TO: NJ Target Zero Action Plan Working Group Members
FROM: targetzero@rutgers.edu
September 12, 2025

Memorandum: Draft Additional Priorities Actions

Instructions

This document contains a draft version of **Additional Priorities** actions for the New Jersey Target Zero Comprehensive Safety Action Plan. Additional Priorities include the following objectives:

- Safer Land Use
- Coordinated Implementation
  - Better Funding Processes
  - Better Data and Evaluation
  - More Technical Assistance
  - More Efficient Project Delivery

The purpose of this draft is to invite constructive input, particularly from Working Group members who have actively contributed to the development of these ideas. The actions outlined here were informed by submissions to the Target Zero Input Form, feedback from breakout discussions at previous meetings, and comments submitted via email to the Commission or Working Group. Actions are not listed in any priority or order.

This is a working draft that is **intentionally incomplete**. It is shared to invite input and ensure that additional perspectives help shape the details of each action item.

Comments are due by **11:59pm on Sunday, September 21, 2025.**

Comments will be reviewed and incorporated, where appropriate, into the draft actions. **Not all actions listed will necessarily be included in the final action plan.** Final prioritization and inclusion of actions will be at the discretion of the agency members of the New Jersey Target Zero Commission.

How to Comment on Actions

- Comments are public and attributed to an Adobe-enabled account or a guest account with Adobe.
- To support precise feedback, all pages include both page numbers and line numbers for easy reference.
- You may also send comments via email to targetzero@rutgers.edu. Comments made via email should specify the page and line numbers.

Comments are encouraged to include, but are not limited to:

- Reactions to the text and suggestions for edits.
- Suggestions for new directions for specific actions.
- Additional leads on examples, similar programs, research, or other resources.
- Constructive criticism of the actions and their ability to be implemented.
- Suggestions on how best to involve Commission member agencies and other agencies or organizations, either as the lead oversight agency or in a supportive capacity.
- Assistance in determining the appropriate cost, timeframe, priority, and evaluation strategy.
    - Timeframes should be considered with respect to these draft ranges:
        - **Immediate:** Under 1 year
        - **Short:** 1–3 years
        - **Medium:** 4–8 years
        - **Long:** More than 8 years
    - Cost, priority, and evaluation criteria are more variable and are undergoing additional development. If you would like to comment on these, please provide details to help categorize these action item criteria.

Each action comprises of the following:

1. A table of criteria for organization of key information, such as relevant objectives, potential lead and partner agencies and organizations, etc.,
2. A description of the action item, comprising of one or more specific actions,
3. Notes, which provide relevant background information and a summary of findings from staff and student research.

This draft is the final draft document to be shared with the working group. Draft Actions have been shared via link by primary objective:

The Safe System Approach

- Safer People
- Safer Roads
- Safer Speeds
- Safer Vehicles
- Post-Crash Care

Additional Priorities

- Safer Land Use
- Coordinated Implementation
    - Better Funding Processes
    - Better Data and Evaluation
    - More Technical Assistance
    - More Efficient Project Delivery

Contents

New Safe System Approach Actions

The four (4) actions below are the last draft actions to be released for comments that pertain to the Safe System Approach. All other Safe System Approach actions have already been made available for comments. Two actions are reprints of actions released earlier; they are included for reference when completing the Additional Priorities Impacts and Timeframes questionnaire, which includes these four (4) actions as well.

Enhancing Transit Safety and Operations

Action Item	Enhancing Transit Safety and Operations
Key Objective	Safer People
Other Objectives	Safer Vehicles
Lead Oversight Agency	NJ TRANSIT
Support Agencies	NJMVC NJ DHTS NJDOT MPOs
Other Partners	
Action Type	Policy | Education
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Update and adopt NJ TRANSIT operator safety policies, trainings, and protocols oriented around crash reduction, route-specific driving conditions, and protecting vulnerable road users.
- Update and expand school and commuter bus driver safety trainings.
- Standardize micromobility access across all NJ TRANSIT services, including dedicated on-board storage, consistent bicycle storage on all buses, and relevant peak-hour restrictions.
- Establish battery safety standards for micromobility devices permitted on NJ TRANSIT vehicles, requiring UL certification or equivalent low fire-risk technologies.

Notes

NJ TRANSIT employs over 1,000 bus drivers, making them a significant share of state-employed driver fleet. NJ TRANSIT buses carried an average of over 450,000 passengers on weekdays in 2024, providing nearly 139 million passenger trips. Additionally, school bus drivers hold a vital role in protecting school children inside and outside of buses in school zones. In New Jersey, there were a total 22 fatalities and 2,132 injuries in bus crashes from 2022 through 2024, the last three full years of data available from the Federal Motor Carrier Safety Administration (FMCSA). However, fatality rate data from the National Safety Council shows the relative risk of fatal injury on a bus to be 60 times lower than traveling the same distance in a passenger car. A culture of safety can include retraining professional drivers under the state's supervision to ensure they lead by example and protect all road users.

NJ TRANSIT's should evaluate and update internal safety policies and practices, particularly related to bus operations, to address FSI (fatal or serious injury) crashes involving NJ TRANSIT buses. The Transit Friendly Planning Guide shares a broader emphasis on system-wide transit safety supports, which could include updating operator protocols. The key areas of focus could include defensive driving, speeding, reckless driving, laws pertaining to pedestrians, bicyclists, and other vulnerable road users, fatigue management, the integration of vehicle safety technology (e.g. automatic braking), and a more robust incident review process. The guide's recommendation for interagency coordination around safety planning reinforces the importance of embedding these practices within NJ TRANSIT's operations.

The Transit Friendly Planning Guide also reinforces the importance of first- and last-mile connectivity in addition to the removal of active transportation barriers. In line with this, NJ TRANSIT should update its approach to accommodate bicycles and micromobility devices. This may include expanding bike and micromobility capacity and safety in railcars and on buses and reducing or removing peak-hour restrictions on trains. These improvements support mode shift and equitable access, contributing to the broader safety and mobility goals of Target Zero.

With the rise in use of micromobility devices, the safety risks they pose are an important risk to plan for should they be permitted on NJ TRANSIT vehicles. Battery safety standards, such as requiring UL certification for onboard storage, and accessible fire extinguishers should be considered, particularly considering concerns about lithium-ion battery fires. The MTA welcomes passengers to bring their personal e-bikes and e-scooters onto subways, trains, and buses; however damaged, or non-UL listed batteries are not permitted. This offers an example of micromobility policy on public transit that is designed to ensure their safe integration.

Unified Communication Strategy for Target Zero

Action Item	Unified Communicated Strategy for Target Zero
Key Objective	Safer People
Other Objectives	More Efficient Project Delivery
Lead Oversight Agency	NJDOT
Support Agencies	All Agencies
Other Partners	
Action Type	Education
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Develop a coordinated multi-agency communication strategy for Target Zero to ensure consistent messaging and ensure the strategy includes multiple media channels, advertisement campaigns, and other promotional tools.
- Develop an internal state agency media toolkit and documentation that provides clear guidelines on Target Zero promotion.
- Update regular communications and state websites with current crash data, including the high injury network and Target Zero Commission reports.
- Establish a speakers bureau of trained representatives who can disseminate Target Zero information.

Notes

Achieving the goal of zero traffic-related fatalities and serious injuries requires clear, consistent, and coordinated communication. A unified communication strategy among the 13 New Jersey Target Zero Commission agencies ensures that safety messages are aligned across jurisdictions, reinforce behavior change, and create a culture of safety. Without coordination, conflicting messaging can dilute the impact of safety campaigns and slow progress toward Target Zero. By streamlining and coordinating how agencies communicate with the public and with each other, Target Zero messages can be amplified.

As one of the earliest Vision Zero adopters in the U.S., New York City (NYC) offers valuable communication strategy guidance. The City formed a marketing working group to unify agency messaging and developed an internal "brand book" that includes statistics, talking points, graphics, and guidance on terminology and language. This resource helps ensure Vision Zero communications speak with one consistent voice across agencies.

To promote alignment, New York City invests in internal outreach such as email blasts, in-person meetings, and ongoing promotion. For external outreach, the City deploys targeted campaigns, data visualizations, short films, and educational workbooks. NYC also leverages a wide range of media channels, especially owned media like government websites, mailings, phone systems, and public signage. Social media platforms are used by NYCDOT, NYPD, and the Mayor's Office to share Vision Zero content and hashtags at minimal cost. In addition, NYC runs large-scale paid ad campaigns across multiple platforms to amplify reach. Public engagement efforts include in-person workshops, online portals, school and senior center sessions, and flyer distribution. The City emphasizes that funding and full agency participation are critical to implementing a successful communication strategy.

New Jersey can draw from this model while tailoring its approach to the unique structure and needs of the state. A coordinated communication strategy should begin with the development of a shared internal document that offers clear guidelines on standards for messaging, terminology, and graphics. Public-facing strategies must also span a range of platforms and formats. High-visibility tools like stickers and magnets on state and public vehicles as well as social media messaging and other media campaigns can raise awareness of the Target Zero mission. Similarly, keeping state agency websites, crash data portals, and Target Zero reports updated for consistent messaging will make relevant traffic safety information more accessible.

To support ongoing outreach, New Jersey can establish a speakers bureau similar to San Francisco's. This bureau trains local leaders and residents to be ambassadors for Vision Zero in their organizations and neighborhoods. These ambassadors can attend public events, school programs, and community meetings to give presentations on Vision Zero and encourage behavior change.

Communication strategies should also be tailored to specific subpopulation, such as older adults, who face unique mobility and safety challenges. Specifically for older adults, New Jersey can draw from the state's Age-Friendly Blueprint to adapt messaging, engagement tools, and program delivery. For example, outreach could emphasize safe crossing behaviors, accessible transit options, and fall-prevention measures in the design of public spaces, while leveraging trusted community networks like senior centers and AARP chapters to amplify the Target Zero message.

To ensure that all communication and safety strategies align with Target Zero principles, New Jersey should regularly conduct a statewide inventory and audit of agency procedures, policies, plans, documents, training programs, performance measures, and other guidance materials. The purpose of this audit is to identify gaps where the tenets of Target Zero should be incorporated. Regular audits can help align all internal practices and documents with Target Zero goals, and promote coordination across the Target Zero Commission agencies, ensuring that communication strategies are consistent.

Understanding how the media talks about traffic safety is another key component. By analyzing the narratives used by major outlets as well as community newspapers, the Target Zero Commission can better tailor its messages and engage a broader audience. Ultimately, the success of this effort depends on dedicated funding, strong inter-agency collaboration, and a sustained commitment to speaking with one voice for traffic safety across New Jersey.

Commercial Driver's License Educational Reform (reprint)

This action is being reprinted to be used as reference while evaluating the action's impact and timeframe.

Action Item	Commercial Driver's License Reform
Key Objective	Safer People
Other Objectives	Safer Vehicles
Lead Oversight Agency	Motor Vehicle Commission
Support Agencies	NJ TRANSIT
Other Partners	
Action Type	Policy | Legislative | Education
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	Revisions to CDL Manual; development of training presentation on vulnerable road users and newer laws

Description

- Update the CDL manual to include comprehensive training on Vulnerable Road User safety.
- Implement a training presentation that educates CDL drivers on vulnerable road users and newer laws,
- Create online training module.
- Mandate regular retraining for all CDL drivers and provide training material to delivery companies for non-CDL drivers.

Notes

According to the 1986 Commercial Motor Vehicle Safety Act, all states in the US must implement the same CDL system. This is important for maintaining cohesion in interstate travel, but is also reflected in the lack of specificity in the NJ MVC CDL Manual. Information concerning pedestrians, bicyclists, and other vulnerable road users is sparse and outdated. Currently, any information regarding pedestrians and cyclists is relegated to the Seeing Hazards subsection. To improve and expand on the information in the manual, the NJ MVC CDL Manual should be updated to include information pertaining to the Stop and Stay Stopped Law and the Safe Passing Law, and should promote vulnerable road user

safety in general. These updates to the CDL manual are needed to create a culture of shared responsibility on New Jersey's roadways.

A Canadian study found that CDL drivers viewed the inclusion of vulnerable road user safety and hazard anticipation in training positively. Drivers specifically wanted difficult truck maneuvers in the presence of vulnerable road users, anticipating vulnerable road user actions, and navigating complex infrastructure components included in training.

A comprehensive educational presentation to be used uniformly across all CDL training schools should be developed to provide consistent information on vulnerable road users and newer laws. Although all drivers who train for the Commercial Drivers License are already licensed, they may have been licensed many years ago. This CDL training presents an opportunity to remind drivers of road safety and to provide context for operating commercial vehicles around vulnerable road users.

On July 17th, 2025, Governor Phil Murphy signed landmark legislation to strengthen driver education and improve pedestrian and bicyclist safety. The newly signed law, S4146/A4765, requires that all driver's education programs and written exams include specific guidance on how to safely approach and pass pedestrians, bicyclists, and people using mobility devices like wheelchairs and scooters. Drivers will also learn about the real consequences, both legal and physical, of failing to share the road responsibly. These materials can be adapted to CDL training and retraining.

New Jersey requires drivers to renew their CDL every four years which offers an opportunity for refresher training. At present, only drivers of hazardous materials are required to retrain every three years in the US. New Jersey can require retraining for all CDL drivers with their CDL renewal as a way to improve driver awareness of vulnerable road user safety. The training should be made available online to improve accessibility for any viewer, not just those who are required to review it for the CDL license. The Electric Bicycle Safety and Training course could serve as an example of how to set up a training that is easy to use and widely accessible. As a major port and transportation center for the East Coast, New Jersey could have positive regional impacts on commercial driver behavior in and around the Northeast I-95 corridor through the adoption of improved training for CDL licensure.

Companies with delivery drivers whose vehicles do not require CDLs (e.g., regular vehicles for UPS, FedEx, and Amazon) could be approached to adopt these safety training presentations. These companies usually supply their own training programs for their drivers. Amazon for instance, requires a three-day training academy, UPS invests in driving simulators, and FedEx recently instituted a Quality Certification program for new and existing drivers. However, these different training programs could benefit from standardization and inclusion of vulnerable road user components. Coordination with

these companies to use comprehensive training presentations would lead to improved safety for all road users.

Court Appearances for Cell Phone Use (reprint)

This action is being reprinted to be used as reference while evaluating the action's impact and timeframe.

Action Item	Court Appearances for Cell Phone Use
Key Objective	Safer People
Other Objectives	
Lead Oversight Agency	NJDHTS
Support Agencies	NJSP
Other Partners	
Action Type	Legislative | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Amend New Jersey's distracted driving statute (N.J.S.A. 39:4-97.3) to remove the mandatory court appearance requirement for both officers and drivers in routine cell phone use violations.
- Allow officers to issue citations without appearing in court unless the case is contested.
- Standardize fines to match penalties for careless driving to improve consistency and increase enforcement.

Notes

Under current New Jersey law (N.J.S.A. 39:4-97.3), a court appearance is required for both the driver and the issuing officer for cell phone use violations while driving. This requirement has created unintended consequences that weaken the overall effectiveness. Officers often avoid writing these citations because court appearances take time away from patrol duties. This is especially true for New Jersey State Police troopers who live far from their assigned court locations and are not compensated for attending court while off duty.

As a result, enforcement of the statute is inconsistent. The requirement to appear in court discourages officers from addressing distracted driving through citations, weakening the law's deterrence. Although the statute was designed to be strict, with fines starting at $200 and reaching up to $800, along with motor vehicle points for repeat offenses its impact is limited if it is not regularly enforced.

Removing the mandatory court appearance would allow officers to issue tickets more easily and would likely increase the number of violations addressed. Court appearances would still be required if the citation is contested. This would preserve due process. Aligning fines for cell phone use with those for careless driving under 39:4-97 would also improve clarity and make the statute easier to apply consistently across jurisdictions.

Safer Land Use

Adopting Transit-Friendly Planning Practices

Action Item	Adopting NJ Transit-Friendly Planning Practices
Key Objective	Safer Land Use
Other Objectives	Safer Roads | Better Funding Processes
Lead Oversight Agency	NJ Transit
Support Agencies	NJDOT, NJDCA
Other Partners	Office of Planning Advocacy
Action Type	Design | Encouragement
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Encourage municipalities to adopt transit-oriented zoning reforms, including reduced parking minimums, form-based codes, and allowances for accessory dwelling units (ADUs) or mixed-use housing near transit.
- Support safety and access improvements within a half-mile of NJ TRANSIT stations, including high-visibility crosswalks, traffic calming measures, and protected bicycle infrastructure.
- Secure dedicated funding for the Transit Friendly Planning program to help municipalities implement station-area safety and access improvements.
- Promote first- and last-mile connections, including micromobility options, with attention to transit-dependent communities
- Incorporate Complete Streets principles into all NJ TRANSIT-led projects and joint development initiatives to ensure multimodal safety by design.
- Participate in local and regional safety planning efforts, contributing data and recommendations from the Transit Friendly Planning Guide to shape Target Zero outcomes.

