
STRATEGIC PLAN

CENTRAL JERSEY
TRANSPORTATION
FORUM (CJTF)

May 2018

BACKGROUND

The Route 1 Corridor has experienced considerable growth and increasing traffic congestion during the last four decades. Traffic volumes and vehicle hours of travel continue to increase, and average roadway travel speed consequently decrease. With limited public transit in the area to provide an alternate means of travel, coordinated regional planning has become necessary to manage growth and increase mobility throughout the Central Jersey area.

The Central Jersey Transportation Forum (CJTF) was formed in 1999 to serve this purpose. Its members regularly meet to address transportation and land use issues along the US-1, US-130, and US-206 corridors in Mercer, Middlesex and Somerset counties. The goal of the Forum is to achieve improved and more integrated regional land use and transportation planning that will result in a better quality of community life. Planning has, thus far, focused on critical issues in achieving this goal, including east-west access, and improving coordination of transportation and land use in this high-growth, congested area.

High-level representatives from 25 municipalities, three counties, numerous state agencies and other organizations meet three times per year to discuss transportation and land use issues, and implement solutions. This partnership is facilitated by the Delaware Valley Regional Planning Commission (DVRPC) in coordination with North Jersey Transportation Planning Authority (NJTPA) and New Jersey Department of Transportation (NJDOT).

PREVIOUS STRATEGIC PLANNING EFFORTS

The Forum commissioned an outside facilitator in 2010 to help members consider changes that could increase the Forum's impact. Following an online survey and a subsequent work session among a representative subset, the Forum successfully shifted the focus more toward action, and municipal/county leadership. In early 2011, the Forum adopted a formal voting structure and bylaws, elected a municipal chair, added a municipal representative to its steering committee, and developed two action teams.

Currently, Bill Neary, Executive Director of Keep Middlesex Moving Traffic Management Association (TMA) and former mayor of East Brunswick Township, serves as chairperson. The Forum's Steering Committee, which sets the agenda for regular Forum meetings, includes the chair; the co-chairs of the Joint Action Team; representatives from Mercer, Middlesex, and Somerset counties; NJDOT; New Jersey Transit; DVRPC; NJTPA; Keep Middlesex Moving TMA; Greater Mercer TMA; and a municipal representative.

The two Action Teams focused on implementation of NJDOT's Route 1 Regional Growth Strategy (Rt1RGS), and on implementing transit and complete streets strategies. More recently, following stagnation of funding for bus rapid transit in the region, the teams have merged into one Joint Action Team, which meets regularly to coordinate on implementation strategies.

Since this last strategic planning effort, several membership surveys have been conducted to gauge respondents' satisfaction with the direction of the Forum and poll for new ideas for working toward Forum goals.

The Forum conducted its most recent member survey in 2014 to gauge members' perceptions of the Forum's effectiveness as a result of the 2011 restructuring. The average rating was 3.4 on a scale of one (not effective) through five (very effective). Qualitative feedback was, overall, very positive, with members saying that the Forum has been a great way to bring towns together, and to promote regional information-sharing and cooperation that leads to changed planning policies and actions. Some suggestions for increased effectiveness

included increased communication between meetings, identifying creative and new ways to finance transportation projects, and increased participation by NJTPA.

PAST ACHIEVEMENTS

The Forum's Action Teams and its leadership have been instrumental in maintaining progress toward a regularly-updated action plan. Since its adoption in September 2010, the Forum has been a champion of implementing NJDOT's Route 1 Regional Smart Growth Strategy (Rt1 RGS). The Rt1 RGS centers on a smart growth approach that encourages mixed-use development, redevelopment opportunities, and increasing intensities and densities of land uses. The Forum and Action Team chairs developed a "Road Show" to present smart growth strategies that support the Rt1 RGS, and made presentations to elected officials in eight municipalities; the Middlesex Transportation Coordinating Committee; and the Mercer County Planning Board. Each municipality adopted a version of the Rt1 RGS resolution. Following the Road Show, they produced a Best Practices for Smart Growth brochure that was distributed to municipalities throughout the region.

Forum membership participated in a Route 1 Bus Rapid Transit (Rt1 BRT) study conducted by NJ TRANSIT and, while funding has stagnated recently, has remained dedicated to seeing the conclusions of this study implemented. Members endorsed the Alternatives Analysis that NJ TRANSIT produced at the end of this study, and continues to facilitate the coordination of land-use decisions that will support BRT.

DVRPC has periodically updated its Planned Projects Status Report for the region, allowing the Forum to stay up to date on current and future land use and transportation projects. Several key projects that the Forum has focused on have included the exploration of transit possibilities in the Central Region 571 and NJ 33 corridors; the Penns Neck, and subsequent Route 1 Alexander Road project; and identifying opportunities for additional park and ride lots in the region.

The chart on the following page outlines the accomplishments of the Forum as of December 2016.

