

Salem County 2015 Human Service Transportation Plan Update



Salem County 2015 Human Service Transportation Plan

Final Report

Prepared for:

South Jersey Transportation Planning Organization
782 South Brewster Road, Unit B6
Vineland, NJ 08361
(856) 794-1941

Prepared by:

LSC Transportation Consultants, Inc.
516 North Tejon Street
Colorado Springs, CO 80903
(719) 633-2868

In association with:

AECOM
605 3rd Avenue, 30th Floor
New York, NY 10158
(212) 973-2900

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Introduction

The South Jersey Transportation Planning Organization (SJTPO) contracted with LSC Transportation Consultants, Inc. (LSC) to update the SJTPO Regional Coordinated Human Service Transportation Plan (RCHSTP) for Salem County to better meet the transportation needs of the county.



SJTPO is the designated Metropolitan Planning Organization (MPO) for the counties of Atlantic, Cape May, Cumberland, and Salem and has oversight for all federally funded surface transportation planning activities in the region. In this region, there is a segment of population—including senior citizens, persons of low income, and the disabled—that is in need of some form of transportation for work, medical, shopping, and other trips. There are various public and private agencies in each of these counties that provide transportation service and cater to this transportation-dependent population.

A number of state and federal funding programs—such as Job Access Reverse Commute (JARC), New Freedom, and FTA 5310—were provided to the transportation agencies for their service. Despite funding help from the government, there are many challenges faced by the region. SJTPO completed Human Service Transportation Plans for Salem County in 2007 and 2010. This effort will update those plans. Regular updates are important as transportation needs and funding programs change. Some Federal Transit Administration programs that were in place when the previous plans were completed no longer exist. Planning service to meet the transportation needs of the county must incorporate current funding programs.

The relationship between transportation providers, local agencies, and human service agencies needs to be encouraged to support a seamless transportation system that provides access to jobs, medical services, and other services that will benefit the transportation disadvantaged and the community as a whole. A Regional Coordinated Human Service Transportation Plan will help SJTPO area

residents to take full advantage of a streamlined transportation system which will be both cost-effective and efficient. Many times this involves educating local residents about the services that are available, forming a coalition of providers and stakeholders, and communication among local providers and human service agencies. This project will identify the transportation providers, the needs of the various population segments, and develop a coordinated transportation plan that will efficiently and effectively meet local transportation needs.

This project will identify the transportation providers in Salem County and regional providers in the area, service area profile of Salem County, identification of transportation needs and demand, gaps and duplications, strategies to satisfy gaps in service, obtain community input from the stakeholders, identify proposed services, and develop a coordinated transportation plan that will efficiently and effectively meet local transportation needs.

REPORT CONTENTS

Chapter II presents an overview of existing transportation services that operate in Salem County.

Chapter III presents a summary of community input obtained through surveys distributed online and through paper format. This chapter also includes a summary of input received from the stakeholder group in Salem County.

Chapter IV presents coordination models and strategies that may be explored as part of this Human Service Transportation Plan to address the transportation needs facing the Salem County study area.

Chapter V presents a service area profile of Salem County that includes existing demographic information, socioeconomic conditions, major transit trip generators, and trip destinations.

Chapter VI presents current and future demand in Salem County based on several models of estimation. The product of this chapter is a clear picture of transit demand based on quantitative models. These models were adjusted to reflect actual conditions observed in the Salem County area. This chapter also includes qualitative needs that were identified during the stakeholder meeting.

Chapter VII presents a brief analysis of the service gaps and duplications within Salem County.

Chapter VIII presents strategies to address gaps and duplications in service within the Salem County study area.

Chapter IX presents an implementation plan which includes the various proposed transit services to address unmet transportation needs, coordination strategies, and funding alternatives for implementing coordinated transportation services in the Salem County area and in the four-county SJTPO area.

PROJECT KICK-OFF MEETING

An initial kick-off meeting was held on August 12, 2014. LSC, AECOM, SJTPO, and the lead representatives from each county met to discuss the project goals, priorities, and a timeline for completion of the final study. The Advisory Committee discussed existing transit issues, the project goals and priorities, existing data resources, deliverables, and meeting dates. The project team also identified the local stakeholders who would be critical in completing the transit study for each county.

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Existing Transportation Services

This chapter provides an overview of existing public transportation services in Salem County. There are currently two types of public transportation services offered in the county, fixed-route and demand-responsive (paratransit). The primary fixed-route operator in Salem County is NJ Transit which serves the county's primary population centers and provides both local service, as well as regional service to Cumberland County and Philadelphia. One of the NJ Transit routes is operated by the Salem County Community Bus Service. Additionally, the Mid-Atlantic States Career and Education Center provides fixed-route service from Salem to employment centers.

Demand-responsive service operators in Salem County include the NJ Transit Access Link program and the Salem County Office of Aging as well as various public and private, nonprofit organizations, and private transportation companies.

The regional Transportation Management Agency (TMA) for Salem County is Cross County Connection (CCCTMA). CCCTMA is a nonprofit organization that provides transportation-related information, transit planning, marketing and implementation, ridesharing, and bicycle/pedestrian planning for the communities and transit service providers in the region.

Assembling a comprehensive inventory of all services allowed for the development of transit improvement recommendations that utilize existing resources in a more coordinated way and permit the formulation of proposals for the future. The following sections provide a detailed description of each service within each of the service types mentioned above.

INVENTORY OF EXISTING TRANSPORTATION RESOURCES

To gather information about the various service providers in Salem County, a SJTPO Transportation Provider Questionnaire was sent to each organization in Salem County believed to be providing some type of public transportation

service. The questionnaire was sent to 23 organizations (not all of which provide transportation services); of this number, eight organizations completed and returned the survey or otherwise provided information, including:

- ARC of Salem County
- Bethel Development Corporation
- B.R. Williams
- Healthcare Commons
- Interagency Council
- Mid-Atlantic States Career and Education Center
- NJ Transit
- Pearl Transit
- Salem County Board of Social Services
- Salem County Office on Aging
- Salem County Community Bus Service
- Salem County Veterans Services

The service providers were asked to describe their service, clientele, service coverage, vehicle inventory, staffing, and operating and financial statistics. A list of the Salem County organizations that were mailed a survey and a copy of the questionnaire itself are provided in Appendix A and Appendix B.

Because of the less-than-complete response rate and the fact that not all data items in the survey were completed, additional resources were utilized to inventory the existing demand-responsive providers in Salem County. These resources included existing plans and studies, agency websites and conversations with agency staff members, input from the SJTPO, and the consultant team's knowledge of the area.

It is likely some organizations that were sent a survey do not actually operate or administer transportation services and did not find it necessary to complete a survey. In addition, changes in the State with regard to Medicaid transportation has likely resulted in various organizations no longer operating or administering transportation service in Salem County. LogistiCare has been currently designated the statewide broker for all Medicaid transportation.

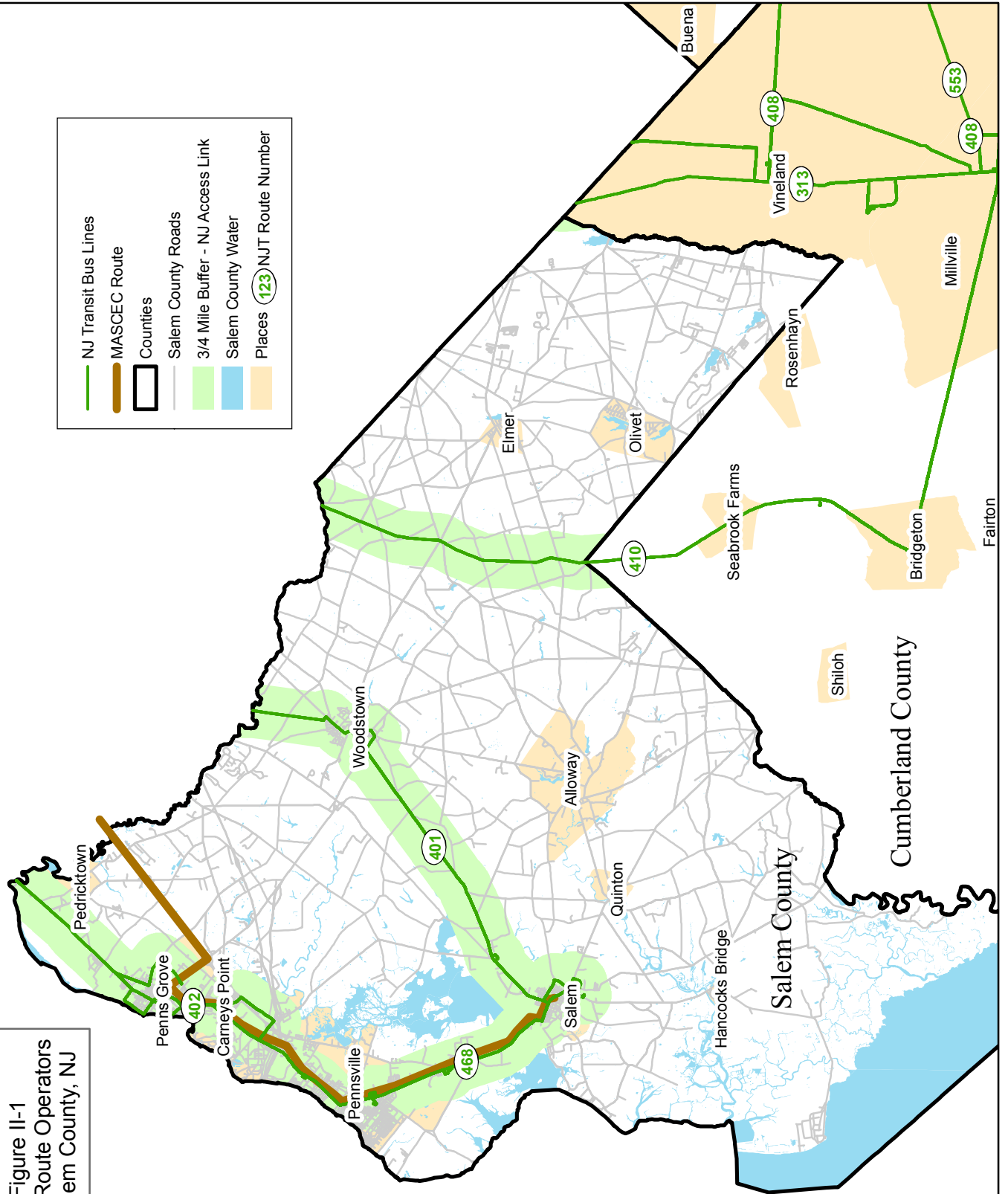
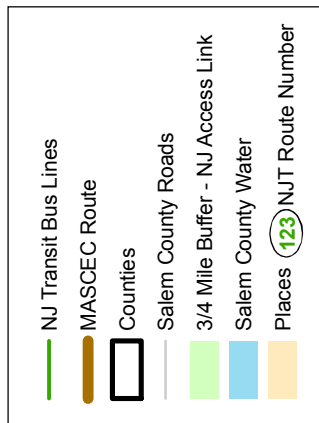
FIXED-ROUTE SERVICE DESCRIPTION

This section describes all of the fixed-route public transportation services available in Salem County. Fixed-route bus operations are considered to be public transportation services operating along a fixed alignment and an established schedule. Passengers can board and alight fixed-route bus services at any bus stop along the established route. Most of the services meeting this description in Salem County are operated by either NJ Transit or Salem County, which operates one route under contract with NJ Transit. The Mid-Atlantic States Career & Education Center also operates fixed-route services. Fixed-route services are described below and summarized in Table II-1. Figure II-1 illustrates fixed-routes that operate in Salem County.

Table II-1 Fixed-Route Services									
Route	From	To	Service Hours	Service Span	Headway (avg.)	Communities Served	Weekday Ridership^	Saturday Ridership^	Sunday Ridership^
New Jersey Transit (NJ Transit)									
401	Salem	Philadelphia	Monday – Friday	4:42 a.m. to 11:55 p.m.	Peak 60 Minutes, Off Peak 120 Minutes	Philadelphia, Camden, Gloucester, Brooklawn, Westville, Woodbury, Swedesboro, Woodstown, Salem	733	595	581
					120 Minutes				
					60 - 120 Minutes				
Saturday		4:42 a.m. to 11:55 p.m.							
Sunday		6:05 a.m. to 12:34 a.m.							
402	Pennsville	Philadelphia	Monday – Friday	4:38 a.m. to 12:22 a.m.	Peak 30 Minutes, Off Peak 60 Minutes	Philadelphia, Camden, Gloucester, Brooklawn, Westville, Woodbury, West Deptford, Paulsboro, Gibbstown, Beckett, Logan, Penns Grove, Pennsville	672	256	166
					4 Round-Trips				
					2 Round-Trips				
Saturday		4:37 a.m. to 10:59 p.m.							
Sunday		6:32 a.m. to 9:52 p.m.							
410	Bridgeton	Philadelphia	Monday – Friday	4:49 a.m. to 12:39 a.m.	Peak 30 Minutes, Off Peak 120 Minutes	Philadelphia, Camden, Gloucester City, Brooklawn, Westville, Woodbury, Mantua, Mullica Hill, Upper Pittsgrove, Upper Deerfield, Bridgeton	1,115	1,033	730
					60 Minutes				
					60 Minutes				
Saturday		5:06 a.m. to 11:14 p.m.							
Sunday		5:42 a.m. to 10:42 p.m.							
468* *Operated by Salem County	Penns Grove	Woodstown	Monday – Friday	5:31 a.m. to 8:16 p.m.	Peak 60 Minutes, Off Peak 75 Minutes	Penns Grove, Carney's Point, Deepwater, Pennsville, Salem, Mannington, Pilesgrove, Woodstown			
					75 Minutes				
					75 Minutes				
Saturday		9:30 a.m. to 6:04 p.m.							

Table II-1 Fixed-Route Services (Continued)									
Route	From	To	Service Hours	Service Span	Headway (avg.)	Communities Served	Weekday Ridership^	Saturday Ridership^	Sunday Ridership^
Mid-Atlantic States Career and Education Center (MASCEC)									
Salem County Collaborative Shuttle	Salem	Pureland Industrial Park and Commodore 295 Business Park	7 days	5:45 a.m. to 6:56 a.m., 12:30 p.m. to 2:56 p.m., 9:00 p.m. to 12:11 a.m.	3.5 round-trips per day	Salem, Penns Grove, Pureland Industrial Park, Commodore 295 Business Park			
Source: LSC, 2015. ^2013 Monthly Median Weekday/Saturday/Sunday Ridership from NJ Transit									

Figure II-1
Fixed-Route Operators
in Salem County, NJ



NJ Transit Bus Routes

NJ Transit operates Routes 401, 402, and 410 seven days a week, which provide early morning and varying levels of evening and late night service to Salem County's primary population centers, such as Pennsville, Salem, and Penns Grove. The highest frequencies occur during the weekday peak period when the routes operate every 30 to 60 minutes. The frequency of service drops to as low as every 120 minutes on these routes during other periods of the day. On weekends, the routes operate at a frequency of 60-120 minutes or offer only a limited number of round-trips throughout the service day.

NJT Route 468 operates between Penns Grove and Woodstown Monday-Saturday. It is operated by Salem County. Route 468 operates on headways between 60 and 75 minutes between the hours of 5:30 a.m. and 8:15 p.m. on weekdays and 9:30 a.m. to 6 p.m. on Saturdays.

Reflecting the development patterns of Salem County and its density, the fixed-route transit network provides limited service oriented along major highway routes that connect population centers in the county such as Salem and Penns Grove, as well as urban centers in neighboring counties such as Bridgeton. As a result, transit dependent residents living in the rural and less developed areas of Salem County have limited mobility options, particularly those individuals who don't qualify for agency assisted transportation service.

Mid-Atlantic States Career and Education Center (MASCEC)

MASCEC operates the Salem County Collaborative Shuttle between Salem and Penns Grove and the Pureland Industrial Park and Commodore 295 Business Park. The shuttle operates 3.5 round-trips per day and connects to NJ Transit Routes 401, 402, and 468.

South Jersey Transportation Authority (SJTA)

While not operating in Salem County, SJTA operates a shuttle to the Pureland Industrial Park in Logan Township from the Walter Rand Transportation Center through Westville and Woodbury (Camden and Gloucester Counties). The shuttle leaves Camden at 6:45 a.m., 2:30 p.m., and 10:30 p.m. The service is

fare free. The shuttle connects with other transportation services at the Rand Transportation Center.

DEMAND-RESPONSIVE PARATRANSIT SERVICE DESCRIPTION

Demand-responsive refers to services in which the actual routing and schedule of the vehicle is, to a varying degree, determined by passenger reservations and requests. This includes both flexible fixed-route services and purely demand-responsive services. Flexible fixed-routes do have a set alignment with scheduled time points; however, the vehicle will deviate from that alignment within certain parameters to accommodate a passenger request. Passengers can either board at bus stops along the established route alignment without a reservation or at a requested alternative site by prearrangement. In a purely demand-responsive service, routing between origins and destinations is not set and, in most cases, there are no scheduled stops. Various local and state agencies, public and private, nonprofit organizations, and private transportation companies offer demand-responsive services in Salem County and throughout the region.

Based on the survey findings and other information sources utilized to prepare this report, it appears that there are 15 providers operating demand-responsive transportation in Salem County. These providers generally operate specific types of trips to agency clients or target populations unable to access agency programs or specific services without the assistance of public transportation. In some cases these providers accommodate individuals living in areas without access to public transportation, while in other instances, the providers transport individuals unable to use any public transportation services under any conditions.

A summary of each provider is presented below and documented in Table II-2. Please note that providers that did not return updated information were not included in Table II-2, but information on each of these services can be found in the text below. It should be noted that several agencies provide service in more than a single county in the SJTPO region. As a result, no attempt was made to segregate providers by an individual county.

Table II-2 Demand-Response Service Summary						
Organization	Type of Organization	Demand-Response Service Span	Type of Operation	Trip Purposes Served	Budget*	Ridership*
NJT Access Link	Statewide Public Transit	Same as NJT fixed routes	Direct Operation	Any trip purpose		600
Medicaid Transportation	LogistiCare: Statewide Broker	Monday through Saturday, 4:00 a.m. to 11:00 p.m.	Broker	Health/medical		
ARC of Salem County	Private Nonprofit Human Service Organization		Contract	Employment, recreation, sheltered workshop, and adult training center	\$264,000	25,672
B.R. Williams	Private For-profit Transportation Company	Weekdays, 6:00 a.m. to 5:00 p.m.	Direct Operation	Health/medical, nutrition, social, recreational, education/training, employment, shopping, social services		
Healthcare Commons	Private Nonprofit Human Service Organization	Monday - Thursday, 8:30 a.m. to 9:00 p.m.; Friday, 8:30 a.m. to 6:00 p.m.; Saturday, 9:00 a.m. to 2:00 p.m.	Contract	Adult and children partial care, case management consumers, residential care		
Bethel Development Corporation	Faith-Based Private Nonprofit Human Service Organization	7 days per week, 8:30 a.m. to 5:30 p.m.	Direct Operation	Any trip purpose, especially those who need medical attention and for disabled persons		5,546
Pearl Transit	Private Nonprofit Human Service Organization	24 hours a day, 7 days a week	Direct Operation	Health/medical, nutrition, social, recreational, education/training, employment, shopping, social services, child care	\$3,697,460	47,836
Riverfront Limousine	Private For-profit Transportation Company	24 hours per day, 7 days per week	Direct Operation	Health/medical, nutrition, social, recreational, education/training, employment, shopping, social services		
Salem County Office on Aging	County Government	Weekdays, 8:00 a.m. to 5:00 p.m.	Contract/ Direct Operation	Adult day care, health/medical, nutrition, social, recreational, education/training, employment, shopping, social services	\$561,669	17,854
Veterans Services	County Government	Wednesday and Thursday, 8:30 a.m. to 4:30 p.m.	Contract	VA medical facility only	\$13,000	200

Source: LSC, 2015.

*Latest complete year available.

Following the list of demand-responsive services are private transportation companies that serve Salem County, which are generally small businesses operating taxicab, ambulance and general transportation services; these companies complement the demand-responsive network in Salem County by offering service to the general public, transporting agency clients on a contractual basis, and in some instances, transporting Medicaid eligible clients.

NJT Access Link

Access Link is NJ Transit's complementary paratransit service, developed in response to the Americans with Disabilities Act of 1990 (ADA). Access Link is a shared-ride, curb-to-curb transportation service for eligible people with disabilities. Eligibility is determined by NJ Transit. The hours of Access Link are the same as the regularly scheduled local NJ Transit bus routes with pick up and drop off points limited to no more than $\frac{3}{4}$ of a mile from the bus routes.

Fares for Access Link are the same as the fares for the local NJ Transit bus routes and vary on account of NJ Transit's zone-based fare structure. Accordingly, the fare depends on how far a customer is traveling. Users pay the exact fare upon boarding the vehicle.

To use Access Link, individuals must apply in advance and attend a prescheduled, in-person assessment at a designated local agency. Trips must be scheduled at least one day in advance between 7:30 a.m. and 4:00 p.m. Access Link uses a fully computerized scheduling system to schedule and monitor passenger-trips.

Access Link can be used for any trip purpose and does not deny or prioritize trips based upon trip purpose, in accordance with ADA regulations.

NJ Transit provided the number of passenger-trips originating in Salem County through the Access Link program between July 2013 and June 2014, with the data indicating that approximately 600 trips on the Access Link program originated in Salem County. This was the lowest total within the SJTPO region and is consistent with Salem County being the least populous county in the SJTPO region. Atlantic County exhibited the highest number of trips in the

region (approx. 57,000), followed by Cumberland County (approx. 8,000), and Cape May County (approx. 4,000).

Medicaid Transportation (LogistiCare)¹

Under Title XIX, Medicaid recipients are covered for certain medical services, including travel to and from medical appointments and services, with prior authorization. Eligibility for Medicaid is income based; thus the services span the target populations of persons with low income as well as older adults and persons with disabilities who also have low income.

In 2009 the New Jersey Department of Human Services (DHS), Division of Medical Assistance and Health Services (DMAHS), awarded a contract to LogistiCare—a privately operated transportation broker—to provide fee-for-service non-emergency transportation to all eligible Medicaid and N.J. FamilyCare clients in the state. LogistiCare schedules all trip requests and then assigns the trips to certified local transportation providers based on a negotiated reimbursement rate. Please note that the county needs to initiate the request to LogistiCare to be a provider (ten counties are currently under contract, including Cape May, and LogistiCare is open to sitting down with any of the remaining counties to set up a contract). LogistiCare does not own or directly operate vehicles themselves.

Service is provided Monday through Saturday from 4:00 a.m. to 11:00 p.m. Reservations must be made by 12:00 p.m. two days before the desired trip time.

Salem County Office on Aging

This agency offers transportation for any Salem County resident age 60 and over, resident living in a rural area, veteran, or disabled citizen. The service consists of demand-responsive service in Salem and Cumberland County. Transportation is provided for all trip purposes within Salem County and to Cumberland County, and for medical purposes only to Gloucester County, Pennsylvania, and Delaware. The agency charges a \$3.00 one-way fee for this transportation service.

¹ Note that LogistiCare did not respond to requests for updated information for the FY2015 plan.

The agency provides curb-to-curb service on weekdays between 8:00 a.m. to 5:00 p.m. and provides transportation to medical appointments, congregate nutrition sites, social service appointments, and shopping trips. Passengers are required to reserve a trip two days in advance. The agency uses a fully computerized scheduling system to schedule and monitor passenger-trips.

The agency has an active fleet of 19 vehicles, which are operated using third party contractors.

Between FY 2012 and FY 2013, the system averaged approximately 22,000 passenger-trips, 242,000 vehicle-miles and 12,000 vehicle-hours each year, with operating costs decreasing from approximately \$432,000 to \$400,800 over the two year period. The system is funded by a variety of sources including the Federal Transit Administration (FTA) Section 5311 program, the New Jersey Casino Revenue Fund, the County of Salem, and Title III of the Older Americans Act. In 2013, the system added a fare for service of \$3.00 one-way, \$6.00 round trip.

Pearl Transit

Pearl Transit is a private, nonprofit transportation company that provides subsidized transportation services for low income individuals who require transportation assistance to access employment, job training, or child care locations in Salem, Cumberland, and Gloucester Counties when traditional public transportation service such as NJ Transit is not available, either due to the time transportation is needed—early mornings, late evenings or weekends—or because the individual lives in a part of Salem County un-served by public transportation. The company uses either demand-responsive or subscription services to accommodate the needs of the riders; however, most trips do not require advance reservations on account of the trips being pre-arranged and serve specific origin and destination points on a reoccurring basis.

Pearl Transit directly operates service seven days a week, 24 hours a day using eight vehicles. The system uses computer scheduling software to assist them in scheduling and monitoring passenger-trips. The system has 32 FTE employees.

Between FY 2013 and FY 2014, the system averaged approximately 50,000 passenger-trips, 625,000 vehicle-miles, and 6,900 vehicle-hours each year with operating costs increasing from approximately \$3.6 million to \$3.7 million over the two year period. The system is funded by a variety of sources including the Federal Transit Administration (FTA), NJ Transit, the State of New Jersey, and private foundations and donations. A very small portion of revenue comes from passenger fares.

B.R. Williams

B.R. Williams, Inc. is a private, for-profit transportation company that operates a variety of service types in Salem and Cumberland Counties depending on the needs of its customers. Service may include demand-response, deviated fixed-route, or subscription service. The company is used by several agencies in Salem County such as the Office of Aging and Veterans Affairs. The company provides whatever type of trip is requested by its clients on weekdays between 6:00 a.m. and 5:00 p.m. Passengers are required to reserve their trip two days in advance. Scheduling trips is computer assisted. The company has a fleet of over 100 vehicles and over 200 employees.

The company also operates Medicaid Transportation; which is governed and dispatched by LogistiCare.

Bethel Development Corporation

Bethel Development Corporation is a faith-based private non-profit human services organization that provides transportation service for any trip purpose for the general public, the elderly, youths, low income residents, veterans, homeless persons who need medical attention, and disabled persons. Door-to-door service is provided using one vehicle from 8:30 a.m. to 5:30 p.m., seven days per week. Service is primarily provided in Cumberland County and to part of Salem County. Primary generators include health/medical treatment centers, day care centers, food/nutrition sites, veteran services, education/training centers, employment sites, and social services centers.

In providing the transportation service, computers are used to assist in scheduling trips. The vehicle used to provide transportation is an 18-passenger

van without a wheelchair lift. The organization employs three full-time administrators, 3 part-time drivers, 2 part-time schedulers, 1 part-time administrator, and uses 6 volunteers. The church funds the service. In 2014, the service provided 5,546 rides while operating 12,600 vehicle-miles and 2,300 vehicle-hours of service.

TRANSPORTATION FUNDERS

The agencies below are transportation advocates for the communities that they represent and are funders of public transportation. The agencies involved in the study process are described below:

Gateway Community Action Partnership

The Gateway Community Action Partnership (CAP) is the federally designated Community Action Program for Cumberland and Salem Counties and also provides services in Atlantic and Cape May Counties. Gateway CAP provides child care for more than 1,200 children daily, builds high-quality affordable housing, collaborates to do economic development, operates the Women, Infants & Children (WIC) program, provides literacy services, assists families to maintain stable households, promotes fiscal stability through matched savings programs, and serves as an advocate for children and families at the local, state, and federal levels. These inter-connected programs work at dozens of sites throughout the region, addressing the causes and effects of poverty. All programs aim to guide participants toward a future of self-sufficiency.

Pascale Sykes Foundation

The Pascale Sykes Foundation supports a select number of innovative, flexible, holistic, long-range programs that promote the integrity, independence, and well-being of the intergenerational family unit. The Foundation focuses on programs targeting low-income families with at least one actual or potential wage earner and those involving open, voluntary enrollment. The Foundation is providing funding for several collaborative transportation services in the region. The Pascale Sykes Foundation offers multi-year grants. Salem County shuttle will begin its second of the seven years grant after which funding for

transportation will run out. Gloucester County will commence on June 1, 2015 and will begin its first of the seven years grant.

TAXI AND AMBULANCE TRANSPORTATION

Riverfront Limousine is a private transportation company operating taxi and limousine service 24 hours a day, seven days a week in Salem County and throughout the region. This service is available to the general public for any trip purpose.

Riverfront Limousine operates 21 vehicles. The company receives no public operating assistance and is a fee-for-service operation. Riverfront Limousine has a staff of 34 FTE employees. Scheduling is computer-assisted.

In addition to Riverfront Limousine, there are three private transportation companies based in Cumberland County that offer service into Salem County²—Millville Rescue Squad, Green Cab, and Green's Transportation³. These services are open to the general public and operate seven days a week. Green Cab and Green's Transportation provide any type of trip while Millville Rescue Squad serves medical related trips.

Green Cab operates seven sedans while Millville Rescue Squad operates 23 ambulances and three mini-vans. Information of the vehicle fleet operated by Green's Transportation was not available at the time of this report.

CLIENT TRANSPORTATION

There are six nonprofit organizations serving Salem County that provide transportation services to specific client groups or target populations. Four of the six organizations provided updated information. The six organizations include:

- ARC of Salem County
- Healthcare Commons

² Note that none of the other taxi cab or ambulance companies responded to attempts to obtain updated information for the FY 2015 plan; information in this section is from the FY 2010 plan.

³ CJ's Bus Service provides school bus transportation for students with special needs in Salem County.

- Puerto Rican Action Committee (PRAC) of Southern New Jersey
- Salem County Board of Social Services
- Salem County Veterans Services
- Senior Care of Salem

ARC of Salem County

The ARC of Salem County is a private, nonprofit human services organization. The organization provides job training, rehabilitation services, recreation, and residential care in addition to transportation. The organization primarily serves people with mental or cognitive disabilities or physical disabilities. Transportation services are provided to ARC of Salem County clients through the use of contractors.

Transportation is provided for employment and recreational purposes, as well as service to the sheltered workshop/adult training center. The transportation service budget is \$22,000 per month and in 2013, 25,672 rides were provided.

Healthcare Commons

Healthcare Commons is a private, nonprofit human services agency. The agency provides rehabilitation services, counseling, and residential care. Healthcare Commons uses contractors to provide transportation for agency clients. Transportation services are available weekdays from 8:30 a.m. to 9:00 p.m. (closes at 6:00 p.m. on Fridays) and Saturdays 9:00 a.m. to 2:00 p.m. for adult and child partial care, case management consumers, and residential care.

Puerto Rican Action Committee (PRAC) of Southern New Jersey, Inc.

The agency is a nonprofit Hispanic agency that provides social services, educational, and cultural programs to both Hispanic and non-Hispanic populations primarily in Cape May and Salem Counties. PRAC provides translation and transportation services, and emergency care for low-income families. PRAC did not provide updated information for the FY 2015 plan.

Salem County Board of Social Services

The Salem County Board of Social Services, an autonomous board administering state and federal programs, does not operate transportation

services but rather supplies bus passes and per diem reimbursement (\$6) for Temporary Assistance for Needy Families (TANF) and General Assistance (GA) to clients participating in work activities. Bus passes supplied are monthly, so they are able to be used by recipients for more than just work activities.

Senior Care of Salem

Senior Care provides transportation on weekdays between the hours of 8:00 a.m. and 4:00 p.m. for their day program clients. The facility did not provide updated information for the FY 2015 plan.

Shirley Eves Developmental and Therapeutic Center

The Shirley Eves Developmental and Therapeutic Center provides services for families with disabled children and adults. The Center did not provide updated information for the FY 2015 plan.

Veterans Services

The Salem County Veterans Services Department provides transportation for veterans to the VA Medical Center in Wilmington DE. Service to the VA Medical Center is provided on Wednesdays and Thursdays and is provided by contractors. Service is 8:30 a.m. to 4:30 p.m. on Wednesdays and Thursdays and is door-to-door service. This service costs \$13,000 annually to provide approximately 200 trips.

SUMMARY OF EXISTING TRANSPORTATION SERVICES

Below is a list of the existing levels of coordinated services and cooperation activities taking place within Salem County:

- NJT Route 468 that operates between Penns Grove and Woodstown is operated by Salem County.
- B.R. Williams, Inc. is used by several agencies in Salem County such as the Office of Aging and Veterans Affairs. The company also operates Medicaid Transportation; which is governed and dispatched by LogistiCare.
- The regional Transportation Management Agency (TMA) for Salem County, Cross County Connection (CCCTMA) provides transportation-

related information, transit planning, marketing and implementation, ridesharing, and bicycle/pedestrian planning for the communities and transit service providers in the region.

