



# Human Service Transportation Plan Update

## Final Report Cumberland County

Prepared for

**South Jersey Transportation  
Planning Organization**

Prepared by



***Gannett Fleming***

ABRAMS-CHERWONY GROUP  
of Gannett Fleming, Inc.

**Mundle Associates, Inc.**

December 2010

**DISCLAIMER**

The preparation of this report has been financed in part by the U.S. Department of Transportation, Federal Highway Administration. This document is disseminated under the sponsorship of the U.S. Department of Transportation in the interest of information exchange. The United States Government assumes no liability for its contents or its use thereof.

**TABLE OF CONTENTS**

	<u>Page</u>
INTRODUCTION.....	1
EXISTING TRANSPORTATION SERVICES .....	3
Fixed Route Service Description .....	3
Demand Responsive Paratransit Services.....	5
Summary of Existing Services .....	13
SERVICE AREA PROFILE .....	14
Service Area Description .....	14
Target Populations.....	20
Economic Indicators.....	26
Major Generators .....	30
Summary of Key Findings.....	33
COORDINATION, REGIONAL ISSUES AND POLICY GUIDELINES.....	36
Coordination Models .....	36
Updated Human Service Transportation Coordination Recommendations .....	42
Regional Issues.....	44
Policy Guidelines for Project Development.....	51
SERVICE PLAN.....	57
APPENDIX: Agencies Contacted SJTPO Transportation Provider Questionnaire.....	A-1

**LIST OF TABLES**

	<u>Page</u>
Table 1 – Fixed Route Services.....	4
Table 2 – Demand Responsive Transportation Services.....	7
Table 3 – 2008 Population by Municipality .....	16
Table 4 – Senior Citizen Population (2000 to 2008) .....	21
Table 5 – Senior Citizen Population Change by Age Group (2000 to 2008) .....	22
Table 6 – Median Age (2000 to 2008).....	22
Table 7 – Persons with Disabilities (2000 to 2008).....	23
Table 8 – Persons Living In Poverty (2000 to 2008).....	24
Table 9 – Low Income Population by Age Group (2000 to 2008).....	25
Table 10 – Households Without A Vehicle (2000 to 2008).....	25
Table 11 – Employment Statistics (2007 & 2009).....	26
Table 12 – Place of Work of Cumberland County Residents (2002 to 2007) .....	29
Table 13 – County of Residence of Cumberland County Employees (2002 to 2007).....	30
Table 14 – Major Employers .....	31
Table 15 – Other Major Generators .....	32
Table 16 – Summary of 2007 Cumberland County HSTP Coordination Models .....	37
Table 17 – Issues Relevant to the SJTPO Region .....	46
Table 18 – Cumberland County Human Service Transportation Providers.....	56

**LIST OF FIGURES**

	<u>Page</u>
Figure 1 – Cumberland County .....	15
Figure 2 – Population Change – 2000 to 2008.....	17
Figure 3 – Population Change – (2000 to 2020) .....	18
Figure 4 – 2008 Population Density.....	19
Figure 5 – Employment Change (2002 to 2007) .....	27
Figure 6 – Employment Change (2007 to 2020).....	28
Figure 7 – Regional Coordination Committee .....	47
Figure 8 – Project Development Framework.....	54

## **INTRODUCTION**

A number of agencies administer several human service programs that are oriented to individuals and families with special needs such as low income, senior citizens or disabled. In large part these are programs specified in federal law with substantial funding providing by numerous departments. While many of these programs did not have a transportation component at the outset, it became clear that the human service needs of clients could not be met unless transportation was provided. To fill this mobility need, many human service agencies provided transportation service either directly or through contractors. Each of the programs had its own funding stream and unique set of guidelines on transportation eligibility and funding.

Transportation programs were administered or operated by a variety of state and county government agencies as well as non-profit organizations and private firms. The federal government, which is a major funding agency for these programs, recognized that this fragmented approach to providing transportation service was not cost efficient. This resulted in the United We Ride Initiative to achieve economies through increased coordination and consolidation of transportation services. Participation in this federal program is by a host of agencies including the Federal Transit Administration. Responsibility for carrying out this federal program in New Jersey was assigned to NJ Transit who is the designated recipient for many of the FTA programs. In addition, New Jersey counties must bring their transportation programs in compliance with United We Ride.

As the regional clearinghouse for all federal transit grants, the South Jersey Transportation Planning Organization (SJTPo) has been the lead agency for the four counties comprising its service area: Atlantic, Cape May, Cumberland and Salem. Grants under three FTA programs: 5310 Elderly Persons and Persons With Disabilities, 5316 Job Access Reverse Commute and 5317 New Freedoms must be compatible with and support the United We Ride Initiative. In response to this responsibility, SJTPo conducted a study to develop a Human Service Transportation Plan that coordinates present providers. A separate plan was prepared for each of the four counties in 2007. The plans included an inventory of current services and providers, a description of target populations and needs, assessment of the overall system and a series of steps to achieve coordination. Study recommendations included proposals that related to service expansion and changes to the current organization and management structure for service delivery.

The current analysis is an update of this earlier work and recognizes that coordination is a process, rather than a static event or program. The study includes some of the same steps as those performed previously such as an examination of the service area and the existing transportation system. The current assignment considers both the needs of each individual county, but also explores regional issues that might surface with this update. Further, the study reflects more recent events which relate primarily to constrained and reduced funding levels.

One major difference between the prior and current analysis is the focus is on a process that can be used to identify future projects in the Statewide Transportation Improvement Program (STIP). Throughout the study process communications were maintained with stakeholders in each county as well as other study participants at the regional and state level.

During the course of the study, interim reports were prepared that described particular aspects of the study. In this way, comments received on one work step were included in subsequent steps of the study process.

This report presents the plan update for human service transportation services in Cumberland County. It establishes a coordinated approach for the various transportation programs. The plan update should not be viewed as a static document. In subsequent years, the plan will be further refined and modified to reflect changes to conditions and the success of implementing study proposals. The report contents closely follow the sequence of steps followed in the plan update. This includes the following:

- **Existing Transportation Services** – An overview of existing public transportation services in Cumberland County including fixed route, demand response and commuter rail services.
- **Service Area Profile** – A description of the service area which updates the work completed in 2007 with the initial study effort. The analysis includes population and employment, target populations, commuting patterns, and major generators.
- **Coordination, Regional Issues and Policy Guidelines** – A review of the coordination options and recommendations identified in the 2007 HSTP, which refines and modifies these areas to reflect any changes that have occurred in the county since 2007. Regional issues that extend beyond the boundaries of a single county also were examined. Finally, this chapter presents policy guidelines for assessing projects for consistency with the United We Ride initiative to secure federal funding.
- **Service Plan** – The report concludes with a service plan that identifies projects to be pursued in order to meet the goals of coordinating human service transportation within Cumberland County. In addition, this section describes the process that will be used to amend the plan to include projects that have not yet been identified.

## EXISTING TRANSPORTATION SERVICES

This chapter provides an overview of existing public transportation services in Cumberland 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 Cumberland County is NJ Transit which serves the county's primary population centers seven days a week and provides regional service to Atlantic City, Cape May, and Philadelphia. A second fixed route operator is the Cumberland County Office of Employment and Training's Cumberland County Public Transit System (CCPTS), which provides local connections within the urban centers of the county during the weekday peak period for eligible individuals requiring transportation to/from employment, training, or education facilities.

Demand responsive service operators in Cumberland County include the NJ Transit Access Link program and the Cumberland Area Transit System (CATS) as well as various public and private, non-profit organizations and private transportation companies.

Assembling a comprehensive inventory of all services will allow 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.

### Fixed Route Service Description

This section describes all of the fixed route public transportation services operated in Cumberland 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. The services meeting this description in Cumberland County are operated by NJ Transit and the Cumberland County Office of Employment and Training's Cumberland County Public Transit System (CCPTS). The NJ Transit and CCPTS fixed route services are described below and summarized in Table 1.

**NJ Transit Bus Routes** – NJ Transit operates four regular bus routes in Cumberland County which are oriented along major roadway corridors and primarily serve the county's urban centers: Bridgeton, Millville, and Vineland. These routes consist of two short distance suburban routes between Millville and Philadelphia (408) and Bridgeton and Philadelphia (410), one long distance route between Atlantic City and Upper Deerfield Township (553), and one long distance suburban route between Philadelphia and Cape May (313).

All NJ Transit bus routes in Cumberland County operate seven days a week. All of the routes operate during the evening with Route 553 offering 24 hour service. The highest frequency offered is on Route 553 which operates approximately every 45 minutes throughout

the day. The lowest frequency of every 120 minutes occurs on Route 410 on weekends. Only a limited number of trips throughout the service day are provided on Route 313.

**Table 1 – Fixed Route Services**

Route	From	To	Service Hours	Service Span	Headway (avg.)	Communities Served
<b>NJ Transit</b>						
313	Philadelphia	Cape May	Monday – Sunday	6:30 AM – 1:11 AM	3 round trips daily	Maurice River Twp, Millville, Vineland
408	Philadelphia	Millville	Monday – Friday	4:00 AM – 12:39 AM	Peak 60 Min Off Peak 60 Min	Millville, Vineland
			Saturday	3:48 AM – 12:54 AM	110 Min	
			Sunday	5:55 AM – 12:41 AM	120 Min	
410	Philadelphia	Bridgeton	Monday – Friday	4:52 AM – 12:39 AM	Peak 40 Min Off Peak 110 Min	Bridgeton, Upper Deerfield Twp,
			Saturday	5:09 AM – 11:05 PM	120 Min	
			Sunday	5:45 AM – 10:38 PM	120 Min	
553	Upper Deerfield Twp.	Atlantic City	Monday – Friday	24 Hours	Peak 45 Min Off Peak 40 Min	Bridgeton, Fairfield Township, Millville, Upper Deerfield Township, Vineland
			Saturday	24 Hours	45 Min	
			Sunday	24 Hours	45 Min	
<b>Cumberland County Public Transit System (CCPTS)</b>						
Bridgeton to Seabrook/Upper Deerfield	Bridgeton	Seabrook	Monday – Friday	6:00 AM – 5:00 PM	4 Round Trips	Bridgeton, Seabrook, Upper Deerfield
Vineland Industrial Park	Downtown Vineland	Vineland Industrial Park	Monday – Friday	5:30 AM – 6:00 PM	6 Round Trips	Vineland
Landis Avenue Express	Vineland	Bridgeton	Monday – Friday	5:55 AM – 6:20 PM	6 Round Trips	Bridgeton, Vineland
Shuttle	Vineland Transit Center	One Stop Center - Vineland	Monday – Friday	8:30 AM – 4:05 PM	3 Round Trips	Vineland

**Cumberland County Public Transit System (CCPTS)** – The CCPTS is a county run bus service for eligible low income individuals requiring transportation to/from employment, training, or education facilities and is not available to the general public. No fare is charged to passengers with the service funded through various state and federal programs such as the Federal Job Access and Reverse Commute (Section 5316) program.

CCPTS consists of four routes that provide local connections to employment destinations within the urban centers of the county and include:

- Bridgeton to Seabrook/Upper Deerfield Route
- Vineland Industrial Park Route
- Landis Avenue Express (LAX) Route
- Vineland Transit Center/One Stop Center Shuttle.

These routes operate Monday through Friday during the morning and afternoon peak periods, with service provided from approximately 5:30 AM to 9:30 AM and again from about 3:00 PM to 6:30 PM. The Vineland Industrial Park and Landis Avenue Express (LAX) routes operate a total of six round trips; the Bridgeton to Seabrook/Upper Deerfield Route operates four round trips, and the shuttle service provides a total of three round trips.

The fixed route transit network in Cumberland County is not extensive and has limited ability to serve the diverse mobility needs of Cumberland County residents, particularly for those residents living outside of the county's major population centers and residents requiring public transportation to access job sites. Although CCTPS routes help address some of the gaps in terms of providing access to employment locations in Bridgeton and Vineland, there are still numerous employment locations not being served in Millville and throughout the County.

Additionally, other than the fixed route services operated by NJ Transit, there is no service open to the general public in Cumberland County that is available during weekday evenings or on the weekends.

However, given the rural nature of most of Cumberland County and the fact that urban centers in the county are not very populous, a limited fixed route network is to be expected.

### **Demand Responsive Paratransit Services**

Demand responsive refers to services in which the actual routing and schedule of the vehicles 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, non-profit organizations, and private transportation companies offer demand responsive services in Cumberland County and throughout the region.

To gather information about the various service providers in Cumberland County, a SJTPO Transportation Provider Questionnaire was sent to each organization in Cumberland County believed to be providing some type of public transportation service. The questionnaire was sent to 23 organizations; of this number, three organizations completed and returned the survey, including:

- Cumberland Area Transit System (CATS)
- Millville Yellow Cab

- Tri-County Community Action Agency, Inc.

While the response rate was relatively low in Cumberland County, the survey did include CATS – the major provider of human service transportation in the county.

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

Because of the low 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 Cumberland County. These resources included Federal 5310 and 5316 (JARC) grant applications, existing plans and studies, on-line agency websites and conversations with agency staff members, input from the SJTPO, and the consultant team's knowledge of the area. In addition, ridership information pertaining to the Access Link program was provided by NJ Transit.

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

Based on the survey findings and other information sources utilized to prepare this report, it appears that there are 17 providers operating some type of demand responsive transportation in Cumberland County. These services are generally limited 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. The list of demand responsive services also includes private transportation companies that serve Cumberland County, which are generally small businesses operating taxicab, ambulance and general transportation services; these companies complement the demand responsive network in Cumberland by offering service to the general public, transporting agency clients on a contractual basis, and in some instances, transporting Medicaid eligible clients.

A summary of the 17 providers is presented below and documented in Table 2. It should be noted that several agencies provide service in more than a single county. As a result, no attempt was made to segregate providers by an individual county.

