

SJTPO Regional Human Service Transportation Plan

Final Report Cumberland County

Prepared for
**South Jersey Transportation
Planning Organization**

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INTRODUCTION

Cumberland County along with the State of New Jersey administers a number of human service programs oriented to individuals and families with special needs such as low income, seniors or disabled. In large part, these are programs specified in federal law with substantial funding provided 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.

For example, the Americans with Disabilities Act requires that complementary demand responsive services be provided by the local recipient of federal transit funding. In New Jersey, this is the responsibility of NJ Transit. Also, each county provides transportation as part of the Medicaid program and transportation services are also available for training and employment purposes to cite only a few. This proliferation of programs would suggest opportunities for greater efficiency through coordination and consolidation of the transportation function.

Recognizing this situation, the federal government has initiated the United We Ride program to obtain more cost effective utilization of finite human services and transportation budgets. This is not necessarily a new idea since several states and local governments have started this process. For example, Florida mandates that all human service transportation programs provided by each of their counties be offered in a coordinated manner with a single agency responsible for transportation. The Work First New Jersey program included coordination as a key element, forwarding the concept that service to welfare recipients could be provided in a more economical manner.

The United We Ride program was created through Executive Order 13330 which called for creation of a federal Interagency Coordinating Council on Access and Mobility (CCAM). Its membership includes:

Designee	Agency
Secretary Mary Peters, Chairperson	Department of Transportation
Secretary Michael O. Levitt	Department of Health and Human Services
Secretary Elaine Chao	Department of Labor
Secretary Margaret Spellings	Department of Education
Secretary Dirk Kempthorne	Department of Labor

Designee	Agency
Secretary R. James Nicholson	Department of Veterans Affairs
Attorney General Alberto Gonzales	Department of Justice
Secretary Mike Johanns	Department of Agriculture
Commissioner Jo Anne Banhart	Social Security Administration
Chairperson John R. Vaughn	National Council on Disability

This group was charged with the responsibility of implementing a coordinated human service transportation program. An important effort in this regard was the development and adoption of the United We Ride Action Plan which consists of the following:

- Educate policy makers on how and why to coordinate
- Simplify access to human service transportation and enhance customer service
- Remove regulatory barriers to coordination
- Ensure comprehensive, coordinated human service transportation planning
- Standardize cost allocation processes
- Document successful strategies and make information available

Each federal CCAM agency is responsible for the implementation of the Action Plan. Because the federal government provides a considerable portion of the funding for human services and transportation, each of the agencies will require compliance with their United We Ride policies to continue receiving federal dollars. To be responsive to the current federal mandate, New Jersey has formed a state level Coordinating Council on Access and Mobility (NJCCAM) that mirrors the federal group.

Grantees of federal funds at the state and local level will need to satisfy the Action Plan requirements. For example, projects included in official transportation improvement documents must be derived from a coordinated human service transportation plan. From the perspective of the Federal Transit Administration (FTA) of the United State Department of Transportation, this includes the following grant programs:

- 5310 – Elderly and Persons with Disabilities
- 5316 – Jobs Access Reverse Commute (JARC)
- 5317 – New Freedom

The requirements for compliance will be implemented incrementally with 5316 in FY 2006 and 5316 and 5317 in FY 2007.

In its role as a participant of the United We Ride Program, FTA has delineated four coordinated plan elements that must be met.

- Assessment of available service
- Assessment of transportation needs for target populations
- Strategies/activities to address gaps and achieve efficiencies in service delivery
- Identify priorities for implementation based on resources, time and feasibility for implementation

Because of the current funding and organization of public transportation, NJ Transit has specified its requirements to ensure compliance with federal guidelines. Separate plans will be prepared for each county and these 21 plans will be included in three regional plans administered by the three Metropolitan Planning Organizations -- the South Jersey Transportation Planning Organization (SJTPO), the North Jersey Transportation Planning Authority (NJTPA) and the Delaware Valley Regional Planning Commission (DVRPC). This is logical since each of these agencies serve as a clearinghouse for federal transportation programs. The SJTPO has responsibility for the plans being prepared in Atlantic, Cape May, Cumberland and Salem Counties.

This report presents the initial plan for human service transportation services in Cumberland County and includes proposals for service, organization and management. It establishes a new approach for the various transportation programs. The plan should not be viewed as a static document. In subsequent years, the plan will be 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 development. This included considerable information on the existing system and its users, formulation of alternatives and selection of a recommended plan. Each of these activities and study documentation is summarized below.

- **Existing Transportation System** – For purposes of this analysis, transportation service have been grouped into two categories. The first are the fixed route services that are primarily provided by NJ Transit. For the most part, these bus lines operate principally on arterial or major roadways and connect urban areas and concentrations of development. In view of the low density of development in most of Cumberland County, the human service transportation system is provided on a demand responsive or flexible fixed route basis. An inventory of these services was prepared by Cross County Connection and provides key statistics on service providers in terms of program orientation/eligibility, span of service and key financial and operating statistics. It indicates the diverse nature of the human transportation system and the extent of coordination.

- **Service Area Characteristics** – Another essential input to the planning process is a description of the setting in which the current services are operated. This includes information on target populations as well as the overall development patterns of Cumberland County. Considerable information was obtained from the 2000 U. S. Census which provided data on county population and specific groups (e.g., senior citizens and disabled). In the current analysis, these statistics have been presented in terms of absolute numbers, percentages of total population and density. Major generators within the county were also identified as possible locations requiring service. Other data concerns the journey to work in terms of residence and work locations by mode of travel. Reliance was also placed on earlier analyses that have examined target populations and human service transportation.

- **Self Assessment** – A specific requirement of the United We Ride effort is for stakeholders in each community to rate how well they are doing with respect to operating a coordinated human service transportation program. More than two dozen areas are probed with qualitative ratings: need to begin, needs substantial action, needs some action and done well. For the most part, the results would suggest considerable opportunity for improvement.

- **Alternatives** – The prior study steps have developed a wealth of information on the current transportation system and the service area and both existing and potential users of the system. Based on this information, mobility needs have been established with suggestions in terms of services to address these needs. In view of the low density of development in most of the area, emphasis is placed on the latter. In addition, various models for the coordination of existing and new services are described and analyzed.

- **Recommendations** – The concluding section presents the proposals that should be implemented over the next few years in terms of service coordination and identifies potential service models to address the identified needs. It contains proposals in terms service levels and the means by which the service is operated. In addition, it includes proposals to better inform the public of the transportation system in place and how to utilize the system. It should be noted that the emphasis of this study effort is more on the organization and coordination of services rather than actual services. Therefore, the service recommendations are more general in nature and serve to outline the local priorities for area public and human services.

The discussion above highlights the study process and the contents of this report. Subsequent chapters present a more complete description of the data collection, analysis, findings and recommendations. As such it should guide implementation of a coordinated human services transportation system. In this way, services can be provided in an economical manner and in compliance with the United We Ride guidelines.

EXISTING TRANSPORTATION SYSTEM

This chapter provides a comprehensive description of the current public and human service transportation services in Cumberland County. There are two types of transportation services offered in the county, the first category includes fixed route. The fixed route operators in Cumberland County are NJ Transit and the Cumberland County Office of Employment and Training which operates the Cumberland County Public Transit System. The second category includes flexible fixed route services and demand responsive, or paratransit services. The primary operator of these types of services in Cumberland County is Cumberland Area Transit System (CATS). However, there are several additional agencies and organizations that either fund or operate these types of services in the county. This chapter provides a description of the services available. The data used to describe the flexible fixed route and demand responsive services in Cumberland County reflect the results of a service provider survey conducted by Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey. This chapter provides a summary of the findings of the survey. The complete survey findings for Cumberland County are included as an appendix to this report.

While the database assembled by Cross County Connection does not represent a complete description of all services provided in Cumberland County, the major service providers have participated in the survey effort. It should also be noted that NJ Transit completed a survey with information regarding the Access Link system. Since Access Link is managed on a regional basis with each region encompassing several counties, much of the data regarding the system cannot be disaggregated to the county level. NJ Transit was able to provide the number of passenger trips served in Cumberland County through the Access Link program.

Assembling a comprehensive inventory of all services allows for the development of recommendations that utilize existing resources in a more coordinated way and identify the most effective way to meet current and future mobility needs. 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 or the Cumberland County Office of Employment and Training's Cumberland County Public Transit System (CCPTS). Table 1 below lists these bus routes along with the Cumberland County communities that are served by the routes.

**Table 1
Fixed Route Services**

NJ Transit			
Route #	From	To	Communities Served
313	Philadelphia	Cape May	Maurice River Township, Millville, Vineland
408	Philadelphia	Millville	Millville, Vineland
410	Philadelphia	Bridgeton	Upper Deerfield Township, Bridgeton
553	Upper Deerfield	Atlantic City	Bridgeton, Fairfield Township, Millville, Upper Deerfield Township, Vineland
Cumberland County Public Transit System			
From	To	Communities Served	
Downtown Vineland	Vineland Industrial Park	Vineland	
Vineland Transit Center	One Stop Center - Vineland	Vineland	
Vineland	Bridgeton	Bridgeton, Vineland	
Bridgeton	Seabrook	Bridgeton, Seabrook, Upper Deerfield	

Reflecting the development patterns of Cumberland County and its density, most areas are not served by fixed route bus service. The NJ Transit bus routes serving the county are all long distance routes mainly connecting the urban centers in Cumberland County with either Philadelphia or Atlantic City. These routes travel mostly on the major corridors through the county including State Highway 47, State Highway 49, State Highway 56 and State Highway 77. The CCPTS routes provide more local connections within the urban centers of the county. While Table 1 lists the fixed routes operated in Cumberland County, it does not provide any indication of the level of service provided. Table 3 provides the span of service and the frequency at which these routes operate.

The Cumberland County Office of Employment and Training employs a full time manager and four full time drivers to operate the CCPTS. The agency also uses a fleet of six 20 passenger buses for the service.

**Table 2
Level of Service – Fixed Routes**

Route #	Days of Operation	Span of Service	Frequency of Service
NJ Transit			
313	Monday - Sunday	6:30 AM–1:09 AM	3 round trips daily
408	Monday-Friday	4:25AM-12:25AM	Peak – 30 minutes Midday – 60 minutes Evening – 150 minutes
	Saturday	5:00AM-12:25AM	100 minutes (average)
	Sunday	6:25AM-12:15AM	145 minutes (average)
410	Monday-Friday	4:52AM-12:39AM	Peak – 30 minutes Midday – 120 minutes Evening – 150 minutes
	Saturday	5:09AM-11:05PM	130 minutes (average)
	Sunday	5:45AM-10:38PM	Early AM – 30 minutes Day – 150 minutes (avg.)
553	Monday-Friday	24 Hours	Peak – 60 minutes Midday – 30 minutes Evening – 60 minutes
	Saturday	24 Hours	Day - 45 minutes (avg.) Evening – 60 minutes
	Sunday	24 Hours	Day - 45 minutes (avg.) Evening – 60 minutes
Cumberland County Public Transit System			
Vineland Ind. Park	Monday-Friday	5:30AM-6:00PM	6 round trips daily
Vineland One-Stop	Monday-Friday	8:30AM-4:30PM	4 round trips daily
Vineland-Bridgeton	Monday-Friday	5:55AM-7:45PM	8 round trips daily
Bridgeton-Seabrook	Monday-Friday	6:00AM-5:00PM	4 round trips daily

Table 2 shows that each of these NJ Transit fixed routes in Cumberland County operate Monday through Sunday. Also, all of them operate during the evening with Route 553 offering 24 hour service. The highest frequencies offered are on Route 408, Route 410 and Route 553 which operate at a frequency of every 30 minutes during certain periods of the day. Frequencies drop to as low as every 150 minutes on Route 408 and Route 410 during other periods. A frequency of 60 minutes is maintained for most of the day on Route 553. Only a limited number of trips throughout the service day are provided on Route 313. This shows that 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. 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. These conditions also would not support a greatly expanded fixed route bus system.

Description of Demand Responsive Services

Demand response 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. Both the flexible fixed route (for points not on the main alignment) and demand responsive service require advanced reservations to make a trip.

Various agencies and non-profit organizations offer flexible fixed route or demand responsive services throughout Cumberland County. As noted above, it would be expected that most transportation services in Cumberland County would be of a flexible or demand responsive model given the nature of development and population density. Many of the current flexible and demand responsive services are designed to provide specific types of trips to passengers who meet certain eligibility criteria. This section provides a summary of the information regarding these service providers. Analyzing these various services as a network rather than as individual services allows for a better understanding of the current resource level, service coverage in terms of geographical area and trip purpose, accessibility, staffing, equipment and public transportation demand.

Service Availability and Eligibility - The services operated by the various agencies and non-profit organizations in the county provide considerable service coverage in Cumberland County for certain trip types and particular special needs populations. Table 3 lists all of these services, the span of the service, coverage and the eligibility criteria for each.

There are eight different organizations in Cumberland County that provide some type of demand responsive transportation to either the general public or to specific client groups or target populations. It should be noted that these are the organizations that responded to the survey conducted by Cross County Connection and for which information was able to be assembled. There may be more organizations in Cumberland County providing such services.

Cumberland Area Transit System (CATS), which is a service provided by the Cumberland County Department on Aging and Disabled, provides bus transportation to county residents in these categories: aged 60 or older, disabled, 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. CATS operates throughout the day Monday through Friday but provides no evening or weekend service. The CATS service provides both paratransit service for certain trips as well as a point deviation service that serves various destinations on

different days of the week. While the service is open to the public, demand for service from particular population groups including seniors, persons with disabilities, veterans and social service agency clients limits the capacity available to the general public. CATS also operates Cumberland County's Jobs Access-Reverse Commute (JARC) service under agreement with the Cumberland County Improvement Authority (CCIA). The agreement with CCIA allows for service between 5:00 AM and 8:00 PM Monday through Friday. Currently, CATS operates until 6:00 PM.

Other than the CATS service, all other services are available only to the clients of the service provider or specific target populations. For example, low income individuals are eligible to be clients of Pear Transit Corporation or the Puerto Rican Action Committee (PRAC) and could, therefore, access their services. It should be noted that only two of the services provided in Cumberland County operate each weekend and only two operate after 6:00 PM on weekdays.

Another point to note is the fact that many of the client based services are only available for certain trip purposes. This indicates that even if a person is eligible for a particular service, they may not be able to use the service for certain trips that they may need to make.

An overall conclusion from this data is the fact that there is limited service available to the general public that can be used for any trip purpose. Other than the fixed routes operated by NJ Transit, there is no service open to the general public that is available after 6:00 PM Monday through Friday or on the weekends.