Action Plan (November, 2004)	Highlights Since Adoption	Since Last Meeting	Possibilities for Next Meeting*
East-West Access			*Steering Committee sets agenda
East-West Corridors (priority) For a few existing important east-west corridors, package practical, low-impact improvements such as signage and coordination of lights, and get the package funded (priority item)	<ul style="list-style-type: none"> > Forum Atlas (2005, 2007), Circulation Elements Paper, Inventory of East-West Corridors > CR 571 package and next steps, especially transit > CR 518 package and next steps 	<ul style="list-style-type: none"> > Coordinated on sharing Mercer IMTF information re adaptive signals 	<ul style="list-style-type: none"> > Update on NJ Transit study of potential CR 571/NJ 33 P&R locations > CR 533 and other Forum-area signal project results, Rt 1 adaptive signal control
Highway II Projects Stay involved with Highway II projects (Millstone Bypass and SR 92) as they are implemented by others without allowing controversy over them to impede progress on other transportation projects	<ul style="list-style-type: none"> > Penns Neck project updates > Discussions of how to stay productively involved > Coordinated on next steps for NJDOT Route 1 Regional Growth Strategy (Rt1RGS) 	<ul style="list-style-type: none"> > Penns Neck coordination > NJ Transit follow-up re DelCo Lead 	<ul style="list-style-type: none"> > Discussion of revived Penns Neck project (spring or later meeting)
Next Generation of Projects Develop ideas for the next generation of projects for when there is money again through a more productive, integrated process	<ul style="list-style-type: none"> > Coordinated with Rt1RGS Smart Growth transp./land use strategy > Coordinated with NJOEG Planning Through Partnerships and other efforts 	<ul style="list-style-type: none"> > Steering Committee discussion 	<ul style="list-style-type: none"> > Introduction to hard shoulder running > Operations strategies to reduce congestion
Transit and Alternative Modes			
Route 1 Bus Rapid Transit (BRT) Study (priority) Participate in the study, then get the conclusions implemented (priority item)	<ul style="list-style-type: none"> > Endorsed final report, letter, DVRPC Small Starts Feasibility Report > Helped Route 655 get underway > www.dvrpc.org/LongRangePlan/CentralJerseyForum/brt.htm 	<ul style="list-style-type: none"> > Steering Committee discussion 	<ul style="list-style-type: none"> > At some point revisit the Route 1 BRT
Other Regional Transit Projects Monitor and support implementation of projects, shuttles, Transit Oriented Design (TOD), and other related projects	<ul style="list-style-type: none"> > Intermunicipal coordination on transit and park & ride lot for CR 571 > Updates on TOD studies > Coordinated with Mercer County Long-Range Strategic Bus Plan 		<ul style="list-style-type: none"> > Presentation by Princeton and Rutgers on master plans, transit, and bike shares > Operational strategies to enhance service > Regional park & ride planning
Land Use			
Land Use Changes to Support Multimodal Planning - Get the land use changes needed to make the BRT and other multi-modal approaches successful, including by coordination with the NJDOT Rt1RGS	<ul style="list-style-type: none"> > Analysis in Planned Projects Status Reports > Presented Smart Growth Road Show in seven municipalities and the Middlesex TCC, each adopted Rt1RGS Smart Growth resolution 	<ul style="list-style-type: none"> > Started exploring ways to coordinate with Sustainable Jersey 	<ul style="list-style-type: none"> > Distribute copies and report back on use of best practices brochure
Transfer of Development Rights (TDR) Cooperate on where to do this for greatest regional benefit	<ul style="list-style-type: none"> > Sent letter of support for noncontiguous cluster bill which passed, presentation on implementation 		
System Wide Planning & Coordination			
Information Sharing Continue to provide pertinent information and facilitate discussion among Forum members	<ul style="list-style-type: none"> > Meetings of the Forum; Steering Committee and two action teams > Planned Project Status Reports > Online interactive maps 	<ul style="list-style-type: none"> > Manned table of information at GMTMA annual meeting 	<ul style="list-style-type: none"> > Update on TTF > Mercer Incident Management Task Force
Consider Innovative Regional Solutions Address transportation problems in ways such as a Central Jersey traffic report with integrated, multimodal travel marketing	<ul style="list-style-type: none"> > Letters to Governor and others on property tax reform, Trust Fund; various bills; press release > Discussion of draft TED bill 	<ul style="list-style-type: none"> > Beta-version web map bringing together transp. and land devel projects 	<ul style="list-style-type: none"> > What driverless cars and other emerging technologies may mean for Central Jersey and its municipalities > Forum strategic planning

2017 WORKSHOPS

In early 2017, DVRPC raised the possibility of another strategic planning exercise to revisit the Forum's accomplishments since the 2010 restructuring, identify goals moving forward, and develop an action plan for implementing those goals. Over the next year, several meetings and workshops were held to facilitate the strategic planning process and inform this plan for the next 3-5 years.

INITIAL MEETINGS

DVRPC first raised the potential for strategic planning at the regularly-held Steering Committee meeting in early March. Members discussed Forum's value as a regional voice, agreed that some prioritization of actions would be useful, and planned a special scoping meeting later that month to discuss the issue further.

At this scoping meeting, DVRPC provided an overview of the last strategic planning effort completed in the summer of 2010, as well as the recent discussions that provided the impetus for this gathering. Attendees were asked for background on whether and why strategic planning was necessary at this point, and to identify the broader vision and goals of such an undertaking. Several reasons were offered for moving forward with a planning effort. These included:

- New representation from DVRPC;
- No one on the current Steering Committee was involved in the 2010 planning effort;
- Transportation Trust Fund renewal and funding allows the Forum to change its focus;
- The Forum was started for the purpose of discussing NJ Route 92, then transitioned to a focus on Route 1 Bus Rapid Transit, and now needs to identify where to focus next and in the future;
- New technology and the emergence of Transportation Network Companies demand a new strategy for addressing the future of transportation;
- The Forum must continue to take ownership and add value, maintaining inter-agency mediators;
- New issues have arisen, including Route 1 Environmental Impact Statement (EIS), the Regional Growth Strategy, and Green Teams with Sustainable Jersey;
- The Forum needs to determine how to continue advancing big projects and transit investments;
- The Forum was established at a time when the region was growing rapidly and growth needed to be managed. Now, without immigration, the region's population would begin to decrease. New challenges require new strategies.

Attendees agreed that an outside facilitator would be necessary to keep the discussion focused and on track. DVRPC was tasked with drafting a contract proposal that was reviewed, first, by the Steering Committee, and then approved by the Forum voting members at the May 4th Forum meeting.

FACILITATED PLANNING

After a proposal process, Marsha Wesley Coleman was contracted as a consultant to facilitate a workshop and create a 3-5-year strategic plan that would inform growth and outcomes of the Forum. Ms. Coleman was a student of the facilitator used for the 2010 workshop, and shadowed her advisor during that exercise. The facilitator designed the process for gathering data and facilitating a 3-hour workshop and implemented both.

DATA GATHERING

The facilitator first met with the Steering Committee to introduce herself, and gather feedback that would inform the structure and methodology of the planning process. Steering Committee members agreed that the voting members of the Forum should be invited to participate in the facilitated workshop to be inclusive, and to ensure their buy-in to the results. While large, the group recommended the 12 Steering Committee members and 18 Voting members. The Steering Committee was also able to review a list of interview questions that would be asked via phone and SurveyMonkey to inform the workshop.

The interviews and online survey questions were geared toward a SOAR (Strengths, Opportunities, Aspirations and Results) analysis, which is a strategic planning tool that focuses an organization on its current strengths and vision for the future. Forty-three surveys were completed from multiple stakeholders, including municipalities, MPOs, NJ Transit and NJDOT. Providing names on the online surveys was optional. Participant responses were grouped according to recurring themes that became the key focus areas for discussion in the facilitated workshop. The major themes identified were:

1. Funding
2. Advocacy
3. Coordinated Regional Planning Efforts
4. Information/Education
5. Support/Resources

See Appendix A for a list of interview and survey questions and participants, and Appendix B for a summary of results.

FACILITATED WORKSHOP

The strategic planning workshop was held on September 7th from 9am – 12pm at the College of New Jersey. The facilitator presented highlights of the interview and survey results to the attending Steering Committee and voting members, and then broke attendees into groups corresponding with the 5 major themes, as well as one additional group which focused on measuring success.

In groups, participants reviewed responses that were collected from Survey Question #9 (What do you see as the best opportunities for the CJTF?) and recorded which of the responses the group agreed with most. Groups rotated and confirmed, or added to the list at each station. This exercise helped to synthesize the information from the surveys and identify the most important elements to the participants in the room. See Appendix C for additional details on the workshop format and a transcript of the flip charts recorded.