Notes

The Transit Friendly Planning Guide (2022), developed by NJ TRANSIT, offers a comprehensive set of strategies to help municipalities integrate transit-supportive land use and design into local decision-making. Its recommendations are highly relevant to Target Zero's goals, particularly under the Safer Roads, Safer Land Use, and Safer People objectives. The Guide emphasizes that compact, walkable, mixed-use development near transit is key to increasing transit ridership while also reducing traffic volumes and pedestrian exposure to crashes. In doing so, the Guide promotes a built environment that can inherently improve roadway safety, reduce vehicle miles traveled (VMT), and enhance multimodal access for all users.

One of the central principles in the Guide is the promotion of "place-based planning" around transit nodes, typically within a half-mile radius of stations, where municipalities are encouraged to increase density, promote a mix of land uses, and prioritize non-automobile transportation. This directly supports Target Zero's interest in safer land use and mobility choices. For example, the Guide recommends that municipalities reduce minimum parking requirements, adopt form-based codes, and allow for ADUs or multifamily housing in walkable areas. These zoning reforms can reduce motor vehicle ownership, lower traffic volumes, and shorten trip distances. These policies also align with recent legislative proposals in New Jersey to allow ADUs by right and to convert underutilized commercial properties into mixed-use developments.

In addition to land use strategies, the Guide outlines transportation infrastructure improvements that reinforce safety, including high-visibility crosswalks, pedestrian oriented lighting, curb extensions, and protected bicycle infrastructure near transit facilities. It also recommends prioritizing first/last-mile connectivity and encourages municipalities and NJ TRANSIT to support micromobility, bicycle parking, and shared mobility services. These strategies can support Target Zero goals around safer people and vehicles, particularly if paired with safe infrastructure and reduced exposure to high-speed arterials.

The Guide also has a strong equity emphasis, aligning with Target Zero's goal to reduce disparities in crash outcomes across demographic and geographic lines. It recommends that municipalities conduct walkability and access audits in historically underinvested neighborhoods, and that they target infrastructure improvements in areas with high percentages of zero-car households or transit-dependent residents. NJ TRANSIT can play a more proactive role by identifying and supporting transit dependent communities in collaboration with the Department of Transportation and Department of Community Affairs. For example, planning grants or technical assistance could be targeted toward small towns and cities looking to upzone areas around transit or retrofit challenging intersections near rail and bus stops.

While much of the Guide focuses on local planning, NJ TRANSIT is also positioned as a key implementation partner. Target Zero can more explicitly involve NJ TRANSIT in actions that support safe multimodal access, such as requiring Complete Streets plans for station-area improvements, standardizing micromobility infrastructure at transit stations (secure bicycle/scooter parking), and supporting joint development partnerships that embed safety improvements into new projects. Additionally, NJ TRANSIT could expand its role in pedestrian and bicyclist crash prevention by working with municipalities to conduct safety audits at or near bus stops and rail platforms. The Guide already encourages safety design assessments in these locations, and NJ TRANSIT could help implement these recommendations by prioritizing funding and operational adjustments.

The TFP program has demonstrated positive value towards promoting safe, equitable, and transit-oriented places across New Jersey. By fostering walkable TOD, expanding micromobility options, and integrating safety into planning decisions, the programs have strengthened mobility and safety outcomes. The Transit Friendly Planning Guide should serve as a foundational document for shaping multiple Target Zero action items. Concrete policy recommendations and agency coordination strategies offer actionable steps that can enhance both transportation safety and equitable development outcomes across New Jersey. Corridor-level planning provides an opportunity to coordinate and address shared goals across agencies and, as such, should be embedded in the State Development and Redevelopment Plan. Incorporating future Bus Rapid Transit (BRT) and rail expansion corridors directly into the State Plan process would allow municipalities to zone accordingly, prioritize station-area safety improvements, and ensure that development patterns support Target Zero's long-term safety and mobility objectives.

Promoting Transit-Oriented Development

Action Item	Promoting Transit-Oriented Development
Key Objective	Safer Land Use
Other Objectives	Safer Roads
Lead Oversight Agency	NJ Transit
Support Agencies	NJDOT Dept. of Community Affairs
Other Partners	
Action Type	Design | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Direct funding, planning, and design standards toward strengthening first- and last-mile walking and biking connections to transit, ensuring reliable access from transit to jobs, education, healthcare, and community destinations.
- Promote transit-oriented development (TOD) by adopting policies that encourage dense, walkable, mixed-use neighborhoods near transit stations that provide safe and convenient access for all residents.
- Advance adaptive reuse of state-owned land, including underutilized surface parking, for income-restricted and affordable housing development near transit hubs.
- Safeguard long-term accessibility and affordability so that transit-served communities can benefit equitably from TODs.

Notes

Transit-oriented development (TOD) supports efficient, equitable, and connected communities by creating housing, jobs, and services around transit hubs. Dense, walkable, mixed-use development near transit attracts people and adds to vibrant, connected communities.

NJ TRANSIT actively promotes TOD because it increases ridership, reduces reliance on private motor vehicles, boosts economic growth, and expands affordable housing near transit stations. Developing income-restricted housing (including the State mandate of 20 percent affordable requirement) on state-owned properties, such as parking lots, is a best practice that aligns with both TOD and Transit Friendly Planning goals. By leveraging property already in public ownership, the state can facilitate implementation, ensuring that transit-oriented development directly supports safety, equity, and access objectives. National and international studies document TOD's broader benefits. TOD reduces motor vehicle miles traveled and transportation greenhouse gas emissions by supporting walkable, compact development. Mixed-use, transit-proximate neighborhoods also improve health outcomes via increased physical activity and lower motor vehicle miles traveled.

In New Jersey, successful examples of equitable TOD (eTOD) efforts in Asbury Park, Plainfield, and Jersey City demonstrate intentional inclusion of affordable housing to prevent displacement. In Newark, the Teachers Village project combines mixed-income housing, targeted towards educators, with proximity to public transit, supported through federal tax credits and other incentives. Additional examples of TOD include the Gateway in New Brunswick, built under the Urban Transit Hub Tax Credit program, and mixed-use projects such as Somerville Station and Essex & Crane in Orange, which offer housing, retail, and commuter parking directly adjacent to rail.

Challenges remain around parking mandates, zoning, funding for first-mile/last-mile infrastructure, and ensuring TODs remain attainable to all. NJ Transit's Transit Friendly Planning program illustrates local success in addressing these barriers to equitable and inclusive TOD through workshops and technical resources. NJDOT's Transit Village Initiative further supports municipalities designated as Transit Villages by incentivizing municipal participation through design standards and grant funding. Established in 1999 as the nation's first program of its kind, it supports communities in planning for TOD through clear criteria that emphasize mixed-use development, affordable housing, and improved pedestrian and bicycle access.

While New Jersey has advanced TOD through incentives and technical support, other states have taken legislative approaches. In 2021, Massachusetts amended its Zoning Act to require towns and cities served by the state public transit system to designate at least one district where multifamily housing is permitted as of right and without age restriction, thus removing key barriers to high-density, transit-oriented development.

The California Senate passed SB 79 which encourages housing development near transit by:

- Establishing state zoning standards around train stations and major bus stops (bus rapid transit stops) that allow for multi-family homes up to seven stories

immediately surrounding major transit stops, with lower height standards extending up to half a mile away from such stops.

- Allowing local transit agencies to develop at the same or greater density on land they own.

Together, these nationwide efforts reflect a shift towards a growing understanding that aligning land use policy with transit investment is essential for creating equitable and attainable housing. Local policy tools and resources, such as the New Jersey Transit Village designations, utilizing Urban Transit Hub tax credits, and adopting inclusionary zoning, help align TOD with broader goals of integration, equity, and safety.

Reductions to Minimum Parking Requirements

Action Item	Reductions to Minimum Parking Requirements
Key Objective	Safer Land Use
Other Objectives	
Lead Oversight Agency	Dept of Community Affairs
Support Agencies	
Other Partners	
Action Type	Policy | Legislative
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Eliminate outdated parking minimums that drive up housing costs, reduce buildable land, and perpetuate car dependency.
- Allow municipalities to opt into reform through model ordinances and toolkits provided by the Department of Community Affairs (DCA), with a focus on transit-rich and walkable areas.
- Encourage shared parking, parking maximums, and unbundled parking as flexible alternatives that better match actual demand.
- Offer state-level incentives and planning grants to help towns update zoning codes and adopt smarter parking policies.
- Address equity impacts of bundled parking and reduce financial burdens on low-income households.
- Enable developers to request lower minimums based on proximity to transit, real demand, or affordability goals.

Notes

Reducing or eliminating parking minimums is increasingly recognized as an important land use and transportation reform. These outdated requirements often force developers to build more parking spaces than needed, which raises housing costs, reduces buildable space, and reinforces car dependency. In New Jersey, a survey conducted by Rutgers Center for Real Estate found that for high-rise apartments, residential site improvement

standards (RSIS) overprovides parking by 0.32 units per average. Parking minimums also impose hidden costs on renters and disproportionately burden car-less households. Research shows that bundled garage parking can raise apartment rents by nearly 17 percent, even for tenants who don't own a car, and in New Jersey by about $80 per month per unit. In the U.S., 73 percent of car-free households live in units with bundled parking, effectively paying hundreds of dollars annually for something they don't use. For low-income households, this financial penalty can be significant, especially when one parking spot costs more to build than the net worth of many families. In New Jersey, this is especially problematic in transit-rich areas where walkability and multimodal options are viable, yet municipal codes still require off-street parking at rates set decades ago.

Statewide action could help create consistency and enable change, but New Jersey's home rule structure means municipalities control their zoning and land use decisions. That said, the Department of Community Affairs (DCA) can offer model ordinances, planning grants, or policy guidance to encourage reforms. For example, DCA could develop a template ordinance that allows for reductions or elimination of minimums in transit-oriented zones, paired with a toolkit that outlines how to do shared parking, unbundled parking, or parking maximums.

Some towns like Jersey City, Hoboken, and Princeton have already moved to reduce or remove parking minimums in select zones. These examples could serve as case studies. For instance, Hoboken has no parking minimums in its downtown core, encouraging more walkable, transit-oriented development.

Shared parking strategies are also underused in NJ. Allowing different uses, like offices and restaurants, to share a parking supply based on peak use times is a practical step municipalities can adopt without waiting for large policy shifts. Similarly, parking demand can be reduced through pricing reforms, bicycle infrastructure, and better transit service.

National planning organizations like the American Planning Association and policy institutions like Strong Towns have argued that eliminating minimums can stimulate economic development, reduce emissions, and support more inclusive housing options. Without stronger state-level support or funding mechanisms, local progress remains fragmented and politically sensitive.

To go further, legal research is needed to identify how far the state can push parking reform within NJ's home rule framework. Even modest shifts, like requiring municipalities to allow developers to propose lower parking requirements based on proximity to transit or existing needs studies, could be a meaningful step.

Updates to the Residential Site Improvement Standards

Action Item	Updates to the Residential Site Improvement Standards
Key Objective	Safer Land Use
Other Objectives	Safer Roads
Lead Oversight Agency	NJ Department of Community Affairs
Support Agencies	NJDOT, NJDEP, NJDOH
Other Partners	Site Improvement Advisory Board
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Update Residential Site Improvement Standards (RSIS) to prioritize pedestrian safety, especially through clear language and updated best practice guidelines.
- Integrate elements of the NJ Complete and Green Streets Guide into RSIS.
- Engage technical experts, including civil engineers and roadway safety specialists, to provide guidance in rewriting RSIS standards.

Notes

The Director's Office within the Division of Codes and Standards maintains the Residential Site Improvement Standards (RSIS), located at N.J.A.C. 5:21. The RSIS regulates the construction, alteration, addition, repair, removal, demolition, maintenance, and use of any site improvements constructed by a developer in connection with residential development. This includes streets, roads, parking facilities, and sidewalks, which a developer undertakes in connection with residential development or use. With this being the case, there are opportunities to amend the regulations in order to provide a greater focus on pedestrian safety when residential site improvements are undertaken.

The RSIS was created in the 1990s and amended over time; however, many of the original regulations remain. The RSIS has set standards for streets, sidewalks, and parking across the state, that are consistent with other State rules, which allows for greater cohesion and

predictability. The Division is open to updating the standards to reflect the current and future needs of New Jersey residents.

Because many RSIS provisions are more than 25–30 years old, expert technical assistance will be needed to modernize the regulations. Involving civil engineers and design professionals can help align RSIS with contemporary standards such as Complete Streets, all-ages-and-abilities design, and the Federal Highway Administration's Proven Safety Countermeasures.

Allowing municipalities to establish laws that allow for safe and efficient vehicular and pedestrian circulation is a major goal of the RSIS. Currently, the RSIS sets basic sidewalk requirements, such as a standard width and thickness. Parking lot access must also allow for "pedestrian circulation and safety" as a standard. The RSIS also sets minimal standards for bikeways, requiring that they comply with the New Jersey Department of Transportation guidelines from the 1990s. Changes in standards necessary to implement traffic calming measures are permitted as exceptions to the RSIS, but no traffic calming guidelines are provided. There is much room for improvement in pedestrian and other vulnerable road user safety.

For instance, RSIS can be used to help implement Complete Street initiatives, due to their similar priorities. Other possible RSIS improvements include updating standards to require protected bike lanes, removal of mandates for wide roadway lanes, mandating an "All Ages and Abilities" approach which makes the road safer and accessible for everyone, incorporating the most recent best practice design guidelines, revising language for more clarity and consistent terminology, and adoption of the Federal Highway Administration's Proven Safety Countermeasures to reduce roadway fatalities.

Zoning Reform

Action Item	Zoning Reform
Key Objective	Safer Land Use
Other Objectives	Better Funding Process
Lead Oversight Agency	NJDCA
Support Agencies	NJDOT, NJ TRANSIT, NJDEP
Other Partners	
Action Type	Legislative | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Support zoning reforms that enable dense, walkable, mixed-use development near transit hubs by building on the Transit Village Initiative.
- Direct planning and financial support to municipalities through a multi-agency task force to help implement Complete Streets, compact development, and multimodal access improvements in transit station areas.
- Enforce fair housing through the Mount Laurel doctrine, which compels municipalities to proactively zone for affordable housing.
- Advance state legislation like Accessory Dwelling Unit (ADU) legalization, parking reform, and commercial-to-residential conversion to remove outdated zoning barriers and expand housing opportunities across New Jersey.
- Incorporate multimodal requirements into zoning codes, such as minimum secure bicycle parking, car share provisions, and micromobility infrastructure standards, to ensure that new development supports safe and accessible alternatives to private vehicle ownership.
- Provide state grants and technical support to help local governments modernize zoning codes and accelerate permitting processes.
- Coordinate local zoning decisions to reverse underproduction of housing, addressing the 173,400-unit gap between 2000 and 2020 through consistent statewide guidance.

- Fund and apply research on the traffic safety impacts of various land use typologies, using data-driven methods to evaluate how compact, mixed-use zoning reforms can reduce crash risk. Incorporate findings into local code updates and statewide zoning guidance.
- Leverage the influence of the 153 transit-connected municipalities to promote transit-oriented growth and reduce car dependency.
- Encourage municipal adoption of ADUs and diverse housing types through guidance in the State Citizen's Guide and support from policy organizations like NJ Future and RPA.

Notes

The Transit Village Initiative, launched in 1999 by NJDOT and NJ TRANSIT, stands as a strong example of coordinated state-backed efforts promoting transit-oriented development (TOD). The initiative has designated 35 municipalities since inception and connects them with a multi-agency Task Force offering planning assistance and grant support to redevelop station-area districts into compact, mixed-use, pedestrian-friendly environments within approximately a half-mile radius of transit stations.

These designated Transit Villages receive priority access to funding, technical support from ten state agencies, and assistance in implementing Complete Streets policies, bicycle and pedestrian improvements, and land use strategies that reduce car dependency and support economic revitalization.

Evaluations of the program have shown that all Transit Villages have undertaken new or planned development, notably dense mixed-use housing and commercial projects, increased transit access services, and pedestrian improvements, all of which enhance the feasibility of non-auto travel modes and promote safer, more equitable communities.

The Mount Laurel doctrine, originating from two pivotal New Jersey Supreme Court decisions in 1975 and 1983, requires municipalities to use their zoning powers affirmatively to provide a realistic opportunity for their region's low- and moderate-income housing needs, eliminating exclusionary practices. Today, more than 300 municipalities have complied with the doctrine by settlement agreements, and roughly 50,000 affordable homes are expected to be built in the next decade under current fair share plans. The doctrine has been critical not only in expanding the quantity of affordable housing statewide but also in fostering racial and economic integration in historically segregated communities.

Recent state policy builds on these foundations. In the 2025 State of the State address, Governor Murphy emphasized zoning and permitting reforms, advocating legislation (by Senator Singleton) to allow ADUs in single-family zones, convert office parks and retail

centers into mixed-use districts, and reduce parking requirements for homes near transit, moves designed to reduce red tape and unlock housing development. Additionally, Assembly Bill A4913 incentivizes municipalities to modernize zoning laws to encourage housing creation, supporting implementation capacity at the local level with legislative backing.

