



Alan M. Voorhees Transportation Center



Building a Better BPAC: Statewide Bicycle and Pedestrian Advisory Group Best Practices



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PURPOSE

The New Jersey Bicycle and Pedestrian Resource Center, Alan M. Voorhees Transportation Center (VTC), Rutgers University, analyzed and evaluated statewide bicycle and pedestrian advisory groups — their purpose and activities in order to synthesize a state of the current practice and identify best practices for potential application to the New Jersey Bicycle Advisory Council and Pedestrian Task Force. The purpose of this research was to identify common challenges facing statewide bicycle and pedestrian advisory groups, identify the best practices —structures and concepts that work well in other states.

INTRODUCTION

Statewide Bicycle and Pedestrian Advisory Groups are typically formed at the request of the Governor or the State Department of Transportation. They provide a variety of services to their sponsor, from advising on projects to creating educational materials, to funneling new program ideas. Typically membership includes the most experienced and directly involved stakeholders from the bicycle and pedestrian world, whether state agency representatives, and/or local advocates or planners from regional, county or local government. Their combined expertise may equal hundreds of years and members can potentially provide services that would otherwise cost the state thousands of dollars. The possibilities for state advisory groups to benefit their respective Bicycle and Pedestrian Coordinator, the DOT and other agencies are numerous and are governed by group organization, direction, and legitimacy.

METHODOLOGY

The advisory board review process began with outreach to the state bicycle and pedestrian coordinators for each of the 50 states, as well as Washington, DC, Puerto Rico, and Guam. An initial email message explained the research purpose and the current state of the NJ Bicycle Advisory Council and Pedestrian Task Force and asked interviewees for basic information about their group.¹

Basic information about state advisory groups was gathered from state DOT web sites. Not all states responded to the initial email but the internet search was comprehensive in an attempt to find all state-level advisory groups. VTC contacted the bicycle and pedestrian coordinators who did respond to the initial email to schedule telephone interviews.

Our final interview sample of Statewide Bicycle and Pedestrian Advisory Groups included:²

- California Bicycle Advisory Committee
- Florida Bicycle and Pedestrian Advisory Committee
- Georgia State Bicycle and Pedestrian Advisory Committee
- Massachusetts Bicycle and Pedestrian Advisory Committee
- Maine Bicycle Council
- Maryland Bicycle and Pedestrian Advisory Committee
- Minnesota State Bicycle Advisory Committee
- Nevada Bicycle Advisory Board
- New Hampshire Bicycle and Pedestrian Transportation Advisory Board

¹ See Appendix A on page 19 for the outreach email and questions.

² See Table on pages 113-116 for details.

- New York Statewide Bicycle Advisory Council
- Oregon Bicycle and Pedestrian Advisory Committee
- Wisconsin Governor’s Bicycle Coordinating Council

Interviews were conducted by Voorhees Transportation Center Project Manager Ranjit Walia, Project Coordinator Keri Tyler and Research Assistant Kevin O’Driscoll. See Appendix A for a list of phone interview questions.

Current State of the New Jersey Bicycle and Pedestrian Advisory Council

The BPAC currently functions less as an advisory body and more as a networking and information group. It meets every other month and the agenda typically consists of project or issue updates and discussions with a presentation intended to educate members about a current issue, project, or program.

FINDINGS

The interviews with State Bicycle and Pedestrian Program Coordinators resulted in a detailed snapshot of how several state bicycle and pedestrian advisory groups operate. While no one group alone presented a perfect example, taken together the groups provide an excellent model for an effective advisory group — one that serves the needs of the sponsor and provides a way for bicycle and pedestrian experts to help shape the future of policy, planning and design at the state level. On the whole, state bicycle and pedestrian advisory groups are successful in several ways. The groups can be ambitious, helpful in providing input and advice, and provide diverse knowledge and expertise on issues related to bicyclists and pedestrians in their respective states.

In general, the three factors needed for an effective state bicycle and pedestrian advisory group are a well-defined purpose, structure, and function. The following summary of findings provides an outline of all aspects necessary for creating and managing a state bicycle and pedestrian advisory group. The appendices provide documentation of the research methods and five case studies of outstanding advisory groups.

I. Group Purpose

A defined purpose is essential for a bicycle and pedestrian advisory group to serve the state and sponsoring agency in the most effective way. The sponsoring agency must decide what they need and want from the group in order to design the best working structure and recruit the most qualified membership. The following sections provide an overview of the components that are necessary to establish the group’s purpose and place it on the path to success. The last section provides a discussion of the role of advocacy within advisory groups, an issue in which many sponsoring agencies need to seriously consider. See Table A on pages 15-18 for a comparison the state advisory groups.

IA. Mission Statement

A mission statement is needed to clearly define the purpose and function of a state bicycle and pedestrian advisory group. The mission statement should concisely explain core values and what the group hopes to achieve in the future.

Discussion

While many of the groups surveyed appear to have a clear role and take on a significant amount of work, some of them either have no mission statement or lack rules or bylaws governing the group. An accurate mission statement is needed in order for a group to fulfill the goals or expectations of a Governor or Department of Transportation.

The Maryland Bicycle and Pedestrian Advisory Committee mission statement provides a good example of a group whose goals are consistent with its mission. Their mission is clearly defined:

“The Bicycle and Pedestrian Advisory Committee shall provide guidance to State agencies concerning: (1) Funding of bicycle and pedestrian related programs; (2) Public education and awareness of bicycling and pedestrian-related activities; (3) Public education and awareness of bicycling and pedestrian related safety; and (4) Any other issue directly related to bicycling and pedestrians.”

The Maryland DOT’s goals for this group are directly related to the tasks outlined in the group’s mission statement and members know what is expected for participation in the group.

IB. Goals and Objectives

To ensure an effective advisory group the sponsor should define clear goals and objectives. Goals are general and long-term areas that advisory groups wish to concentrate on while objectives are more

The Nevada Bicycle Advisory Board goals:

- Initiate, promote and support bicycle safety
- Monitor, evaluate or recommend bicycling legislation
- Support a comprehensive bicycle traffic safety enforcement program
- Provide advisory recommendations on bicycle plans and facilities
- Promote public/private funding of bicycle programs and facilities

The Minnesota State Bicycle Advisory Committee goals:

- Work toward the goal of making bicycling a viable transportation and recreation option available to the citizens of Minnesota, recognizing the importance of action at all levels of decision-making and funding, including the local community level, in order for this goal to be realized
- Assess and identify bicycling needs in the State's social and physical environments
- Develop plans to meet the needs identified

The Maryland Bicycle and Pedestrian Advisory Committee goals:

- Provide guidance to State agencies concerning funding of bicycle and pedestrian related programs
- Provide guidance to State agencies concerning public education and awareness of bicycling and pedestrian related activities
- Provide guidance to State agencies concerning public education and awareness of bicycling and pedestrian safety
- Provide guidance to State agencies concerning any other issue directly related to bicycling and pedestrians

specific and action-oriented components of those goals. The goals set should be relevant to the group's purpose and realistically achievable. Groups benefit from having a clear, defined mission, a structure of rules or bylaws to work under, and feasible goals and expectations to fulfill.

Discussion

Nevada, Maryland and Minnesota have advisory groups with officially established goals. Nevada and Oregon have overall group goals and objectives, each of Maryland's subcommittees has separate sets of goals included with their work plans and Minnesota sets yearly goals which they use to measure effectiveness.

IC. Role of Group

A state advisory group's role must be clearly determined and defined in order for the sponsoring agency to receive the maximum benefit. It clarifies the sponsor's expectations and provides a basis for measuring the group's effectiveness. Defining the role of a group begins with its name; an 'advisory' committee or council suggests that the group is just that, advisory.

Discussion

The majority of the groups researched have the word "advisory" included in their name and all of them provide some level of advisory capacity. The role of an advisory group serves to shape that group's work plan. The typical group role is providing guidance to the State Department of Transportation on projects, programs, or policies. Some states want their group to advise on specific projects or programs in development. Other states want groups to serve as a source of innovation, providing new ideas for projects, policy, and design for areas such as safety, education, and infrastructure. While groups differ in the services they provide, all services fall under the definition of "product." Even if a group is only providing feedback or input on a particular policy or project they are assisting the state and providing a service that might otherwise cost the state thousands of dollars.