**Table 3
Service Availability and Eligibility Criteria**

Service	Type	Span	Coverage/Purposes	Eligibility
Access Link (NJ Transit)	Demand Response	At same times as applicable fixed route service	Within ¾ mile of a NJ Transit fixed route service	Disability which prohibits person from accessing fixed route service
Cumberland Area Transit System (CATS)	Demand Response	M-F – 5:30AM-6:00PM	Various trip purposes depending on eligibility, capacity. Locations in Cumberland County with select trips to Philadelphia and Wilmington	Seniors, Disabled, Veterans, JARC participants, General Public
Easter Seals of New Jersey	Demand Response	M-F – 6:30AM – 3:30PM	Employment, education and training in service area	Agency clients only
Elwyn New Jersey	Demand Response	M-F – 8:00AM-5:00PM	Any trip purpose in Cumberland, Gloucester, Atlantic Counties	Agency clients and family members of clients
Kessler Memorial Hospital	Demand Response	M,W,F 6:30AM - 6:30PM T,Th,Sat 6:30AM – 2:30PM	Medical trips	Agency clients
Pearl Transit Corp.	Demand Response	M-Sun. 6:00AM-12:00AM	Education and employment trips	Low income, disabled residents
Puerto Rican Action Committee of Southern New Jersey (PRAC)	Demand Response	M-F - 9:00AM - 4:00PM	To employment/job training, medical facilities, social service offices in Atlantic, Cape May, Cumberland and Salem Counties	Agency clients and DFYS referred clients

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Service	Type	Span	Coverage/Purposes	Eligibility
Shirley Eves Development Therapeutic Center	Demand Response	M-F – 8:00AM-6:00PM 2 weekends/month to activities	Health/medical trips, training/employment trips in parts of Cumberland, Salem, Atlantic and Gloucester Counties	Agency clients

Operating Arrangements and Trip Scheduling - It is important to compare the various scheduling policies and techniques of the carriers to identify similarities or compatibilities with one another. Understanding the amount of advanced time requested by the providers for trip reservations is also indicative of the accessibility and flexibility of the available services. Also, while certain service providers operate the service they offer, others contract with an outside party to operate the trips. The contractor may also be responsible for taking reservations and scheduling the service. This information is listed in Table 4 for each of the demand responsive services in Cumberland County.

Half of the services provided in Cumberland County require at least a one-day notice for a reservation. CATS requires a two day notice for its demand responsive services including general public trips. Certain client based services such as Easter Seals and Elwyn do not require a notice from their clients. Pearl Transit mainly serves standing reservations, so advance notice is not applicable.

Two of the service providers listed in Cumberland County do not actually operate the service they provide. NJ Transit contracts with Laidlaw Transit Services to operate the Access Link service available in Cumberland County. Also, Elwyn New Jersey contracts with an outside party for service operation. This indicates that most of the public, private for-profit and non-profit organizations that provide transportation service in Cumberland County directly operate that service. This includes a total of six organizations.

**Table 4
Advanced Reservation Policy and Operating Arrangement**

Service	Advance Reservation	Operating Arrangement
Access Link (NJ Transit)	1 day	Contract with Laidlaw Transit Services
CATS	2 days	Directly Operated
Easter Seals of New Jersey	10 days	Directly Operated
Elwyn New Jersey	No notice needed	Contract with Sheppard Bus Company
Kessler Memorial Hospital	4 Hours	Directly Operated
Pearl Transit Corp.	Standing Orders	Directly Operated
PRAC	2 days	Directly Operated
Shirley Eves	No notice needed	Directly Operated

Staffing and Vehicle Inventory - This section provides information on the level of staffing and the size of the fleets utilized by the six service providers that responded to the survey and indicated that they directly operate their services. This allows for a determination of the overall scale of the public and human service transportation network currently available in the county. Table 5 shows the number of drivers employed by each of the providers to operate the services. As the table shows, a total of 48 full-time and 8 part-time drivers are employed by the six providers. In addition, two providers indicated that they use non-transportation staff persons to operate their service but did not indicate the number of persons that represents. None of the service providers that directly operate service indicated that they use volunteer drivers to operate service. It should be noted that PRAC employs 22 full-time drivers, but as a regional organization, not all of these drivers may be dedicated to service in Cumberland County.

**Table 5
Staffing - Drivers**

Service	Full-Time	Part-Time	Non-Trans Staff	Volunteer
CATS	25	6	0	0
Easter Seals of New Jersey	0	0	Case Staff	0
Kessler Memorial Hospital	1	0	0	0
Pearl Transit Corp.	0	2	0	0
PRAC*	22	0	0	0
Shirley Eves	0	0	Case Staff	0
Total	48	8	-	0

* PRAC serves Atlantic, Cape May, Cumberland and Salem Counties, not all of these drivers are dedicated to service in Cumberland County

In addition to these providers, Belleplain Emergency operates in the area. Numerous agencies in southern New Jersey contract with them for service. Belleplain employs 20 full-time drivers but not all of these drivers are dedicated to human service transportation services in Cumberland County.

The second component of this section is an analysis of the vehicle inventory used by the service providers that directly operate service in Cumberland County. Table 6 below provides a breakdown of the type of vehicles owned and operated by each provider. Also noted is the number of vehicles in each provider's fleet which are wheelchair accessible.

**Table 6
Vehicle Inventory**

Service Provider	Buses	Vans	Sedans	Total	Wheelchair Accessible
CATS	27	1	4	32	27
Easter Seals of New Jersey	0	1	0	1	0
Kessler Memorial Hospital	No Data				
Pearl Transit Corp.	0	2	0	2	1
PRAC*	0	0	26	26	0
Shirley Eves	0	2	0	2	1
Total	27	6	30	63	29

* PRAC serves Atlantic, Cape May, Cumberland and Salem Counties, not all of these vehicles are dedicated to service in Cumberland County

Among the six service providers that directly operate service, there is a total active service fleet of 63 vehicles. This consists of 27 small buses (all of which are owned by CATS), 6 vans and 30 sedans. Of the 63 vehicles, 29 are wheelchair accessible. As noted above, PRAC operates in the four southern counties of New Jersey and not all of their fleet of 26 vehicles is used for service in Cumberland County.

Also, Belleplaine Emergency has a fleet of vehicles that can be made available for service operation in Cumberland County. In addition, Laidlaw Transit Services operates vehicles in Cumberland County as part of the Access Link program under contract with NJ Transit.

Operating Measures - This portion of the analysis discusses various operating statistics for the public and human service transportation network in Cumberland County. Table 7 provides the number of annual vehicle hours and miles operated by each of the service providers. In addition, the number of passenger trips provided by each of the organizations is listed. It should be noted that the data included in the table is incomplete and represents only the data that was submitted by the various providers. Not all organizations participating in the survey effort were able to provide the operating statistics requested. Also, the data was not assembled or calculated in a uniform way. This situation would suggest opportunities for improvement in both content and uniformity of record keeping. This information is presented here to provide some indication of the overall level of public and human service transportation activity in Cumberland County.

**Table 7
Annual Operating Statistics by Carrier**

Service	Vehicle Hours	Vehicle Miles	Passenger Trips	Speed (MPH)	Passengers/ Hour
Access Link (NJ Transit)	No Data		2,391	-	
CATS	40,147	756,929	135,994	18.9	3.39
Easter Seals of New Jersey	1,080	34,320	4,400	31.8	4.07
Elwyn New Jersey	No Data			-	-
Kessler Memorial Hospital	4,680	No Data	240	-	0.05
Pearl Transit Corp.	2,700	40,000	6,200	14.8	2.30
PRAC*	31,815	No Data	5,970	-	0.19
Shirley Eves	1,560	36,000	2,496	23.1	1.60
Total	81,982	867,249	157,691	19.1**	1.9**

* PRAC serves Atlantic, Cape May, Cumberland and Salem Counties, not all of this service is provided in Cumberland County

** Calculated only for the services for which all necessary data items are present

Table 7 shows that the largest demand response service provider in Cumberland County is CATS which operates 40,147 vehicle hours of service annually and provides 135,994 passenger trips. It should also be noted that all of the service listed for PRAC is not operated in Cumberland County but rather throughout southern New Jersey. In addition to the data listed in Table 7, the Cumberland County Office of Employment and Training's CCPTS provides 33,701 passenger trips annually over 3,556 vehicle hours and 44,385 vehicle miles in Cumberland County.

At 2,391 annual passenger trips, Access Link represents approximately 1.5 percent of the demand response passenger trips provided in Cumberland County according to these survey results. Two variables contribute to the low level of Access Link usage in Cumberland County. First, as noted earlier, the NJ Transit fixed route network in Cumberland is limited, thereby restricting the eligibility area for Access Link trips. Second, many of the individuals in Cumberland County who would be eligible for Access Link service are also eligible for other services provided in the county such as the CATS service. Access Link charges passengers a fare based on the standard NJ Transit bus fare for a similar trip while the other services do not charge a fare to the passenger. This has an obvious effect on the preference of the passenger as to which service they will choose to use.

Operating speed varies widely among those agencies that reported both vehicle hours and vehicle miles of operation. CATS, the largest demand response provider, has an average speed of 18.9 miles per hour. Productivity, as measured in terms of passenger trips per vehicle hour of operation, also exhibits wide variation. Two agencies who reported sufficient data have a productivity of less than one passenger trip per hour while CATS has a value of 3.39 which reflects the extent of group riding. The overall results of the combined system reflect dispersed development patterns, trip lengths and limited eligibility.

Again, the data in Table 7 is incomplete and was not gathered in a prescribed uniform manner. However, the data does provide some indication of the level of public and human service transportation in the county. This shows that, as a network, a significant amount of transportation service is being provided in the county with approximately 82,000 vehicle hours of demand response service being operated and 158,000 demand response trips being provided annually. At this level of activity, some type of coordination of services should be beneficial.

Summary

This chapter provided a description of the public and human service transportation network available in Cumberland County including fixed route, flexible fixed route and demand responsive services. The network is characterized by two operators, NJ Transit and Cumberland County Public Transit System (CCPTS), providing a limited amount of fixed route service in certain parts of the county and eight other organizations providing flexible fixed route or demand responsive services throughout the county. The review indicated that the majority of demand response public transportation services operated in Cumberland County are almost solely available to specific demographic or client groups. It was also observed that most of these services are limited to the daytime hours during weekdays only.

However, the flexible fixed route and demand responsive services that are currently operated by the various providers represent a relatively large transportation system. A total public and human service transportation demand response network of 63 vehicles offers approximately 82,000 vehicle hours and provides 158,000 passenger trips annually. In addition, the CCPTS provides 33,701 passenger trips annually over 3,556 vehicle hours and 44,385 vehicle miles on its fixed route network in Cumberland County.

Given this level of activity and the fact that most services are demand responsive in nature, it would seem 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.

SERVICE AREA CHARACTERISTICS

This chapter provides a comprehensive description of the demographic and land use characteristics of Cumberland County. The chapter examines the socioeconomic characteristics of the county as well as the geographic distribution of key target populations including seniors, persons with disabilities, low-income individuals and youths. The chapter also identifies major public transit and human service transportation trip generators in the county. This information will be used to assess how public and human service transportation resources could be most effectively utilized in addressing existing and future market needs. This data also provides the background necessary for developing service improvement proposals.

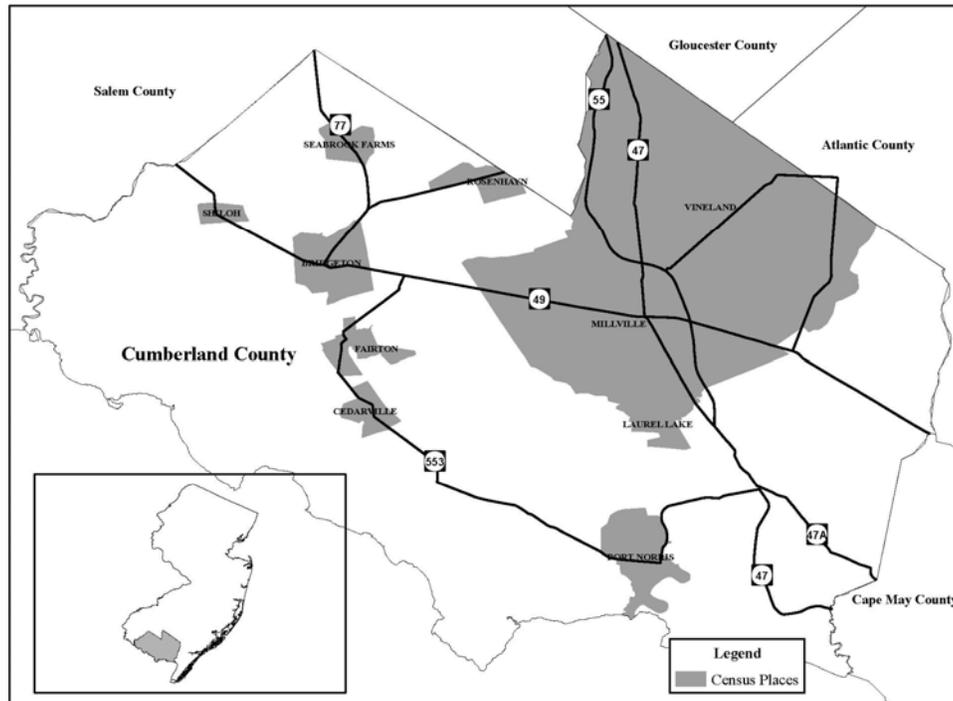
The information presented in this report is based on data from the 1990 and 2000 U.S. Census, the Cumberland County Improvement Authority and the South Jersey Transportation Planning Organization. The data provided is recorded to the U.S. Census defined municipal boundaries, census tracts or census block groups.

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. Figure 1 shows Cumberland County and its surrounding area.