Guidance from New Jersey Future and Regional Plan Association indicates that fragmented local zoning decisions have substantially depressed housing production statewide. From 2000–2020, the state added 173,400 fewer housing units than in previous decades, underscoring the need for coordinated reforms. Evaluating the relationship between different land use typologies (e.g., single-family subdivisions, mixed-use TODs, corridor redevelopment) and crash outcomes will provide stronger justification for reforms. By linking land use patterns directly to traffic safety data, New Jersey can align zoning changes not only with housing and economic goals, but also with Target Zero's safety objectives.

Multimodal zoning requirements, including bike parking minimums and car share access, have been shown to reduce vehicle ownership rates and improve first/last-mile connections to transit. By embedding these requirements into local codes, municipalities can align new development with statewide safety and sustainability goals while ensuring equitable access to non-automobile travel options.

The 2025 Draft New Jersey State Development and Redevelopment Plan highlights that nearly half the state's population lives in one of the 153 transit municipalities or adjacent neighborhoods, showing the potential reach of zoning reforms to create walkable, multimodal communities.

Local efforts like ADU allowances (enabled by state statute but adopted variably by municipalities) have expanded housing options without altering neighborhood character. These zoning tools align with objectives in the State Citizen's Guide, which supports affordable housing access, breaking segregation barriers, and enabling diverse housing types.

Zoning reform should also work to address the transportation needs of older adults. As adults age, driving a personal vehicle may not be a viable option. Zoning reform that allows for the creation of denser, more walkable neighborhoods that are accessible to transportation and host a variety of retail and service establishments within them, would serve this population. Additionally, large retirement communities or developments designed for older adults that are constructed in a sprawling fashion should be re-examined. The farther away these developments are from everyday destinations and services, the greater the transportation burden will be on residents. Zoning reform discouraging these developments can help address these issues.

Better Funding Processes

Develop DHTS-Based Active Transportation Funding Streams

Action Item	Develop DHTS-Based Active Transportation Funding Streams
Key Objective	Better Funding Processes
Other Objectives	Safer Roads Safer People
Lead Oversight Agency	Div. of Highway Traffic Safety
Support Agencies	
Other Partners	
Action Type	Encouragement | Legislative
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Develop new funding streams within the Division of Highway Traffic Safety (DHTS) dedicated to active transportation projects that prioritize pedestrian and cyclist safety.
- Incentivize projects with measurable health and safety outcomes that support cross-sector collaboration and align with equity and Target Zero goals.
- Develop funding criteria that prioritizes underserved communities, multimodal access, and community-led planning.

Notes

New Jersey's Department of Transportation (NJDOT) programs currently support active transportation through infrastructure-focused grant programs like Safe Streets to Transit, Bikeways, and the Local Transportation Project Fund. In 2024, these programs collectively awarded $67.5 million for pedestrian and cyclist infrastructure improvements, often prioritizing underserved communities.

However, while NJDOT and USDOT primarily fund infrastructure, the Division of Highway Traffic Safety (DHTS) also plays a role in ensuring vulnerable road user safety through behavioral and operational strategies. DHTS traditionally focuses on operational safety programs like impaired driving enforcement and public safety campaigns. DHTS can complement the existing NJDOT infrastructure investments by funding strategies like targeted enforcement, expanding crossing guard programs, and school safety pilots of "school streets." To enhance New Jersey's commitment to pedestrian and cyclist safety, DHTS should develop a dedicated funding stream that aligns with the Safe System Approach. This funding stream should prioritize education, enforcement, community-led interventions, especially in underserved areas.

Examples of active transportation projects that DHTS can fund include targeted enforcement initiatives, including DUI and speed enforcement; expanding the crossing guard program, especially in underserved areas; introducing and expanding pilot programs like "school streets;" implementing low-cost traffic calming pilots like speed neckdowns or curb extensions; and the integration of safe system strategies into the State Highway Safety Plan to secure additional funding.

Developing a DHTS-based funding stream that evaluates proposals based on crash data, equity, and public health metrics can ensure that operational safety strategies are equally prioritized along with infrastructure. This would build on successful models while tailoring resources to New Jersey’s most pressing safety needs.

Develop Health-Based Active Transportation Funding Streams

Action Item	Develop Health-Based Active Transportation Funding Streams
Key Objective	Better Funding Processes
Other Objectives	Safer People
Lead Oversight Agency	NJDOH
Support Agencies	NJDOT
Other Partners	
Action Type	Legislative | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Establish a dedicated, health-based state funding stream for active transportation infrastructure and programs that support walking, biking, and micromobility.
- Prioritize projects that reduce chronic disease, improve access to physical activity, and benefit underserved communities.
- Leverage existing federal programs and align funding with public health goals to maximize impact.

Notes

Active transportation investment improves health outcomes by encouraging physical activity, reducing exposure to harmful emissions, and lowering the risk of chronic diseases. The Centers for Disease Control and Prevention (CDC) has long supported the integration of health and transportation planning. Its Transportation and Health Tool encourages communities to fund projects that support walking and biking, especially in areas with health disparities.

Local public health agencies can align with this approach by leveraging grant programs such as the Preventive Health and Health Services Block Grant and State Physical Activity and Nutrition (SPAN) Program. According to the National Association of County and City

Health Officials (NACCHO), integrating public health outcomes into transportation planning leads to stronger cross-sector partnerships and more impactful investments.

At the federal level, states can also align this initiative with funding from the Carbon Reduction Program, Transportation Alternatives, and Congestion Mitigation and Air Quality (CMAQ) programs, all of which support infrastructure that encourages walking and biking. The Bipartisan Infrastructure Law (BIL) allocates over $6 billion to carbon reduction and more than $7 billion to support active transportation through these programs.

The Active Transportation Infrastructure Investment Program (ATIIP), administered by the Federal Highway Administration in partnership with the Rails-to-Trails Conservancy, awarded $45 million in 2024 to projects enhancing trail connectivity and health-based access to transportation.

New Jersey can follow examples from Illinois and Oregon, which have implemented dedicated state-level funding for Safe Routes to School and active transportation with a public health lens. Potential uses include sidewalks connecting to health clinics, trails in low-income neighborhoods, and incentives for municipalities to integrate health outcomes into transportation planning. Metrics may include reduced rates of preventable disease, increased physical activity, and improved nonmotorized access to health services.

Expansion of the Open Space Trust Fund

Action Item	Expansion of the Open Space Trust Fund
Key Objective	Better Funding Processes
Other Objectives	Safer Land Use
Lead Oversight Agency	NJDEP
Support Agencies	NJDOT
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Research projects funded by an Open Space Trust Fund or the Green Acres Program, to see where bicycle and pedestrian infrastructure improvements have been included.
- Examine the feasibility of developing a policy that requires the alignment of these programs with the goals set out by the Target Zero Commission.
- Collaborate with local municipalities to apply this funding towards improving bike/ped infrastructure in new open spaces.
- Promote the use of the funding source to deliver bicycle and pedestrian connections that extend beyond park boundaries and integrate with the larger roadway network.

Notes

Access to green space is a vital part of a healthy and active lifestyle. Having dedicated green spaces within communities gives people a chance to connect with nature through walking, bicycling, and other outdoor recreation. In New Jersey, some local governing bodies have established Open Space Trust Funds, supported through taxes, to purchase land to save it from development or to fund the maintenance of existing open space. All 21 counties and 236 municipalities in New Jersey have Open Space Trust Funds as part of the Green Acres Program through the New Jersey Department of Environmental Protection (NJDEP).

As Open Space Trust Funds have grown in popularity in New Jersey, so have the number of projects that have been funded by these trusts. These funds should be explicitly recognized as a resource for transportation projects, not just for parks/recreation projects in order to advance Target Zero goals by embedding safe walking and bicycling access directly into green space projects. A number of projects have used the funds to increase open space for residents, while also addressing bicycle and pedestrian needs. In Hoboken, a grant from the NJDEP through the Green Acres Program allowed for the construction of 800 Monroe Resiliency Park. Key features of this project are a two-way protected bike lane along Jackson Street to connect with Hoboken's Green Circuit, a pedestrian plaza, and a network of walking paths throughout the park. These infrastructure improvements incentivize active transportation.

As projects across New Jersey continue to be funded by Open Space Trust Funds, there are opportunities to improve and build infrastructure that supports safer bicycling and walking. Doing so will ensure that access to these new open spaces is not limited solely to those who drive a personal motor vehicle, but to all vulnerable road users as well. NJDEP policy could require future projects using funding from the Green Acres Program or an Open Space Trust Fund to align with Target Zero and the Safe System Approach in planning and implementation. Doing so will not only increase access for all in and around new open spaces, but will also improve infrastructure within designated open space that makes roadways safer for all road users.

Increase Funding for Safety Projects

Action Item	Increase Funding for Safety Projects
Key Objective	Better Funding Process
Other Objectives	Safer Roads
Lead Oversight Agency	NJDOT
Support Agencies	
Other Partners	
Action Type	Legislative
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Increase state funding for transportation safety projects through a dedicated funding source in the State budgeting process.
- Establish a dedicated source of funding for transportation safety projects
- Institutionalize safety by requiring that all state and locally funded transportation projects include a safety component
- Require that all state and locally funded transportation complete a checklist to ensure that all projects address safety.

Notes

In order to create safer roads and conditions for all road users, the state needs to provide sufficient funding. A majority of New Jersey counties have a higher number of road fatalities than the national average, so empowering these counties and their communities to improve their road safety is of critical importance. New Jersey municipalities have the option to apply for federal transportation safety programs, but state funded aid programs are another means of financing projects.

Currently, existing state funds for transportation come from programs such as County Aid, Municipal Aid, the Bikeway Grant program, Safe Streets to Transit, Transit Village, the Local Transportation Projects Fund, the Local Aid Infrastructure Fund, and others. While many of these programs can be leveraged to support transportation safety, safety is not a core

requirement or focus across all of them. The state's budget should reflect its priorities, including a stronger, dedicated investment in safer roads.

The US Department of Transportation's Safe Streets and Roads for All (SS4A) Grant program funds regional, local, and Tribal initiatives for reducing and preventing roadway fatalities and injuries. Some funded projects include a Comprehensive Safety Action Plan for all county-owned roadways in Montgomery County, Pennsylvania; the implementation of safety countermeasures on historically dangerous lane departures in Webster County, Iowa; and the implementation of vulnerable road user strategies to improve safety on primary roadways in Kalamazoo, Michigan.

On the state level, the Connecticut Department of Transportation's Community Connectivity Grant Program funds small-scale municipal construction projects to improve transportation and pedestrian safety and accessibility. These areas of improvement are identified through road safety audits across the state. Community Connectivity Grant projects range from traffic signals to sidewalk improvements to pedestrian network enhancements.

In New Jersey, all municipalities are eligible to apply for general municipal aid from the New Jersey Department of Transportation (NJDOT). Although the municipal aid program is not specifically for transportation safety, the NJDOT encourages the use of funds for pedestrian safety. Similarly, the Safe Streets to Transit program, funded by NJDOT, allows municipalities to improve pedestrian safety and access to public transit. In addition to setting aside a fund specifically for transportation safety projects, New Jersey should ensure that these programs can continue to serve municipalities' mission of improving roadway safety.

Institutionalizing safety into all projects would align New Jersey with national best practices, where agencies require safety impact assessments or minimum safety standards as part of the funding process. This shifts safety from being project-specific to being a baseline expectation across the entire transportation system. By embedding safety requirements into every project, the state ensures that funding decisions do not inadvertently prioritize mobility or capacity at the expense of life-saving improvements. One way to operationalize this approach is a standardized checklist that engineers and planners must complete for all state and locally funded transportation projects. Projects that do not meet checklist criteria would require justification or revision before advancing. This checklist can be expanded from the existing Complete Streets checklist, which several municipalities like Eatontown already robustly apply, or take the form of a new Safe System checklist. Specific components of the checklist may include alignment between design speed and speed limits, identification of conflict points, and consideration of vulnerable road users .This checklist will be incorporated into the project approval and funding process, ensuring that investments across agencies consistently advance the

state's Target Zero goals and that safety is embedded into funding allocation and project design.

Insurance-Based Fee to Fund Traffic Calming

Action Item	Insurance-Based Fee to Fund Traffic Calming
Key Objective	Better Funding Processes
Other Objectives	Safer Roads Safer Vehicles
Lead Oversight Agency	NJDHTS
Support Agencies	NJDOT
Other Partners	
Action Type	Legislative
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Impose a nominal fee alongside insurance premiums to fund traffic calming and road safety infrastructure.
- Address concerns from drivers about rising insurance premiums through clear communication about the safety benefits and transparent reporting on how funds are spent.

Notes

Traffic calming strategies, designed to reduce speeds, are a necessary part of Target Zero. Traffic calming measures like speed humps, lane narrowing, and raised intersections all require funding, which can be acquired through grants, but insurance premiums offer another way of funding these efforts. As traffic calming measures are proven to reduce speeds and make roads safer, it is important that New Jersey creates and maintains a stable and dedicated fund for these improvements.

Developing an insurance-based fee to fund traffic calming initiatives in New Jersey represents an equitable and behavior-driven approach to improving road safety. This system would tie directly into a driver's insurance premium, effectively sharing the financial responsibility for road safety improvements with those who statistically contribute more to unsafe driving conditions, such as those with a crash history, those

insuring more expensive vehicles, and those within high-risk demographics. The implementation of a tiered fee in accordance to specific data, such as ones age, driving history, and vehicle risk profile, can be used so that high-risk drivers pay more in proportion to their overall impact on road safety. Alternatively, lower fees can reinforce positive driving behavior among those with clean driving records, and drivers who invest in vehicles equipped with advanced safety technology. This model incentivizes safety by aligning lower fees with responsible driving behavior and vehicle safety features, while those contributing more risk help fund traffic infrastructure that reduces roadway crashes.

Although not widely implemented, this method of funding is gaining traction, and New Jersey has the opportunity to be a leader on this front. Recently, Colorado lawmakers proposed a bill that would impose a per vehicle insurance fee to fund road safety projects. The Motor Vehicle Collision Prevention bill would establish a dedicated source of funding for traffic calming measures, pedestrian and bicycle safety treatments, and even wildlife passages. Such a means of funding allows money to be allocated to traffic calming with relative stability and without competing with other budget priorities. Moreover, to ensure that funding is fairly allocated to municipalities across the state, the bill specifies that funds will be awarded in a manner that is proportional to the revenue collected from each region. The bill highlights the need for transparency, requiring annual reporting that provides an opportunity to adapt its requirements and language.

Relying on insurance premiums can raise equity and affordability concerns for drivers, especially in already high-cost regions. To avoid backlash, New Jersey should incorporate safeguards such as modest, capped fees, and ensure that the benefits (e.g. fewer crashes, lower injury costs, and safer roads) are well-documented and publicly visible. Additionally, all fund expenditures and safety project outcomes should also be published annually, enabling full transparency, fostering public trust, and allowing policy-makers to adapt strategies based on measured outcomes. Colorado's bill allocates a percentage of funding to targeted uses, which can be mirrored in New Jersey to ensure a specific amount of funds are applied to predetermined infrastructure safety projects (e.g. Vulnerable Road User Safety in low-income communities or reducing crash rates along High Injury Networks).

New Jersey lawmakers can create a similar bill that imposes a small fee on motor vehicles in addition to car insurance premiums to apply directly to a traffic calming fund. Like Colorado, allocating a portion for reducing wildlife collisions would be relevant for New Jersey as well, especially the more rural parts of the state. The larger portion of funds, meant to go towards protecting vulnerable road users from collisions, can be awarded to municipalities fairly based on revenue collected. By adopting such a bill, New Jersey can be one of the first states to allocate a part of insurance premiums into a traffic calming fund, leading the way in traffic safety.

Leveraging the Infrastructure Bank

Action Item	Leveraging the Infrastructure Bank
Key Objective	Better Funding Processes
Other Objectives	
Lead Oversight Agency	NJDOT
Support Agencies	NJDCA, MPOs
Other Partners	NJDEP
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Coordinate efforts among state agencies, MPOs, and municipalities to identify local transportation infrastructure projects that align with Target Zero goals and are eligible for financing by the I-Bank.
- Prioritize financing for improvements in high injury networks and overburdened communities.
- Encourage the integration of safety design features into larger capital projects funded through I-Bank loans.
- Expand technical assistance to help smaller or underserved municipalities apply for I-Bank loans.
- Use the Infrastructure Bank (I-Bank) to leverage federal funding, modeled after the Water Bank model.

Notes

The New Jersey Infrastructure Bank (I-Bank) is an independent State Financing Authority that provides and administers low interest rate loans to municipalities for the purpose of financing local transportation, resilience, and water quality related infrastructure projects. Since 2018, the I-Bank has financed transportation projects through its Transportation Bank, which has lent or committed more than $163 million to 40 projects in the state.

The I-Bank is especially beneficial for smaller and overburdened municipalities due to its pooled financing model, minimized financing costs, below market interest rates, and easy reporting system. The I-Bank should be leveraged to help communities fund transportation safety projects that align with the Target Zero goal of eliminating traffic fatalities.