A majority of the researched groups report to their respective state's Department of Transportation. However, the Nevada Bicycle Advisory Board and the Wisconsin Governor's Coordinating Bicycle Council report to their respective state governor's office. Massachusetts' group advises the Secretary of Transportation. Other groups, including those in Maryland and Minnesota, officially advise the Department of Transportation but also other state agencies. Many different state agencies have responsibility for the biking and walking environment so it is recommended that groups provide guidance to more than just their DOT.

ID. Advocacy

Some groups see advising and advocating as being two separate roles, while others see them as similar or at least complementary. Most statewide bicycle and pedestrian advisory group advocacy is aimed at Departments of Transportation. Advocates participating in advisory groups must have an understanding of government procedures and limits. To some degree, all advisory group work will be a form of pedestrian and bicyclist advocacy given that members represent the interests of walkers and cyclists in their professional and/or personal lives. Ultimately, groups should work to maintain an appropriate balance between advising and advocating as needed for their particular context.

Discussion

There will always be a need for individuals and groups outside of state agencies to advocate for change. Most major policy shifts in history, including recent federal transportation policy, came as a result of independent groups advocating change and forcing issues that don't always get addressed within the

existing government structure. Clearly there are real needs for bicycle and pedestrian advocates — they push for what may appear to be unrealistic goals — and that is their role, attempting to force changes they believe necessary to improve walking and cycling conditions. However, state bicycle and pedestrian advisory groups are state-sponsored and therefore state-serving. Advocates should understand that participation in such a group may not be the ideal place to push their particular agenda.

The role designated by the state may indeed include some advocacy but it may not be to the extent an advocate wishes to see. Advocates should organize independent organizations that operate outside of the state mandate and have the flexibility to push a specific agenda without compromising. Many of the states and cities with the best reputations for bicycling and walking are home to highly-organized and dynamic advocacy organizations, many of whom have members serving on advisory groups. This enables bicycle and pedestrian advocates to wear two hats — one as an agent for change within the politically independent advocacy realm and one as an advisor to the state bringing different and needed insights to the process.

II. Group Structure

The structure of a state bicycle and pedestrian advisory group consists of the basic operating procedures and organization. These structures may be formal, with the specific bylaws and membership requirements, or informal, with an ad-hoc group of professionals and community members committed to improving the bicycle and pedestrian environment. The groups may be created by an Executive Order from the Governor’s Office or State Legislature, or formed at the request of the Bicycle and Pedestrian Program Manager. The following sections provide an explanation of the necessary advisory group structure components.

IIA. Bylaws

Bylaws are rules governing the internal affairs of an advisory group. They should be established by the sponsor to outline the group responsibilities, structure, membership expectations and regulations, operation of meetings, work of subcommittees, as well as the role of staff. Bylaws form the basis from which the group will work and produce results the sponsoring agency is looking for.

Discussion

Advisory group bylaws need not be long or complicated — they just need to clearly lay out the rules and structure for group operation. For example, Oregon’s bylaws comprise a short one and half page document with each section comprising of no more than a few of sentences. Nevada’s and Minnesota’s bylaws are also brief but very well-defined. All operational aspects of an advisory group should be defined in the bylaws.³

IIB. Membership Structure

Advisory groups vary in membership structure and in their method of appointment of members. Many groups have formally-appointed members and a few have either self-appointed membership, or a combination of both. In formally-structured groups, members are typically appointed by the governor, the DOT commissioner, or the state bicycle and pedestrian coordinator. Some of these groups, such as the Maryland Bicycle and Pedestrian Advisory Committee, allow non-voting “friends” to attend meetings and

³ See Appendix H for sample advisory group bylaws.

participate in subcommittee activities. Other groups with less formally-structured, or ad-hoc, membership structures allow for open attendance and participation.

Most groups want a cross-section of members representing the agencies and organizations responsible for different aspects of the bicycle and pedestrian environment. The benefit to such a structure is to provide a regular forum for communication amongst the various stakeholders and to create a space for collaboration between agencies and organizations that otherwise would never have an opportunity to work together, even as they make individual decisions affecting bicycling and walking. The group's sponsor benefits immensely from this cross-section by harnessing years of expertise from all sectors and perspectives.

Advisory groups benefit from the participation of state agencies by helping to establish credibility for the group. Establishing credibility with the state and within the Department of Transportation is crucial to the success of an advisory group. Credibility means that a group's recommendations are more likely to be considered and it will be sought out for input on policies and projects.

State agency representation varies from group to group, depending on responsibilities and interest. Typical agencies represented might include Departments of Transportation, Public Health, Environment, and Public Safety. Typical organizations represented might include bicycle and pedestrian advocacy groups, bicycle touring or racing clubs, and the Automobile Association of America (AAA). For example, in more formally structured advisory groups, citizen representation is typically geographical with members representing a county or legislative district, for example.

IIC. Conditions of Membership and Service

Membership on an advisory group is a voluntary venture for most members. In some cases, agency representatives serve because it is a job requirement, but most participate out of a personal or professional interest in the issues. This translates to a situation where members are serving outside of their jobs, family and other community responsibilities and duties. For this reason it is especially necessary and important that the duties of advisory group members be well defined and understood by both the sponsoring agency and the members.

Discussion

Some advisory groups require that members serve a defined term, typically 2-4 years. In some cases, there is also a limit to the number of terms an individual is allowed to serve. Allowing at least a limited number of reappointments allows non-agency members to serve for a significant amount of time and affords the group some stability and institutional memory. Conversely, preventing members from serving in perpetuity prevents a group from becoming static, and provides more of an incentive to actively participate.

The amount of time and work expected from members was also found to vary based on each group's differing mission, purpose, and objective. The differences in expectations of members should reflect the role of the group. Interviewees made clear that some level of member participation is expected for every group. The universal expectation across all groups is meeting attendance.

In some cases, individuals are expected to do work outside of meetings as well. For example, members of the Maryland Bicycle and Pedestrian Advisory Committee are expected to serve on one of five subcommittees focused on a specific area. In many groups, however, work outside of meetings is done on a voluntary basis. Issues with maintaining regular agency representation can be remedied by following the Nevada example, where membership and participation on the advisory group is included in an agency representative's job description.

III. Group Function

The function of an advisory group should directly follow its purpose. Whatever needs and vision the sponsoring agency has for the group will be detailed in the functions. The operational factors that help to guide group function are detailed in the following sections.

IIIA. Group Administration

The way in which an advisory group functions is also heavily impacted by the way in which it is administered. Typically, state advisory groups are administered by the state bicycle and pedestrian coordinator or manager. In some states, staff members provide assistance in coordinating the groups as well, such as California, Nevada, New Hampshire, and Wisconsin. Another example is the State of New York, which has a partnership between the Department of Transportation, Department of Health, and the Governor's Traffic Safety Commission. In all cases, the coordinator attends all group meetings.

The amount of time paid staff is able to devote to advisory groups varies greatly state by state. Groups that play a particularly active role within their state have a greater amount of staff time devoted to administration. For example, in Minnesota, the Bicycle Advisory Council Coordinator, who works under the state Bicycle and Pedestrian Coordinator, typically spends about 50% of her time devoted to council-related activities, and during part of the year, it becomes a nearly full-time position. In New Hampshire, the Bicycle and Pedestrian Coordinator spends about 20% of his time devoted to group-related activities and also has an assistant who spends 60-80% of his time devoted to the group. This level of involvement suggests that groups benefit from having more paid staff time devoted to group-related activities. It can improve group productivity, as well as maintain organization and keep an ongoing focus of what the group has done and plans to do in future meetings and related initiatives.

IIIB. Meeting Logistics

Two key conditions related to the attendance and participation of advisory group members are the frequency and location of meetings. Holding bi-monthly or quarterly meetings is typical. Some groups hold all meetings in the same location while others rotate to different locations throughout the state. There is a benefit to holding meetings in the same location in that it may provide groups with stability. However, some groups, such as Minnesota and Nevada, have members traveling over 6 hours to attend meetings. Job and travel constraints could discourage participation by individuals who are located far away from the meeting location. Both Minnesota and Nevada deals with this situation by reimbursing travel costs for members.