- There are private transportation companies that serve Salem County, which are generally small businesses operating taxicab, ambulance, and general transportation services; these companies offer services to the general public, transporting agency clients on a contractual basis, and in some instances, transporting Medicaid eligible clients.

This report provided a description of the public and human service transportation network available in Salem County including fixed-bus service and various types of demand-responsive services. The fixed-route bus network in Salem County is operated by NJ Transit, Salem County, and Mid-Atlantic States Career and Education Center.

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Community Input

INTRODUCTION

An integral part of any planning process is the public participation effort. This chapter includes input from the community being undertaken through the Community Transportation Survey and Stakeholder meetings. Details about each of these methods used to gather community input are presented in this chapter.

COMMUNITY TRANSPORTATION SURVEY

This section of the chapter presents the analysis of data collected through a survey of South Jersey Transportation Planning Organization (SJTPO) area residents and specifically from Salem County residents. This survey was distributed through human service agencies, transportation service providers, and county public information offices. The survey questionnaire was available online from the LSC Transportation Consultants, Inc. website at www.lsccts.com. Questionnaires were distributed both in paper and electronic formats. The questionnaire was provided in English and is included in Appendix A.

A total of 274 usable survey responses were received online and in paper format for the counties of Atlantic, Cape May, Cumberland, and Salem. Two additional responses were received from residents of Gloucester County. Not all questions have this number of responses as not everyone answered every question. Table III-1 shows the responses by county. Information is provided about demographics, travel characteristics and potential use, transportation needs, and services that people would like to see added in southern New Jersey. Responses from the usable questionnaires were entered into a database and an analysis was performed in a spreadsheet program. The responses are summarized in the following sections.

Table III-1 Survey Responses by County	
County	Number of Responses
Atlantic	23
Cape May	81
Cumberland	153
Salem	17
Gloucester	2
Total	276
<i>Source: LSC Community Transportation Survey, 2015</i>	

This survey was not based on a representative sample of the area population. The survey was distributed and promoted through human service organizations participating in the various committees and outreach channels supporting this study. The intent of the questionnaire was to obtain input from as many people as possible, especially those likely to have the greatest need for transportation. Many people will not participate in community meetings, but will provide information in response to a questionnaire. The results should be interpreted as information about those who completed the questionnaire and should not be considered as representative of Southern New Jersey residents in the counties of Atlantic, Cape May, Cumberland, Salem, and Gloucester.

Community Survey Findings

Demographic Characteristics

There were a number of questions asked to determine demographic characteristics of Southern New Jersey counties. This includes demographic characteristics such as age, number of people in a household, annual household income, driver's license availability, and operating vehicles.

Age

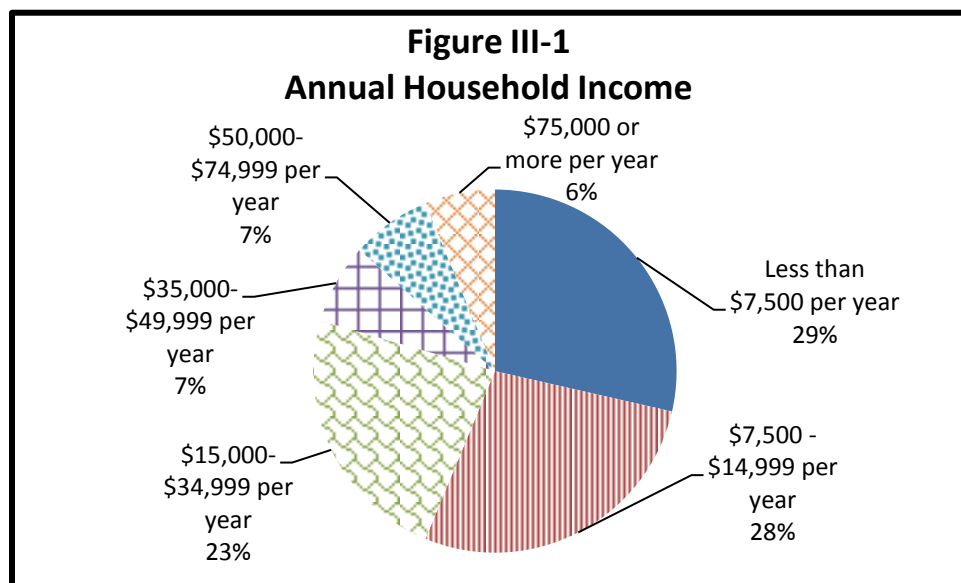
Respondents were asked to report their age as part of the survey. The average age of survey respondents was 46. Survey respondents ranged in age from 17 years to 94 years. The most frequent age reported by survey respondents was 18 years.

Number of People in a Household

Respondents were asked how many people age 10 and older live in their household. On average, there are two persons per household.

Annual Household Income

The annual household income of respondents (includes all income from all household members) is shown in Figure III-1. The largest proportion of respondents (29 percent) indicated an annual household income of less than \$7,500 per year. This is followed by respondents who indicated an annual household income between \$7,500 and \$14,999 (28 percent) and 23 percent of respondents that indicated an annual household income between \$15,000 and \$34,999. Only six percent of respondents indicated an annual household income of more than \$75,000 per year. Overall, 79 percent of the survey respondents had an annual household of less than \$34,999 annually, with a small percent that indicated an annual household income of more than \$75,000 per year.



Vehicle Availability and Licensed Drivers

Lack of a private vehicle influences people to use public transportation. This comparison provides an indication of the number of potential choice riders compared to those who are transit-dependent. Potential choice riders refer to

those respondents that live in households with an operating vehicle and a driver's license, and who may choose to use transit.

Figure III-2 shows the proportion of people in a household that have a valid driver's license including the respondent. The largest proportion of respondents (41 percent) indicated that there was one person in their household with a valid driver's license. This was followed by 23 percent of respondents who indicated that they had two people in their household with a valid driver's license. There are 20 percent (49 people) that do not have a valid driver's license and may possibly use a public transportation service.

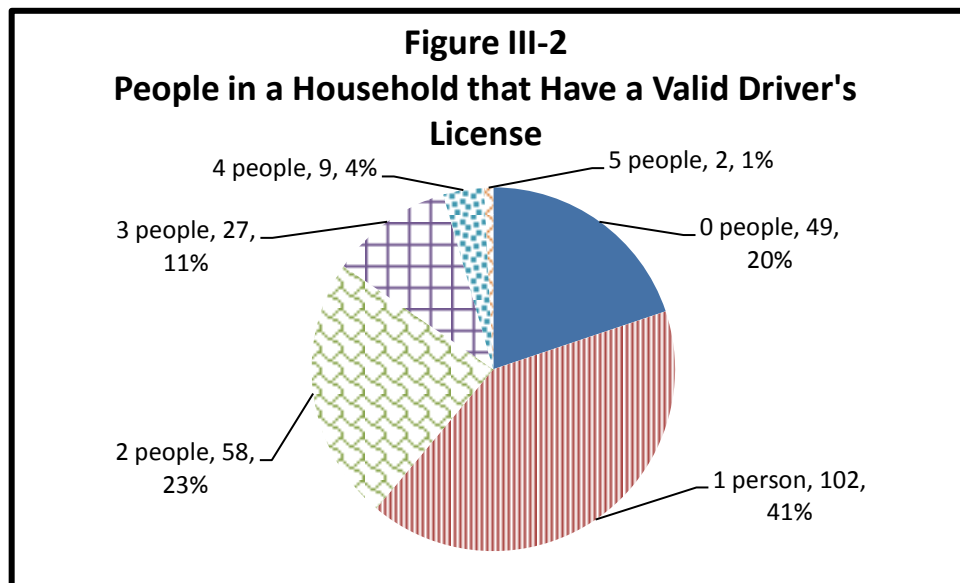
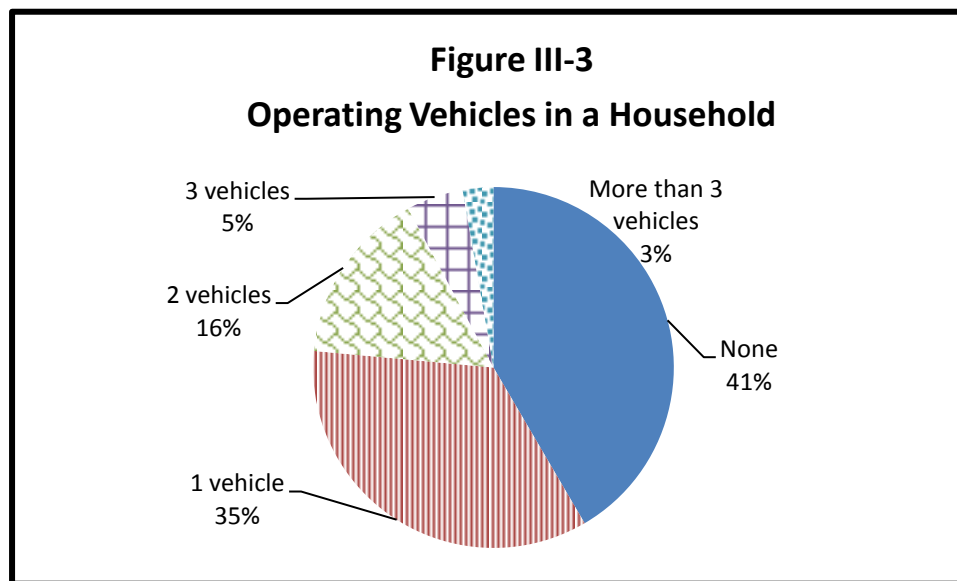


Figure III-3 shows the proportion of operating vehicles available to a household from this recent community survey. Approximately 42 percent of respondents (106 responses) live in zero-vehicle households with no operating vehicles available and would potentially use public transportation for their transportation needs. This is followed by 35 percent of respondents that live in single-vehicle households. Another 16 percent of survey respondents (40 responses) have two operating vehicles in a household.



Residence Location

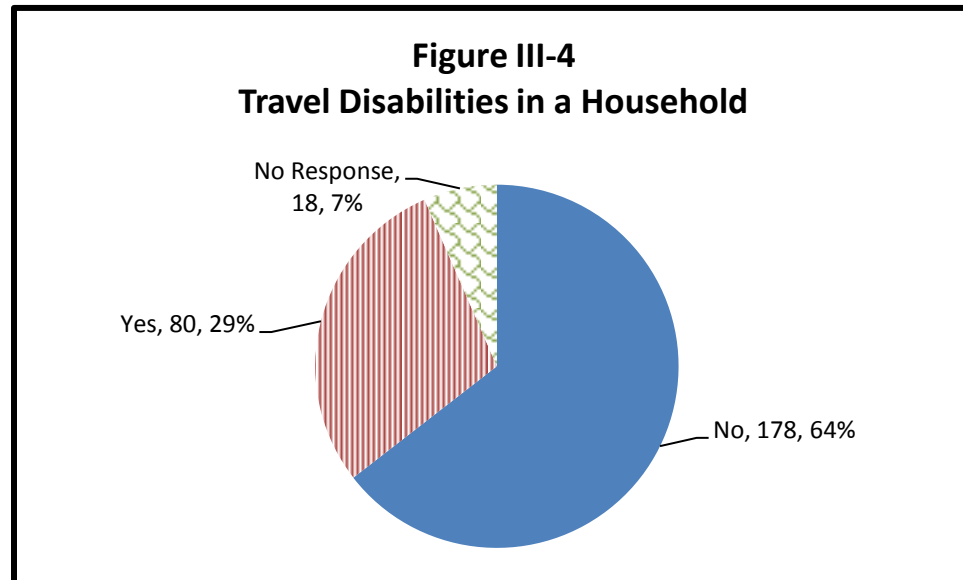
Respondents were asked to indicate the community, town, or village that they live. There were 269 respondents who answered this question. The largest percent of respondents (18 percent, 48 responses) indicated that they live in the Vineland area. Another 14 percent of respondents (39 responses) reside in the Bridgeton area. Approximately 13 percent of respondents (36 responses) indicated that they reside in the Millville area.

Respondents were also asked to indicate their zip code. There were 276 respondents who answered this question. The largest percent of respondents (20 percent, 56 responses) indicated that they live in zip code 08302 which is in the Bridgeton area, followed by 17 percent of respondents (46 responses) that indicated that they live in zip code 08332 which is in the Millville area. This is followed by 14 percent of respondents (40 responses) that indicated that they live in 08360 which is in the Vineland area.

Travel Disabilities

Respondents were asked if they or a family member had a disability, health concern, or other issues that made transportation difficult. Figure III-4 presents the results of that question. Approximately 29 percent of respondents (80 responses) reported that they or a family member have a disability or a health concern which limits their ability to travel. Use of a wheelchair and use of a cane/walker were some of the mobility aids reported by respondents. Inability

to walk distances, procedures where they are not allowed to drive, and arthritis were reported by respondents to specify the types of issues that make transportation difficult.



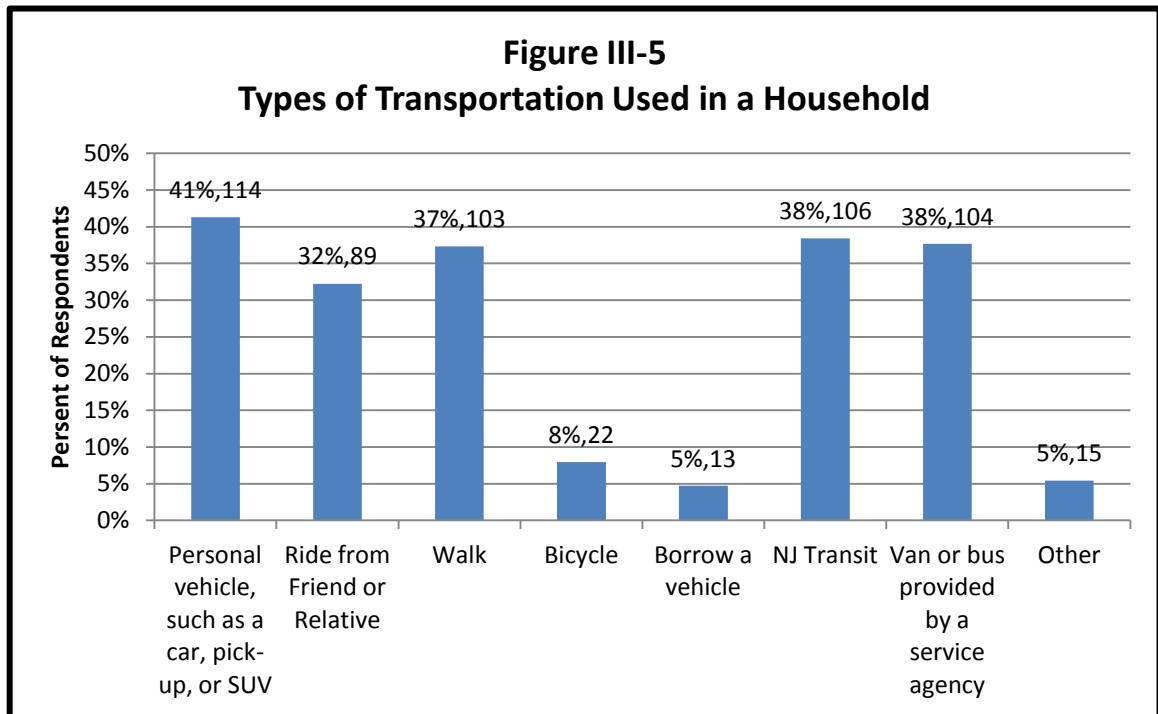
Travel Characteristics and Potential Use

This section of the chapter examines respondents' current travel characteristics and their potential use of a transportation service in the southern New Jersey area.

Types of Transportation Used

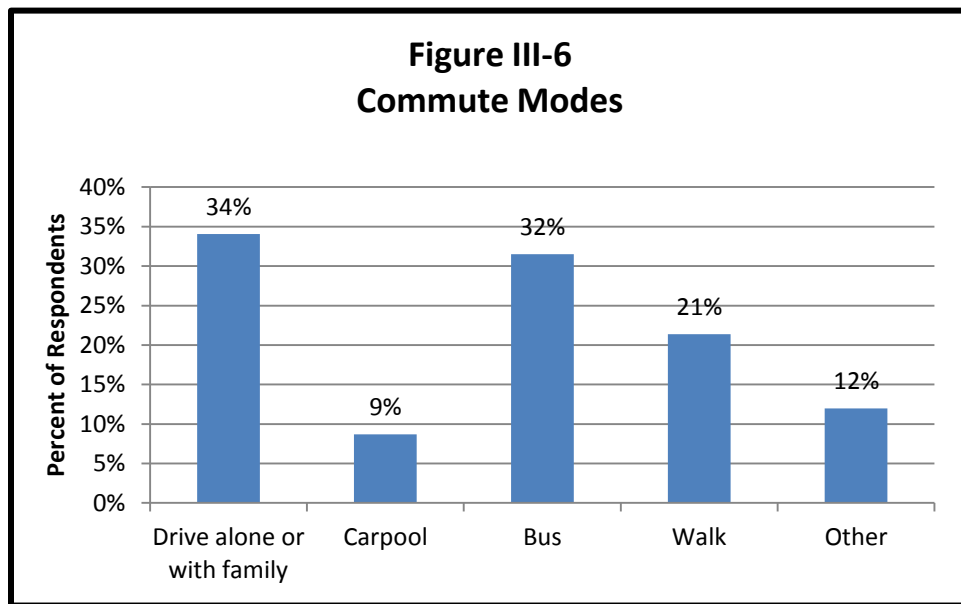
Respondents were asked how they and others in their household get around—drive their own personal vehicle such as a car, pick-up or SUV, get a ride from a friend or relative, walking, using a bicycle, borrow a vehicle, van or a bus provided by a service agency, NJ Transit, or other types of transportation. Respondents were allowed to select multiple responses to explain the types of transportation currently used by their household. The types of transportation used are shown in Figure III-5. Approximately 41 percent of respondents (114 responses) reported that they drive their own car, pick-up or SUV. Approximately 38 percent of respondents (106 responses) reported using NJ Transit. Another 38 percent of respondents (104 responses) reported that they used a van or a bus provided by a service agency. Some of the agencies specified were Landis Avenue Express (LAX) operated by Cumberland County

Public Transit System (CCPTS), Cape May County Fare Free Transportation, and CATS. Approximately 37 percent of respondents (103 responses) use walking as a means of transportation, and another 32 percent (89 responses) indicated they get a ride from a friend or relative.



Commute Modes

Respondents were asked if they or another member of their household work outside the home, and what modes of transportation they currently use to get to work. Respondents were allowed to select multiple responses to explain their travel modes to work. The results of this information are presented in Figure III-6. Approximately 34 percent of respondents (94 responses) drive alone or with family to work. Approximately 32 percent of respondents (87 responses) indicated that they use a bus to work. Another 21 percent of respondents (59 responses) indicated that they walked to work.



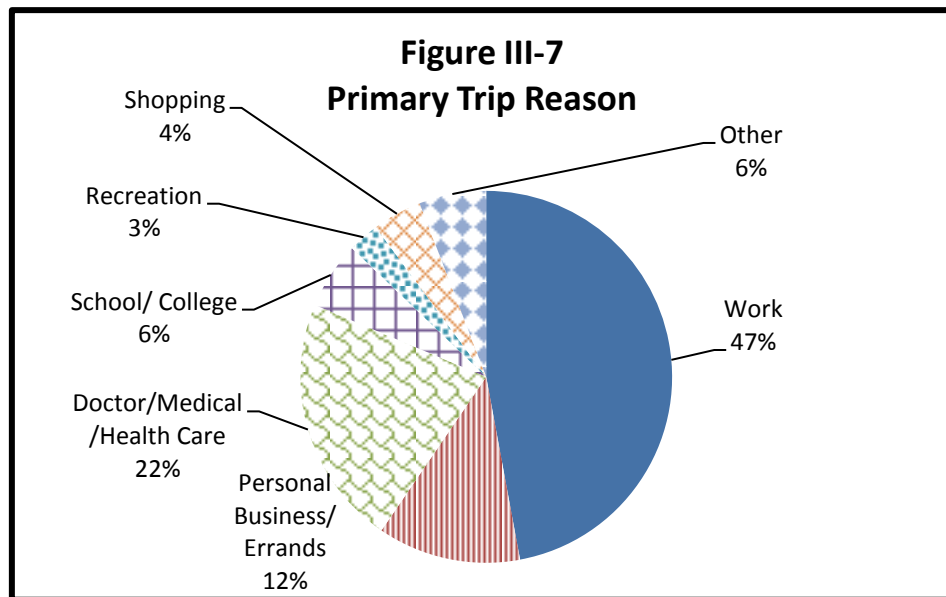
Destinations

Respondents were asked to which destinations/communities do they or a member of their household need transportation most frequently. Along with destination, respondents were asked the community and state in which the destination was located. Respondents were allowed to specify two destinations/communities that they or a member of their household would need transportation most frequently. Approximately 208 respondents responded to this question. Fifteen percent of respondents (32 responses) indicated that they would like to go to work, followed by 13 percent of respondents (26 responses) indicated that they would like to go to a doctor's appointment. Approximately 12 percent of respondents (25 responses) would like to go to Vineland. This is followed by 10 percent of respondents (21 responses) would like to go to Millville. Other responses to this question were for Bridgeton, One Stop Career Center, the Senior Center, Workshop, Rio Grande, school, and social services.

Primary Trip Reason

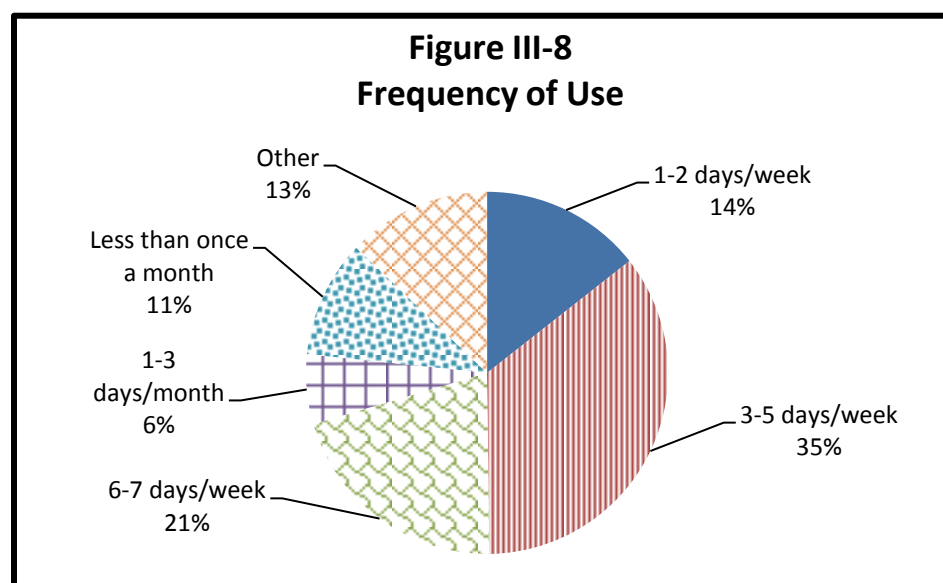
Respondents were asked to indicate what was the primary reason they or a member of their household needed transportation to that community. Primary trip reasons are shown in Figure III-7. The primary trip reasons (47 percent) were to and from work. The second most common purpose (22 percent, 56

responses) was for doctor/medical/healthcare and another 12 percent (32 responses) was personal business/errands.



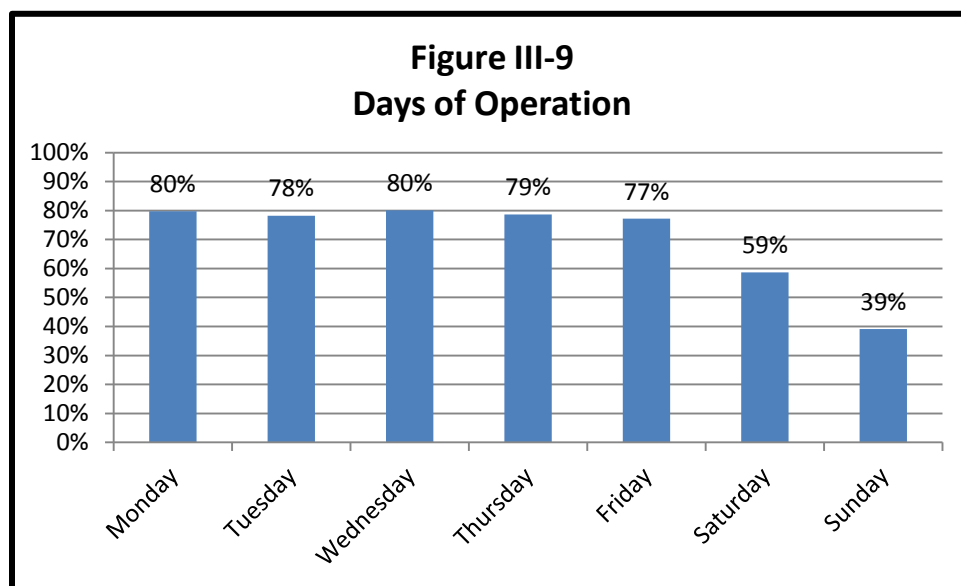
Frequency of Use

Respondents were asked to report how often they or a family member would use public transportation. Figure III-8 presents that information. Approximately 56 percent of respondents (144 responses) indicated that they would be a frequent rider using such a service more than three days a week. Approximately 14 percent of respondents (37 responses) indicated that they would use such a service one to two days a week.



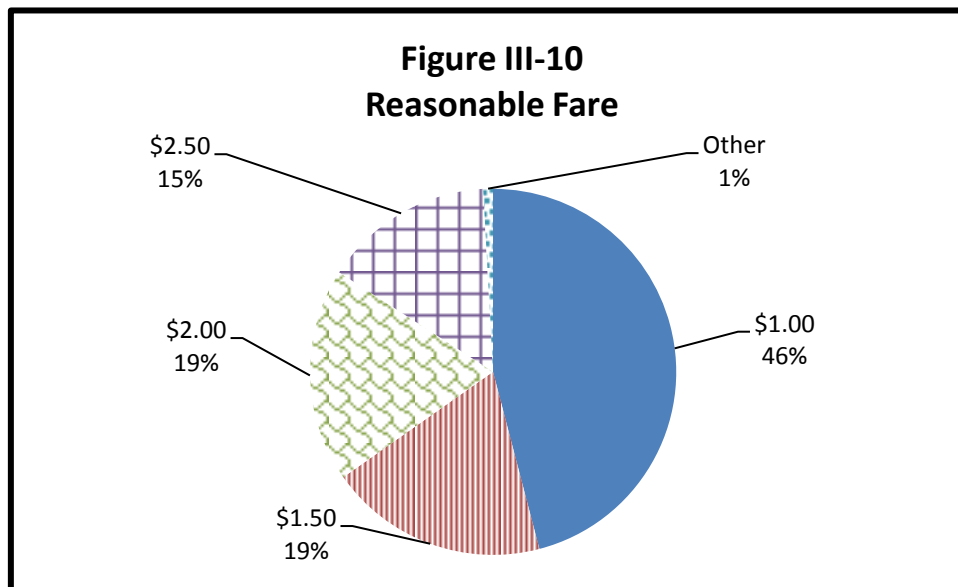
Days of Operation

Respondents were asked to specify the days of operation. Respondents were given a chance to select multiple responses. Figure III-9 presents the responses on the days that people would use such a service. As illustrated, the responses were fairly evenly split among the various days of the week listed, with approximately 77 to 80 percent of responses (213 to 221 responses) reporting that they would use a service Monday through Friday. The proportion of responses on Saturday was lower at 59 percent (162 responses). The proportion of responses on Sunday was still lower at 39 percent (108 responses). The results thus indicate that the days of operation should be Monday through Friday, with the demand for such a service lower on Saturday and still lower on Sundays.



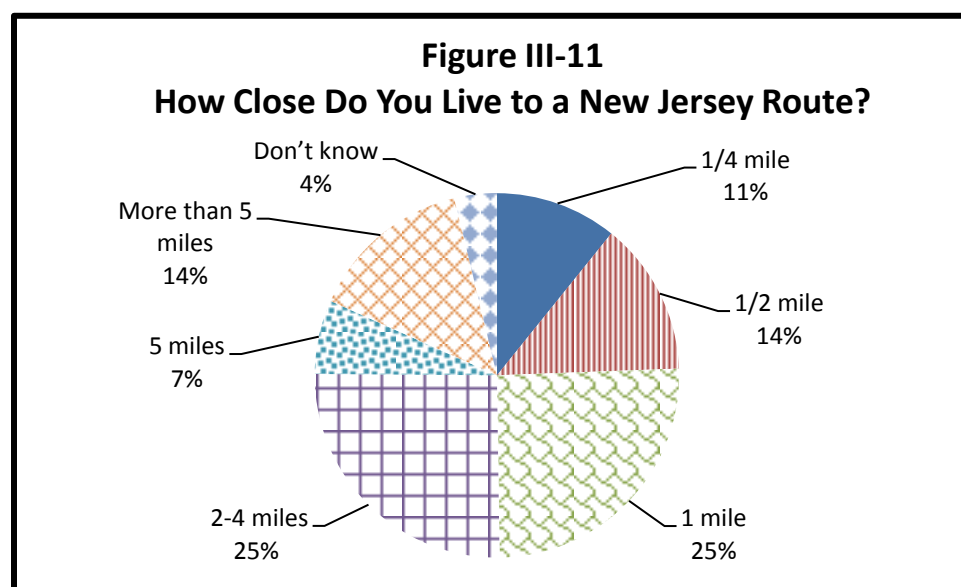
Reasonable Fare

The survey asked respondents what would be a one-way reasonable fare for a trip within your county. Figure III-10 shows the responses to the amount for a reasonable fare. Forty-six percent of the respondents indicated that an amount up to \$1.00 was a reasonable fare. This was followed by 19 percent of respondents indicated that \$1.50 was a reasonable fare. Another 19 percent of respondents indicated that \$2.00 was a reasonable fare.



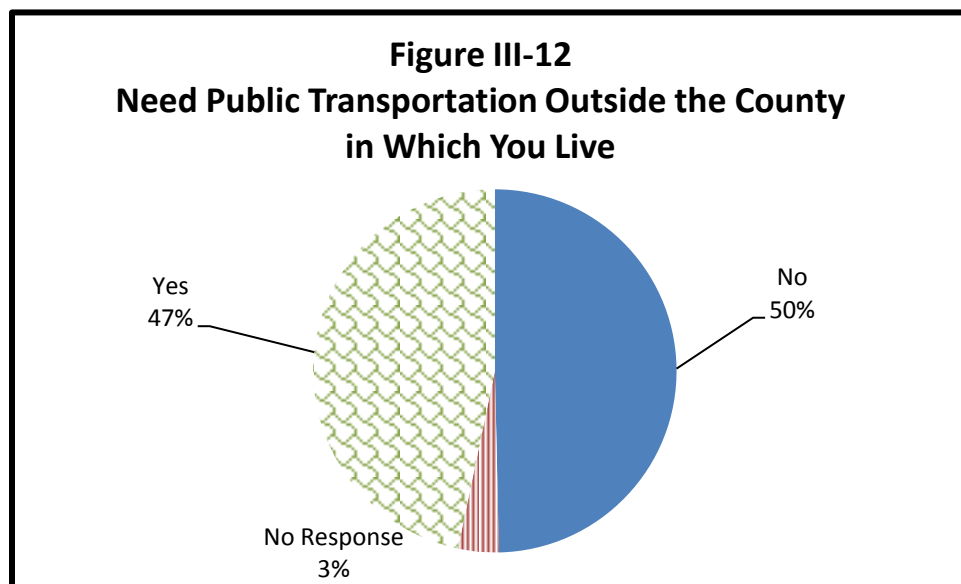
Distance to a New Jersey Transit Route

Respondents were asked how close they live to a New Jersey route. Figure III-11 shows the responses. Approximately 213 respondents responded to this question. Approximately 25 percent of respondents indicated that they live one mile from a New Jersey route. Another 25 percent of respondents indicated that they live two to four miles from a New Jersey route. Approximately 15 percent of respondents indicated that they live more than five miles from a New Jersey route. The average distance from where a survey respondent lives to a New Jersey Route was about two miles.