**Table 2 – Demand Responsive Transportation Services**

System	Service Hours	Service Area	Service Type*	Eligibility	Eligible Trips	Advance Scheduling	Vehicle Fleet
Cumberland Area Transit System	M-F 8:30 AM-6:00 PM	Cumberland County	DR, DFR	Cumberland Co. residents	Any	2 Days	37 w/c Mini-Buses 11 Mini-Vans 5 Vans (1 w/c) 1 Sedan
NJ Transit Access Link	At same times as applicable fixed route service	Within ¼ mile of NJ Transit fixed route service	DR	Disabled Persons unable to access fixed route service	Any	1 Day	No Information
Puerto Rican Action Committee	M-F 8:30 AM-4:30 PM	Salem County, Southern NJ, Philadelphia & Wilmington Areas	DR	Agency Clients	Medical, Employment/ Training, Social Services	2 Days	24 Mini-Vans 2 Sedans
Pearl Transit	7 Days a Week 6AM-8AM,6PM-8PM,10PM-12AM	Cumberland & Salem Co's	DR, S	Low Income Residents in Service Area	Employment, Education, Training	No Advance Notice is Needed	2 Vans
B.R. Williams	M-F 6:00 AM-5:00 PM	Salem, Cumberland Co's	DR, FR, S	Salem County Residents	Any	2 Days	3 w/c Vans
Shirley Eves Development Therapeutic Center	M-F 8AM-6PM 2 Weekends (other) Sat/Sun 24 Hours (Programs)	Salem, Cumberland, Atlantic, Gloucester Co's	DR	Agency Clients	Medical, Employment/ Training	No Advance Notice is Needed	2 Sedans (1 w/c accessible)
Canaan Kids Cab	M-F 6AM-7PM	Cumberland Co.	S	Eligible Children	Medical, Education, Recreation	2 Days If Not Subscription Trip	No Information
Easter Seals of NJ	M-F 6:30 AM-3:30 PM	Cumberland Co.	DR	Agency Clients	Employment, Education, Training	No Advance Notice is Needed	2 w/c Buses
Elwyn	M-F 8AM-5PM	Cumberland, Gloucester, Atlantic Co's	DR	Agency Clients & Family Members	Any	No Advance Notice is Needed	Contracts with Sheppard Bus Company
Millville Rescue Squad	24 Hours/7 Days	Cumberland, Atlantic, Camden, Gloucester, Salem Co's; PA & DE	DR & S	General Public	Medical, Dialysis, Adult Day Care, Nutrition Centers	2 Days If Not Subscription Trip	23 Ambulances 3 Mini-Vans 18 Vehicles are w/c Accessible
Tri-County Community Action Agency inc.	M-F 8:30 AM-4:30 PM	Cumberland, Gloucester, Salem Co's	DR	Agency Clients	No Information	No Information	No Information
South Jersey AIDS Alliance	M-F 8:30 AM-4:40PM	Atlantic, Cape May, Cumberland, Camden Co's	DR	Agency Clients	Medical, Social Services	No Advance Notice is Needed	No Information
SJH Adult Day Programs	M-F 7:30 AM-4:15 PM	Salem, Gloucester, Cumberland Co's	FFR	Agency Clients	To/From Facility	No Advance Notice is Needed	5 Vans (3 w/c accessible)
Green Cab	Sun-Th. 6AM-2AM Fri-Sat 24 Hours	Cumberland, Atlantic, Gloucester, Salem Co's.	Taxi	General Public	Any	No Advance Notice is Needed	7 Sedans

**Table 2 – Demand Responsive Transportation Services (Continued)**

System	Service Hours	Service Area	Service Type*	Eligibility	Eligible Trips	Advance Scheduling	Vehicle Fleet
Green’s Transportation	M-F 4AM-10PM	Cumberland, Gloucester, Salem Co’s	Taxi	General Public	Any	No Advance Notice is Needed	No Information
Millville Yellow Cab	24 Hours/7 Days	Cumberland County (Millville Area)	Taxi	General Public	Any	1 Hour	4 Sedans
Five Mile Beach Company	M-F 9AM-5PM Sat-Sun 9AM-12AM	Cape May, Atlantic, Cumberland Co’s; Eastern PA and DE	DFR, DR	General Public	Any	No Information	25 Buses 7 Mini-Vans 2 Passenger Vans

\* DR – Demand Response, DFR – Deviated Fixed Route, FFR – Flexible Fixed Route, FR – Fixed Route, S – Subscription

**Cumberland Area Transit System (CATS)** – CATS is a service provided by the Cumberland County Department on Aging and Disabled and provides demand responsive transportation to county residents in these categories: seniors (60+), persons with disabilities, veterans and the general public. It is the only demand response service in Cumberland County which is open to the general public and is available for a variety of trip purposes.

The transit system provides door to door service throughout Cumberland County on weekdays between 8:30 AM to 6:00 PM; the transit system does not operate evening or weekend service. Transportation service is provided on a first-come, first-serve basis with all trips required to be scheduled at least two days in advance. However, CATS does offer same-day service on a space available basis. The agency uses a fully computerized scheduling system to schedule and monitor passenger trips.

Demand responsive service comprises the majority of CATS passenger trips; however, the system also operates point deviation service to various destinations on different days of the week.

All CATS transportation service is directly operated using an active fleet of 54 vehicles comprised of 37 wheel chair accessible buses, 11 mini-vans, five vans (1 of the vans is wheel chair accessible), and one sedan.

The transit system also operates Cumberland County’s Jobs Access-Reverse Commute (JARC) service under agreement with the County of Cumberland. The agreement with the County allows for service between 5:00 AM and 8:00 PM Monday through Friday. Currently, CATS operates until 6:00 PM.

Detailed operating statistics for CATS was not available at the time of this report.

The system is funded by a variety of sources including the Federal Transit Administration (FTA) Section 5310 program, the New Jersey Casino Revenue Fund, the County of Cumberland, the Title III of the Older Americans Act, the Department of Military and Veterans Affairs, and foundation grants.

**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 ¼ 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 AM and 4:00 PM.

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.

Access Link is managed on a regional basis with each region encompassing several counties – Cumberland County is included in Region’s 2 and 3. As a result, much of the data regarding the system cannot be disaggregated to the county level. However, NJ Transit was able to provide the number of passenger trips originating in Cumberland County through the Access Link program, with the data indicating that in FY 2009 approximately 2,900 trips on the Access Link program originated in Cumberland County. This was the second lowest total within the SJTPO region. Atlantic County exhibited the most trips in the region (approx. 53,000), followed by Cape May County (approx. 3,200) and Salem County (approx. 600). The number of ADA trips reflects the limited coverage of NJ Transit bus routes in Cumberland County.

**Medicaid Transportation (LogistiCare)** – 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. LogistiCare does not own or directly operate vehicles themselves.

Service is provided Monday through Friday from 8:00 AM to 4:00 PM. Reservations must be made by 12:00 PM two days before the desired trip time.

Until the end of 2010, the Cumberland County Board of Social Services will administer the Medicaid program in the county under their current arrangement of contracting out the trips to various third party transportation operators. Effective January 1<sup>st</sup>, 2011, all Medicaid transportation in Cumberland County will be administered by LogistiCare.

**Pearl Transit** – Pearl Transit is a private, non-profit 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 Cumberland County unserved by public transportation. The company utilizes 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 between 3:00 AM and 8:00 AM and 6:00 PM and 1:00 AM using two mini-vans. The system utilizes computer scheduling software to assist them in scheduling and monitoring passenger trips.

Between FY 2008 and FY 2009, the system averaged approximately 8,000 passenger trips, 42,000 vehicle miles and 3,300 vehicle hours each year, with operating costs increasing from approximately \$282,000 to \$344,000 over the two year period. The system is funded by a variety of sources including the Federal Transit Administration (FTA) Job Access and Reverse Commute program (JARC), 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 is a private, for-profit transportation company that operates a variety of service types in Cumberland and Salem Counties depending on the needs of its customers. Service may include demand response, deviated fixed route, or subscription service. A number of agencies and organizations purchases transportation services from B.R. Williams such as the Cumberland Area Transit System (CATS). The company provides whatever type of trip is requested by its clients on weekdays between 6:00 AM and 5:00 PM. Passengers are required to reserve their trip two days in advance.

The company operates a fleet comprised of three wheel chair accessible passenger vans. Two of the vans are owned by Salem County and funded by the FTA Section 5310 program; the other van is owned by B.R. Williams and is funded by the FTA Section 5311 program.

**Taxi, Ambulance, and General Purpose Transportation** – There are three private taxi companies based in Cumberland County – Green Cab, Green’s Transportation, and Millville Yellow Cab – and one private medical transportation company – Millville Rescue Squad.

The four transportation companies operate extensive service seven days a week, with Millville Yellow Cab and Millville Rescue Squad operating 24 hour service. Green’s Transportation operates Monday through Friday from 4:00 AM to 10:00 PM while Green Cab operates 6:00 AM to 2:00 AM Sunday through Thursday and provides 24 hour service on Fridays and Saturdays.

The three taxi services are open to the general public and are available for any trip purpose; Millville Rescue Squad is also open to the general public but is available for medical related purposes. The taxi services do not require advance reservations with most trips accommodated within one hour of the requested time of travel. Millville Rescue Squad offers pre-arranged service that does not require advance reservations; however, trips that are not pre-arranged require a two-day advance notice. The service area of the four providers includes Cumberland, Gloucester, Atlantic, and Salem Counties. However, Millville Yellow Cab generally requires most trips to either originate or terminate within the City of Millville.

Green Cab and Millville Yellow Cab operate a total of 11 sedans that are unable to accommodate wheelchair passengers. The vehicle fleet operated by Green’s Transportation was not available at the time of this report. Millville Rescue Squad operates 23 ambulances and three mini-vans; of this number, 18 of the vehicles are wheel chair accessible.

The companies receive no public operating assistance and are fee for service operations. The passenger fare structure is distance based.

In addition to the Cumberland County based private transportation services, there is also one private transportation company in Cape May County – Five Mile Beach Company – that offers service in Cumberland County. Five Mile Beach Company operates on weekday from 9:00 AM to 5:00 PM and on weekends from 9:00 AM to 12:00 AM. The transportation company operates 34 vehicles comprised of 25 full-size buses, seven mini-vans and two passenger vans.

**Client Transportation** – There are eight non-profit organizations serving Cumberland County that provide transportation services to specific client groups or target populations. The eight organizations include:

- Puerto Rican Action Committee (PRAC)
- Shirley Eves Development & Therapeutic Center
- Canaan Kids Cab

- Easter Seals of New Jersey
- Elwyn
- Tri-County Community Action Agency, Inc.
- South Jersey AIDS Alliance
- SJH Adult Day Programs

The Elwyn organization was the only provider that purchased transportation services, with the other providers directly operating transportation.

PRAC, Shirley Eves Development & Therapeutic Center, Easter Seals of New Jersey, and SJH Adult Day Programs were among the four organizations that provided information regarding their vehicle fleet characteristics, with these providers having a total active fleet of 35 vehicles – 24 mini-vans, seven vans, and four sedans; of this number, six of the vehicles are known to be wheel chair accessible.

PRAC operates the largest fleet among the non-profit organizations serving Cumberland County with a fleet consisting of 24 mini-vans and two sedans.

The transportation services operated by the non-profit organizations provide agency clients' access to medical, employment, education, job training, adult day care, group home, social service, and agency facilities. In general, most of the transportation service is available during weekday business hours with no service available on weeknights and the Shirley Eves Development & Therapeutic Center offering weekend service.

Canaan Kids Cab and Easter Seals of NJ operate entirely within Cumberland County. PRAC, the Shirley Eves Development & Therapeutic Center, Elwyn, Tri-County Community Action Agency, Inc., the South Jersey AIDS Alliance, and SJH Adult Day Programs operate in Cumberland County and throughout the region.

The Shirley Eves Development & Therapeutic Center, Elwyn, the South Jersey AIDS Alliance, and SJH Adult Day Programs do not require advance reservations since trips are pre-arranged and serve specific origin and destination points on a reoccurring basis. PRAC requires their clients to reserve trips two days in advance. The Canaan Kids Cab offers pre-arranged transportation that does not require making a reservation in advance; however, if passengers do not pre-schedule their trips, a two-day advance notice is required. No information was available regarding the scheduling policy of the Tri-County Community Action Agency, Inc.

Agency clients are not charged a fare to use the transportation services, as the cost of the trips are subsidized by various funding sources. The only organizations that indicated their funding sources were PRAC – the NJ Department of Children and Families (DYFS) and Title III of the Older Americans Act – and the Shirley Eves Development & Therapeutic Center – NJ Transit.

## Summary of Existing Services

This chapter provided a description of the public and human service transportation network available in Cumberland County including fixed bus service and various types of demand responsive services. The fixed route bus network in Cumberland County is provided by NJ Transit and the Cumberland County Public Transit System (CCPTS), and is concentrated in the county's three major population centers – Bridgeton, Millville, and Vineland. As a result, transit dependent residents who don't qualify for agency programs and live outside of the fixed route transit service area are afforded limited public transportation options.

The review of existing demand responsive services in Cumberland County indicated a total of 17 services consisting of one county system, one state agency, six private transportation companies, and nine client oriented systems. With the exception of the private companies, the majority of demand responsive public transportation services operated in Cumberland County is available to specific client groups and target populations – the exception was CATS which is available to the general public. It was also observed that most of these services are limited to the daytime hours during weekdays only. However, it should be noted that Access Link is available during the same days and hours as the regularly scheduled local NJ Transit fixed route bus service in Cumberland County. This means that Access Link is available along the NJ Transit routes operating evening and weekend service.

The demand responsive services that are currently operated by the various providers represent a relatively large transportation system comprised of 142 vehicles that provide extensive local and regional coverage. In most instances these vehicles are operated independent of each other, with no formal coordination among agencies and no form of centralized scheduling and dispatching.

Given the level of activity in Cumberland County and the fact that most of the services are demand responsive in nature, it would suggest that there are opportunities for greater coordination of these services which could lead to a higher level of availability and expanded mobility options. These opportunities will be examined in subsequent steps of this study process. Also, the survey provider questionnaire has provided data on key operating, financial and ridership statistics, which are not reported here, but comprise a resource for future planning as part of the study.

## SERVICE AREA PROFILE

This chapter presents a description of the service area which updates the work completed in 2007 with the initial study effort. With that earlier effort, detailed and comprehensive information was available from the 2000 U.S. Census. For the current study, information was obtained on conditions in 2008 from the American Community Survey (ACS). This data source is not as complete as the decennial Census and was supplemented with information from each county's planning department, SJTPO and the New Department of Labor & Workforce Development. Population and employment for recent years also are presented by municipality and described with respect to changes that have occurred since 2000 and those anticipated by 2020. Target populations, such as senior citizens, persons with disabilities and individuals living in poverty are also documented. Information is also presented on commuting patterns in terms of residence and work locations. Of particular interest is the extent of people who commute to jobs outside the county in which they live. The concluding topic is a listing of major generators that includes work sites, shopping centers, medical facilities and subsidized housing locations. It is anticipated that the study area profile will comprise timely input to the subsequent steps of the planning process.

### Service Area Description

Cumberland County is located in south central New Jersey, approximately 40 miles southeast of Philadelphia, 60 miles south of Trenton and 105 miles south of Newark. The County covers 489.3 square miles and is bordered by Salem and Gloucester Counties to the northwest, Atlantic County to the northeast and Cape May County to the east.

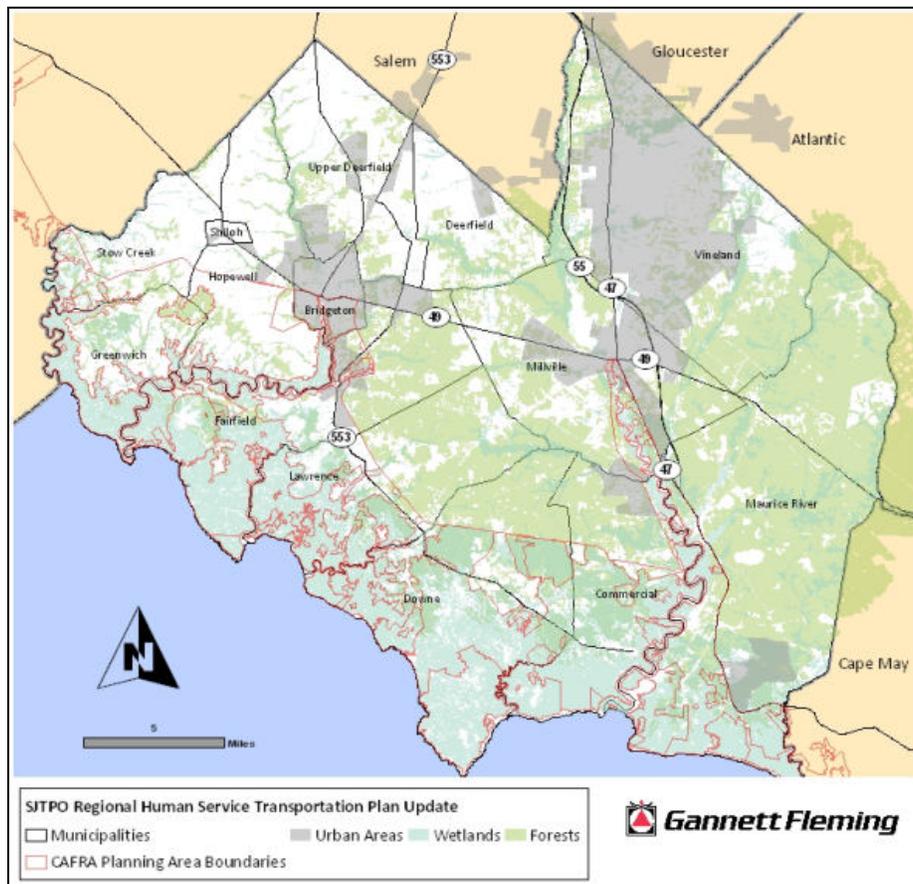
Cumberland County is the fifth largest county in the State but one of the least densely populated, with most of the county's land area comprised of farmland, forests, and wetlands; the majority of the population and development activity is concentrated in the northern portion of the county in the cities of Bridgeton, Millville, and Vineland. In the southeastern and western coastal areas of the County, land use is regulated by the New Jersey Pinelands Commission and the Coastal Area Facility Review Act (CAFRA) to protect environmentally sensitive areas and natural resources from uncoordinated development. As a result, it is likely that population growth and ancillary development will remain concentrated in the northern portion of the County.