Some groups hold meetings at rotating locations to accommodate all members. Nevada and Oregon follow this practice. Maine locates meetings based on site visits to specific projects the group is advising on. Other states, such as Wisconsin and Maryland, had at one time rotated meeting locations but have returned to holding them in the same place. Maryland had problems guaranteeing wheelchair accessibility at all of their meeting locations.

IIIC. Agenda Setting and Meeting Purpose

In most cases, group agenda setting allows for input from members about projects or areas of interest but the process is led by the sponsoring agency or group administrator. Groups with subcommittees typically use the general meeting time for updates. Work on projects and other initiatives are done at subcommittee meetings to allow the meetings to be more productive. Additionally, many groups' agendas include an update on DOT projects and programs underway.

A particularly useful practice utilized by the Maryland Bicycle and Pedestrian Advisory Committee is a yearly agenda setting activity conducted at their annual planning retreat. This helps to focus the work of the group on issues or projects of primary importance. While it is important to have structure and focus, it is also beneficial to maintain some level of flexibility to deal with new issues as they arise.

The purpose of an advisory group meeting is to exchange ideas and information, assign tasks or subcommittee work, and to meet any specific needs of the sponsoring agency. Most groups follow a formal meeting process, keeping to the established agenda but leaving time for comments, questions, discussion, and announcements. The Nevada Bicycle Advisory Board adheres to that State's Open Meeting law. The law requires the state government to make procedures and information available for inspection by the general public. Advisory groups formed at the request of the Governor, Legislature or State Department of Transportation are considered government bodies and therefore must comply.

IIID. Subcommittees

Some advisory groups form subcommittees for taking on specific issues or projects. In some cases the subcommittees are permanent while others are formed on an ad hoc basis to deal with an immediate concern. While subcommittees are useful for focused work, attendance may be an issue if members have too many responsibilities. Meetings should be scheduled appropriately because if held too frequently, members may be less likely to attend. This issue may be remedied by holding conference calls or holding break out subcommittee sessions after the general group meeting. Refer to the state chart on pages 15-18 for subcommittees examples from various states.

The Maryland Bicycle and Pedestrian Advisory Committee, for example, established subcommittees focused on specific areas the committee wishes to address. They develop work plan items to complete for each year and usually meet on alternate months from the regular group meetings. Each subcommittee has a chairperson plus an additional three to five members. Each is focused on specific issues related to walking and biking in Maryland. They are each charged with a specific responsibility and complete work beyond the scope of regular committee meetings.

MARYLAND'S SUBCOMMITTEES

Active Community Environments

Promotes safe and convenient opportunities for walking and bicycling by providing infrastructure that supports active transportation and recreation choices for people of all ages and abilities

Commuting and Transportation

Responsible for advising the Maryland Department on its Master Bicycle and Pedestrian Plan and its relationship to local efforts

Legislative and Government Affairs

Responsible for reviewing and coordinating information concerning legislation related to MBPAC issues and programs; also responsible for creating greater ties with local officials

Safety and Education

Responsible for practices that foster the safety of Maryland's bicyclist and pedestrians

Tourism and Product Development

Responsible for promoting and protecting Maryland's off-road trail system while supporting Maryland state agencies and offering advice on program strategies that promote Maryland's trails and tourism resources

FRAMEWORK FOR AN EFFECTIVE STATE BICYCLE AND PEDESTRIAN ADVISORY GROUP

I. Group Purpose

IA. Create a clear and accurate mission statement. A mission statement defines the group's purpose to the sponsor, the state, committee members, as well as the general public. It should accurately explain why the group exists and what will be achieved. A clear mission establishes credibility, both externally and internally.

IB. Establish specific goals and objectives. Goals and objectives specific to what the sponsor wants and needs from the group will help members to understand what is expected from their participation. Goals and objectives also provide the basis for measuring the group's effectiveness or success.

- Set relevant and achievable goals and objectives
- Relate goals and objectives to the group's mission and be consistent with the by-laws
- Set a yearly agenda to guide group work
- Create a work or action plan to provide clearly defined assignments and timelines
- Establish rapport and maintain active communication between the group and sponsor

IC. Manage and maintain a balance between advisory and advocacy roles. The sponsor must define the expectations and limitations of the group's advisory and advocacy functions to best meet the needs of the state.

II. Group Structure

IIA. Establish group by-laws. Groups benefit from adopting by-laws to address the method of appointment, membership structure, voting procedures, meeting rules and schedules, and establishment and organization of subcommittees. Adopting by-laws provides the functional and operational framework for an advisory group. This helps to augment a group's credibility.

IIB. Structure membership in a way that encourages members to contribute and participate. It is important to clearly define the group's membership structure in conjunction with the goals and objectives. A cross-section of experts is beneficial to a group's sponsor because members can provide multidisciplinary advice from a variety of perspectives and experiences.

- Clearly define expectations for member involvement
- Seek out members with an interest in or passion for the group's activities
- Establish subcommittees to complete tasks outside meetings if necessary
- Establish a membership structure to accommodate appointed voting members and volunteer non-voting members, if needed
- Assure representation from all state agencies responsible for, interested in, or somehow involved with non-motorized forms of transportation
- Appoint agency representatives holding mid- to upper-level managerial positions to increase group credibility

III. Group Function

IIIA. Commit to providing staff support that will enable the group to achieve goals or produce results. Staff support is crucial to the everyday functioning of an advisory group. Basic administrative duties such as organizing meetings, preparing updates and minutes, and assisting the group with research or other activities is best when undertaken by the same individual or team. Staff support should be commensurate with the level of group activity and the institutional memory that staff assistance provides may help to ensure the efficiency or success of an advisory group.

IIIB. Meetings should be well-organized and productive. They are the forum for the exchange of information and educational opportunities.

- Organize subcommittee meetings based on the schedule, availability and activities of members
- Schedule meetings in advance
- Send updates and agendas prior to meetings to allow time for members to suggest additional items for the meeting agenda or provide any relevant updates on policy or projects underway
- Provide convenient, accessible, and comfortable meeting locations

RECOMMENDATIONS FOR THE NJ BICYCLE AND PEDESTRIAN ADVISORY COUNCIL (BPAC)

I. Mission Statement

The general goals, objectives, and mission of the BPAC are *“To promote policies, practices and attitudes to increase bicycling for transportation and recreation throughout the state. The Council acts as a catalyst for bicycling through continuous and active participation with government agencies and allied organizations. The Council also seeks to provide effective consultation, direct education, public affairs campaigns and policy.”*

The Pedestrian Taskforce mission statement is *“To support walking as a safe, convenient, and sustainable form of transportation that increases our state’s livability, enhances public life, and improves public and environmental health. We seek to improve New Jersey’s pedestrian environment through education, collaboration, policy, activism and advocacy.”*

The groups were created as separate entities but now meet together, effectively acting as the joint state advisory group, therefore it is necessary to combine the mission statements. The shared mission should reflect the goals of the group and serve as the framework. In order to officially establish these groups as legitimate and useful to the New Jersey Bicycle and Pedestrian Program and other agencies it is important that the body create a well-defined mission statement that demonstrates to members and the public at large what purpose the Advisory Council serves.

II. Establish Bylaws

Adopting a set of bylaws will create an operational framework for the NJ BPAC. Such a framework is needed first and foremost to ensure that the mission and goals of the group are clearly articulated as well to establish the operational details such as membership requirements or subcommittee issues. Appendix H has examples of three State Bicycle and Pedestrian Advisory group bylaws, which will help to guide the development of the NJ BPAC bylaws.

III. Formalize Membership

Evaluate and restructure the membership of the NJ BPAC. Most State Advisory groups exist at the request of the Governor's Office or the Department of Transportation. As previously discussed, this institutionalizes the group as a body empowered to serve the state in an official capacity.

The original Executive Order creating a temporary NJ BAC should be revisited for drafting a new permanent Bicycle and Pedestrian Advisory Council. The order clearly established the purpose, direction and responsibilities of the council and required specific agency and citizen representative involvement.

- Engage people with the power to “get things done”
- Require participation from state agency representatives
- Ensure that non-state agency members represent all areas of the state
- Designate specific expectations of members via the bylaws, goals, objectives and action plan

IV. Agenda Setting and Action Plan Development

In order to establish the group as a working group, it is necessary to formalize the yearly process through an Action Plan. The plan should include the goals, objectives, specific tasks for the year and a timeline for completion. The plan can act as a scope of work for members and the Bicycle and Pedestrian Coordinator to fully understand the work expectations for the year.