Need for Public Transportation Outside the County in Which You Live

Respondents were asked if they needed or would use public transportation outside the county in which they live. As shown in Figure III-12, the largest percent of respondents (50 percent, 137 responses) reported they did not need public transportation outside the county in which they live. Approximately 47 percent (129 responses) reported that they needed public transportation outside the county in which they live. If respondents thought there was a need to use public transportation outside the county in which they live, they were given a chance to list the destination. The highest number of responses who indicated a destination outside the county in which they live were Atlantic County (29 responses), Cumberland County (14 responses), Philadelphia (12 responses), Gloucester County (11 responses), Camden County (10 responses), Salem County (8 responses), Vineland (6 responses) and Atlantic City (6 responses).



Ranking the Service Characteristics in Choosing to Use Public Transportation

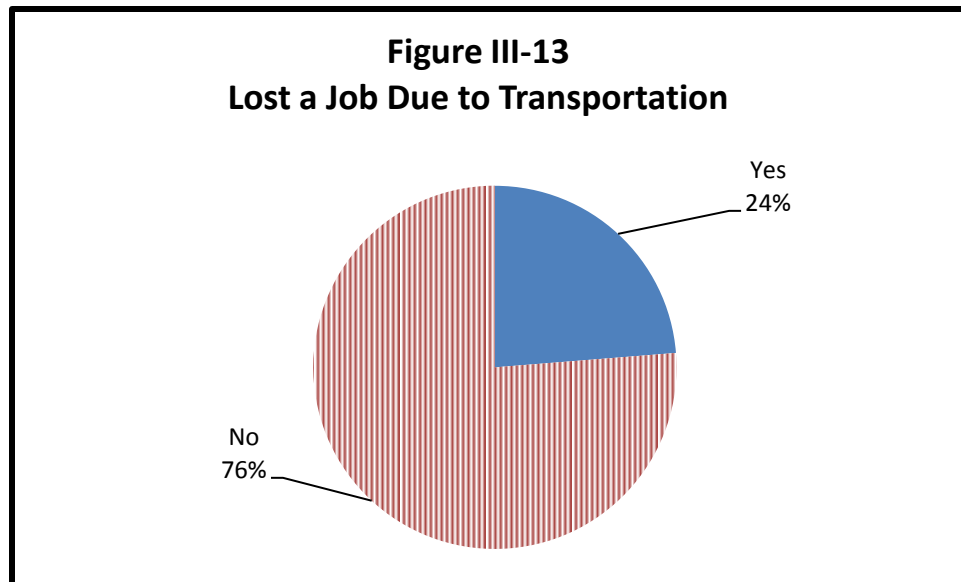
Respondents were asked to rank various service characteristics in their decision to use public transportation. Participants were asked to rank various service characteristics from one to four with one being not important, and four being very important. The average response was then calculated for each service characteristic. The middle point of responses would be 2.5, so an average score of 3.0 or higher would indicate positive perceptions for that particular service characteristic. The responses from the survey are shown in Table III-2. The

table shows the rankings based on response averages. The service characteristics that had the highest scores were other service characteristics (service characteristics that gave respondents an opportunity to identify a characteristic that was not listed and that they felt was important), service close to home, clean buses, service from home to work, service must be flexible in scheduling rides, and evening service. The attribute that had the lowest number of responses was service from a park-and-ride lot to work.

Table III-2 Service Characteristics	
Service Characteristics	Average Score
Other	3.6
Service close to my home	3.4
Clean buses	3.4
Service from home to work	3.4
Service must be flexible in scheduling rides	3.2
Evening service	3.2
Service twice a day	3.1
Service every hour	3.1
Service every few hours	3.0
Attractive buses	2.9
Service from a park-and-ride lot to work	2.7
<i>Source: LSC Community Transportation Survey, 2015</i>	

Lost a Job or Had Problems Finding Work Because of Transportation

Respondents were asked in the last two years if they or someone in their household had lost a job or had problems finding work because they did not have transportation. Figure III-13 shows the responses. Approximately 24 percent of the respondents reported that they lost a job or had problems finding work because they did not have transportation. Reasons for a job loss included lack of public transportation at certain times of the day and in certain areas, lack of vehicle, no ride available, or no driver's license.



Transportation Needs

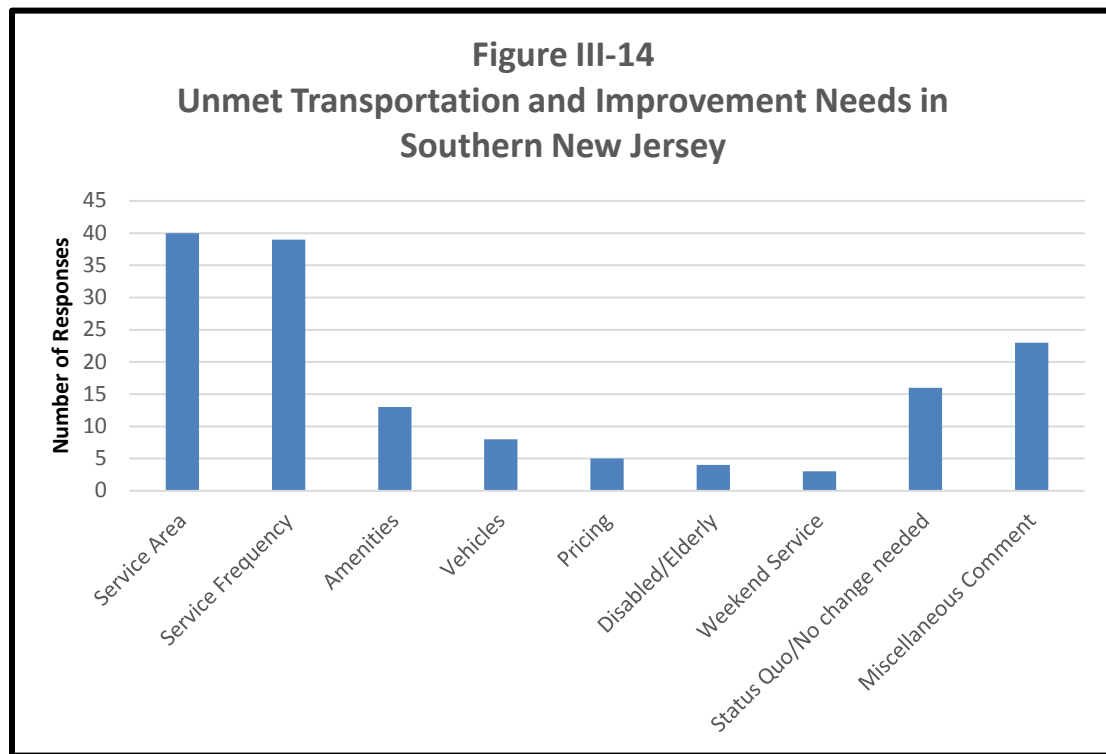
Unmet Transportation Needs or Improvements Needed in Southern New Jersey

Respondents were asked to identify some of their unmet transportation needs or what improvements they would like to see for local or regional transportation services in southern New Jersey. The actual comments on unmet transportation needs by county are included in Appendix B. General categories were used to group the comments based on concerns mentioned. Figure III-14 categorizes the various comments received. If multiple subjects were addressed in one comment, the comment was counted in each of the relevant categories.

Over 150 usable comments were received from all the southern New Jersey counties of Atlantic, Cape May, Salem, and Gloucester. Approximately 26 percent of comments (40 comments) received from all the counties highlighted the need for service to areas currently underserved or not served by transit. Another 26 percent (39 comments) emphasized the importance of increasing bus frequency, including expanding service times into the early morning and later evening hours. Eleven percent of responses (16 comments) stated the current service met their needs and no improvements were needed. Approximately nine percent of respondents (13 comments) indicated the need for improvements of amenities such as bus stops and sidewalks. Other comments included vehicle maintenance/cleanliness (5 percent, 8 comments), fare costs (3 percent, 5 comments), the need for weekend service (2 percent, 3

comments), and disabled/elderly services (3 percent, 4 comments). Fifteen percent of comments (23 comments) were categorized as miscellaneous comments.

The majority of comments received from Salem County were focused on providing service to areas and destinations and increasing service frequency.



SURVEY RESULTS FROM SALEM COUNTY

A total of 17 usable responses were received for Salem County. Since there is not a large enough number of responses, a separate analysis was not done for Salem County. We did look at responses to a few questions that had responses applicable to Salem County.

Residence Location

Salem County survey respondents were asked to indicate the community, town, or village that they live. There were 17 respondents who answered this question. The largest percent of respondents (four responses) indicated that they live in the Pennsville area followed by three responses that reside in the Elmer area. Another three responses indicated that they reside in the Pittsgrove area.

Respondents were also asked to indicate their zip code. There were 17 respondents who answered this question. The largest number of respondents (seven responses) indicated that they live in 08318 which is in the Elmer area. This is followed by five responses) that indicated that they live in 08070 which is in the Pennsville area, followed by two responses that indicated that they live in 08079 which is in the Salem area. Another two responses indicated they live in 08401 which are in the Carneys Point area.

Destinations

Salem County survey respondents were asked to which destinations/communities do they or a member of the household need transportation most frequently. Along with destination, respondents were asked the community and state in which the destination was located. Respondents were allowed to specify two destinations/communities that they or a member of the household would need transportation most frequently. Approximately 17 respondents responded to this question. Seven responses indicated that they would like to go to the doctor's office. Another two responses indicated that they would like to go to Walmart. Other responses to this question were for dialysis, SJOG Community Services, shopping, U.S. Renal Care, Miracle Ear, and Easter Seals.

Need for Public Transportation Outside the County in Which You Live

Respondents were asked if they needed or would use public transportation outside the county in which they live. If respondents thought there was a need to use public transportation outside the county in which they lived (Salem County), they were given a chance to list the destination. Destinations outside Salem County included Gloucester County, Cumberland County, Atlantic County, Camden County, and Philadelphia.

REGIONAL TRANSPORTATION NEEDS

Some of the regional transportation needs identified from all the comments received and those that relate to the Salem County area are as follows:

- I would like to see improvements to regional transportation services. A convenient and clean rail line with park-and-ride to access connections to Philadelphia or New York lines would be ideal. I would also like to see

bus stop infrastructure improved. Unfortunately, they seem to be a target for vandalism.

- Rural bus service. Access Link should not have location restrictions.
- Better out of county transit services from Salem County.

PUBLIC PARTICIPATION PROCESS

A major component in the development of the SJTPO Coordinated Public Transit Human Services Transportation Plan included the participation and input from stakeholders. Public Input was sought through the community transportation survey (described above). Individual conversations were also held with some transportation providers. Detailed information about transportation providers were presented in Chapter II.

Advisory Committee

An Advisory Committee was also created for oversight and participation during this project. The Committee met in August 2014 for the project kick-off meeting. Additional meetings with the Advisory Committee were held in October and December 2014 and April 2015 to discuss project deliverables and provide input and feedback during the study. Members of the Advisory Committee included representatives from:

- SJTPO
- Salem County
- Cape May County
- Cumberland County
- Atlantic County
- North Jersey MPO
- North Jersey Transit
- Project Consultant Team (LSC, AECOM)

Stakeholder Groups

Prior to the start of the project, SJPTO sent a letter to stakeholders describing the purpose of the project as well as an invitation for representatives to attend stakeholder meetings for one or more of the four counties. The summary of findings from each stakeholder meeting are further described in the next section.

The types of organizations and agencies that were invited to participate in the development of this plan included:

- Employment and career services
- Nonprofit organizations
- Transit agencies
- Transportation services
- Planning agencies
- Various departments from jurisdictions
- Veteran services
- Social services
- Disability services
- Medical services (including nursing and rehabilitation)
- Senior services
- Members and citizens from committees and boards

For each project document or meeting announcement posted to the project website, LSC contacted the stakeholders by e-mail. If a stakeholder was not reachable by e-mail, LSC contacted them by postcard. A detailed list of each organization and agency contacted is listed in Appendix E. Not all agencies and organizations listed in the appendix attended the meetings or participated. Some of the agencies on the list were unreachable or did not respond.

Three meetings with Salem County Transportation Stakeholders were held to obtain input for the Coordinated Human Services Transportation Plan. The first was held on October 14, 2014 to identify study issues, and the second was held on January 13, 2015 to discuss coordination strategies and potential services. A third and last meeting with Salem County Transportation Stakeholders was held on April 7, 2015 to obtain input on the proposed services and to finalize the coordination strategies for the Coordinated Human Services Transportation Plan. Stakeholders would be given one more opportunity to comment electronically after the Draft Final Report is posted.

Strategies, services, and needs which were identified from the January 2015 meeting include:

- The Office of Aging in Salem has four municipalities involved and acts as a county system.
- NJT is working with LogistiCare in the northern region of New Jersey to get local service providers set up as Medicaid transportation operators. (Four of seven counties and two nonprofits are now Medicaid providers).
- LogistiCare is the big gap. Many complaints about LogistiCare, mostly regarding LogistiCare being operated by taxis. However, LogistiCare is moving away from taxis and more towards transportation providers who can provide shared rides.
- Mid Atlantic is open to coordination. Mid Atlantic works hard to coordinate the distribution of brochures to local businesses, churches, and county websites.
- Mid Atlantic is looking to expand service, perhaps Penns Grove to Salem and Bridgton. Plans are to start service late February/early March 2015. Also looking at Salem to Elmer east-west connection.
- Possible fixed route service from Salem to Pennsville to Penns Grove to Carneys Point.
- Need to get Salem residents to Bridgton for Social Security Office, DVR, Parole, and Rental Assistance, however, Salem to Bridgton service was attempted by NJT—service wasn't frequent and it wasn't well publicized.
- Mid Atlantic is going to introduce a Salem to Cumberland fixed route service, but is requesting input on times of day for best chance of success.
- Create a transfer hub with feeder service to NJT (e.g., Monmouth County).
- Maximize employment opportunities and maximize transit routes to serve jobs. Employment is a most important thing to Mid Atlantic.
- Cumberland County is not running much service.
- Great collaboration with freeholders, mayors, One Stop Center, churches, businesses, and employers.
- Mid Atlantic and TMA have similar funding sources; this could be a coordination opportunity.
- Mid Atlantic is now collaborating with NJT and using NJT stops and shelters.
- Pureland management hasn't seemed interested in coordination.

- Possible transfer point near Beckett/Center Square where there is a concentration of activity.
- ARC is aware of Mid Atlantic, however no clients use the service yet.
- Most people using service work in the outlets, not the casinos.
- TMA is working with Camden, Gloucester, Atlantic, but not much work with Mid Atlantic yet.
- There is no bus service to Gateway; add potential stop off Exit 7, however, it will add an additional 10 minutes.
- SJTA is planning a route through Gloucester County to Pureland.
- From the Atlantic County Transportation Stakeholders meeting: SJTA is starting an East-West Community Shuttle in June to Pureland. SJTA will also be operating a Pureland shuttle to provide circulation within the industrial park. NJT will have a hub at Pureland for transfers to and from the shuttle.

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Coordination Models and Guidelines

Coordination is a technique for better resource management in which improved organization strategies are applied to achieve greater cost-effectiveness in service delivery. Coordination is about shared power, which means shared responsibility, shared management, and shared funding.

Coordination of transportation services is best seen as a process in which two or more organizations interact to jointly accomplish their transportation objectives. Coordination is like many other political processes in that it involves power and control over resources, and coordination can be subject to the usual kinds of political problems and pressures such as competing personalities and changing environments.

Coordination can be used to improve transportation system performance by eliminating duplicate efforts and improving the efficiency of transportation operations. Coordinating transportation means doing better with existing resources. It requires working together with people from different agencies and backgrounds. Coordination has been said to be the best way to stretch scarce resources and improve mobility for everyone.

The fundamental goals of coordinated transportation systems are to increase the number of people served and the number of rides provided with existing resources. Coordination achieves these goals through better resource management.

HISTORY OF COORDINATION

The concept of coordination has been promoted since the late 1960s; however, it was not until recently that a real push for coordination, emphasized at the federal level, has been observed. More and more communities are realizing the scarcity of resources (fuel, vehicles, drivers, and funding) and that the cost-effective and efficient delivery of services is vital if local communities are to continue to ensure access to vital human services, employment, recreation, and

other opportunities and needs. Coordination takes a firm understanding of local needs and resources to develop a plan that, in the end, increases the mobility of residents.

Levels of Coordination

There are varying levels of coordination across a broad spectrum of operating scenarios. Levels can range from very low levels of coordination, such as sharing rides on several different vehicles, to extreme levels such as shared vehicles, shared maintenance, a brokerage established for all agencies, and others. It is important that the Working Group and stakeholders understand that coordination of services generally may take some time and effort on the part of the transportation providers, colleges/universities, and local human service agencies, especially given that several different government and different transit agencies are involved.

Coordination has been interpreted as everything from telephone conversations to transfer of vehicle ownership. There are four different phases or levels of coordination with regard to the shared use and efficient operation of equipment and facilities. These levels are defined below:

- a. Communication** involves recognition and understanding of a problem and discussion of possible solutions. This improves the working relationships among various organizations that are in a position to influence transportation developments within their particular jurisdiction.
- b. Cooperation** involves the active working together of individuals in some loose association in a cooperative way. The individuals or individual agencies retain their separate identities.
- c. Coordination** involves bringing together independent agencies to act together in a concerted way to provide for a smooth interaction of separate units of a transportation system. In coordination, the primary concern is in regard to common funds, equipment, facilities, or operations. Members or agencies preserve their separate identities.
- d. Consolidation** involves joining together or merging agencies for mutual advantage. In the case of transportation services, consolidation is used in reference to a fully integrated transportation system in which the individual entities have been combined or consolidated into one integrated public transportation system. Individual agency identity for the purpose of transportation is no longer maintained.

Consolidation of resources is one which is not likely to be done in most communities. It requires all agencies and providers to fall under one authority, and it is difficult to obtain complete consensus for operations. However, the first three elements represent plausible ways to integrate services in a given area. The goal is to build on that communication and cooperation among providers to determine if *coordination* is a viable option. One of the greatest barriers to coordination is that the key stakeholders are not present or choose not to participate when planning of coordinated services is being done. However, in this case, the largest providers of transportation are local stakeholders who have expressed great interest in this effort.

Resource Management

The first set of resource management objectives, targeted on greater efficiencies, focuses on reducing duplication and fragmentation in operating, administering, and funding transportation services. Specific strategies for achieving these objectives include **reducing** the following:

- Operating and administrative salaries;
- Capital costs on vehicles and other equipment; and
- Other operating costs such as maintenance, fuel, and insurance.

The second set of resource management objectives—targeted on more productive or effective services—focuses on improving acceptability, accessibility, adaptability, affordability, and availability of transportation services within the area. Specific strategies for achieving these objectives include **increasing** the following:

- Days and hours of service;
- Service area;
- The different kinds of persons and trip purposes served;
- The accessibility of vehicles and facilities for people with special needs;
- Public information concerning services; and
- Funding available to help pay the cost of the service.

COMMON COORDINATION STRATEGIES

The following section details the different types of strategies that could be implemented for the Salem County study area and reviews the benefits and implementation steps for each strategy.

Joint Procurement

Joint procurement (or bulk purchase) is a cost-effective approach to increasing purchasing power. Joint maintenance and fuel purchase is being more widely used across the country, especially given the rising costs of parts and fuel. Shared maintenance can be done quite easily between agencies in a given locale. Insurance pooling is likely the most difficult joint procurement possibility.

Benefits

- Individual agency capital outlay will be reduced.
- An economy of scale in purchases will be created, thereby reducing the overall operational cost per agency.
- With a decrease in capital and maintenance costs, an agency may be able to shift funding from maintenance and capital to service hours, thereby increasing the level of service or operations of the transit system within the county and the region.

Implementation Steps

- The agencies need to meet to develop a basic understanding of how the procurement process will work.
- Memoranda of Understanding (MOUs) should be developed and agreed upon.

Shared Vehicle Storage and Maintenance Facilities

There appears to be a high level of plausibility for the coordination of storage space and maintenance facilities in several of the areas. Shared storage, especially if and when vehicles are stored outside, can aid in reducing engine wear during cold weather startup. Obviously, if a provider is conducting its own maintenance on vehicles, it can likely share maintenance costs with another local provider.

Benefits

- Maintenance costs will be reduced, resulting in additional funds available for operations.
- Lost time due to vehicles not starting in cold weather will be reduced, thereby improving the overall performance of the transit service.
- Sharing a facility or building a facility together increases the amount of local match, thereby increasing the level of FTA funding to the county and region.

Implementation Steps

- The agencies need to meet to identify the best existing facility among the coordinated agencies or the best location for a shared facility.
- The facility should be centrally located to reduce the possible deadhead time.
- The amount of space that each agency will get in the facility should be designated based on each agency's funding participation for the facility.
- A grant will need to be developed to purchase or upgrade the facility.

Joint Grant Applications

The transit and human service providers in the region should work together to coordinate grant submissions. Grants should be coordinated so that duplication of requests is minimized. This will look more favorable to FTA and grant reviewers.

Benefits

- The amount of time that each agency needs to spend in developing a grant on their own will be reduced.
- The agencies are able to use each other's knowledge in developing a grant.
- There is a greater likelihood of funding being received if the applications show coordination among providers.

Implementation Steps

- The agencies should review their needs and create a list of capital and operational requirements.
- The agencies should itemize their lists and determine a priority of needs.
- The grant should be developed based on the priority lists.
- The grant should be approved by each of the agencies' boards/councils, along with approval of any local match funding.

- The agencies should ensure each grant references the additional agencies/providers grants for the corridor.

Joint Training Programs

Joint training programs between agencies, in everything from preventative maintenance to safe wheelchair tie-down procedures, can lead to more highly skilled employees. Joint training can also lead to reduced training costs with agencies that each possess a specialized trainer who can be responsible for one or more disciplines. For example, one agency could provide Passenger Service and Safety (PASS), one agency could specialize in preventative maintenance training, etc. The agencies could also purchase special training from reputable organizations/companies and allow other agencies' employees to attend. Training costs should be shared among the agencies.

Benefits

- Each agency's training budget will be reduced.
- The drivers and staff have more opportunities to learn from each other.

Implementation Steps

- The training needs of each agency's staff should be identified.
- The training courses that meet the greatest needs should be determined.
- The agency or organization/company that could provide the needed training should be identified.
- State and federal grants that could assist in paying for the training should be determined.

Sharing Expertise

Similar to sharing training resources, agencies could share their expertise in such areas as grant writing, computer technology, and general assistance in operation of transportation services (such as tips for dispatching or accounting procedures). Sharing expertise may be as general as a list of personnel across the county and regions who have expertise in a particular field that may benefit another agency. A "yellow pages" of subject matter experts made available to each agency may be helpful in operating transportation service.

Benefits

- The need for costly training sessions for drivers and staff will be reduced, thereby decreasing lost production time.
- Knowledge is passed on to other staff members and agencies, thereby increasing the efficiency of the county's transit providers.

Implementation Steps

- The information, field of work, and expertise needed to operate an effective transit service should be identified.
- The individual in each agency that has expertise in each field of work should be determined.
- A "yellow pages" or contact list of the individuals in each agency that have expertise in certain fields of knowledge should be created.

Coalitions

A coalition is a group of agencies and organizations that are committed to coordinating transportation and have access to funding. The coalition should include local stakeholders, providers, decision makers, business leaders, councils of government, users, and others as appropriate. The coalition could be either an informal or formal group that is recognized by the decision makers and that has some standing within the community. Coalitions can be established for a specific purpose (such as to obtain specific funding) or for broad-based purposes (such as to educate local communities about transportation needs).

Benefits

- Development of a broad base of support for the improvement of transit services in the county and region.
- The coalition is able to speak with community and regional decision makers, thereby increasing local support for local funding.

Implementation Steps

- Identify individuals in the county and region who are interested in improving transit's level of service and have the time and skills to develop a true grassroots coalition.
- Set up a meeting of these individuals to present the needs and issues that face the agencies.

- Agencies need to work with the coalition to provide base information and data on the existing and future needs of transit across Salem County.

Coordinating Council

Similar to a coalition, a coordinating council is made up of a myriad of agencies and partners with a common goal of coordinating transportation resources. This group differs from a coalition in that it is primarily made up of agencies which have a need for service and other groups (such as local municipalities) specifically formed to accomplish a strategic goal (such as to implement a new service).

Benefits

- Allows for greater input from the key transportation agencies in the Salem County area.
- Allows members to share information and knowledge on a one-on-one basis.
- Provides greater opportunity to identify possible coordination actions.
- Increases the integration of transit planning within Salem County.

Implementation Steps

- Agencies interested in being members of the council need to meet and develop by-laws for the council.
- Council members need to elect a Chair and Vice-Chair.
- Council members need to develop a mission statement, vision, goals, and objectives.
- Council members need to set a date for the monthly or quarterly meeting.

Joint Planning and Decision Making

Joint planning and decision making involves agencies working cooperatively with either other similar agencies or a local provider to make known the needs of their clients and become involved in the local planning of services. Other transportation providers could work with each other in joint planning to meet the needs of their communities and the market segments they serve.

Benefits

- The need for expensive planning documents for each transit agency will be reduced.

- More complex coordination in capital development and operational functions will be allowed.
- The duplication of services among the coordinating agencies will be reduced.

Implementation Steps

- The agencies should meet with regional transit and transportation planners in the county and region to develop a scope of work for the planning process.
- The scope of work should identify the goals and objectives.
- A time line should be developed for the completion of the planning document.
- The planning document should develop recommendations for making decisions about the operation of services, capital, funding, coordination process, and administration functions.

Vehicle Sharing

Vehicle sharing requires that agencies own and operate vehicles. Memoranda of Understanding or Joint Agreements are needed for this strategy to work properly. The agencies that operate vehicles are able to share those vehicles with other agencies in a variety of circumstances, such as when an agency vehicle has a mechanical breakdown or when capacity for a specific trip is at its maximum.

Benefits

- The overall local capital outlay will be reduced.
- These funds could be shifted to cover operational costs or increase the level of service.
- These funds could also be used for capital funding for facilities, equipment, and other capital assets.

Implementation Steps

- Agencies need to work closely together to develop MOUs and agreements on vehicle usage.

Contracts for Service

An agency/entity could contract with another agency/entity or another human service agency to provide needed trips. This could be done occasionally on an as-needed basis or as part of scheduled service.

Benefits

- The amount of local match that can be used to pull additional state and federal funding for transit services into Salem County and the region will be increased.
- The duplication of services in Salem County and the region will be reduced, thereby creating an economy of scale and improving the overall transit performance level.

Implementation Steps

- The agencies should meet to identify the needs and capacities of the contract parties.
- A contract should be developed detailing the responsibility of each party.

Provide Vehicles

An agency could provide a used vehicle—one that is either being replaced or retired—to another agency. This could be done either through a transfer of title, donation for a small price (in the case of a retired vehicle), or sale to a local agency in desperate need of a replacement vehicle.

Benefits

- The capital outlay for the agency that obtains the used vehicle will be reduced.
- The need to retire older vehicles in the fleet will be reduced.
- Human service transportation providers will be allowed to obtain vehicles that they would otherwise not be able to purchase due to the cost of a new vehicle and the level of federal capital funding they are able to receive.

Implementation Steps

- The agencies should meet to determine the procedures for transferring a vehicle from one agency to another, as well as the level of overall need for vehicles.
- The agencies that receive federally funded vehicles should review their fleet and determine which vehicles can be transferred to other agencies.
- The agencies that wish to receive vehicles should review their fleet needs.

One-Call Center

A shared informational telephone line provides potential users with the most convenient access to information on all transportation services in the region.

Benefits

- The administrative costs for the participating agencies will be reduced.
- A one-call center is the first step to centralized dispatching.
- Users will only need to call one telephone number to obtain all the transit information they need, thereby improving customer service.

Implementation Steps

- The agencies should meet to determine which agency will house the call center, how the call center will be funded, and what information will be provided to customers.
- The telephone line should be set up and the needed communication equipment should be purchased.
- A marketing brochure should be developed detailing the purpose of the call center, hours of service, and telephone number.

Centralized Functions (Reservations, Scheduling, Dispatching)

A single office could oversee the dispatching of vehicles and the scheduling of reservations for all of the participating transportation agencies to provide transportation service within a geographic area.

Benefits

- The duplication of administrative costs will be reduced, based on an economy of scale.
- The marketability of the region's transit service will be increased.
- Fleet coordination will be improved.

Implementation Steps

- The agencies should meet to determine which agency will house the centralized reservations, scheduling, and dispatching.
- Each agency's level of funding for the dispatching service cost should be identified.
- Intergovernmental agreements should be created detailing the responsibility of each agency.

Brokerage

The creation of a brokerage would enable all of the transportation providers to closely coordinate their services while retaining their own services and

identities. A brokerage agency could be developed separately or as part of an existing agency. The central function of the brokerage would be to operate the central reservation and dispatch center for all of the services. Potential riders could call one phone number and have the ability to make a reservation or receive information on any transit or dial-a-ride service in the area. Software for reservations and scheduling would be required that could direct individuals in need of rides to the most appropriate service and provide agencies with the most efficient routes of travel. This scenario could develop out of the shared informational phone line described above. The difference is that, with the brokerage, the broker would schedule the trip on the most efficient vehicle regardless of provider. The broker would have service contracts with each of the providers and would pay the transportation provider for the trip and bill the sponsoring agency for the service.

The ability of a brokerage to effectively manage reservations and dispatch vehicles for multiple services requires that agencies provide the broker with up-to-date service information. The software will be necessary for the brokerage agency to administer trips for multiple agencies with minimal staff. The performance of the reservation software will be further enhanced by the installation of mobile data terminals (MDT) and automatic vehicle location systems (AVL). These pieces of hardware would enable drivers and dispatchers to easily communicate essential information. For smaller systems in the Salem County area, this equipment is not required, but would enhance the capabilities of the operation.

The ability of a group of transportation providers to create a brokerage or to coordinate under a lead agency is improved if an agency with the necessary experience and existing infrastructure is able to assume the role of lead agency or broker.

The lead agency not only gains the responsibility of managing reservations and dispatching, it is also responsible for reporting the activities of the brokerage service to member agencies as well as to various federal, state, and local agencies. The creation of a brokerage agency would also require the lead agency to contract with all member agencies to explicitly state what services will be provided at what cost.

The primary costs associated with creating a coordinated public transportation system under a lead agency or brokerage system are related to the software, hardware, and staff requirements of implementing the reservation and dispatch center. A geographic information system (GIS)-based reservation and dispatch software system can be a considerable investment.

Although there are significant costs associated with initiating coordination under a brokerage agency, there are numerous benefits to such a technologically advanced coordination effort. A central reservation system relying on reservation and dispatch software would increase the efficiency of the total system by spreading trips throughout the system and helping each agency to optimize their routes. Additionally, it would make the system easier for riders to use and more responsive to their needs. Since demand for transportation services exceeds the capacity of current services, these gains in efficiency will enable the system to meet more of the demand. Although this may limit the ability of efficiency gains to reduce the number of vehicles operating in the region, increasing ridership may result in a lower cost per trip and a reduction in the distance traveled per trip. Sharing reservation and dispatch services also has the potential to reduce the per-agency cost of managing their service by eliminating duplication of administrative services. However, this type of organization will require extensive time to implement and considerable local resources from the participating agencies. Agreements would need careful consideration so that participating agencies are assured that their clients and township or municipal residents are assured equal and fair treatment for scheduling of trips. Many of the providers have specific client transportation needs, while some current services are only provided to eligible patrons. The largest barrier to overcome under this model of coordination is local boundaries. Many times throughout the course of discussing coordination of trips, the term “turf wars” emerges. This is common among many areas across the United States and until these turf and boundary issues are resolved, this model of service is likely to fail. For example, if community “X” only provides service within that community for whatever reason, although likely constrained to funding, then under the brokerage model this community must be willing to pool their funds for a larger “system” and provide trips to other agencies or areas.