FOLLOW-UP WORK BY STEERING COMMITTEE

While much progress was made by workshop participants at the September 7th meeting, additional discussion was necessary to convert the strategies identified by participants into an actionable plan. The Steering Committee, with facilitation by DVRPC, met on October 31, 2017, and again on January 11, 2018 to discuss and build on the work completed to-date.

At the first meeting, Steering Committee members suggested that some of the key focus areas identified for the workshop be consolidated to avoid redundancy. Members also agreed that, while funding was important to achieving many regional project-based goals, obtaining and distributing that funding was outside the scope of the Forum.

At the second meeting, the Steering Committee reviewed several Action Plan tables on which members provided input, and reached consensus on a final list of focus areas, goals, and strategies to present to Forum voting members at the February 1, 2018 meeting.

ACTION PLAN/NEXT STEPS

The tables in the pages that follow are the result of the strategic planning efforts to-date. They are meant to set the priorities and direction of the Forum over the next 3-5 years. They will assist the Steering Committee in setting Forum meeting agendas, direct the Action Team in its next steps, and identifies new committees and partnering organizations that may be important to the Forum in helping it to achieve the goals set out in this process.

This Plan and the associated Action tables will be presented to the Forum membership at the February 1, 2018 meeting by several members of the Steering Committee, after which the floor will be open for discussion on their contents. An extended comment period will be open following that meeting. A final draft Plan will be presented at the next meeting and a vote will be held on whether to approve and adopt the Plan.

REGIONAL PLANNING SUPPORT:

Implement coordinated land use and transportation plans across municipal boundaries

STRATEGY	ACTIONS REQUIRED	WHY IS THIS IMPORTANT?	HOW WILL WE MEASURE SUCCESS?	TIMEFRAME	LEAD ROLE	SUPPORT	COST/ RESOURCES NEEDED
Smart growth implementation on the project level	<ul style="list-style-type: none"> Hear presentations on the statewide plan and Rt 1 RGS. Steering Committee to internally review the latter. Share examples of smart growth concepts that towns can advance to improve quality of life for its residents and businesses located near and along the Route 1 corridor Set goals and identify types of projects that meets them Publish annual project list including individual projects and individual project goals Comment on regional transportation projects and share information on local land use projects and their regional impacts. 	<ul style="list-style-type: none"> Local governments would benefit from being informed of MPO/State plans and regionally significant development projects. Awareness of regional plans better informs local plan decisions. Support for smart growth projects is needed to move toward a more sustainable, livable region. As a regional group, CJTF needs to get behind these types of plans and projects. 	<ul style="list-style-type: none"> Number of regionally significant plans and projects presented to the Form. Number of smart growth projects being implemented by CJTF towns. 	Ongoing	Steering Committee	NJTPA and DVRPC staff	NJTPA and DVRPC staff time, mapping, capital programming and modeling resources

STRATEGY	ACTIONS REQUIRED	WHY IS THIS IMPORTANT?	HOW WILL WE MEASURE SUCCESS?	TIMEFRAME	LEAD ROLE	SUPPORT	COST/ RESOURCE S NEEDED
Effect legislative change	<ul style="list-style-type: none"> • Draft letters of support on pertinent statewide legislation • Establish direct channels of communication with legislators and/or their chiefs of staff 	<ul style="list-style-type: none"> • It shows, through a united front, that the forum has identified issues important to making the region more economically diverse and resilient to downturns in the economy. • It stresses the need for funding infrastructure in a state of good repair and for needed infrastructure improvements • Necessary for the region to continue attract businesses while providing a high quality of life for its residents. It could compliment a gradual development of a statewide plan with incentives. • The CJTF represents the interests of a large number of municipalities that are choosing to speak in a collective voice. The letters are an important vehicle for being heard and making change. 	<ul style="list-style-type: none"> • How many different pieces of legislation were supported over a year? • # of responses to letters—did the ones sent make a difference? 	Ongoing as appropriate	New communications committee*	NJTPA and DVRPC staff to suggest bills to review and support (e.g from sources such as AAA policy analyst or NJ Future). Mayor’s group to speak at public forums	time
Support implementation of existing and updated regional plans	<ul style="list-style-type: none"> • Coordinate next steps with NJDOT on Rt 1 RGS • Revisit Rt 1 BRT study and implementation guidance • Collaborative initiative to update the Rt 1 RGS; identify priority growth areas and priority infrastructure investments based on evolving conditions and related forecasts. Present as an addendum to the existing plan that outlines changes in assumptions. • Revisit east- west corridors, such as enhanced bus or shuttle service on Route 571 with satellite P & R. 	<ul style="list-style-type: none"> • To coordinate a plan to advance short medium and long term recommendations from the studies. • Assumptions (e.g. demographic, economic, and technological) and recommendations are different now than when the plan was written. 	<ul style="list-style-type: none"> • Number of projects/ recommendations being advanced from the two studies. • A new scorecard with associated indicator update and progress report. Track how we’re doing with regard to original plan. Scorecard may be used in the future as well. 	Two-year effort	Action Teams and a University studio class	NJTPA, DVRPC	NJTPA and DVRPC staff time; State Agency, Municipal & County staff time; funding through MPO’s or free through University

INFORMATION EXCHANGE:

Connect and convene members to encourage information-sharing and collaboration.

STRATEGY	ACTIONS REQUIRED	WHY IS THIS IMPORTANT?	HOW WILL WE MEASURE SUCCESS?	TIMEFRAME	LEAD ROLE	SUPPORT	COST/ RESOURCES NEEDED
Get information directly to decision-makers	<ul style="list-style-type: none"> • Continue to meet 3-4 times/year • Showcase municipal efforts at meetings • Engage elected officials by providing hand-outs and simple calls-to action at Forum meetings • Encourage both elected officials & staff to attend meetings • Invite federal and state officials • Consider stronger participation from major business/private sector entities 	<ul style="list-style-type: none"> • No one else is doing this work • This is the best shot at regional planning • The Mayor's group worked for Penn's Neck • In-person meetings and interactions are more likely to bring about needed changes • CJTF is the only formal group between the two MPO's. Decision makers unaware of MPO activities. 	<ul style="list-style-type: none"> • Meeting attendance • How many municipalities are advancing call to action items • How many times Mayors Group met 	Quarterly/Annually	Steering committee; members of Forum	DVRPC and NJTPA	DVRPC and NJTPA staff resource, volunteer speakers, participants
Expand the scope of communications	<ul style="list-style-type: none"> • Create an independent URL/domain name for branding separate from DVRPC • Link press releases and meeting highlights to DVRPC & NJTPA Twitter feeds • Request re-tweets from Counties/Municipalities • Create a web database to replace former Planned Projects Status Reports • Encourage continuation of the Mayor's Group. Approach new mayors to join. 	<ul style="list-style-type: none"> • The CJTF activities need to have a brand developed and a separate website targeted to decision makers 	<ul style="list-style-type: none"> • Monthly social media activity and web hits 	Annual/quarterly updates.	DVRPC and NJTPA; Chair to draft letter to new mayors	Agency and local government communications staff	staff time