Eligible projects for I-Banks loans include public highways, approach roadways, ramps, bridges, signal systems, roadbeds, transit lanes, pedestrian bikeways and walkways, pedestrian bridges, grade crossings, and other land-side improvements. Although the I-Bank focuses primarily on capital improvements, it can also be used to prioritize projects with safety and equity outcomes. State agencies and municipalities can collaborate to identify and prioritize road safety projects that are eligible for I-Bank funds, especially those that fall within high injury networks or high-crash corridors.

Aligning I-Bank investments with crash and injury data, equity goals, and Vision Zero frameworks will allow municipalities to maximize the return on infrastructure dollars. I-Bank loans can complement other state and federal programs, including Safe Streets and Roads for All, the Transportation Alternatives Program, and the Safe Streets to Transit initiative.

I-Bank can expand to leverage federal funding. Currently, the New Jersey Water Bank (a partnership between the I-bank and NJDEP) leverages federal State Revolving Funds (SRF) as well as I-Bank bonds to offer low-rate loans and principal forgiveness. The Water Bank also offers the SAIL program (Statewide Assistance Infrastructure Loan) which provides short-term, low-cost bridge loans to cover upfront costs or match requirements in advance of federal reimbursement. The I-Bank, and especially the Transportation Bank, should model itself after the Water Bank structure and expand access to federal grants and bridge loans for road safety projects. Since federal grants can often be met in kind, such as with staff time, the I-Bank can reduce the burden on smaller municipalities by allowing them to match contributions in non-cash forms.

Other states have leveraged state infrastructure banks for safety. The California Infrastructure and Economic Development Bank and the Colorado State Infrastructure Bank, for instance, have both supported transportation projects that include safety and multimodal components. Expanding the NJ I-Bank's criteria to incorporate safety metrics and Vision Zero principles would align New Jersey with federal guidance and national best practices.

Micromobility Incentive Program Funding

Action Item	Micromobility Incentive Program Funding
Key Objective	Better Funding Processes
Other Objectives	Safer Vehicles Safer People
Lead Oversight Agency	NJDOT
Support Agencies	NJBPU, NJDOH
Other Partners	Municipalities and counties
Action Type	Encouragement Legislative
Timeframe	Short
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Expand access to affordable micromobility by creating a statewide rebate program.
- Pass and fund legislation to establish a formal micromobility rebate program through the Board of Public Utilities, with income-based eligibility and meaningful rebate amounts tied to real-world e-bike prices.
- Prioritize equity in program design by setting clear income thresholds, targeting low-income and underserved neighborhoods, and offering multilingual outreach, application assistance, and community partnerships.
- Broaden eligibility to include scooters and other small electric vehicles, while ensuring all devices meet UL or comparable safety certification standards.
- Incorporate lessons from other states like Minnesota, which implemented income limits and a lottery-based system after facing overwhelming demand, helping ensure public funds reach those who need them most.
- Integrate micromobility programs with infrastructure investments such as protected bike lanes, bike racks, and safe intersections, particularly in areas that have historically lacked safe options.
- Ensure equitable distribution of shared micromobility systems by embedding equity metrics into program evaluation and requiring bike- and scooter-share placement in low-income neighborhoods, not just commercial centers.

- Track impacts and measure success through data collection on mode shift, greenhouse gas reductions, crash rates, and public satisfaction to evaluate program performance and support long-term expansion.
- Link micromobility to state climate and public health goals by recognizing the role it can play in reducing emissions, improving air quality, and creating safer, more affordable ways for residents to get to work, school, and services.
- Develop and implement micromobility safety training programs to be offered through driver's education, middle and high schools, adult learning centers, hospitals, libraries, Transportation Management Associations (TMAs), and workforce development programs.

Notes

State-level investment in micromobility incentive programs has the potential to transform how New Jersey residents commute, especially in communities that lack affordable or consistent access to transportation. Micromobility, such as e-bikes and low-speed electric scooters, offers a low-cost, low-emission alternative to car trips. It can reduce greenhouse gas emissions, improve public health outcomes, lower traffic fatalities, and connect people to jobs, education, and essential services. However, despite its benefits, micromobility devices remain financially out of reach for many, particularly low-income households, without targeted subsidies or incentives. According to a survey by The Equitable Commute Project, 82 percent of respondents in the Bronx said they would try commuting by e-bike if given the opportunity, underscoring the widespread interest that remains unmet due to cost barriers.

Pilot programs such as the one launched in Bridgeton, NJ, offer a compelling model for addressing this gap. Through a partnership between Gateway Community Action Partnership and Rutgers University's Southeast Gateway initiative, the program provided rebates to 11 low-income residents to purchase Class 2 e-bikes. Rebates covered approximately 90 percent of the bike's cost and included safety gear. To qualify, applicants had to live in the target neighborhood, demonstrate low-income status, lack access to a car, and be employed or in job training. The pilot emphasized inclusive outreach by translating materials into Spanish and offering application support at local job and resource fairs. Early results showed high levels of community interest and engagement, suggesting that tailored programs like this can effectively remove cost as a barrier and build trust among historically underserved populations.

Other states are also investing in micromobility through financial incentives. Minnesota's Electric-Assisted Bicycle (e-Bike) Rebate Program is among the most ambitious. Initially funded at $2 million, it provides point-of-sale rebates of up to $750 (or 75 percent of purchase cost) to qualifying residents. However, high demand quickly overwhelmed the system, prompting the state to implement income limits, a lottery-based application system, and clearer eligibility rules. Rebates are now limited to those earning below

$78,000 for joint filers or $41,000 for single individuals, with additional eligibility for people with disabilities. This shift helped the program better target lower-income applicants while preventing wealthier households from capturing most of the funding, challenge the program faced in its first iteration. These adjustments show the importance of designing incentives with equity front and center. In addition to its rebate program, Colorado also has a tax credit program.

New Jersey can build on this momentum. The proposed state legislation A1487 would create a formal e-bike rebate program administered by the Board of Public Utilities. If passed, this program could provide statewide infrastructure for distributing rebates while scaling successful local pilots. In designing such a program, New Jersey should ensure that rebate amounts reflect the actual cost of reliable e-bikes, that eligibility is income-based, and that community engagement strategies, like multilingual outreach and partnerships with local organizations, are prioritized. Additionally, the program should expand eligibility to include low-speed electric scooters and ensure all devices meet minimum safety standards, such as UL certification for battery and electrical components.

At the same time, the state should remain open to alternative safety measures that reflect emerging technologies. For example, some programs like Swobbee's battery-swap initiative, which is operating in Jersey City, use lithium iron phosphate (LFP) batteries instead of traditional lithium-ion batteries. LFP batteries have a significantly lower risk of fire or thermal runaway, addressing a key safety concern with micromobility devices. Recognizing this distinction allows New Jersey to set safety requirements that are both rigorous and flexible, supporting innovation while still protecting users and the public.

Beyond rebates for individuals, cities and the state can further support micromobility through other tools: funding and expanding bike-share systems (such as Citi Bike in New York), improving infrastructure like protected bike lanes, bike racks, and safe intersections, and ensuring shared systems are equitably distributed across neighborhoods. Research has shown that bike-share programs and safe infrastructure encourage more people to use micromobility, but placement often favors wealthier areas. To counter this, state-supported programs should include equity metrics in performance evaluations, ensuring investments reach the neighborhoods that need them most.

In addition, micromobility safety training programs can be offered through driver's education, middle and high schools, adult learning centers, hospitals, libraries, Transportation Management Associations (TMAs), and workforce development programs. These programs should include targeted safety courses for e-bike and e-scooter users. This training supports Bill S4146/A4765, recently signed into law, which aims to enhance driver education with a focus on pedestrian and bicyclist safety.

Ultimately, micromobility incentives work best when paired with infrastructure and policy changes. These include land use reforms that allow for denser, bikeable communities, integration of e-bike rebates into broader climate and public health initiatives, and data collection to monitor outcomes like emissions reduction, mode shift, and public satisfaction. A well-designed, equitable, and adequately funded micromobility program can help New Jersey meet its climate, safety, and equity goals, offering residents more freedom to move safely and affordably.

NJ TRANSIT Dedicated Funding

Action Item	NJ TRANSIT Dedicated Funding
Key Objective	Better Funding Processes
Other Objectives	Safer Roads
Lead Oversight Agency	NJDOT
Support Agencies	
Other Partners	
Action Type	Legislative
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Identify and establish a source of dedicated funding for NJ TRANSIT.
- Expand light rail and other transit options to provide transit access to more communities.
- Target transit investments to increase transit reliability and accessibility and make it more adaptable to a variety of travelers.
- Explore the creation of transit improvement zones, which allow local jurisdictions to levy targeted fees or taxes that directly fund Bus Rapid Transit (BRT), light rail, or other high-capacity transit expansions.
- Expand the collection of revenue from non-fare sources in order to reduce economic burden on disadvantaged communities.

Notes

NJ TRANSIT does not have a dedicated source of consistent funding. Its operating budget is largely dependent on the annual state budget process, which changes from year to year. Subsequent underfunding and understaffing restricts NJ TRANSIT's ability to operate at full capacity, expand services to new residents, and effectively serve the state's residents. Such lack of funding only reinforces car dependency and hurts vulnerable New Jersey residents. For instance, a 15% fare hike was introduced in 2024 due to NJ TRANSIT's budget deficit, followed by 3% annual increases in fares. It is imperative that this agency acquires one or more reliable, long-term dedicated sources of funding.

Currently, most of the agency's budget comes from a seven-year New Jersey Turnpike Authority deal, federal money from COVID-19 stimulus bills, passenger fares, and a new corporate transit fee. Although providing predictability in funding in the short-term, the corporate transit fee expires in 2029. Moreover, it is considered a volatile tax, and unlikely to provide much stability. A longer-term source of funding is needed. Increased funding for NJ TRANSIT will be necessary if the state is to reach its Vision Zero goals, as reliable public transit contributes to reductions in pedestrian fatalities.

Several options exist for establishing this long-term dedicated funding. One method includes taxes in the vein of the corporate transit fee. The Dallas Area Rapid Transit has been funded by a one-cent sales tax since 1983. A payroll tax is another option. New York's Metropolitan commuter transportation mobility tax is imposed on employers in transportation districts, with proceeds funding the Metropolitan Transportation Authority (MTA). New York also has a State Operating Assistance Fund that is transferred to the MTA.

Funding opportunities focused on cars can reduce car dependency while also bolstering public transit. New Jersey used to have heavy truck fees that were dedicated to the Transportation Trust Fund, but they have been discontinued. The tax successfully brought in nearly $30 million a year and can be reinstated to help fund NJ TRANSIT. The Transportation Trust Fund also collected good driver surcharges until 2001, and since fees are still collected, they can be reallocated to NJ TRANSIT. Finally, although electric vehicles (EVs) are a more environmentally friendly alternative to traditional motor vehicles, they still perpetuate universal car dependency. A sales tax on EVs, in addition to all other personal motor vehicles, could generate up to $100 million annually NJ TRANSIT.

A Transportation Utility Fee is levied on residents within a certain proximity to a transportation system and based on their use of that system. The US Department of Transportation recommends Transportation Utility Fees as a strategy for funding multimodal infrastructure projects, and several cities in Oregon have used this method to generate revenues of millions of dollars per year. NJ TRANSIT can also audit its existing real estate assets and promote development on its land. In Woodbridge Township, for instance, NJ TRANSIT approved mixed-use development on its land. This deal could produce up to $1 billion in revenue for NJ TRANSIT. Expanding development on agency-owned land could provide a stable source of funding. Transit improvement zones is also a good strategy. By dedicating local levies within station areas or along key corridors, municipalities can help fund Bus Rapid Transit (BRT) or light rail service improvements while capturing the value of adjacent development. This approach strengthens the link between local land use benefits and transit funding, ensuring investments are both equitable and sustainable.

Research shows that although transit service has increased in recent years, transit ridership has not risen. Nonetheless, public transit is necessary for many youth and young

adults, those living in densely-developed neighborhoods, and individuals without personal vehicles. Targeted transit investments towards frequency, reliability, and accessibility can make public transit in New Jersey more adaptable to the variety of travelers and their life cycle changes. To expand these investments, a dedicated funding source for NJ TRANSIT is essential. A predictable funding stream will allow NJ TRANSIT to meet the evolving needs of youth, young adults, low-income populations, older adults, those with disabilities, and other communities who rely on public transit.

Two reports in 2015 and 2016 by the New Jersey Association of Rail Passengers (NJ-ARP) found that NJ TRANSIT fares were among the highest per-mile in the nation, particularly for longer-distance commutes. Although NJ TRANSIT disagreed with NJ-ARP's reports and provided their own analysis, the broader point remains: high transit fares place a disproportionate burden on low-income riders. A 2019 census report confirms that transit users are more likely to be people of color, immigrants, and low-income. Fare increases, therefore, intensify inequality in transportation access. NJ TRANSIT should expand the collection of revenue from non-fare sources in order to reduce this economic burden and promote equity for its riders.

Non-fare revenue collection can reduce the cost for low-income riders, reduce the volatility of funding sources, keep NJ TRANSIT in alignment with other transit agencies that have a dedicated state-allocated budget, and provide opportunities to implemental "Fair Fares" style program. Fair Fares is a New York City program that provides low-income New Yorkers with a 50% discount on subway and eligible bus fares. Although NJ TRANSIT currently generates some revenue from non-fare sources like advertising, parking, concessions, and selling land, fares still make up a large portion of revenue. Other transportation agencies, like Caltrain, have proactively developed strategies to grow non-fare revenue and reduce fare dependency. A similar shift towards diversified, equitable, and stable funding in New Jersey is essential for inclusive transit.

Target Overburdened Communities for Improvements

Action Item	Target Overburdened Communities for Improvements
Key Objective	Better Funding Processes
Other Objectives	Safer People
Lead Oversight Agency	NJDEP
Support Agencies	NJDOT
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Ensure overburdened populations are targeted for transportation improvements.
- Create a mechanism to rank overburdened communities higher in the project prioritization process.
- Emphasize the needs of these communities during the improvement process, ensuring they are included and have a leading role in planning and implementation.

Notes

Equity should be a principal consideration when identifying and prioritizing areas in need of transportation improvements. The 2024-2026 New Jersey Highway Safety Plan notes that between 2017 and 2021, 42% of motor vehicle crashes in New Jersey occurred in an overburdened community, with that proportion growing each year since 2014; in 2021, nearly half of the crashes in New Jersey took place in an overburdened community. 70% of injury crashes in Essex County occurred in an overburdened community, and 76% of all injury crashes in Newark in that same time occurred in an overburdened community. Moreover, between 2017 and 2021, 1.6% more injury-causing crashes occurred in overburdened communities compared to overall crashes in New Jersey.

The US Department of Transportation lists several goals related to protecting overburdened communities: reduce the health effects of harmful emissions; minimize the

negative impacts of transportation projects; and reduce exposure to hazardous materials and noise impacts. Access to safe and efficient transportation is another way that overburdened communities can be protected and empowered. For example, access to public transit has a positive effect on job accessibility and economic outcomes. New Jersey should ensure that there is sufficient funding for improvement projects and that these projects are targeted towards overburdened communities.

The Wilmington Area Planning Council of Delaware and Maryland created a Transportation Justice Plan in 2019 to address social inequities in the region's transportation system. This plan evaluates the current system, the public engagement process, and recommendations for improvement. Recommendations include ways to better comply with the Americans with Disabilities Act (ADA); examining connectivity improvements to supermarkets, pharmacies, and other important locations; giving weight to beneficial projects in Residential Black Concentrations in the project prioritization process; conducting localized studies in Black neighborhoods and food deserts; and more. Providing extra points for historically overburdened communities in the project prioritization project is a useful tool that New Jersey could adopt for targeting improvement projects.

The Washington State Front and Centered coalition, formed by communities of color, works with the Washington State Department of Transportation to reconceptualize the funding process for improvement projects. Through its grant program, Front and Centered allocates funding to community-based organizations that advance the cause of frontline communities. Front and Centered has funded rideshare programs, transit planning, safety solution meetings, along with other initiatives for overburdened communities. By working with similar NJ-based groups, New Jersey can target funds to the projects that really matter to overburdened communities.

Agencies, counties, and municipalities must conduct outreach to overburdened populations and communities and involve them in the planning process. Community involvement in this process can reveal inequities and preferences that may have otherwise not been considered. As it moves to allocate a greater share of funds to improving transportation in overburdened communities, New Jersey should ensure that these communities are leading voices in the improvement process.

Better Data and Evaluation

Crash-Related EMS Key Performance Indicators (KPIs)

Action Item	Crash-Related EMS Key Performance Indicators (KPIs)
Key Objective	Better Data and Evaluation
Other Objectives	Post-Crash Care
Lead Oversight Agency	NJDOH
Support Agencies	
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Set statewide motor vehicle crash-related EMS key performance indicators.
- Incorporate motor vehicle crash indicator data into the NJ EMS Data Repository.

Notes

Emergency medical services (EMS) throughout the country utilize a variety of key performance indicators (KPIs) to set goals for improving safety. Motor vehicle crash indicators are especially important for determining safety hazards on the road and the ability of EMS to perform post-crash care. MVC-related KPIs can provide valuable information on EMS response times, effectiveness of post-crash care, and strategies for reducing hazards.