The NJ BPAC would greatly benefit from holding an annual meeting or retreat, which may serve the following purposes:

- Setting an agenda for the year
- Framing goals and objectives for the year
- Prioritizing projects and initiatives
- Evaluating effectiveness and relevance of mission, goals, and objectives
- Establish subcommittees
- Assign graduate students to subcommittees

V. Establish Subcommittees

Establish topical subcommittees to work on initiatives outside regular meeting times. Subcommittees can be focused in various areas, possibly including:

- Educational programs and materials
- Advising on DOT projects
- Legislative and Policy Review and Recommendation
- Recommending potential projects or programs for the NJDOT Bicycle and Pedestrian Program or other units

Potentially assign one Bloustein School graduate student to assist each subcommittee. This will provide a resource for sub committees to complete work tasks in a timely manner and will enable students to take on significant responsibility and independence. The students will benefit from the vast range of subcommittee member experience while gaining research and transportation-related work experience.

LEARNING FROM OTHER STATE ADVISORY GROUPS: INNOVATIVE INITIATIVES AND WORK PRODUCTS

Maryland Bicycle and Pedestrian Advisory Committee

Meetings

Members are expected to attend at least half of the bimonthly meetings (attendance is reported to the governor's office). They are also expected to serve on a subcommittee and are encouraged to attend the annual Bicycle and Pedestrian Legislative Caucus in Annapolis.

Products

The Committee has produced pedestrian policy papers that have been useful to both citizens and professionals, assisted with the Safe Routes to School pilot program, and the 20-Year Statewide Bicycle and Pedestrian Master Plan.

Florida Bicycle and Pedestrian Advisory Committee

Products

The Committee advises the DOT on Florida Strategic Bicycle and Pedestrian Plan and works with the Highway Patrol's head of Public Affairs to get bicycle and pedestrian issues onto law enforcement agenda.

Minnesota State Bicycle Advisory Committee

Vision Statement

Individually and collectively strengthen and encourage community support for bicycling throughout the state through continuous and active participation with government agencies, and allied organizations, through education, public affairs campaigns, and political initiatives.

Products

- 'Scenic Bikeways' project (route planning)
- State driver's manual rewrite
- Scenic bikeways marketing project
- Bicycle Modal Plan
- Revisions to the Bikeways Design Manual

New Hampshire Bicycle and Pedestrian Transportation Advisory Board

Unique Advisory Board Task

The New Hampshire DOT funds an on-call consultant for bike/ped projects with 2-4 year contract and \$250,000 budget. The consultant is chosen by DOT staff but one non-voting board member weighs in on the decision-making process. The consultant meets with board members to hear input on the work plan. Projects occur after they receive final approval from the state coordinator. The consultant keeps board members informed of project status via a website.

Table: State Pedestrian and Bicycle Advisory Boards

State	Mission Statement	Goals & Objectives	Terms of Service	Number of Members	Member Representatives	Committee Formation	Bylaws	Subcommittees	Administration	Meetings	Source of Funding
California Bicycle Advisory Committee	Not specified	N/A	N/A	13-15	Advocates, Council of Governors, Public Agencies, League of Cities, State Association of Counties, AAA	Members are requested to join	The decision document, The rules consist of informal rules of order The chair recognizes speaker	Only on an as needed basis No official subcommittees	Ken McGuire Bicycle and Pedestrian Coordinator and Staff	6 times a year most often in Sacramento Meetings last from 10AM to 3PM	DOT
Florida Bicycle and Pedestrian Advisory Committee	Currently in formation	Advise DOT, as well as other state agencies and other entities as appropriate; serve for networking and coordinating	N/A	15	Agency Representatives invited by FDOT to participate	Formed by FDOT Bicycle and Pedestrian Office in 2004	N/A	In formation	Florida State University	Quarterly in same location	DOT
Georgia State Bicycle and Pedestrian Advisory Committee	N/A	Work with senior management at DOT on policy and design issues such as bike facility design, updating the state bike map, and developing their pedestrian safety action plan	N/A	15+	Represent advocacy community, Governor's Office of Highway Safety, Public Health, MPOs, and City Public Works Depts	Started in 1997 by GDOT to advise on State Bicycle and Pedestrian Master Plan, group functioned as an e-mail list from 1998-2004, formal meetings have resumed	N/A	N/A	GDOT Bicycle Program Coordinator	Quarterly in same location Open to public	N/A
Massachusetts Bicycle and Pedestrian Advisory Committee	The board shall oversee the state's bicycle and pedestrian activities and advise the bicycle and pedestrian program office. The board shall monitor the implementation of the MA statewide bicycle transportation plan and assist the Bicycle and Pedestrian Program Office in preparing future plan updates.	N/A	2-year terms, up to 8 years total service	24	MassHighway (2), Regional Planning Agencies (1 each), Citizen bicycle specialist members (7), and Pedestrian specialist members (7)	Created in 2000 by State Legislation	In formation by Board members	In formation by Board members	Mass Highway Bicycle and Pedestrian Program Manager	No fewer than 4 per year	N/A
Maine Bicycle Council	N/A	DOT expects group to advise on all bike-related issues and projects brought forward by DOT and occasionally by members.	3-year term	8	Bicycle Advocates	Started in early 1990s	N/A	N/A	Maine DOT Bicycle and Pedestrian Coordinator	Bi-monthly at rotating locations around state, includes group ride or project site visit	N/A

State	Mission Statement	Goals & Objectives	Terms of Service	Number of Members	Member Representatives	Committee Formation	Bylaws	Subcommittees	Administration	Meetings	Source of Funding
Maryland Bicycle and Pedestrian Advisory Committee	The Bicycle and Pedestrian Advisory Committee shall provide guidance to State agencies concerning: (1) Funding of bicycle and pedestrian related programs; (2) Public education and awareness of bicycling and pedestrian related activities; (3) Public education and awareness of bicycling and pedestrian safety; and (4) Any other issue directly related to bicycling and pedestrians.	Specified in Mission Statements	4-year term	21	Departments of Transportation, Natural Resources, Education, State Police, Business and Economic Development, Health and Mental Hygiene, Planning, and Disabilities; 1 citizen member each from the following areas: Eastern Shore, Western Maryland, and Southern Maryland; Citizen members from: Baltimore metro (2), Washington metro (2); up to 6 citizen members selected to represent the interests of bicyclists, pedestrians, and the disabled community	Started in 1991	N/A	Active Community Environments, Commuting & Transportation, Legislative & Government Affairs, Safety & Education, and Tourism & Product Development.	Maryland DOT Bicycle and Pedestrian Program Manager	Bi-monthly plus yearly agenda-setting retreat in fall Open to public	DOT (staff support and travel expenses)
Minnesota State Bicycle Advisory Committee	To promote bicycling and its acceptance in Minnesota	Advise MnDOT on MnDOT-selected projects; Facilitate MnDOT's earlier inclusion in the review and planning process for projects; Advise and work with other state agencies to promote bicycling	3-year terms, serve up to 2 terms	24	10 representatives from 9 state agencies (mid-level employees): Department of Public Safety; Department of Administration, Plant Management; Department of Natural Resources; Department of Health, Injury Prevention Center; Department of Education; Department of Transportation (2 representatives); Minnesota Pollution Control Agency; Explore Minnesota; Metro Council, Transportation. 11 representatives from the 8 Minnesota DOT districts (4 representatives for the Metro district); Representatives from 4 bicycle interest groups; a bicycle club; a trails organization; bike industry; law enforcement	Started in early 80s	N/A	'Scenic Bikeways' project (route planning); State driver's manual rewrite; Scenic bikeways marketing project; Bicycle Modal Plan; Revisions to the Bikeways Design Manual	Administered by the State Bicycle Advisory Committee Coordinator under supervision of the state Bicycle and Pedestrian Coordinator	Six meetings per year	DOT (travel and conference costs)