STRATEGY	ACTIONS REQUIRED	WHY IS THIS IMPORTANT?	HOW WILL WE MEASURE SUCCESS?	TIMEFRAME	LEAD ROLE	SUPPORT	COST/ RESOURCES NEEDED
Support enhanced collaboration between public & private sectors	<ul style="list-style-type: none"> • Hold meetings and gain influence with: land developers; existing corporations/land- holders; engineering/construction firms. • Consider opportunities/potential for Transportation Development Districts including public/private sector participation in financing certain projects. • Obtain input from major employers on their potential roles as stakeholders and possible participants for implementing transportation improvements • Get buy-in during whole development process 	<ul style="list-style-type: none"> • Want funding for projects, projects completed, and smart growth a reality • Beneficial for developers and planners to address an informal group about the regional value or issues on projects. • Understand the goals of developers 	<ul style="list-style-type: none"> • Number of meetings with private sector entities. • Tracking follow up actions from those meetings. 	Annual	Action Team	DVRPC and NJTPA	DVRPC and NJTPA staff time
Engage the press	<ul style="list-style-type: none"> • Post a press release to the web after events • Create a small committee for press-related activities • Ask if any members of the press are present before proceeding with a Forum meeting 	<ul style="list-style-type: none"> • A different way to promote the existence and activities of the Forum 	<ul style="list-style-type: none"> • Number of press releases, news articles, interviews, or meetings with newspaper editorial boards 	Annual	New communications committee*	DVRPC	DVRPC staff time

*Communications committee may be comprised of 2-3 people, including the current Chair, who select the agenda item(s) to highlight in a press release and draft a short summary for release shortly after a Forum meeting.

EDUCATION & RESOURCES:

Provide programming and resources that elevate understanding of critical regional transportation issues, and provide opportunities for funding.

STRATEGY	ACTIONS REQUIRED	WHY IS THIS IMPORTANT?	HOW WILL WE MEASURE SUCCESS?	TIMEFRAME	LEAD ROLE	SUPPORT	COST/ RESOURCES NEEDED
Provide educational resources to members	<ul style="list-style-type: none"> • Collect training opportunities & disseminate • Collect best practice data and share with membership • Bring in case studies, workshops, and training opportunities • Curate a website list to highlight studies and guidance from FHWA and NJDOT • Update the best practices brochure as needed • Post all presentations on CJTF website and promote their availability on social media 	<ul style="list-style-type: none"> • Important to provide information about smart growth planning efforts to local elected officials • Keep membership up to date on case studies workshops and training available through state and federal government • Provide best practices and booklets as good tools. 	<ul style="list-style-type: none"> • Track communications on number and types of educational information distributed. • Track web activity to resources. 	Ongoing Distribute best practices brochure annually	All members to forward opportunities Steering committee	DVRPC/NJTPA to post/share opportunities and/or develop an online form to collect them.	
Partner with other institutions	<ul style="list-style-type: none"> • Reach out to Princeton, Rutgers & other schools for support (e.g. a study on an identified Forum issue such as the Rt 1 RGS update) • Invite Sustainable Jersey to present • Get smart growth on the Sustainable Jersey checklist • Reach out to Regional Plan Association, NJ Future, Tri-State Transportation Campaign, and Plan Smart NJ • Invite neutral organizations from inside and outside the region to provide a peer review of regional planning in Central Jersey, and to offer opportunities to consider • Launch new studio program fostering partnerships between education non-profits with local governments 	<ul style="list-style-type: none"> • NJ Future already focuses on legislative change and may be a good partner. • Create opportunities for local government to partner with higher education and organizations that can help towns advance smart growth planning • ULI urban advisory panel is a successful example of these peer reviews. A similar format may present new opportunities. 	<ul style="list-style-type: none"> • Number of groups that present to forum 	Annual	Action Team	NJTPA/DVRPC, Steering committee Specialists in the region & speakers from other regions	time (and MPO funding?)

STRATEGY	ACTIONS REQUIRED	WHY IS THIS IMPORTANT?	HOW WILL WE MEASURE SUCCESS?	TIMEFRAME	LEAD ROLE	SUPPORT	COST/ RESOURCES NEEDED
Communicate MPO grants & other funding opportunities	Promote MPO grants and other funding opportunities on forum website, social media and traditional print media.	<ul style="list-style-type: none"> • It is critical to promote the availability of grants and programs in NJTPA and DVRPC region to municipal governments including TNJ 2.0 • All partners collaborating on similar goals. 	<ul style="list-style-type: none"> • Number of re-tweets • Number of funding opportunities dispersed 	Annual	All members to forward opportunities to DVRPC & NJTPA	DVRPC & NJTPA to communicate MPO-related grants and pass on other opportunities	time

APPENDICES

APPENDIX A – INTERVIEW AND SURVEY PARTICIPANTS AND QUESTIONS

PARTICIPANTS

Phone Surveys were conducted with the following individuals, as selected by the Steering Committee:

	Name	Organization	Position on Forum
1	Bill Neary	Keep Middlesex Moving TMA and former East Brunswick mayor	Chair; Steering Committee Member
2	Tom Vigna	North Brunswick	Route 1 Regional Growth Strategy Action Team Chair; Steering Committee Member
3	Jack Kanarek	Dewberry	Transit Action Team Chair; Steering Committee Member
5	Matt Lawson; Leslie Floyd	Mercer County	Steering Committee Members; Voting Members
6	George Ververides	Middlesex County	Steering Committee Member
7	Walt Lane	Somerset County	Steering Committee Member
8	Danielle Graves	NJDOT	Steering Committee Member
	Thomas Houck	NJDOT	Steering Committee Member
9	Mike Viscardi	NJ Transit	Steering Committee Member
10	Cheryl Kastrenakes	Greater Mercer TMA	Steering Committee Member
12	Councilman Theodore Chase	Franklin	Voting Member
14	Gail Smith	Montgomery	Voting Member
15	Mayor Peter Cantu	Plainsboro	Voting Member
16	Mayor Liz Lempert	Princeton	Voting Member
18	Barry Seymour	DVRPC	Sponsoring Agency
19	Zenobia Fields	NJTPA	Coordinating Agency

SURVEY QUESTIONS

Questions asked in both the online survey and phone interviews included:

1. How long have you been with the CJTF?
2. What is your role and contribution(s)?
3. On a scale of 1 to 10 (1 being the lowest and 10 being the highest), rate your involvement with the CJTF
4. On a scale of 1 to 10 (1 being the lowest and 10 being the highest), how much value do you/your constituency/stakeholders receive from the CJTF?

Strengths

5. What is it that you value about the Forum?
6. How does the constituency/stakeholders that you represent best benefit from the Forum's offerings?
7. When the CJTF is operating at its best, what are its core strengths?
8. Without the CJTF what would cease to exist?