The Washington State Department of Health is developing a project that establishes crash-related EMS KPIs as part of its Highway Safety Plan. These KPIs include:

- Percent of motor vehicle crash responses with an EMS response time of less than 15 minutes;
- Percent of motor vehicle crash transports with an EMS scene time of less than 15 minutes;

- Percent of motor vehicle crash transports with a drop time of less than 15 minutes;
- Percent of motor vehicle crash responses with heart rate, respiratory rate, blood pressure, pulse oximetry, and Glasgow Coma Scale score documented; and
- Percent of motor vehicle crash responses with documentation of medication(s) administered.

The use of these KPIs is voluntary, but highly desirable, as these indicators will be incorporated in the Washington EMS Information System (WEMSIS) for data submission and quality reports, assessment of MVC incident location data and geocoding of addresses. This is important data for the WEMSIS, which is used for quality improvement initiatives and evidence-based decision making.

The National EMS Information System (NEMSIS) has several indicators and goals related to MVC-related post-crash care, including shortening ambulance on-scene response times, EMS personnel on-scene safety training, use of Traffic Incident Management strategies and technologies, and the use of NEMSIS by localities.

New Jersey EMS already has a set of KPIs, but motor vehicle crash response is not included. Establishing MVC-related EMS KPIs will allow New Jersey to standardize EMS response to crashes across the state, assess crash data, and develop strategies for reducing traffic hazards. The best way to create such KPIs is to adhere to NEMSIS goals and examine other states' MVC-related KPIs. Doing this will provide metrics for enhancing EMS efficiency and quality of care.

Develop a Cannabis Public Health Surveillance Program

Action Item	Develop a Cannabis Public Health Surveillance Program
Key Objective	Better Data and Evaluation
Other Objectives	Safer People
Lead Oversight Agency	NJDOH
Support Agencies	NJDHTS
Other Partners	Partnership for a Drug-Free New Jersey (PDFNJ)
Action Type	Enforcement | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Develop a Cannabis Public Health Surveillance program.
- Focus on obtaining and analyzing data related to cannabis and impaired driving.

Notes

As recreational cannabis continues to be legalized across the US, states will need to enact legislation to identify and address cannabis impairment on the road. Cannabis will likely not appear as the direct cause of death in traffic mortality data, and there is currently no standard metric for identifying the level of cannabis impairment. New Jersey will need to create a Cannabis Public Health Surveillance Program in order to prevent cannabis-impaired driving and ensure roadway safety.

Connecticut has had such a program in place since 2021, when cannabis was legalized. The Connecticut Department of Public Health draws information from surveys, regulatory data, healthcare administrative data, traffic data, and mortality data. These data sources:

- Allow for estimation of adult and youth cannabis use and related risk behavior in Connecticut;
- Help the state estimate trends in legal cannabis consumption over time;
- Reveal trends in healthcare visits related to cannabis use;
- Identify motor vehicle crashes and possibly cannabis-related crashes; and

- Determine if cannabis was detected by a medical examiner among certain deaths.

Connecticut's Cannabis Public Health Surveillance is still developing, and despite providing useful information, these data sources come with a variety of limitations. Nonetheless, Connecticut has been able to develop and publish cannabis health statistics reports which show an increased use of cannabis and low perceived risk among users, with one in five adults driving within three hours of using cannabis. These reports can guide the state towards better management and enforcement of cannabis use and can inform legislation.

New Jersey already has a Cannabis Regulatory Commission and seed-to-sale tracking, which can be integrated into a larger-scale Cannabis Public Health Surveillance program. Like Connecticut, New Jersey can pull data from a variety of sources to track trends in cannabis use, especially as it relates to impaired driving and traffic crashes. Furthermore, there should be research into what is considered "legal status" for cannabis use. Currently, there is no legal status for cannabis use and operating a motor vehicle, and it is up to the officer's judgment at the scene. The research can examine the potential for setting up a legal status for cannabis, similar to that for alcohol that would standardize what is legal and illegal cannabis use status when operating a motor vehicle. Testing for cannabis at a scene is challenging because, unlike alcohol, identifying cannabis use requires a blood or chemical test. In order to fully distinguish cannabis vs alcohol use at a scene, there will need to be better cannabis identification methods developed. A more organized Cannabis Public Health Surveillance program will help inform legislation and enforcement of cannabis as its use continues to grow throughout the state.

Electric Vehicle (EV) Crash Data

Action Item	Electric Vehicle (EV) Crash Data
Key Objective	Better Data and Evaluation
Other Objectives	Safer Vehicles
Lead Oversight Agency	State Police
Support Agencies	NJDHTS, NJDOT
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Develop a system for tracking rates of electric vehicle (EV) crashes in New Jersey.
- Incorporate electric vehicle crash data into crash reports and dashboards to better understand the impact of EVs.

Notes

Although seen as a more environmentally-friendly alternative to traditional gas-powered vehicles, electric vehicles (EVs) are approximately 20-30% heavier and often much faster; a Ford F-150 Lightning (EV) can accelerate from 0 to 60 mph in up to half the time that a Ford F-150 can, and is around 1800 lbs. heavier. Faster and heavier vehicles can cause greater harm to vulnerable road users in the event of a crash. The research on EVs and crash rates is still in its infancy given the relatively new adoption of these vehicles and the lack of widespread data available. EVs, as newer vehicles, have advanced safety features and detection systems to avoid collisions. However, they are quieter and heavier which are hazards, for pedestrians in particular. As EV use continues to grow across the state, New Jersey needs better collection and evaluation of EV crash data to fully understand their impact.

Crash portals like New Jersey's Traffic Crash Dashboard and the Office of the Attorney General's Fatal Crash Dashboard allow users to filter by road users like drivers, pedestrians, and bicyclists, but provide no information on electric vehicles. The New

Jersey TR-1 crash reporting form does not currently include a field indicating the type of engine in a vehicle. Although VINs include the engine type, which can be used to decode whether the vehicle is an EV, that information is not available in crash dashboards. Including an option to filter by type of vehicle would reveal valuable information on the safety impacts of EVs. Access to such data could help legislators create more legislation around EVs and develop ways to better integrate them into roadways with gas-powered vehicles. EV crash data would also encourage manufacturers to incorporate more safety features into EVs, and may encourage consumers to choose lighter EVs.

New Jersey will need to keep up with the latest trends in EV traffic data, as well as begin to track EV crashes in the state, in order to form a more comprehensive picture of the vehicles. Incorporating EVs into traditional crash data that is accessible via online dashboards will benefit all stakeholders by revealing EV crash numbers and their prevalence within certain municipalities and roadways.

NJ Crash Records Portal Upgrades

Action Item	NJ Crash Records Portal
Key Objective	Better Data and Evaluation
Other Objectives	Post-Crash Care
Lead Oversight Agency	State Police
Support Agencies	Div. of Highway Traffic Safety
Other Partners	CHOP (NJ-SHO)
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Update the statewide dashboard to increase the percentage of crashes which are geocoded and increase timeliness of data availability.
- Update the statewide dashboard to be more interactive, include detailed information on non-fatal crashes, and incorporate demographic, health, and geographic data to better inform transportation-based planning decisions.
- Streamline the process for requesting and obtaining crash reports.

Notes

Data on traffic crashes in New Jersey is often inaccessible and incomplete. Although NJDOT has transitioned from an old Accident Record Database to a Crash Records Database, New Jersey's crash record portal is not widely open to the public, and crash data can only be accessed by submitting a request to the New Jersey State Police. Additionally, the New Jersey Department of Transportation makes raw crash data available to the public, however it is not current, nor geocoded. The National Highway Traffic Safety Administration's Fatality Analysis Reporting System (FARS) provides public data on nationwide fatal crashes, but fatal crashes make up only a portion of reported crashes. Access to all reported crashes is important as a basis for decision-making to improve road safety across New Jersey. The NJ-SHO Traffic Safety Dashboard gathers data from motor vehicle crash reports, driver licensing and citation records, hospital discharges, and other administrative datasets. Because it is using hospital data, it is useful for providing a more

accurate count of pedestrian and bicyclist injuries and fatalities than using NJTR-1 reports alone. However, the most recent data is from 2019 and this dashboard does not provide specific information on the location of crashes. A feature that allows stakeholders to filter out towns and zip codes for crashes documented in the NJTR-1 would reveal more localized information and allow policymakers to target safety campaigns and legislation towards municipalities and even road segments that represent a large proportion of traffic crash data.

A1476/S361 calls for promotion of "effective and transparent collection of traffic safety data and dissemination of such data via a publicly accessible data portal that includes, but is not limited to, the most dangerous intersections in the State, traffic crash data with information on non-fatal injuries and demographic data, and a high-injury network that indicates the roadways, in the State, with the highest injury rates."

Michigan's Crash Map is an example of a more comprehensive statewide dashboard. It includes data through 2023, allows users to zoom to specific road segments across the state, enables users to make specific queries, and presents crash data in a variety of formats. There are also exemplary crash dashboards that cover sections of New Jersey. The Delaware Valley Regional Planning Commission's (DVRPC) dashboard is similar to Michigan's, allowing users to view specific neighborhoods and roads, and filter recent data based on injury severity, mode of transportation, and collision type. Hudson County also provides an interactive map of local crash data as well as comprehensive graphs on statewide traffic data. The Traffic Safety Dashboard should include as much detail and data as the above dashboards do.

Local data collection initiatives can be leveraged to bolster NJ's crash records portal. The South Jersey Transportation Planning Organization led a data collection initiative designed to support its partners in advancing broader safety improvements. The effort gathered information on sidewalks, rumble strips, roadside barriers, right-angle intersections, and fixed objects, which all contribute to crash risk. Similar data collection efforts focused on crash risk factors should be expanded to the state level.

New Jersey's crash record portal and dashboard can be improved in several ways. First and foremost, the crash portal should be updated to include the most recent available data, and this data should be geocoded so that stakeholders can access information on specific locations within the state. New Jersey's crash data dashboard and map can also benefit from being made more interactive and comprehensive. By modeling it after Michigan's or DVRPC's platform, New Jersey's dashboard can become a hub for statewide and localized crash data, allowing users to filter through the information and make queries, and providing stakeholders with data visualizations, beyond maps, that illustrate the nuances of crash data in the state. Finally, including non-fatal crash data is necessary to provide accurate information on road safety throughout the state. New Jersey's crash portal should

expand on non-fatal crash data by geolocating it and providing more information on type of collision and injury severity.

Revise NJTR-1 Crash Reporting to Include All Road Users

Action Item	Revise NJTR-1 Crash Reporting to Include All Road Users
Key Objective	Better Data and Evaluation
Other Objectives	Post-Crash Care
Lead Oversight Agency	NJDOT
Supporting Agencies	NJDHTS, State Police, MVC
Other Partners	
Action Type	Education | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Revise NJTR-1 Crash Report Manual to include crashes involving pedestrians, bicyclists, and users of micromobility devices, and any vehicle whose operator is behind the wheel.

Notes

In order to reach zero deaths and serious injuries, NJ must expand the definitions for traffic fatality and serious injury to include the experience of bicyclists, micromobility users, and pedestrians. We are significantly undercounting our bicycle, micromobility, and pedestrian fatalities and injuries resulting from traffic crashes. One report found that NJ crash data misses one-third of all motor-vehicle involved crash injuries and 59% of all bicycle/motor-vehicle injuries.

Currently, when traffic safety officers are completing crash reports using the NJTR-1, crashes involving the injury and/or death of pedestrians or bicyclists (and micromobility vehicle users) with motor vehicles are only reported if the motor vehicle was "in-transport" at the time of impact. The definition of a vehicle "in-transport" is given as: "A motor vehicle on a roadway (travel lanes) open to the public, whether in motion or stopped, or in motion within or outside the trafficway (travel lanes, shoulder, berm, median etc.) In roadway lanes used for travel during some periods and for parking during other periods, a parked

motor vehicle should be considered in-transport during periods when parking is forbidden." Crashes when the motor vehicle was parked with a driver behind the wheel, or if the motor vehicle was idling outside the travel lanes (such as with dooring incidents), are not included. NHTSA maintains a database of "non-traffic" crashes to provide counts and details of fatalities and injuries to people involved in non-traffic crashes and non-traffic incidents. According to a NHTSA report, 2,449 non-traffic crashes occurred nationwide between 2016 and 2020, and a third of these crashes resulted in non-occupant fatalities. Their data is derived from the US Consumer Product Safety Commission's NEISS All Injury Program and from death certificate information from the Centers for Disease Control's National Vital Statistics System. New Jersey does not maintain a database of non-traffic deaths.

The NJTR-1 includes car and truck crashes when the motor-vehicle collides with a stationary object. Reporting does not include crashes of bicycles (and other micromobility vehicles) with stationary objects.

The National Highway Traffic Safety Administration (NHTSA) provides guidance for crash reporting based on the ANSI Manual on Classification of Motor Vehicle Traffic Crashes that includes these examples of a vehicle "in-transport":

- Motor vehicle in traffic on a roadway
- Driverless motor vehicle in motion on the shoulder, roadside, or median
- Motionless or disabled motor vehicle abandoned on a roadway
- Motor vehicle in motion outside the trafficway
- A stopped motor vehicle with any portion of its primary outline as defined by the four sides of the vehicle (e.g., tires, bumpers, fenders) and load, if any, within the roadway (p.15)

In NHTSA's Crash Investigation Sampling System Manual, the agency uses this same definition. This Manual provides examples of crashes excluded from reporting:

- Not in-transport vehicle strikes pedestrian, pedalcyclist, or other nonmotorist.
- Not in-transport vehicle strikes an object (fixed or non-fixed).
- Not in-transport vehicle strikes other not-in-transport vehicle.
- Pedestrian (pedalcyclist, other nonmotorist) strikes an object.
- Pedestrian (pedalcyclist, other nonmotorist) strikes a not-in-transport vehicle.
- Pedestrian, pedalcyclist, or other nonmotorist inter-impact.

NHTSA's Model Minimum Uniform Crash Criteria (2025) is a document that "the National Highway Traffic Safety Administration and national subject matter experts developed…as a voluntary crash data collection guideline to encourage greater data uniformity. MMUCC identifies a minimum set of motor vehicle traffic crash data elements that States should consider collecting and including in their crash data systems." If this is considered

minimum criteria, New Jersey should consider expanding the definitions of crashes to report to include vulnerable road users.

Because crash reporting is insufficient, New Jersey does not have a complete picture of where many of the crashes are occurring and therefore cannot properly address deficiencies in the road system (e.g., lack of sufficient infrastructure, lack of enforcement (for example, motor-vehicles blocking bike lanes), poor pavement quality, etc.) to improve safety for all road users.

Speed Studies in School Zones

Action Item	Speed Studies in School Zones
Key Objective	Better Data and Evaluation
Other Objectives	Safer Speeds
Lead Oversight Agency	NJDOT
Support Agencies	NJDHTS
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Require speed studies as a standard component of all Safe Routes to School (SRTS) and school zone infrastructure projects to evaluate their impact on driver behavior and child safety.
- Use radar, LiDAR, and pneumatic road tubes to measure pre- and post-intervention vehicle speeds and modal counts with accuracy rates up to 99 percent.
- Mandate that school zone improvements include complementary speed management strategies—such as curb extensions, high-visibility signage, or crossing guards—when warranted by study results.
- Encourage municipalities to collaborate with local partners like Greater Mercer TMA, which already offers free speed studies on roads up to 45 mph, to reduce costs and increase evaluation capacity.
- Expand the use and adoption of a centralized, statewide speed study data portal to help agencies and local governments track, share, and compare school zone safety metrics.
- Support pilot programs for automated speed enforcement in school zones.

Notes

Recent research underscores that school zone infrastructure improvements, such as new sidewalks, curb ramps, or signage, may unintentionally increase vehicle speeds if not paired with traffic calming measures. The 2025 Safe Routes to School evaluation report

analyzed 48 SRTS-funded projects across New Jersey and found that only five included explicit speed management elements like traffic calming. Most projects lacked speed studies to confirm whether the infrastructure reduced driver speeds or enhanced child safety.

Speed studies are a crucial data-driven tool for measuring outcomes. They allow municipalities to determine whether changes to the built environment actually improve safety or, in some cases, have unintended adverse effects. Radar and LiDAR-based studies typically yield high accuracy, between 95 and 99 percent and can track both average and 85th percentile speeds. Pneumatic road tubes, while somewhat less reliable in snowy or high-truck-volume conditions, can count vehicles and cyclists and help capture modal diversity in school zones. Incorporating these tools into SRTS projects provides a low-cost, high-value way to evaluate project effectiveness and identify areas for improvement.

Beyond local evaluation, national studies reinforce that combining engineering interventions with enforcement and education amplifies the effect. For example, a series of Nebraska school zone speed studies found that static signs alone had minimal impact, but when paired with flashing beacons or police enforcement, speeds dropped substantially. The greatest reduction occurred when physical countermeasures like curb extensions and crossing guards were included, with average reductions of up to 9 mph.