Cumberland County consists of 14 municipalities – 10 townships, three cities, and one borough. The largest municipality geographically is Maurice River Township at 93.4 square miles; the smallest municipality is Shiloh Borough comprising 1.2 square miles. The most populous municipality is Vineland (pop. 58,780) with the least populous municipality being Shiloh (pop. 663).

The major corridors in Cumberland County are Highway 49 which runs east-west through the county, Highways 77 and 553 which run north-south in the western part of the County and Highways 55 and 47 which run north-south in the eastern part of the county.

A map of Cumberland County and the surrounding region is presented in Figure 1.

**Figure 1 – Cumberland County**



Source: ESRI & NJ DEP

The data presented in this report has been analyzed at the municipal and county levels using the 2000 Census and the 2008 American Community Survey. At this time, geographical units under 20,000 persons have not been updated since the 2000 Census, which in the case of Cumberland County includes all but three municipalities and all of the census tracts and census block groups. For a more detailed overview of the Cumberland County population, the 2007 SJTPO Regional Human Service Transportation Plan included a detailed demographic and socioeconomic analysis of Cumberland County using 2000 Census data at the census tract level.

It is expected that detailed population data for smaller geographical units under 20,000 persons – municipalities, census tracts, and census block groups – will be available in about one year with the release of the 2010 Census.

For this analysis, information was drawn from the 2000 Census, the 2008 American Community Survey, the South Jersey Transportation Planning Organization (SJTPO), the Cumberland County Department of Planning and Development, the U.S. Census Bureau LED Origin-Destination Data Base, and the New Jersey Department of Labor and Workforce Development.

**Population** – The 2008 American Community Survey indicated Cumberland County has a population of about 157,000 people, making it the second most populous county in the SJTPO region and the 16<sup>th</sup> most populous county in the State. Table 3 shows the population of each municipality in Cumberland County. The most populous municipality is Vineland (pop. 58,780), followed by Millville (pop. 28,930), and Bridgeton (pop. 24,742); these three cities comprise the urban areas within the County and together, account for almost three-quarters of the total population.

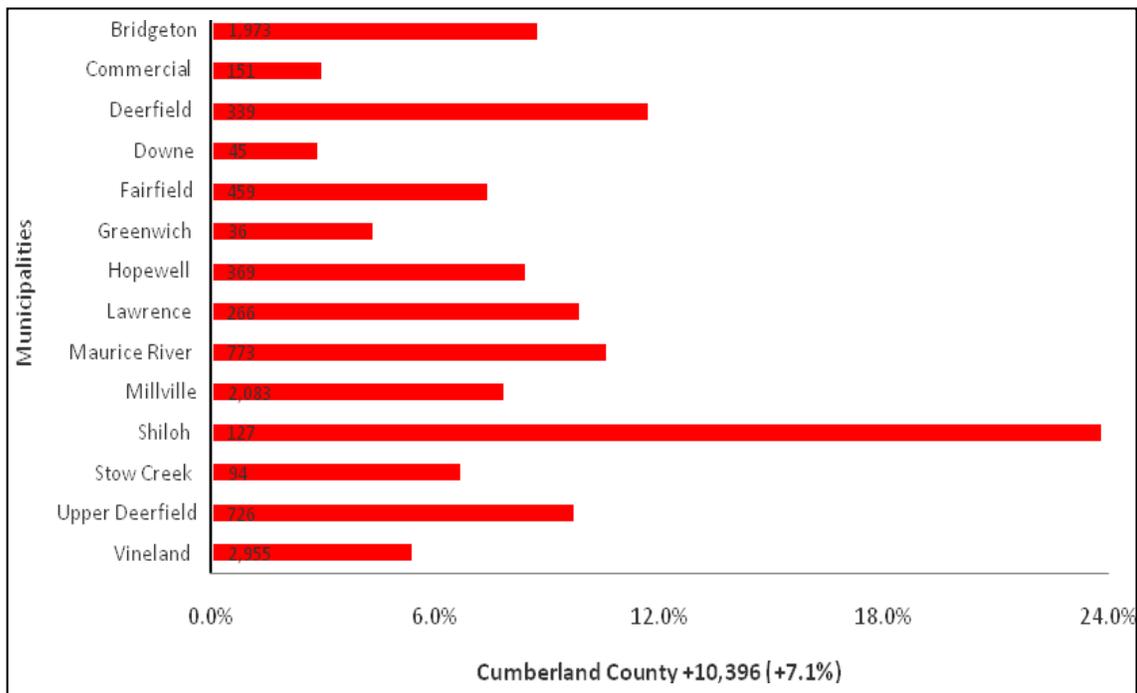
**Table 3 – 2008 Population by Municipality**

Municipality	2008 Population
Bridgeton	24,742
Commercial	5,410
Deerfield	3,262
Downe	1,674
Fairfield	6,742
Greenwich	883
Hopewell	4,803
Lawrence	2,989
Maurice River	8,147
Millville	28,930
Shiloh	663
Stow Creek	1,523
Upper Deerfield	8,282
Vineland	58,780
<b>Cumberland County</b>	<b>156,830</b>

Source: 2008 ACS & NJ Dept of Labor & Workforce Development

**Population Change** – Figure 2 shows the population change in Cumberland County since the last decennial census in 2000. Overall, the County gained nearly 11,000 people (+7.1%), with over two-thirds of the population growth attributed to Vineland (+2,955), Millville (+2,083), and Bridgeton (+1,973). Cumberland County exhibited the 6<sup>th</sup> fastest population growth rate among the State’s 21 counties between 2000 and 2008, with its overall aggregate population growth being the 11<sup>th</sup> highest in the State. Shiloh exhibited the fastest rate of growth (+23.7%) during the eight year period, where the population jumped from 536 to 663, an increase of 127 people.

**Figure 2 – Population Change – 2000 to 2008**



Source: 2000 U.S. Census & NJ Dept of Labor & Workforce Development

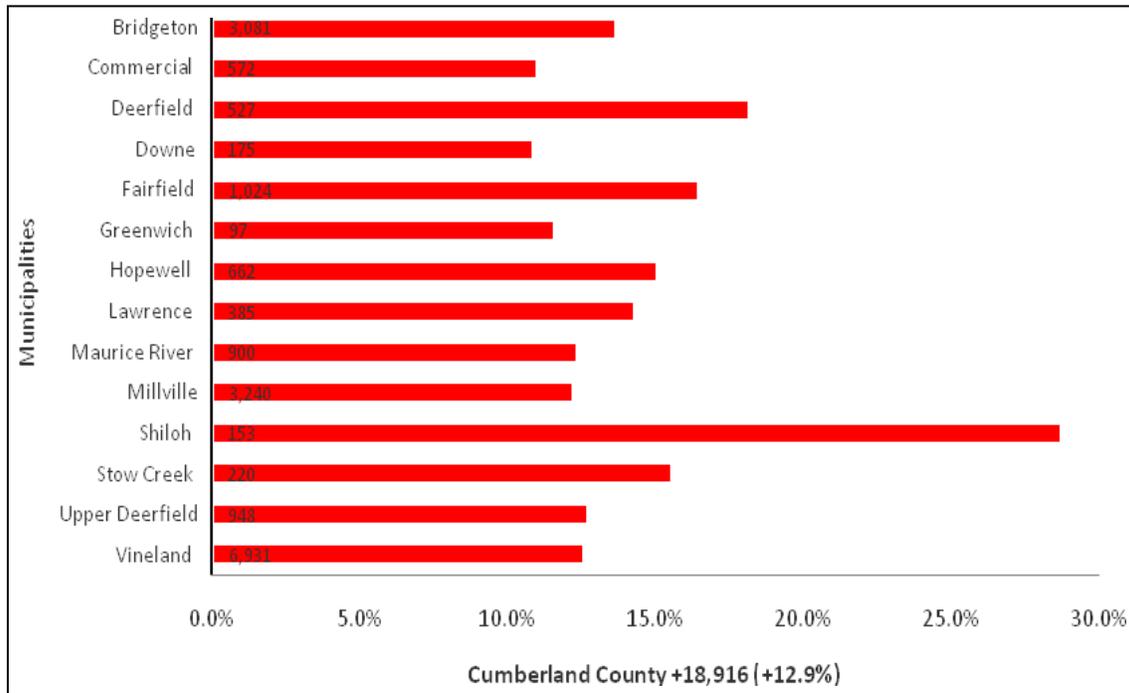
According to population projections prepared by the SJTPO for the period 2000 to 2010, Cumberland County is expected to show a population growth rate of eight percent – 146,464 to 158,110; ten years later in 2020, the population is expected to increase at a faster rate of 12.9 percent to 165,350. Cumberland County will gain almost 19,000 residents during this 20 year period, an increase of almost 13 percent. The projected 2000 to 2020 population change in Cumberland County is presented in Figure 3.

Almost three-quarters of the population growth forecasted during the 20-year period is expected to occur in Vineland (+6,931), Millville (+3,280), and Bridgeton (+3,081), which is consistent with recent population growth trends in Cumberland County. With the exception of

Shiloh, where the population is projected to increase by almost 30 percent (+28.5%), growth rates in the County are generally between 10 and 15 percent.

It is worth noting that none of the municipalities in the County lost population between 2000 and 2008, nor are any of the municipalities projected to lose population between 2000 and 2020.

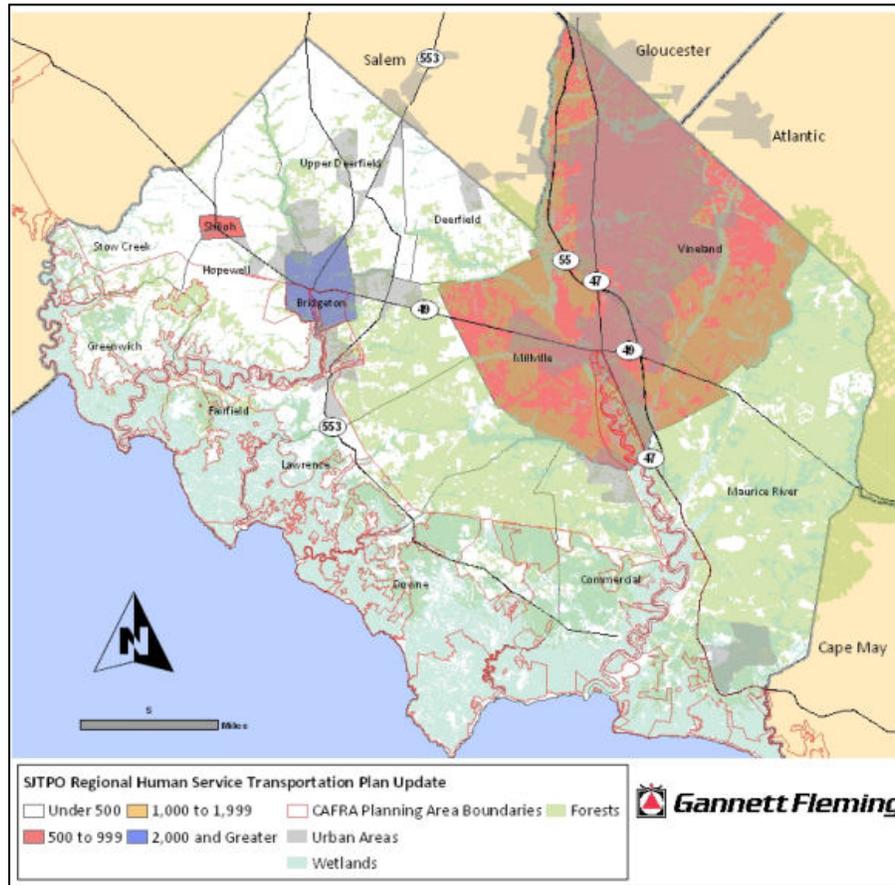
**Figure 3 – Population Change – (2000 to 2020)**



Source: 2000 U.S. Census & South Jersey Transportation Planning Organization (SJTPO)

**Population Density** – Population density is an important indicator of how rural or urban an area is, which in turn affects the types of public transportation services that may be most viable. In general, fixed-route bus transportation is more practical and successful in areas with at least 2,000 persons per square mile. Lower densities call for low frequency, demand-response, or subscription services. Figure 4 graphically depicts the density of each municipality in Cumberland County by persons per square mile.

Figure 4 – 2008 Population Density



Source: ESRI, NJ Department of Labor and Workforce Development, & NJ DEP

The average population density in Cumberland County was 320.5 persons per square mile in 2008. For all of New Jersey the population density was 1,171 persons per square mile. Thus, overall population density in Cumberland County was less than a third of the statewide density.

Overall, Bridgeton is the only municipality in the County where the population density exceeds 2,000 persons per square mile (3,976.6); Millville, Shiloh, and Vineland have population densities between 500 and 1,000 persons per square mile. Although Vineland and Millville are major urban areas relative to Cumberland County, the populations residing in these cities are spread over large geographical areas. However, this is not to say that Millville and Vineland do not exhibit any areas with high population densities; on the contrary, according to the 2007 SJTPO Regional Human Service Transportation Plan, certain census tracts within these cities exhibited population densities in excess of 4,000 persons per square mile. Further, the report also indicated that almost every census tract in Bridgeton, Millville, and Vineland contained at least 1,000 persons per square mile.

The population density throughout the remaining portion of the County is under 500 persons per square mile and is consistent with the rural character of this area.

## Target Populations

To plan effectively for a public and human service transportation network, it is important to identify key target population groups that largely comprise the customer base for community transportation services. The population groups analyzed in this report are those groups that may have greater transportation needs compared to the general population.

- **Senior Citizens (65+)** – This population group typically exhibits a greater reliance on human service transportation compared to other age groups. Often, these individuals have limited income and in some instances, may have a disability which limits their ability to operate an automobile.
- **Persons with Disabilities** – The Americans with Disabilities Act (ADA) 49 CFR 37.3 protects individuals from transportation discrimination who have either a physical, mental, or sensory disability. This is a more specific definition of disability status compared to the broader definition used in the 2000 U.S. Census long form, which identified six disability categories – physical sensory, mental, going outside of the home, self-care and employment. This inclusive definition resulted in a larger number of people identifying themselves as having a mobility limitation than as having a disability under the Americans with Disabilities Act.

The U.S. Census Bureau revised the disability question beginning in the 2008 ACS, with the question separated into six categories – hearing, vision, cognitive, ambulatory, self-care, and independent living; having an employment disability was eliminated as a possible response.

For the purpose of this study, the disabled population refers to people with either a hearing (sensory), vision (sensory), cognitive (mental), or ambulatory (physical) disability, and did not include the population indicating a self-care or independent living disability.

Because of the change in the disability question, the 2008 ACS data on disabilities is not directly comparable with data from the 2000 Census. Thus, caution should be used in interpreting changes in the disabled population over the eight year period.

- **Persons Living Below the Poverty Line** – Another important indicator of the need for and propensity to use community transportation services among an area population is the number of persons living below the poverty level. This group tends to rely more heavily on public transportation because many are unable to afford an

automobile, cannot afford a second automobile for their household, or choose not to use their limited income for an automobile.

- **Households without Access to a Vehicle** – The final target group used for this analysis is households who do not own or have access to a private automobile. This is an important statistic because households without a vehicle are considered to be entirely dependent upon alternative transportation sources.

These target populations are consistent with the customer base for current and future services and programs funded by FTA Sections 5310, 5316, and 5317.

It is important to remember that in many cases, individuals in the target population groups will have more than one of the transit-dependent characteristics listed above, and in fact, will often exhibit multiple characteristics.

Table 4 through Table 10 present the population characteristics of the target population groups and households for the period 2000 to 2008. The population statistics are presented, both in absolute numbers and as a share of the total population. For comparison purposes, the population changes that occurred statewide and in the SJTPO region – Atlantic, Cape May, and Salem Counties – were also included in the tables.