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

Figure 1
Cumberland County



Demographic Indicators

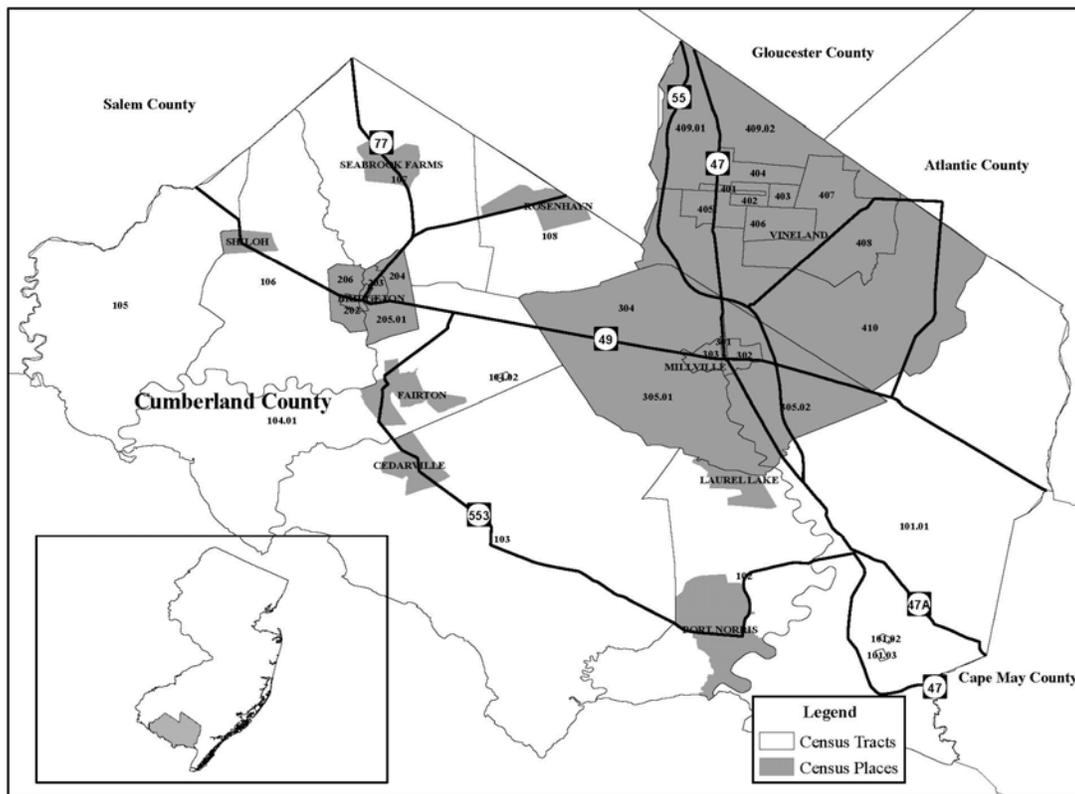
One of the major elements of any public and human service transportation analysis is an examination of the demographic factors that influence overall travel and the needs for public and human service transportation within any given area. These factors include characteristics about the area population including population size, population density, population age and household income. To gain an understanding of these factors, the geographic distribution of certain key target populations is examined. These populations include seniors, persons with disabilities, low-income individuals and youth. Each of these populations is examined in terms of the overall number of persons in the target population within each municipality, census tract or block group, the density of that population and the percent of the overall population comprised of the target population. The three different perspectives are used to provide a more accurate and complete picture of the demographics of the county.

To plan effectively for a public and human service transportation network, it is important to identify the overall population, percent of population and population density. This is because the network of services must attempt to serve certain target populations throughout the county not just in areas where the service may be the most efficient. Therefore, while the density

figures can provide an indication of which mode of transportation service may be most efficient to serve the target population, the overall population and percent of population numbers show where potential demand for the public and human service transportation network exists.

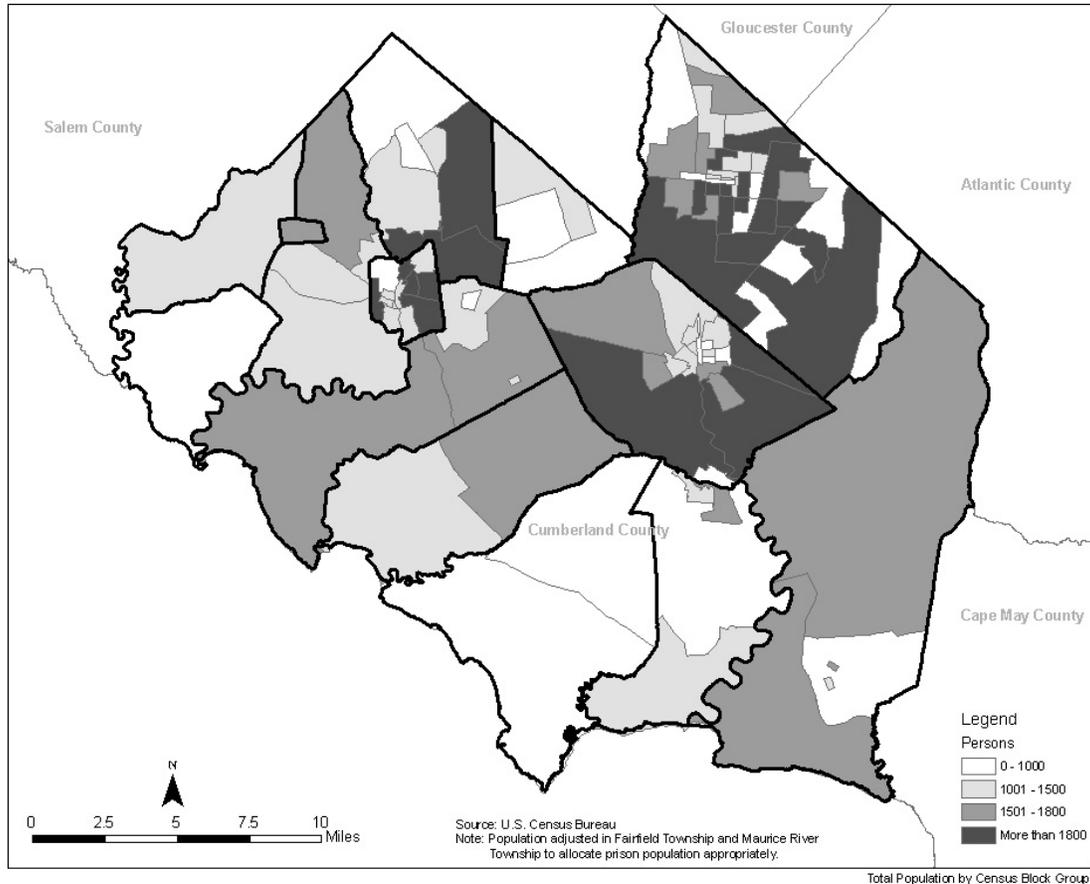
The following section analyzes each of the characteristics listed above for Cumberland County. The data presented and discussed in this section was obtained from the 2000 U.S. Census. For reference purposes, Figure 2 shows the various census tracts in Cumberland County along with the place names.

**Figure 2
Cumberland County Census Tracts and Census Places**



Population - The 2000 U.S. Census indicates that the total population in the Cumberland County is 146,438. Of this total population, 56,271 people (38.4 percent of the county population) live in Vineland, the largest municipality in the county. Another 26,847 people (18.3 percent) live in Millville and 22,771 (15.5 percent) in Bridgeton. The combined population of these three urban centers, 105,889 people, represents 72.3 percent of the overall county population. Figure 3 provides a graphical demonstration of the population levels throughout the county.

Figure 3
Total Population



Population Trends - As noted above, the 2000 U.S. Census indicates that the total population in the county area is 146,438. This represents an increase of 6.1 percent from the 1990 county population of 138,053. Table 8 provides population trend data for each municipality in the county between 1990 and 2000. It should be noted that the population figures for Bridgeton, Fairfield Township and Maurice River Township includes prison population. The map has been adjusted to reflect actual conditions placing the prison population in the appropriate geographical location. Prison population has been included here since public transportation services may be used for such programs as work release.

The municipality that experienced the largest growth in terms of the number of people was Bridgeton which added 3,829 people to its population, or an increase of 20.2 percent. On a percentage basis, the municipality with the largest growth rate was Shiloh Borough which grew by 30.9 percent or 126 residents. Millville and Vineland, the other two urban centers in the county other than Bridgeton, each grew by approximately 3.0 percent over the decade adding a combined 2,346 residents.

**Table 8
1990 – 2000 Population Trend by Municipality**

Municipality	1990 Population	2000 Population	Population Change 1990-2000	Percent Change 1990-2000
Bridgeton	18,492*	22,771*	3,829	20.2
Commercial Township	5,026	5,259	233	4.6
Deerfield Township	2,933	2,927	(6)	(0.2)
Downe Township	1,702	1,631	(71)	(4.2)
Fairfield Township	5,699*	6,283*	584	10.3
Greenwich Township	911	847	(64)	(7.0)
Hopewell Township	4,215	4,434	219	5.2
Lawrence Township	2,433	2,721	288	11.8
Maurice River Township	6,648*	6,928*	280	4.2
Millville	25,992	26,847	855	3.3
Shiloh Borough	408	534	126	30.9
Stow Creek Township	1,437	1,429	(8)	(0.6)
Upper Deerfield Township	6,927	7,556	629	9.1
Vineland	54,780	56,271	1,491	2.7
Total	138,053	146,438	8,385	6.1

Source: US Census

* Includes prison population

Table 8 also shows that while many Cumberland County municipalities grew between 1990 and 2000, the growth was minor in terms of both the number of residents and on a percentage basis. Also, 73.6 percent of the population growth in Cumberland County occurred in Bridgeton, Millville, and Vineland. Table 9 provides 2010 population projections for each municipality.

**Table 9
2010 Population Projections by Municipality**

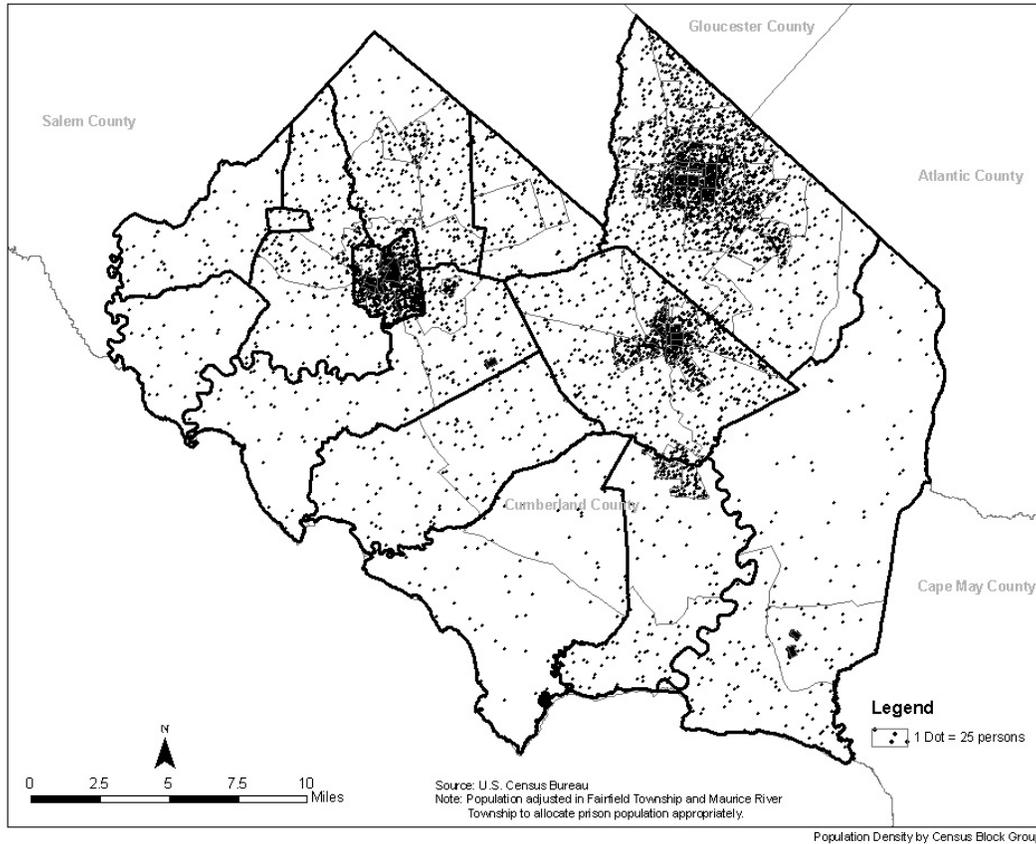
Municipality	2000 Population	Projected 2010 Population	Population Change 2000-2010	Percent Change 2000-2010
Bridgeton	22,771	24,350	1,579	6.9
Commercial Township	5,259	5,678	419	8.0
Deerfield Township	2,927	3,172	245	8.4
Downe Township	1,631	1,773	142	8.7
Fairfield Township	6,283	6,758	475	7.6
Greenwich Township	847	923	76	9.0
Hopewell Township	4,434	4,785	351	7.9
Lawrence Township	2,721	2,924	203	7.5
Maurice River Township	6,928	7,482	554	8.0
Millville	26,847	29,014	2,167	8.1
Shiloh Borough	534	568	34	6.4
Stow Creek Township	1,429	1,548	119	8.3
Upper Deerfield Township	7,556	8,134	578	7.6
Vineland	56,271	60,838	4,567	8.1
Total	146,438	157,947	11,509	7.9

Source: SJTPO Population Projections

Table 9 shows that the SJTPO projects the population of Cumberland County will grow by 7.9 percent between 2000 and 2010 to a total population of 157,947. It is projected that all municipalities in Cumberland County will add population throughout the decade with the bulk of the growth continuing to occur in Bridgeton, Millville and Vineland. The projected combined population growth of 8,313 in these three municipalities represents 72.2 percent of the total projected growth in the county.

Population Density - A critical factor impacting the viability of public transportation service is the density of residential development. Public transportation tends to attract more riders in denser areas for many reasons, including the fact that densely populated regions tend to include a diversity of income and age groups. Also, denser development patterns tend to include a mix of uses and are characterized by pedestrian friendly design thereby facilitating the use of public transportation service. Cumberland County contains 489.3 square miles of land area. With a total population of 146,438, the county has an overall population density of 299.3 persons per square mile. However, the population of certain municipalities is concentrated in much smaller areas than others. Figure 4 illustrates population density throughout the county.

**Figure 4
Population Density**



The figure illustrates that the highest densities of population exist in parts of Bridgeton, Millville and Vineland. Parts of these municipalities are characterized by population densities of 4,000 persons per square mile or above. Almost all parts of these three municipalities have population densities of at least 1,000 persons per square mile. The remainder of the county is characterized by population densities of less than 1,000 persons per square mile.

While no single measure exists, it is generally recognized that densities in excess of 2,500 persons per square mile are necessary to make traditional frequent fixed route bus service viable. Demand response or flexible fixed routes are more appropriate for areas with population densities below that level. This would indicate that traditional frequent fixed route services would only be viable in a limited number of areas of Cumberland County.

Senior Citizen Population - There are several “target” market groups for public and human service transportation. These groups generally have limited transportation mode choices so that, in most cases, they must rely on public or human service transportation services to travel because they are either not able to drive or do not have access to an automobile. Senior citizens (persons 60 years old and older) are one of these groups. There are 24,431 people age 60 and

over in Cumberland County. This represents 16.7 percent of the overall county population which is similar to the statewide average of 17.1 percent. Figure 5 shows the geographic distribution of the senior citizen population throughout Cumberland County. The figure shows that the largest senior populations exist in parts of Bridgeton, Upper Deerfield, Millville and Vineland.