Speed limit design also plays a critical role in shaping school zone safety outcomes. In Arizona, research showed that streets originally posted at 35 mph or above saw significantly better compliance when school zone limits were dropped to 25 mph with flashing beacons, compared to those reduced to just 15 or 20 mph. FHWA's Manual on Uniform Traffic Control Devices (MUTCD) allows that school zone signs can state speed limits of 25 mph "when children are present," which can be ambiguous. Clearer signage, active warning devices, and consistent enforcement are needed to address variability in driver behavior during school hours.

There are some promising models New Jersey could use. In Connecticut, the town of Greenwich is piloting automated speed enforcement in school zones, projecting a 60 to 70 percent drop in speeding based on studies of similar programs nationwide. Expanding and/or adopting a statewide speed data portal, e.g., Regional Integrated Transportation Information System (RITIS) developed by the University of Maryland, would allow agencies, schools, and local governments to upload and access speed data across the state. This would enable evidence-based planning and benchmarking across jurisdictions.

Local partners already offer assistance. For example, Greater Mercer Transportation Management Association (TMA) provides free speed studies on roads up to 45 mph, which municipalities can request as part of SRTS planning or school board safety efforts. Using

these resources while adding structured requirements for speed studies in school zone projects would greatly improve program oversight, effectiveness, and transparency.

Incorporating mandatory speed studies into SRTS and school zone planning aligns with Safe System principles including managing speeds to reduce crash severity, targeting high-risk locations like school zones, and ensuring that investments reduce harm for vulnerable users. These efforts are especially critical given the persistent risks children face as pedestrians and the importance of school routes in shaping travel behavior from a young age.

Sometimes, pedestrian infrastructure improvements in school zones like refurbished sidewalks can have the unintended effect of increasing motor vehicle speeds. Speed studies in school zones offer a way to evaluate the effects of such school zone infrastructure, such as increased speeding, and identify areas for improvement. Speed studies as a method of evaluation can determine if the goals of a given strategy are being met and can guide efforts, and are therefore recommended for Safe Routes to School (SRTS) projects. Municipalities should mandate speed studies as an integral component of the evaluation process for school zone infrastructure.

The Regional Integrated Transportation Information System (RITIS), offered by the University of Maryland Center for Advanced Transportation Technology (CATT) laboratory, is a data aggregation and dissemination program. The website provides users with a dynamic set of visualizations and tools that afford efficient situational awareness. Authorized users can interact with live events, incidents, weather, sensors, radio scanners, and other data sources and devices in maps, lists, and other graphics. Users can apply a rich set of filters, access contact information, and even set up alerts. Public safety or DOT employees may register for an account to the RITIS platform. There is no cost to get access. Accounts are not given to the public or the private sector due to the sensitive nature of some of the data.

Traffic Impact Assessment Reform

Action Item	Traffic Impact Assessment Reform
Key Objective	Better Data and Evaluation
Other Objectives	Safer Roads
Lead Oversight Agency	NJDOT
Support Agencies	NJDCA
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Create a pilot that explores alternative ways to prioritize safety in Traffic Impact Assessments (TIAs).
- Explore ways to approach various aspects of safety like Vehicle Miles Travelled (VMT) and Transportation Demand Management.
- Reform TIAs to move beyond vehicle delay metrics by incorporating pedestrian and bicyclist safety outcomes, conflict point analysis, and multimodal connectivity.
- Require the use of local and context-sensitive data sources, such as NACTO's guidance and region-specific travel surveys, in place of sole reliance on the ITE Trip Generation Manual.

Notes

Traffic Impact Assessments (TIAs) are the industry standard way to assess the impact of proposed development to the transportation network. TIAs are often limited in focus to motor vehicle trips generated, and impacts to the roadway congestion, with limited considerations of planning goals, safety outcomes, land use, and modal choice impacts. Often the results of a TIA are reflected only in on-site parking, and off-site roadway mitigations. In other words, current TIAs are not setting the right goals. One study found that TIAs attempt to alleviate traffic congestion without considering safety, incorrectly

operating on the belief that reducing delay will improve safety. TIAs need to start prioritizing safety first, and this change begins with developing new TIA tools.

TIAs can be reformed in several ways. One method includes simulating the effects of a proposed development on crashes and estimating the benefits and costs of implementing safety countermeasures. Another method is estimating the injury risks associated with potential conflict points among road users within current and proposed development designs and making changes based on these estimates. Developer, policymaker, and public involvement in the TIA process can also orient review towards safety measures. TIA involvement in reducing vehicle miles traveled (VMT) also plays into safety. California, for instance, passed a bill which requires TIAs to estimate a development's impact on VMT. A similar law in New Jersey would not only help TIAs estimate possible points of congestion and conflict between road users, but would also reveal a development's environmental impact, which ties into public health.

TIAs should also rely on localized information to better prioritize safety. Fewer than 40% of East Coast agencies control the local contexts in their TIAs, instead relying on Institute of Transportation Engineers (ITE) travel demand rates. ITE data often does not consider demographics and multimodal travel options, making TIAs insufficient at assessing traffic and safety in a local context. Instead of relying on ITE data, TIAs can test the relevance of ITE to local contexts and adopt Transportation Demand Management strategies which support safety by reducing reliance on personal motor vehicles. GIS traffic modeling is another effective approach in visualizing and analyzing traffic impacts and integrating existing crash hotspots into proposed development.

Alternative methodologies, such as those advanced by NACTO, provide more context-sensitive tools for estimating multimodal trip generation and assessing pedestrian and bicycle safety impacts. Incorporating these methods, along with locally collected travel data, can reduce dependence on outdated national averages and better reflect actual conditions in New Jersey communities.

Transportation Performance Management

Action Item	Transportation Performance Management
Key Objective	Better Data and Evaluation
Other Objectives	Safer Roads
Lead Oversight Agency	NJDOT
Support Agencies	MPOs, NJDHTS, NJDEP, NJDCA
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Develop a statewide inventory of all transportation-related infrastructure including pedestrian, bicycle, vehicle, public transit, or other modes of transportation.
- Implement a proactive tracking system designed to detect patterns of problematic elements, allowing for early intervention before they become safety concerns.
- Assess equity-based elements of transportation management including safety, access, and connectivity.
- Integrate elements of risk assessment (outside of crash data) into performance management, including near miss data, surrounding land use, and potential design conflicts.
- Mandate the consistent and standardized application of NJ's Complete Streets Policy across all public and private funded projects.

Notes

Transportation Performance Management (TPM) is a strategic, data-driven process that utilizes information to guide investment and policy decisions. Through scenario-based data application, improved communication among key stakeholders, and maintaining partnerships, TPM is a useful tool in shaping transportation progress towards achieving national performance goals. Established by Congress, these goals involve safety, infrastructure condition, congestion reduction, system reliability, freight movement and economic vitality, environmental sustainability, and reduced project delivery delays.

In New Jersey, the NJ Department of Transportation releases a Transportation Asset Management Plan (TAMP) every four years. The 2022 TAMP focused on pavement and bridge performance measures. This document assesses the current conditions of specific National Highway System assets, while informing of the need for rehabilitation or maintenance in specific areas. The North Jersey Transportation Planning Authority (NJTPA) also conducts performance-based planning in the areas of Northern New Jersey in accordance with federal goals and requirements. In 2025, the NJTPA released additional performance measures to supplement federal goals in areas including access and mobility, safety, reliability, competitiveness, environment, community, and condition.

Through coordinating transportation performance management regionally, the weight of tracking inventory of various jurisdictions throughout the state is reduced. Municipalities and regions can then share data and resources in an effort to streamline logistics, and lower overall operational costs. Additionally, regional transportation performance management can help shape statewide standards and goals while collecting organized metrics to analyze transportation systems statewide.

Use of the High-Injury Network for Routine Screening

Action Item	Use of the High-Injury Network for Routine Screening
Key Objective	Better Data and Evaluation
Other Objectives	More Efficient Project Delivery
Lead Oversight Agency	NJDOT
Support Agencies	MPOs, NJDHTS
Other Partners	
Action Type	Legislative | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Adopt a standardized methodology for the definition of and establishment of HINs.
- Utilize HIN findings to systematically prioritize the implementation of safety infrastructure and channel funding to high-priority corridors.
- Embed HIN screening into state and MPO funding processes, ensuring that a significant share of resources is directed toward corridors with the highest concentration of severe crashes.
- Update the HIN database/map every 3 years to reflect current data, emerging safety trends, and infrastructure changes
- Strengthen the collaboration between the Department of Transportation, MPOs, and local governments to achieve consistent HIN mapping.
- Leverage the HIN to identify and prioritize safety improvements in historically marginalized and low-income communities.

Notes

In reviewing 2023 statistics relating to fatal crash data, the New Jersey Department of Law and Public Safety recognized that "traffic related deaths continue to remain one of the leading causes of death in New Jersey". Despite the ongoing efforts made throughout the state to improve traffic safety, there are noticeable patterns indicating specific locations that face a higher percentage of serious crashes. This emphasizes the importance of

identifying a High Injury Network (HIN), which is a collection of roadway segments that experience a high concentration of fatal and serious injury crashes involving vehicles, and often including pedestrians and/or bicyclists. Based on crash report and health report data, HINs are identified geographic locations that require safety improvements, and can serve as a tool for project prioritization, and for recommending infrastructure improvements that support Target Zero goals.
As a requisite for federal funding, it is important the HIN is data-driven and not perception-driven.

The North Jersey Transportation Planning Authority and the Delaware Valley Regional Planning Commission have used third party crash data to develop HIN databases and maps. There is currently no standardized, statewide HIN framework administered by the New Jersey Department of Transportation (NJDOT). The creation of a formal, up-to-date framework by the NJDOT would fill a gap in the state's traffic safety efforts, allowing accurate project prioritization, implementation, and tracking. By requiring HIN prioritization within state aid, MPO allocations, and federal grant applications, NJDOT can strengthen accountability and guarantee that funding decisions align with data-driven safety needs. This ensures that projects on the HIN rise to the top of the pipeline rather than competing equally with lower-risk corridors. Through a standardized approach, dangerous corridors throughout the state can be identified and mapped, allowing a true comparison of the condition, level of risk, and geographical context of each. This allows the NJDOT to target its resources and funding with efficiency, ensuring that safety enhancements are implemented where they will have the greatest impact.

This approach could also benefit cross-sector coordination, with the ability to align certain projects with federal programs aimed at eliminating roadway fatalities and serious injuries, such as the Safe Streets and Roads for All (SS4A) grant program. It would also allow municipalities and local governments to prioritize safety enhancements for HINs in their region, implementing early action safety treatments to monitor the effectiveness of low-cost, high-impact countermeasures. Regularly updating the NJDOT HIN database can foster a collaborative approach to reducing road crashes while increasing transparency of the systems used to prioritize, implement, and keep track of HIN projects.

Consistently updating the NJDOT HIN database and HIN GIS window on the Target Zero Commission webpage would ensure that it reflects evolving crash data trends, which can shift due to changes in land use, traffic volume, infrastructure, and road condition. Performing a review every three years, would allow the data to capture emerging issues while avoiding short term changes, providing accurate project prioritization standards. In addition, this serves as an opportunity to look back on implemented HIN projects, evaluate whether they have reduced severe or fatal crash rates, and consider what could have been done differently to streamline its implementation or further improve its efficacy.

To ensure that this process is inclusive, strategic, and responsive to the diverse needs of stakeholders, the development and redevelopment of the NJDOT HIN database should involve collaboration with a commission. A successful, data-driven HIN can enable broad usage of programs and projects by partners to reduce traffic fatalities. By consulting experts in a range of planning-, safety-, design-, and enforcement-related fields, a multi-disciplinary product will be produced. This strengthens the applicability of the HIN database across the entire state. Ultimately, the integration of the commission in creating the NJDOT HIN may promote equity in the decision making process through educated, thoughtful, and coordinated efforts.

More Technical Assistance

Local and County Target Zero Action Plan Support

Action Item	Local and County Target Zero Action Plan Support
Key Objective	More Technical Assistance
Other Objectives	Better Funding Processes Safer Roads
Lead Oversight Agency	NJDHTS, MPOs, NJDOT
Support Agencies	
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Create a mechanism for collecting local input to provide more relevant technical assistance to local and county Target Zero Action Plans.
- Help municipalities identify high-injury networks to prioritize safety projects.
- Facilitate the alignment of multiple municipalities' funding priorities in order to more quickly secure funding.

Notes

New Jersey Bill A4296 requires that the state facilitate local and county agencies to "develop their own Target Zero plans". Several cities, counties, and regional planning organizations have created their own specific plans for achieving Target Zero, such as Local Safety Action Plans (LSAPs). Although MPOs provide assistance to their counties on LSAPs and Local Road Safety Plans, local and county action plans should be unified towards a common goal on the state level, and will likely require financial and technical support that the state is compelled to provide. Bill A4296 requires that the Target Zero Commission provide advice and promote local and county technical assistance for:

- **Prioritizing projects on their roads**: Helping municipalities identify high-injury networks within their jurisdiction to guide where projects should be completed.

- **Addressing where jurisdictions intersect**: Identifying the intersection of local/state and county/state roads can help municipalities determine areas of potential collaboration and can help them unite their Target Zero priorities.
- **Aligning their funding priorities**: Aligning priority projects from local and county safety action plans can help them get funding more quickly.
- **Collecting county input:** Collecting local and county data on the most important safety issues on the state roads that run through their jurisdiction, providing more relevant assistance to municipalities based on that data, and identifying gaps in statewide Target Zero initiatives.

New Jersey offers several state-funded grants that can support municipalities' efforts, including Municipal Aid, County Aid, Safe Streets to Transit, Transit Village, and Bicycle and Pedestrian Planning Assistance. The state should offer grant application assistance to interested municipalities who seek funding as part of a Target Zero initiative or LSAP. Municipalities can also align their funding priorities, especially in areas where jurisdictions intersect, to expedite the funding process.

As more municipalities roll out their own LSAPs and Target Zero ordinances, it is important that they are aligned with statewide Target Zero initiatives so that the support that the Target Zero Commission provides does not conflict with the state. The Federal Highway Administration offers a guidance document on coordinating local and state efforts, and the North Jersey Transportation Planning Authority partners with eight New Jersey counties to develop LSAPs, enabling cohesion among these plans. The Target Zero Commission will need to act as the mediating and uniting body as it provides technical assistance to New Jersey municipalities.

Technical assistance should also include training for local and county engineers, planners, and public works staff. Shifting professional culture is as important as funding; many local practitioners are still accustomed to “moving cars first” rather than designing for safety. Offering workshops, peer exchanges, and hands-on training in Safe System design would help municipalities not only write stronger action plans but also implement them with a consistent, safety-first lens. Embedding culture change alongside technical support ensures that LSAPs move from paper to practice.

Office of or Center for Sustainable Mobility

Action Item	Office of or Center for Sustainable Mobility
Key Objective	More Technical Assistance
Other Objectives	Safer Land Use Better Funding Processes More Efficient Project Delivery
Lead Oversight Agency	Governor's Office
Support Agencies	
Other Partners	
Action Type	Legislative
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Create a statewide Office of or Center for Sustainable Mobility with the purpose of coordinating all statewide and regional agencies and their sustainable mobility efforts and assist local governments with technical assistance and funding.
- Orient this Office with the dual goal of zero traffic fatalities and zero emissions.
- Solidify the important link between safety behavior programs and infrastructure investment.

Notes

Mobility and sustainability are inextricably linked and need to be managed together in order to promote traffic safety. New Jersey should establish a Statewide Office of Sustainable Mobility or Center for Sustainable Mobility that will serve as a central coordinating body, bringing together agencies across the state to advance sustainable transportation initiatives. With a focus on active transportation, trail networks, vehicle miles traveled (VMT) reduction, electrified transportation, safe routes to transit, micromobility and traffic safety, the office will provide technical assistance and funding coordination to streamline implementation and maximize impact.

Aligned with the ambitious double zero goal, which aims to achieve zero traffic deaths and zero emissions, such a state office will support communities in defining and realizing clean and safe transportation solutions, asking 'What does safe and clean transportation look like in your community?" By leveraging best practices, resources, and strategic funding opportunities like the Safe Streets for All and Rebuilding American Infrastructure With Sustainability and Equity grant programs, this initiative will accelerate the transition to a more resilient, connected, and environmentally sustainable mobility future.

The office can work with local governments to leverage safety and sustainability programs and incentives to coordinate work and ensure rapid completion. By providing a collaborative center for DOT bike and ped programs, Highway Traffic Safety programs, DEP, EDA and BPU clean transportation programs, NJ Transit, DEP trails programs, transportation management associations, regional transportation planning organizations, other safety and sustainability programs and state transportation research centers, the state can better prioritize regional solutions that weave together safety and sustainability planning and funding.

The office would also better leverage the link between behavior modification and infrastructure investment. Both safety and sustainability measures rely heavily on changing behaviors. Often the goals of those programs are identical or intertwined, and providing an opportunity for programs to work in tandem can accelerate adoption. The office can also help to coordinate those behavior changes with necessary infrastructure investment.

