feedback from the International Student Orientation Day and would like to do more bicycle and pedestrian workshops presentations.

## CHAPTER 6: Conclusion

To date, the New Jersey Ambassadors in Motion (NJAIM) program has reached 433,585 people throughout the state. The program has achieved a considerable success since debuting two years ago. While the program's annual budget has nearly doubled since the pilot year, it is still considerably lower than the budget of similar bicycle and pedestrian programs in *cities* such as Chicago, IL and Philadelphia, PA.

In the third year, NJAIM has had a strong presence in the top 10 municipalities, in addition to countless other, less known, albeit potentially more bike/ped unfriendly municipalities. The program has garnered the respect of many stakeholders at the local, state, and national level. This has been made possible through the program's event, classroom, governmental, and intersection outreach efforts. This year, NJAIM successfully and courageously reached thousands of New Jersey citizens via direct face to face contact and tens of thousands indirectly. The NJAIM program

will continue to press forward with its mission *to help make New Jersey roads safer and more attractive for use by all modes—bicycles, pedestrians, and motorists!*