**Senior Citizens** – The senior citizen population in Cumberland County rose from 18,899 in 2000 to 20,352 in 2008, an increase of 7.7 percent. During the same period, the state of New Jersey’s senior citizen population increased at a lower rate of 3.3 percent, while in the region, the County had the second largest increase behind Atlantic County (+13.4%). At the same time, the proportion of the County population comprised of senior citizens barely changed, going from 12.9 percent to 13.0 percent of the total population, with the 2008 ratio of 13.0 percent being the lowest number in the region and slightly lower than the statewide average of 13.2 percent.

**Table 4 – Senior Citizen Population (2000 to 2008)**

Area	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
Cumberland	18,899	12.9	20,352	13.0	1,453	7.7
Cape May	20,772	20.3	19,711	20.6	-1,061	-5.1
Atlantic	34,081	13.5	38,643	14.3	4,562	13.4
Salem	9,278	14.4	9,105	13.8	-173	-1.9
New Jersey	1,113,035	13.2	1,149,946	13.2	36,911	3.3

Source: 2000 U.S. Census & 2008 American Community Survey

Of the 1,453 senior citizens that Cumberland County gained between 2000 and 2008, 45.8 percent were 85 years of age or older, with the 65 to 75 age group comprising 43.7 percent of this population and the 75 to 85 group accounting for the remaining 10.5 percent. Persons age 85 and older were the most rapidly increasing age group among the senior population during the eight year period. Overall, approximately one-half of the senior citizen population in the County is at least 75 years old, which research indicates is the age when senior citizens begin to curtail their driving habits.

Even though the total number of residents age 65 and older is small relative to other age categories in Cumberland County, the demographic change suggests that services and programs for senior citizens will increase now and in the coming years, especially as the “baby-boom” generation – those born between 1946 and 1964 – begin entering the senior citizen cohort; in fact, as “baby-boomers” age, the senior citizen population age group will grow at a rate nearly four times faster than the population as a whole during the next 20 years.

**Table 5 – Senior Citizen Population Change by Age Group (2000 to 2008)**

Age Group	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
65 to 75	9,705	51.4	10,340	50.8	635	6.5
75 to 85	6,853	36.3	7,006	34.4	153	2.2
85 and older	2,341	12.4	3,006	14.8	665	28.4
Total	18,899	100.0	20,352	100.0	1,453	7.7

Source: 2000 U.S. Census & 2008 American Community Survey

With the Cumberland County senior citizen population increasing 7.7 percent between 2000 and 2008, the median age in the county edged up slightly from 35.6 to 36.2. However, even with this upward trend in age, Cumberland County still exhibits a younger population compared to the region and state as a whole.

**Table 6 – Median Age (2000 to 2008)**

Area	Median Age		Percent Change
	2000	2008	
<b>Cumberland</b>	<b>35.6</b>	<b>36.2</b>	<b>1.7</b>
Cape May	42.3	43.6	3.1
Atlantic	37.0	38.5	4.1
Salem	38.0	38.4	1.1
New Jersey	36.7	38.7	5.4

Source: 2000 U.S. Census & 2008 American Community Survey

**Persons with Disabilities** – The disabled population in Cumberland County, defined as having a physical, mental, or sensory disability, totaled 26,488 persons according to the 2008 ACS, representing a decrease of almost 1,000 people (-3.6%) compared to the 2000 Census population of 27,479. Statewide, the proportion of the population with a disability increased 6.2 percent; in the region, Cape May County experienced a larger decline of 10.9 percent, while the disabled populations in Atlantic and Salem Counties increased 18.8 percent and 2.4 percent, respectively, during the eight year period.

With the disabled population declining in number during the eight year period, the percentage of Cumberland County’s population with a disability fell from 21.6 percent to 18.1 percent. However, even with this declining trend, disabled residents in the County still account for a larger share of the total population compared to the composition of disabled populations in the region and statewide.

**Table 7 – Persons with Disabilities (2000 to 2008)**

Area	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
<b>Cumberland</b>	<b>27,479</b>	<b>21.6</b>	<b>26,488</b>	<b>18.1</b>	<b>-991</b>	<b>-3.6</b>
Cape May	16,992	18.0	15,146	16.3	-1,846	-10.9
Atlantic	38,623	16.5	45,870	17.1	7,247	18.8
Salem	10,905	18.3	11,172	17.1	267	2.4
New Jersey	1,071,134	13.8	1,137,362	13.3	66,228	6.2

Source: 2000 U.S. Census & 2008 American Community Survey

Additionally, it is also worth noting that approximately 40 percent of the 26,488 residents living in Cumberland County with a disability are of working age (between 18 and 64). Among this disabled cohort group, a third are employed. This is far lower than the 78.5 percent of employed working-age adults without disabilities. This type of discrepancy is common, but it could indicate that there are many working-age residents with disabilities who desire to work but cannot for various reasons. Various industry studies, including the report *Meeting the Employment Transportation Needs of people with Disabilities in New Jersey* prepared by the Voorhees Transportation Center of Rutgers University in 2005, show that a lack of reliable transportation is a major impediment to people with disabilities who desire to work but cannot. Therefore, it is important to identify where these individuals reside in the county.

**Persons Living In Poverty** – In 2008, 12.5 percent of Cumberland County residents lived in poverty, which was higher than the statewide average of 8.7 percent and was also the highest poverty rate in the region. However, since the 2000 Census, the number of County residents living in poverty has dropped by 10.5 percent, which is in contrast to the increasing poverty rate incurred at the statewide level (+6.0%) and in Atlantic (+18.1%) and Salem Counties (+27.5%); the poverty rate in Cape May County dropped by almost 30 percent during the eight year period.

**Table 8 – Persons Living In Poverty (2000 to 2008)**

Area	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
<b>Cumberland</b>	<b>20,367</b>	<b>15.0</b>	<b>18,225</b>	<b>12.5</b>	<b>-2,142</b>	<b>-10.5</b>
Cape May	8,549	8.6	6,001	6.4	-2,548	-29.8
Atlantic	25,906	10.5	30,599	11.8	4,693	18.1
Salem	5,980	9.5	7,624	11.7	1,644	27.5
New Jersey	699,668	8.5	741,472	8.7	41,804	6.0

Source: 2000 U.S. Census & 2008 American Community Survey

The number of Cumberland County senior citizens living in poverty dropped by 24.4 percent between 2000 and 2008, which exceeded the declining poverty rates among county residents between the ages of 18 and 64 (-12.9%) and residents under the age of 18 (-3.0%). Overall, approximately nine percent of the senior citizens residing in Cumberland County live below the poverty level; at the opposite end, the youth population exhibits the highest poverty rate in the county at 19.4 percent.

One factor that is likely contributing to the higher incidence of poverty among the youth population is the increasing number of low income families in Cumberland County headed by a single mother, which has risen from 2,155 in 2000 to 3,705 in 2008, an increase of approximately 72 percent. According to the 2008 U.S. Census, almost half of children living in single mother families in the United States lived in poverty compared to about 10 percent of children living in married-couple families. This is an important statistic that indicates a potential market for public transportation to job training and/or child-care facilities, as well as the provision of transit service during non-traditional working hours to accommodate the schedule of a single-parent.

**Table 9 – Low Income Population by Age Group (2000 to 2008)**

Age Group	2000			2008			Changes: 2000-2008	
	Total Pop.	Poverty Pop.	% Total Pop.	Total Pop.	Poverty Pop.	% Total Pop.	Number	Percent
Under 18	36,417	7,533	20.7	37,698	7,309	19.4	-224	-3.0
18 to 64	81,135	10,537	13.0	89,081	9,179	10.3	-1,358	-12.9
65 and older	17,798	2,297	12.9	18,804	1,737	9.2	-560	-24.4
Total	135,359*	20,367	15.0	145,583*	18,225	12.5	-2,142	-10.5

Source: 2000 U.S. Census & the 2008 ACS

**Households Without Access to a Vehicle** – For the 2000 to 2008 period, the number of carless households in Cumberland County declined by 10.5 percent, with the overall share of carless households in the County dropping from 13.4 percent to 11.5 percent. In comparison, the statewide average declined by about seven percent during the eight year period, with the number of carless households as a percentage of total households dropping from 12.7 percent to 11.5 percent. In the region, households without access to a vehicle fell in absolute number and on a percentage basis, with the most significant declines occurring in Cape May (-33.6%) and Salem Counties (-27.0%), with Atlantic County showing a lower decline of eight percent.

Overall, the prevalence of carless households is strongly influenced by the scale of urban development – more urbanized areas can support more public transportation service – and the concentration of transit-dependent population groups. Accordingly, by having the region’s largest concentrations of disabled and low income population groups, coupled with the presence of three fairly densely populated urban areas, it is not surprising that Cumberland County has the second highest carless household rate in the region after Atlantic County.

**Table 10 – Households Without A Vehicle (2000 to 2008)**

Area	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
Cumberland	6,595	13.4	5,905	11.5	-690	-10.5
Cape May	4,145	9.8	2,751	5.8	-1,394	-33.6
Atlantic	14,736	15.5	13,561	13.4	-1,175	-8.0
Salem	2,372	9.8	1,731	7.1	-641	-27.0
New Jersey	388,950	12.7	362,145	11.5	-26,805	-6.9

Source: 2000 U.S. Census & 2008 American Community Survey

**Economic Indicators**

The need for and the nature of the public transportation services in an area also depends on certain economic factors such as employment and the commuting patterns of employees in a given area. It is essential to understand these factors when planning for employment related transportation services.

Employment data for Cumberland County was obtained from the U.S. Census and the SJTPO, with the commuting patterns obtained from the U.S. Census Bureau LED on the Map Origin Destination Database for the years 2002 to 2007.

It is important to recognize that most of the employment and commuting data included in this analysis does not reflect current economic conditions, with 2007 being the most current year for the commuting and employment data – which is one year before the economic downturn began in force in the fall of 2008. As a result, the projections included in the analysis for the period 2010 to 2020 are likely to be impacted by the economic downturn and should be interpreted with caution.

Table 11 shows the ramifications of the nationwide recession that began in 2008, with the unemployment rate increasing significantly at the local, regional, and statewide levels over a three year period between 2007 and 2009. In 2009, Cumberland County’s unemployment rate of 12.7 percent exceeded the statewide average of 9.2 percent and was the highest jobless figure in the SJTPO region.

**Table 11 – Employment Statistics (2007 & 2009)**

Area	2009			2007		
	Labor Force	Employed	% Unemployed	Labor Force	Employed	% Unemployed
Cumberland	71,036	62,038	12.7	68,415	63,949	6.5
Salem	32,196	28,757	10.7	31,390	29,836	5.0
Cape May	57,881	51,292	11.4	56,664	52,951	6.6
Atlantic	136,423	119,893	12.1	135,581	127,634	5.9
New Jersey	4,536,658	4,118,367	9.2	4,457,636	4,267,108	4.3

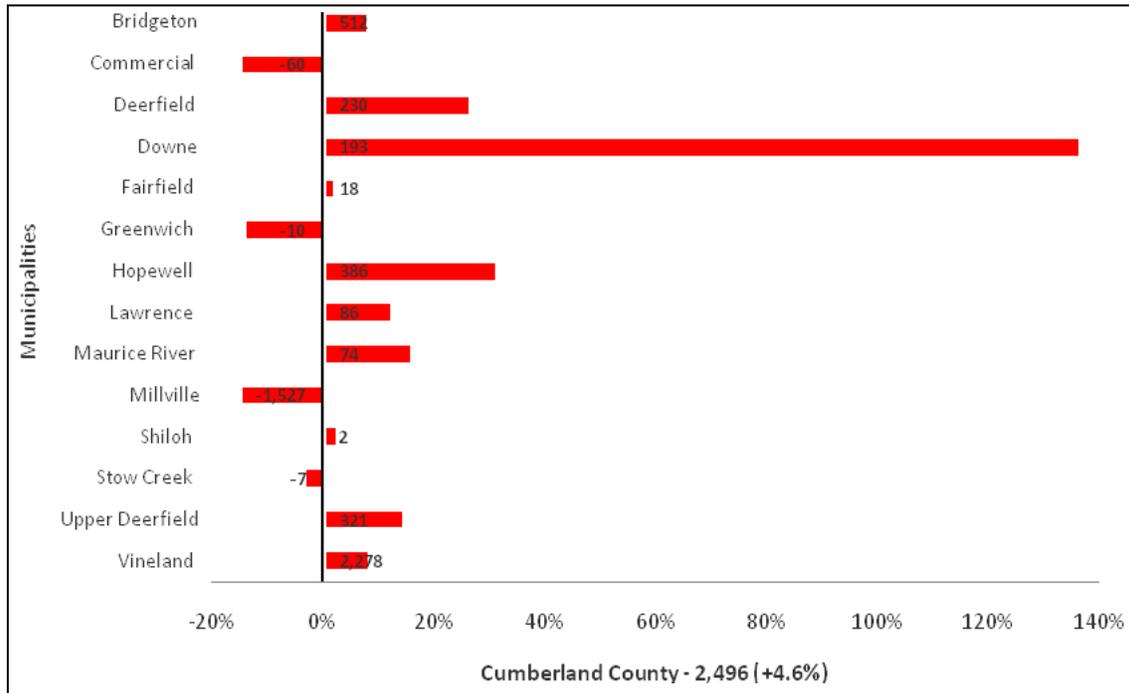
Source: NJ Development of Workforce and Labor Development

**Employment Trends and Characteristics** – Figure 5 shows the employment change for each municipality in Cumberland County for the period 2002 to 2007. Overall, Cumberland County experienced a net-gain of about 5,000 jobs (+4.6%), with approximately 90 percent of the job growth concentrated in the northern portion of the county. Vineland added the most jobs (+2,278) during the six year period, followed by Bridgeton (+512), Hopewell (+386), Upper Deerfield (+321), and Deerfield (+230). In the southeastern portion of the County employment

more than doubled in Downe Township (+135.9%), with the number of jobs in the municipality increasing from 142 to 335.

Conversely, over 1,500 jobs were lost in Millville between 2002 and 2007, with this figure representing approximately 14 percent of the city’s overall employment base.

**Figure 5 – Employment Change (2002 to 2007)**

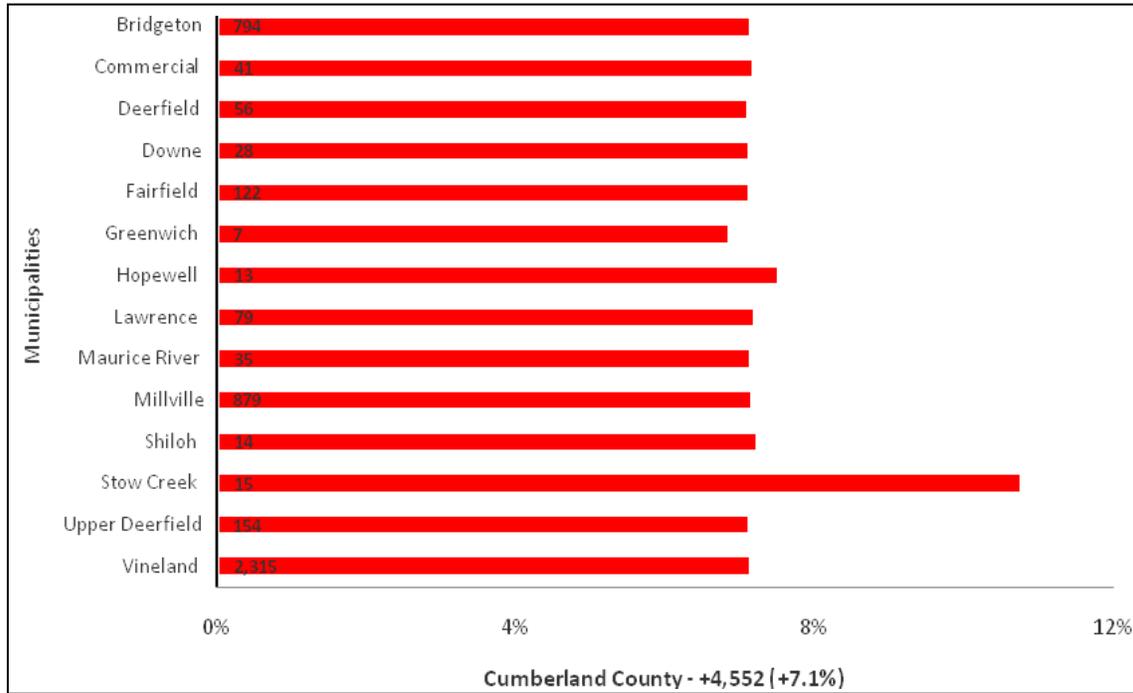


Source: U.S. Census Bureau LED Origin-Destination Data Base

Figure 6 shows the employment projections for each municipality in Cumberland County for the period 2007 to 2020. The employment numbers used in Figure 6 were obtained from the SJTPO and are based on estimates using New Jersey Department of Labor records and economic databases developed by Moody’s. As a result, the 2007 employment numbers shown in Figure 5, which are derived from the U.S. Census, are not the same as the 2007 employment numbers used in the SJTPO data.