A third approach would be for the lead agency to establish a contract with the brokerage and for the brokerage to then establish all of the contracts with the operators. In this approach, the lead agency has only a single contract with the brokerage plus funding agreements with the sponsoring agencies.

Benefits

- Reduction in the duplication of administrative costs based on an economy of scale.
- Provides a single point of contact for users.
- Increase in the marketability of the county and region's transit service.
- Allows for improved fleet coordination.
- Greater efficiencies in service delivery.

Implementation Steps

- Agencies need to meet to determine if the brokerage service will be set up as a new agency or under an existing agency.
- Identify each agency's level of funding to cover the cost of the dispatching service.
- Intergovernmental agreement needs to be created detailing the responsibility of each agency.

PLAN AMENDMENTS

Although this plan is updated on a regular basis, there may be a need to amend the plan prior to completion of a full update. The process to amend the plan should begin with a request to the County LCC by an individual agency or group of agencies. The LCC should review the amendment request and decide on a recommendation. If the amendment involves more than one county, the request should also be reviewed by the RCC for a recommendation.

Plan amendments should be made because of unforeseen circumstances or new opportunities to improve coordination which are identified.

Recommendations from the LCC and RCC should then be reviewed for approval by the SJTPO. This should include recommendations from the Citizens Advisory Committee and the Technical Advisory Committee with final approval by the

Policy Board. Following approval, the amendment should then be forwarded to New Jersey Transit as an approved and adopted amendment to the plan.

SUMMARY

Coordination is a management strategy for improving the performance of various individual transportation services. It wrings inefficiencies out of the disparate operations and service patterns that often result from a multiplicity of providers. Overlapping, duplicate, and inefficient services can be combined for more efficient service delivery. As a result, coordinated services may achieve economies of scale not available to smaller providers. Coordinated services often provide a higher quality of service with greater efficiency that helps to stretch the limited (and often insufficient) funding and personnel resources of coordinating agencies. Information from this report and existing planning frameworks will lead to a coordinated transportation plan for area providers and residents. A coordinated system of providers in the Salem County area appears to be a plausible approach to providing needed services. The types of coordination presented are certainly ways to reduce individual agency costs and maximize the level of ridership.

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Community Conditions

Chapter V consists of two elements. The first element presents the community conditions and demographics for Salem County. The second element is a description of the economy of Salem County and local travel patterns. Where appropriate, maps and tables are used to demonstrate pertinent information regarding the characteristics being discussed.

DEMOGRAPHIC CHARACTERISTICS

Study Area Location

Salem County is located in southwestern New Jersey. Salem County is bordered to the southwest by the Delaware Bay and to the west by the Delaware River. The larger communities of Pennsville Township, Penns Grove, Woodstown, and Upper Pittsgrove are located within Salem County.

The demographic analysis was done by block group, which is a census-defined boundary. These boundaries do not necessarily denote neighborhoods or communities, but rather act as a standardized means for analysis.

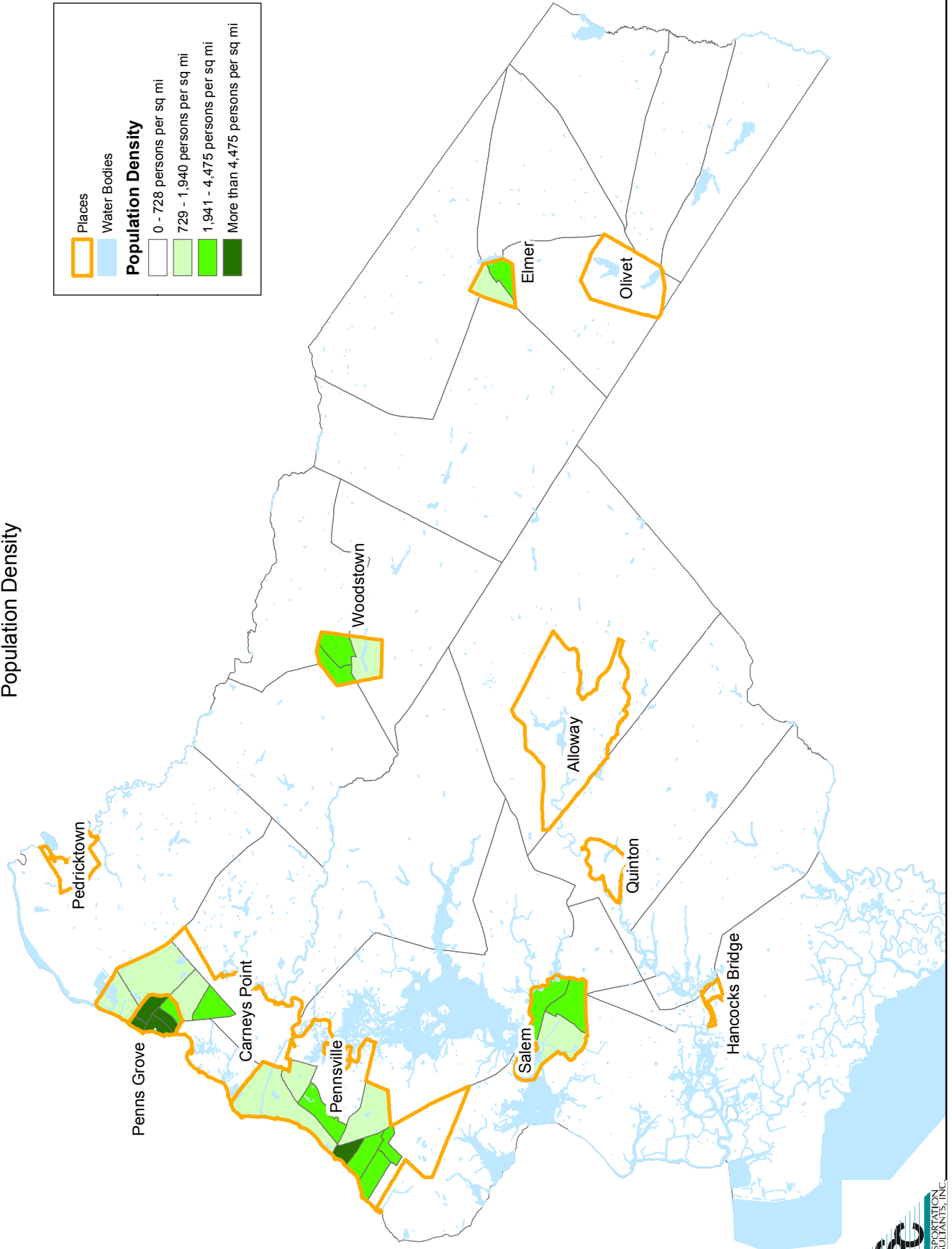
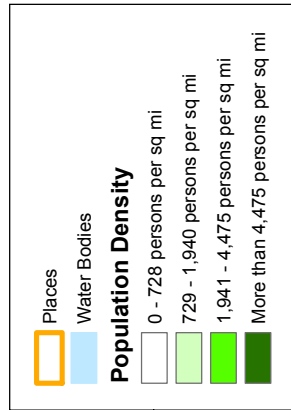
Population Density

Data were taken from the 2008-2012 American Community Survey (2012 ACS) five-year estimates for most of this demographic analysis. While the low-income and ambulatory disability population data were available in the 2008-2012 ACS data, the smallest geographical unit for which information was available was at the tract level. The information from the tract level was then apportioned to the block group level based on the population of the block group compared to the total population in the tract.

Figure V-1 shows the population density for Salem County by census block groups using the 2012 ACS data. The size of the census blocks skews the location of population concentrations in some cases. Population density is used to determine where population is concentrated. Transit is generally more successful in areas with greater concentrations of population. As shown in Figure V-1, the

areas with the highest population densities are Penns Grove, and south central Pennsville. The areas with the next highest population density are the eastern portion of Salem and Elmer, as well as northern Woodstown, central Camey's Point, and southern Pennsville.

Figure V-1
Population Density



Transit-Dependent Population Characteristics

This section provides information on the individuals considered by the transportation profession to be dependent upon public transit. In general, these population characteristics preclude many individuals from driving, leaving carpooling and public transit as the only motorized forms of available transportation.

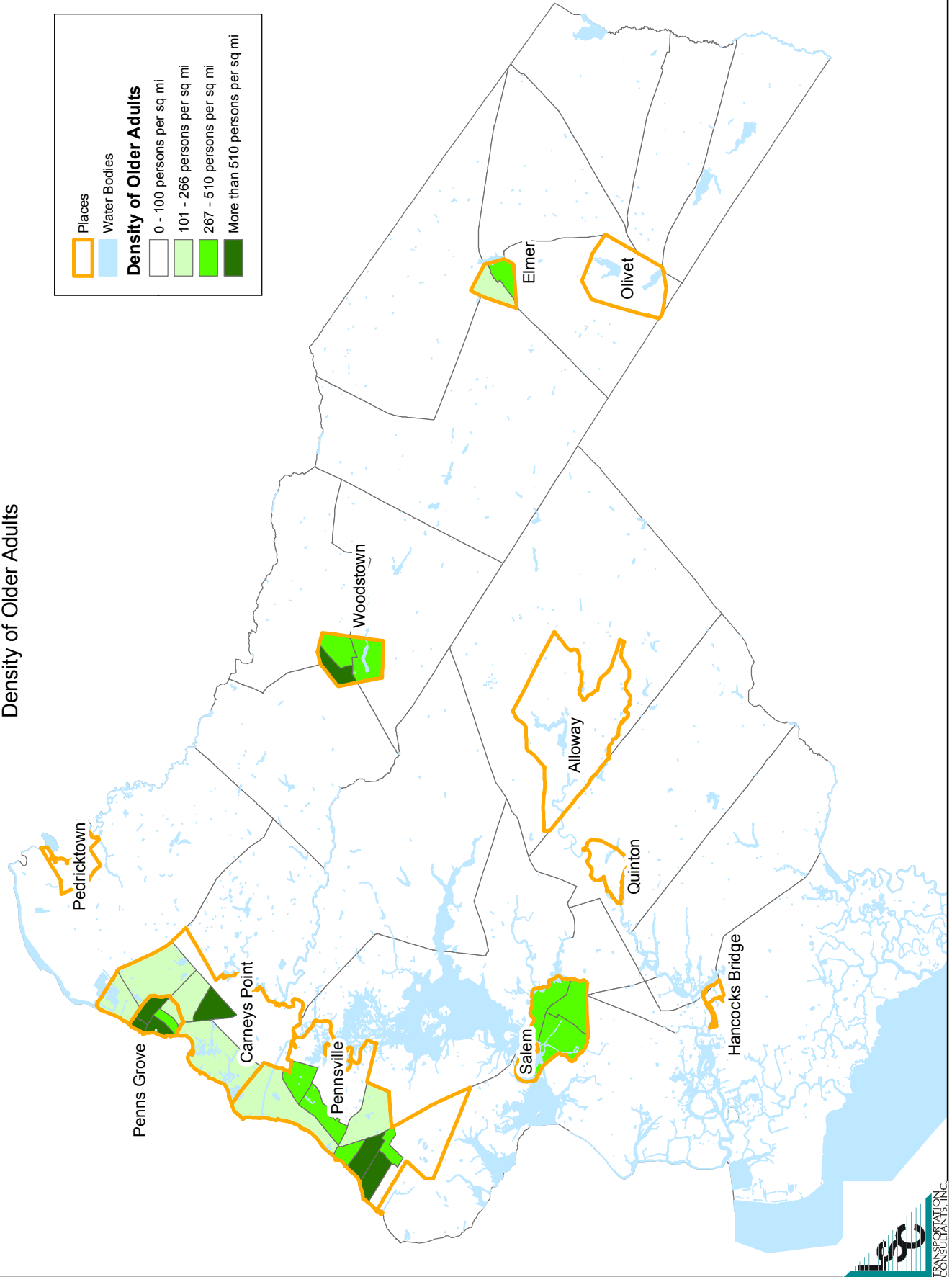
The four types of limitations that preclude people from driving are physical limitations, financial limitations, legal limitations, and self-imposed limitations. Physical limitations may include everything from permanent disabilities such as frailty due to age, blindness, paralysis, or developmental disabilities to temporary disabilities such as acute illnesses and head injuries. Financial limitations essentially include those persons unable to purchase or rent their own vehicle. Legal limitations refer to such limitations as persons who are too young to drive (generally under age 16). Self-imposed limitations refer to those people who choose not to own or drive a vehicle (some or all of the time) for reasons other than those listed in the first three categories.

The US Census is generally capable of providing information about the first three categories of limitation. The fourth category of limitation is typically a relatively small portion of transit ridership, particularly in smaller communities such as Salem County. Table 1 of Appendix A presents the study area's US Census statistics regarding the older adult population, ambulatory disability population, low-income population, and zero-vehicle households. These data are important to various methods of transit demand estimation.

Older Adult Population

The older adult population represents a significant number of the national transit-dependent population and represents 15.2 percent (10,036 individuals) of the total population in Salem County. The older adult population includes individuals over the age of 65 years. Figure V-2 illustrates the density of older adults in Salem County using the 2012 ACS data. The highest density of older adults is in Penns Grove, southern Pennsville, central Carney's Point, and north eastern Woodstown. The areas with the next highest density are Salem, eastern Elmer, Woodstown, and portions of central Pennsville.

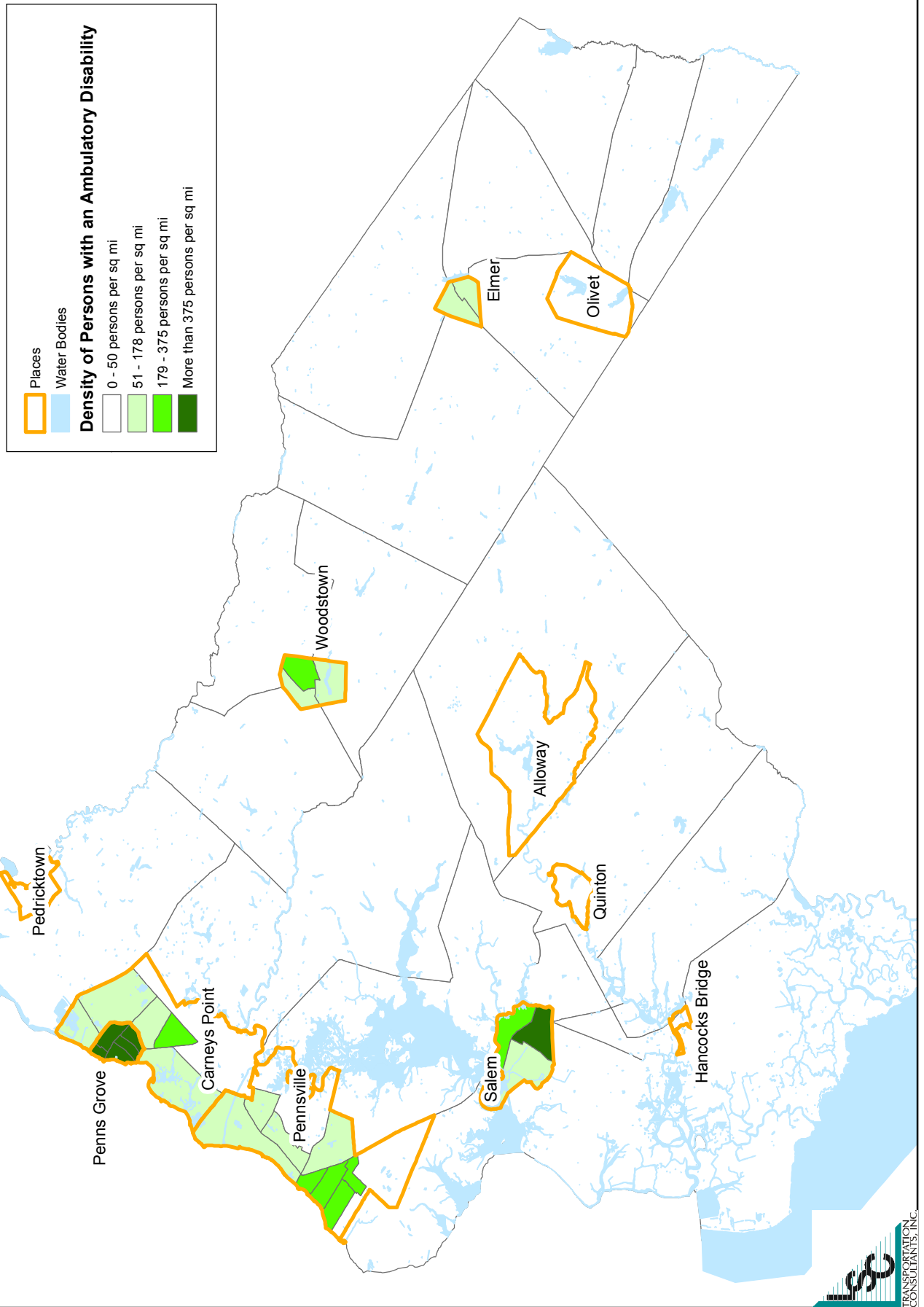
Figure V-2
Density of Older Adults



Population of Persons with Ambulatory Disability

Figure V-3 presents the 2012 ACS population of persons with an ambulatory disability in terms of people-per-square-mile density. An individual is classified as having an “ambulatory disability” if they have serious difficulty walking or climbing stairs. Approximately 7.1 percent of the population in Salem County has some type of ambulatory disability. The areas with the greatest concentration of individuals with ambulatory disability are Penns Grove and south eastern Salem. The areas with the next highest density are southern Pennsville, northeastern Woodstown, and central Carneys Point.

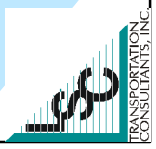
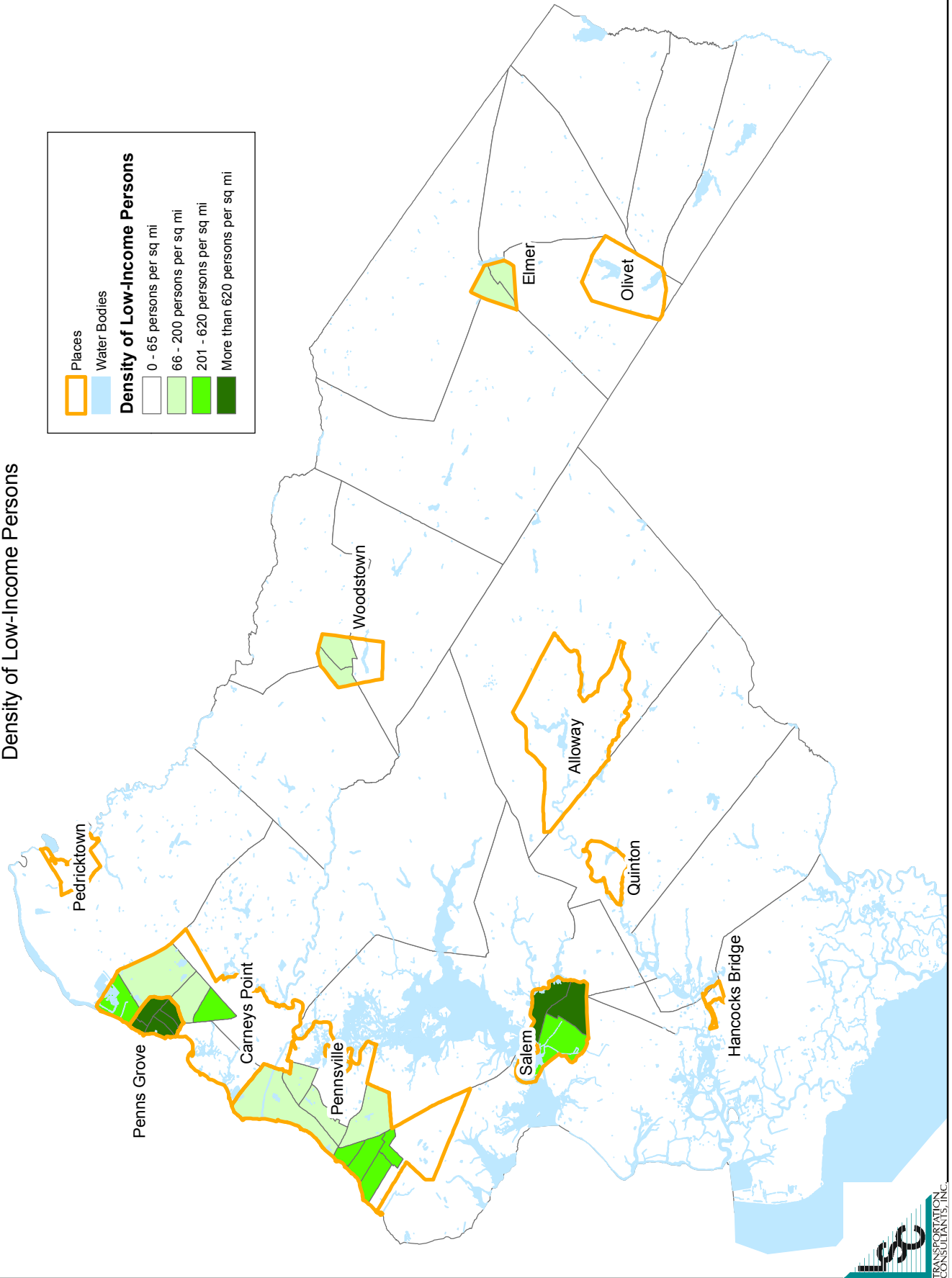
Figure V-3
Density of Persons with an Ambulatory Disability



Low-Income Population

The low-income population tends to depend upon transit to a greater extent than the wealthy population or those with a high level of disposable income. Figure V-4 illustrates the density of the low-income population in Salem County using the 2012 ACS data. Low-income population, as defined by the FTA, includes persons whose household income is at or below the Department of Health and Human Services' poverty guidelines. The low-income population used in the tables and GIS maps include those individuals who are living below the poverty line using the Census Bureau's poverty threshold. Penns Grove and eastern Salem have the highest density of low-income individuals. This is followed by central and north Carneys Point and southern Pennsville. Approximately 11 percent (7,296 individuals) of the population of the study area is considered low income.

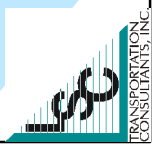
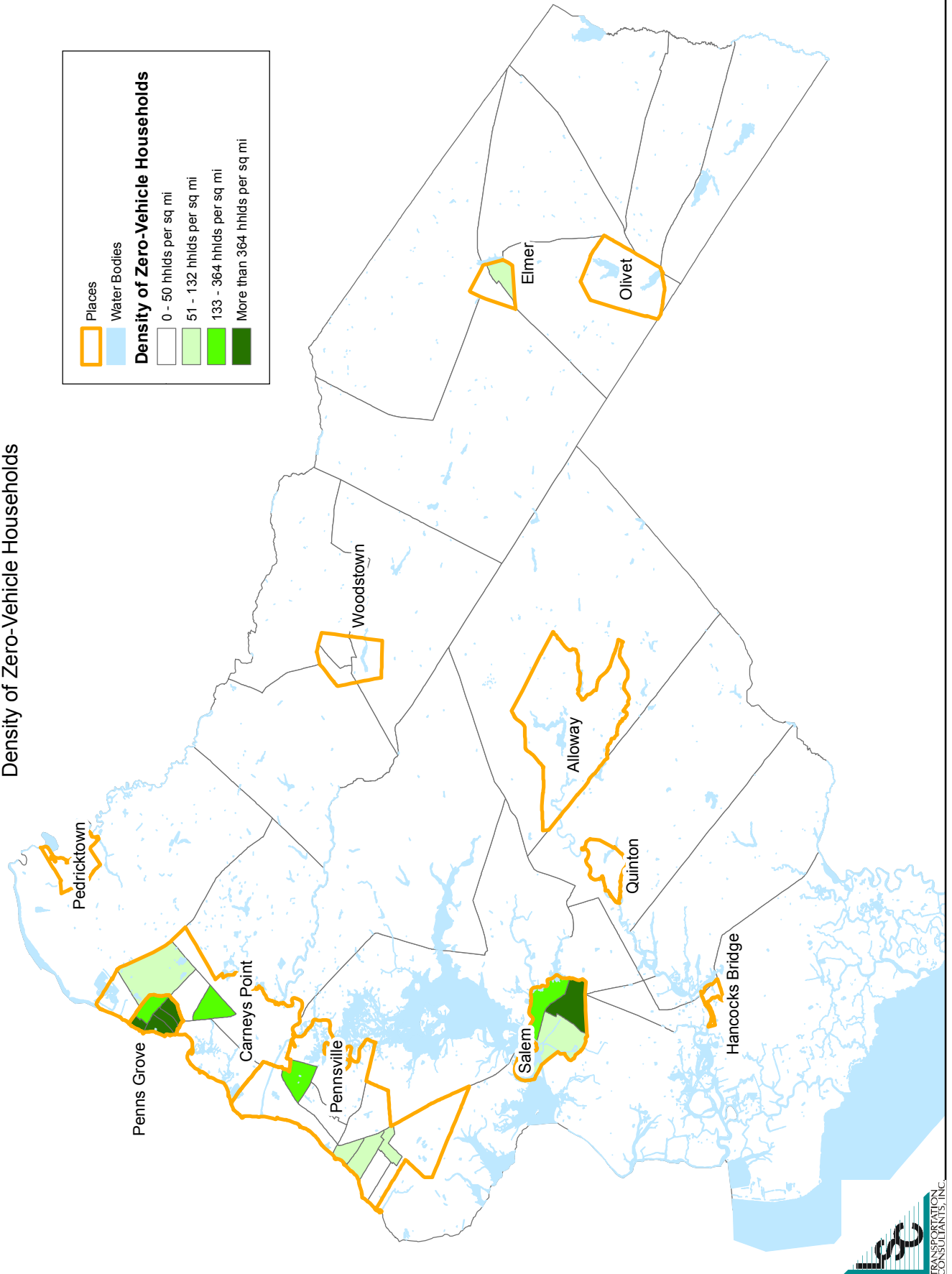
Figure V-4
Density of Low-Income Persons



Zero-Vehicle Households

People who do not own or have access to a private vehicle are also considered transit-dependent. A zero-vehicle household is defined as a household in which an individual does not have access to a vehicle. These individuals are generally transit-dependent as their access to private automobiles is limited. Approximately nine percent (2,317 households) of the study area's households reported no vehicle available for use. The density of zero-vehicle households for the study area using the 2012 ACS data is shown in Figure V-5. The areas with the highest density of zero-vehicle households are Penns Grove and southeastern Salem. The areas with the next highest density of zero-vehicle households are northern Pennsville, and northeastern Penns Grove and Salem.

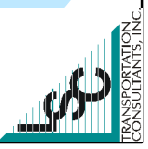
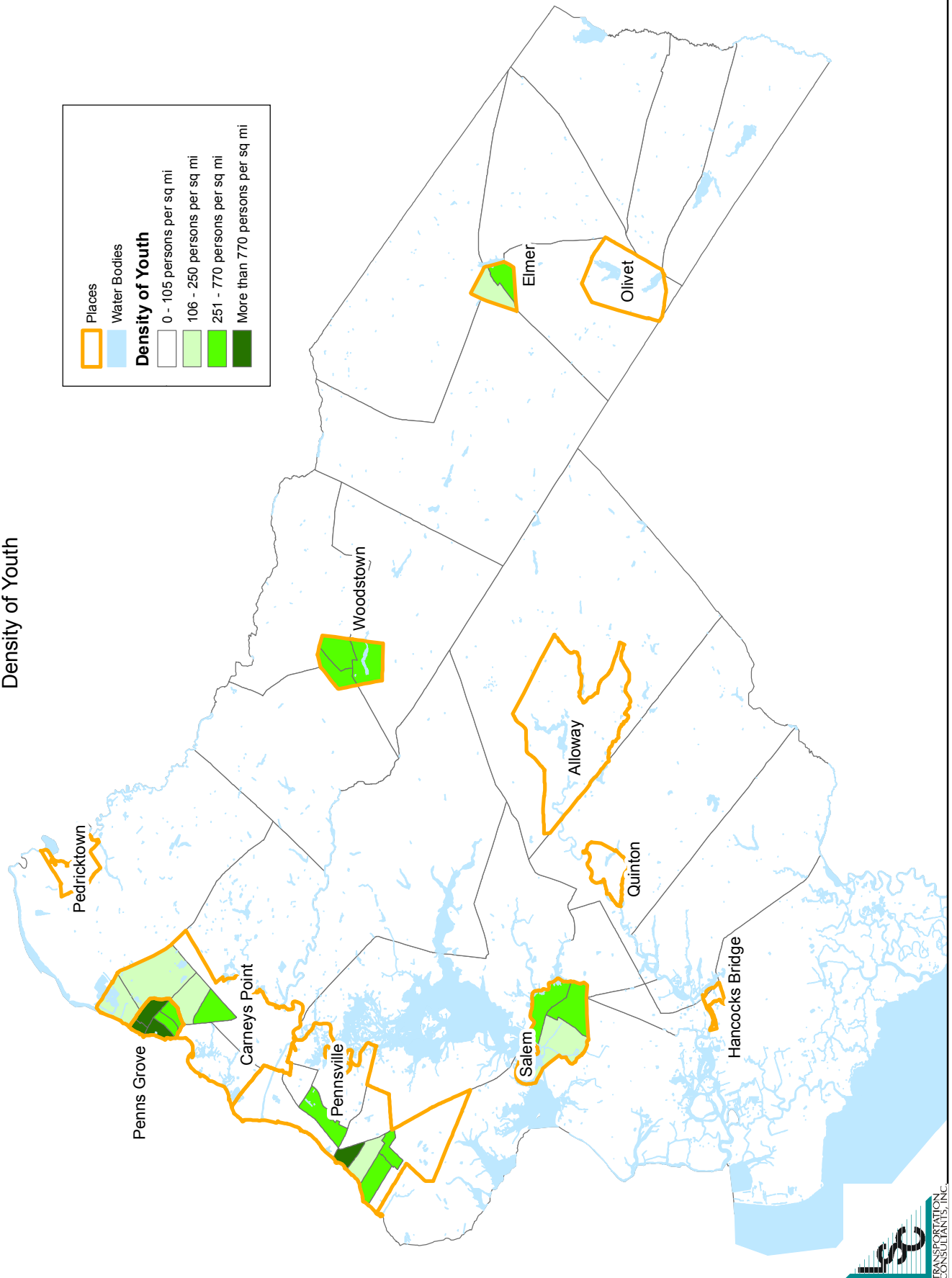
Figure V-5
Density of Zero-Vehicle Households



Youth Population

The population density of youth (10-19 years of age) for Salem County using the 2012 ACS data is shown in Figure V-6. The areas with the largest youth population in the study area are northern Penns Grove and central Pennsville, followed by Woodstown, central Carney's Point, eastern Elmer and Salem, and portions of the area just outside central Pennsville. Approximately 13.9 percent (9,149 individuals) of the population of the study area are youth.

Figure V-6
Density of Youth



COMMUNITY ECONOMIC CHARACTERISTICS

According to the New Jersey Department of Labor and Workforce Development, the annual average unemployment rate for Salem County in 2013 was 8.8 percent. This is slightly higher than the unemployment rate for the State of New York during the same time period (8.2 percent).

Employment Sectors

Table V-1 shows the available 2008-2012 American Community Survey five-year estimates of employment by sector for Salem County. The Educational Services/Healthcare and Social Assistance sector is the largest sector, accounting for approximately 22.8 percent of employment. The next highest industry sector is Manufacturing (12.3 percent) followed by Retail Trade (10.4 percent) and Transportation, Warehousing, Utilities, and Professional/Scientific/Management and Administrative and Waste Management Services (9.3 percent each sector). The employment numbers reflect a five-year average and do not necessarily reflect current conditions.