Opportunities

9. What do you see as the best opportunities for the CJTF (i.e., How can we best serve the community/stakeholders we represent? What potential do you see)?

Aspirations

10. What would you like the future of CJTF to look like given your specific stakeholders and sphere of knowledge (i.e. What image do you have? How would you like the future of the Forums to look)?

Results

11. How could we measure results as CJTF (i.e., What would be specific results we could measure if the CJTF is successful? What results might be meaningful in your view? How will we know we have accomplished something)?

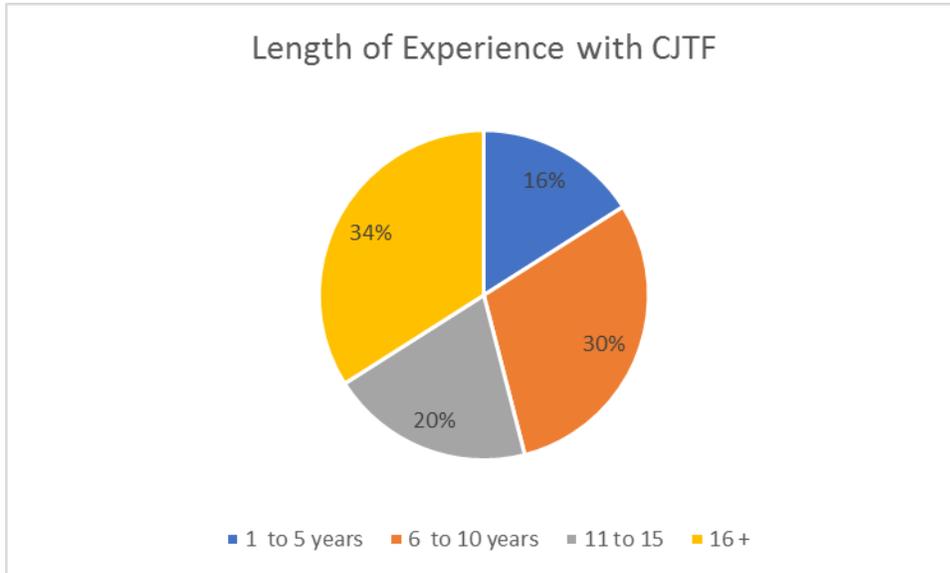
Resources

12. Imagine that we implement a project you feel could be vital in the future of the organization. What resources might be needed to make this project(s) successful?
13. List any additional comments you think might be important to note as we develop our strategic plan.

APPENDIX B - INTERVIEW AND SURVEY SUMMARY OF RESULTS

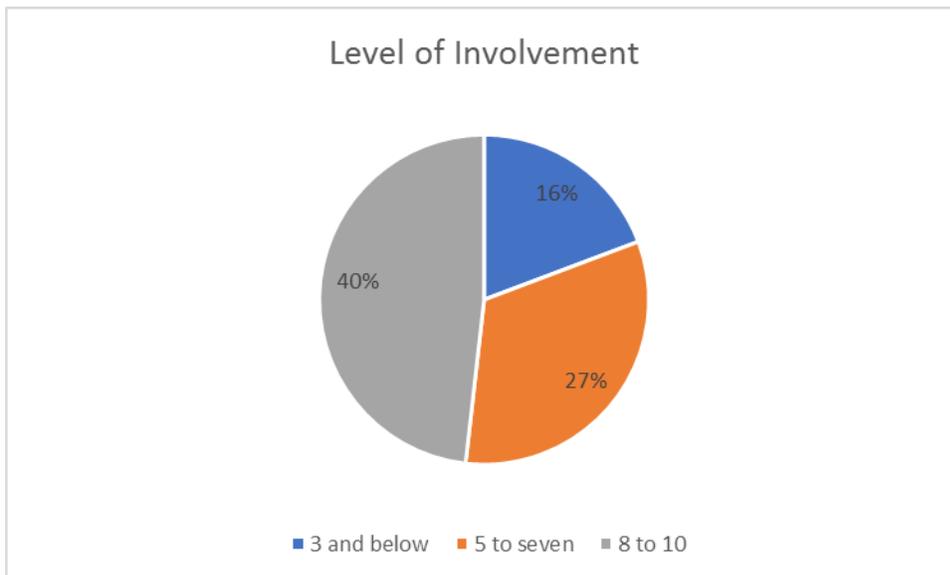
1. How long have you been with CJTF?

Range from 8 months to the inception of the organization



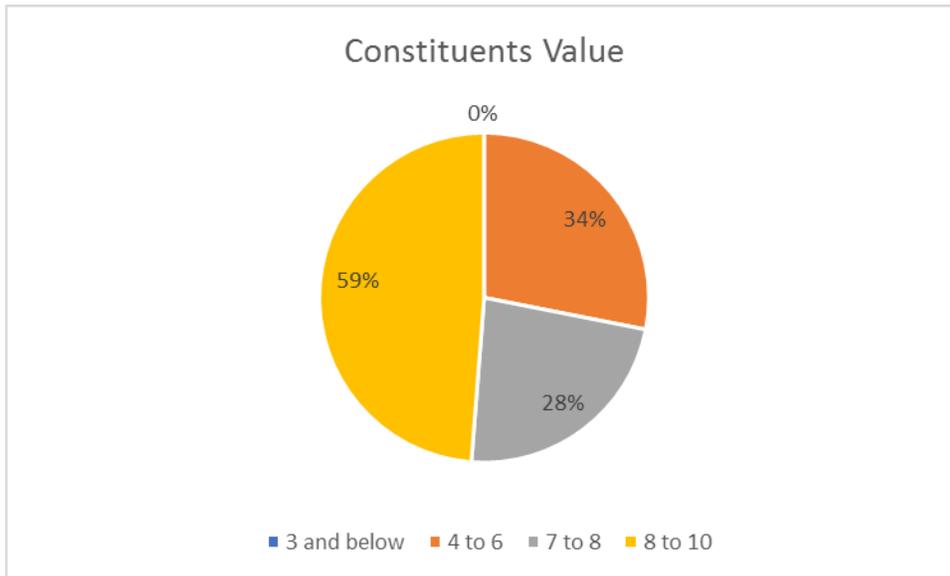
2. On a scale of 1 to 10 (1 being the lowest and 10 being the highest) rate your involvement with CJTF.

Average 6.5 Minimum 2 High 10



3. On a scale of 1 to 10 (1 being the lowest and 10 being the highest), how much value do you/your constituency/stakeholders receive from the CJTF?