Long term employment projections prepared by the SJTPO suggest that Cumberland County could gain almost 14,000 jobs (25.4%) between 2002 and 2020, with nearly 90 percent of the jobs concentrated in the county’s three urban areas – Vineland (+2,315 jobs), Millville (+879 jobs), and Bridgeton (+794 jobs); the employment growth in Millville would represent a significant shift from the employment losses incurred in the city in recent years.

**Figure 6 – Employment Change (2007 to 2020)**



Source: South Jersey Transportation Planning Organization (SJTPO)

**Commuting Patterns** – Table 12 describes county-to-county work flow from 2002 and 2007 for the Cumberland County labor force, as well as shows the municipalities where Cumberland County residents work. Table 13 provides similar information for people who work in Cumberland County.

Just over half of the Cumberland County labor force also works in Cumberland County (54.6%), with nearly 40 percent of these commuters employed in Vineland (27.1%) and Millville (10.0%). Almost 10 percent of County residents commute into Atlantic County (9.6%), with over a third of these residents employed in Atlantic City (2.1%) and Buena Vista Township (1.4%). Nearly six percent of the County’s resident labor force commutes into Gloucester County, with another 4.4 percent commuting into Camden County. Additionally, there are a significant number of residents commuting to destinations in the central portion of the State, including Mercer, Middlesex, and Monmouth Counties.

Since 2002, the number of Cumberland County residents who also work in the county has dropped by almost six percent, with Millville experiencing the largest decline in employment (-19.8%) followed by Upper Deerfield (-6.2%) and Vineland (-5.6%). At the same time, there was a significant increase in the number of residents commuting to Monmouth (+32.2%), Cape May (+27.8%), and Salem Counties (20.8%) during the six year period;

additionally, the number of residents commuting into the municipality of Ewing in Mercer County more than tripled from 353 in 2002 to 1,338 in 2007.

Overall, inter-county commuting is increasing among Cumberland County residents, with the work locations being fairly evenly dispersed throughout the southern and central portions of the State.

**Table 12 – Place of Work of Cumberland County Residents (2002 to 2007)**

Work Location	2002		2007		% Change
	Number	Percent	Number	Percent	
County					
Cumberland	36,605	59.4%	34,498	54.6%	-5.8%
Atlantic	5,425	8.8%	6,072	9.6%	11.9%
Gloucester	3,464	5.6%	3,581	5.7%	3.4%
Camden	2,633	4.3%	2,813	4.4%	6.8%
Salem	2,150	3.5%	2,598	4.1%	20.8%
Mercer	1,870	3.0%	2,061	3.3%	10.2%
Cape May	1,267	2.1%	1,619	2.6%	27.8%
Burlington	1,499	2.4%	1,528	2.4%	1.9%
Middlesex	1,398	2.3%	1,399	2.2%	0.1%
Monmouth	562	0.9%	743	1.2%	32.2%
All Other Locations	4,738	7.7%	6,303	10.0%	33.0%
Municipalities					
Vineland	18,158	29.5%	17,136	27.1%	-5.6%
Millville	7,901	12.8%	6,339	10.0%	-19.8%
Bridgeton	4,930	8.0%	5,101	8.1%	3.5%
Upper Deerfield	1,671	2.7%	1,568	2.5%	-6.2%
Atlantic City (Atlantic, Co.)	1,388	2.3%	1,345	2.1%	-3.1%
Ewing (Mercer, Co.)	353	0.6%	1,338	2.1%	279.0%
Hopewell	902	1.5%	1,161	1.8%	28.7%
Pittsgrove (Salem, Co.)	808	1.3%	1,043	1.6%	29.1%
Fairfield	905	1.5%	881	1.4%	-2.7%
Buena Vista (Atlantic, Co.)	824	1.3%	856	1.4%	3.9%
All Other Locations	23,771	38.6%	26,447	41.8%	11.3%

Source: U.S. Census Bureau LED Origin-Destination Data Base

Almost two-thirds of the people employed in Cumberland County are also county residents (60.3%), with nearly three-quarters of these workers residing in Vineland, Millville, and Bridgeton; approximately one-quarter of the workers employed in the county live in the surrounding counties of Gloucester, Atlantic, Salem, and Camden.

The number of people who work and live in Cumberland County dropped by almost six percent between 2002 and 2007, with the number of employees from neighboring Gloucester, Atlantic, and Camden Counties increasing 32.4 percent, 24.1 percent, and 20.9 percent, respectively, during the six year period. However, the largest percentage increase came from

workers living outside of the region, with the number of workers from Middlesex and Monmouth Counties increasing 46.8 percent and 38.3 percent, respectively, during the six year period.

**Table 13 – County of Residence of Cumberland County Employees (2002 to 2007)**

Residence Location	2002		2007		Percent
	Number	Percent	Number	Percent	Change
County					
Cumberland	36,605	66.9%	34,498	60.3%	-5.8%
Gloucester	3,395	6.2%	4,495	7.9%	32.4%
Atlantic	2,881	5.3%	3,574	6.2%	24.1%
Salem	2,969	5.4%	2,949	5.2%	-0.7%
Camden	2,201	4.0%	2,661	4.7%	20.9%
Burlington	1,024	1.9%	1,300	2.3%	27.0%
Cape May	1,093	2.0%	1,222	2.1%	11.8%
Ocean	691	1.3%	776	1.4%	12.3%
Middlesex	449	0.8%	659	1.2%	46.8%
Monmouth County	316	0.6%	437	0.8%	38.3%
All Other Locations	3,090	5.6%	4,639	8.1%	50.1%
Municipalities					
Vineland	15,345	28.0%	14,597	25.5%	-4.9%
Millville	8,053	14.7%	7,015	12.3%	-12.9%
Bridgeton	4,105	7.5%	3,793	6.6%	-7.6%
Upper Deerfield	2,071	3.8%	1,986	3.5%	-4.1%
Pittsgrove (Salem Co.)	1,395	2.5%	1,327	2.3%	-4.9%
Hopewell	1,295	2.4%	1,324	2.3%	2.2%
Fairfield	1,254	2.3%	1,303	2.3%	3.9%
Commercial	1,197	2.2%	1,103	1.9%	-7.9%
Franklin (Gloucester, Co.)	749	1.4%	1,060	1.9%	41.5%
Lawrence	724	1.3%	790	1.4%	9.1%
All Other Locations	18,526	33.9%	22,912	40.0%	23.7%

Source: U.S. Census Bureau LED Origin-Destination Data Base

## Major Generators

To ensure the convenience and responsiveness of a public and human service transportation system, it is important to provide service to certain locations where area residents, especially transit dependent populations, generally need to travel. These locations are referred to as major generators and include such destinations as major area employers; retail centers; health care and senior citizen facilities; job training centers; subsidized housing; and post secondary educational facilities (colleges and vocational/technical schools). Therefore, as part of this public and human service transportation analysis, it is necessary to assemble a comprehensive inventory of the destinations in the service area which fall into these categories. This type of inventory is provided in Table 14 and Table 15.

Major employers with at least 250 employees at one location were obtained from the New Jersey Department of Labor and Workforce Development.

As shown in Table 14, the vast majority of major employers in Cumberland County are located in the urban areas, with Vineland having the largest concentration of major employers with ten, followed by Millville with six and Bridgeton with five. Most of the jobs available in the County are in health care, services, and local and state government. Although manufacturing no longer plays as significant a role in the local economy as in years past, the County still provides a significant number of manufacturing jobs especially when compared to the other counties in the SJTPO region.

**Table 14 – Major Employers**

Site	Location	Employees
Southwoods State Prison	Bridgeton	1,000-4,999
Gerresheimer Glass Inc	Vineland	1,000-4,999
SJH Regional Medical Center	Vineland	1,000-4,999
Cumberland County Courthouse	Bridgeton	500-999
SJH Bridgeton Health Center	Bridgeton	500-999
Southern State Correctional	Downe	500-999
State Prison	Downe	500-999
Durand Glass Mfg Co.	Millville	500-999
Vineland City Hall	Vineland	500-999
Wal-Mart	Vineland	500-999
Leone Industries	Bridgeton	250-499
Shop Rite	Bridgeton	250-499
Silverton Marine Corp	Millville	250-499
South Jersey Hospital	Millville	250-499
Wal-Mart	Millville	250-499
Wal-Mart Connection Center	Millville	250-499
Wheaton Science Products	Millville	250-499
Seabrook Brothers & Sons Inc	Upper Deerfield	250-499
Seabrook House	Upper Deerfield	250-499
Boscov's Department Store	Vineland	250-499
Kontes Glass Co.	Vineland	250-499
National Distribution Center	Vineland	250-499
NFI Industries Inc	Vineland	250-499
Sun National Bank	Vineland	250-499
Underwood Memorial Hospital	Vineland	250-499

Source: New Jersey Department of Labor and Workforce Development

Table 15 lists the other major generators in Cumberland County, some of which are also listed under major employers. In general, the vast majority of the transit generators listed in

Table 14 are clustered in and around Bridgeton, Millville, and Vineland, with the remaining transit generators disbursed throughout the more rural areas of the county – Commercial, Deerfield, Downe, Fairfield, Lawrence, and Maurice River Townships.

**Table 15 – Other Major Generators**

Site	Location	Category
Cumberland Mall	Vineland	Retail Center
Sears	Vineland	Retail Center
Landis Avenue	Vineland	Retail Center
Target Shopping Center	Millville	Retail Center
Wal-Mart	Millville	Retail Center
Wal-Mart Supercenter	Vineland	Retail Center
Wal-Mart	Bridgeton	Retail Center
High Street	Millville	Retail Center
Carl's Corner (77 & 56)	Bridgeton	Retail Center
Intersection of 49 & 77	Bridgeton	Retail Center
Value City	Vineland	Retail Center
OE&T One Stop Center	Vineland	Job Counseling/Training
OE&T Administrative Office	Bridgeton	Job Counseling/Training
Tri-County Community Action	Bridgeton	Job Counseling/Training
State Office Building	Bridgeton	Job Counseling/Training
Kintock Halfway House	Bridgeton	Halfway House
South Jersey Regional Medical Center	Vineland	Major Employer/Hospital
SJH Bridgeton Health Center	Bridgeton	Hospital
Seabrook House	Upper Deerfield	Treatment Center
Cumberland County College	Vineland	College/Vocational School
CC Technical Education Center	Bridgeton	College/Vocational School
Bishop McCarthy Residence	Vineland	Nursing/Assisted Living
NJ Veterans Memorial Home	Vineland	Nursing/Assisted Living
Cumberland County Medical Center (Manor)	Hopewell	Nursing/Assisted Living
Millville Center-Genesis Elder Care	Millville	Nursing/Assisted Living
Lincoln Specialty Care	Vineland	Nursing/Assisted Living
Renaissance Nursing Center	Bridgeton	Nursing/Assisted Living
Baker House	Vineland	Nursing/Assisted Living
Maurice House	Millville	Nursing/Assisted Living
Goldfinch House	Bridgeton	Nursing/Assisted Living
Spring Oak Assisted Living	Vineland	Nursing/Assisted Living
Millville Housing Authority	Millville	Nursing/Assisted Living

**Table 15 – Other Major Generators (Continued)**

Site	Location	Category
South Jersey Extended Care	Bridgeton	Nursing/Assisted Living
Alzheimer’s Daycare Center	Vineland	Nursing/Assisted Living
Senior Care of Vineland	Vineland	Nursing/Assisted Living
Hopewell Place Senior Apartments	Bridgeton	Nursing/Assisted Living
Luther Acres	Vineland	Nursing/Assisted Living
Bridgeton Senior Center	Bridgeton	Senior Center
Commercial Township Senior Center	Commercial	Senior Center
Deerfield Township Senior Center	Deerfield	Senior Center
Downe Township Senior Center	Downe	Senior Center
Fairfield Township Senior Center	Fairfield	Senior Center
Fiorilli Senior Center	Vineland	Senior Center
Lawrence Township Senior Center	Lawrence	Senior Center
Upper Deerfield Senior Center	Upper Deerfield	Senior Center
Maurice River Township Senior Center	Maurice River	Senior Center
Millville Senior Center	Millville	Senior Center
Bridgeton Villas I	Bridgeton	Subsidized Housing
Bridgeton Villas II	Bridgeton	Subsidized Housing
Amity Heights	Bridgeton	Subsidized Housing
Delsea Gardens	Millville	Subsidized Housing
Delsea Village	Millville	Subsidized Housing
Oakview	Millville	Subsidized Housing
Commercial Twp Housing	Commercial	Subsidized Housing
Spring Garden Senior Housing	Vineland	Subsidized Housing
Tarklin Park	Vineland	Subsidized Housing
Vineland Gardens	Vineland	Subsidized Housing
Walnut Manor	Vineland	Subsidized Housing
Walnut Villas	Vineland	Subsidized Housing

Source: Cumberland County Improvement Authority, Cumberland County Dept of Planning & Development, Dept of Housing and Urban Development.

### Summary of Key Findings

The key findings of the analysis of community characteristics in Cumberland County are summarized in the bullet points below.

## Population

- Cumberland County is the second most populous county in the SJTPO region with almost three-quarters of the population residing in the county's three urban areas – Bridgeton, Millville, and Vineland.

Cumberland County exhibited the 6<sup>th</sup> fastest population growth rate among the State's 21 counties between 2000 and 2008, with its overall aggregate population growth being the 11<sup>th</sup> highest in the State; two-thirds of the population growth occurred in the county's three urban areas.

Long term population projections indicate the County will gain almost 19,000 people between 2000 and 2020, an increase of almost 13 percent. As with recent population trends in the County, Bridgeton, Millville, and Vineland will absorb the majority of population growth during the 20-year period.

## Population Density

- Cumberland County exhibits an overall density of approximately 321 persons per square mile. Not surprisingly, the municipalities with the greatest population density are Bridgeton, Millville, and Vineland, with the remaining areas of the county having less than 500 persons per square mile.

## Target Groups

- Between 2000 and 2008, the disabled and low income population groups in Cumberland County declined, as did the number of households in the county without access to a vehicle; however, these transit-dependent groups still account for a larger share of the county's population compared to the statewide average, with the disabled and low income groups also exceeding the percentages found in the three other SJTPO counties.

The senior citizen (65+) population in Cumberland County increased nearly eight percent during the eight year period, which was the second highest growth rate in the region and was also higher than the senior citizen growth rate incurred statewide. However, on a percentage basis, the County has the lowest ratio of senior citizens compared to the SJTPO region and the state as a whole.

## Employment

- For the period 2002 to 2007, Cumberland County gained approximately 2,500 jobs, an increase of 4.6 percent. The majority of job growth occurred in the northern portion of the County, with Vineland gaining the most jobs during the six year

period. Conversely, Millville lost over 1,500 jobs during this period, which represents approximately 14 percent of the city's job base.

Between 2007 and 2020, the employment scenario in Cumberland County suggests a possible net-gain of approximately 4,500 jobs, with nearly 90 percent of the jobs concentrated in Bridgeton, Millville, and Vineland.