This office would help to shift the state's focus to the macro goals of the Target Zero Committee by overlaying safety goals into many of the existing programs that today have a safety co-benefit. For instance, DEP's trails programs can help to create safe active transportation corridors, especially in urban areas, but do not often interact with safety programs, limiting transportation opportunities when trails intersect with roadways. Additionally, Highway Traffic Safety Programs may identify infrastructure changes that are needed to change behaviors but the delay between the behavioral programs and receiving funds for the infrastructure changes reduces the effectiveness of both programs. The office would allow for coordination of these sorts of programs to ensure that the state is leveraging all eligible planning and resources to provide safer transportation corridors for all.

Michigan's Office of Future Mobility and Electrification offers a case study on which New Jersey can model its own Office of Sustainable Mobility. Working with state agencies like the Department of Transportation, Department of Labor and Economic Opportunity, Department of Environment, Great Lakes and Energy, and the Michigan Economic Development Corporation, the Office of Future Mobility and Electrification (OFME) takes a multifaceted approach to mobility, emphasizing its intersections with energy,

sustainability, public wellbeing, and economic development. The OFME dually implements relevant policies from the MI Future Mobility Plan and the MI Healthy Climate Plan to transform mobility statewide, recognizing that the two areas overlap. With a similar combination of state agencies, as well as regional agencies like the Port Authority of New York and New Jersey, a New Jersey Office of Sustainable Mobility can likewise effectively manage statewide sustainable mobility efforts.

To strengthen this model in New Jersey, the office could be situated directly under the Governor's Office. This placement would provide the leadership authority needed to unify NJDOT, NJDEP, NJ TRANSIT, BPU, and other agencies around shared safety and climate priorities. A Governor's Office home would also ensure that VMT reduction and transportation electrification are not treated as parallel initiatives, but as core strategies tied directly to the state's Target Zero and emissions goals.

Some New Jersey communities are already moving towards this concept. For instance, Mercer County recently adopted a Vision Zero Resolution that ties safety measures and sustainability measures together, including Complete Streets work, Vision Zero, the Sustainability element of the Master Plan and the effort to move the county fleet to electrification and zero emission options. The resolution noted "when communities invest in making multi-modal transportation options it encourages residents to choose zero emissions transportation options. By investing in the creation of active transportation corridors governments can not only keep residents safe but can reduce emissions within their community." As more communities seek to work on these efforts a coordinated state approach can help accelerate adoption of these measures.

Strengthen Pipeline of Active Transportation Projects

Action Item	Strengthen Pipeline of Active Transportation Projects
Key Objective	More Technical Assistance
Other Objectives	Better Funding Processes Safer Roads More Efficient Project Delivery
Lead Oversight Agency	NJDOT
Support Agencies	NJDEP
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Create a stronger pipeline of active transportation projects, such as shovel-ready bike paths, Complete Streets, and trail projects.
- Foster inter-agency collaboration to identify priority areas and sources of funding for active transportation projects.
- Identify areas for connectivity between active transportation networks.
- Establish additional and pre-award design, engineering, and technical assistance programs that are available for active transportation projects.

Notes

Many municipalities and counties across New Jersey and in the New York Metropolitan Area are implementing active transportation projects to offer an alternative to personal motor vehicles. The North Jersey Transportation Planning Authority (NJTPA), for instance, created a Regional Active Transportation Plan in 2023, and the New York City Department of Transportation's NYC Streets Plan outlines its progress in implementing Complete Streets, including active transportation. However, interconnected active transportation projects face many barriers, including lack of funding, lack of coordination between agencies, and lack of focus on priority areas. For example, funding for traffic safety

projects are proposed to be cut in the 2026 fiscal year. New Jersey should establish a stronger pipeline for active transportation development projects.

Another major barrier is the complex bureaucracy that slows project delivery. Active transportation projects often are delayed by lengthy permitting, procurement, or design review processes that can take years before construction begins. Streamlining these steps, through standardized design templates, on-call contracts, or faster permitting pathways, would allow projects to move from planning to implementation more quickly. Accelerating delivery is just as important as securing funding, since delays undermine safety and public confidence in these initiatives, and increase costs. Current processes like NJ TRANSIT's on-call design assistance illustrate this challenge. While intended to provide technical support, the process is often resource-heavy and slow, creating additional delays for municipalities that lack in-house staff capacity. Without reforms to make on-call assistance more scalable, local agencies risk losing momentum on shovel-ready projects.

Design and engineering assistance programs are often not available until after projects are awarded. For instance, the Safe Routes to School (STRS) Design Assistance Program and the Transportation Alternative Set-Aside Design Assistance Program are only available to recipients of these grants. This system introduces sequential delays, as municipalities must first secure funding, apply for design support, and then begin engineering and construction. This can stall the project process by up to several years. There is currently no dedicated NJ state program for pre-award technical assistance to help municipalities increase their degree of project readiness. In addition to reducing costs and implementation timeframes, improving project readiness strengthens an application's competitiveness for federal discretionary grants and could increase the number of awarded projects in the State.

Establishing pre-award or rolling technical assistance can help municipalities conduct feasibility studies, prepare stronger applications, and shorten the time-to-implementation after an award is granted. California's Active Transportation Program (ATP) Technical Assistance Program offers a model of pre-award technical support. ATP technical assistance recipients receive support for project scope development, budgeting and cost estimates, data analysis, partnership development, and more.

Multiple agencies should align their priorities when it comes to active transportation in order to expedite the development process and promote success, allowing for all gaps to be covered. Beyond the New Jersey Department of Transportation (NJDOT), other agencies and groups that can be involved in active transportation projects include local regional planning agencies , non-profit organizations like the Tri-State Transportation Campaign, the Department of Health, the Department of Environmental Protection, and more. By

coordinating their goals, these agencies can facilitate active transportation projects and ensure that these projects cover all areas integral to safe and healthy community.

Enhanced funding will also create a stronger pipeline for active transportation projects. Although state funds for traffic safety projects are expected to be cut, federal grant programs like the Safe Streets and Roads for All Program , the Active Transportation Infrastructure Investment Program, the Rebuilding American Infrastructure with Sustainability and Equity Program, the Recreational Trails Program, and more can help fund projects. Many of these grant programs are administered by agencies that are not directly involved in transportation, like the Department of Environmental Protection, highlighting the importance of inter-agency collaboration in achieving active transportation goals. Agency staff should provide support for grant applications and management in order to facilitate the process.

A pipeline of active transportation projects can also be strengthened by identifying the best areas for such projects. Multi-jurisdictional priority corridors and first- or last-mile areas should be prioritized to enhance pedestrian and bicyclist safety. In residential areas, Residential Site Improvement Standards can also be updated to expand bicycle and pedestrian infrastructure, and in developing areas, transit-friendly land use planning and zoning can promote walkable communities. By developing active transportation routes in these areas, and connecting them, a strong network of active transportation projects will be formed.

NJTPA's Active Transportation Plan is a regional example of what a statewide effort could look like. This plan identifies existing active transportation networks in the region and plans for increased connectivity and safety. To make educated plans for increased connectivity, NJTPA determined where people are most likely to walk or bike in the region based on several factors, conducted a barrier analysis, and identified high crash networks. With the support of a multitude of New Jersey agencies and organizations, including a Technical Advisory Committee, NJTPA could create recommendations for an enhanced active transportation network in North Jersey. New Jersey as a whole can adopt NJTPA's practices.

Target Zero Rapid Response Program

Action Item	Target Zero Rapid Response Program
Key Objective	More Technical Assistance
Other Objectives	Safer Roads Post Crash Care Better Data and Evaluation More Efficient Project Delivery
Lead Oversight Agency	NJDOT
Support Agencies	
Other Partners	Municipalities and counties
Action Type	Policy | Design
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Establish a Target Zero Rapid Response Program in New Jersey cities.
- Incorporate Crash Investigator Teams into the Rapid Response structure to ensure thorough on-site reviews of fatal and serious injury crashes, with clear follow-up actions.
- Create quick-build contracts in alignment with a Rapid Response Program.
- Foster interagency collaboration as well as communication and standardization between Rapid Response teams.
- Adopt a policy to investigate and deploy countermeasures within 72 hours of a fatal or serious injury crash using a standardized toolkit of pre-approved quick-build materials.

Notes

A Target Zero Rapid Response Program is also a proactive—rather than merely reactive—way to respond to safety challenges on roads and implement safety countermeasures. A Rapid Response team can convene to review all fatal crashes as well as crashes involving vulnerable road users. The team then implements rapid changes to improve safety. These

changes usually include traffic calming measures, enhanced post-crash care, and better access to crash data.

Recent research and the Emergency Streets protocol highlight that a rapid, uniform response within 48 hours of a fatal crash can prevent returning to the "normal" street operations that contributed to the fatal crash. A pre-approved set of treatments, deployed immediately, shows the public and local officials that safer alternatives are feasible. By framing crash response as a public health intervention, these protocols also reduce political hesitation and liability concerns. A standardized toolkit could promote the use of quick-build materials including paint-and-post curb extensions, modular speed cushions, bollards, temporary signage.

Although fatal crash-based approaches are not best suited for long-term capital programs like the Highway Safety Improvement Program (HSIP), which can take years to emerge, they are appropriate for quick, low-cost fixes like those appropriate for Rapid Response programs. Similarly, Rapid Response Programs offer a complementary strategy to high injury network (HIN) policies. Many municipalities in New Jersey are beyond their capacity to advance several segments of HINs; with their ability to function across jurisdictions, Rapid Response teams can help fill in capacity gaps. HIN crash lists also may under-represent vulnerable road user crashes because these crashes do not always reoccur at the same locations. Rapid Response teams can prioritize vulnerable road user crashes to proactively implement fixes. Rapid Response Programs should be developed in parallel with capital projects and HINs to address a broad range of traffic safety issues. Vision Zero cities like New York and San Francisco have piloted crash investigator or fatality review teams that bring together police, engineers, and public health staff. Embedding similar teams in New Jersey's Rapid Response Program would allow for immediate technical reviews, better quality crash data, and faster implementation of countermeasures. However, programs should also anticipate liability and political sensitivities, since post-crash reviews can raise questions about roadway design responsibility.

Denver created a comprehensive rapid response program embedded within its Vision Zero Action Plan in 2017. Denver's Rapid Response team, made up of four engineers and planners, reviews historic crash data to identify patterns, and convenes after pedestrian, motorcyclist, and bicyclist fatalities, to implement short-term treatments. The Rapid Response program also fosters collaborations across city and state agencies like the Denver Police Department, Colorado State Traffic Records Advisory Committee, and the Colorado Department of Revenue to use crash trends and rapid response information to identify locations for street modifications.

Denver's Rapid Response program also has future goals to enhance safety even more. The city hopes to expand the program to allow for the identification of areas that meet proven criteria for crashes, and the implementation of countermeasures at those locations, even

if they have not experienced a car crash. The Rapid Response program also has the goal of partnering with the Colorado Department of Public Health and Environment to identify other factors involved in crashes.

Since 2020, Denver's Rapid Response team has recommended over 50 signage, pavement markings, and/or signal timing changes, and has suggested education and enforcement improvements through marketing campaigns or targeted enforcement efforts. At one specific intersection in Denver, the Rapid Response team's recommendation of improved signage and increased enforcement reduced crashes by 33%. The Denver Department of Transportation and Infrastructure (DOTI) Rapid Response Program internal dashboard keeps track of crash data and Rapid Response program activity, showing the location of crashes, the contributing factors of the crashes, and the types of countermeasures that the Rapid Response team recommended. This dashboard helps the program measure success and identify patterns to make proactive safety changes.

New Jersey already has precedents for rapid interventions, and some municipalities have begun to develop Rapid Response teams or similar programs. Hoboken has deployed emergency street responses in its Vision Zero work, including temporary traffic calming near crash sites and quick-build pedestrian safety improvements. Jersey City has also piloted similar “pop-up” fixes, such as curb extensions and protected bike lane treatments, after serious crashes occur. Building on local lessons from Hoboken and Jersey City’s emergency street responses, Hudson County is already planning to formalize Rapid Response teams. These local efforts demonstrate that municipalities in New Jersey are willing to use emergency response models and could be scaled into a statewide Rapid Response Program. Embedding these practices statewide would ensure quick-build safety measures are consistent, better resourced, and coordinated across agencies. These teams can bridge the gap between police crash reporting and engineering countermeasures, while also helping address liability concerns that often delay safety fixes.

Denver's Vision Zero Rapid Response Program is comprehensive and effective, and New Jersey cities could benefit by adopting a similar system. By prioritizing this action and working with other cities and agencies that have a stake in Vision Zero, New Jersey cities can establish a Rapid Response Program in tandem with longer-term HSIP capital projects that quickly and proactively implements safety countermeasures within months, not years. Emergency Streets programs also emphasize triggers for action and public transparency, for example any pedestrian/bicyclist fatality or repeat serious crashes. Rapid response interventions should be mapped and communicated to the public within 72 hours, with evaluation determining which measures are made permanent through capital projects.

More Efficient Project Delivery

Addressing Accessibility for Older and Disabled Populations

Action Item	Addressing Accessibility for Older and Disabled Populations
Key Objective	More Efficient Project Delivery
Other Objectives	
Lead Oversight Agency	Dept. of Human Services
Support Agencies	NJ TRANSIT, NJDOT
Other Partners	Counties, local government?
Action Type	
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Provide state agency support to assist in the implementation of recommendations from Coordinated Human Services Transportation Plans (CHSTPs).
- State agencies (Dept. of Human Services/NJ TRANSIT) coordinate with mobility programs and service providers (NJTIP, demand-response services) to support them in matching older adults to local transportation options.
- Provide dedicated and consistent resources from state agencies to support the implementation of actions described in the NJDOT ADA Transition Plan.
- Update the NJDOT ADA Transition Plan to include addressing the transportation needs of neurodivergent individuals.

Notes

Older adults are making up a larger share of the US and New Jersey population. In New Jersey, the US Census Bureau estimates that by 2030, about 25% of New Jersey's population will be over 60, a 30% increase from 2012. As the population ages, new transportation needs will arise that stem from more people being unable to drive or having limited personal mobility due to health conditions. As these changes occur, it is important

to ensure that older adults and disabled populations have transportation options available to them to keep them connected to their communities. Addressing accessibility is a vital step in ensuring that the State meets the transportation and roadway safety needs of all New Jerseyans.

Increased state support to implement recommendations from Coordinated Human Services Transportation Plans (CHSTPs) is one step in addressing these demographics' transportation needs. A CHSTP is centered on identifying the transportation needs of older adults, those with a disability, and other vulnerable populations. In New Jersey, CHSTPs are organized on a county and regional level. While county and regional planning organizations develop CHSTPs, issues surround the implementation of the recommendations made in the plans. State agencies such as the Department of Human Services, with support from agencies like NJ TRANSIT, can increase support to these governing bodies and organizations specifically for the implementation of recommendations made in CHSTPs. Support should prioritize actions that address access to transit and safer walking routes.

State agencies can also increase outreach to existing transit programs that work to address the needs of these populations. State agencies like the Department of Human Services (DHS), can support demand response programs (county para-transit services, AccessLink and NJTIP) as they work to match older adults and those with disabilities to transportation services in their area. Support could also ensure that more older adults and individuals with disabilities become aware of their transportation options, ensuring that these populations remain safely connected to their communities.

Providing dedicated and consistent resources for the implementation of recommendations in the NJDOT ADA Transition Plan is also a valuable step in addressing these demographics' transportation needs. The NJDOT ADA Transition Plan aims to ensure that NJDOT services and programs meet the needs of those with a disability. The DHS could develop an annual program aimed at supporting the implementation of the ADA Transition Plan, while including county and local governments to encourage uniformity of implementation across the state. Efforts should focus on meeting the needs of those with ASD/IDD, and updating the ADA Transition Plan to include these populations. Neurodivergent individuals have unique transportation needs from other populations, and it is vital to ensure that these needs are addressed in plans and implementation strategies.

Consolidated State Grant Application Process

Action Item	Consolidated State Grant Applications
Key Objective	More Efficient Project Delivery
Other Objectives	Better Funding Processes
Lead Oversight Agency	NJDOT
Support Agencies	NJDEP, NJDHTS, MPOs
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Create a consolidated state grant application program, focused specifically on transportation and trail projects, offering one application to tap into several grant applications simultaneously.
- Provide application support, technical assistance, and outreach to under-resourced communities to ensure equitable access to funding streams.
- Ensure equitable allocation of resources by establishing evaluating criteria that rank projects according to location or status as an underserved community.

Notes

Consolidated state grant applications, sometimes referred to as a universal application process, are a streamlined approach that allows states and municipalities to apply for multiple grants with one application. Consolidated grant applications reduce administrative burden and can allow states and municipalities to access funds necessary for transportation safety projects more quickly. In order to expedite project delivery and ensure equitable access to funding streams, New Jersey should implement a consolidated grant application program.

New York has a Consolidated Funding Application (CFA) program, managed by the Regional Economic Development Councils (REDCs), which allows applicants to apply for different pools of funding with one application, for a wider scope of projects. Most of the

CFA funds come from the state, with 36 projects in total funded by and related to the Department of Transportation, and about 1 in 20 projects a year being related to trails. To aid municipalities through the CFA process, REDCs offer guidebooks, a resource and application manual, workshops, and information sessions. Despite this support, New York's CFA poses some equity challenges, as projects tend to be concentrated in regions that have more resources and greater capacity. As a result, REDCs are working to identify projects based on location to ensure that projects are not condensed in one area.