Average 6.9 Minimum 4 High 10



4. What is it that you value about the Forum?

- Access to transportation planners/DOT/MPOs
- Support from both MPOs (one committee to deal with both MPOs)
- Also corporations, public-private sector, industry consultants, land use developers, hospitals, Universities

Regional Perspective/Focus & Thinking/ Regional Transportation Issues

- Helps to understand the complexity of planning
- Regional Action Planning/Coordination (among communities, counties, agencies, projects, and planning)
- Bring regional planning to local decision makers

Advocacy

1. Leaders getting together (Mayors Group)
2. Letter Writing (support for projects)

Obtaining Funding Sources

- Creating joint strategies
- Its very existence fulfills project requirements

5. How does the constituency/stakeholders that you represent the best benefit from the Forum's offerings?

Communication/Information Exchange

- New development and transportation infrastructure
- Issues – “Inform those on Forum and be informed to then share with constituency/stakeholders

- You have the opportunity to bring up issues that are important to your stakeholders/mission to others who can support/implement the idea
- share ideas/best practices
- Networking – Communication with area decision makers
- Be aware of funding sources
- Immediate concerns heard/keep our interests protected
- Working directly with decision makers/one place to deal with two MPOs
- Hear from different perspectives of the operators and government entities

Education

- A better understanding of how the regional transportation network operates

Identifying and addressing transportation issues

- Working on collective priorities on a regional basis
- Bring up issues that are important to your stakeholders/mission to others who have the potential to support and implement the ideas.
- Hope to use Forum publications to inform/update to the local master plan.
- Advocating for issues on a regional level

Keeps regional focus (Many stakeholders at one time)

- Working on collective priorities to align transportation and land use planning

Advocacy

- Advocating for issues on a regional basis
- Letters of support from region
- Mayor's Group

Funding

- Creating joint strategies among the Forum municipalities for State and Federal funding of State transportation projects.
- Better planning and economical expenditure of transportation funds.

6. How does the constituency/stakeholders that you represent the best benefit from the Forum's offerings?

- Increased amount of information and awareness of regional issues (transportation and land use) from variety of stakeholders
- Being a clustered voice so the region is not ignored (shines spotlight on Central Jersey)
- Benefits of working with decision makers
- Certain projects benefit from regional focus (e.g. bicycle infrastructure)
- They benefit by having a Forum in which their elected officials and representative can provide input and be a voice to address their transportation concerns and needs.
- Energy push from the Forum helps move things along
- Mobility for all users (business community, schools)

- Information on budgets (proposed budget changes)

7. When the CJTF is operating at its best, what are its core strengths?

- Disseminating information about funding and cutting-edge transportation choices/ awareness of issues from knowledgeable participants and advocacy to seize opportunities.
- Cooperation and collaboration between municipalities and counties/coordinated voice on transportation needs
- Its ability to attract representatives from federal, state, county and local agencies that focus on transportation issues. It demonstrates to NJDOT and NJ TRANSIT that there is a broad group of elected and appointed officials who care about the transportation problems in the Route 1/Central Jersey corridor.
- Having decision makers in the same room
- Clarifies common transportation issues for Central Jersey municipal leaders. They get to see issues from a different level.
- Making recommendations that cover a number of municipalities in an integrated plan.
- Bringing people and organizations together to develop action plans
- Sharing of ideas and potentially bringing about change because of the ideas that are shared.
- Acting as a coalition (of elected and appointed officials) to advance regionally important projects along. (i.e. supporting new mass transit options.)
- Influence on major capital projects in the region.
- Prioritization of regional transportation needs over the advancement of local demands.
- Exchange information about resource opportunities (technical assistance or grant funding)

8. Without the CJTF what would cease to exist?

- Regional coordination/collaboration among a variety of stakeholders and information exchange between communities addressing common transportation goals in an equitable way
- Transparency in transportation planning and related issues
- visionary planning
- Any counterbalance to planning as deals between municipalities and developers
- Advocacy/Lobbying (the influence) for new options that benefit multiple communities.
- Networking/relationship development with people outside your immediate geographic area and core business.
- Educational materials on regional tools, techniques, and solutions. A forum to identify and network with knowledgeable and experienced regional and organizational participants in multiple disciplines.
- Citizens would organize their advocacy group but not in an efficient or structured form.
- The stage for collaboration over local, county and MPO borders would also be lost.
- The framework and processes that have been established to improve communication, collaboration, policy implementation, technology use and transportation planning would cease to exist.
- The CJTF also provides insights and information regarding local initiatives and development projects to the regional stakeholders; NJDOT being one.
- More reliance on the MPOs/Council of Mayors

9. What do you see as the best opportunities for the CJTF? (i.e., How can we best serve the community/stakeholders it represents? What potential do you see?)

FUNDING

- Opening access to resources
- Help secure funding
- Program Funds
- Cooperative Land development planning,
- Going after a federal level grants/showing regional level cooperation
- Advocate to tie funding to working on joint projects; (i.e., If you work on regional planning projects you get more "points" that may help greenlight funding)
- CJTF have a say in how the money is spent

SUPPORT

- To support its regional state, county and municipal partners to address transportation issues with the goal to make the transportation network operate as effective, efficient and safely as possible.
- Coordinates governmental and citizen leadership
- What can we do to address competing priorities that might result from Home Rule?
- How do we take better advantage of who is around the table?
- More support from MPOs
- How can we get more staff resources?
- Google Maps – Forum could facilitate local transit system on Google Map (now each municipality is paying for this individually) Use what's already available instead of creating something new.
- Get MPOs to work more closely together....Develop an MPO at the Central Jersey level
- Need more decision makers/More Mayors

ADVOCACY

- The CJTF integrates these concerns and, precisely because it controls no resources, stands in a position to recognize and advocate for strategies that serve the interests of several constituencies.
- More advocacy on key infrastructure projects.
- The potential for its recommendations to carry greater weight with state bodies (the governor's office, NJ Transit, DOT). But this will depend on attention and support from the governor.
- Stronger, more active lobbying activities especially at the state level. More actively develop, encourage, and support smaller coalitions of like-minded participants to lobby for a common issue
- Keep Mayors Group going (Mentioned multiple times)
- Advocating to change state laws
- Advocate more strongly for SMART growth policies/legislation/funding

PLANNING

- Having a set of core ideals as to what the region should look like and then having the CJTF support related projects or legislation etc. that would support those core concepts.
- Devising a vision and a development blueprint for the entire region that can get consensus.
- Formulate and achieve consensus on a program of projects that has the potential to move forward when funding becomes available.
- Bring stakeholders together to coordinate land use and transportation planning and implementations
- Strategic concepts along the Route 1 corridor.
- Identify & advance projects (What are these projects?) with the most beneficial gain such as the Route One widening, Penns Neck Improvements, and regional mass transit systems like BRT.
- Implementation of the transportation improvements in the region.
- One great opportunity would be easy or direct access to the community colleges.
- Think beyond on boundaries to look at the region as a whole (instead of different communities)
- One major transportation project that CJTF should be advocating for is the Alexander Road (formerly PennsNeck) project.
- Core transportation needs analysis
- They could do more about local pilots (Transit-oriented development, complete streets,)
- Local issues when you're coming up with the solutions.....It gives us a wide sample of local; Cross-jurisdictional opportunities like RTE 1 corridors....What other corridors should we look at out of isolated pockets; joint initiatives
- When planning be aware that there are financial, physical constraints in Central Jersey.
- Continue brainstorming to make things better.