State	Mission Statement	Goals & Objectives	Terms of Service	Number of Members	Member Representatives	Committee Formation	Bylaws	Subcommittees	Administration	Meetings	Source of Funding
Nevada Bicycle Advisory Board	The purposes of this board shall be to: Identify and address the needs of the bicycle community of the State of Nevada; Promote programs and facilities for the safe and effective use of bicycles in Nevada; Advise appropriate organizations of the State of Nevada on policies, programs, and facilities for the safe use of bicycles; and Perform and carry on such activities as may be assigned to the Board by the statutes enacted by the Legislature of the State of Nevada	5 Specific Goals with associated Action-oriented Objectives: Initiate, promote and support bicycle safety programs; Monitor, evaluate or recommend bicycling legislation; Support a comprehensive bicycle traffic safety enforcement program; Provide advisory recommendations on bicycle plans and facilities; Promote public public/private funding of bicycling programs and facilities	2-year terms	21	Department of Conservation and Natural Resources, Division of State Parks; Department of Conservation and Natural Resources, Division of Environmental Protection; Department of Public Safety Highway Patrol Division; Department of Human Resources, Health Division; Department of Education; Commission on Tourism; Department of Transportation, Planning and Program Development Division Membership Structure & Administration; and 7 Citizen Representatives	Created in 1991 by State Legislature	Yes	Formed as needed	Nevada DOT Bicycle and Pedestrian staff	Quarterly but may meet up to 6 times per year	DOT The board seeks additional funding by receiving gifts, raising money and selling merchandise.
New Hampshire Bicycle and Pedestrian Transportation Advisory Board	Make recommendations to the NHDOT, as well as other appropriate agencies, on bicycle and pedestrian issues, including safety, through distribution of information to the general public and to represent the non-motorized users of the state transportation system	Review policy decisions when asked, look at safety, education, and infrastructure issues, and work on goals to further these areas	N/A	18 appointed and 8-10 volunteers	Central New Hampshire Planning Commission, NHDOT Bureau of Rail & Transit (2), NH Office of Energy and Planning, NH Dept. of Safety, Southern NH Planning Commission, Dept. of Environmental Services, Nicolin Fields Publishing, North Country Council, Dartmouth-Hitchcock Injury Prevention Center, DHHS (2), Division of Travel & Tourism Development, Granite State Wheelmen (2), Lakes Regional Planning Commission, FHA, Friends of Northern Rail Trail, NHDOT – Highway Design, NHDOT – Highway Maintenance, Strafford Regional Planning Commission, Concord Hospital Center for Health, NHDOT – Transportation Planning, Highway Safety Agency (2), Granite State Bicycling Alliance (2), NH Dept. of Resources & Economic Development, Seacoast Area Bicycle Routes, AAA, National Park Services, and DOS	Established in the early 1990s	N/A	Education Infrastructure Safety	New Hampshire DOT Bicycle and Pedestrian Program Coordinator and Program Assistant	Bi-monthly or as often as needed	DOT (Bicycle & Pedestrian Coordinator's budget) Seeks outside funding to supplement DOT funding.

State	Mission Statement	Goals & Objectives	Terms of Service	Number of Members	Member Representatives	Committee Formation	Bylaws	Subcommittees	Administration	Meetings	Source of Funding
New York Statewide Bicycle Advisory Council	In adoption process	Produce ideas, policies, programs, materials, and identify strategies to promote or achieve those goals	N/A	22	NYSDOT, NYSDMV, NYSOPRHP, NYSED, NYS Health Dept., NYS State Police, NYS Canal Recreationway, NYC MTA, NYC Mayor's Office, NY State MPOs, NYS County Highway Superintendents' Association, Hudson River Valley Greenway, Transportation Alternatives, NYSDEC, Seaway Trail, Inc., Bicycle Transportation Action, Cornell Coop. Extension, AAA of New York, NYC Chamber of Commerce & Ind., NY Bicycling Coalition, BIKE WNY, Federal Highway Administration	Originally established in 1986 by Governor, started again in 1993 by NYSDOT	N/A	N/A	Partnership between NYSDOT, NYSDOH, and GTSC	No set schedule	Partnership between Governor's Traffic Safety Commission, Dept. of Health, and CDC Nutrition Grants Members of the Safe Routes to School Program may individually seek outside funding
Oregon Bicycle and Pedestrian Advisory Committee	The purpose of the committee is to advise the Highway Division of the Department of Transportation regarding: "the regulation of bicycle traffic," "the establishment of bicycle lanes and paths."	N/A	4-year terms, serve up to 2 terms	8	An employee of a unit of local government employed in land use planning, a representative of a recognized environmental group, a person engaged in the business of selling or repairing bicycles, a member designated by the Oregon Recreation Trails Advisory Council, at least one member under the age of 21 at the time of appointment and 3 members at large	Established in 1973 by legislature (pedestrians added in 1995).	Yes	Formed on ad-hoc basis	ODOT Bicycle and Pedestrian Program Manager	Quarterly	DOT (travel expenses)
Wisconsin Governor's Bicycle Coordinating Council	N/A	Yearly priorities established by SWOT analysis	N/A	N/A	Agency representatives, legislative members, and citizen members. Legislator attendance is encouraged by having meetings on days they will be in the capital	Created in the mid 1970s by Executive Order	N/A	Formed on an ad-hoc basis	The Wisconsin State Bicycle and Pedestrian Coordinator and the Bicycle and Pedestrian Safety Program Manager	Quarterly	Governor's Office (travel and meal expenses); DOT (reports)

APPENDIX A: INTERVIEW

A-1: State Departments of Transportation Interviewees

California Bicycle Advisory Committee.....	Ken McGuire
Georgia State Bicycle and Pedestrian Advisory Committee.....	Amy Goodwin
Maine Bicycle Council	John Balicki
Maryland Bicycle and Pedestrian Advisory Committee.....	Michael E. Jackson
MA Bicycle and Pedestrian Advisory Committee	Josh Lehman
Minnesota State Bicycle Advisory Committee.....	Michelle Natrop
Nevada Bicycle Advisory Board.....	Eric Glick
New Hampshire Bicycle and Pedestrian Transportation Advisory Board	Tom Jameson
New Jersey Bicycle Advisory Council/Pedestrian Task Force	Sheree Davis
New York Statewide Bicycle Advisory Council.....	Eric Ophardt
Oregon Bicycle and Pedestrian Advisory Committee	Michael Ronkin
Wisconsin Governor’s Bicycle Coordinating Council.....	Thomas Huber

A-2: Email Outreach Questions

The initial outreach email sent to State Bicycle and Pedestrian Coordinators included the following question:

- Does your state have similar groups that serve either as advisory or advocacy councils?
- What activities are these groups generally involved with? What are their goals/objectives?
- Do these groups report to the state DOT?
- How is membership decided?
- What is the name of the group(s)?

A-3: Phone Interview Questions

Statewide Bicycle and Pedestrian Advisory Group Research Questions
Interviews were conducted with Statewide Bicycle and Pedestrian Coordinators

Background and Structure

- How long has the group been in existence and why was it started?
- How many members serve on the committee?
- What is the membership structure of the organization?
- Why was this structure chosen?
- Members: appointed or volunteer?
- What is the method of appointment?
- What are the lengths of terms they serve?
- Are there specified expectations or some sort of commitment required of members?
- How much time do members devote to the organization?

- What type of time commitment would realistically be required for the group to be effective?
- Does the group have subcommittees?
- What, if any, are the group rules or by laws?
- How often does the group meet?
- Do meetings happen in various locations?
- Was the group modeled after another state?

Purpose and Function

- Does the group have a mission statement?
- What are the DOT's goals for the group?
- What is the group currently doing well?
- What could the group be doing in order to be more effective?
- Do they advise on projects? Policy? Funnel ideas?
- What, if anything, does the group produce?
- Do they report only to DOT or other groups as well?
- How is their agenda determined? (i.e. does DOT provide them with projects, etc.)

Funding

- Where does the group receive its funding? How? Who does it come from?
- Does the group seek any outside funding?
- Who administers the group? Does he/she attend all meetings?
- How much time does paid staff devote to administering the group?
- What is the group's operating budget?

Advisory and Advocacy

- Does the group taken on any advocacy roles?
- How do they deal with having advocates serving on an advisory group?

* Request any materials they may have.