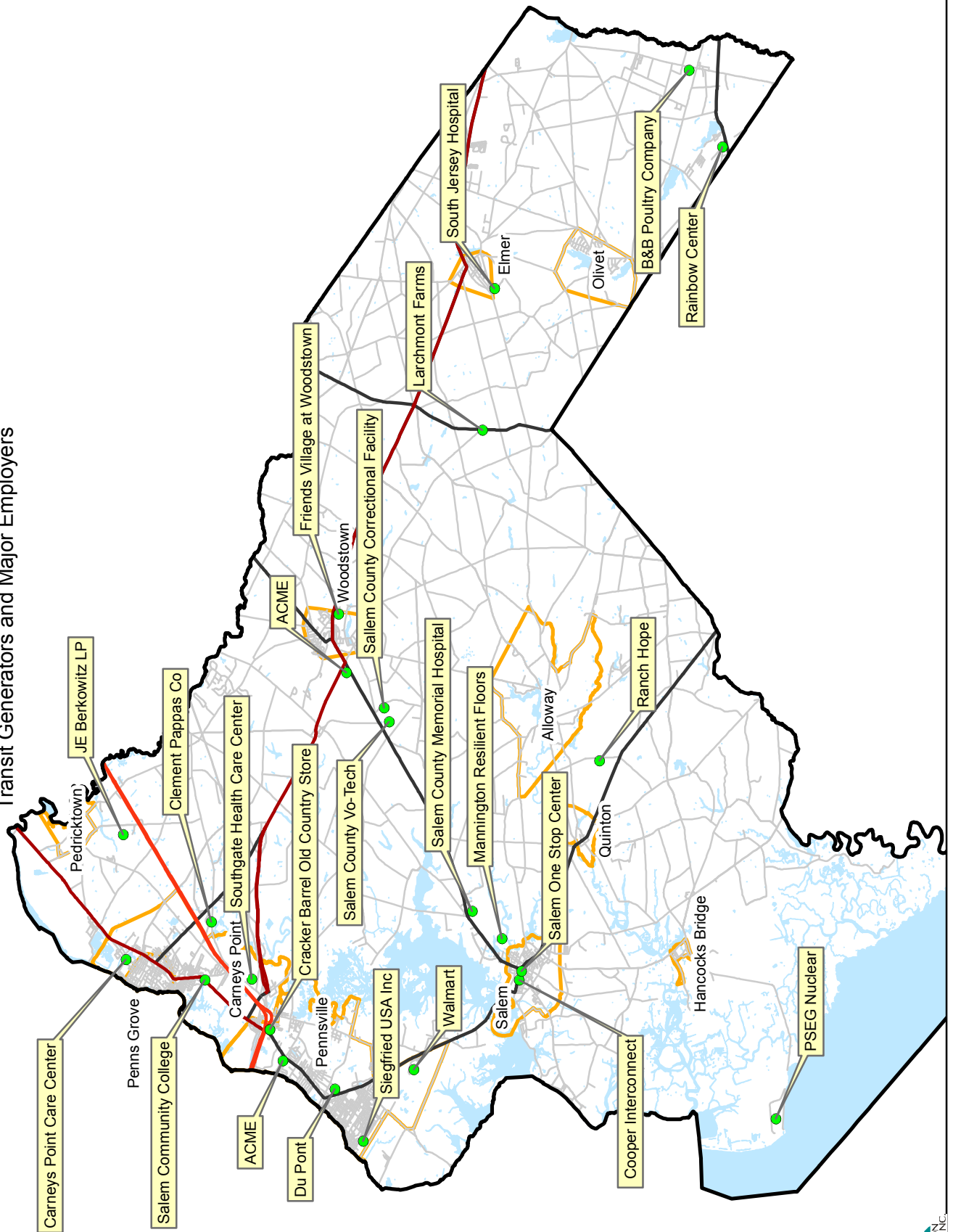
Table V-1 Employment by Sector for Salem County, NJ		
Industry	Employees	Percent
Educational services, health care, and social assistance	6,674	22.8%
Manufacturing	3,620	12.3%
Retail trade	3,037	10.4%
Transportation, warehousing, and utilities	2,740	9.3%
Professional, scientific, management, and administrative and waste management services	2,724	9.3%
Construction	2,382	8.1%
Arts, entertainment, recreation, and accommodation and food services	1,733	5.9%
Finance and insurance, and real estate and rental and leasing	1,567	5.3%
Public administration	1,561	5.3%
Other services, except public administration	1,264	4.3%
Wholesale trade	982	3.3%
Agriculture, forestry, fishing and hunting, and mining	653	2.2%
Information	379	1.3%
TOTAL	29,316	100%
<i>Source: US Census Bureau, American Community Survey- 2012, LSC 2014.</i>		

Major Employers and Activity Centers

Major transit activity centers are important in terms of land use, trip generation, and the ability to be served by public transit. Many of these points of interest are clustered together into what can be referred to as “activity centers.” Activity centers are locations that are typically shown to generate transit trips because they are prime origins or prime destinations. There is no set formula that is used to derive a list of activity centers as the process is subjective. Activity centers generally include a wide variety of land uses including shopping/retail areas, as well as commercial, hospital, and education centers. These are the most critical land uses for individuals who use transit. Figure V-7 shows the locations of possible transit generators within Salem County. Places that have been identified as major transit trip generators within the study area include: PSEG Nuclear, Du

Pont, Salem County Memorial Hospital, Walmart, ACME, Salem County Correctional Facility, South Jersey Hospital, Salem Community College, JE Berkowitz LP, as well as various nursing and rehab facilities, shopping centers, and manufacturing operations. Other key destinations are outside Salem County including the Social Security office in Bridgeton and employment centers in adjacent counties.

Figure V-7
Transit Generators and Major Employers



TRAVEL PATTERNS

Work Transportation Mode

The 2012 American Community Survey from the US Census Bureau yields information useful to the study area regarding the means of transportation to and from work for the study area's residents. Table V-2 shows the number of people in Salem County's workforce and their modes of travel. These data were tabulated for employees 16 years of age and older who were at work when the American Community Survey questionnaire was completed.

Table V-2 Means of Transportation to Work Salem County, NJ		
Means of Transportation	Workers	Percent
Drove alone	24,221	84.5%
Carpooled	2,479	8.7%
Worked at home	779	2.7%
Walked	531	1.9%
Public transportation (excluding taxicab)	429	1.5%
Taxicab, motorcycle, bicycle or other means	215	0.8%
Note*: Workers 16 years and over Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates		

The majority of the workforce drives alone to work (24,221 people or 84.5 percent). Carpooling (2,479 people or 8.7 percent) is the next highest mode of transportation to work, followed by people working from home (779 persons or 2.7 percent). Only 1.5 percent of people used public transportation.

Table V-3 shows that the mean commute time for Salem County residents was 26.6 minutes. The most frequent responses for residents' travel time to work were 10-14 minutes and 20-24 minutes (14 percent of respondents each), followed by 15-19 minutes (13 percent of respondents), and 5-9 minutes and 30-34 minutes (12 percent of respondents each).

Table V-3 Travel Time to Work Salem County, NJ		
Travel Time	Workers	Percent
Less than 5 minutes	1,227	4%
5 to 9 minutes	3,252	12%
10 to 14 minutes	3,930	14%
15 to 19 minutes	3,747	13%
20 to 24 minutes	3,800	14%
25 to 29 minutes	2,031	7%
30 to 34 minutes	3,310	12%
35 to 39 minutes	878	3%
40 to 44 minutes	1,202	4%
45 to 59 minutes	2,146	8%
60 or more minutes	2,352	8%
Mean travel time to work		26.6 minutes
Source: 2008-2012 American Community Survey Five-Year Estimates.		

Table V-4 shows the time ranges for Salem County residents leaving home to go to work. The most frequent responses for the time workers left home to travel to work were between 7:30 and 7:59 a.m. (14 percent of respondents), 7:00 and 7:29 a.m. (13 percent), and 6:30 and 6:59 a.m. (11 percent). The next most frequent response was between 6:00 and 6:29 a.m. (10 percent). This was followed by residents leaving between 5:30 and 5:59 a.m., and 12:00 and 3:59 p.m. (7 percent of respondents each).

Table V-4 Time Leaving Home to Go to Work Salem County, NJ		
Time Ranges	Workers	Percent
12:00 a.m. to 4:59 a.m.	1,593	6%
5:00 a.m. to 5:29 a.m.	1,299	5%
5:30 a.m. to 5:59 a.m.	1,996	7%
6:00 a.m. to 6:29 a.m.	2,731	10%
6:30 a.m. to 6:59 a.m.	3,137	11%
7:00 a.m. to 7:29 a.m.	3,628	13%
7:30 a.m. to 7:59 a.m.	4,032	14%
8:00 a.m. to 8:29 a.m.	2,681	10%
8:30 a.m. to 8:59 a.m.	1,376	5%
9:00 a.m. to 9:59 a.m.	935	3%
10:00 a.m. to 10:59 a.m.	494	2%
11:00 a.m. to 11:59 a.m.	262	1%
12:00 p.m. to 3:59 p.m.	2,042	7%
4:00 p.m. to 11:59 p.m.	1,669	6%
Total	27,875	100%
<i>Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates</i>		

Commute Patterns

Commuter patterns were analyzed to and from Salem County using Longitudinal Employer-Household Dynamics (LEHD) data. In the absence of a better source of commuter pattern data, it is worthwhile to include these data as a general indicator of commute patterns to and from the study area. However, it should be noted that LEHD data represent estimates of commute patterns, synthesized from several sources of US Census residential locations, business locations, and commute data. These figures exclude federal, railroad, and self-employed employees, and include trips that are not made each workday. As such, these data should be used to provide only a general commuting pattern.

Table V-5 shows where Salem County residents are employed. The table shows a variety of counties Salem County residents are traveling to for work. The table shows that approximately 29 percent of Salem County residents are employed within the county itself followed by approximately 14 percent being employed in Gloucester County, NJ, and approximately 11 percent being employed in New Castle County, Delaware. This pattern reflects the lack of employment

opportunities within Salem County which has recently been exacerbated with the closure of a major employer.

Table V-5		
Residents in Salem County are Employed		
County of Work	Salem County Residents	
	#	%
Salem County, NJ	9,054	28.8%
Gloucester County, NJ	4,458	14.2%
New Castle County, DE	3,419	10.9%
Cumberland County, NJ	2,858	9.1%
Camden County, NJ	2,039	6.5%
Philadelphia County, PA	1,535	4.9%
Burlington County, NJ	1,263	4.0%
Delaware County, PA	930	3.0%
Atlantic County, NJ	835	2.7%
Mercer County, NJ	607	1.9%
All Other Locations	4,435	14.1%
<i>Source: LEHD; LSC, 2014.</i>		

Table V-6 shows where Salem County workers live. The table shows 46 percent of Salem County workers are from Salem County itself. Approximately 14 percent are from adjacent Gloucester County and 10 percent are from the adjacent Cumberland County.

Table V-6 Workers in Salem County Live		
County of Residence	Salem County Workers	
	#	%
Salem County, NJ	9,054	46%
Gloucester County, NJ	2,671	14%
Cumberland County, NJ	1,885	10%
New Castle County, DE	1,579	8%
Camden County, NJ	825	4%
Burlington County, NJ	477	2%
Atlantic County, NJ	353	2%
Delaware County, PA	296	2%
Chester County, PA	264	1%
Ocean County, NJ	257	1%
All Other Locations	2,005	10%
Source: LEHD; LSC, 2014.		

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Transit Need and Demand Analysis

INTRODUCTION

A key step in coordinating transportation services is a careful analysis of the mobility needs of various segments of the population and the potential ridership of transit services. There are several factors that affect demand, not all of which can be forecasted. However, as demand estimation is an important task in developing any transportation plan, several methods of estimation have been developed in the transit field. The analysis makes intensive use of the demographic data discussed in Chapter III.

This chapter presents an analysis of the demand for transit services in Salem County based upon standard estimation techniques. The transit demand identified in this section will be used in the identification of potential coordination opportunities and the evaluation of the various service improvements. This chapter uses numerous models and formulas to help quantify different segments of transit need and demand, such as:

- Mobility Gap Analysis
- Greatest Transit Need Index
- Input from Stakeholder Meetings

Data were taken from the 2008-2012 American Community Survey (ACS) five-year estimates for all of the population groups. Each of these approaches helps to show the patterns that are likely to arise regarding transit needs within the area. Estimating demand for services is not an exact science and therefore must be carefully judged for reasonableness. Across the country, transit use remains a relatively low proportion of overall passenger travel compared to the use of the personal automobile. Average use for transit, where it exists, represents approximately one percent of the total travel mode split. The travel demand for transit in the Salem County study area, according to the U.S. Census Bureau is

a comparatively large portion of the total regional travel representing two percent of the total travel mode split.

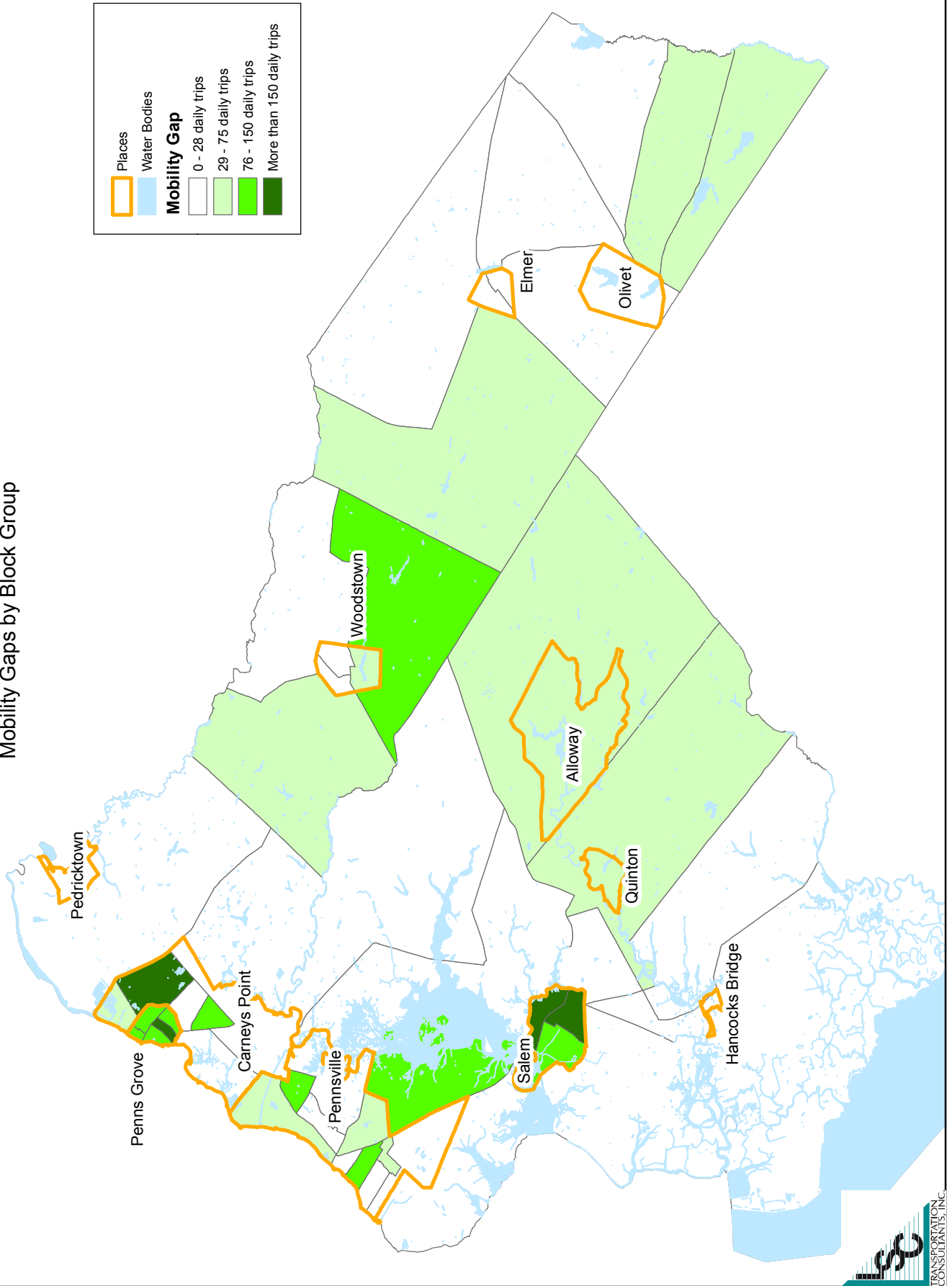
MOBILITY GAP ANALYSIS

The mobility gap methodology is used to identify the amount of service required to provide an equal mobility to households that have access to vehicles and those that do not. The National Household Travel Survey (NHTS) provides data that allow for calculations to be made relating to trip rates. Separate trip rates are generated for various regions throughout the United States to help account for any locational inequities. Trip rates are also separated by general density and other factors such as age. This methodology was updated using the 2009 NHTS data available.

New Jersey is part of Division Two, the Middle Region. The trip rate for zero-vehicle households in rural areas of the Middle Region was determined to be 3.5 daily trips. For rural households with at least one vehicle, the trip rate was 4.8 daily trips. The mobility gap is calculated by subtracting the daily trip rate of zero-vehicle households from the daily trip rate of households with at least one vehicle. Thus, the mobility gap is represented as 1.3 household trips per day. This mobility gap is slightly lower than the national average of 1.5 for rural households.

To calculate the transit need for each census block group in the Salem County study area, the number of zero-vehicle households is multiplied by the mobility gap number. Table 1 of Appendix B and Figure VI-1 illustrates this information broken out by block group. In total, 3,012 daily trips need to be provided by transit to make up for the gap in mobility. This calculates to an annual transit need of 904,000 trips.

Figure VI-1
Mobility Gaps by Block Group



GREATEST TRANSIT NEED INDEX

“Greatest transit need” is defined as those areas in the Salem County area with the highest density of zero-vehicle households, older adult population, disabled, and low-income population. These populations are generally considered to be the individuals that have the greatest need for public transit services.

Methodology

The US Census and the American Community Survey data were used to calculate the greatest transit need index. The categories used for the calculation were zero-vehicle households, older adult population, disabled population, and low-income population. Using these categories, LSC developed a “transit need index” to determine the areas with the greatest transit need. The density of the population for each census block group within each category was calculated, placed in numerical order, and divided into six segments. Six segments were chosen to reflect a reasonable range. Each segment contained an approximately equal number of census block groups to provide equal representation.

The census block groups in the segment with the lowest densities were given a score of 1. The census block groups in the segment with the next lowest densities were given a score of 2. This process continued for the remainder of the block groups. The block groups in the segment with the highest densities were given a score of 6. This scoring was completed for each of the categories (zero-vehicle households, older adult population, disabled population, and low-income population). After each census block group was scored for the four categories, the four scores were added to achieve an overall score. Table 2 of Appendix B presents the rank for each block group in Salem County. The scores range from 4 (lowest need) to 24 (highest need).

Results

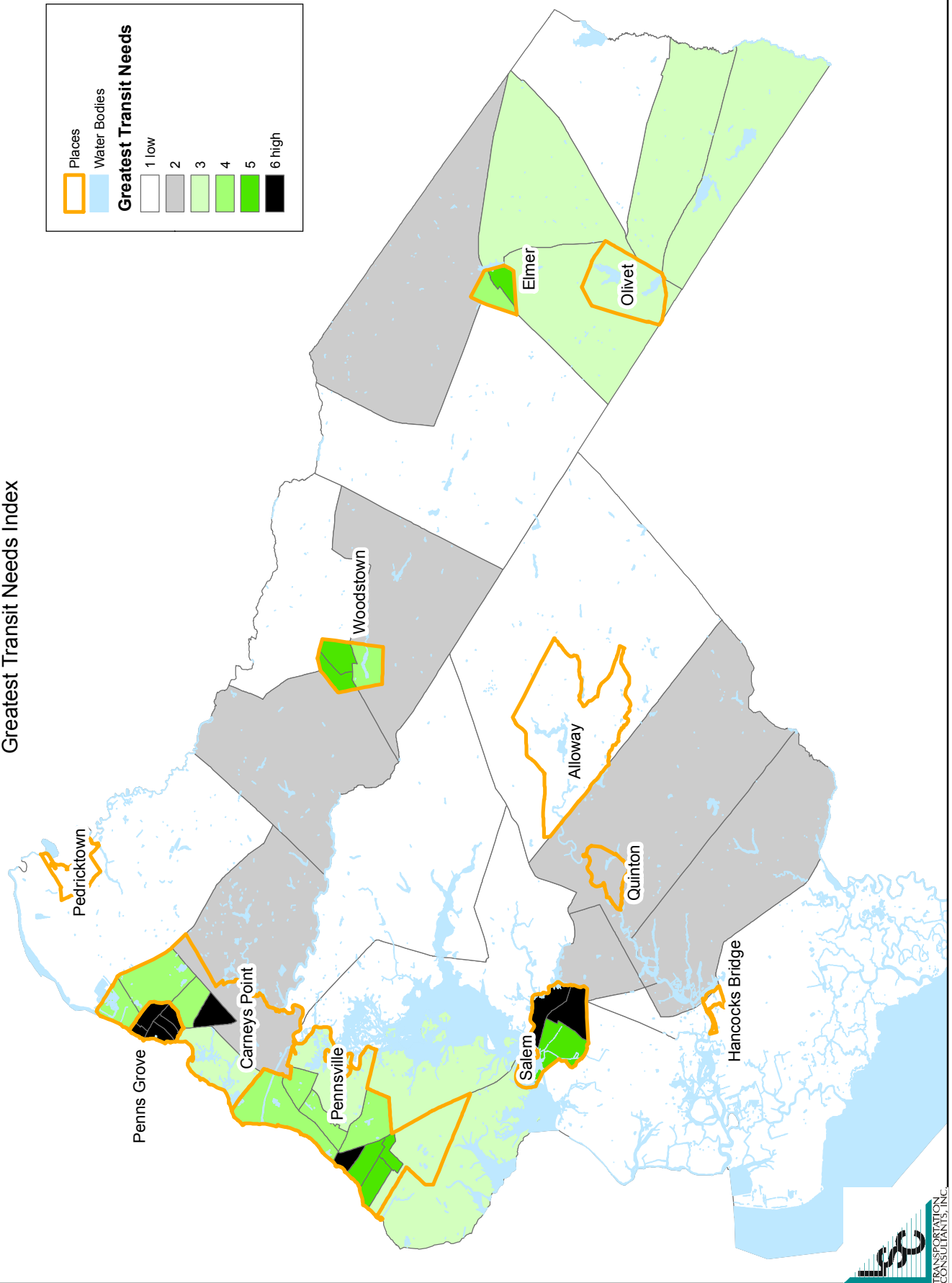
Figure VI-2 presents the Salem County study area’s block groups with the greatest transit need, along with the transit need index. Nine block groups were determined to have the greatest transit needs based on zero-vehicle households, older adult population, ambulatory disability population, and low-income population. Table VI-1 presents information on these 9 block groups. As shown

in Figure VI-2, the greatest transit need is mainly on the western portion of Salem County in Penns Grove borough, Carneys Point Township, Salem City, and the most populous place in Salem County - Pennsville Township.

By identifying those areas with a high need for public transportation, LSC was able to uncover a pattern for the areas with the highest propensity to use transit service. As LSC examines service alternatives, Figure VI-2 can be used in the analysis to ensure that areas with a high transit need would be adequately served. Those US Census block groups not scoring in the highest category, but still having a high score, could still be considered a high priority for transit service.

Table VI-1 Census Block Groups with Greatest Transit Need Salem County			
Community	Census Tracts	Census Block Groups	Overall Score
Penns Grove	020200	1	24
Penns Grove	020200	2	24
Penns Grove	020300	3	24
Penns Grove	020300	2	23
Carneys Point	020500	2	23
Salem	021900	1	23
Salem	022000	1	23
Penns Grove	020300	1	22
Pennsville	021600	1	22
Source: LSC, 2014			

Figure VI-2
Greatest Transit Needs Index



INPUT FROM STAKEHOLDER MEETINGS

As part of the development of this Regional Coordinated Human Services Transportation Plan, stakeholders from the Salem County area met on October 14, 2014 to discuss transportation needs and issues in the region as well as the strategies to meet those needs.

The stakeholders highlighted the needs to expand service areas, improve the coordination and communication between agencies, and address funding needs. Some of the needs identified at this Salem County stakeholder meeting are categorized and listed below:

Service Area

- Need for an east-west connection in the county. This part of the county is rural.
- Need to expand service areas. For example, Access Link serves only $\frac{3}{4}$ of a mile from the fixed routes. This $\frac{3}{4}$ mile limits service to eastern/rural part of the county.
- Need for a Salem-Bridgeton connection.
- Pearl Transit would like to transport more people to Atlantic City.
- Need to provide service that isn't just for employment, but serves the whole community.

Vehicles and Capacity

- Need for vehicles to replace broken-down vehicles.

Funding

- Need to increase non-grant revenue sources (e.g., provide NJT bus passes instead of providing some trips).
- Need to increase operating funds.

Coordination and Communication between Agencies

- Need to make more effective use of the transit network.
- Need for a county transportation coordinator/mobility manager position.

- Need to break-down silos (e.g., United We Ride).
- Need for the sharing of program information among the agencies and service providers.
- Need to coordinate multiple transportation purposes (church, medical, etc.) to limit empty seats and duplicate routes.

Education

- Encourage use of bicycles on buses to increase the feeder service.

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Service Gaps and Duplications

INTRODUCTION

Chapter II details the various agencies that provide transportation services in Salem County. They include public, private, and human service agencies and include fixed-route services, demand-response services, and client transportation services in Salem County. The fixed routes in Salem County are operated by NJ Transit and Salem County Office of Transportation (under contract with NJ Transit) oriented along major highway routes that connect population centers in the county such as Salem and Penns Grove as well as urban centers such as Bridgeton in neighboring Cumberland County. The Salem County Office of Aging offers transportation for seniors, people with disabilities, veterans, and the general public who live in rural areas of Salem County (as designated by NJ Transit). The Mid-Atlantic States Career and Education Center (MASCEC), a private non-profit provider, offers transportation through the Salem County Collaborative Shuttle (SCCS) from Salem to Pureland Industrial Park and extends to serve the Commodore 295 Business Park in Gloucester County. The SCCS service is designed to serve low-income and underemployed residents but is open to the general public. There are many private transportation services that serve only agency clients.

This chapter presents a brief analysis of the service gaps and duplications within Salem County. The identified gaps in services were used in identifying possible service improvements for the area.

EXISTING SERVICE GAPS

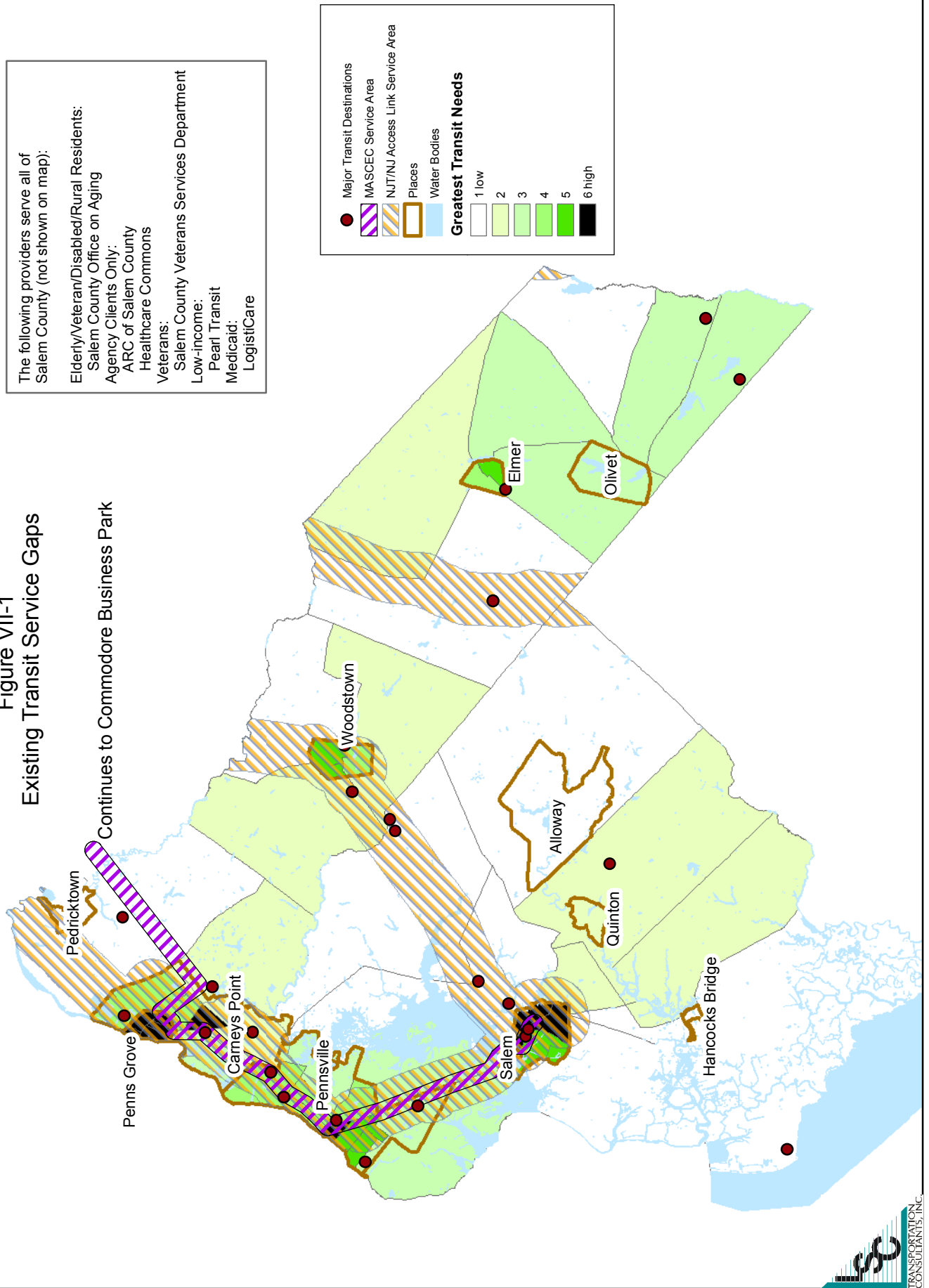
Service gaps include spatial gaps where service is not provided or transportation service is limited to a particular geographical area, market gaps where service is not provided for a specific market segment, and temporal gaps where service is limited during certain times of the day or during certain days of the week. Gaps in service are geographic in nature as well as related to various market segments and service hours of operation. Identified service gaps are detailed below.

Geographic Service Gaps

Figure VII-1 shows existing transportation services in Salem County overlaid with the greatest transit need index (detailed in Chapter VI) and major transit destinations (detailed in Chapter V) in Salem County. Figure VII-1 also illustrates the existing transit service gaps. (Note: Some providers such as ARC of Salem County, Healthcare Commons, Salem County Veterans Services Department, Pearl Transit, and the Salem County Office on Aging serve all or most of Salem County and are not shown in Figure VII-1). Figure VII-1 also shows transportation services provided by the Mid-Atlantic States Career and Education Center (MASCEC) that is designed to serve low-income and underemployed residents but is open to the general public. As illustrated in the figure, NJ Transit and NJ Access Link services are concentrated mainly along the northwestern communities of Salem County (Pennsville, Carneys Point, Penns Grove, and Pedricktown), along the NJ Route 49 corridor between and including Salem and Pennsville, along the NJ Route 45 corridor between and including Salem and Woodstown, and along NJ Route 77 within the county. The Salem County Office of Aging also provides transportation to the general public who live in rural areas.

The fixed-route bus services in Salem County are operated by NJ Transit and Salem County Office of Transportation (operating under contract with NJ Transit). Most of NJ Transit fixed routes in Salem County serve the communities of Salem, Woodstown, Pennsville, Carneys Point, Penns Grove, and Pedricktown, with the routes oriented along major roadways such NJ Routes 45 and 49 and US Route 130. The communities in northwestern Salem County and the communities of Salem, Woodstown, and Elmer are the same areas with the greatest transit needs (as detailed in Chapter VI) and include major transit destinations. Northwestern Salem County communities, Salem, and Woodstown are served by NJ Transit.

Figure VII-1
Existing Transit Service Gaps



Salem County residents who live outside of the NJ Transit/NJ Access Link service area are served by the Salem County Office of Aging and hence there is no geographic service area gap in Salem County.

Market Gaps

Market gaps include gaps in service for specific market segments like the elderly, persons with disabilities, and low-income individuals within Salem County.

There are approximately 14 demand-responsive transportation service operators in Salem County including the NJ Transit Access Link program and the Salem County Office of Aging as well as various public and private transportation organizations and companies that provide transportation services to specific agency client groups that serve specific target populations. The general public is served by the current services provided through NJ Transit/NJ Transit Access Link and the Salem County Office of Aging and hence there is no market gap.