INFORMATION

- The information shouldn't just be limited to the stakeholders-there needs to be a better effort of dissemination of such info to the various communities represented. That is not happening through our representative stakeholders.
- Lead by example; show representatives of communities and interest groups what has worked elsewhere to ease transportation and environmental problems.
- Present up-to-date information from FHWA and NJDOT that individual communities can use in decision making-making.
- Discuss trends in funding and transportation choices.
- Open CJTF meetings up to view live from a link on Website
- Press releases/branding (name recognition)/credit for what the CJTF does.
- Outreach to other government and organizational entities as appropriate to participate in the CJTF.
- The best opportunity may be to maintain and upgrade a role in conducting technical analysis and providing current information on development and infrastructure projects.
- "The best opportunity for CJTF success is to continue to provide the arena for the exchange of information and regional collaboration on transportation issues in central Jersey
- Data Collection
- Expand the scope of what we're doing as far as communications/reach out to increase awareness
 - Need to prove value to municipalities/more municipality involvement
 - Get closer to decision makers
- Looking together as a group outside of Central Jersey to see what successful towns are doing elsewhere (i.e., DC and Boulder County) How are they funded? What's their governance model?

10. What would you like the future of CJTF to look like given your specific stakeholders and sphere of knowledge? (i.e., What image do you have? What would you like the Forum's future to look like)?

- More implementation/action-oriented items
- Have more specific goals
- Have the forum work closely to address transportation issues along and adjacent to the Route 1 corridor, so the interconnected transportation network operates safely while supporting economic development and a good quality of life for the regions residents and employees.
- Organization to serve an educational purpose as well to make sure that the non-engineering and non-planning stakeholders and attendees have an opportunity to learn about issues to better serve their towns.
- Better regionalized planning.
- More involvement and advocacy by municipal and county political leaders would be helpful, with direct coordination among mayors and Freeholders/County Executives and their direct outreach to State Senate, Assembly, and Executive agencies to promote regionally significant projects.
- MPO involvement DVRPC still leading....NJTPA would give more support to the Forum either in UPWP funded staff resources or in consultant projects that serve multi-municipal and multi-county interests.
- As a group, decide what studies or projects should be advocated next, or re-studied
- Challenge the group to envision a financially sustainable place instead of a string of separate municipalities. Create policies to enable the transition and fund implementation with the money slated to go to more roads.
- CJTF to pay more attention to east-west routes, and north-south routes other than Route 1 (Routes 27, 130, 206).
- Increase municipal planning staff and planning board involvement
- I would like to see a leader emerge who can broker a program and funding plan among all of the political parties.
- Higher local community /stakeholder involvement in the CJTF. More local leadership - participation on steering the CJTF and setting the agenda; There is a need for local leadership to set and champion the agenda for the Forum. More stakeholder involvement (What level of stakeholders are needed? What politicians are missing and need to be more involved?)
- Someone attending from the Governor's Staff
- Better coordinate land use and transportation to improve mobility, reduce the growth of roadway congestion and increase the mode shares for walking, bicycling and transit.
- Getting updates out on a more frequent basis/Quarterly electronic newsletter via Website, with feature story on development in region
- Strong lobbyist. Influential at the state level. Agent for change.
- Sponsoring/conducting ongoing work such as current development surveys, build-out analysis, travel demand modeling, transit needs assessment, etc.
- Keeping local, county, and State officials working together to implement improvements for road, public transit, bicycle, and pedestrian facilities in the Central Jersey region.
- Fewer agenda items and more time for conversation
- Find new ways through the use of technology to reproduce work from DVRPC project status reports.
- Have someone who is able (chairman or someone else) speak on behalf of the forum (advocacy) not just writing letters

11. How could we measure results as CJTF? (i.e., What would be specific results we could measure if the CJTF is successful? What results might be meaningful in your view? How will we know we have accomplished something?)

- CJTF recommended projects in pipeline or under-construction or completed
- Develop metrics that measure the improvement of travel through the region covered by the CJTF
- Continued surveys to ascertain satisfaction and effectiveness.
- Participation in the Forum by stakeholder
- What tools are available to the Forum that can measure a discussion-based information generating format?
- Keeping an annual scorecard-- This might take the form of a simple table listing projects and land use policy changes recommended in planning studies, with progress notes on execution or outcomes.
- If a study done by the CJTF leads to the implementation of a plan to improve transportation.
- Increased coordination of local land use and transportation planning
- Difficult to measure
- Adopt a corridor master plan and integrate it into the TIP's and RTP's of both MPO's. Then keep track of plan and project implementation.
- Define objectives with goals (and sub-goals along the way to the goal) along with a timeline and determine whether they have been met/achieved. If not achieved, why weren't they?
- Advance economic development and job expansion that is coordinated with transportation improvements that result in an increased mode share for non-auto modes and minimizes roadway traffic congestion.
- Results can be measured by adoption of study/project supported and endorsed by the CJTF
- Follow-up surveys. Traffic studies as applicable. Reduction in accidents. Reduction in congestion. Increase in transportation alternatives
- Number of information requests/number of Website hits,
- Number of center-based development projects (perhaps using R1RGS vision as a guide)
- Measure the results by having oversight based on the plan and whether the goal was met and if it was done on time and either on or under budget.
- Periodic surveys should count and estimate trends in transportation usage.
- A blueprint for the development of the region reflected in all municipal zoning regulations.
- Develop baseline data for the region to measure against. Identify measurable indicators for the region.
- The principal function of the CJTF is to allow an exchange of ideas informing transportation and land use decisions. The specific result should be measured in the following areas:
- Continued local engagement/participation at CJTF meetings.
- Identify strategies have been employed locally and regionally to improve transportation and economic outcomes.
- Identify transportation projects that are planned and or constructed that advance the CJTF agenda.
- The utilization of the TTF renewal funding should be measured in terms of how it advances the three (3) above areas.
- FHWA has emphasized the use of Performance Based Planning (PBP) strategies to advance and measure results. The challenge will be identifying reliable data, and available performance measures to assess results as the results of the CJTF efforts are more qualitative than quantitative.
- How Forum is engaging in policy advocacy
- Examples of peers emulating others ideas.... (i.e., other counties replicating Priority Growth Investment areas/Complete Street ordinances)

- Joint Grant opportunities that benefit the region
- Counting # of letters written for advocacy
- Align with newly legislated performance-based planning goals
- Measuring administered Federal funds/Increased funding to local entities

12. Imagine we implement a project you feel could be vital in the future of the organization. What resources might be needed to make this project(s) successful?