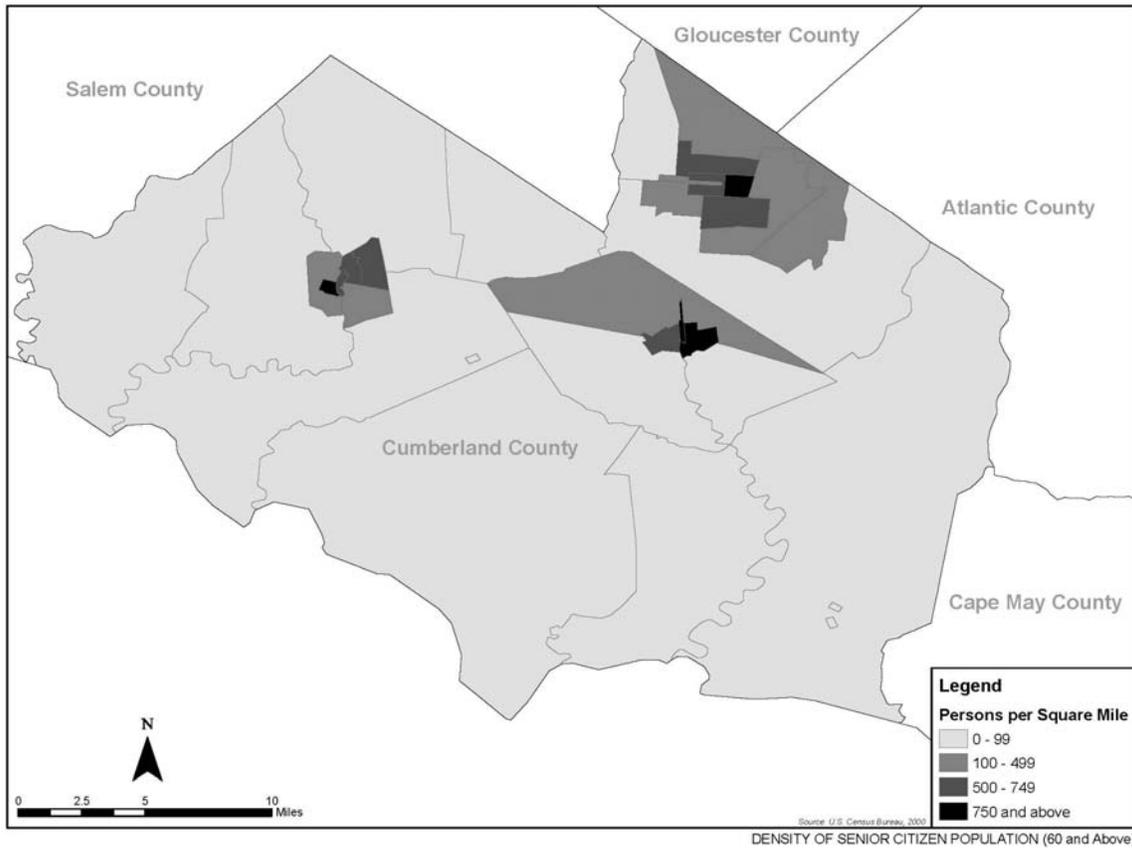
Figure 5
Senior Citizen Population (60 and Above)



Senior Citizen Population (60 and Above) by Census Block Group

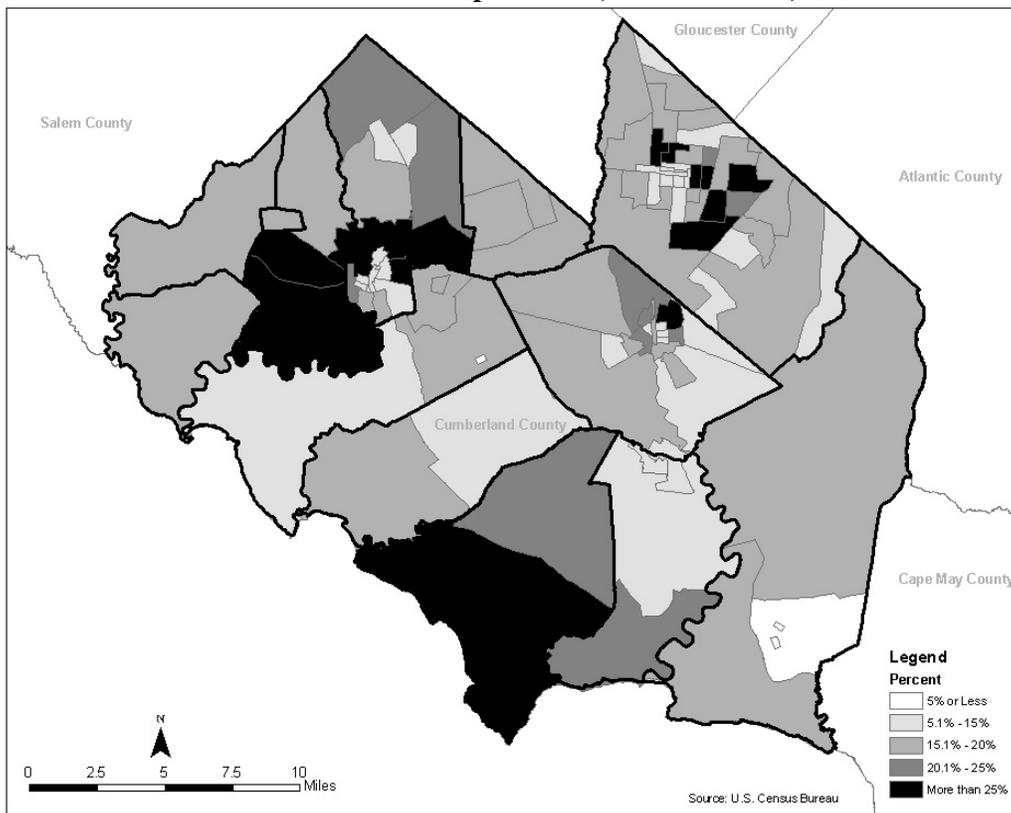
Figure 6 shows that the areas with the highest density of the senior population are located in areas of Bridgeton, Millville and Vineland where there is senior population density of 750 persons per square mile or more. Other areas of these three municipalities as well as the immediately surrounding areas exhibit senior population density rates of 100 persons per square mile or more. The remainder of the county exhibits rates of less than 100 persons per square mile.

**Figure 6
Density of Senior Population (60 and Above)**



Another way to measure the prevalence of this population within each block group is to examine the percent of the overall block group population encompassed by the senior population. Figure 7 shows that the block groups in which seniors make up the highest percentage of overall population are located in parts of Hopewell, Downe Township, Bridgeton, Upper Deerfield, Millville and Vineland where seniors make up more than 25.0 percent of the population. Northern Downe Township, southern Commercial Township and a portion of Upper Deerfield have a senior citizen population between 20.1 percent and 25.0 percent. In the remainder of the county, the senior population accounts for 20.0 percent of the population or less.

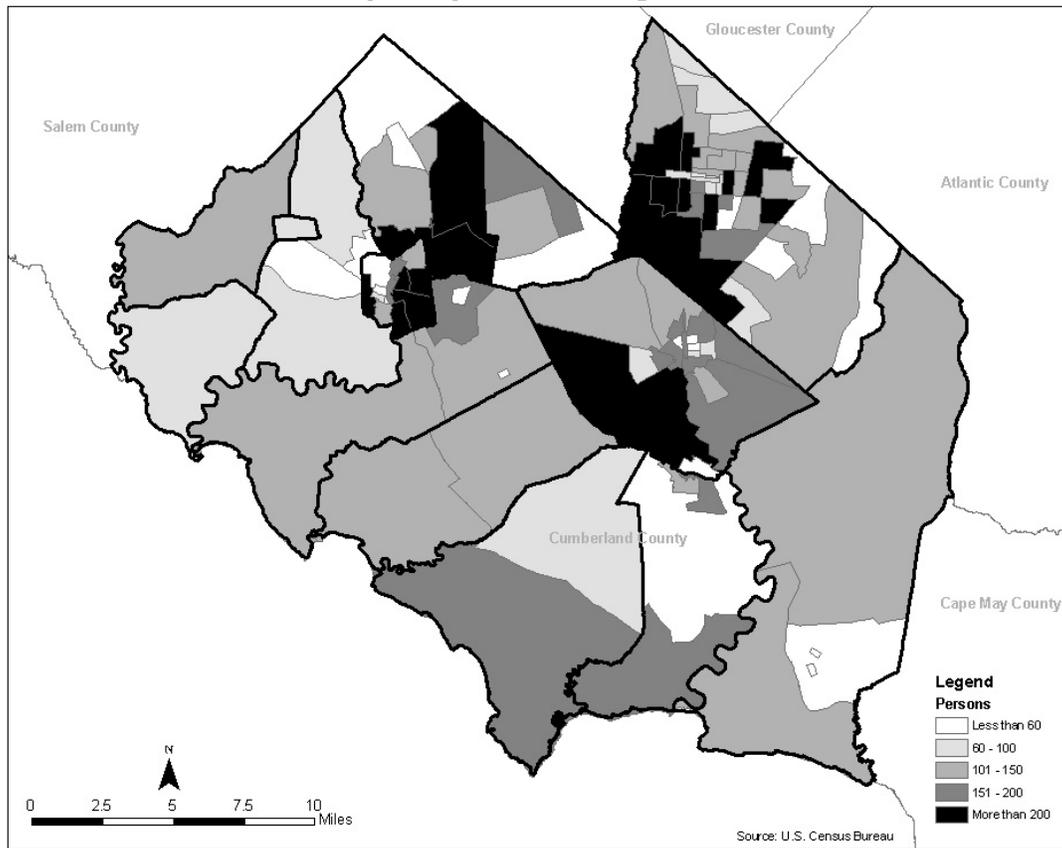
Figure 7
Percent Senior Population (60 and Above)



Percent Senior Citizen Population (60 and Above) by Census Block Group

Persons with Physical Disabilities - A second population that is often disproportionately reliant on public and human service transportation services are those with some type of physical disability. In many instances, the disability experienced by these people precludes them from driving an automobile. The Census shows that there are 13,044 persons with such disabilities in Cumberland County. This represents 8.9 percent of the population overall. Figure 8 depicts the geographic distribution of this population. The figure shows that this population has more than 200 persons per block group in Upper Deerfield, Bridgeton, Millville and Vineland.

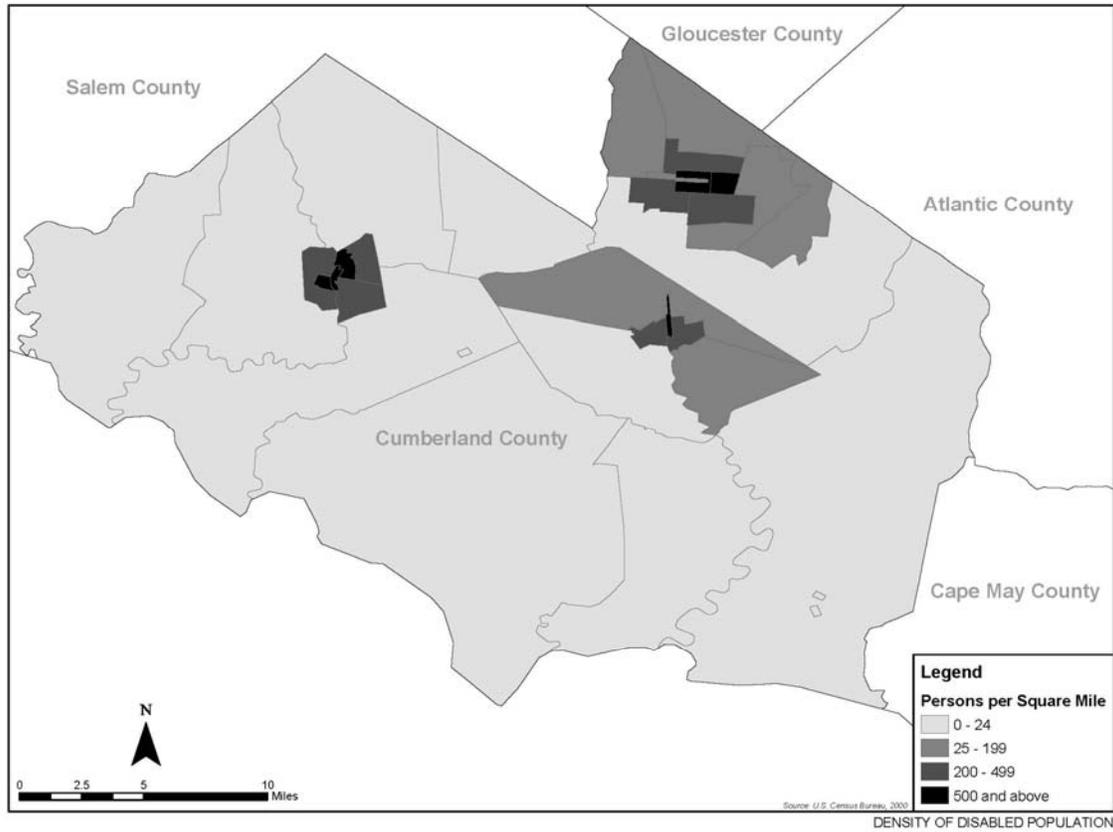
Figure 8
Physically Disabled Population



Persons with Physical Disability by Census Block Group

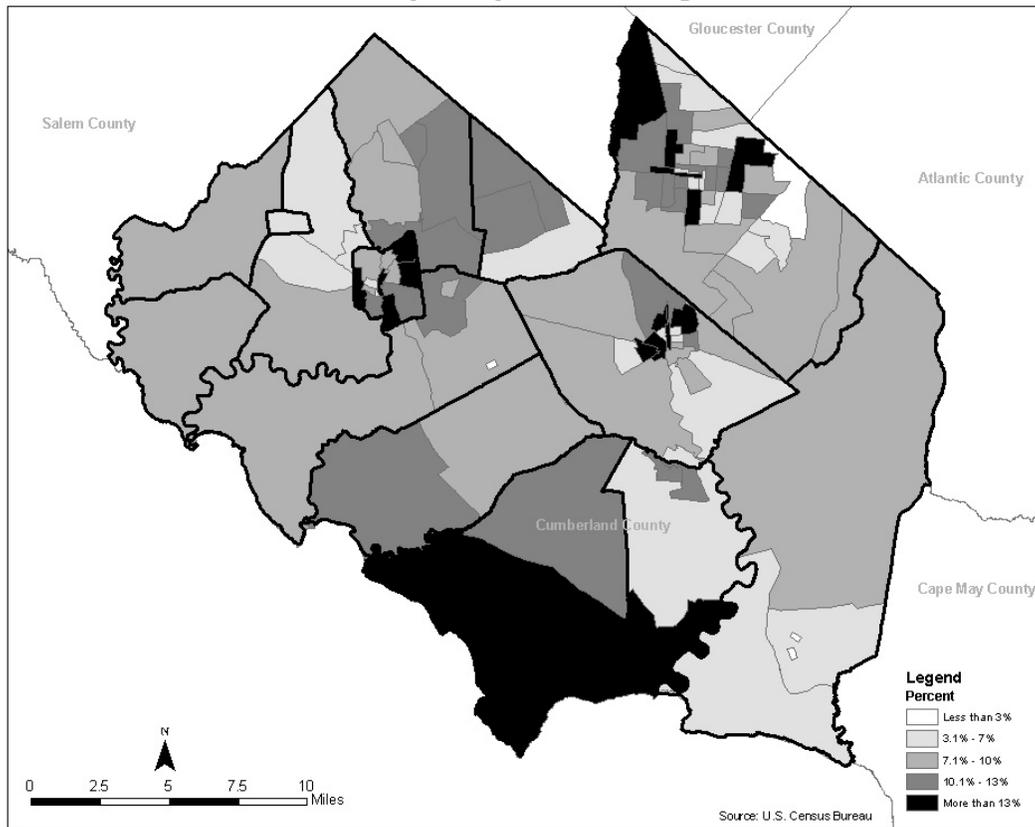
Figure 9 provides the density levels of persons with disabilities for each tract. This figure shows that highest densities of persons with disabilities are located in the downtown areas of Bridgeton, Millville and Vineland and the areas surrounding the downtowns.