Grant application, implementation, and maintenance involve procedures that are often confusing and time consuming, which can serve as a barrier to under-resourced communities. Recognizing this, California's technical assistance toolkit for Increasing Grant Program Accessibility highlights the importance of addressing these obstacles when providing technical assistance. The goals of this toolkit involve prioritizing clarity and maximizing accessibility, reaching new audiences, streamlining the application process, and flexible reporting requirements. These are all goals that New Jersey can mirror and build upon to ensure equitable access to funding streams while reaching new audiences.

Washington State has also implemented a consolidated grant program specifically for public transportation improvements. These projects include improvements within and between rural communities; tribal transportation; transportation services between cities; purchases of new buses and equipment; and public transportation services to seniors and people with disabilities. The consolidated grants provide funds from both federal and state sources. This program's focus on rural and accessible transportation helps to offset equity concerns associated with the concentration of projects in certain regions. A panel of experts ranks projects using a set of evaluation criteria requiring that a project reflect a community-led process of coordination and input, connects to other transportation systems, and leverages funds from other sources, among other criteria. As part of a new consolidated grant program, New Jersey can expand upon Washington's evaluating criteria to include even more equity considerations.

Coordination Between Local, County, and State Plans

Action Item	Coordination Between Local, County, and State Plans
Key Objective	More Efficient Project Delivery
Other Objectives	Safer Roads Safer Speeds Safer Land Use Better Funding Processes
Lead Oversight Agency	Dept. of Transportation
Support Agencies	
Other Partners	Counties and municipalities
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Align local and county Safety Action Plans developed under the federal Safe Streets and Roads for All (SS4A) program with state Target Zero priorities
- Ensure that adequate resources are accessible to regional agencies and local governments to use in creating plans, identifying priorities, and communicating feedback
- Ensure that data, methodologies, and implementation strategies for Target Zero goals are consistent across jurisdictions.
- Facilitate the alignment of municipal safety action plans with identified HINs.
- Perform education and outreach assistance for public participation, monitoring implementation

Notes

The Target Zero legislation emphasizes the importance of the state in supporting local governments through the provision of "advice and assistance to county and municipal governments regarding the data resources available to them to develop their own target zero plans." This bill is applicable as all 21 New Jersey counties now have Vision Zero or

Local Safety Action Plans, many of which are funded through the Safe Streets and Roads for All (SS4A) grant program.

To maximize the impact of these efforts, it is essential that the goals and objectives of local, county, and state safety plans are coordinated and aligned. This helps ensure that resources are efficiently used, and that cross-sector investments reinforce each other. While the SS4A grant funding continues to support safety action plans throughout the state, aligning them with the states Target Zero framework will be critical in building an effective system of transportation safety planning. It is also important to create and maintain open lines of communication between all levels of government to foster effective ongoing collaboration. Coordination efforts should be discussed in a plan's narrative to outline the applicability and relationship between local, county, and state plans.

The development of a structured framework that connects local and county safety plans with Target Zero should also integrate High Injury Network (HIN) data. At all levels of government, using accessible mapping tools that layer municipal, county, and state HINs together can serve as a source for identifying shared priorities. Additionally, state funding programs such as Local Aid should be revised to incorporate scoring criteria that prioritize projects addressing HINs, or other Safety Action Plan priorities. Increased funding and more transparent scoring related to these safety priorities would make project pipelines more predictable and ensure that critical safety investments are not overlooked.

It is important to recognize that government entities throughout New Jersey face distinct social and geographical challenges, requiring in-house capacity for adaptive planning efforts. To address the wide variation in planning capacity across New Jersey's municipalities, the lead agency should aim to provide technical assistance, outreach support, and educational resources. This education and outreach should help local governments effectively host public engagement, implement projects focused on safety, and monitor progress over time. Guidance with applying HIN data and using consistent performance metrics can further the ability of local, county, and state jurisdictions to contribute to statewide transportation safety outcomes.

Improving Local Aid Processes

Action Item	Improve Local Aid Process
Key Objective	More Efficient Project Delivery
Other Objectives	Better Funding Processes More Technical Assistance
Lead Oversight Agency	NJDOT
Support Agencies	MPOs
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Assign Local Aid staff to support municipalities and counties in preparing and managing local aid grant applications.
- Facilitate regular coordination between Local Aid staff, MPOs, and applicants to identify project needs, resolve issues, and improve delivery timelines.
- Prioritize equity in the project selection process by giving additional consideration to disadvantaged, rural, or environmental justice communities.
- Streamline the local aid grant processes by simplifying application procedures, standardizing requirements, and improving the usability of the SAGE platform.
- Provide clear and accessible guidance and resources covering all stages of the grant process for municipalities.
- Improve local project delivery through ongoing technical assistance and oversight during design and construction.
- Aid municipalities in integrating equity considerations and proven safety countermeasures into their project plans.

Notes

Many under-resourced municipalities face challenges when applying for and choosing the most effective funding sources. Common issues include navigating federal regulations and requirements, time-consuming paperwork, authorization issues, and lack of technical

support. Many municipalities also lack the staff or funding to prepare "shovel-ready" projects. At a NJ County Planners Association meeting, county planners identified staffing capacity, resource availability, and differing requirements and regulations between relevant agencies as significant barriers to pursuing funding.

To address these issues, NJDOT's Local Aid Resource Center provides a centralized support platform offering project planning guidance, grant application assistance, design assistance, and overall technical help to all 21 counties and 564 municipalities in the state. The rollout of NJDOT's Project Management & Reporting System (PMRS), which digitizes grant administration, contracting, and project tracking, has been praised as improving efficiency and transparency for Local Public Agencies. However, enhanced technical support is still needed for underserved municipalities. Additional resources for Local Aid and the Local Aid Resource Center could allow them to function as a concierge-style service, reducing barriers for smaller municipalities through hands-on guidance, technical review, and project oversight.

Recommendations to strengthen this support model include a designated Local Aid contact/liaison program that assigns a designated Local Aid staff member to work with each applicant; more informational resources for grantees on all stages of the grant process; development of a comprehensive project schedule; and regular meetings with Local Aid, grantees, and MPO staff to resolve project issues.

A proactive "hand-holding" approach, similar to MassDOT's model, could further strengthen this system. In Massachusetts, DOT staff guide municipalities step-by-step through grant requirements, timelines, and compliance checks, reducing the likelihood of rejections or costly delays. Embedding this level of structured guidance in New Jersey's Local Aid process would give smaller municipalities the confidence and capacity to deliver projects more effectively.

Other states offer useful models. In Pennsylvania, for instance, local agencies apply for grants once and then are considered for regional, state, and federal funds, and New York has a Consolidated Funding Application which allows applicants to apply for different pools of funding through one application. Moreover, Massachusetts reviews municipal needs statements jointly with MPOs to determine funding priorities. DVRPC conducts one-on-one interviews to scope projects and prepare applications, while PennDOT Connects encourages early collaboration between DOT staff and local governments. Though NJDOT offers pre-application meetings, many municipalities are unaware of them. Several DOTs also review applications before the deadline, giving applicants time to correct issues. Many states also embed equity into funding decisions. California requires that 25% of funding must benefit disadvantaged communities, Florida DOT offers additional support to rural communities, and Michigan DOT covers design and construction engineering costs for municipalities with a low socioeconomic status.

New Jersey-specific funding programs (e.g., TASA, Safe Streets to Transit, Bikeways) require competitive applications through NJDOT's SAGE platform, with many programs including mandatory Local Public Agency (LPA) pre-application meetings. These changes have improved grant workflows, but smaller municipalities still face staffing limitations that affect application quality and project delivery. Some users also report difficulties with SAGE. Suggested improvements include:

- Municipalities should prepare a needs statement which NJDOT can review to determine which federal funding program is the most appropriate.
- A mechanism through SAGE where project eligibility can be made clear to applicants.
- An application feedback system managed through SAGE which would help identify necessary application corrections before final submission.
- NJDOT staff should complete certain standard application questions to streamline the application process.
- Local Aid should discuss rejected applications with applicants and offer guidance in improving the application for the future.
- Update the selection process to prioritize projects in disadvantaged/environmental justice communities.

To encourage stronger applications NJDOT's Division of Local Aid recently implemented the FHWA Proven Safety Countermeasures across all of its solicitation efforts, encouraging grant applicants to integrate the countermeasures into their project plans. This expansion must be accompanied by increased technical aid to grant applicants to help them most effectively integrate the countermeasures that will most effectively overcome their safety concerns.

Innovative Delivery of Quick Build Projects

Action Item	Innovative Delivery of Quick Build Projects
Key Objective	More Efficient Project Delivery
Other Objectives	Safer Roads
Lead Oversight Agency	NJDOT
Support Agencies	MPOs, NJDHTS
Other Partners	
Action Type	Design | Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Adopt a regional quick-build delivery model by enabling counties or NJDOT to implement projects on behalf of municipalities.
- Allow local agencies to opt into shared contracting structures that streamline procurement, design, and construction.
- Accelerate safety project timelines by leveraging existing contracts and larger agencies' administrative capacity.
- Support local concept development while shifting design and delivery responsibilities to state or county partners.
- Reduce implementation delays for quick-build improvements through centralized coordination and pre-approved contracting.
- Improve responsiveness to local safety needs by activating scalable, collaborative infrastructure delivery mechanisms.
- Establish pilot programs to identify key locations (e.g. intersections, crosswalks, and school zones) to test and measure the effectiveness of low-cost safety treatments for achieving reductions in crash rates and severity.
- Implement early action safety treatment pilot programs in conjunction with traditional capital projects like those in the Highway Safety Improvement Programs (HSIP) and Rapid Response Programs.
- Create a funding stream for early action treatments separate from HSIP to ensure quick deployment and equitable distribution.

Notes

Regional quick-build programs leverage existing contracts and technical resources at county or NJDOT levels to deploy safety improvements swiftly across multiple municipalities, removing administrative barriers that often delay smaller jurisdictions. Early action, expedited safety enhancements, also known as quick fixes, are rapid changes to roadways and roadway operations that do not involve engineering alterations, environmental review, or the acquisition of right-of-way. They typically involve new signage, striping, traffic signal timing, speed management changes or other modifications that do not require significant time to complete. Early action is a crucial strategy for achieving Target Zero goals. The swift implementation of low-cost, high-impact countermeasures provides the opportunity to respond to safety issues with significantly less time or monetary cost than full-scale engineering projects.

In Keyport, NJ, the NJTPA, borough, and Monmouth County implemented a seven-day demonstration at a complex intersection using low-cost materials: traffic tape, movable delineators, and paint, to calm traffic and improve pedestrian/bicycle safety. A community survey showed that 71% of respondents said they "loved" the changes and felt "much safer" walking, biking, or driving after the intervention.

Jersey City's 2024 Vision Zero Annual Report reveals large-scale success: over 210 intersections received painted curb extensions, 23 miles of protected bike lanes were installed, and leading pedestrian intervals were added at 20 key crossings. These were executed as quick-build projects using temporary materials, allowing rapid iteration and permanent upgrades.

NJTPA's Quick Builds for Complete Streets program has provided technical assistance and shared contracting mechanisms for demonstration projects in Red Bank, Keyport, and other municipalities, enabling pilot installations completed within days to weeks. This regional model helps deployment, enables resource sharing, and creates equity by giving small jurisdictions access to professional design and implementation.

The Tactical Urbanism Resource Guide can serve as a resource for how to develop quick-build projects. The website has guides on a variety of topics, including examples of tactical urbanism projects from around the globe and information on Open Street Initiatives. There is also a list of materials best used for quick-build projects that detail the size, cost, and durability of the material.

that includes standardized designs, materials guidance, and cost estimates to help municipalities deploy temporary safety treatments in a matter of days.

National best practices from NACTO and PeopleForBikes reinforce the regional model's effectiveness. Their guidance encourages deploying low-cost, rapid-install

countermeasures using paint, flexible delineators, and modular curb systems, emphasizing community feedback loops and readiness for iteration or reversal based on performance.

New York City DOT's "Street Improvement Toolkit" provides tested timelines and design options for quick-build interventions, enabling projects to move from concept to installation in weeks rather than years. These resources demonstrate how toolkits can reduce uncertainty for local agencies and accelerate delivery through repeatable, low-cost strategies.

Maryland's DOT SHA similarly uses regional contracts to deliver quick-build Complete Streets enhancements on state highways, demonstrating scalability of this approach. Federal support, like Safe Streets and Roads for All (SS4A) grants, further encourages regional collaboration on demonstration projects and pilot safety programs.

Together, these examples show that regional quick-build delivery supports safety improvements, enables community participation, and allows for data-driven adjustments before full-scale construction, all aligning with Target Zero goals to reduce fatalities efficiently and equitably. The development of pilot programs for low-cost countermeasures can help the state implement safety enhancements with the intention of monitoring and evaluating their effectiveness at addressing a historical safety issues. Pilot programs can also aid communities that may face programmatic barriers to accessing HSIP and other capital programming funding. Importantly, early action treatments are based on design risk factors, not necessarily crash recurrence, since vulnerable road user crashes are more random in location but patterned in typology and systemic risks.

To accelerate the delivery of safety improvements, a regionalized approach to contracting can be adopted. Local agencies would have the ability to opt into a program where larger entities, such as county governments or NJDOT, would leverage their existing quick-build contracts to implement projects on behalf of smaller jurisdictions. Under this model, the local agency (e.g. municipality) would support project concept, while the larger agency (e.g. NJDOT) would handle design and construction. This collaboration would enable efficient and streamlined project delivery, and reduce the timeframe, and increase responsiveness for quick-build safety improvements using transportation dollars.

Use of Computer Vision, AI, and Machine Learning to Improve Safety

Action Item	Use of Computer Vision, AI, and Machine Learning to Improve Safety
Key Objective	More Efficient Project Delivery
Other Objectives	Better Data and Evaluation
Lead Oversight Agency	NJDOT
Support Agencies	MPOs, NJDHTS
Other Partners	
Action Type	Policy
Timeframe	
Priority	
Cost	
Performance Metric/Evaluation Method	

Description

- Improve project delivery efficiency with the use of emerging technologies (e.g., AI).
- Promote equitable planning through the implement of this technology for smaller or under-resourced communities.
- Support and pilot the development of AI-based tools and other emerging technologies for data-intensive tasks.

Notes

As the use of modern technology such as artificial intelligence (AI) becomes more popular, it is important to consider ways in which this software can be used to increase safety and efficiency across our cities. According to NASA, there is no single definition of AI due to its wide range of capabilities and outputs. However, a broad definition of artificial intelligence refers to computer systems that can perform complex tasks normally done by human reasoning, such as decision making. Machine learning, which utilizes data and algorithms to train computers to do certain tasks, falls under the scope of AI, as does computer vision, which gives computers the capability of analyzing and interpreting visual data such as photos and videos.

Combined, these technologies have the potential to streamline projects related to city and regional planning in all types of environments. Some tasks that are expensive and time consuming for municipalities, such as documenting existing infrastructure, design optimization and code compliance, can be shifted to AI intelligence. San Francisco has utilized an AI tool to analyze the city's municipal codes in order to eliminate or consolidate specific sections for clarity, repetitiveness and outdated laws. Atlanta has developed a virtual reality digital twin that explores the user experience of a human interacting with the built environment. The Singapore Land Authority has also developed a digital twin of the entire country to create a detailed 3D model of the built environment and landscape. This model can be used to advance the country's sustainable development, infrastructure development, and disaster preparedness by modelling scenarios and testing strategies.

Several existing apps, websites, and cameras have been developed by engineers with software technology to support urban planning. Sidewalk AI, developed by MIT, is an app that allows users to scan sidewalks using their smartphone. The app then uses visual AI to identify pavement type, slope, obstacles, width, and length to improve sidewalk accessibility. Several web systems can map road conditions and inventory municipal resources such as traffic signs to assist with maintenance. UrbView is a website that uses AI to scan influential factors such as crime reports, real estate data, spatial data, lighting, and public transit data to help cities provide safe, inclusive, and walkable streets. Municipalities, especially those that are under-resourced, can use AI to supplement and streamline specific tasks. This can increase the accessibility of cities, help cities prioritize projects based on data, complaints, and existing conditions, and streamline overall operations.

AI and computer visioning technologies also have the capacity to aid with systematic data collection, thereby reducing the hours and money put into traffic counts, crash investigation and reconstruction, volume and speed data, and roadway inventories. In the realm of traffic counting and management, computer vision object detection models like YOLOv8 use video feeds to automate vehicle detection, tracking, and classification. YOLO can also be used to detect roadway markings and roadway geometry. Deep learning models like convolutional neural networks (CNNs) are also increasingly used to enhance object detection and real-time traffic monitoring. To aid crash investigation and reconstruction and even predict potential trajectories of road users, physics-Informed Neural Networks (PINNs) can be used. Connected Vehicle (CV) technologies similarly use vehicle-to-vehicle and vehicle-to-infrastructure devices to estimate volumes and speeds. All of these technologies, and more, can expedite the data collection process. Nonetheless, human supervision is necessary to prevent hallucinations, bias, regulatory non-compliance, and other errors.