- CJTF should have a committed sub-committee to continue lobbying for resources for study/projects the forum deems important.
- Planning and engineering experts
- Funding from private and local sources, staff to guide and oversee implementation, and stakeholder buy-in.
- Most needed resources are local leaders willing to meet and share objectives with neighboring municipalities.
- Increased planning funding and commitment by local and state officials
- People
- Will need a local political consensus on elements of the plan and the political will to negotiate for funding.
- Strong project managers that are assigned to the project to effectively push, and if necessary pivot, the project along towards success.
- Public outreach, coordination with neighboring communities, help to identify funding sources for viable traffic & transportation projects.
- Partnership and funding from public and private sector organizations.
- Involvement/commitment from NJDOT and (especially) NJ TRANSIT and the counties. They all have been at the table since the beginning, but perhaps you need them to think about what more they could do to bolster everything that CJTF does.
- Collaboration from the communities/municipalities who directly benefit from the plan and the respective parties to fund/budget for said project(s)
- Municipal staffs and citizen leaders should receive regular training in roadway usage, rail and bus ridership, bicycle utilization, and walker estimates.
- Always money, but talent as well.
- Communities providing funding to pay for staff
- Grants/Products Need Staff or working taskforce to produce grants/products.

APPENDIX C - CJTF GROUP EXERCISE AND TRANSCRIPTION

GROUP EXERCISE

1. Randomly selected groups (Five Groups) began at one of the flipchart stations.
2. Individually record your responses to the focus question. If you agree with another person's idea, put a check mark (✓).
3. Individuals identified the top three to five ideas under their starting Topic/Opportunity.
4. As a group, come to agreement on the top three to five ideas under the Topic Opportunity as identified by your group.

5. When time is called, the group proceeded to the next flipchart station, read the comments of the previous group and the group checked off the ideas with which the group agreed and added ideas.
6. Groups proceeded through the flipchart stations until they completed the circuit and returned to their starting point.

TRANSCRIBED FLIP CHARTS

Each flipchart/topic area was discussed and agreed upon as a large group. The following are transcriptions of each chart as identified by the group.

Items in blue received check marks from the group. The (number in parenthesis) indicates the number of check marks over one.

Funding & Advocacy

- ✓ Use the size of the Forum (Population & Employment Concentration; Note: Measurement of Einstein Corridor) as leverage to advocate
- ✓ Mobilize federal representatives & state to support forum projects
- ✓ Pick a local pilot project or TIP project (LCD & Problem Statements) & get behind it. Forum membership advocates/support TIP project that meets forum goals (all members) Caution – avoid conflicts or competition among members
- ✓ Continue/Expand small but active Mayors' group to increase the impact of advocacy efforts (Hold Forum meetings in the evening/Take forum to existing special & calendared meetings) Joint meeting with the Forum (2)
- ✓ Identify low-hanging fruit to showcase "wins" (e.g., grants that award regional cooperation) Economic
- ✓ Need to do the groundwork to identify the big regional project – Need to build consensus. Identify project that has the most benefit for various stakeholders (Three intersecting circles)
- ✓ State Legislature – Transportation Committee staff
- ✓ Linking land use and transportation (Should continue to be focus on advocacy)
- ✓ Use forum membership and participation as means of receiving improved rankings/rating on funding applications

Regional Planning

- ✓ Bring stakeholders (especially municipalities) together to coordinate transportation & land use planning & corridor plan? State Plan (is there one)? (4)
- ✓ Achieve consensus on priority projects that have the best potential to advance (low-hanging & larger projects) to advance (a package of priority projects) (3)
- ✓ Develop a set of core values as to what the region should look like e.g. Rte 1 Growth strategy (2)
- ✓ Focus on key bottlenecks & collector roads (3) East-West Access; Transportation Performance Management (3)
- ✓ Bring state leadership to the Forum (More important for funding/antithesis of regional planning) (2)
 - ✓ Legislative committee staff
 - ✓ Governor's office
- ✓ Support Transit-oriented development & Complete streets in local & regional planning (Share models that can be replicated) (2)
 - ✓ Support Transportation demand management measures in regional and local plans (Share information about shared transportation services) (2)
 - ✓ Strengthen legislation toward regional planning (Support Municipal Land Use Law (MLUL) reform)(2)

Information

- ✓ Continue to meet (need to get info directly to decision makers elected officials, more showcasing of municipal efforts at Forum meetings)
- ✓ Expanding the scope of communications
 - ✓ Demonstrating the value to the General public/laypersons
 - ✓ Decision makers
 - ✓ In and between agencies
 - ✓ Alternative media sources
 - ✓ Social media, webcasts, live cast, smart phones, mobile website
- ✓ Baseline Performance Measures & Trends – Local Examples (4)
 - ✓ Best Practices Share Data collection – use & report
 - ✓ System performance
 - ✓ Up to date FHWA/NJDOT information/communication
- ✓ Role in Project Development
 - ✓ Tech Review/Stakeholder participation across boundaries
 - ✓ Comment /recommendations/Perspectives
- ✓ Share info across borders
 - ✓ Need central repository/website pages
 - ✓ Established vision gets out via social media etc.
 - ✓ What we have is fine we have to strengthen what we have.

Measurements

- ✓ Process baseline data – goals, objectives, milestones, review/learn
- ✓ Route 1 Regional Growth Strategy serve as a baseline.
- ✓ Geography needs to be delineated for the Forum. What are our boundaries) Measure how the geography has changed over time
- ✓ Performance-based planning that ties to funding sources
- ✓ Participation (voting letters + attendance) (3)
- ✓ Annual scorecard
 - ✓ Are transportation projects advancing?
 - ✓ Is legislation supported by forum?
- ✓ Adopt a corridor master plan with conforming municipal plans
- ✓ Have we had change on local policy?
- ✓ Economic development impacts
- ✓ Make sure the forum can have an impact on the measurable (i.e., if Mayors participating, if transit ridership v. Vehicle Miles Traveled in corridor or # of multi-municipal planning efforts)

Support & Resources

- ✓ Forum needs to support regional collaboration on land use & transportation planning (Regional plan funding not legislative)
- ✓ Funding for training & staff (More MPO Funds to CJTF support)
- ✓ Transportation Trust Fund / Federal Highway Administration Grants for staff enhancement for locals
- ✓ Forum supports one or two projects (Yes but many small projects need support)
- ✓ Support enhanced collaboration between public & private sectors (3 on the word public)
 - ✓ Hold meetings and gain influence with land Developers/Market)
 - ✓ Hold meetings and gain influence with existing Corporations/Landholders

- ✓ Hold meetings and gain influence with Engineering/Construction Firms
- ✓ DVRPC cannot pull back the level of support! NJTPA do more?
- ✓ Reach out to Princeton & Rutgers (& other schools) for support (i.e., a study on an identified Forum issue)