Temporal Gaps

Most of the larger communities of Salem County are served by NJ Transit and NJ Transit Access Link. NJ Transit provides transportation services seven days a week between the hours of 4:30 a.m. and 1:30 a.m. on weekdays and between 4:30 a.m. and 12:00 midnight on the weekends. NJ Transit Access Link provides transportation service at the same times as the regularly scheduled local NJ Transit bus routes.

The Salem County Office on Aging provides transportation services to those areas in Salem County designated as rural. The service is provided on weekdays between 8:00 a.m. and 5:00 p.m. For those individuals living in rural communities of Salem County who require transportation services outside of the Office of Aging service hours (8:00 a.m. to 5:00 p.m.) and have no access to NJ Transit service, a temporal gap exists for these rural communities on the weekends and weekday evening, night, and early morning hours (to get to work).

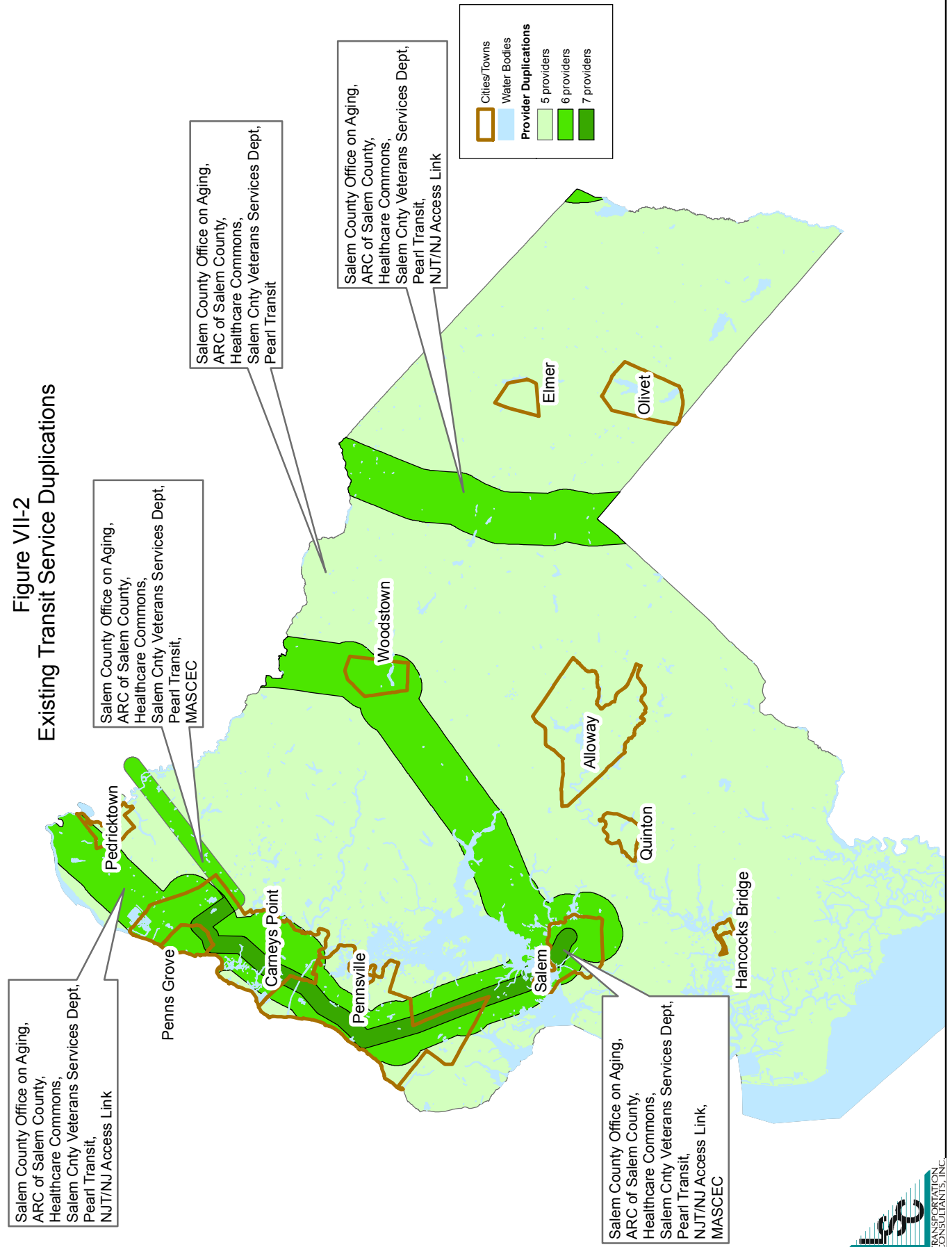
The transportation service provided by the Salem County Collaborative Shuttle (SCCS) service is provided seven days a week from 5:11 a.m. to 12:11 a.m. This service fills some of the temporal gap for commuters to and from the Pureland and Commodore 295 employment centers.

IDENTIFIED SERVICE DUPLICATIONS

There are some service duplications in Salem County due to the geographical areas served and type of market segments served. Figure VII-2 illustrates the various service duplications in Salem County. (Note: The State Medicaid provider for the State of New Jersey was not mapped.) Duplication of service is not always recognized as many programs are established to meet specific unmet needs. The programs often end up serving the same areas, but different clients. This leads to duplication of service with opportunities to improve efficiency.

- There are a number of human service agencies in Salem County such as ARC of Salem County, Healthcare Commons, and Veterans Services that provide program-specific transportation to their agency clients and their service areas overlap with the public transit services provided by the NJ Transit/NJ Access Link and Salem County Office of Aging.
- Since the Salem Office of Aging provides service to specific target populations such as seniors, people with disabilities, and veterans, there may be overlap of services with NJ Transit/NJ Access Link in the populated communities of Salem County.
- The Salem County Collaborative Shuttle (SCCS) service area is designed to serve low-income and underemployed residents but is open to general public. The SCCS service area overlaps with NJ Transit/NJ Access Link in the populated communities of Salem County and a portion of the Salem Office of Aging service area.
- There is also need for coordinated out of state service to hospitals and clinics in Philadelphia and Delaware (The Wilmington VA Medical Center). These duplicate regional services could be coordinated and/or consolidated into a single multi-county regional service.
- Pearl Transit is another example of the potential overlap of services with NJ Transit/NJ Access Link and the Salem County Office of Aging. Although Pearl Transit provides service when other public transportation is not available, these agencies should work closely to ensure that service is not duplicated.

Figure VII-2
Existing Transit Service Duplications



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Strategies to Address Service Gaps and Duplications

INTRODUCTION

The transit service gaps and duplications in Salem County are detailed in Chapter VII. These service duplications and gaps can be addressed through coordination, implementation of consolidation strategies, and new services that might fill the gaps in service as discussed in this chapter. Coordination benefits include improvement in the cost-effectiveness of service delivery, resource management, and shared funding, while supporting agencies and organizations to accomplish their transportation service objectives.

Chapter VIII discusses the types of common coordination strategies. This chapter identifies those strategies, which strategies can be specifically applied to Salem County as well as the four-county region (Cape May, Cumberland, Salem, and Atlantic Counties). Strategies include establishment of a regional coordination council, creation of a one-call center, and coordination and consolidation of county and regional-wide services.

In this chapter, coordination and consolidation strategies are presented at a high-level; these strategies were then further defined in more detail (specific locations, roles and responsibilities, funding, etc.).

COORDINATING COUNCIL

Currently, Salem County has an informal Coordinating Council. A Local Coordinating Council (LCC) should be established in Salem County to provide a central forum where agencies and organizations with the common goal of coordinating transportation resources can meet to share information, identify coordination opportunities, and establish priorities for implementation of coordination strategies and funding opportunities available for Salem County. All transportation grant requests should be reviewed, prioritized and approved by the Local Coordinating Council with recommendations provided to the South

Jersey Transportation Planning Organization (SJTPO). A Regional Coordination Council (RCC) could also be developed that includes the counties of Salem, Cape May, Cumberland and Atlantic. The RCC could address coordination issues across county boundaries.

The various transportation and human service providers in the region should then work together to coordinate grant submissions for existing services, especially within Salem County or a corridor that serves multiple counties within the SJTPO service area. As services are coordinated to a greater degree, are expanded, or as new services are initiated, joint grant writing efforts will become increasingly important.

Education and Marketing

Both current and potential users of the transit system may not be aware of the different transit service options available in their area. The Regional Coordination Council creates an opportunity for agencies and organizations to jointly develop and implement public education and marketing materials and programs about transit services. The One-Call Center, as discussed in the following section, can also be utilized as a public education tool to inform the public about the available services in Salem County.

In addition to providing transit service education to the public, the Regional Coordination Council also provides an opportunity for representatives from agencies and organizations to share information with one another about the services they provide, which can lead to the identification of duplicate services, and for potentially sharing resources, etc.

SERVICE CONSOLIDATION AND COORDINATION

While there are existing transportation services, many times clients and potential users are not aware of the available services in their area and how to request these services—this is when the dissemination of existing transportation services information and resources to the public is important.

Regional One-Call Center

A One-Call Center provides a centralized telephone line where users only need to call one telephone number to obtain transit information (hours of operation, eligibility requirements, etc.) and schedule a reservation. The One-Call Center would be housed in a single office that provides callers with information on the transportation services and oversees the dispatching vehicles and scheduling of reservations for all the participating transportation agencies. The benefits of a One-Call Center include reduction in administrative costs, fleet coordination, and reduction in the duplication and gaps in services.

Funds have been identified to establish a One-Call Center in Atlantic County (managed by Atlantic County). Currently, only Atlantic City has been identified as an agency participant in this One-Call Center, with anticipation for more agencies and organizations within Atlantic County to participate in the near term.

Once in operation, this county One-Call Center could be expanded into a Regional One-Call Center to coordinate transit agency and organization activities over a larger geographic area. This Regional One-Call Center could coordinate services within Salem County and between services that extend into neighboring counties.

With the establishment of a Regional One-Call Center, a Mobility Manager position could be created to serve as a central point of contact for the transit service agencies and organizations participating in county and regional forums and programs such as the Regional Coordination Council and/or One-Call Center. The Mobility Manager position could also be assigned to create the Regional One-Call Center.

Service Consolidation and Service Expansion to the General Public

In Salem County, there are a number of transit services which overlap in either a geographic area or serve a specific market segment (elderly, persons with disabilities, low-income, etc.). Service duplications in Salem County are detailed in Chapter VII. In summary, there are a number of human service agencies (ARC of Salem County, Healthcare Commons, and Veteran Services) in Salem

County that overlap with the public transit services provided by the NJ Transit/NJ Access Link and Salem County Office of Aging. These human service agencies should pay existing transportation providers or give transportation vouchers to their clients to use transportation services already available, rather than directly operating transportation services for their agency clients. Salem County Collaborative Shuttle (SCCS) and Pearl Transit also overlap with the NJ Transit/NJ Access Link service areas. Similarly, Pearl Transit should work closely with the County Coordinating Council and other providers to avoid duplicating other transportation services in Salem County. While SCCS is designed to serve low-income and underemployed residents and is open to the general public, SCCS should be advertised as a “transit service open to general public.” Coordination and/or consolidation of these overlapping services would not only reduce redundant services but could also reduce administration cost and improve resource management.

In regards to transit needs, there is a lack of east-west transit connections in Salem County. By establishing an east-west transit service, communities such as Bridgeton (e.g., Social Security Office) would be accessible by transit.

Additionally, rural communities are lacking service on the weekends and the weekday evening, night, and early morning hours. More rural areas would be served by transportation service agencies extending their service hours and areas.

Medicaid

A central agency such as the Salem County Office of Aging could be added as a local carrier/ provider for Medicaid transportation within Salem County. Local services increase cost-effectiveness and in turn, more funds become available locally. Coordination agreements with the broker and providers, such as the Salem County Office of Aging, are an effective method for coordinating Medicaid and non-Medicaid passenger-trips among a variety of providers.

Use of a regional one-call center would provide the mechanism for scheduling trips requested through a regional Medicaid brokerage, while being able to make cost-effective use of local transportation resources. After the one-call center is established, the State Medicaid broker could complete all eligibility

determinations and then refer the trip request to the Regional One-Call Center where it would be scheduled with the appropriate provider.

Public Transit Service Connections

One of the reasons potential transit patrons don't use public transit is because there is no NJ Transit directly serving their community or there is no transit connection between their community and the NJ Transit system. These users could be served by a feeder service which would provide service from their community to the transit network (e.g., a shuttle service picks up passengers at a stop in their community and takes them to a major transit stop along a NJ Transit line or major transfer point in the network).

REGIONAL SERVICES COORDINATION AND CONSOLIDATION

Currently, Salem and Cumberland counties provide transit services to hospitals and clinics in Philadelphia and Delaware. Cape May County, through the Cape May County Fare Free program, is currently providing similar transit services to these neighboring states. These duplicate regional services could be coordinated and/or consolidated into a single multi-county, regional service.

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Implementation Plan

INTRODUCTION

The basis for any transit plan is the careful consideration of realistic transit service alternatives. Each transit service alternative must be evaluated using locally established goals and objectives. Any alternative that does not support the mission statement or the corresponding goals and objectives of coordinated public transportation should not be considered for implementation.

The first section of this chapter evaluates the various proposed transit services. The second section of this chapter provides coordination strategies, and the last section of this chapter provides funding alternatives for implementing coordinated transportation services in the Salem County area and in the four-county SJTPO area.

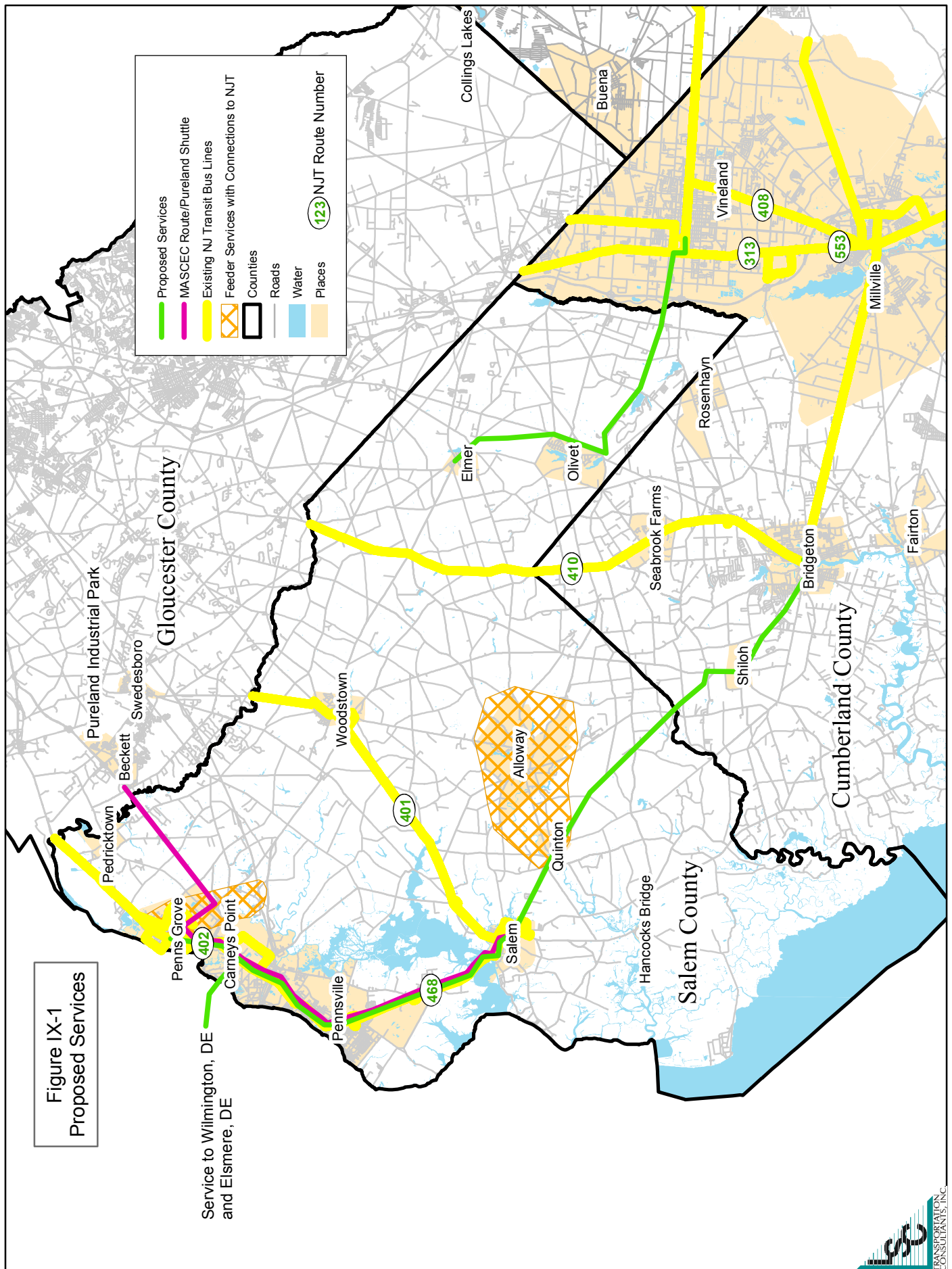
PROPOSED SERVICES

This section of the chapter evaluates the various proposed transit services. The proposed transit services are based on information and input gathered from the stakeholder meetings. These proposed services are designed to meet demand that may not currently be met. Implementation of the services should be accomplished through coordination among existing transportation providers.

Service Between Northwestern Quarter Salem County (Penns Grove) and Bridgeton

Bridgeton is the location for the Social Security office, Division of Vocational Rehabilitation, Parole office, and Rent Assistance program. Based on the stakeholder meeting, it was reported that a lot of people lose their social security cards and need to go to Bridgeton to get a new one. Currently, people go through Gloucester in order to get to Bridgeton by bus, which takes all day. As there is no transit route directly serving the Northwestern quarter Salem County (Penns Grove) and Bridgeton, this proposed service would include a direct east-west transit service connection from the Northwestern quarter Salem

County (Penns Grove) to the Bridgeton City, and provide the needed connection from Salem to the various services in Bridgeton (as shown in Figure IX-1). The distance between Penns Grove and Bridgeton City is approximately 29 miles. It is estimated that a one-way trip will take 1 hour 15 minutes. This transit service is proposed to operate Monday through Friday and would expand into weekend service based on demand. The Mid-Atlantic States Career and Education Center (MASCEC)—a private nonprofit provider in Salem County have expressed interest in operating a service from Salem to Bridgeton. Bridgeton/Millville would act like a transit hub for the New Jersey Transit routes.



Service From Eastern Salem County to Vineland Transit HUB

This proposed service would provide service from Elmer and Olivet (communities located on the eastern portion of Salem County) to Vineland Transit Hub. While current NJ Transit Bus Route 410 provides service from eastern Salem County into Bridgeton and NJ Transit Bus Route 553 provides service from Upper Deerfield Township into the Vineland Transit Hub. These existing routes along with transfers would take a long time for passengers from Eastern Salem County to reach Vineland, hence this proposed service. The distance between Elmer/Olivet and Vineland Transit Hub is approximately 14 miles. It is estimated that a one-way trip will take 35 minutes. This transit service is proposed to operate Monday through Friday and would expand into weekend service based on demand. CATS currently provides limited service from Cumberland County to Elmer Hospital. This proposed service would be operated by the consolidated Cumberland County service.

Service to Wilmington and Elsmere in Delaware

There is a need for providing employment trips from Salem County to Wilmington and Elsmere in Delaware. This proposed employment route would connect Carneys Point to Wilmington and Elsmere in Delaware. The Mid-Atlantic States Career and Education Center (MASCEC)—a private nonprofit provider in Salem County will get area residents to these employment trips in Wilmington and Elsmere in Delaware.

Feeder Service to NJ Transit Routes

In Chapter VII, it was identified that one of the reasons potential transit patrons don't use public transit is because there is no New Jersey Transit routes directly serving their community, or there is no transit connection between their community and the NJ Transit system. This proposed service would provide feeder services from communities such as Alloway Township to the NJ transit network. The feeder service would include a shuttle service (as shown in Figure IX-1) that provides demand-response and picks up passengers from their community, and takes them to a major transit stop along a NJ Transit line or major transfer point in the transit network. In cases where the demand for such a feeder service is much higher, a fixed-route circulator service could be

provided. This feeder service is proposed to operate from 6:30 a.m. to 7:00 p.m., Monday through Friday.

This proposed feeder service would get people working at HMS Host, Sunoco, retail stores, and other service places at the rest stops to the Turnpike and taking them to a major transit stop in Penns Grove (as shown in Figure IX-1).

Evening Service

This service looks at providing evening service to communities, both which are currently served and not served by NJ Transit Routes. This is especially true in the greater Salem area, the Northwestern quarter Salem County that includes the Township of Pennsville, Borough of Penns Grove, and Carney Point Township.

Weekend Service

This service looks at providing weekend service to communities, both which are currently served and not served by NJ Transit Routes. This is especially true in the greater Salem area, the Northwestern quarter Salem County that includes the Township of Pennsville, Borough of Penns Grove, and Carney Point Township.

Pureland Shuttle (BySJTA)

South Jersey Transportation Authority (SJTA) is planning to start a Pureland circulator service (SJTA's projected start date is June 2015). This circulator service is funded by the Pascale Sykes Foundation and is primarily focused on New Jersey Transit (NJT) riders. Pureland Industrial Complex is complicated to get around, needing many stops as there are no walking paths. Pureland Industrial Complex will now be served by SJTA, NJ Transit, and Mid-Atlantic States Career and Education Center (MASCEC). NJT Transit will have a transfer hub at Pureland so that passengers can transfer onto the SJTA circulator service. Other transit services need to meet at a transfer hub in Pureland so that people can transfer between various transit services.

People from Salem County will now be able to access Pureland Industrial Complex through NJ Transit or Mid-Atlantic States Career and Education Center (MASCEC) with circulator service provided by SJTA.

Gloucester To Pureland (By SJTA)

South Jersey Transportation Authority (SJTA) is also planning to start a Gloucester to Pureland service. Similar to the Pureland Shuttle service, people from Salem County will now be able to access Pureland Industrial Complex and Gloucester through NJ Transit, Mid-Atlantic States Career and Education Center (MASCEC), and Pureland Shuttle service provided by SJTA.

Summary

These new services are designed to address needs that have been identified by the stakeholder groups and through the community survey. While not all of them will ultimately come to fruition as actual service, they are options that address the needs of the communities in Salem County and other regional transit issues in the four-county SJTPO area. Most of the services will require new sources of funding.

COORDINATION STRATEGIES

This section of the chapter provides coordination strategies for implementing coordinated transportation services in the Salem County area and in the four-county SJTPO area. These coordination strategies provide opportunities for enhanced and expanded services in the SJTPO service area. This chapter describes those strategies which may be appropriate for the Salem County area and has the greatest potential of benefits for Salem County residents and regional transportation services in southern New Jersey. Salem County should be the coordinator/lead agency for coordinating services in Salem County, as they have been around the longest and are a political agency in Salem County.

Regional Mobility Manager

A Regional Mobility Manager should be hired for promoting and facilitating coordination of the various transportation services and improving the service delivery provided to customers in the four-county SJPTO area, including Salem County. The Regional Mobility Manager would lead a group of transportation providers and human services agencies to work together on getting Salem County residents and other residents from the four-county SJTPO area where they need to go. The Regional Mobility Manager would help towards the

establishment of the Regional One-Call Center (mentioned below in the Implementation of a Regional One-Call Center) that will provide all trips for Salem County residents, along with the residents of the Atlantic, Cape May, and Cumberland counties. This position would be housed under the Cross County Connection TMA.

The Regional Mobility Manager identifies transportation options and methods for coordination. This would include the use of existing community transportation services and use of information technology for travel information, trip planning, and service coordination. Coordination by a Regional Mobility Manager helps agencies fill more vehicles to improve efficiency and reduce the overall cost per passenger for transportation. A Regional Mobility Manager makes public presentations on the benefits of mobility management for the community and directs and develops marketing activities to increase transit ridership.

The Regional Mobility Manager would serve as staff for the Regional Coordinating Council and could facilitate meetings and provide support for the Transit Coalition. The success of these two strategies often depends on having a good Regional Mobility Manager to maintain momentum and provide support for these volunteer organizations.

The Regional Mobility Manager will monitor all the available transportation services in the four-county SJTPO area to provide assistance to individuals in planning and coordinating their transit trips. In addition to trip planning, this position could provide community outreach to increase public awareness of available services. The Regional Mobility Manager could make presentations to various groups. Where appropriate, when presenting to potential users, they should include an actual ride on the transit service. This can effectively reduce residents' uncertainties regarding the use of public transit (especially any fears by elderly or disabled passengers concerning the use of wheelchair lifts and tie-downs, and the uncertainty of reaching their destination safely). A Regional Mobility Manager position may cost \$50,000 to \$100,000 depending on the level of experience, the hiring agency, and the level of benefits provided. A Regional Mobility Manager is eligible for funding up to 80 percent through Federal Transit Administration programs administered by NYSDOT.

Contracts for Service

An agency could contract with the Salem County Office of Transportation to provide needed trips. This would reduce duplication of services in the county, thereby creating an economy of scale and improving the overall transit performance level. The contract documents will need to describe in detail the services to be provided to each participating agency. It is recommended that Pearl Transit, Mid-Atlantic States Career and Education Center (MASCEC), ARC of Salem County, Veteran Services, the state Medicaid broker, and NJ Access Link set up contracts for services with the Salem County Office of Transportation. The state Medicaid broker should work with the Salem County Office of Aging, and other public transit services. The state Medicaid broker should add the Salem County Office of Aging as a local carrier/provider for Medicaid transportation within Salem County. The state Medicaid broker would continue to complete all eligibility requirements and then refer the trip request to the regional One-call center where it would be scheduled with the Salem County Office of Aging or the appropriate provider. This would increase cost-effectiveness, and the number of coordinated trips in Salem County and the southern New Jersey area. Coordination agreements with the Medicaid broker and providers, and between agencies and providers would be an effective method for coordinating Medicaid and non-Medicaid passenger-trips among the various providers.

Formalize a Local Coordinating Council

Currently, Salem County has an informal Coordinating Council. A local Coordinating Council (LCC) should be established to provide a forum where agencies and organizations with the common goal of coordinating transportation resources can meet to share information, identify coordination opportunities, and establish priorities for implementation of coordination strategies and funding opportunities available for Salem County. The Human Services Advisory Council that operates in Salem County should provide their input on issues to the LCC. Bylaws should be set up to formalize the LCC by defining its mission, goals and objectives, membership, and the operating procedures of the LCC. This step is helpful for generating interest and support among other agencies and organizations that would like to be members of the

LCC. The formalized LCC will create an opportunity for agencies and organizations to do a joint grant application that pertains to a service in Salem County. All transportation grant requests should be reviewed, prioritized, and approved by the Local Coordinating Council with recommendations provided to the South Jersey Transportation Planning Organization (SJTPO). The LCC can also make sure that transportation providers cross reference other transportation services on their brochure, especially services provided by NJ Transit. It is recommended that the LCC meet at least twice a year to see how things are going and in time for a consolidated grant application that covers Salem County to make sure that local priorities are set and grant requests are not competing with each other. The Salem County representatives on the Regional Coordinating Council would bring the local priorities to the Regional Coordinating Council and SJTPO. The Regional Coordinating Council would then determine regional priorities and coordination opportunities.

Use Resources of Cross County Connection TMA

Cross County Connection Transportation Management Association (CCTMA) is a nonprofit organization that provides information services such as ridesharing, bus and train options, carpool and vanpool matching services, and other transportation resources and programs available to the southern New Jersey region encompassing Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem counties. CCTMA has a website <http://www.driveless.com> and a brochure that can be used to provide public information about transit options available in Salem County and some of the counties in the SJTPO service area, and would help with marketing assistance to transportation services available in Salem County. CCTMA has also agreed that they would work with fixed route operators to create General Transit Feed Specification (GTFS) to provide schedules and geographic information to Google Maps, and Google trip planning applications that show transit information. It is important to use resources of the Cross County TMA in the coordination plan for Salem County and the southern New Jersey area.

Establish a Transportation Coalition

Currently, Salem County has a Citizen's Advisory Committee which can be a good starting point for a Transportation Coalition. It is recommended that a Transportation Coalition be formed and include users of the NJ Transit/NJ Access, the Salem County Office of Transportation, the Salem County Office of Aging, Mid-Atlantic States Career and Education Center (MASCEC) that offers transportation through Salem County Collaborative Shuttle (SCCS), and the various other transportation services available in Salem County, as well as local stakeholders, providers, community leaders, business leaders, and others as appropriate. Currently, the elected officials and decision makers hear from transit staff and not from people who use these services. It is important to develop such a grass-root coalition that is recognized by elected officials and decision makers. Communities with successful transit systems have broad community support. The purpose of this coalition is to educate elected officials and decision makers on the transportation needs of the community and increase the local support for transportation services, and address statewide issues that are barriers to coordination in Salem County and the four-county SJTPO area. The coalition should meet at least quarterly to ensure that individuals can present their needs and agencies can present the issues they are facing. Transportation providers and agencies need to work with this coalition to provide data on existing and future needs in Salem County and the southern New Jersey area.

The established transportation coalition should look at Department of Human Service (DHS) policies and identify any barriers for coordination of transportation services. At the stakeholder meetings, some of the barriers/restrictions mentioned were the specified amount of time a Medicaid client can spend on a vehicle to be reimbursed. Any changes required in Department of Human Service policies would require lobbying at the state level.

Coordinated Regional Service

Currently, Salem and Cumberland Counties provide transit services to hospitals and clinics in Philadelphia and Delaware (The Wilmington VA Medical Center). Cape May County, through the Cape May County Fare Free program, is

currently providing similar transit services to these neighboring states. These duplicate regional services could be coordinated and/or consolidated into a single multi-county, regional service that goes from Cape May County through Cumberland County and Salem County to Philadelphia and Wilmington. Salem County Office of Aging is willing to start coordinating and has already reached out to Cape May County/Cape May Fare Free and Cumberland County on potentially coordinating these long distance trips. CATS in Cumberland County is working with Gloucester County on shared service agreements to get to Wilmington and Philadelphia. The route and logistics of doing this route would still need to be worked out by the various entities involved. SJTPO would also need to talk to Wilmington Area Planning Council (WILMAPCO) about coordination possibilities across into Delaware. While this coordinated regional service is primarily for medical trips, there is also a need for employment trips as well.

Implementation of a Regional One-Call Center

With the existence of many existing transportation services provided in Salem County and regional transportation services in southern New Jersey, many potential users and clients are not aware of the available transportation services and how to request these transportation services. A One-Call Center would provide a centralized telephone line where users only need to call one telephone number to obtain information about the hours of operation, eligibility requirements, and ways to schedule a trip. A One-Call Center would also oversee the dispatching vehicles and scheduling of reservations for all the participating transportation agencies. The benefits of a One-Call Center include reduction in administrative costs, fleet coordination, and reduction in the duplication and gaps in services.

Funds have been identified to establish an Atlantic County One-Call Center, managed by Atlantic County Transportation Unit (ACTU). Once in operation, the Atlantic County One-Call Center can be used as the foundation for more Atlantic County agencies and other organizations in the SJTPO to encourage participation in the One-Call Center. This One-Call Center could then be expanded into a regional One-Call center that covers the counties of Cape May, Cumberland, and Salem County.

With establishment of a Regional One-Call Center, a Regional Mobility Manager position would be created for the four-county SJTPO area to serve as a central point of contact for all participating transportation agencies in four-county SJTPO area, including Salem County (as mentioned above in the Regional Mobility Manager section).

Examples of Regional One-Call Centers

Below are examples of regional One-Call centers:

TransPortal, Jacksonville Transportation Authority (Florida)

In fall 2014, the Jacksonville Transportation Authority (JTA), in partnership with the Northeast Florida Mobility Coalition, launched TransPortal, a one-call/one-click virtual transportation resource center for the 13-county region of northeast Florida. While TransPortal focuses on transportation resources for veterans and military families, the resource center is also available to the general public.