**Figure 9
Density of Physically Disabled Population**



On a percentage basis, Figure 10 shows that the population of persons with disabilities is fairly evenly distributed throughout the county with the highest percentage figures existing in block groups in the northwest portion of Vineland as well as areas of Bridgeton, Millville and Downe Township where the population with disabilities accounts for 13.0 percent or more the total population. The population of persons with disabilities accounts for between 7.1 and 10.0 percent of the population in tracts surrounding downtown Millville, parts of Bridgeton and Vineland as well as the central portion of the county.

Figure 10
Percent Physically Disabled Population

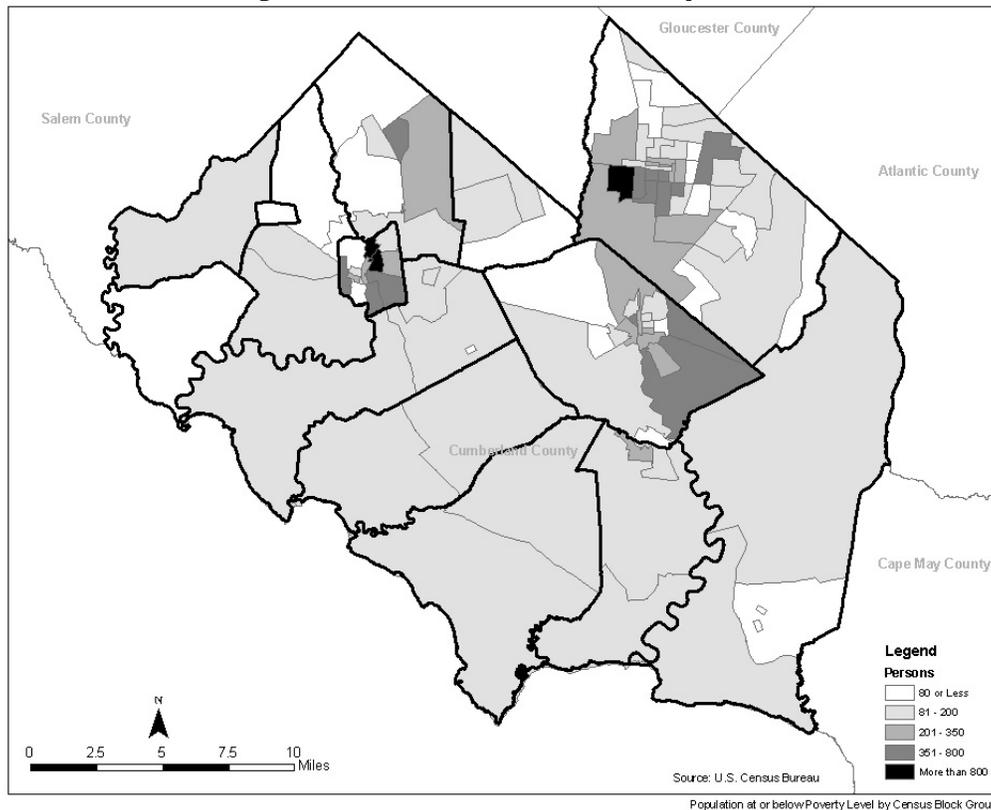


Percent Persons with Physical Disability by Census Block Group

Persons at or Below the Poverty Level - Another important target population for public and human service transportation includes people living at or below the defined poverty level. Lower income persons tend to rely more heavily on public or human service 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. The 2000 U.S. Census showed a total of 20,367 persons in Cumberland County living at or below the poverty level which represents 13.9 percent of the county population.

Figure 11 shows the overall population of persons living at or below the poverty level in each block group in Cumberland County. The figure shows that the block groups with the largest number of this population exist in areas of Vineland and Bridgeton. Block groups with 351 to 800 persons in this category are located in Bridgeton Millville, Vineland and Seabrook. Laurel Lake has a block group with between 201 and 350 persons living at or below the poverty level.

Figure 11
Population at or Below the Poverty Level



In terms of density, Figure 12 shows that the areas with the highest densities of persons living at or below the poverty level are in Bridgton, Millville and Vineland. Throughout the remainder of the county, the density of persons living at or below the poverty level is below 200 persons per square mile.

Figure 12
Density of Population at or Below the Poverty Level

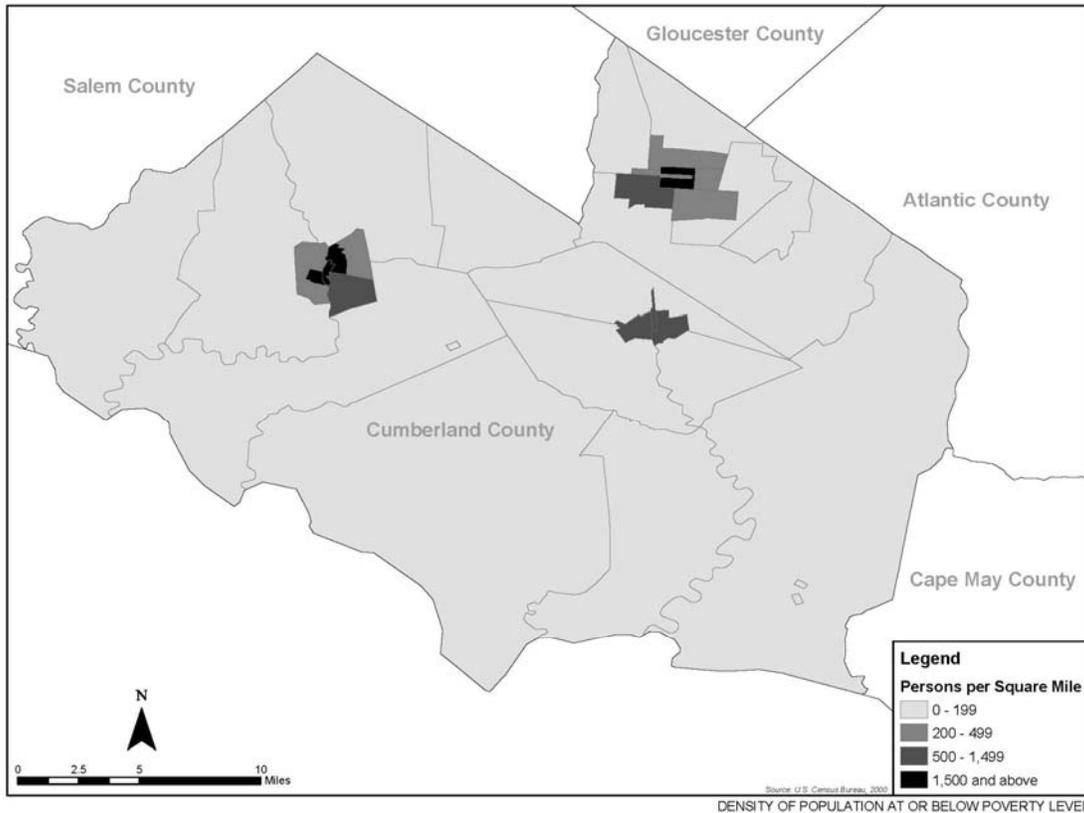
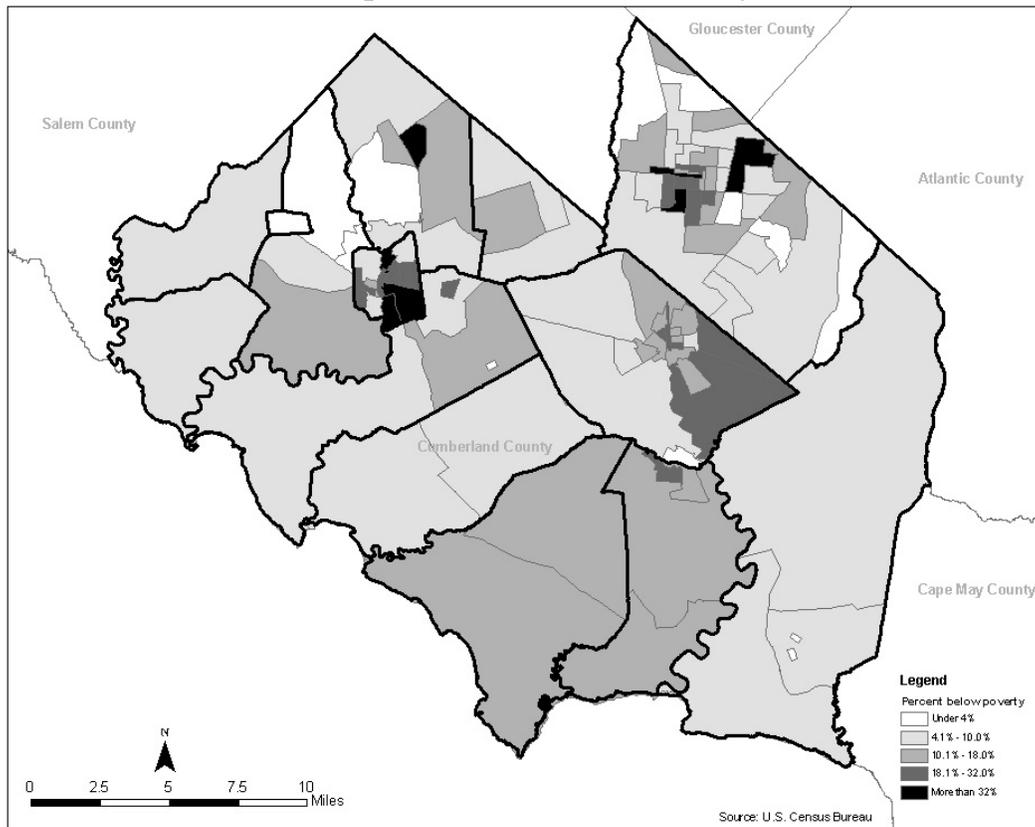


Figure 13 shows that the block groups with the largest percent of the population living at or below the poverty level are in Bridgton, Vineland and Seabrook where 32 percent or more of the population lives at or below the poverty level. Block groups within Bridgeton, Millville and Vineland as well as Seabrook have 18.1 percent to 32 percent of their population living at or below the poverty level. Persons at or below the poverty level comprise 18.0 percent or less of the population in the remaining block groups in the county.

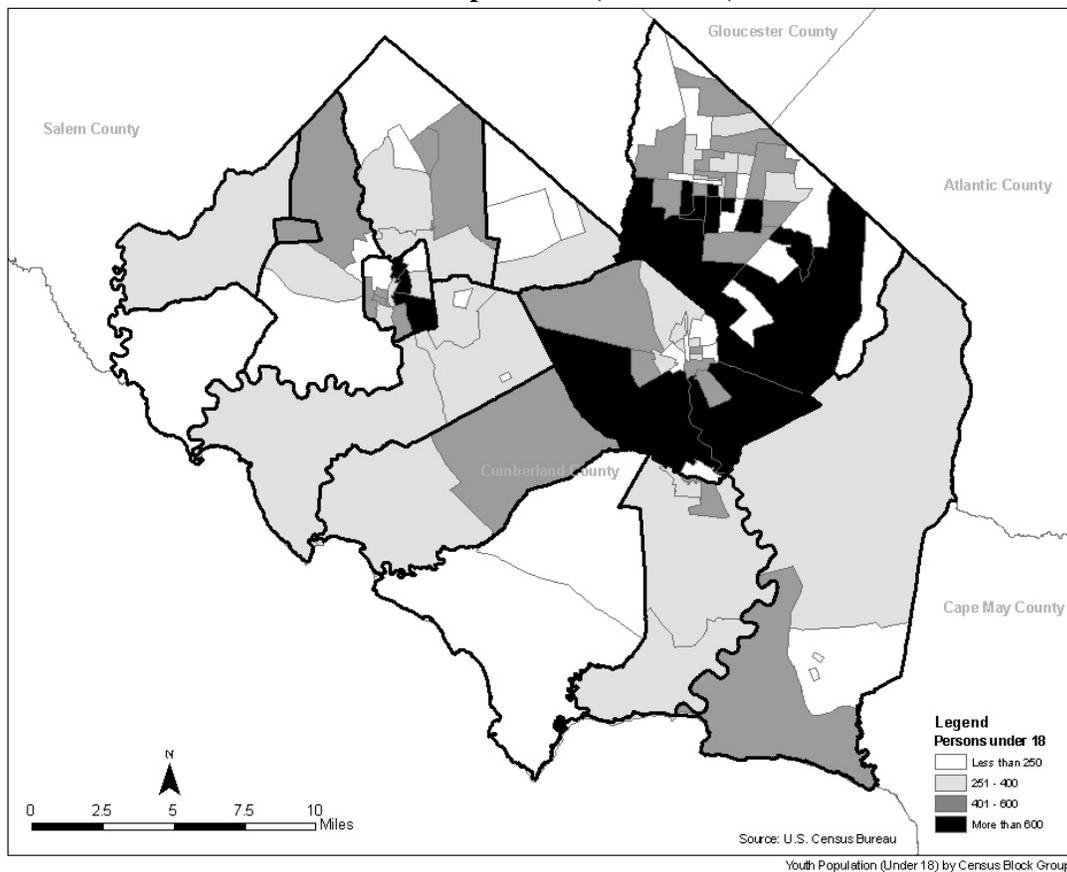
Figure 13
Percent Population at or Below Poverty Level



Percent Population at or below Poverty Level by Census Block Group

Youth Population - The youth population (persons under 18 years old) is another group which generally relies more heavily than the general public on public or human service transportation services, as many are unable to drive legally or have no access to a car. The 2000 U.S. Census showed that there were 37,180 persons under the age of 18 in Cumberland County which represents 25.4 percent of the county population. Figure 14 shows the overall number of youth in each block group throughout the county. The figure shows that the highest numbers of youth are located in block groups in Bridgeton, Millville and Vineland where at least 600 person under 18 live.

Figure 14
Youth Population (Under 18)



On a density basis, Figure 15 shows that the highest densities of youth exist in central Bridgton, Millville and Vineland where densities of youth population are 100 persons per square mile or higher with some tracts exhibiting densities of 1,750 persons per square mile or more.