### **Commuting Patterns**

- Just over half of the Cumberland County labor force also works in Cumberland County (54.6%), with nearly 40 percent of these commuters employed in Vineland and Millville. Almost 10 percent of County residents commute into Atlantic County, with nearly six percent commuting into Gloucester County and another 4.4 percent commuting into Camden County. Additionally, there are a significant number of residents commuting to destinations in the central portion of the State, including Mercer, Middlesex, and Monmouth Counties.

Almost two-thirds of Cumberland County employees also live in Cumberland County (60.3%), with nearly three-quarters of these workers residing in Vineland, Millville, and Bridgeton; approximately one-quarter of the workers employed in the county live in the surrounding counties of Gloucester, Atlantic, Salem, and Camden.

### **Major Generators**

- The majority of the major employers in Cumberland County are located in the urban areas, with Vineland having the largest concentration of major employers followed by Millville and Bridgeton.

In general, other facilities that would be frequented by public transportation riders – shopping centers, senior citizen facilities, and medical centers – are also heavily concentrated in the County's three urban areas.

## **COORDINATION, REGIONAL ISSUES AND POLICY GUIDELINES**

This chapter reviews the coordination options and recommendations identified in the 2007 HSTP for Cumberland County and refines and modifies these areas to reflect any changes that have occurred in the county since 2007. Another aspect of the current analysis is to delineate regional issues that extend beyond the boundaries of a single county. Finally, this interim report presents policy guidelines for assessing projects for consistency with the United We Ride initiative to secure federal funding.

A significant component of the HSTP Update for Cumberland County is to analyze how the existing public transportation agencies in the county are organized and whether the various demand responsive services administered and operated by various providers, can be improved through organizational changes in the county. The current analysis of the existing transportation network in Cumberland County and the setting in which they are operated support and confirm the earlier conclusion that a more coordinated organizational framework would be beneficial to public transportation in the county, particularly in terms of eliminating or reducing duplication in services, filling service gaps, and providing more efficient utilization of transportation services and resources for agency clients and transit dependent population groups.

### **Coordination Models**

The 2007 HSTP for Cumberland County presented and analyzed five coordination alternatives for organizing human service transportation in the county and eliminating or reducing duplicative services, filling service gaps, and providing more efficient utilization of transportation services and resources for agency clients and transit dependent population groups. The five models included: (1) multiple independent transportation providers and operators; (2) creation of a coordinating committee between some or all of the current service providers; (3) consolidation of functions into one or more agencies (partial consolidation); (4) consolidation of all functions into a single agency responsible for the oversight and administration of all human service transportation in Cumberland County (full consolidation); and (5) creation of a broker system which would create a framework for the purchase and delivery of transportation services. A summary of the key aspects of each model is presented in Table 16.

**Table 16 – Summary of 2007 Cumberland County HSTP Coordination Models**

Coordination Models	Characteristics of Coordination Models
<p><b>Multiple Independent Providers and Operators</b></p>	<ul style="list-style-type: none"> <li>• Each service provider in Cumberland County continues to operate their own service or purchase transportation service from a third party.</li> <li>• None of the major functional areas involved in providing demand responsive transportation service are coordinated in Cumberland County, such as administration, public information, scheduling, reservations, operations, vehicle maintenance, and funding.</li> <li>• Only clients and the sponsored groups of the organizations providing transportation service have access to service in areas not served by NJ Transit fixed route bus service.</li> <li>• The span of service will continue to be limited, which impacts the types of service that can be provided and the types of trips that can be served.</li> </ul>
<p><b>Coordinating Committee</b></p>	<ul style="list-style-type: none"> <li>• Service providers would informally coordinate their services in one or more the major functional areas involved in providing demand responsive transportation service (i.e., administration, public information, scheduling, reservations, operations, vehicle maintenance, and funding) with the participating agencies responsible for identifying local service needs, priorities, and coverage solutions.</li> <li>• Benefits to participating organizations can include lowering administrative costs with trip sharing and identifying service redundancies, combine resources to expand availability &amp; distribution of public information materials, improve service efficiency by developing uniform data collection techniques, and encourage greater cooperation in terms of identifying and pursuing funding sources.</li> <li>• Each service provider would continue to be responsible for its clients/passengers and continue to have primary responsibility for the functional areas involved in transportation.</li> <li>• The ability to make fundamental policy changes is limited to those functional areas which are informally negotiated between the organizations participating in the process. Accountability is limited since coordination does not include a single oversight group. Also, this model does not address the need to expand service and respond to new markets.</li> </ul>

**Table 16 – Summary of 2007 Cumberland County HSTP Coordination Models (Continued)**

Coordination Models	Characteristics of Coordination Models
<p><b>Partial Consolidation</b></p>	<ul style="list-style-type: none"> <li>• This model would establish formal transportation coordination agreements, either through the partial consolidation of certain transportation functional area(s) to specific provider(s) or consolidate transportation from many providers to few providers.</li> <li>• Partial consolidation would still allow existing providers administrative control over their service while complete consolidation would transfer all transportation functions to the delegated providers.</li> <li>• Benefits of complete consolidation into fewer organizations include economies of scale, professional public transportation management, greater accountability, more organized pursuit of funding, and more responsive to meeting mobility needs and serving emerging markets.</li> </ul>
<p><b>Consolidation Into Single Entity</b></p>	<ul style="list-style-type: none"> <li>• All existing service providers in Cumberland County would eliminate their transportation function and one organization would be selected to serve as the operating entity in the county. Organizations that act as both service provider and operator could continue as service providers only or could choose to direct their transportation funding to the designated provider and no longer be responsible for administering transportation service.</li> <li>• One example would be to designate the Cumberland Area Transit System (CATS) as Cumberland County’s public transportation operating agency for all services.</li> <li>• Benefits of complete consolidation into a single organization include economies of scale, a more consistent policy and direction of service to address mobility needs and serve new markets, clear and consistent direction of service, professional public transportation management, greater accountability, more organized pursuit of funding, the need to contact one organization for all public and human service transportation, and more responsive to mobility needs and serving emerging markets.</li> <li>• One potential concern under this model is that labor rates may increase with one organization compared to multiple smaller providers.</li> </ul>

**Table 16 – Summary of 2007 Cumberland County HSTP Coordination Models (Continued)**

Coordination Models	Characteristics of Coordination Models
<p><b>Brokered System</b></p>	<ul style="list-style-type: none"> <li>• A single organization is responsible for reservations and scheduling and then assigns trips to various operators that have a contract with the broker.</li> <li>• Existing service providers could continue to operating service under contract with the broker or delegate all transportation functions to the broker and its contracted operators.</li> <li>• Benefits of a brokered system include enhanced efficiency and effectiveness since all trips in Cumberland County are considered when assigning vehicles and drivers; clients/passengers need to call one organization to make a reservation; broker would provide a more consistent policy and direction of service to address mobility needs and serve new markets; and a single organization is more effective at securing funding since this organization serves a larger number of groups and constituencies.</li> <li>• Compared to a single organization responsible for transportation service in Cumberland County, a brokered system would likely not result in higher labor rates as each contracted operator would set their own wage rates.</li> <li>• The Broker could be an outside party under contract with Cumberland County or an existing service provider, such as CATS, designated by the county. In some instances, one agency can perform the role of service provider, broker, and contracted operator.</li> </ul>

Of the five organizational alternatives presented in the 2007 HSTP for Cumberland County, the consolidation of the Cumberland Area Transit System (CATS) and the Cumberland County Public Transit System (CCPTS), with coordination efforts undertaken with other service providers was recommended as the preferred ultimate approach to meeting the mobility needs in the county. The 2007 study also recommended that the consolidated system operate under the leadership of the Cumberland County Improvement Authority (CCIA) which would be responsible for administrative functions, such as planning, grants management, and funding. This organizational model is a continuation of the transportation goals established in the 1998 *Cumberland County Regional Transportation Study* and the *Cumberland County Community Transportation Plan* completed in 1998 and updated in 2002.

At the time of the 2007 study, there were three primary agencies for administering and providing human service transportation in Cumberland County. These included the Cumberland County Office on Aging and Disabled which directs CATS, the Cumberland County Office of Employment and Training which directs CCPTS, and the CCIA which was advocating for a role in human service transportation. The 2007 report recommended that a single agency

lead the coordination effort and be selected by the Cumberland County Board of Chosen Freeholders. At the time, it was determined that the CCIA was best suited to be the lead agency in the county as the coordination process got underway because of its resources and administrative capabilities. The CCIA has since withdrawn from the human service transportation coordination effort in Cumberland County with the Office of Aging and Disabled becoming the lead agency in the county.

It is recognized that coordination of human service transportation is a process of incremental steps, rather than a single activity. To initially implement a consolidated system in Cumberland County, CATS and CCPTS, would be responsible for forming a Public and Human Service Transportation Coordinated Planning Committee comprised of current service providers, Cumberland County administration, appropriate state agencies, and system users. This coordinating committee would be responsible for developing policy issues detailing the structure and operation of a brokered system, as well as continue the ongoing coordinated planning process required under the United We Ride program. The coordinating committee would also be responsible for identifying local priorities for service improvements and how federal, state, and local funds should be pursued.

In addition, the coordinating committee would address the following issues:

- creating a single source of public information for the combined system;
- establishing a forum for solving problems and sharing expertise;
- making joint purchases to reduce operating costs;
- developing a database of clients and service;
- use of common forms and data collection and processing procedures;
- creating a mechanism for the purchase of service among agencies;
- facilitating joint or reciprocal fare arrangements, if applicable;
- coordinating the scheduling of difficult or long distance trips;
- sharing in the cost of vehicle maintenance;
- encouraging the participation of other area organizations; and
- acting as an advocate on behalf of the public and human service transportation system.

Several transportation functional areas were considered for how they would be affected under a consolidated system. It is recognized that there would also be a role for the agency as a coordinator and broker since all services would not be directly operated by CATS in the near term. The breakdown of each function is highlighted below:

- **Administration** – A single entity would assume responsibility for all administrative functions such as planning, grants management, billing, funding, and vehicle procurement.
- **Public Information** – A single entity would assume responsibility for all public information. This could include information for specific client groups as well as the general public.
- **Reservations** – The public calls one number for all transportation needs. Ease of access for the riders' is increased significantly.
- **Scheduling** – All reservations, both standing and one-time trips, are centrally scheduled. A larger pool of passenger trips allows for increases in scheduling efficiency. Trips are assigned to vehicle runs based on efficiency criteria. Vehicles only operate in close proximity to one another when necessary due to capacity or the nature of the trips being provided. Therefore, supply and demand are more evenly matched.
- **Transportation/Operations** – One operator with one pool of drivers and/or contracts with operators and vendors assures a consistent set of operating parameters.
- **Maintenance** – One entity assumes responsibility for all vehicle maintenance activities which are performed by either in-house staff and/or private contractors. This would allow for a more efficient use of resources through centralized maintenance scheduling. This would also ensure consistent maintenance practices.
- **Revenue/Subsidy** – Although the transportation services currently provided in Cumberland County by the various providers do not charge a fare to passengers, the consolidated system offers the potential to develop a single fare structure. Also, a single, concentrated effort at securing additional funding sources will increase the likelihood of success. The broader nature of the services offered will also be more attractive to a wider audience thereby creating a larger pool of support for new or expanded funding. Also, the pooling of local resources used for services could be used as local match to leverage additional federal funds.

This alternative would create fundamental changes in the overall transportation structure in Cumberland County. This consolidated system could respond not only to the policy changes which are important for program success in the future, but will also establish consistent operating parameters which will enhance the overall quality of transportation services.

A single entity for transportation services within Cumberland County would be able to establish a clear definition and direction for the service. There are certain advantages in that human service transportation would be managed by a professional team of transit managers. The professional management offered by the single entity should be able to assure a more reliable and higher quality service.

The consolidated operation should be able to achieve increased efficiency and effectiveness. Economies could be obtained in terms of management and supervisory positions. Schedule efficiencies would also increase since all trips are considered when assigning vehicles and drivers. Also, the new single entity would be a more effective voice in securing funds since it would serve a number of groups and constituencies. One concern, however, is that labor compensation may increase with a single entity, which may not be the case with several smaller providers.

Further, the system under this organizational alternative would be better positioned to expand service and meet new and emerging travel needs. This could translate into greater access, more service coverage, longer hours of weekday service and potentially weekend service. These are restrictions and limitations that were identified in regards to the current demand responsive system. Also, accountability would be greatly enhanced. From a customer service standpoint, it is important to note that the client/passengers would be able to access all public and human service transportation services by calling one organization.

In the interim, the 2007 HSTP for Cumberland County also recommended the development of a single source of public information regarding transportation services currently available in Cumberland County. CATS could use resources available from the Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey, to develop a transportation resource guide that could be distributed to human service providers throughout the county. This resource guide would include information on existing transportation services in the county, eligibility criteria, service area parameters, and service availability. CATS or another agency's phone number could be potentially published as a centralized information source. This would be the first step in establishing a centralized customer service function.

### **Updated Human Service Transportation Coordination Recommendations**

Since the 2007 Cumberland County HSTP, the implementation of a consolidated system has progressed to the establishment of the Coordinating Committee to prioritize funding programs. CCIA was to provide staff to administer the initial stages of coordination until a single lead agency was selected. In 2009, the CCIA relinquished its role to the Office of Aging and Disabled which now has the dual responsibility for administering and eventually leading the county towards a consolidated transportation system. Further, limited coordination is still occurring in the county as various organizations (i.e., CATS, CCPTS, and Access Link, etc.) continue to operate independent services for specific clients or population groups.

The New Jersey Department of Human Services (DHS), Division of Medical Assistance and Health Services (DMAHS) recently awarded a contract to a privately operated transportation broker (i.e., LogistiCare) to administer all eligible Medicaid and N.J. FamilyCare clients in the state. This company schedules all trip requests and then assigns the trips to certified local transportation providers based on a negotiated reimbursement rate. LogistiCare will take over the responsibility of the Medicaid transportation program from the Cumberland County Board of Social Services in January 2011.

The fact that Medicaid transportation services are independent operations in the county is an issue that will need to be addressed for an efficient and effective consolidated system to move forward in Cumberland County. Accordingly, CATS should explore opportunities to operate the Medicaid sponsored trips in Cumberland County. Since LogistiCare is serving as a statewide broker for medical transportation, CATS could serve as a contractor.

Although Access Link does not provide a significant number of trips in Cumberland County, there may be opportunities for the consolidated system to serve the in-county Access Link trips. Scheduling and reimbursement procedures would need to be arranged between the consolidated system and Access Link.

Near term activities, as part of the coordination process, would be for CATS to assume responsibilities for and perform the following:

- Continue to serve as the lead agency for human service transportation and implementation of increased coordination.
- Chair the Cumberland County Coordination Committee which includes providers, social service agencies and other interested parties.
- Serve as the Cumberland County member of the SJTPO steering committee concerned with human service transportation and the United We Ride initiative. This would include participation in the development and update of the Statewide Transportation Improvement Program (STIP).
- Cumberland County, through CATS, should continue to maintain and expand the level of coordination and eventually lead the county toward a consolidated system.
- In the interim, a single source of information regarding public transportation services should be created and published as a pamphlet as well as posted on the internet. CATS should refer to the public transportation resource guide that was created for Atlantic County by ACTU and Cross County Connection. Concurrent with the implementation of a consolidated system in Cumberland County, public transportation information and scheduling should eventually become centralized so

any individual or their representative can make one contact (phone or computer) to know how and with whom they can make a trip, at what cost, and have the trip scheduled and confirmed before the contact is completed. Currently, information regarding CATS and the CCPTS is available on the Cumberland County government website.

- Recognizing the need to incorporate Medicaid trips – and to a lesser extent, Access Link trips – CATS should pursue coordination opportunities with the New Jersey Department of Human Services, Division of Medical Assistance and Health Services and their contractors and NJ Transit.
- CATS should explore service and move forward with implementation of the expansion proposals that emerged from the 2007 study. It is recognized that the funding situation is constrained which may limit the ability to expand service in the near term.