APPENDIX B: BACKGROUND

B-1: New Jersey Executive Order Establishing the Original Bicycle Advisory Council

Executive Order 101

Whereas, bicycling is a pollution-free, healthful, energy efficient means of transportation and recreation; and

Whereas, bicycling is recognized by both the State and federal law and the policies and programs of federal, state and local transportation; and

Whereas, according to the State Outdoor Recreation Plan, bicycling currently is, and is projected to continue to be the most popular form of outdoor recreation through the year 2000 when it is estimated that over 282 million recreation bicycle trips will be made annually; and

Whereas, New Jersey has a reputation nationwide as a prime area for bicycling touring, as exhibited by the thousands of people attracted to annual invitational rides; and

Whereas, there are over 20 bicycle clubs in the State which indicates the popularity of the sport; and

Whereas, it is in the public interest of the State of New Jersey to encourage residents to bicycle to save energy, improve the environment, improve public health and to establish facilities and regulations for the safety of participants therein; and

Whereas, it is in the economic interest of the State of New Jersey to encourage nonresidents to visit New Jersey for bicycling tours, races and other leisure activities;

Now, Therefore, I, Thomas H. Kean, Governor of the State of New Jersey, by virtue of the authority invested in me by the Constitution and the Statutes of this State, do hereby Order and Direct:

1. There is hereby established a New Jersey Bicycle Advisory Council
2. The Advisory Council shall be comprised of the Commissioner of Transportation, the Chairman of the Board of New Jersey Transit, the Commissioner of Environmental Protection, the Director of the Division of Motor Vehicles, the Director of the Division of Travel and Tourism, the Commission of Education, the Commissioner of Community Affairs, or their designees and a representative of the Governor's Office and eight (8) public members with a demonstrated capacity. The chairperson shall be the Commissioner of Transportation, or his designee, and the Department of Transportation shall serve as the lead agency.
3. The Advisory Council shall have the following responsibilities:
 - a. Examine the status of bicycling in the State of New Jersey and make recommendations regarding the promotion of the use of the bicycle as a safe and viable mode of transportation and the development or expansion of programs leading to an improved bicycle environment.
 - b. Study and make recommendations regarding other potential uses and aspects of the bicycle, such as bicycle touring, recreation trails and maps, safety, education, health and fitness, law enforcement, competitive racing, potential funding sources and the promotion of tourism from outside the State.

4. In order to carry out its functions, the Council is authorized to call upon any department, office, division or agency of the State to supply such data, reports, or other information it deems necessary. Each department, office, division or agency of the State is authorized and directed, to the extent not inconsistent with law to cooperate with the Advisory Council and to furnish it with such information, personnel and assistance as necessary to accomplish the purpose of this order.
5. The Advisory Council shall render its findings and recommendations to the Governor within one year after its first meeting.
6. The Advisory Council shall remain in existence until its final report has been issued.
7. This Order shall take effect immediately.

Adopted May 14, 1985

B-2: New Jersey Executive Order Continuing the Bicycle Advisory Council

Executive Order No. 153

Whereas, on May 14, 1985, I created by Executive Order No. 101a New Jersey Bicycle Advisory Council, a body composed of commissioners of various State departments and concerned citizens who have demonstrated an active interest in bicycling; and

Whereas, the responsibilities of the Advisory Council include examining the status of bicycling in New Jersey, making recommendations that promote bicycling and issuing a public report which shall contain the Bicycle Advisory Council's findings and recommendations; and

Whereas, the coming together of these talented people has presented an excellent opportunity for the focusing of attention on the status and potential uses of bicycling in New Jersey; and

Whereas, better communication and coordination of bicycling activities among public and private organizations serving the citizens of New Jersey will be established by this Council; and

Whereas, Executive Order no. 101 of 1985 provided that the Advisory Council shall render its findings and recommendations within one year of its first meeting; and

Whereas, the Bicycle Advisory Council requires additional time to complete its designated task;

Now, Therefore, I, Thomas H. Kean, Governor of the State of New Jersey, by virtue of the authority vested in me by the Constitution and by the Statutes of this State, do hereby Order and Direct:

1. The New Jersey Bicycle Advisory Council shall continue in existence until June 1, 1987, or until submission of its findings, whichever shall come first.
2. The New Jersey Bicycle Advisory shall submit its final report to the Governor no later than May 30, 1987.
3. The current members of the New Jersey Bicycle Advisory Council shall continue to serve in their capacity until June 1, 1987.
4. This order shall take effect immediately.

Adopted December 17, 1986

B-3: Original Bicycle Advisory Council Members

State Agency Representatives

William Feldman (Acting Chairman)
New Jersey Department of Transportation

Al Olsen
Department of Community Affairs

Steve Lovett
Department of Education

Tony Patterson
Division of Travel and Tourism

George Robinson
Division of Motor Vehicles

Robert Stokes
Department of Environmental Protection

Davis Dure
NJ Transit

Paula Dumas
Office of the Governor

Citizen Members represent:

Wayne
Trenton
Holmdel
Northfield
Somerville
Princeton
Cranford
Clifton

B-4: The Original Bicycle Advisory Council

The New Jersey Bicycle Advisory Council was created by Governor Thomas Kean in 1985 under Executive Order #101, recognizing that:

- Bicycling is an immensely popular form of outdoor recreation as well as an increasingly popular mode of transportation;
- It is in the public interest to encourage the residents of the state to bicycle since increased use can result in many personal and societal benefits such as reduced pollution, reduced use of non-renewable energy sources, reduced congestion, improved public health, reduced transportation costs, increased

mobility, and improved quality of life for New Jersey's citizens;

- As a state with many desirable areas in which to bicycle and located adjacent to large population centers, it is in the economic interest of the state to encourage non-residents to visit New Jersey for bicycle touring, bicycle races, and other leisure activities; and
- There is a need to create an improved environment for bicycling by working toward solutions to those problems and eliminating barriers which prevent bicycling from achieving its full potential.

At the time of its initial formation, the New Jersey Bicycle Advisory Council (BAC) was comprised of a combination of public members with a demonstrated active interest or expertise in the various aspects of bicycling and representatives of state agencies whose activities directly or indirectly affect the bicycling environment or the interests of bicyclists. These agencies included New Jersey Departments of Transportation, Environmental Protection, Law and Public Safety (Division of Motor Vehicles), Commerce (Division of Travel and Tourism), and Community Affairs, as well as NJ Transit and the Governor's Office. The Department of Transportation was designated as the lead agency.

In Executive Order 101, the Council was directed to:

- Examine the status of bicycling in New Jersey and make recommendations regarding the promotion of the use of the bicycle as a safe and viable mode of transportation and the development or expansion of programs leading to an improved bicycling environment;
- Study and make recommendations regarding other potential uses of the bicycle and aspects of bicycling such as: bicycle touring, recreation trails and maps, safety, education, health and fitness, law enforcement, potential funding sources, and tourism promotion;
- Prepare and submit to the Governor a report of its finding and recommendations.

The Council's study recognized that problems confronting bicycling are wide-ranging and that an effective solution requires a comprehensive approach which involves the 4 E's: Education, Enforcement, Engineering, and Encouragement (p. 7).

Although Executive Order #101, which created the New Jersey Bicycle Advisory Council, made no provision for the Council to continue beyond the presentation of its findings and recommendations to the Governor, implementation of the report's recommendations and the improvement of New Jersey's bicycling environment were said to require continuing guidance and advocacy. At that time, it was recommended that the New Jersey Bicycle Advisory Council be empowered to continue its research and advocacy role.

The NJ BAC would provide an appropriate mechanism to bring together professionals, advocates, and citizens with interest and expertise on bicycling and those with responsibility to implement these or future recommendations. The report stated that the NJBAC should continue to meet regularly to assess progress and provide advice on fulfilling the recommendations contained in this and future reports and to consider and recommend revisions, updates, and additions thereto.

B-5: The BAC in the Early Days of the NJ Bicycle & Pedestrian Resource Center

The second incarnation of the NJ BAC resulted in a work to create a formalized membership and process. The following is the result of the group's initial work:

Draft Mission Statement

The NJBAC will promote policies, practices and attitudes to increase bicycling for transportation and recreation throughout the entire state. We will be a catalyst for bicycling through continuous and active participation with government agencies and allied organizations. The Council will direct education, public affairs campaigns and political initiatives.

Membership

The NJBAC consists of two groups: regular Council Members and Supporting Organizations. The latter group consists of representatives from various state agencies and may also consist of representatives from federal or regional government agencies and/or authorities.