Figure 15
Density of Youth Population (Under 18)

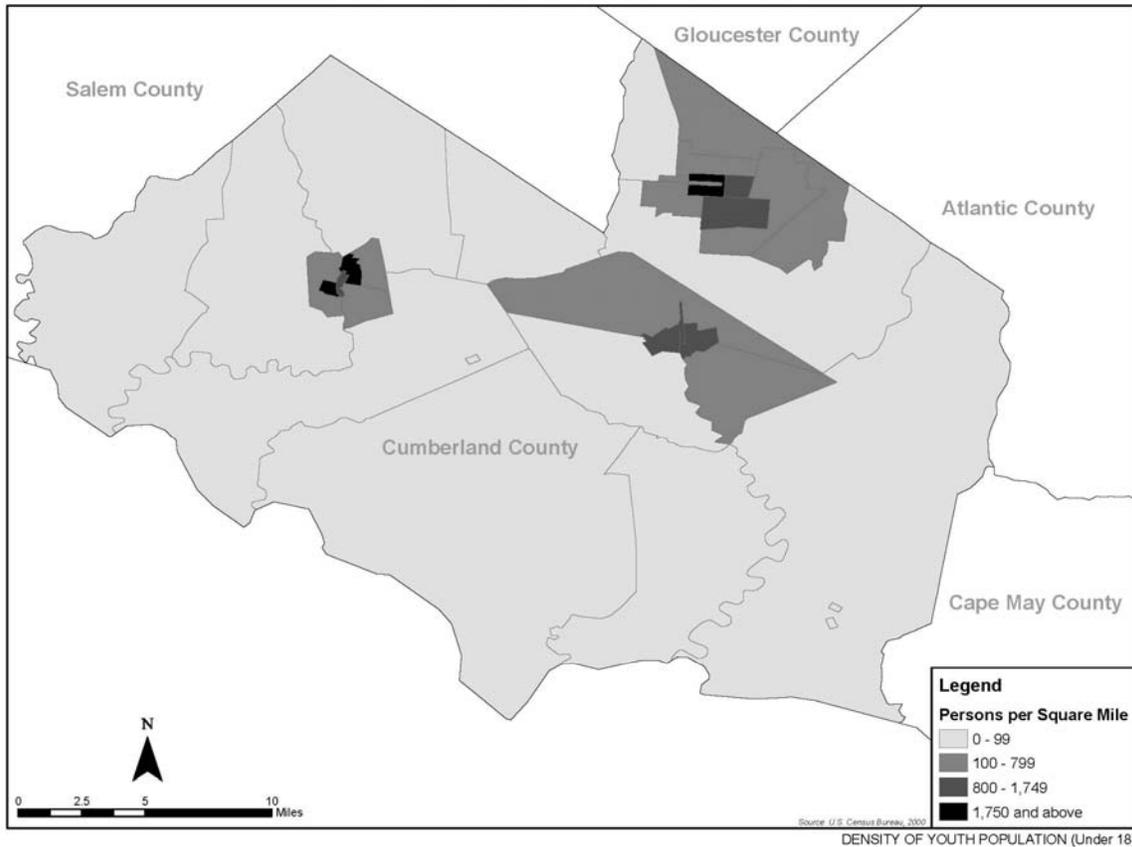
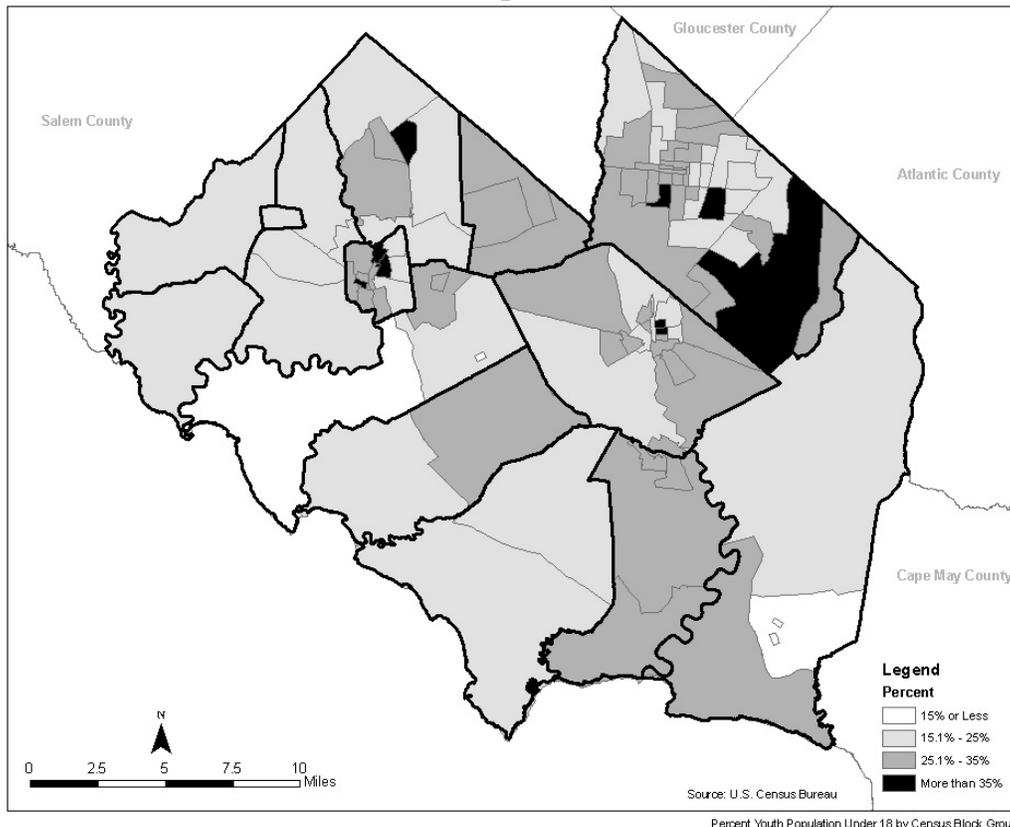


Figure 16 shows that the block groups with the highest percentage of youth population are located in Bridgton, Millville, Seabrook and Vineland where the youth population comprises 35.0 percent or more of the tract population. The youth population comprises between 25.1 and 35 percent of the block group population throughout much of the central portion of the county. Throughout the remainder of the county, the youth population comprises 25.0 percent or less of each block group population.

Figure 16
Percent Youth Population (Under 18)



Economic Indicators

The need for and the nature of the public and human service transportation in an area also depends on certain economic factors including the size and density of the labor force residing in the area as well as the amount of employment in the area and the density of the employment. Related to these measures are the commuting patterns and habits of both the labor force and the employees in a given area. The data used to understand these commuting patterns and habits is commonly referred to as journey to work data. It is essential to understand the labor force, employment and journey to work factors when planning for employment related transportation services. This section analyzes these factors for Cumberland County.

Labor Force – The labor force in a given area is defined by the Census as persons over 16 years of age residing in a block group who are either employed or are actively seeking employment. Figure 17 illustrates the distribution of the labor force throughout Cumberland County. The figure shows that the labor force is distributed throughout the county with most block groups containing more than 350 members of the labor force. The tracts with the highest number of members of the labor force (i.e., more than 1,150) are in Bridgeton, Millville and Vineland.

Figure 17
Labor Force

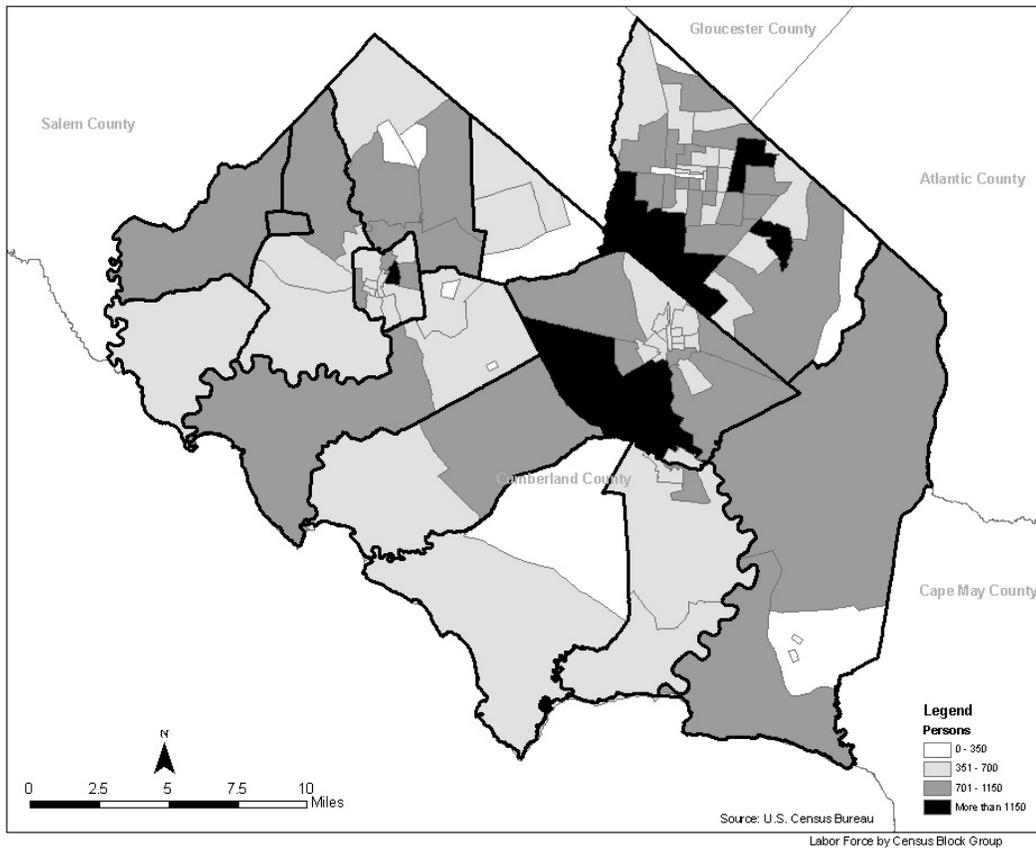
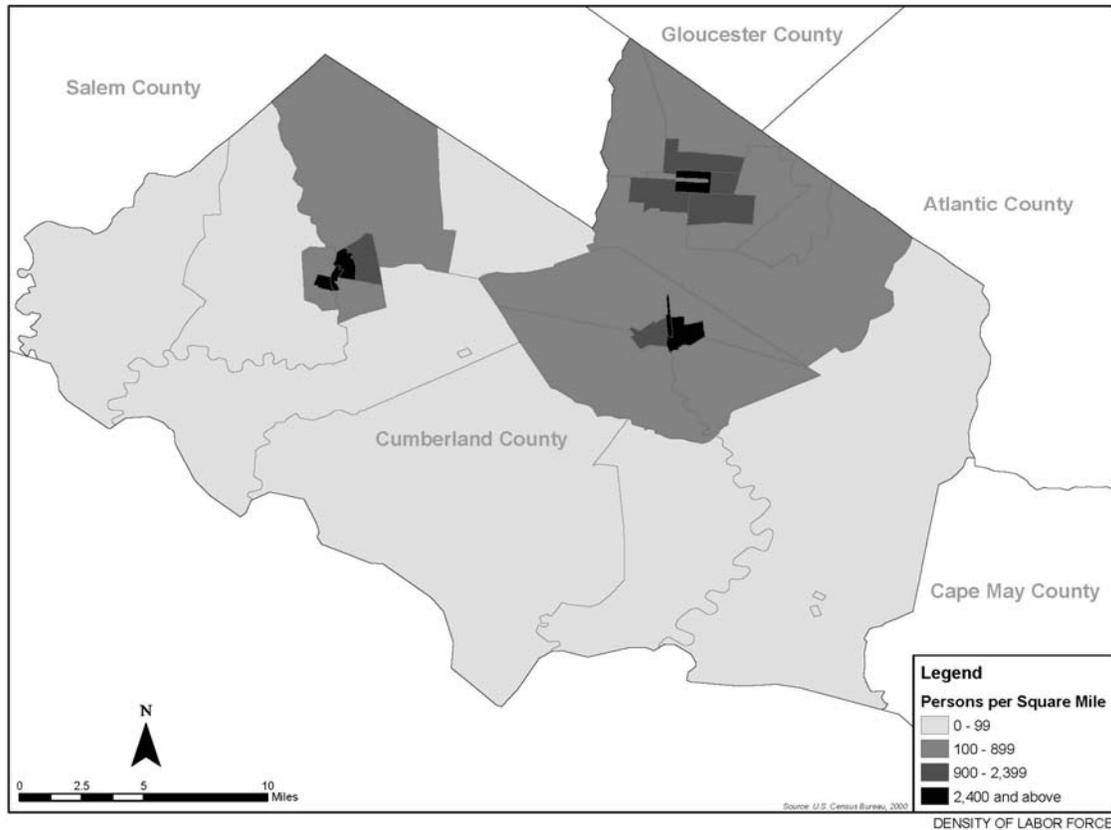


Figure 18 shows the density of the labor force. The figure shows that the heaviest densities of labor force exist in the downtown areas of Bridgeton, Millville and Vineland and the surrounding areas where there are at least 100 members of the labor force per square mile with some areas exhibiting densities of 900 persons per square mile or more.

**Figure 18
Density of Labor Force**



A valuable indicator of the types of employment based public transportation services that are needed is the commuting pattern of the labor force in the service area. As part of the U.S. Census, one in every six households received the long version of the census form which asks questions regarding the location at which the members of the household work and the mode by which they make their commute. This data is then compiled at the state, county and municipal level. Table 10 provides the figures for the five most common counties to which Cumberland County residents commute.

**Table 10
County to County Labor Force Commuting Trip Data**

From Cumberland County To:	Total Commuters	Total Commute by Public Transportation
Cumberland County, NJ	43,645	565
Atlantic County, NJ	4,930	394
Gloucester County, NJ	2,240	55
Salem County, NJ	1,875	20
Cape May County, NJ	1,160	0

Source: CTPP 2000 Part 3 – Journey to Work Table

Table 10 shows that the most common work commute for Cumberland County residents is to work locations within Cumberland County. A total of 81 percent of commuters stay within the county. The second and third most common commuting destinations are the neighboring counties of Atlantic and Gloucester. A total of 565 Cumberland County residents commute to work locations in Cumberland County and 394 residents commute to Atlantic County use public transportation to make their work trip. Only a minimal number of those commuting to the other counties use public transportation for that purpose.

Table 11 provides information for each municipality in Cumberland County and lists the top five municipalities to which the labor force residing in that municipality commutes. The data shows that for almost every municipality in Cumberland County, the five most common commute destination municipalities are also in Cumberland County with Bridgeton, Millville and Vineland being among the most common commuting destinations for most municipalities.