## Regional Issues

Another element of the current analysis is to incorporate a regional perspective in the planning process for updating Cumberland County's Human Service Transportation Coordination Plan. In similar studies, a consistent trend in the nature of these issues has been observed. Also, some of these issues are addressed at both the county and regional levels. In the broadest sense, regional issues typically fall into one or more of the following categories: Institutional/Policy Issues, Services/Eligibility, Public Information/Customer Service, Financial, and ITS & Technology.

- **Institutional/Policy Issues** – Issues in this category address the roles and responsibilities of local, regional, and statewide agencies in fostering improved coordination at the regional levels. Some issues may focus on organizations and programs themselves, while others may focus on regulatory issues that are perceived to impede coordination (e.g., rules and regulations regarding vehicle insurance that impede coordination efforts).
- **Services/Eligibility** – These are issues related to client eligibility for human service transportation as well as service improvements, or modifications that might be considered in order to improve coordination and overall access to transportation (e.g., requests for additional services on nights and weekends and more access for non-agency clients to transportation).
- **Public Information/Customer Services** – This category address issues related to enhancing the amount and quality of information provided to customers of existing services and improvements to customer education regarding changes in programs

and the services they provide. Also, included in this category are enhancements to the information provided to agencies on federal program requirements (e.g., United We Ride policy related findings and recommendations, such as vehicle sharing).

- **Financial** – Issues in this category focus on such things as use of federal and state funds, especially SCADRTAP funds, cost sharing, agency billing and client user charges. The ability to attract more agencies to the table may require some type of incentives. In the current environment, funding levels are of particular concern because of the economy, stress on local budgets and the reduced SCADTRAP funding with reduced casino revenues.
- **ITS/Technology Improvements** – Intelligent transportation system (ITS) technologies may be implemented to address operational barriers to coordination in the future, including fare coordination. There are many opportunities for ITS to improve both the service delivery and background infrastructure.

The work that has been conducted as part of this study has not yielded any particular regional themes. Most of the needs and issues that have been identified are particular to each county. However, this does not mean that regional issues do not exist. Rather, it may just indicate that issues of regional significance are not as urgent as those at the county level. The Regional Human Service Transportation Plans that were developed in June 2007 identified a series of items to be addressed by the coordinating committees for each of the four counties. A number of these items also have relevance to the entire region and are identified in Table 17. As shown in this exhibit, the issues of regional significance are mainly related to the administration of HST (e.g., joint procurements, fare reciprocity). However, there are opportunities to improve services where inter-county trips are concerned.

Presented below is a brief description of six areas where consideration of regional issues will benefit the human service transportation system.

- **Regional Coordination Committee**  
***Coordination Item: Establishing a Forum for Solving Problems and Sharing Expertise***

It was recommended in the prior HSTPs that each of the counties in the SJTPO region establish a forum for addressing problems and sharing expertise. While this has progressed in each county to some degree, there has not been a similar effort made on a regional level. The benefits of establishing such a forum would include:

- Improved communication among the counties;
- Identifying common needs;

**Table 17 – Issues Relevant to the SJTPO Region**

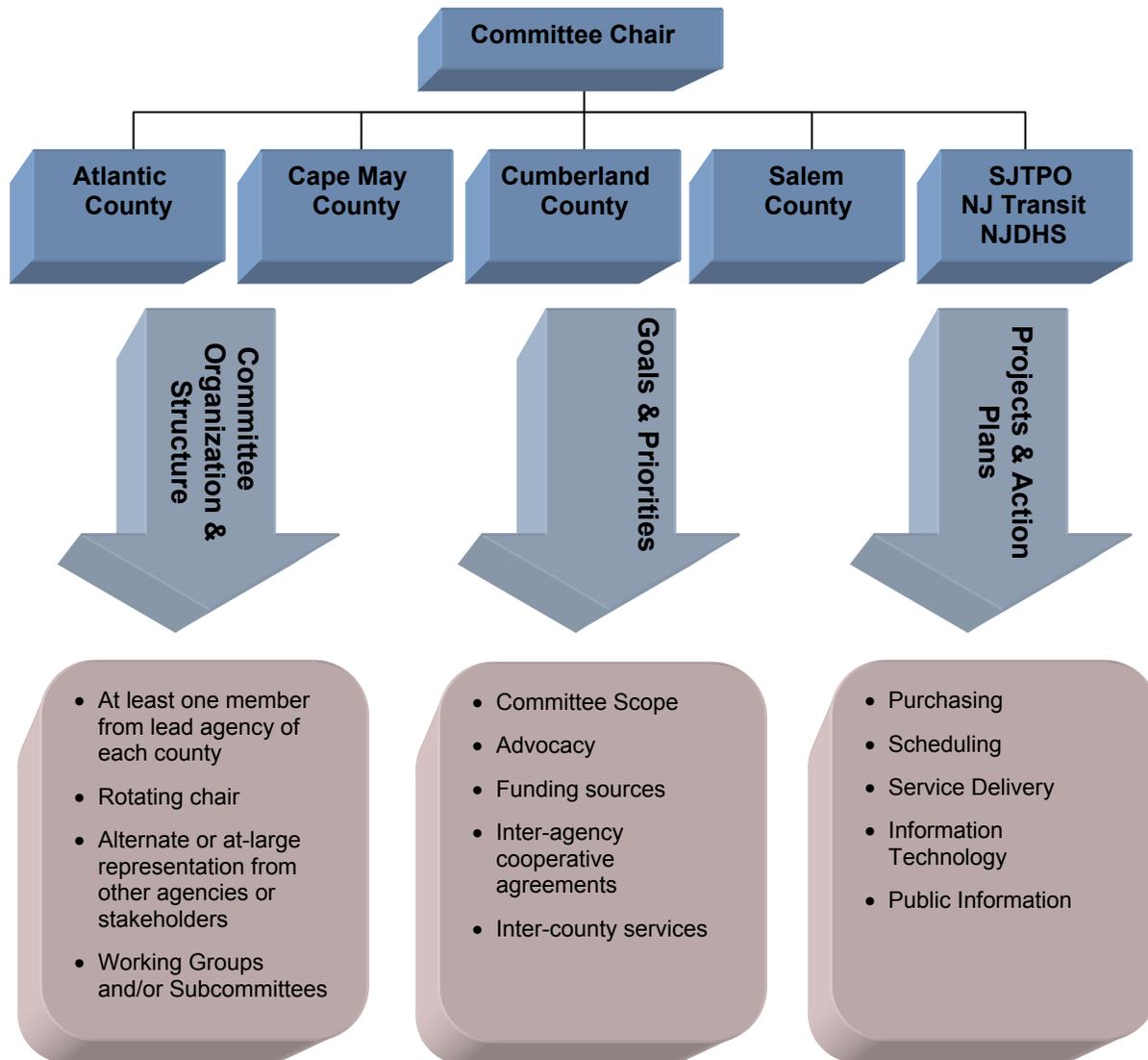
Coordination Item	Relevance	
	County	Region
• creating a single source of public information for the combined system	✓	
• establishing a forum for solving problems and sharing expertise	✓	✓
• making joint purchases (which could also result in cost savings)	✓	✓
• sharing the cost of major purchases	✓	✓
• developing a data base of clients and service through the use of common forms and data collection/processing procedures	✓	
• creating a mechanism for purchases of service among agencies	✓	
• facilitating joint or reciprocal fare arrangements	✓	✓
• coordinating the scheduling of difficult or costly trips (e.g., out of county)	✓	✓
• creating a mechanism for purchase of vehicle maintenance services among agencies	✓	
• working to secure the participation of other area organizations	✓	
• acting as an advocate on behalf of the public and human service transportation system	✓	✓
• facilitating acquisition and use of similar technologies (e.g., software packages, to obtain economies of scale and permit the exchange of information among agencies	✓	✓

- Participate in problem solving where one agency can benefit from the experience of another;
- Share information related to workable service planning and delivery concepts; and
- Provide an umbrella organization for human service transportation programs.

To this end a Regional Coordination Committee could be established that would assist in promoting coordination of services within and among the counties whenever possible. The committee would establish its own set of goals and objectives and develop projects and priorities to promote regional coordination. To an extent, the current study steering committee has served as a forum for discussing regional issues.

Once a set of regional priorities is established, the committee could establish specific working groups, or subcommittees to develop projects and/or action plans to address specific priorities. A possible organization for the Regional Coordination Committee is illustrated in Figure 7. Another possibility is to follow the organization of the current study where SJTPO could serve as the administrative lead agency

Figure 7 – Regional Coordination Committee



As shown in the exhibit, each county, SJTPO, NJ Transit and NJDHS would be represented by one or more persons with additional membership determined by the committee (e.g., other agencies and stakeholders). Each of the local members would act as a liaison with the agencies and stakeholders in their respective county, which would facilitate communication of ideas between groups and help reduce duplication of efforts. As such, the communication of ideas would be from the ground-up. The diagram shows organizations in South Jersey along with regional and state representation with a major stake in the human service transportation program.

- **Joint Purchasing**  
***Coordination Items: Making Joint Purchases (which could also result in cost savings) Sharing the Cost of Major Purchases***

Joint purchasing is an area in which there is an opportunity to promote coordination and more efficiently use existing resources. As an extension of the Regional Coordination Committee concept, a working group or subcommittee could be established to identify opportunities for joint purchasing of services, equipment, and technologies. In order to ensure that the requirements of the different funding sources (i.e., local, state and federal) are met, joint purchasing policies could be developed and disseminated through the Regional Coordinating Committee. Standard boilerplates for solicitations could be developed to ensure that appropriate terms, conditions, and clauses are included. The areas that would need to be addressed for such procurements would include:

- Specification development;
- Principles for developing cost estimates;
- Policies and standards for various procurement methods (e.g., IFB, RFP, and piggybacking);
- Standards for selection procedures;
- Protest procedures; and
- Contract administration.

Related to the issue of joint procurements is the current practice of NJ Transit to purchase all vehicles on behalf of their federal subrecipients. Some local service transit providers have expressed concerns about the time required to acquire vehicles and place them in service. An alternative approach used by some other states is for the state to initiate a competitive process and develop a list of approved vendors for a variety of small transit buses and vans. Local agencies can then order directly from the state-approved vendors. This approach has proven to be a way to expedite procurements for small agencies.

- **Fare Policy and Fare Structure**  
***Coordination Item: Facilitating Joint or Reciprocal Fare Arrangements***

Development of a regional fare policy and fare structure is an area where there could be opportunities for regional coordination. Such coordination could begin with an evaluation of existing fare policies and structures in order to determine what

policy changes may enhance coordination on both an intra-county and inter-county level. Even in cases where agencies currently provide services free of charge to the eligible residents of their own county, this does not preclude developing a fare policy and structure in which these services are made available for a fee to those who are not currently eligible.

Depending on the extent to which such coordination is feasible, projects could be developed within the framework of the Regional Coordination Committee to implement a region-wide fare payment system as has been done in other regions of the country. Implementation of a region-wide fare policy and structure would go hand-in-hand with any efforts to coordinate inter-county trips that currently are not being served.

- **Scheduling and Service Delivery**

- ***Coordination Item: Coordinating the Scheduling of Difficult or Costly Trips***

Through the structure of the Regional Coordination Committee, a review and assessment of the specific needs for inter-agency and inter-county trips in the region could be conducted. As needs are identified, action plans and projects could be developed that would address such needs. Although such coordination may start simply and perhaps utilize manual processes (e.g., sharing client databases and coordinating schedules via telephone), future efforts might include sophisticated technologies to facilitate trip scheduling and dispatching. Such technologies may include:

- Advanced communication equipment (e.g., centralized phone lines, high speed data lines, and wireless technologies);
- Sophisticated scheduling software;
- Wide area and local computer networks;
- Automatic vehicle location devices; and
- Mobile data terminals.

While the need in this area has been recognized, there has not been a significant effort in the region to identify its true extent. The process could begin with coordination of scheduling and service delivery on an intra-county level. Once viable, coordinated reservations, scheduling, and dispatch functions are implemented at the county level, this model could be used to develop a regional brokerage program. A regional brokerage structure would require several additional functions, which are currently not in existence. These would include:

- A central information center for customer service;
- Satellite call centers for intake and reservations;
- Regional process for determining eligibility for different services;
- Standard operating procedures for service delivery;
- Standard reporting mechanisms to ensure data consistency; and
- Reconciliation procedures for billing of client agencies and payments to service providers.

The participants in such a program could be a mix of public agencies, private non-profit organizations, and private service providers. Functions such as intake and eligibility determinations could still be handled at the agency level, whereas the broker would handle reservations and dispatching to ensure consistent service delivery. The broker could also handle all of the billing and payment functions, reconciling accounts for client agencies and service providers alike. Individual agencies need not give up the control of their existing services, but rather only those trips that cannot be served by an individual agency would be referred to the regional broker, who would then schedule the trip.

- **Advocacy**

- ***Coordination Item: Acting as an Advocate on Behalf of the Public and Human Service Transportation System***

The next area in which there is potential for regional coordination is advocacy. Currently, there are more than 50 entities (agencies, municipalities, transportation providers, and non-profit organizations) in the four-county SJTPO region that provide some level of human service, or demand responsive transportation. Undoubtedly, there are numerous areas in which these entities have common ground. As such, the Regional Coordination Committee concept could be a venue for identifying and prioritizing the issues that are most important to these entities. A vibrant regional advocacy program may include the following:

- Raising public awareness of the services available;
- Informing decision-makers and elected officials on transportation issues;
- Create a working relationship with both NJ Transit and DHS and their contractors (e.g., LogistiCare) as it relates to ADA and Medicaid

transportation through the statewide and sector contracts;

- Consolidating efforts to affect public policy and legislative change; and
- Raising public awareness of the human service transportation needs in the region.

Although a certain level of advocacy currently exists in each county, the Regional Coordination Committee structure would create an additional platform from which the issues and concerns of the constituencies served by the participating agencies could be heard.

- **Scheduling Software and Technology**

***Coordination Item: Secure similar software packages to assure compatibility among agencies***

A key determinant of agency costs are the utilization of drivers and vehicles and a combined scheduling approach, rather than each agency or program scheduling trips for their clients. This should permit economies and permit exchange of information among agencies. The desired outcome of such an approach is as follows.

- Agencies should ensure that when ITS technologies are procured, standards are consistent with the regional ITS architecture;
- To the extent possible, computer software and technologies should be interoperable throughout the region.
- Common software packages or compatibility of input and output files can encourage a coordinated approach to scheduling and data assembly. This standardization would extend to both agencies within the region as well as statewide programs such as Access Link and Medicaid.

### **Policy Guidelines for Project Development**

In February 2004, the Federal Interagency Transportation Coordinating Council on Access and Mobility (CCAM) was established by executive order to achieve the following:

- Simplify access to transportation;
- Reduce duplication of transportation services;
- Streamline federal rules and regulations that may impede the coordinated delivery of services; and

- Improve the efficiency of services using existing resources for people with disabilities, people with lower incomes, and older adults.

The United We Ride (UWR) initiative was the direct result of this order. In response to this federal program, NJ Transit required each county to prepare a coordination plan for human service transportation. For the SJTPO area, separate plans were prepared for Atlantic, Cape May, Cumberland, and Salem Counties in 2007. This work included proposals for how human service transportation should be organized along with proposals for modified and new fixed route and demand responsive services. The current study is designed to update earlier work in terms of the service area and the inventory of current services and providers.

State and local agencies that receive federal transportation funding (in particular Sections 5310, 5316, and 5317 programs) are required to establish a coordinated planning process consistent with the goals of UWR for the development and implementation of projects. As such, it is important the projects that are developed through this process meet the requirements of UWR and of the particular funding programs (local, state and federal) that will be used to support them. The following presents policy guideline for developing projects to meet the objectives of UWR.

**Policy Guidelines and Principles** – The purpose of the policy guidelines is to ensure that projects are developed according to the requirements established by the UWR and consistent with the coordinated planning process in the SJTPO region. To this end, it is important that Cumberland County establish priorities in its own Coordinated Human Service Transportation Plan that are intended to address the transportation needs of the seniors, persons with disabilities and low income populations in their communities.