TransPortal is accessed through a website (<http://www.transportal.net>). Customers can also reserve, modify, or cancel paratransit trips on the TransPortal website. A screen capture of the first step of the TransPortal website trip planner tool is shown below.

The screenshot shows the TransPortal website interface. At the top, there's a navigation bar with 'Trip', 'Options', 'Review', and 'Plan' tabs, and a 'Next' button. The 'Trip Parameters' section includes options for 'Round trip' or 'One-way trip', 'Modes' (Bike, Drive, Paratransit, Taxi, Transit, Bus, Rail), 'Trip Purposes' (General Purpose), 'Leaving From', 'Going To', 'Outbound' (Arriving By 03/06/2015 6:00 pm), and 'Return' (Departing At 03/06/2015 8:00 pm). A 'Next' button is at the bottom right of the form. The right sidebar contains an 'About TransPortal' section with a welcome message, a 'Tweets' section with three tweets from @NFTransPortal, and a 'Click here' link for more information.

Funded by the Federal Transit Administration (FTA), TransPortal provides a one-stop regional information source of transportation option costs, travel times, and availability, including:

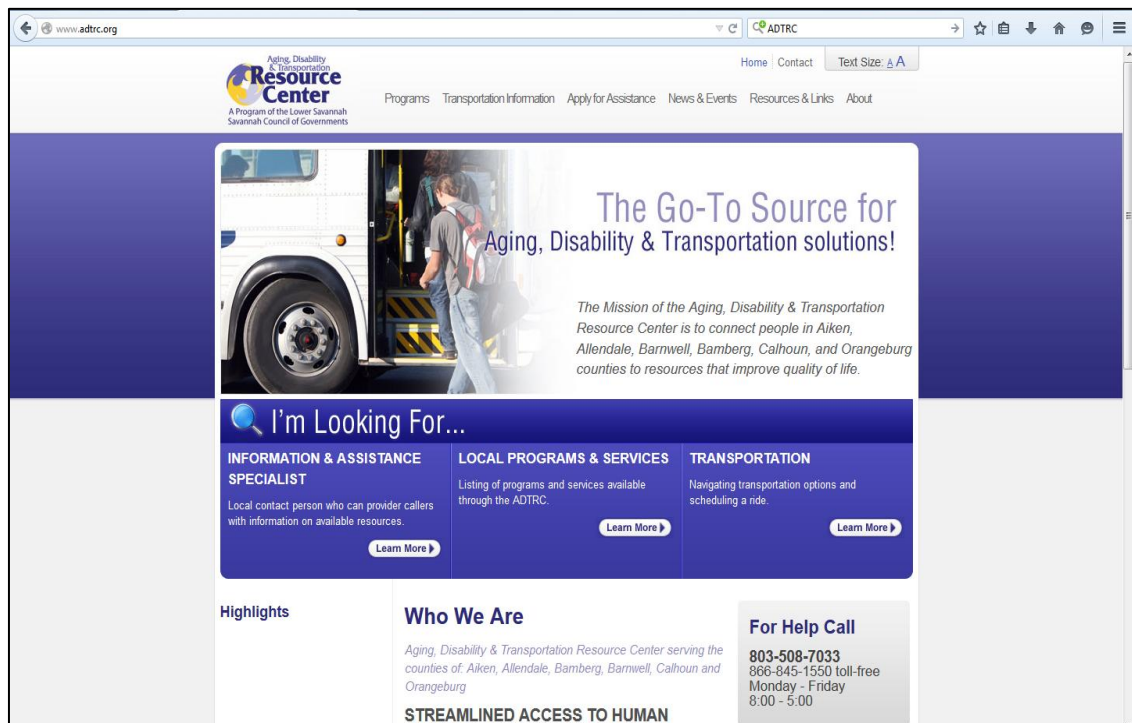
- transit and paratransit services
- bicycling and walking
- carpools and vanpools
- volunteer driver programs
- taxis
- motor or long-distance coaches (Greyhound and Megabus)
- passenger rail
- social and not-for-profit agency services

As stated on the TransPortal website, the purpose of the program is to build on the success of the FTA Office of United We Ride (UWR) One Call Center model and to:

- Increase the availability of community transportation resources to veterans, service members and military families.
- Improve the accessibility of existing mobility resources and other transportation information to the whole community.
- Enable closer coordination of existing transportation services to improve customer experiences and overall efficiency.

Aging, Disability and Transportation Resource Center, Lower Savannah Council of Governments (South Carolina)

The Human Services Division of the Lower Savannah Council of Governments (LSCOG) operates the Aging, Disability, and Transportation Resource Center (ADTRC) for the 6-county region of southwestern South Carolina. With formal opening in 2010, this resource center provides information and assistance to people on varying topics including aging, disabilities, family care-giving, and transportation options. The ADTRC also provides services to directly schedule trips as well as referrals to other agencies. The ADTRC is accessed by a toll-free phone number, website (<http://www.adtrc.org>), and in-person. A screen capture of the website is shown below.



According to LSCOG, the ADTRC staff is cross-trained to listen for needs beyond the present need, and staff spends time listening to each caller to help with other resource or benefit needs. The ADTRC uses technologies to coordinate rides and vehicles among the partnering transportation agencies. For real-time coordination, the ADTRC is directly linked to on-board technology on transit partner vehicles.

Eight partner agencies provided funding for the creation of the resource center, including the state DOT, FTA, and Mobility Services for All Americans (MSAA) initiative (2007, 2009). FTA section 5307, 5316, 5317, 5303, 5304, 5310, and state, county, and local transit authority funds services through the ADTRC.

A FTA final report about the development and implementation of the ADTRAC is available at: http://www.fta.dot.gov/about/12351_8850.html (report number 0065).

Summary

There are a number of opportunities to enhance the existing transportation services in Salem County and the southern New Jersey area through coordination of existing services. This chapter has identified several of these opportunities which will be reviewed by local stakeholders for selection of the preferred strategies.

FUNDING ALTERNATIVES

This section provides an evaluation of potential funding alternatives for Atlantic County and the SJTPO area. There are a variety of funding sources, many of which providers in the four-county area of South Jersey Transportation Planning Organization (SJTPO) are already taking advantage of. This includes a variety of Federal Transit Administration (FTA) funds. One of the principal challenges facing any transit service is developing a funding system that supports capital investment (such as buses/transit vehicles, bus stops, shelters, etc.) and provides a stable source of revenue for operations and maintenance. An important objective of this study is to present recommendations for funding alternatives for public transit. With this goal in mind, the following discussion presents an analysis of the most appropriate funding sources.

Funding Sources

Successful transit systems are strategic about funding and attempt to develop funding bases that enable them to operate reliably and efficiently within a set of clear goals and objectives according to both short-range and long-range plans. Potential strategies for funding the transit services in South Jersey are described below.

Capital Funding

The transit services will require capital funding for bus/transit vehicle fleet procurement, bus stops, computers, automatic vehicle locator (AVL), and other administration capital. The following strategies for funding the capital development should be considered:



- Federal funding should be applied for within the existing Federal Transit Administration (FTA) Sections 5310 and 5311 programs. Small transit systems often under achieve their potential for federal grant assistance because they assume that they cannot compete in this arena. Close coordination with the New Jersey Department of Transportation's (NJDOT) will help SJTPO and its providers remain aware of funding opportunities and compete for funding.
- Planning for capital facilities (such as vehicles and transit and maintenance facilities) must consider the long-range transit system's development needs. Many transit systems outgrow their facilities quickly and face costly relocation and expansion needs because of inadequate space or other constraints. SJTPO and its providers should continue to include specific provisions for fleet replacement and other capital investments. Note that buses/transit vehicles and certain other capital facilities purchased with federal participation (80 percent under MAP-21) are also eligible for federal participation toward replacement costs once the buses, transit vehicles, and facilities reach maturity (as defined in the FTA rules).

Operations and Maintenance Funding

Over time, the primary financial requirement of a transit system will be funding routine operations and maintenance, including daily transit service, vehicle maintenance, and system administration. In general, labor represents about 75 percent of the costs of operating transportation, with much of that going to drivers' salaries. The following strategies for funding operations and maintenance should be considered:

- Reliance on general fund appropriations from local governments should be avoided, if possible. It is common for local and regional transit agencies

to be dependent on annual appropriations from their constituent towns, cities, and/or counties. As a practical matter, this means it will not be possible to forecast future funding levels, given the exigencies of local government funding. Such an agency will be unable to undertake capital planning and will continually face potential service cutbacks. This, in turn, makes it difficult or impossible for the transit agency to enter into partnership arrangements with other agencies or with private entities. Transit agencies, like highway agencies, require that most or all of their operations and maintenance funding comes from dedicated sources so that they can undertake responsible planning and offer reliable, consistent service.

- Operations and maintenance funding mechanisms should be designed to anticipate transit system growth. Successful rural and small urban transit systems around the country are experiencing annual growth in ridership. It is important to be able to respond to such growth by increasing the service levels to meet the transit demand. This means that the ideal funding sources for operations and maintenance are those that have the flexibility to be increased or expanded as the transit demand grows. Such flexibility will, in most cases, require voter approval. The advantages of the various funding sources are described in the following paragraphs. The important consideration is that the need for growth has been anticipated, and that the potential for larger budgets is not precluded by the choice of a specific funding source.

Overall Service Considerations

There are also a few overarching considerations in developing a coherent transit system funding strategy including the following:

- Issues of funding and service equity are of paramount importance in designing funding systems. Informal systems based on annual appropriations and systems without specific accounting for the distribution of costs and benefits struggle with local elected bodies to find acceptable allocations of cost responsibility. This can become a significant barrier to coordinated system establishment and, later, to system growth.

- The strongest transportation systems are those that make extensive use of partnerships. Examples include partnerships with private companies such as casinos, partnerships with bridge authorities, and partnerships with adjacent jurisdictions. Partnership arrangements enable a transit system to broaden its base of beneficiaries, expand its funding source alternatives, achieve better governance, and improve public support.

Potential Local and Regional Funding Sources

The principal funding sources for local and regional transit systems in South Jersey are described below.

General Fund Appropriations

Counties and municipalities may appropriate funds for transit operations, maintenance, and capital needs. Money to be appropriated generally comes from local gross receipts taxes. Competition for such funding is high and local governments generally do not have the capacity to undertake major new annual funding responsibilities for transit.

Advertising

One modest but important source of funding for many transit agencies is on-vehicle advertising. The largest portion of this potential is for exterior advertising, rather than interior “bus card” advertising. The potential funds generated by advertising placed within the vehicles are comparatively low. Advertising on bus shelters has also been used to pay for the cost of providing the shelter. Some systems have used full bus “wraps” as a means of generating significant revenue. Salem County might consider entering into an advertising broker agreement.

Voluntary Assessments

The voluntary assessments alternative requires each participating governmental entity and private business to contribute to the funding of the transit system on a year-to-year basis. This alternative is common with transit agencies that provide regional service rather than service limited to a single jurisdiction. The main advantage of voluntary assessment funding is that it does not require voter approval. However, the funding is not steady and may be discontinued at any time.

Private Support

Financial support from private industry such as casinos is essential to providing adequate transportation services in South Jersey and especially in Atlantic City, New Jersey. Major employers may be willing to help support the cost of alternative fuel vehicles or the operating costs for employee transportation. With the downturn in Atlantic City New Jersey's casino industry, funding for paratransit services for senior citizens and disabled residents statewide is affected. Hence, this source of transit funding may be a difficult funding source.

Transportation Impact Fees

Traditional methods of funding the transportation improvements required by new development, raises questions of equity. Sales taxes and property taxes are applied to both existing residents and new residents attracted by the development. However, existing residents then inadvertently pay for the public services required by the new residents. As a means of correcting this inequity, many communities nationwide (faced with strong growth pressures) have implemented development impact fee programs that place a fee upon new developments equal to the costs imposed on the community.

Previous work by LSC indicates that the levy of impact fees on real estate development has become a commonplace tool in many regions, to ensure that the costs associated with a development do not fall entirely upon the existing residents. Impact fees have been used primarily for highways and roadways, followed by water and sewer projects. A program specifically for mass transit has been established in San Francisco. However, this is not a likely source for transit funding in rural New Jersey.

A number of administrative and long-term considerations must be addressed:

- It is necessary to legally ensure that the use on which the fees are computed, would not change in the future to a new use with a high impact, by placing a note restricting the use on the face of the plat recorded in public records.
- The fee program should be reviewed annually.

- The validity of the program, and its acceptability to the community, is increased if a time limit is placed on the spending of collected funds.
- TIF funds need to be strictly segregated from other funds.
- The imposition of a TIF program could constrain capital funding sources developed in the future, as a new source may result in a double payment.
- TIF fees should be collected at the time that a building permit is issued.

Lodging Tax

The appropriate use of lodging taxes (occupancy taxes) has long been the subject of debate. Historically, the bulk of lodging taxes are used for marketing and promotion efforts for conferences and general tourism. In other areas, such as resorts, the lodging tax is an important element of the local transit funding formula. A lodging tax can be considered a specialized sales tax placed only upon lodging bills. As such, it shares many of the advantages and disadvantages of a sales tax. Taxation of this type has been used successfully in Park City, Utah; Sun Valley, Idaho; Telluride, Colorado; and Durango, Colorado. A lodging tax creates inequities between different classes of visitors as it is only paid by overnight visitors. The day visitors (particularly prevalent in the summer) and condominium/second home owners, who may use the transit system as much as the lodging guests, do not contribute to this transit funding source.

Sales Tax

Sales tax could be held with funds to go to transit services. Sales tax or a gross receipts tax is the financial base for many transit services in the western United States. The required level of sales tax would depend upon the service alternatives chosen. One advantage is that sales tax revenues are relatively stable and can be forecast with a high degree of confidence. In addition, sales tax can be collected efficiently, and it allows the community to generate revenues from visitors in the area.

This source, of course, would require legislative approval and a vote of the people to implement. In addition, a sales tax increase could be seen as inequitable to residents not served by transit. This disadvantage could be offset by the fact that sales tax could be rebated to incorporated areas not served by

transit. Transit services, moreover, would face competition from other services which may seek to gain financial support through sales tax.

State Transit Agency

New Jersey Transit is an example of a transit agency created by the state government. The transit operations are owned, funded, and managed by the state of New Jersey.

Federal Transit Funding Sources

On July 6, 2012, President Obama signed Moving Ahead for Progress in the 21st Century Act (MAP-21) and extended the current law Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU) providing \$10.578 billion in authorized funding for federal surface transportation programs for FY2013. MAP-21 and the new provisions of the law went into full effect October 1, 2012. It authorized programs for two years, through September 30, 2014.

MAP-21 builds on many of the strengths of rural transit's favorable treatment in SAFETEA-LU, TEA-21, and the Intermodal Surface Transportation Efficiency Act (ISTEA), the preceding highway and transit authorizations. Some of the desirable aspects of the rural transit program are brought into other elements of federal transit investment and an increased share of the total federal transit program will be invested in rural areas under this new legislation.

The highlights of MAP-21 for FTA grantees are listed below:

- It is a steady and predictable funding.
- It consolidates certain transit programs to improve efficiencies.
- There are targeted funding increases particularly for improving the state of good repair.
- There are new reporting requirements.
- It requires performance measures for the state of good repair, planning, and safety.

Information provided below was gathered from FTA's implementation of MAP-21. Listed below are descriptions of federal funding programs that may be used by the area's providers:

- ***Safety Authority 5329:*** This is a new program under MAP-21. FTA granted new Public Transportation Safety Authority. It provides additional authority to set minimum safety standards, conduct investigations, audits, and examinations. It overhauls state safety oversight. There are new safety requirements for all recipients.
- ***FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities (New Freedom):*** This grant consolidates the 5310 and New Freedom program eligibilities into a single formula program. In fiscal years 2013 and 2014, \$255 million and \$258 million in funding are authorized, respectively.
- ***FTA Section 5311 Rural Area Formula Grants:*** This program consolidates the 5311 and JARC-eligible activities into a single program. This program provides funding to states for the purpose of supporting public transportation in rural areas (population less than \$50,000). The program establishes a \$5 million discretionary and \$25 million formula tribal grant program. In fiscal years 2013 and 2014, there are \$600 million and \$608 million in funding authorized, respectively.
- ***FTA Section 5312 Research, Development, Demonstration, and Deployment:*** This grant separates research from technical assistance, training, and workforce development. It creates a competitive deployment program dedicated to the acquisition of low- or no-emission vehicles and related equipment and facilities. In fiscal years 2013 and 2014, there are \$70 million in general fund authorization each year.

Transportation and Community System Preservation Program

The Transportation and Community System Preservation Program is funded by the Federal Highway Administration to provide discretionary grants for developing strategic transportation plans for local governments and communities. The goal of the program is to promote livable neighborhoods. Grant funds may be used to

improve the safety and efficiency of the transportation system; reduce adverse environmental impacts caused by transportation; and encourage economic development through access to jobs, services, and centers of trade.

Temporary Assistance for Needy Families

States receive the Temporary Assistance for Needy Families (TANF) grants to provide cash assistance, work opportunities, and necessary support services for needy families with children. States may choose to spend some of their TANF funding on transportation and related services for program beneficiaries.

Head Start Program

Head Start is a program of comprehensive services for economically disadvantaged preschool children. Funds are distributed to local public and nonprofit agencies to provide child development and education services, as well as supportive services such as transportation. Head Start funding can be used to provide transportation service, acquire vehicles, and provide technical assistance to local Head Start centers.

Other Federal Funds

The US Department of Transportation funds other programs, including the Research and Special Programs Administration and the National Highway Traffic Safety Administration's State and Community Highway Grants Program (which funds transit projects that promote safety). A wide variety of other federal funding programs provide support for elderly and handicapped transportation programs, including the following:

- Retired Senior Volunteer Program
- Title IIIB of The Older Americans Act
- Medicaid Title XIX
- Veterans' Affairs
- Job Training Partnership Act
- Developmental Disabilities
- Housing and Urban Development - Bridges to Work and Community Development Block Grants
- Department of Energy
- Vocational Rehabilitation
- Health Resources and Services Administration
- Senior Opportunity Services
- Special Education Transportation

- Justice Department - Weed and Seed Program
- National Endowment for the Arts
- Agriculture Department - Rural Enterprise Community Grants
- Department of Commerce - Economic Development and Assistance Programs
- Environmental Protection Agency - Pollution Prevention Projects

New Jersey Transit Funding Source

FTA Section 5311 Innovation Grant

The FTA Section 5311 Innovation Grant is a portion of unused funding allocated to Section 5311 eligible counties. This grant is made available to these Section 5311 eligible counties on a competitive application basis. The objective is to provide funding to promote coordinated transit services, and connection to NJ Transit bus and rail services in rural counties. Some of the grant qualification criteria include:

1. Project must provide a direct connection with an existing NJ Transit bus, private fixed-route bus or rail service.
2. Route must serve residential locations within Salem County.
3. The service must consist of a deviated fixed-route service with a service frequency of at least 60 minutes.
4. Service must be provided at least five days per week.
5. The proposed service may be either a new service or an expansion of an existing service.
6. The proposer must submit a marketing distribution plan that includes a bus schedule with major time-points with a map showing major pickup/drop-off points, fare information, and connecting bus and rail services.
7. Proposed service operator must demonstrate the ability to meet operating requirements including meeting New Jersey Motor Vehicle Commission requirements if charging a fare, having a sufficient vehicle fleet with a 15 percent spare ratio.

Funding Requirements

Funding may be used only for operating expenses for driver salary and benefits, fuel, vehicle parts and maintenance. This excludes operations management, dispatch and training. A 25 percent local match and a 25 percent NJ Transit match is required for operating expenses. The maximum funding request for a single project cannot exceed \$200,000.00 (including the local match).

The service must provide a minimum of four passenger-trips per revenue hour by the end of the initial service period. Services not meeting the minimum operating standard will not be eligible for continued funding.

Atlantic County has applied for this grant to fund the proposed Route 40/54 Community Shuttle, with the Pascale Sykes Foundation providing the necessary match funding. Cape May County has also applied for this grant source.

Funding Summary

Experience with transit systems across the nation underscores the critical importance of dependable (preferably dedicated) sources of funding if the long-term viability of transit service is to be assured. Transit agencies that are dependent upon annual appropriations and informal agreements have suffered from reduced ridership (because passengers are not sure if service will be provided from one year to the next), high driver turnover (contributing to low morale and a resulting high accident rate), and inhibited investment in both vehicles and facilities.

The advantages of financial stability indicate that a mix of revenue sources is prudent. The availability of multiple revenue sources helps to avoid large swings in available funds which can lead to detrimental reductions in service. As the benefits of transit service extend over more than one segment of the community, dependence upon more than one revenue source helps to ensure that costs and benefits are equitably allocated. It is clear that a hybrid of these alternatives will be necessary if the short-term and long-range goals of the transit system and the community are to be met.

RESOURCES

Below is a list of resources for technical assistance related to transit operations and management:

Community Transportation Association of America (CTAA) provides technical assistance to transit providers through several programs. Their website is located at <http://.ctaa.org>.

National Rural Transit Assistance Program (National RTAP) is a program of the Federal Transit Administration (FTA) dedicated to creating rural transit solutions through technical assistance, partner collaboration, peer-to-peer assistance, technology tools, FREE training materials, and other transit industry products. Access to all of the free National RTAP best practices, reports, training videos, workbooks, surveys, and direct one-on-one technical assistance can be found through the resource center, www.nationalrtap.org, or toll-free, (888) 589-6821.

United We Ride provides best practices for human service organizations at the state and community levels. Their website is located at http://www.unitedweride.gov/1_948_ENG_HTML.htm.

The Transit Cooperative Research Program (TCRP) is a program of the Transportation Research Board (TRB) of the National Academies. TCRP carries out research that is useful for public transportation systems. TCRP is funded through the Federal Transit Administration. It is governed by an independent board—the TCRP Oversight and Project Selection (TOPS) Committee. The TOPS Committee sets priorities to decide what research studies will be undertaken. All publications may be found online at <http://www.tcrponline.org/>. Some of the useful TCRP reports for coordination can be found below:

- **Transit Cooperative Research Project (TCRP) Report 91:** Economic Benefits of Coordinating Human Service Transportation and Transit Services.
- **TCRP Report 101:** Toolkit for Community Coordinated Transportation Services.

- **TCRP Report 105:** Strategies to Increase Coordination of Transportation Services for the Transportation Disadvantaged.
- **TCRP Report 144:** Sharing the Costs of Human Services Transportation.

The **National Center for Mobility Management** is an initiative of the United We Ride program, and is supported through a cooperative agreement with the Federal Transit Administration. The Center's primary activity is "to support Federal Transit Administration (FTA) grantees, mobility managers, and partners in adopting proven, sustainable, and replicable transportation coordination, mobility management, and one call-one click transportation information practices." Their website is located at <http://nationalcenterformobilitymanagement.org/>.

Appendix A: Agencies Contacted



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AGENCIES CONTACTED FOR SALEM COUNTY

- American Red Cross South Jersey Chapter
- ARC of Salem County
- Atlantic/Cape May Workforce Investment Board
- B.R. Williams, Inc.
- Cross County Connection TMA
- Cumberland Salem Workforce Investment Board
- Gateway Community Action Partnership
- Gateway of Salem County
- Healthcare Commons
- Home Care and Hospital Care of Southern NJ
- InterAgency Council
- Mid-Atlantic States Career and Education Center
- New Jersey Transit
- One-Stop Career Center-Salem
- Pascale - Sykes Foundation
- Ranch Hope
- Riverfront Limousine Service
- Salem County - Office for the Disabled
- Salem County Nursing Home
- Salem County Office on Aging
- Salem County Transit
- Salem County Board of Social Services
- Salem Health and Wellness Foundation
- SUCCES/Pearl Transit
- United Way of Salem County
- Veterans Services

Appendix B: Transportation Provider Questionnaire



Transportation Provider Questionnaire

The South Jersey Transportation Planning Organization (SJTPO) is updating and refining the Regional Coordinated Human Service Transportation Plan completed in 2010. As part of this planning process, an inventory of existing county, community, and local agency transportation programs is being undertaken. This survey is designed to gather information about transportation resources and needs specific to the four-county SJTPO regional – Atlantic, Cape May, Cumberland, and Salem Counties. Please complete the requested information that is presented below and mail it to our consultant:

Ms. Jill Cahoon
AECOM USA, Inc.
32 Trent Road
Hooksett, NH 03106
603-289-3531
Jill.Cahoon@aecom.com

Please feel free to contact Jill by phone or e-mail should you have any questions. We will review your survey responses and will contact you to clarify any responses and obtain more information, if necessary.

Please provide contact information for the agency/organization responding to the questionnaire.

Organization: _____
Contact: _____
Title: _____
Address 1: _____
City: _____ State: _____ Zip: _____
Phone: _____ E-mail: _____

1. Which of the following best describes your organization?

<input type="checkbox"/> Municipal Government	<input type="checkbox"/> County Government
<input type="checkbox"/> Private Nonprofit Human Services Org.	<input type="checkbox"/> Private, Nonprofit Transportation Co.
<input type="checkbox"/> Private For-Profit Transportation Co.	<input type="checkbox"/> State Government
<input type="checkbox"/> Other (please specify): _____	

2. What services does your organization provide?

<input type="checkbox"/> Medical/Dental	<input type="checkbox"/> Welfare/Public Assistance	<input type="checkbox"/> Nutrition/Meals
<input type="checkbox"/> Job/Employment Training	<input type="checkbox"/> Veterans Services	<input type="checkbox"/> Head Start
<input type="checkbox"/> Transportation	<input type="checkbox"/> Child Day Care	<input type="checkbox"/> Residential Care
<input type="checkbox"/> Adult Day Care	<input type="checkbox"/> Rehabilitation Services	
<input type="checkbox"/> Recreation	<input type="checkbox"/> Counseling	
<input type="checkbox"/> Other (please specify): _____		

3. What population segments does your organization serve? (Please check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> General Public | <input type="checkbox"/> Low Income/TANF |
| <input type="checkbox"/> Elderly; ages _____ | <input type="checkbox"/> Mental or Cognitive Disability |
| <input type="checkbox"/> Youth; ages _____ | <input type="checkbox"/> Physical Disabilities |
| <input type="checkbox"/> Veterans | <input type="checkbox"/> Visually Impaired |
| <input type="checkbox"/> Unemployed | |
| <input type="checkbox"/> Other (please specify): _____ | |

4. Service Levels – Fixed Route

Some operators provide transit service on a fixed-route and fixed-schedule basis. If you provide such service, please **attach** a list of all routes and include public timetables or internal data that include the bus times and the hours and days when service is available.

5. Service Levels – Demand Responsive

Some operators provide demand-responsive/paratransit service that responds to specific requests for service. Indicate in the space below the areas and generators served.

Geographical Boundaries: _____

Generators Served (example: major employers, shopping malls, hospitals, etc.):

Hours of Operation:

Weekday: Start _____	End _____
Saturday: Start _____	End _____
Sunday: Start _____	End _____

How would you describe your service? ☐ Curb-to-curb ☐ Door-to-door ☐ Door through door

6. How does your agency provide service? (Check all that apply)

- ☐ Directly operate ☐ Use contractors

7. What is your use of computers in scheduling drivers and trips?

- ☐ No, manual ☐ Yes, assisted ☐ Yes, completely automated

8. For which of the following trip purposes does your organization provide transportation services? Please estimate the percentage of your total trips devoted to each purpose.

- ☐ Health/Medical (e.g., trips to doctor, clinic, drug store, treatment center)
☐ Nutrition (e.g., trips to a congregate meal site)
☐ Social (e.g., trips to friends/relatives)
☐ Recreational (e.g., trips to cultural, social, athletic events)
☐ Education/training (e.g., trips to training centers, schools, etc.)
☐ Employment (e.g., trips to job interview sites and places of employment)
☐ Shopping/personal needs (e.g., trips to the mall, barber, beauty salons, etc.)
☐ Social services (e.g., trips to social service agencies, adult daycare, etc.)
☐ Other (please specify) _____

9. Have you received transportation requests that your agency was unable to accommodate?
☐ No ☐ Yes -- Please identify the reason you were unable to provide the service:

10. Fleet Inventory – Use the form below to provide the requested information.

Year of Manufacture	Make and Model	# of Miles on Vehicle	Active or Spare	Seating Capacity	Wheelchair Lift (Yes/No)	Funding Source

11. Employee Roster – Indicate the number of full- and part-time employees for your agency (in-house) and contractor in the form provided below. Add additional categories that are appropriate for your operations.

Category	In-House			Contractor	
	Full-Time	Part-Time	Volunteer	Full-Time	Part-Time
Drivers					
Dispatchers					
Mechanics/Service					
Reservations					
Schedulers					
Administrators					
Clerical					
Other					

12. Financial Trends – To establish the financial requirements of the transportation system for which you have responsibility, complete the form below or provide financial amounts in the way your agency records revenues and expenses. Similarly, list all the funding sources by program. Please provide revenue and cost data for the last four years and budget for the current year we are in. We are assuming that each fiscal year begins July 1 and ends June 30 of the year shown below. If this is not the case with your agency, please indicate when your fiscal year begins _____ ends _____.

Category	Past Years				Current
	FY2010	FY2011	FY2012	FY2013	FY2014
COSTS					
Operations					
Maintenance					
Administration					
Capital					
Total					
REVENUE					
Fares/Donations					
Other Revenue					
Total					
FUNDING ASSISTANCE					
County					
Municipalities					
State Casino Funding					
Federal Transit Administration					
Older Americans Acts					
Medicaid					
TANF					
Veterans					
Other					
Other					
Other					
Total					

13. Ridership Statistics – To indicate the level of ridership, complete the form and indicate the daily ridership information for a typical weekday, Saturday, and Sunday and ridership for the entire year.

Period	Past Years				Current
	FY2010	FY2011	FY2012	FY2013	FY2014
Weekday					
Saturday					
Sunday					
Entire Year					

14. Operating Statistics – To indicate the level of service operated, complete the form and indicate miles, hours, and vehicles in service for a typical weekday, Saturday, and Sunday and ridership for the entire year.

Period	Past Years				Current
	FY2010	FY2011	FY2012	FY2013	FY2014
VEHICLE-MILES					
Weekday					
Saturday					
Sunday					
Entire Year					
VEHICLE-HOURS					
Weekday					
Saturday					
Sunday					
Entire Year					
VEHICLES IN SERVICE					
Weekday					
Saturday					
Sunday					

15. Needs – Use the space provided below to indicate any transportation needs that you feel are currently not met or will become a need in the future that present transit service cannot accommodate.

16. Comments – please use the space below to provide any additional comments.

Thank you for your assistance.
Please mail or e-mail the completed survey form to:

Ms. Jill Cahoon
AECOM USA, Inc.
32 Trent Road
Hooksett, NH 03106
603-289-3531
Jill.Cahoon@aecom.com

Appendix C: Survey Questionnaire



SOUTH JERSEY TRANSPORTATION SURVEY

Residents of Southern New Jersey,

Please take a few minutes to answer the following questions about your personal/household transportation needs. Your answers will help identify transportation needs of Southern New Jersey. If you prefer to complete this survey online, go to: www.lscs.com/surveys/sjersey/community.php.

Please only complete one survey, either paper OR online.

1. Which of the following types of transportation does your household currently use?

(Check all that apply)

- ☐ Your own/personal vehicle, such as a car, pick-up, or SUV ☐ Ride from Friend or Relative
☐ Walk ☐ Bicycle ☐ Borrow a vehicle
☐ Van or bus provided by a service agency (Please specify) _____
☐ NJ Transit
☐ Other (Please specify): _____

2. In which community, town, or village do you live? (Please specify) _____

3. What is your Zip Code? _____

4. To which destinations/communities do you or a member of the household need transportation most frequently?

Destination _____ Community _____ State _____

(e.g., Social Security Office, Bridgeton, NJ)

Destination _____ Community _____ State _____

5. What is the primary reason you or a member of the household need transportation to that community? (Check only one)

- ☐ Work ☐ Personal Business/Errands ☐ Doctor/Medical/Health Care
☐ School/College ☐ Recreation ☐ Shopping
☐ Other (Please specify): _____

6. If available, how often would you or a household member use public transportation?

- ☐ 1-2 days/week ☐ 3-5 days/week ☐ 6-7 days/week
☐ 1-3 days/month ☐ Less than once a month
☐ Other (Please specify): _____

7. Do you or a household member who needs transportation have a disability, health concern, or other issue that makes travel difficult?