The other aspect of the commuting habits of the Cumberland County labor force is the mode of transportation that they use to make their commute. Table 10 and Table 11 show the level of transit use for the most common commuting patterns is minimal among the labor force in Cumberland County.

**Table 11
Top Five Municipalities of Work Location by Municipality of Residence**

Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
Bridgeton	Bridgeton	Cumberland	1,955	55
	Vineland	Cumberland	1,345	65
	Millville	Cumberland	600	4
	Upper Deerfield Twp.	Cumberland	565	15
	Deerfield Twp.	Cumberland	255	0
Commercial Twp.	Millville	Cumberland	545	0
	Vineland	Cumberland	515	4
	Commercial Twp.	Cumberland	330	0
	Bridgeton	Cumberland	130	0
	Woodbine Borough	Cumberland	60	0
Deerfield Twp.	Vineland	Cumberland	310	0
	Deerfield Twp.	Cumberland	240	0
	Millville	Cumberland	155	4
	Bridgeton	Cumberland	135	0
	Woodbine Borough	Cumberland	65	0
Downe Twp.	Millville	Cumberland	130	0
	Vineland	Cumberland	130	0
	Downe Twp.	Cumberland	90	0
	Bridgeton	Cumberland	35	0
	Deerfield Twp.	Cumberland	30	0
	Hopewell Twp.	Cumberland	30	0
Fairfield Twp.	Vineland	Cumberland	400	0
	Bridgeton	Cumberland	330	0
	Millville	Cumberland	330	0
	Fairfield Twp.	Cumberland	250	0
	Hopewell Twp.	Cumberland	90	4
Greenwich Twp.	Bridgeton	Cumberland	70	0
	Greenwich Twp.	Cumberland	55	0
	Vineland	Cumberland	50	0
	Millville	Cumberland	40	0
	Upper Deerfield Twp.	Cumberland	40	0
Hopewell Twp.	Bridgeton	Cumberland	460	0
	Vineland	Cumberland	340	0
	Hopewell Twp.	Cumberland	230	0
	Upper Deerfield Twp.	Cumberland	230	0
	Millville	Cumberland	175	0
Lawrence Twp.	Vineland	Cumberland	285	0
	Millville	Cumberland	230	0
	Lawrence Twp.	Cumberland	145	0
	Upper Deerfield Twp.	Cumberland	70	0
	Bridgeton	Cumberland	65	0

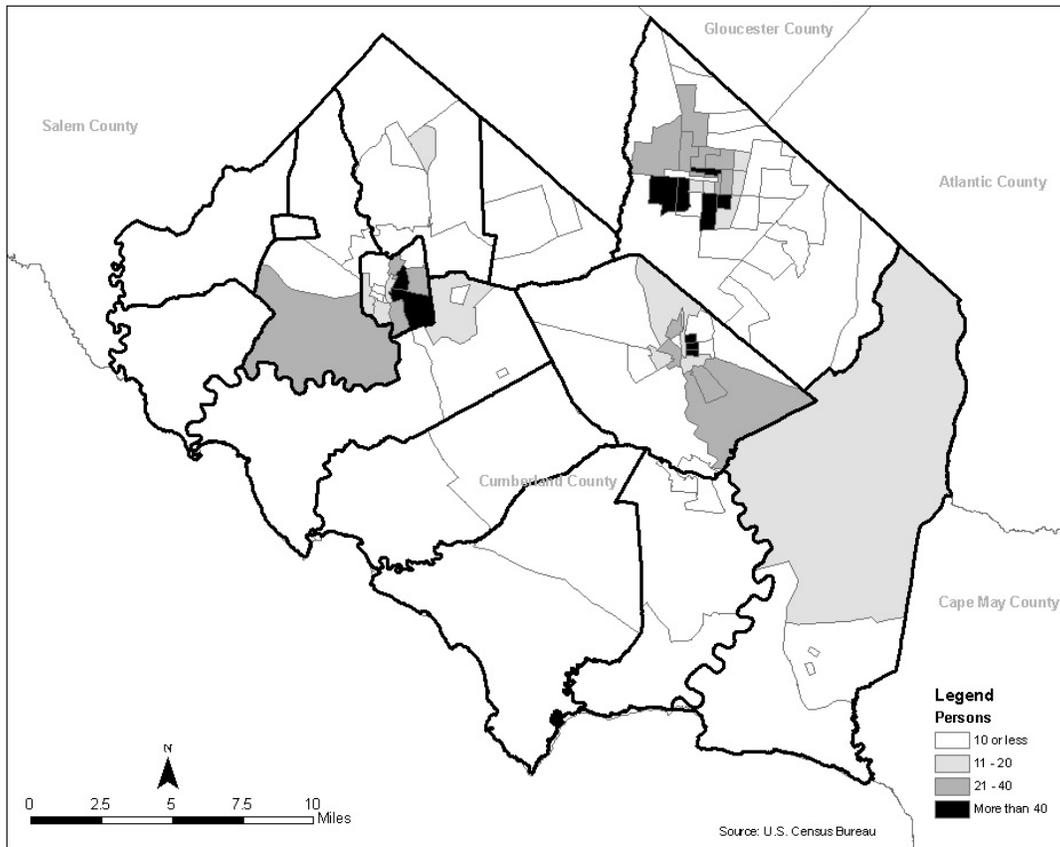
*South Jersey Transportation Planning Organization
Regional Human Services Transportation Plan*

Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
Maurice River Twp.	Vineland	Cumberland	490	0
	Millville	Cumberland	315	4
	Maurice River Twp.	Cumberland	105	0
	Woodbine Borough	Cape May	60	0
	Fairfield Twp.	Cumberland	60	4
Millville	Millville	Cumberland	4,335	45
	Vineland	Cumberland	3,450	125
	Bridgeton	Cumberland	500	20
	Fairfield Twp.	Cumberland	200	30
	Atlantic City	Atlantic	195	35
Shiloh Borough	Upper Deerfield Twp.	Cumberland	65	0
	Bridgeton	Cumberland	40	0
	Vineland	Cumberland	35	0
	Hopewell Twp.	Cumberland	25	0
	Deerfield Twp.	Cumberland	20	0
Stow Creek Twp.	Bridgeton	Cumberland	110	0
	Stow Creek Twp.	Cumberland	85	0
	Vineland	Cumberland	70	0
	Upper Deerfield Twp.	Cumberland	55	0
	Deerfield Twp.	Cumberland	50	0
	Hopewell Twp.	Cumberland	50	0
Upper Deerfield Twp.	Upper Deerfield Twp.	Cumberland	685	0
	Bridgeton	Cumberland	625	10
	Vineland	Cumberland	450	4
	Millville	Cumberland	305	0
	Deerfield Twp.	Cumberland	250	0
Vineland	Vineland	Cumberland	13,310	4
	Millville	Cumberland	2,035	40
	Atlantic City	Atlantic	885	195
	Bridgeton	Cumberland	790	4
	Upper Deerfield Twp.	Cumberland	380	25

Source: Bureau of Transportation Statistics, CTP Package 2000 Part 3 – Journey to Work Tables

Figure 19 shows the number of people in the labor force within each block group that commute to work using public transportation. It should be noted that people who commute using a taxi are included in this group. It is important to include people who commute by taxi since they are a potential target market for public and human service transportation services.

Figure 19
Persons in Labor Force Commuting by Public Transportation



Persons in Labor Force Using Public Transportation by Census Block Group

Figure 19 shows that the block groups with the highest number of people in the labor force commuting by public transportation are in the downtown areas of Bridgeton, Millville and Vineland. Those block groups have over 40 residents commuting by public transportation. A number of block groups in the surrounding areas have between 21 and 40 residents commuting by public transportation. Fewer than 20 residents commute via public transportation in each of the remaining block groups in the county.

Figure 20 shows the density of labor force commuting by public transportation for each census tract. The highest densities of labor force commuting by public transportation are in Bridgeton, Millville and Vineland.

Figure 20
Density of Labor Force Commuting by Public Transportation

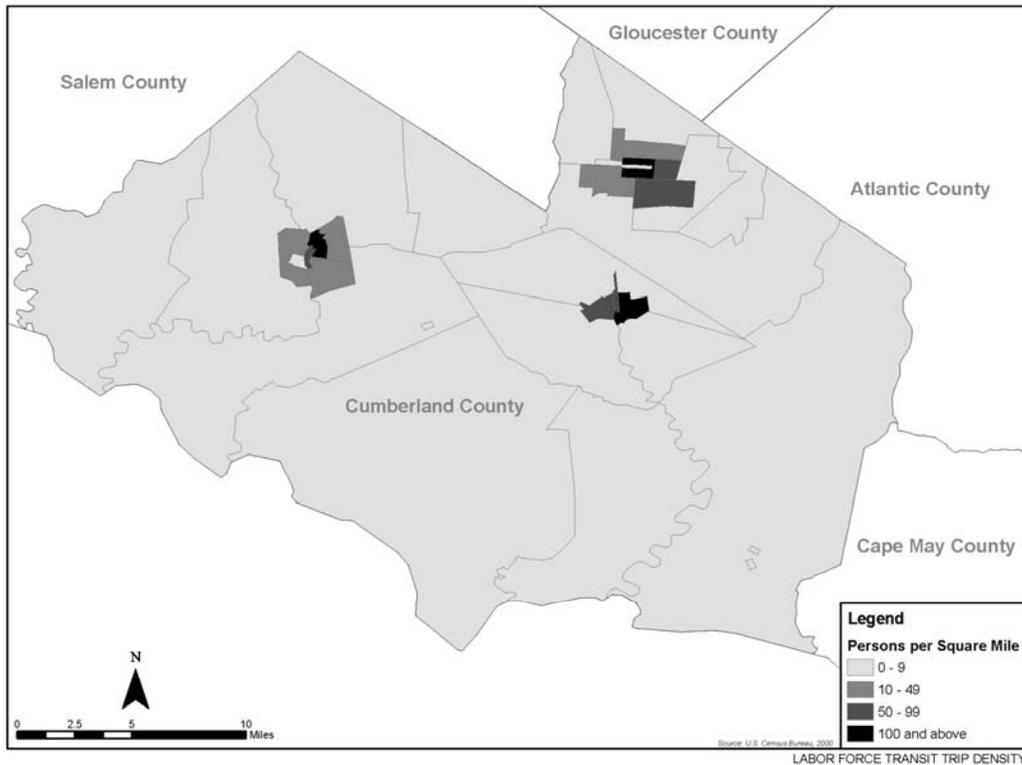
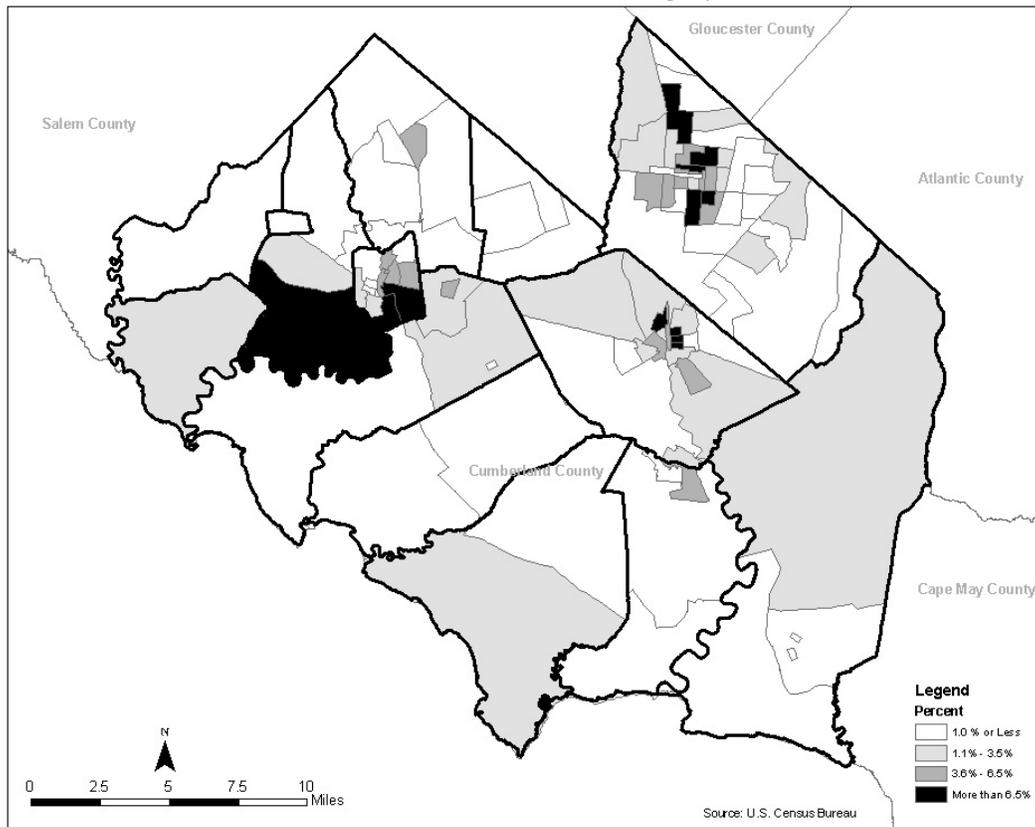


Figure 21 shows that the block groups in which the highest percentage of the labor force commutes by transit are located in Bridgeton, Hopewell, Millville and Vineland with more than 6.5 percent using public transportation. In parts of Bridgeton, Millville, Vineland, Laurel Lake, Seabrook and an area of Fairfiled Township 3.6 percent to 6.5 percent of the labor force commutes by public transit. Less than 3.5 percent of the labor force commutes by public transportation from the remaining block groups in the county.

Figure 21
Percent Labor Force Commuting by Transit



Percent Persons in Labor Force Using Public Transportation by Census Block Group

Employment – Employment in a municipality is defined by the Census Bureau as the number of persons identifying a work location in that municipality. Again, this data is derived from the long form of the Census issued to one in six households. Figure 22 illustrates the distribution of employment throughout the county. The figure shows that there are more than 11,100 persons working in Vineland, between 3,001 to 11,100 working in Bridgeton and Millville and between 1,226 and 3,000 people working in each Upper Deerfield, Deerfield and Fairfield Townships. All other municipalities in the county show employment at 1,225 persons or less.

Figure 22
Employment (Persons with Work Location in Municipality)



Figure 23 shows the density of employment in each census tract. The figure shows that the heaviest densities of employment exist in the tracts in Bridgeton, Millville and Vineland and the surrounding areas where 100 or more persons working in the tract per square mile. Certain tracts of Bridgeton, Millville and Vineland exhibit employment densities of 2,000 persons working in the tract per square mile or more. The remainder of the county has employment densities of less than 100 persons working per square mile.