The policy guidelines include a set of principles that establish an overall project development framework. The principles of the project development framework are:

- Projects should be part of a comprehensive strategy to address the transportation needs of the target customer groups (i.e., seniors, persons with disabilities and persons with low income).
- Cumberland County should devise and direct the development of its own projects with an understanding that these also should support the common priorities of the SJTPO region.
- Project objectives should be aimed to improve the efficiency (e.g., cost per hour) and effectiveness (e.g., passenger trips per hour and mile) of the overall transportation network.

- Project outcomes should be evaluated against specific performance measures and standards to ensure that objectives are being achieved.

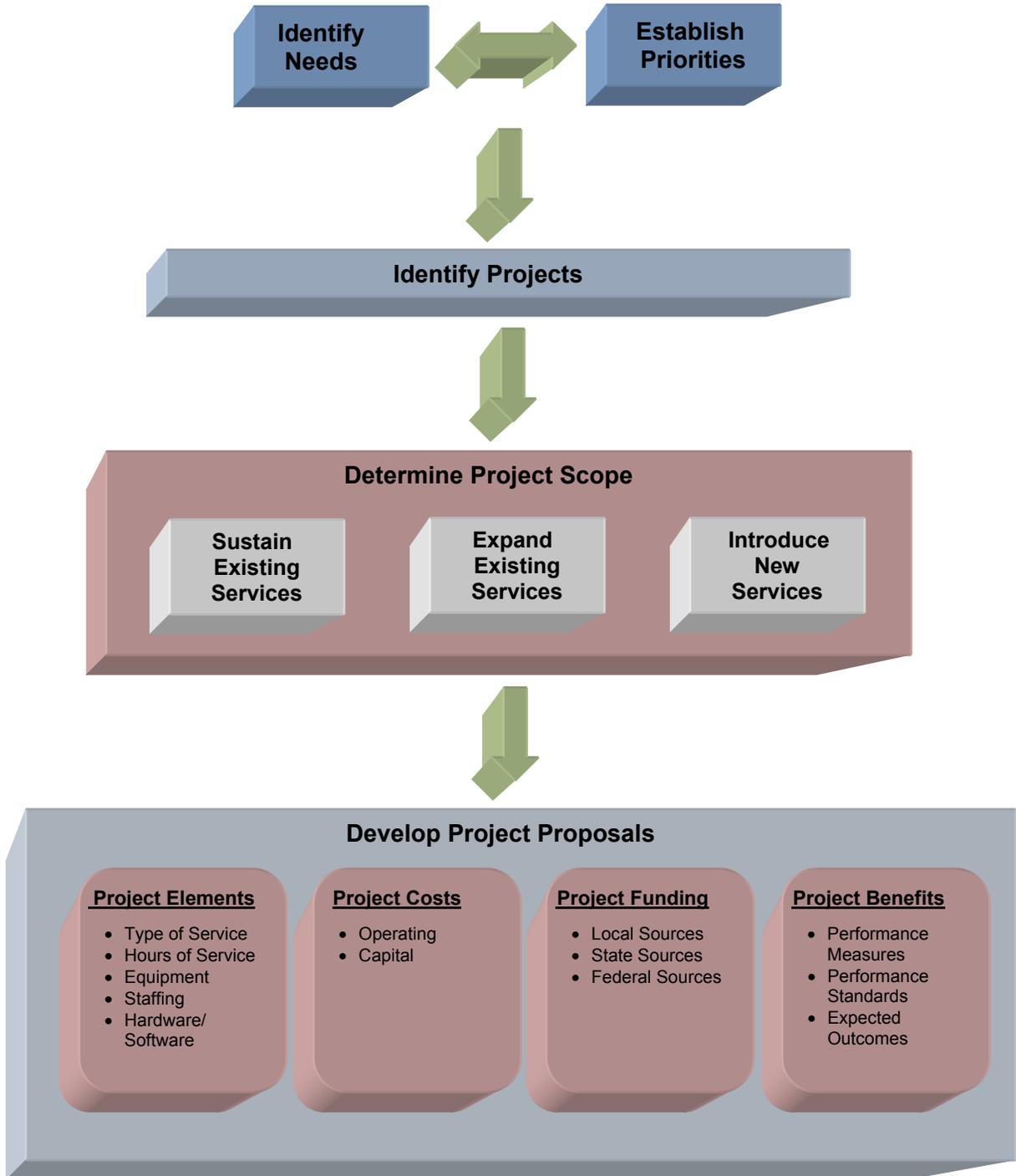
Projects developed according to these principles should be designed to address specific transportation needs and priorities that have been identified through the coordinated planning process.

**Project Development Framework** – The Project Development Framework is illustrated in Figure 8 and shows how it can be applied to formulate project proposals. Specific project proposals can then be included in the local and statewide transportation planning process.

Through the coordinated planning process, Cumberland County can identify its needs and establish priorities for human service transportation. Projects can then be identified based on its unique needs and priorities. In general, the scope of individual projects will likely fall into one of three categories: (1) sustain existing services, (2) expand existing services, and (3) introduce new services.

- **Sustain Existing Services** – These projects would be designed to ensure that existing services, whether operated by a public agency or private non-profit organization, would continue in operation. Project elements may include operating assistance, vehicle replacement, purchase of technology, or other capital enhancement.
- **Expand Existing Services** – This category includes projects that would expand the level of existing services such as additional hours of service, extensions of existing routes, or expansion of service area in order to address an identified need. Specific project elements may include operating assistance, planning assistance, purchase of expansion vehicles, purchase of technology, or other capital items.
- **Introduce New Services** – Projects in this category would be designed to implement services to meet an identified need, for which no existing service is provided. Examples of such services may include:
  - Establishing new fixed-route, or route deviation services;
  - Implementing demand response services to meet the needs of specific user groups (e.g., geographical coverage or hours of operation); and,
  - Implementation of new functions such as centralized call centers, centralized or coordinated dispatching, and consolidated operations.

Figure 8 – Project Development Framework



Similar to the other categories, project elements may include operating assistance, planning assistance, purchase of expansion vehicles, purchase of technology, or other capital items.

Once the project scope is determined, the next step would be to develop a project proposal. The project proposal would include four specific components:

- **Project Elements** – The specific project elements would include the type of service that would be provided, a projection of the number of hours of service, as well as the equipment (e.g., vehicles) and staffing needs. For technology projects, the elements would also include the hardware (e.g., computers or mobile data terminals) and software (e.g., scheduling software) that would be required.
- **Project Costs** – Based on the levels of service, equipment, and technology needs, an estimate of the project's operating and capital costs would be developed. The operating and capital costs should be projected for a three to five year time frame to ensure compliance with federal requirements for financial capacity.
- **Project Funding** – Local, state and federal funding sources would need to be identified to ensure that the project is sustainable (i.e., that the project costs can be covered). Similar to the project costs, funding should be projected for a three to five year time frame to ensure compliance with federal requirements for financial capacity.
- **Project Benefits** – Lastly, the project benefits should be identified. Consistent with the requirements of UWR, the project should attempt to improve the access, efficiency, and/or effectiveness of human service transportation. Specific performance measures and standards should be developed in order to quantify and evaluate the expected outcomes.

Applying the Project Development Framework will assist Cumberland County to ensure that future projects are viable, meet the needs of the targeted user groups, and satisfy the requirements of UWR. In addition to county level projects, the framework can also be applied to projects that are regional in scope. The objective of this process is to define a set of projects that can be considered for meeting federal requirements.

As part of the current analysis, service providers were contacted to provide information on key operating, ridership, financial and other variables. In addition, some of these agencies participated in the project outreach (Table 18).

**Table 18 – Cumberland County Human Service Transportation Providers**

Organization
Bernhardt's Limousines
Canaan Kids Cab
Caregiver Assistance Program (CAP)
Community Health Care, Inc
Community Medical Day Care Center
Cumberland Area Transit System (CATS)
Cumberland County Board of Social Services
Cumberland County Improvement Authority
Cumberland County Office of Employment and Training
Cumberland County Office on Aging and Disabled
Cumberland County Technical Education Center
Easter Seals Society of NJ
Elwyn New Jersey
Green Cab
Millville Yellow Cab
Rural Development Corporation - Cumberland Family Shelter
Senior Care of Vineland
Shirley Eves Development and Therapeutic Center, Inc
SJH Regional Medical Center, Planning & Government Relations
South Jersey Hospital System
Spring Oak Assisted Living
Tri-County Community Action Agency, Inc.
Vineland Developmental Center

Some of these agencies have been grant recipients of federal funds or may be considering submitting applications in the future. They indicate the diversity of candidate agencies for Section 5310 Transportation for Elderly and Disabled, Section 5316 Job Access Reverse Commute and Section 5317 New Freedoms. Finally, similar to the human service coordination which is a process, the list of potential grantees will change over time. At this stage, the emphasis is assuring that all plans, programs and projects are consistent with the United We Ride initiative and eligible to secure federal funding.

## SERVICE PLAN

The previous chapters presented information on the public and human service transportation system in Cumberland County and the transportation setting in which the component services operate. Based on this information and the status of recommendations made in the 2007 Human Service Transportation Plan, a coordination and service plan was developed for Cumberland County. The coordination plan and the proposed organization for human service transportation was presented in the previous chapter. The service plan, which is described here, was presented to Cumberland County stakeholders, SJTPO and NJ Transit. The recommended plan identifies specific projects to be pursued in order to address the overall goals of the coordination plan. It is anticipated as Cumberland County pursues these projects, the project proposals will be developed according to the framework established in the Policy Guidelines for Project Development chapter of this report.

The results of this update indicate that there is a continued need for service improvements in Cumberland County. These include a need for evening and weekend service, expanded capacity for the general public, and additional services for the Millville Industrial Park and the Landis Avenue Express. It was also noted that there is a need to maintain the current level of service provided in the county. The specific service recommendations for CATS include the following:

- **Evening and Weekend Service** – Expanding CATS demand response service to weekday evenings and weekends is a potential strategy to address the deficiency identified in current service. Under this recommendation the span of service for CATS demand response could be extended to 8:00 PM Monday through Friday. This would add approximately 4 hours of revenue service to the CATS' system each weekday. Another potential component of this service improvement alternative is to provide service between 8:00 AM and 4:00 PM each on Saturday on CATS' fixed route service. That would require 8 hours of service each Saturday.
- **Expanded Capacity for the General Public** – One strategy to address this identified service gap would be to add an additional vehicle to CATS' demand response service between 8:00 AM and 4:00 PM each weekday. This would require approximately 8 hours of additional service each weekday. It is assumed that this added vehicle would garner the same level of productivity as the current CATS demand response services.
- **Millville Industrial Park Service** – One strategy to address an existing service need would be to develop a new fixed route shuttle similar to other routes operated by the Office of Employment and Training. This route could start in downtown Millville, operate through certain neighborhoods of the city and terminate at the Industrial Park. Similar to other Office of Employment and Training routes, the proposed route could operate four round trips per day.

- **Landis Avenue Express** – Currently, the Office of Employment and Training’s Landis Avenue Express fixed route service is funded through a Congestion Mitigation and Air Quality (CMAQ) program grant. This grant program limits operating support for services to three fiscal years. In the near future, the continuation of this route will rely on identifying a new funding source to support service operation.

During the course of the HSTP planning process, other agencies were asked if they intended to apply for the upcoming (2010-2011) round of JARC, New Freedom or Section 5310 program funds, focusing on the importance of determining what new services or major expansion of existing services were being considered. To date, two agencies were identified. These include:

- **Parents and Friends Association Community Services (PAFACOM)** – Acquisition of vehicle(s) to maintain existing service.
- **Easter Seals** – Easter Seals submitted a Section 5310 application in 2010. Future grant applications are likely to be submitted in order to maintain the existing service.

The above list may be modified over time (i.e., particularly during the current round of Sections 5310, 5316 and 5317 applications) through amendment of this Plan. For the most part, the agencies responding indicated that they would be applying for federal funding to sustain an existing service (e.g., no major expansion of the service that they have been operating over the last several years). These services are included in the plan, and their proposal would be consistent with the Plan objective of “Sustaining an Existing Service”. All agencies applying for JARC, New Freedom or Section 5310 should be involved in the coordinating committee or organization of the county in which they are applying. A letter of support for the proposed JARC and New Freedom applications from the United We Ride Lead Person (refer to the JARC and New Freedom application for the person to contact) for the home county in which the service will be operating out of will be required to be included in a JARC and New Freedom application.

**APPENDIX:**  
Agencies Contacted  
SJTPO Transportation Provider Questionnaire

Organization
Bernhardt's Limousines
Canaan Kids Cab
Caregiver Assistance Program (CAP)
Community Health Care, Inc
Community Medical Day Care Center
Cumberland Area Transit System (CATS)
Cumberland County Board of Social Services
Cumberland County Improvement Authority
Cumberland County Office of Employment and Training
Cumberland County Office on Aging and Disabled
Cumberland County Technical Education Center
Easter Seals Society of NJ
Elwyn New Jersey
Green Cab
Millville Yellow Cab
Rural Development Corporation - Cumberland Family Shelter
Senior Care of Vineland
Shirley Eves Development and Therapeutic Center, Inc
SJH Regional Medical Center, Planning & Government Relations
South Jersey Hospital System
Spring Oak Assisted Living
Tri-County Community Action Agency, Inc.
Vineland Developmental Center

**Transportation Provider Questionnaire**

The South Jersey Transportation Planning Organization (SJTPO) is updating and refining the Regional Coordinated Human Service Transportation Plan completed in 2007. 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 region – Atlantic, Cape May, Cumberland, and Salem Counties. Please complete the requested information that is presented below and mail it to our consultant:

Mr. Christopher Fry  
Gannett Fleming, Inc.  
1515 Market Street Suite 2020  
Philadelphia, PA 19102  
  
Voice 215-557-0106 Extension 1510  
Fax: 215-557-0337  
cfry@gfnet.com

Please feel free to contact Chris 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: \_\_\_\_\_  
Address 2: \_\_\_\_\_  
Phone: \_\_\_\_\_ email: \_\_\_\_\_

1. Which of the following best describes your organization?

- Municipal Government                       County Government  
 Private, Non-Profit Human Services Org.     Private, Non-Profit Transportation Company  
 Private, For-Profit Transportation Company    State Government  
 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, prepare a list of all routes and include public timetables or internal data – that includes the bus times and the hours and days when service is available.

5. Service Levels – Demand Responsive

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

Geographical Boundaries: \_\_\_\_\_

Generators Served: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Hours of Operation:

Weekday: Start \_\_\_\_\_ End \_\_\_\_\_

Saturday: Start \_\_\_\_\_ End \_\_\_\_\_

Sunday: Start \_\_\_\_\_ End \_\_\_\_\_

How would you describe your service?  Curb-curb  Door-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:

\_\_\_\_\_  
\_\_\_\_\_



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 \_\_\_\_\_ End \_\_\_\_\_.

Category	Past Years				Current
	FY2007	FY2008	FY2009	FY2010	FY2011
<b>Costs</b>					
Operations					
Maintenance					
Administration					
Capital					
<b>Total</b>					
<b>Revenue</b>					
Fares/Donations					
Other Revenue					
<b>Total</b>					
<b>Funding/Assistance</b>					
County					
Municipalities					
State Casino Funding					
Federal Transit Administration					
Older Americans Acts					
Medicaid					
TANF					
Veterans					
Other					
Other					
Other					
<b>Total</b>					

[5]

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				Future
	FY2007	FY2008	FY2009	FY2010	FY2011
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				Future
	FY2007	FY2008	FY2009	FY2010	FY2011
<b>Vehicle Miles</b>					
Weekday					
Saturday					
Sunday					
Entire Year					
<b>Vehicle Hours</b>					
Weekday					
Saturday					
Sunday					
Entire Year					
<b>Vehicles in Service</b>					
Weekday					
Saturday					
Sunday					

*SJTPO Regional Human Service Transportation Plan Update*



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 fax the completed survey form to:

Mr. Christopher Fry  
Gannett Fleming, Inc.  
1515 Market Street Suite 2020  
Philadelphia, PA 19102  
  
Voice 215-557-0106 Extension 1510  
Fax: 215-557-0337  
cfry@gfnet.com