The following individuals formed a strategic planning committee for the NJBAC. They have been referred to as the “Core Group.” Their purpose has been to establish a foundation for the NJBAC. They are the authors of this mission statement; they established the goals and the operating framework for the Council including how the Council would accept and attract members. The Core Group has consisted of the following members:

Sharon Roerty—VTPI, Mike Dannemiller—The RBA Group, Jon Orcutt— Tri-State Transportation Campaign, Art Wrubel—Bike Touring Club of North Jersey, Richard Kerr— NJ TRANSIT, Mike Kruimer—Central Jersey Bicycle Club, Anne Kruimer—Central Jersey Bicycle Club, Fred Kaimann—Transportation Alternatives, John Madera—Delaware Valley Regional Planning Commission, John Waltz—Bike New Jersey, Bill Feldman—NJDOT, Rachel Kennedy—TPI, Tony Gambilonghi—Middlesex County Planning Dept, Charles Carmalt, Elise Bremer-Nei—NJDOT, Arthur Schalick—South Jersey Wheelman, Petra Staats—VTPI.

Goals

- Provide an effective consultation forum for bicycling organizations and government to consider matters relevant to providing for bicyclists
- Promote bicycling as an accepted and viable mode of transportation.
- Advocate for bicyclists and their rights:
 - on roads, bridges, trails
 - at work, commercial enterprises, educational facilities
- Provide a safe bicycling environment through education, legislation, and regulation
- Seek inclusion of bicycling in state, county and municipal infrastructure, planning and implementation

B-6: The NJ Pedestrian Task Force

The New Jersey Pedestrian Task Force was established in 1999 at the Voorhees Transportation Center to promote and encourage travel by foot. The Task Force is presently an activity and product of the Pedestrian and Bicycle Resource Center. VTC staff provided leadership and administrative support to the Task Force. All meetings were hosted at the Edward J. Bloustein School of Planning and Public Policy, Rutgers, the State University of New Jersey. PTF members included school faculty such as Reid Ewing and John Pucher.

PTF members and VTC staff organized New Jersey’s first statewide pedestrian conference, WALK NJ, on October 14 and 15, 1999. The conference was sponsored by the Voorhees Transportation Center and the

B-7: Original NJ Pedestrian Task Force Mission, Goals and Work

Mission Statement

The mission of the New Jersey Pedestrian Task Force is to support walking as a safe, convenient, and sustainable form of transportation that increases our state's livability, enhances public life, and improves public and environmental health. We seek to improve New Jersey's pedestrian environment through education, collaboration, policy, activism and advocacy.

Our goals and strategic objectives are:

- **To educate the public on the rights and responsibilities of pedestrians and the need for more pedestrian-friendly circulation systems**
 - Form a Pedestrian Task Force Bureau of topical speakers to present at upcoming conferences within the state
 - Create a greater awareness of the existing resources for planning and implementing pedestrian-friendly transportation projects
 - Promote educational venues that focus on pedestrian and/or human powered travel modes, traffic calming and safety measures

- **To advance the inclusion of pedestrian friendly design elements in development and redevelopment plans**
 - Monitor performance of pedestrian projects and programs statewide
 - Review and provide commentary on the AASHTO Pedestrian Guide currently under development
 - Promote revisions to the Residential Site Improvement Standards (RSIS) and input to the Commercial Site Improvement Standards (CSIS) to create more walkable developments
 - Sponsor awards for those who protect and/or enhance the pedestrian environment, through engineering, advocacy, design, or education

- **To support government policies and funding initiatives that favor walking.**
 - Recommend, monitor and support legislation that extends pedestrian rights, enhances the pedestrian environment or legitimizes walking as a transportation mode
 - Recommend, monitor and support legislation that would require any project utilizing Transportation Trust Fund monies to include bicycle and pedestrian accommodations
 - Recommend, monitor and support legislation that includes dedicated resources for pedestrian friendly transportation planning and projects
 - Encourage state, county and municipal governing bodies to adopt pedestrian friendly programs and design standards
 - Facilitate the coordination between public agencies and others in the implementation of pedestrian friendly projects and programs
 - Support citizen advocacy groups that encourage local governments to adopt policies and programs that support walking

- **To nurture favorable community attitudes towards walking**

- Design and propose a new specialty motor vehicle license plate, such as “Share the Road” tags
 - Organize a statewide effort to support “Walk Our Children to School Day” and the “Kids Walk-to-School” program within New Jersey
 - Develop and support additional public involvement programs that can encourage walking in the community
- **To encourage land use patterns and walking environments which are safe and secure, and thereby reduce pedestrian deaths and injuries in the State**
 - Propose changes to the NJ Drivers Training Manual and driver education programs
 - Disseminate information regarding tools that engineers and planners can use to make the walking environment safer
 - Promote the use of traffic calming measures
 - Encourage improved reporting and analysis of pedestrian crash data

Through our efforts, we will make New Jersey a place where people will want to walk.

Pedestrian Task Force Proposal Action Items 2002

In recent months the Pedestrian Task Force has created a set of action items to focus its efforts in 2002. The following items support the Pedestrian Task Force’s Mission Statement’s five stated goals. Through its efforts the Task Force seeks to improve New Jersey’s pedestrian environment through education, collaboration, policy, activism and advocacy.

Walk to School Day

The Pedestrian Task Force along with KMM has successfully promoted the Walk to School Day for the past two years. The Pedestrian Task Force has produced a successful media campaign and encouraged the participation of a number of communities within the Middlesex County area. The Pedestrian Task Force would like to increase participation statewide. Other states, such as California have state funding for the walk to school day, the PTF would like to secure such legislation and funding for NJ.

New Jersey Safety License Plate

The Pedestrian Task Force is working to establish a Safety First License Plate, that promotes walking and biking, as well as road safety. The profits from the license plate would go to an organization that promotes road safety and non-vehicular transportation. The plate would not only serve to create additional funding for pedestrian and bike transportation but to remind drivers to be aware of other road users.

Safe Routes to School Legislation

The Pedestrian Task Force has gathered examples of Safe Routes to School Legislation from other states and is working to create such legislation in New Jersey.

Outreach to the New Administration

With the election of Governor McGreevey a number of offices will be changing and the importance of outreach to the new administration was stressed. A letter and brochure will be sent to the governor requesting an audience with him and key members of his staff, informing of the organization and past projects.

Statewide Public Outreach

Through the course of the coming year the Pedestrian Task Force will continue its public media campaign. Members will write Op/Ed pieces and orchestrate press release to stimulate public interest and awareness in pedestrian issues. Topics of focus will include public safety; walkable communities- design; the walk to school event; and the safe routes to school national program, which the Pedestrian Task Force hopes to make a state program.

APPENDIX C: STATE BICYCLE AND PEDESTRIAN ADVISORY BY-LAW EXAMPLES

C-1: Minnesota State Bicycle Advisory Committee By-Laws

BY-LAWS OF THE MINNESOTA STATE BICYCLE ADVISORY COMMITTEE

Article I Committee Name and Function

Section 1 The Bicycle Advisory Committee shall be called the Minnesota State Bicycle Advisory Committee, and shall be referred to hereinafter as “The Committee”.

Section 2 The Committee shall serve as the central coordinating and advisory body to develop bicycling goals, objectives, policies, and standards in Minnesota. As such, this committee will advise and make recommendations to the Governor, the Minnesota State Legislature, the Department of Transportation, and to appropriate state agencies to assist in the State’s efforts to better serve the diverse bicycling populations within Minnesota.

Section 3 The purpose of this committee is to:

1. Work toward the goal of making bicycling a viable transportation and recreation option available to the citizens of Minnesota, recognizing the importance of action at all levels of decision-making and funding, including the local community level, in order for this goal to be realized.
2. Assess and identify bicycling needs in the State’s social and physical environments.
3. Develop plans to meet the needs identified.

Section 4 The Committee, in its efforts to promote bicycle activities, may lend its name in approval of certain activities, but shall not permit the use of its name to approve, endorse, nor in any way indicate support for specific commercial sponsors of said activities nor for specific products.

Section 5 Remuneration of expenses for citizen members shall be at the current State rate. All bank accounts, deposits, and disbursements of funds shall be made by the Commissioner of the Mn/DOT.