- ☐ No ☐ Yes (Please specify – e.g., I use a wheelchair): _____

8. What do you think the days of operation should be? (Check all that apply)

- ☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday
☐ Saturday ☐ Sunday

☐ Other (Please specify): _____

9. Do you need or would you use public transportation to go outside the county in which you live?

- ☐ Yes ☐ No

If yes, to which county/counties do or would you require transportation? _____

Please continue to the next page

10. In the last two years, have you or someone in your household lost a job or had problems finding work due to lack of transportation? (Check one) ☐ Yes ☐ No
If yes, please describe _____

11. What would you be willing to pay as a one-way reasonable fare for a trip within your county?
☐ \$1.00 ☐ \$1.50 ☐ \$2.00 ☐ \$2.50

12. What is your age? _____

13. What is your total annual HOUSEHOLD income? (Include all income from all household members)
☐ Less than \$7,500 per year ☐ \$7,500-\$14,999 per year ☐ \$15,000-\$34,999 per year
☐ \$35,000-\$49,999 per year ☐ \$50,000-\$74,999 per year ☐ \$75,000 or more per year

14. How many operating vehicles are available to your household?
☐ None ☐ 1 vehicle ☐ 2 vehicles ☐ 3 vehicles ☐ More than 3 vehicles

15. How many people, age 10 and over, live in your household? _____

16. Including yourself, how many people living in your household have a valid driver's license?
_____ People

17. If you or another member of the household work outside your home, how do you travel to work?
(Check all that apply)
☐ Drive alone or with family ☐ Carpool ☐ Bus ☐ Walk
☐ Other (Please specify): _____

18. How important would each characteristic be in your decision to use public transportation? Please circle the appropriate number to rate each characteristic. (1 = Not important; 2 = Desirable; 3 = Important; 4 = Very important)

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
Service from home to work	1	2	3	4
Service must be flexible in scheduling rides	1	2	3	4
Service from a park-and-ride lot to work	1	2	3	4
Evening service	1	2	3	4
Service twice a day	1	2	3	4
Service every few hours	1	2	3	4
Service every hour	1	2	3	4
Service close to my home	1	2	3	4
Clean buses	1	2	3	4
Attractive buses	1	2	3	4
Other (Please specify)_____	1	2	3	4

19. What unmet transportation needs do you have or what improvements would you like to see for local or regional transportation services in southern New Jersey?

20. How close do you live to a New Jersey Transit route? _____ miles.

Please return this questionnaire by February 20 to:
LSC Transportation Consultants, Inc.
516 North Tejon Street
Colorado Springs, CO 80903

Appendix D: Survey Comments



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What unmet transportation needs do you have or what improvements would you like to see for local or regional transportation services in southern New Jersey?

ATLANTIC COUNTY

Service Area

- A decent airport that goes where needed.
- Closer routes.
- Local shopping route--dedicated only to shopping.
- More OR service on back roads...Zion Road, etc.

Disabled/Elderly

- I am single and live alone. I have had medical procedures that require that I do not drive. I have to find someone able to drive, that doesn't work or they need to take a day off. There should be some form of transportation for a 60 year old single person, not counting on Taxi service. Volunteers to drive seniors for a nominal fee.

Miscellaneous Comment

- Don't know.

CAPE MAY COUNTY

Service Area

- Bus route locations--more frequent stops.
- Buses in West Wildwood.
- For transportation to go more places in one county.
- Little public transportation options exist for Upper Township in Cape May County, NJ.
- More accessible public transportation for Woodbine, Upper Township, and Marmora too. Regular hourly transportation to under-served areas. Last summer I could have worked barrier islands, but no transportation.
- Need more trips into North Wildwood.
- Public transportation closer to home. Have at least a 15-20 min walk to nearest bus stop on a highly trafficked road that has no sidewalks.

Service Frequency

- Bus should run more during winter hours.
- Buses every hour would be fine and to make sure that they are always on time and not late. Buses being maybe like 2-3 minutes late is ok but if the bus is about 10-15 minutes late then it's not ok because that can take time from us as

civilians out of our jobs we are trying to get to due to our work schedules. That's what I think should be improved.

- Infrequent.
- More buses hourly.
- More buses that can provide transportation in a time close to what it takes in a car.
- More buses that come every hour.
- More buses.
- More routes, please - have a bus on 47.
- Public transportation as a rule tends to take too long from one place to another. In most cases I have found that it doubles my commute time which is unacceptable. Only when the times come closer to what my drive time is would I be willing to use the system.
- Service every hour and many more service routes. Service through Ocean City, NJ.
- More accessible public transportation for Woodbine, Upper Township, and Marmora too. Regular hourly transportation to under-served areas. Last summer I could have worked barrier islands, but no transportation.
- Bus route locations--more frequent stops.

Amenities

- Better sidewalks to get there.
- Easier access to bus stop.
- Easier access to bus stops.
- Easier access--closer bus stops and sidewalks.
- More bus stops in Upper Township, please!
- More bus stops.
- More stops along major roads, such as Route 9.
- Sidewalk improvements.

Vehicles

- Better maintenance of buses.
- Friendly and clean.
- Less stains on seats.
- All buses need wheelchair lifts and spaces for wheelchairs or I can't ride them.

Disabled/Elderly

- All buses need wheelchair lifts and spaces for wheelchairs or I can't ride them.

Status Quo/No Change Needed

- Current service is satisfactory. Adequate to cover all of our current needs.
- None.

- None at this time.
- None yet.
- None, I don't use a bus as I have a car.
- Very content.

Miscellaneous Comment

- Bus drivers being more friendly.
- Hard to get to public transit stops as I have to walk. Better scheduling when appointments are needed. When I schedule my transportation for LogistiCare it takes a very long time when I do it for 2 weeks or the month and minutes on my parents cell phone are high. Maybe easier to schedule appointments/transportation online?
- I've never used public transportation.
- Nicer drivers, slow down - use turn signals.

CUMBERLAND COUNTY

Service Area

- Broad St in Millville to Mayslanding Rd Vineland to all the way to Route 40 meet. Landis Ave. Vineland to Bridgeton. Need service Laurel Lake, Port Norris, Cederville. I recommend that Rocko should deserve a big raise. He is very polite, kind and with respect. He should "Best Citizen of Millville, High Honors."
- Bus service to rural areas.
- Cover a larger area in Cumberland County. Many people work in Millville, at the glass factories.
- I would like to see more routes to the industrial parks and route that go out to commercial Township and other nearby and surrounding areas like Port Norris.
- Many residents in Vineland, NJ need transportation to and from work. Many cannot take jobs because of transportation barriers. Transportation is also needed for clients to go to medical appointments outside of Cumberland county to Camden county for themselves and their children. Transportation for clients to pay bills and run errands along downtown routes (electric company), Millville (gas company and mall), Bridgeton (Social Security Office), Up and down the main streets in Vineland (Chestnut, Main Rd., Delsea, Landis).
- Maybe the city of Millville will come along and have something like Bridgeton -- ride to work in Vineland.
- More transportation to other cities.
- More transportation to the outskirts.
- Need more transportation in the country areas. City areas have lots of buses, but it's hard for people who live out of town.
- Need service to Landis Ave. Vineland all the way to Bridgeton. Broad St Millville on Mayslanding Rd Vineland to Rt 40 meet. Wheaton Ave Millville, NJ 408 bus. All drivers should be like Rocko. Courtesy, kind and he respects and helps

people. He deserves a big raise. Best driver of Millville, NJ. He should be awarded.

- NJ Transit buses running through or close to Vineland Industrial Park.
- NJ Transit route on Landis Ave to Bridgeton.
- Restore Cherry Hill run to Atlantic. Go to Derm One in Mays Landing.
- Rides to Shopping, Grocery Shopping, Healthcare.
- Route 40 bus.
- Routes on Chestnut Avenue. More night time hours to and from hospital.
- Rural bus service. Access link, not having location restriction.
- Rural transportation
- Service every half a hour, going anywhere no matter how far should be one consistent rate, such as \$2.00, like NYC.
- Service from Millville to Vineland.
- That I get to my location.
- The bus transportation is very nice now. I would just like to see one go from Millville to Vineland.
- There is a lack of public transportation services in Commercial Township, with 2 working adults and one vehicle, we cannot always rely on family friends and carpooling for transportation. There is also a lack of resources in the area, no grocery stores, doctors, social services, and activities, we must travel 10 miles to Millville or 17 to Vineland for groceries, diapers, medicines, medical visits. Since these things will unlikely be brought out to our community having affordable public transportation available would make it easier. Also most have to travel outside of the community for work, having transportation services that can be navigated with a regular work schedule would benefit my family. My husband can use public transportation to and from work until we can afford to have a second vehicle in working condition. Or I can use public transportation for shopping and errands so he can use the vehicle some days.
- To have service in Commercial Township.
- We need reasonable, cheap transportation, daily bus routes everyday all day, we need some kind of transport for our community cause there are people who really need it as far as doctors appointments, running errands, etc.

Service Frequency

- Buses every hour.
- Closer to home services every few hours
- Driving more (time frame) every hour.
- Every hour travel.
- Hours.
- Inconvenient timetables for buses, unable to make connections.
- Later pick-ups.
- Longer, more flexible hours, weekends.
- More bus stops, run 24/7.
- More buses.

- More buses going back.
- More buses, time tables.
- More flexible daily services.
- More frequent trips.
- More hours of operation.
- More transportation.
- On time.
- Putting more than 2 buses on road for late workers.
- Service every hour.
- The buses take too long, in Millville we need a light rail (train) service.
- We need reasonable, cheap transportation, daily bus routes everyday all day we need some kind of transport for our community cause there are people who really need it as far as doctor's appointments, running errands, etc.
- Routes on Chestnut Avenue; more night time hours to and from hospital.

Amenities

- Better bus shelters.
- Good, clean, safe, inviting bus stops that would protect me from the elements and make me feel more secluded from traffic.
- I would like to see improvements to regional transportation. A convenient and clean rail line with park-and-ride to access connections to Philadelphia or New York lines would be ideal. I would also like to see bus stop infrastructure improved, unfortunately, they seem to be a target for vandalism.
- Move the bus stop from Sasafra and High St. making impossible for me to ride the bus.
- Stop at every corner.

Vehicles

- Heat, clean.
- More, bigger space, warmer, more comfortable.
- The buses need to be clean and on time.
- The drivers are very friendly and helpful and keep the buses clean. I don't see where there needs to be improvement an where.

Pricing

- Free bus to and from work every day.
- I would like to see cheaper prices
- We need reasonable, cheap transportation, daily bus routes everyday all day. We need some kind of transport for our community cause there are people who really need it as far as doctors appointments, running errands, etc.
- Service every half a hour, going anywhere no matter how far should be one consistent rate, such as \$2.00, like NYC.

Disabled/Elderly

- More vehicles for elderly people and people who do not have a means of transportation or funds in which to attend doctor visits etc...

Weekend Service

- Being available on weekends.
- Just weekend schedules would be an improvement.
- Longer, more flexible hours, weekends.

Status Quo/No Change Needed

- Good for now.
- I am happy with CATS service.
- I have no complaints.
- Keep same times and routes.
- No improvements; fine how it is.
- None.
- Satisfied.
- The drivers are very friendly and helpful and keep the buses clean. I don't see where there needs to be improvement anywhere.
- The bus transportation is very nice now. I would just like to see one go from Millville to Vineland.

Miscellaneous Comments

- Bus.
- Don't care.
- For everyone on work and welfare, have a pass showing that they are doing something with their life and to show where they are going and how they are getting back.
- For people to go to work and not ride for fun.
- I do not require public transportation; however, it is definitely a very needed service in our community.
- I don't know, haven't used any at this time.
- I don't know.
- I would like to just get the bus if I need it.
- LAGISTIC CARE NOT PICKING ME UP FOR THE GUIDES CENTER 01.
- My transportation needs are fine but work with low income families that all seem to have a great need for transportation.
- Service needs to be updated.
- To feel safe where the bus will pick me up and drop me off.
- Transportation for welfare appointments.

- When I'm out of gas, it's hard to get things done.
- Yes.
- Need service Landis Ave. Vineland to all the way to Bridgeton. Broad St Millville on Mayslanding Rd Vineland to Rt 40 meet. Wheaton Ave Millville, NJ 408 bus. All drivers should be like Rocko. Courtesy, kind and he respects and helps people. He deserves a big raise. Best driver of Millville, NJ. He should be awarded.
- Broad St in Millville to Mays Landing Rd Vineland to all the way to Route 40 meet. Landis Ave. Vineland to Bridgeton. Need service Laurel Lake, Port Norris, Cederville. I recommend that Rocko should deserve a big raise. He is very polite, kind and with respect. He should "Best Citizen of Millville, High Honors."
- I would like to see improvements to regional transportation. A convenient and clean rail line with park and ride to access connections to Philadelphia or New York lines would be ideal. I would also like to see bus stop infrastructure improved, unfortunately, they seem to be a target for vandalism.

GLOUCESTER COUNTY

Service Area

- More buses in other counties.

SALEM COUNTY

Service Area

- Bus comes to PV Towers.
- There is no public transportation in our area.
- Earlier and later hours, more shopping trips, better out of county service, rides to the polls, cheaper cost for multi-stop trips.

Service Frequency

- Earlier and later hours, more shopping trips, better out of county service, rides to the polls, cheaper cost for multi-stop trips.
- I would like to see if the bus could do 2 Walmart trips in a month.
- IF WE HAVE A DRS APPT AT 3:30 I WISH WE COULD TAKE TRANSP BUT IT STOPS EARLY AND SOMETIMES WE DO KNOW HOW LONG WE WOULD BE. AND IF WE WANT TO GO SHOPPING AT A MALL AND WOULD LIKE TO MEET FRIENDS FOR DINNER SOME WHERE THAT WE DO NOT HAVE TO PAY FOR EACH STOP. MY HUSBAND IS GOING BLIND AND I HAD A SATROKE SO TRANSP. IS IMPORTANT TO US. BUT SOMETIMES IS NOT SO CONVIENT. MY HUSBAND IS ON THE DISABILITY BOARD AND WE CAN GET THER BUT THE TRANSP. IS DONE WHEN THE MEETING IS OVER SO WE HAVE TO FIND SOMEONE TO BRING US BACK.
- To get to clinic that runs in evening.

- Transportation on other days besides Wednesday due to Dr. appointments being scheduled on other days.

Pricing

- Earlier and later hours, more shopping trips, better out of county service, rides to the polls, cheaper cost for multi-stop trips.

Disabled/Elderly

- Due to Gerry's disability, needs specialized transportation. He is not capable of understanding bus stops or when to get off bus.

Status Quo/No Change Needed

- I have no complaints, very satisfied. I appreciate your service.

Appendix E: Stakeholders Contacted



Appendix E

Stakeholders Contacted

Below is a list of stakeholders who were contacted to participate in the development of the SJTPO Coordinated Public Transit Human Services Transportation Plan for Salem County. All organizations listed were contacted, but some organizations were unreachable or did not respond.

- American Red Cross South Jersey Chapter
- ARC of Salem County
- Atlantic/Cape May Workforce Investment Board
- BR Williams, Inc.
- Cross County Connection TMA
- Cumberland/Salem Workforce Investment Board
- Gateway CAP
- Green Cab
- Healthcare Commons
- Home Care and Hospital Care of Southern NJ
- InterAgency Council
- Mid-Atlantic Career and Education Center
- New Jersey Transit
- One-Stop Career Center-Salem
- Pearl Transit
- Ranch Hope
- Riverfront Limousine Service
- Salem Area Ministerium
- Salem County - Office for the Disabled
- Salem County Nursing Home
- Salem County Office on Aging
- Salem County Transit
- Salem Health and Wellness Foundation
- SC Board of Social Services
- SJH Adult Day Programs
- SJTPO
- United Way of Salem County
- Veterans Services

Appendix F: Population Characteristics



Table 1
Estimated Population Characteristics using American Community Survey 2012
Salem County, NJ

Census Tract	Census Block Group	Total Population 2012 ACS	Land Area (sq. miles)	Total Number of Households 2012 ACS	Zero-Vehicle Households 2012 ACS		Youth Population 10-19 years 2012 ACS		Total Number of Older Adults 65 and Over 2012 ACS		Ambulatory Disability Population 2012 ACS		Low-Income Population 2012 ACS	
				#	#	%	#	%	#	%	#	%	#	%
020100	1	2028	19.45	747	15	2.0%	346	17.1%	282	13.9%	116	5.7%	144	7.1%
020200	1	639	0.10	262	65	24.8%	134	21.0%	63	9.9%	67	10.4%	121	18.9%
020200	2	1650	0.28	602	79	13.1%	266	16.1%	156	9.5%	172	10.4%	312	18.9%
020300	1	725	0.18	250	93	37.2%	111	15.3%	45	6.2%	67	9.2%	200	27.6%
020300	2	825	0.16	364	161	44.2%	53	6.4%	55	6.7%	76	9.2%	228	27.6%
020300	3	1277	0.20	530	101	19.1%	285	22.3%	208	16.3%	117	9.2%	353	27.6%
020400	1	1745	1.56	704	153	21.7%	208	11.9%	315	18.1%	180	10.3%	216	12.4%
020400	2	966	0.58	357	22	6.2%	145	15.0%	113	11.7%	100	10.3%	119	12.4%
020500	1	791	0.64	386	19	4.9%	95	12.0%	157	19.8%	52	6.6%	91	11.5%
020500	2	1927	0.48	813	109	13.4%	162	8.4%	371	19.3%	128	6.6%	221	11.5%
020600	1	1068	1.75	422	17	4.0%	79	7.4%	182	17.0%	94	8.8%	38	3.6%
020600	2	1538	11.86	528	15	2.8%	130	8.5%	373	24.3%	135	8.8%	55	3.6%
020700	1	1551	13.06	566	33	5.8%	206	13.3%	215	13.9%	67	4.3%	58	3.7%
020700	2	1068	9.62	360	12	3.3%	181	16.9%	148	13.9%	46	4.3%	40	3.7%
020700	3	1421	12.16	555	72	13.0%	208	14.6%	426	30.0%	62	4.3%	53	3.7%
020800	1	932	0.39	383	5	1.3%	132	14.2%	250	26.8%	59	6.3%	34	3.7%
020800	2	1430	0.51	469	19	4.1%	201	14.1%	201	14.1%	90	6.3%	52	3.7%
020800	3	1131	0.69	528	32	6.1%	233	20.6%	242	21.4%	72	6.3%	41	3.7%
020900	1	1253	23.05	422	35	8.3%	154	12.3%	165	13.2%	64	5.1%	90	7.2%
020900	2	2266	17.27	706	15	2.1%	413	18.2%	327	14.4%	117	5.1%	163	7.2%
021000	1	595	0.51	217	5	2.3%	54	9.1%	80	13.4%	42	7.0%	61	10.2%
021000	2	688	0.35	259	19	7.3%	89	12.9%	116	16.9%	48	7.0%	70	10.2%
021101	1	2158	9.73	794	10	1.3%	289	13.4%	207	9.6%	103	4.8%	103	4.8%
021101	2	2521	9.54	936	20	2.1%	315	12.5%	372	14.8%	120	4.8%	120	4.8%
021102	1	1379	9.71	472	0	0.0%	194	14.1%	116	8.4%	79	5.7%	87	6.3%
021102	2	1385	7.81	409	38	9.3%	236	17.0%	125	9.0%	79	5.7%	87	6.3%
021102	3	1915	8.29	571	55	9.6%	317	16.6%	309	16.1%	110	5.7%	120	6.3%
021201	1	3369	32.75	1116	41	3.7%	612	18.2%	320	9.5%	153	4.5%	185	5.5%
021202	1	604	2.88	239	0	0.0%	94	15.6%	57	9.4%	43	7.2%	46	7.6%
021202	2	2069	21.21	797	39	4.9%	211	10.2%	421	20.3%	149	7.2%	156	7.6%
021300	1	1083	21.39	318	9	2.8%	154	14.2%	140	12.9%	63	5.9%	111	10.2%
021300	2	609	12.97	195	9	4.6%	71	11.7%	169	27.8%	36	5.9%	62	10.2%
021400	1	731	0.51	389	107	27.5%	45	6.2%	136	18.6%	41	5.7%	33	4.6%
021400	2	851	2.25	434	11	2.5%	128	15.0%	180	21.2%	48	5.7%	39	4.6%
021400	3	1849	0.60	685	15	2.2%	252	13.6%	224	12.1%	105	5.7%	85	4.6%
021500	1	1860	1.87	718	48	6.7%	186	10.0%	273	14.7%	169	9.1%	303	16.3%
021600	1	1065	0.24	330	17	5.2%	184	17.3%	86	8.1%	76	7.1%	133	12.5%
021600	2	1310	0.47	606	62	10.2%	109	8.3%	273	20.8%	93	7.1%	163	12.5%
021600	3	1363	0.46	539	16	3.0%	166	12.2%	238	17.5%	97	7.1%	170	12.5%
021600	4	895	0.24	382	28	7.3%	136	15.2%	82	9.2%	64	7.1%	112	12.5%
021600	5	1314	9.12	509	0	0.0%	168	12.8%	192	14.6%	93	7.1%	164	12.5%
021700	1	1360	4.46	592	85	14.4%	136	10.0%	166	12.2%	160	11.7%	256	18.8%
021700	2	771	1.06	345	32	9.3%	79	10.2%	194	25.2%	90	11.7%	145	18.8%
021900	1	1909	0.62	767	158	20.6%	232	12.2%	253	13.3%	132	6.9%	384	20.1%
022000	1	1921	0.73	667	266	39.9%	384	20.0%	216	11.2%	326	17.0%	954	49.7%
022100	1	1365	1.00	589	114	19.4%	180	13.2%	293	21.5%	107	7.8%	373	27.3%
022201	1	623	31.25	219	17	7.8%	72	11.6%	72	11.6%	43	6.8%	39	6.3%
022201	2	1189	13.98	437	15	3.4%	212	17.8%	213	17.9%	81	6.8%	75	6.3%
022202	1	1025	11.92	465	9	1.9%	102	10.0%	219	21.4%	85	8.3%	32	3.1%
990000	0	0	0.00	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTALS		66,007	331.90	24,950	2,317	9.3%	9,149	13.9%	10,036	15.2%	4,715	7.1%	7,296	11.1%

Appendix G: Transit Need and Demand



Table 1 Mobility Gap Transit Need Salem County Study Area							
Census Tract	Census Block Group	2012 ACS Population	2012 ACS Households	No Vehicle	One Plus Vehicle	Mobility Gap	Transit Need
020100	1	2,028	747	15	732	1.3	20
020200	1	639	262	65	197	1.3	85
020200	2	1,650	602	79	523	1.3	103
020300	1	725	250	93	157	1.3	121
020300	2	825	364	161	203	1.3	209
020300	3	1,277	530	101	429	1.3	131
020400	1	1,745	704	153	551	1.3	199
020400	2	966	357	22	335	1.3	29
020500	1	791	386	19	367	1.3	25
020500	2	1,927	813	109	704	1.3	142
020600	1	1,068	422	17	405	1.3	22
020600	2	1,538	528	15	513	1.3	20
020700	1	1,551	566	33	533	1.3	43
020700	2	1,068	360	12	348	1.3	16
020700	3	1,421	555	72	483	1.3	94
020800	1	932	383	5	378	1.3	7
020800	2	1,430	469	19	450	1.3	25
020800	3	1,131	528	32	496	1.3	42
020900	1	1,253	422	35	387	1.3	46
020900	2	2,266	706	15	691	1.3	20
021000	1	595	217	5	212	1.3	7
021000	2	688	259	19	240	1.3	25
021101	1	2,158	794	10	784	1.3	13
021101	2	2,521	936	20	916	1.3	26
021102	1	1,379	472	0	472	1.3	-
021102	2	1,385	409	38	371	1.3	49
021102	3	1,915	571	55	516	1.3	72
021201	1	3,369	1,116	41	1,075	1.3	53
021202	1	604	239	0	239	1.3	-
021202	2	2,069	797	39	758	1.3	51
021300	1	1,083	318	9	309	1.3	12
021300	2	609	195	9	186	1.3	12
021400	1	731	389	107	282	1.3	139
021400	2	851	434	11	423	1.3	14
021400	3	1,849	685	15	670	1.3	20
021500	1	1,860	718	48	670	1.3	62
021600	1	1,065	330	17	313	1.3	22
021600	2	1,310	606	62	544	1.3	81
021600	3	1,363	539	16	523	1.3	21
021600	4	895	382	28	354	1.3	36
021600	5	1,314	509	0	509	1.3	-
021700	1	1,360	592	85	507	1.3	111
021700	2	771	345	32	313	1.3	42
021900	1	1,909	767	158	609	1.3	205
022000	1	1,921	667	266	401	1.3	346
022100	1	1,365	589	114	475	1.3	148
022201	1	623	219	17	202	1.3	22
022201	2	1,189	437	15	422	1.3	20
022202	1	1,025	465	9	456	1.3	12
990000	0	-	-	0	-	1.3	-
Salem County Study Area		66,007	24,950	2,317	22,633	1.3	3,012
Source: 2009 NHTS data; LSC, 2014.							

Table 2 Greatest Transit Need Model - Census Block Groups Salem County Study Area																		
Census Tract	Census Block Group	Land Area (sq. miles)	Total Population 2012 ACS	Total Number of Households 2012 ACS	Zero-Vehicle Households 2012 ACS			Total Number of Older Adults 65 & Over 2012 ACS			Low-Income Population* 2012 ACS			Ambulatory Disability Population 2012 ACS			Overall Score	Final
					#	Density (Hhlds. Per Sq. Miles)	Rank	#	Density (Persons Per Sq. Miles)	Rank	#	Density (Persons Per Sq. Miles)	Rank	#	Density (Persons Per Sq. Miles)	Rank		
020100	1	19.45	2028	747	15	0.8	1	282	14.5	1	144	7.4	2	116	6.0	2	6	1
020200	1	0.10	639	262	65	647.7	6	63	627.7	6	121	1204.4	6	67	664.8	6	24	6
020200	2	0.28	1650	602	79	286.8	6	156	566.2	6	312	1132.9	6	172	625.3	6	24	6
020300	1	0.18	725	250	93	523.7	6	45	253.4	4	200	1127.9	6	67	375.5	6	22	6
020300	2	0.16	825	364	161	1,026.4	6	55	350.6	5	228	1453.1	6	76	483.7	6	23	6
020300	3	0.20	1277	530	101	505.7	6	208	1,041.5	6	353	1766.5	6	117	588.1	6	24	6
020400	1	1.56	1745	704	153	97.9	5	315	201.6	4	216	138.0	4	180	115.4	5	18	4
020400	2	0.58	966	357	22	37.7	4	113	193.4	4	119	204.3	5	100	170.8	5	18	4
020500	1	0.64	791	386	19	29.9	4	157	247.1	4	91	142.9	4	52	82.4	4	16	4
020500	2	0.48	1927	813	109	228.9	6	371	779.1	6	221	464.5	5	128	268.0	6	23	6
020600	1	1.75	1068	422	17	9.7	3	182	104.3	4	38	21.8	3	94	53.8	4	14	3
020600	2	11.86	1538	528	15	1.3	2	373	31.4	3	55	4.6	1	135	11.4	3	9	2
020700	1	13.06	1551	566	33	2.5	3	215	16.5	2	58	4.4	1	67	5.1	2	8	2
020700	2	9.62	1068	360	12	1.2	2	148	15.4	2	40	4.1	1	46	4.8	1	6	1
020700	3	12.16	1421	555	72	5.9	3	426	35.0	3	53	4.3	1	62	5.1	2	9	2
020800	1	0.39	932	383	5	12.8	4	250	639.3	6	34	87.3	4	59	150.8	5	19	5
020800	2	0.51	1430	469	19	37.4	4	201	395.5	6	52	103.1	4	90	178.0	5	19	5
020800	3	0.69	1131	528	32	46.7	5	242	353.1	5	41	60.5	3	72	104.4	4	17	4
020900	1	23.05	1253	422	35	1.5	2	165	7.2	1	90	3.9	1	64	2.8	1	5	1
020900	2	17.27	2266	706	15	0.9	2	327	18.9	2	163	9.4	2	117	6.7	2	8	2
021000	1	0.51	595	217	5	9.8	3	80	156.6	4	61	118.9	4	42	81.7	4	15	4
021000	2	0.35	688	259	19	53.6	5	116	327.2	5	70	198.2	5	48	136.2	5	20	5
021101	1	9.73	2158	794	10	1.0	2	207	21.3	3	103	10.6	2	103	10.6	3	10	3
021101	2	9.54	2521	936	20	2.1	3	372	39.0	3	120	12.6	3	120	12.6	3	12	3
021102	1	9.71	1379	472	0	0.0	1	116	12.0	1	87	8.9	2	79	8.1	2	6	1
021102	2	7.81	1385	409	38	4.9	3	125	16.0	2	87	11.1	2	79	10.2	3	10	3
021102	3	8.29	1915	571	55	6.6	3	309	37.3	3	120	14.5	3	110	13.2	3	12	3
021201	1	32.75	3369	1116	41	1.3	2	320	9.8	1	185	5.6	2	153	4.7	1	6	1
021202	1	2.88	604	239	0	0.0	1	57	19.8	2	46	15.8	3	43	15.1	3	9	2
021202	2	21.21	2069	797	39	1.8	2	421	19.8	2	156	7.4	2	149	7.0	2	8	2
021300	1	21.39	1083	318	9	0.4	1	140	6.5	1	111	5.2	1	63	3.0	1	4	1
021300	2	12.97	609	195	9	0.7	1	169	13.0	1	62	4.8	1	36	2.7	1	4	1
021400	1	0.51	731	389	107	209.8	5	136	266.7	4	33	65.6	4	41	81.0	4	17	4
021400	2	2.25	851	434	11	4.9	3	180	80.1	3	39	17.3	3	48	21.4	3	12	3
021400	3	0.60	1849	685	15	25.0	4	224	373.4	5	85	141.0	4	105	174.3	5	18	4
021500	1	1.87	1860	718	48	25.6	4	273	145.8	4	303	161.9	5	169	90.3	4	17	4
021600	1	0.24	1065	330	17	71.5	5	86	361.5	5	133	557.8	6	76	317.6	6	22	6
021600	2	0.47	1310	606	62	131.9	5	273	580.8	6	163	347.3	5	93	197.8	5	21	5
021600	3	0.46	1363	539	16	34.4	4	238	512.4	6	170	365.6	5	97	208.2	5	20	5
021600	4	0.24	895	382	28	115.4	5	82	338.1	5	112	459.8	5	64	261.8	6	21	5
021600	5	9.12	1314	509	0	0.0	1	192	21.1	3	164	18.0	3	93	10.2	3	10	3
021700	1	4.46	1360	592	85	19.1	4	166	37.2	3	256	57.4	3	160	35.8	4	14	3
021700	2	1.06	771	345	32	30.2	4	194	183.2	4	145	137.0	4	90	85.4	4	16	4
021900	1	0.62	1909	767	158	255.7	6	253	409.5	6	384	621.5	6	132	213.7	5	23	6
022000	1	0.73	1921	667	266	364.3	6	216	295.8	5	954	1306.4	6	326	446.4	6	23	6
022100	1	1.00	1365	589	114	114.5	5	293	294.4	5	373	374.7	5	107	107.5	4	19	5
022201	1	31.25	623	219	17	0.5	1	72	2.3	1	39	1.3	1	43	1.4	1	4	1
022201	2	13.98	1189	437	15	1.1	2	213	15.2	2	75	5.3	2	81	5.8	2	8	2
022202	1	11.92	1025	465	9	0.8	1	219	18.4	2	32	2.7	1	85	7.1	2	6	1
990000	0	0.00	0	0	0	0.0	1	0	0.0	1	0	0.0	1	0	0.0	1	4	1
Salem County Study Area TOTAL:		331.90	66,007	24,950	2,317			10,036			7,296			4,715				
Note: *Low-Income population is not currently available at the census block group level in the 5-year ACS data. Therefore, the information was collected at the census tract level and apportioned to the census block group level based on population in that census tract.																		
Source: 2008-2012 American Community Survey Five-Year Estimates, LSC 2014.																		