Article II Membership

The membership of The Committee shall consist of 11 Minnesota citizens appointed by the Commissioner of the Minnesota Department of Transportation (Mn/DOT). Selection of citizen members shall reflect geographic diversity, diversity in bicycle utilization and, where feasible, interconnectedness with organizations whose broad goals may further the accomplishment of the functions and purposes of The Committee. These will be public members from each of Mn/DOT’s Districts, one member at-large representing the law enforcement community, and up to four members from the Metropolitan area.

The Committee shall also include representatives of State agencies, which affect and complement the functions and purposes of The Committee, including the State Bicycle Program Coordinator who shall serve as an ex-officio member.

- Department of Administration
- Department of Education
- Department of Health
- Department of Natural Resources
- Department of Public Safety
- Explore Minnesota
- Department of Transportation
- Minnesota Pollution Control Agency
- Metropolitan Council

The representatives of the agencies shall act as resource people and liaisons between The Committee and their agencies; they are expected to participate in discussion and planning and, in so doing, support the accomplishment of committee purposes.

The Committee shall also include 4 citizen members who represent bicycling interests/organizations. The representatives of these organizations shall act as resource people and liaisons between The Committee and their organization. Selection of these members will be limited to those who represent one of the following:

- Non-profit Trail Organization
- Bicycle Industry
- Bicycle Club
- Law Enforcement

Article III Term of Service

The term of service of the citizen members of The Committee shall be for three (3) years, with service beginning July 1 and ending June 30.

Members of The Committee may be appointed for no more than two consecutive full terms. There shall be at least a one-year absence before appointed for additional terms as provided in Article X.

The agency members shall serve at the pleasure of their commissioner. Membership of the bicycling interests/organizations will continue upon mutual agreement between the committee and bicycling interest/organization.

Article IV Number of Meetings

The Committee shall meet at least four (4) times per year. Regular meetings shall be established at the annual meeting by the Chair and Committee membership.

Special meetings may be called by the Chair, or any member, with the approval of sufficient additional voting members of The Committee to form a quorum. A 15-day written notice to each member of The Committee is required before a special meeting can be held. At a special meeting, no business shall be transacted other than that specifically stated in the notice for a special meeting.

Article V Committees

Other Committees may be established by The State Bicycle Advisory Committee majority vote and The Committee Chair shall have the authority to appoint Ad hoc committees.

Article VI Duties of Chair

The duties of Chair or the Vice-Chair, in absence of the Chair, shall be to preside at meetings and serve as a spokesperson for The Committee. The chair also sets groups for specific tasks as needed.

Article VII Election of Officers (Chair and Vice-Chair)

Election of officers shall be by a majority of the members of The Committee either present or by absentee ballot. The term of Office of the Chair and Vice-Chair shall be for one year. Any removal of officers shall be by 2/3 vote of the membership of The Committee.

Article VIII Annual Meetings

The Annual Business Planning Meeting may serve as The Committee's annual meeting.

Article IX Quorum

A quorum shall consist of a majority of all voting members for all business transacted before The Committee. In the case of amendments to the bylaws a 2/3 vote of the members present is required.

Article X Filling of Vacancies

Vacancies on The Committee shall be filled by the Commissioner of the Mn/DOT and reappointments to The Committee shall be made by the same Commissioner. Recommendations to fill said vacancies or to renew term appointments may be made by the Chair or through an Ad hoc committee appointed by the Chair. Two full terms may be served after fulfilling an unexpired term.

Article XI Staff Role

The Commissioner of the Mn/DOT shall have the authority to employ staff to work with The Committee. The SBAC and staff are to provide ongoing long-term leadership such that The Committee's potential is realized. The State Bicycle Program Coordinator will serve as the primary contact between the SBAC and the Department of Transportation regarding bicycle issues. The State Bicycle Program Coordinator will serve as an advocate of bicycle issues to both the SBAC and the Department of Transportation.

Other staff responsibilities shall include, but not be limited to, taking minutes, making announcements, and meeting with the Chair to establish administrative functions, meetings and agendas.

Article XII Attendance at Meetings

Any citizen member not in attendance at 50 percent or more of the scheduled committee meetings within a given calendar year will be subject to replacement upon The Committee's recommendation and with the concurrence of the Commissioner of the Mn/DOT.

C-2: Nevada Bicycle Advisory Board By-laws

NEVADA BICYCLE ADVISORY BOARD BY-LAWS

NAME

- 1.0 This board shall be known as the Nevada Bicycle Advisory Board, as created by NRS 480.710.

PURPOSE

- 2.0 The purposes of this board shall be to:
- (a) Identify and address the needs of the bicycle community of the State of Nevada;
 - (b) Promote programs and facilities for the safe and effective use of bicycles in Nevada;
 - (c) Advise appropriate organizations of the State of Nevada on policies, programs, and facilities for the safe use of bicycles; and
 - (d) Perform and carry on such activities as may be assigned to the Board by the statutes enacted by the Legislature of the State of Nevada

MEMBERSHIP

- 3.0 Members of the Board
Membership shall consist of those persons specified in NRS 480.710 with the following qualifications: The seven members who reside in various geographical areas of Nevada referred to in subsection (a) shall not be employees of the State of Nevada whose agencies are already represented on the Board; and, the one member who is a representative of the Nevada Department of Public Safety referred to in subsection (g) shall be a member of the Nevada Highway Patrol.
- 3.1 Meeting Attendance
If a Board member is unable to attend three of the six regularly calendared meetings of the Board in any given year, a letter will be sent by the Board to the respective agency that such Board member represents requesting either a commitment to future attendance, or, in the alternative, requesting the agency to designate a replacement to fill that Board position. If the Board member does not represent an agency, the letter will be directed to the Board member requesting a commitment to further attendance, or, in the alternative, a request that the Board member step down from said Board position so that a replacement can be designated by the Governor.

TERM OF OFFICE

- 4.0 After the initial terms of the original appointments to this Board, the term of office of each of the members appointed pursuant to paragraph (a) of Section 3.0 above shall be two years, to commence on the day that a certificate of commission is issued by the governor and to continue at the pleasure of the governor until the term expires or until a successor is appointed in the event of a vacancy.

The seven members appointed pursuant to paragraphs (b) through (h) of Section 3.0 above shall serve at the pleasure of the Governor of Nevada.

COMPENSATION

- 5.0 Members of this board shall serve in that capacity without compensation, except that necessary travel and per diem expenses may be reimbursed, not to exceed the amounts provided for Nevada state officers and employees generally, to the extent that money is made available for the purpose.

COMMITTEES

- 6.0 This Board is authorized to establish, or to empower the Chairperson of the Board to establish such committees, as it may deem necessary and desirable, to effectively promote the activities of the Board within its statutory jurisdiction. In establishing a new committee, the Board shall state in writing the area of its proposed activities. Any such committees must convene in accordance with the requirements of the Nevada Open Meeting Law codified at Chapter 241 of the Nevada Revised Statutes.

MEETING OF THE BOARD

- 7.0 **Conducting Meetings**
Meetings shall be conducted according to the Robert's Rules of Order most recently published edition, as well as the Nevada Open Meeting Law.
- 7.1 **Quarterly Meetings**
This Board shall meet regularly at least once each calendar quarter and may meet at other times upon the call of the Chairperson or a majority of the members. All meetings of the Board shall be duly noticed and posted pursuant to the requirements of the Open Meeting Law, as set forth in Chapter 241 of the Nevada Revised Statutes.
- 7.2 **Quorum**
A quorum consisting of a majority of the Board members then currently appointed shall be required to conduct the business of the Board. Any existing vacancy shall not be counted in the calculation of a quorum. Members present at a duly called or held meeting at which a quorum is present may conduct business until adjournment, notwithstanding the withdrawal of enough members to have less than a quorum.
- 7.3 **Controlling Vote**
Action of the Board shall be taken upon majority vote of the members present. Each member present shall be entitled to one vote.
- 7.4 **Agenda**
The agenda shall consist of such matters as set by the Chairperson or Board. Any Board member may request that any item be placed upon the agenda, subject to the notice requirements of the Open Meeting Law as set forth in Chapter 241 of the Nevada Revised Statutes.
- 7.5 **Telephonic Voting**
The Chairperson may direct that a matter be submitted to the members of the Board for vote by telephone conference consistent with the requirements of the Nevada Open Meeting Law. Binding action of the Board shall be by a majority of the votes received from members in accordance with rules fixed by the Board.