Figure 23
Density of Employment

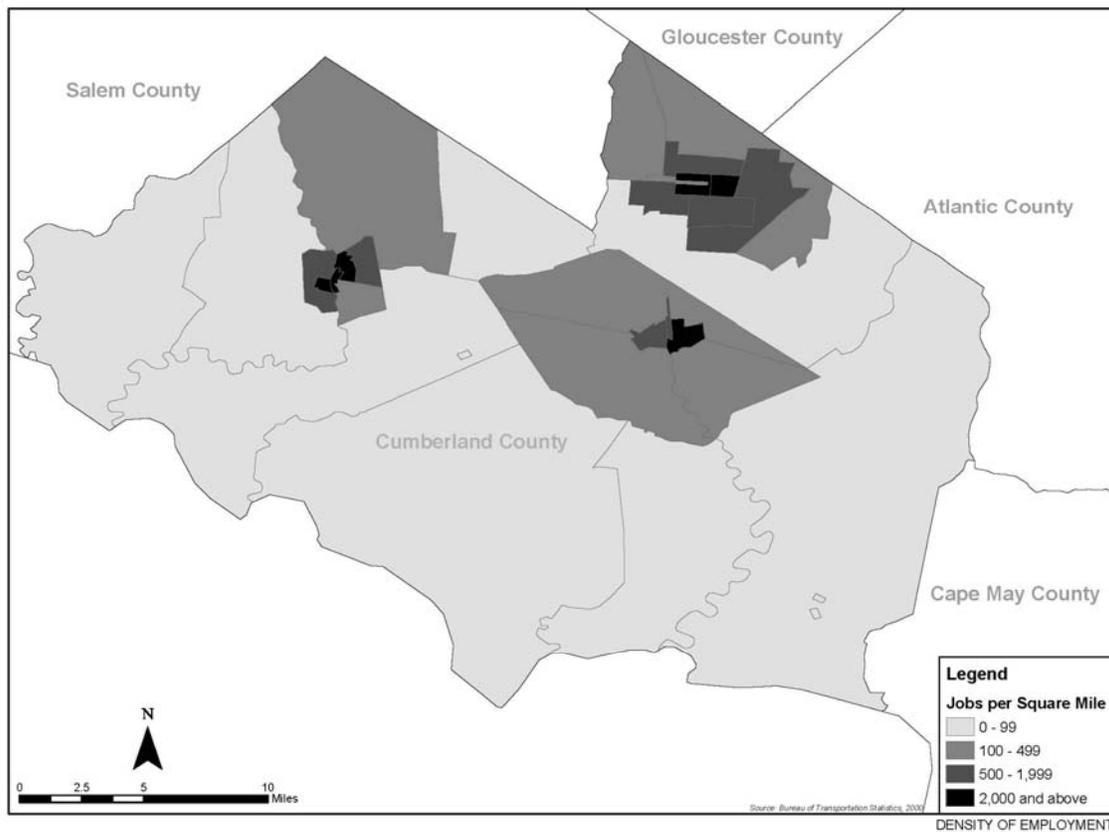


Table 12 provides the year 2000 employment numbers gathered by the SJTPO for each municipality as well as the 2010 employment projections prepared by SJTPO. This data is based on an a database prepared by a consultant for SJTPO which drew information from New Jersey Department of Labor records and economic databases developed by Moody's. The table shows that the SJTPO projects that Cumberland County will add 10,428 jobs between 2000 and 2010 which represents a 17.3 percent increase. It is projected that 9,243 of these new jobs, or 88.6 percent, will be in either Bridgeton, Millville or Vineland.

**Table 12
2010 Employment Projections by Municipality**

Municipality	2000 Employment	Projected 2010 Employment	Employment Change 2000-2010	Percent Change 2000-2010
Bridgeton	9,176	11,398	2,222	24.2
Commercial Township	651	739	88	13.5
Deerfield Township	1,033	1,139	106	10.3
Downe Township	236	274	38	16.1
Fairfield Township	802	854	52	6.5
Greenwich Township	106	112	6	5.7
Hopewell Township	230	322	92	40.0
Lawrence Township	708	795	87	12.3
Maurice River Township	2,019	2,493	474	23.5
Millville	12,582	14,525	1,943	15.4
Shiloh Borough	142	161	19	13.4
Stow Creek Township	129	163	34	26.4
Upper Deerfield Township	1,793	1,982	189	10.5
Vineland	30,793	35,871	5,078	16.5
Total	60,400	70,828	10,428	17.3

Source: SJTPO Employment Projections

Table 13 provides information for each municipality in Cumberland County and lists the top five municipalities from which employees commute. The data shows that for almost every municipality in Cumberland County, the five most common commute origin municipalities are also in Cumberland County with Bridgeton, Millville and Vineland being among the five most common commuting origin municipalities for most municipalities in the county. Vineland has the highest number of employees commuting into the municipality from origins outside of Cumberland County. A total of 935 employees commute into Vineland from Pittsgrove Township in Salem County and 710 employees commuting from Franklin Township in Gloucester County.

Table 13
Top Five Municipalities of Residence Location by Municipality of Employment

Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
Bridgeton	Bridgeton	Cumberland	1,955	55
	Vineland	Cumberland	790	4
	Upper Deerfield Twp.	Cumberland	625	10
	Millville	Cumberland	500	20
	Hopewell Twp.	Cumberland	460	0
Commercial Twp.	Commercial Twp.	Cumberland	330	0
	Millville	Cumberland	55	0
	Bridgeton	Cumberland	40	0
	Vineland	Cumberland	40	0
	Downe Twp.	Cumberland	25	0
Deerfield Twp.	Bridgeton	Cumberland	255	0
	Upper Deerfield Twp.	Cumberland	250	0
	Vineland	Cumberland	245	4
	Deerfield Twp.	Cumberland	240	0
	Pittsgrove Twp.	Salem	175	0
Downe Twp.	Downe Twp.	Cumberland	90	0
	Vineland	Cumberland	60	0
	Millville	Cumberland	45	0
	Fairfield Twp.	Cumberland	40	0
	Lawrence Twp.	Cumberland	25	0
	Commercial Twp.	Cumberland	25	0
Fairfield Twp.	Fairfield Twp.	Cumberland	250	0
	Millville	Cumberland	200	30
	Vineland	Cumberland	160	4
	Bridgeton	Cumberland	125	0
	Upper Deerfield Twp.	Cumberland	95	0
Greenwich Twp.	Greenwich Twp.	Cumberland	55	0
	Pittsgrove Twp.	Salem	10	0
	Alloway Twp.	Salem	4	0
	Stow Creek Twp.	Cumberland	4	0
	Upper Deerfield Twp.	Cumberland	4	0
	Vineland	Cumberland	4	0
Hopewell Twp.	Hopewell Twp.	Cumberland	230	0
	Bridgeton	Cumberland	190	0
	Millville	Cumberland	140	0
	Upper Deerfield Twp.	Cumberland	115	0
	Vineland	Cumberland	95	30
Lawrence Twp.	Lawrence Twp.	Cumberland	145	0
	Vineland	Cumberland	65	0
	Bridgeton	Cumberland	50	0
	Fairfield Twp.	Cumberland	30	0

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Regional Human Services Transportation Plan*

Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
	Commercial Twp.	Cumberland	25	0
Maurice River Twp.	Maurice River Twp.	Cumberland	105	0
	Vineland	Cumberland	55	0
	Millville	Cumberland	50	0
	Lawrence Twp.	Cumberland	30	0
	Pemberton Township	Burlington	15	0
Millville	Millville	Cumberland	4,335	45
	Vineland	Cumberland	2,035	40
	Bridgeton	Cumberland	600	4
	Commercial Twp.	Cumberland	545	0
	Fairfield Twp.	Cumberland	330	0
Shiloh Borough	Lawrence Twp.	Cumberland	4	0
	Woodstown Borough	Salem	4	0
Stow Creek Twp.	Stow Creek Twp.	Cumberland	85	0
	Hopewell Twp.	Cumberland	35	0
	Vineland	Cumberland	30	0
	Greenwich Twp.	Cumberland	25	0
	Upper Deerfield Twp.	Cumberland	20	0
	Clayton Borough	Gloucester	20	0
	Pittsgrove Twp.	Salem	20	0
Upper Deerfield Twp.	Upper Deerfield Twp.	Cumberland	685	0
	Bridgeton	Cumberland	565	15
	Vineland	Cumberland	380	25
	Hopewell Twp.	Cumberland	230	0
	Millville	Cumberland	185	0
Vineland	Vineland	Cumberland	13,310	4
	Millville	Cumberland	3,450	125
	Bridgeton	Cumberland	1,345	65
	Pittsgrove Twp.	Salem	935	0
	Franklin Twp.	Gloucester	710	0

Source: Bureau of Transportation Statistics, CTP Package 2000 Part 3 – Journey to Work Tables

The other aspect of the commuting habits of employees in Cumberland County is the mode of transportation that they use to make their commute. Table 14 shows that the level of commuting by public transportation is minimal for the most common commuting patterns for those employed in Cumberland County. Figure 24 shows the number of persons working within each tract that commute using public transportation. Again, this number includes persons who commute using a taxi. The figure shows that the tracts with the highest number of employees commuting by public transportation are in Bridgeton, Vineland, Millville where 60 or more employees commute by public transportation. Throughout the remainder of the county, fewer than 60 employees commute by public transportation. This demonstrates that public transportation is not a common commuting mode in any area of the county.

Figure 24
Employees Commuting by Public Transportation

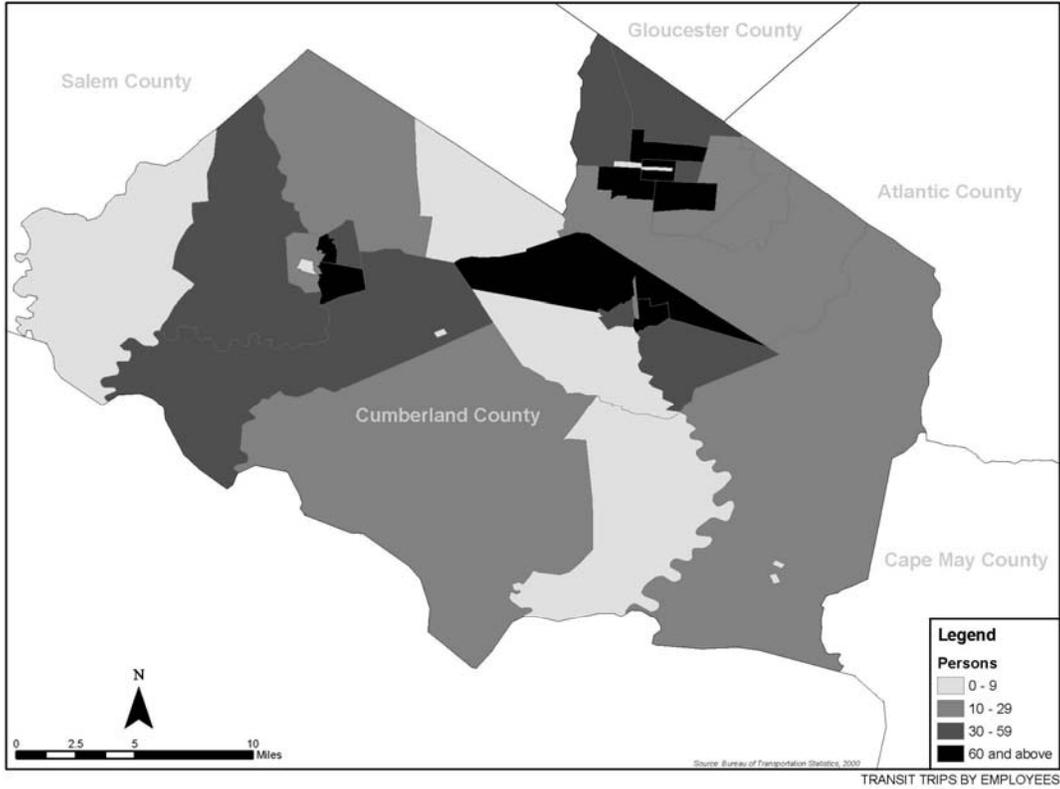


Figure 25 shows the density of employees commuting by public transportation for each census tract. This figure shows that the highest densities of employees commuting by public transportation are in areas of Bridgeton, Millville and Vineland where there are at least 45 employees commuting by public transportation per square mile. Other areas in these three municipalities have densities between 6 and 44 employees commuting by public transportation per square mile. The remaining tracts throughout the county have densities less than 6 employees commuting by public transportation per square mile.

Figure 25
Density of Employees Commuting by Public Transportation

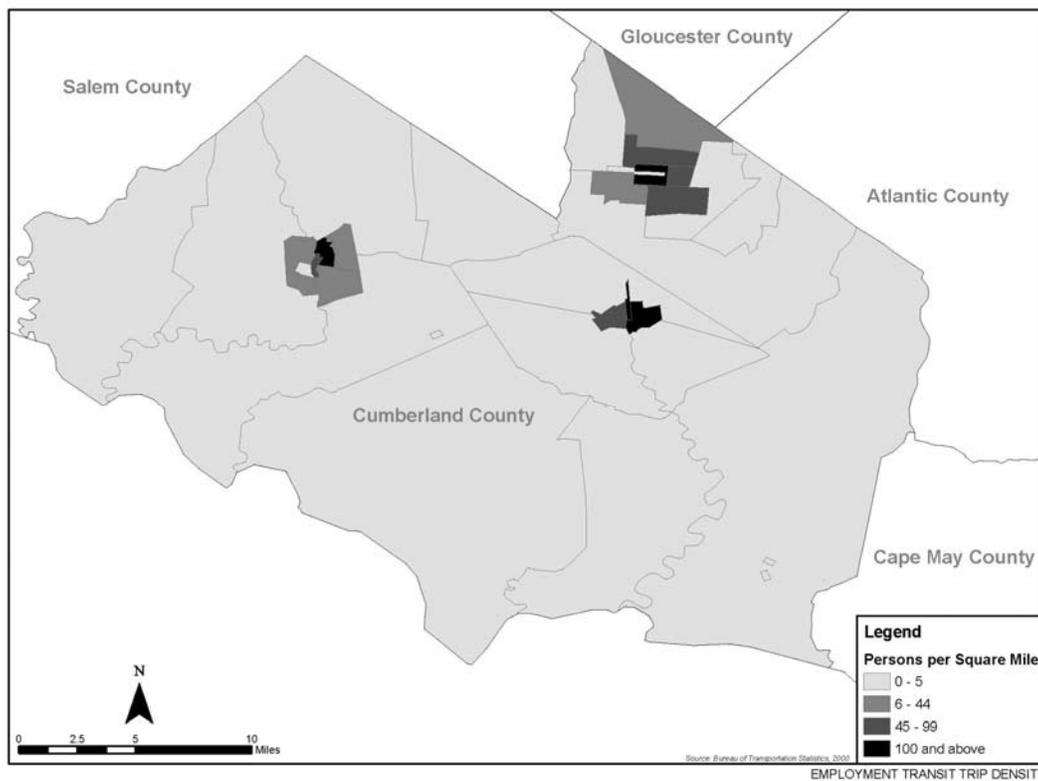
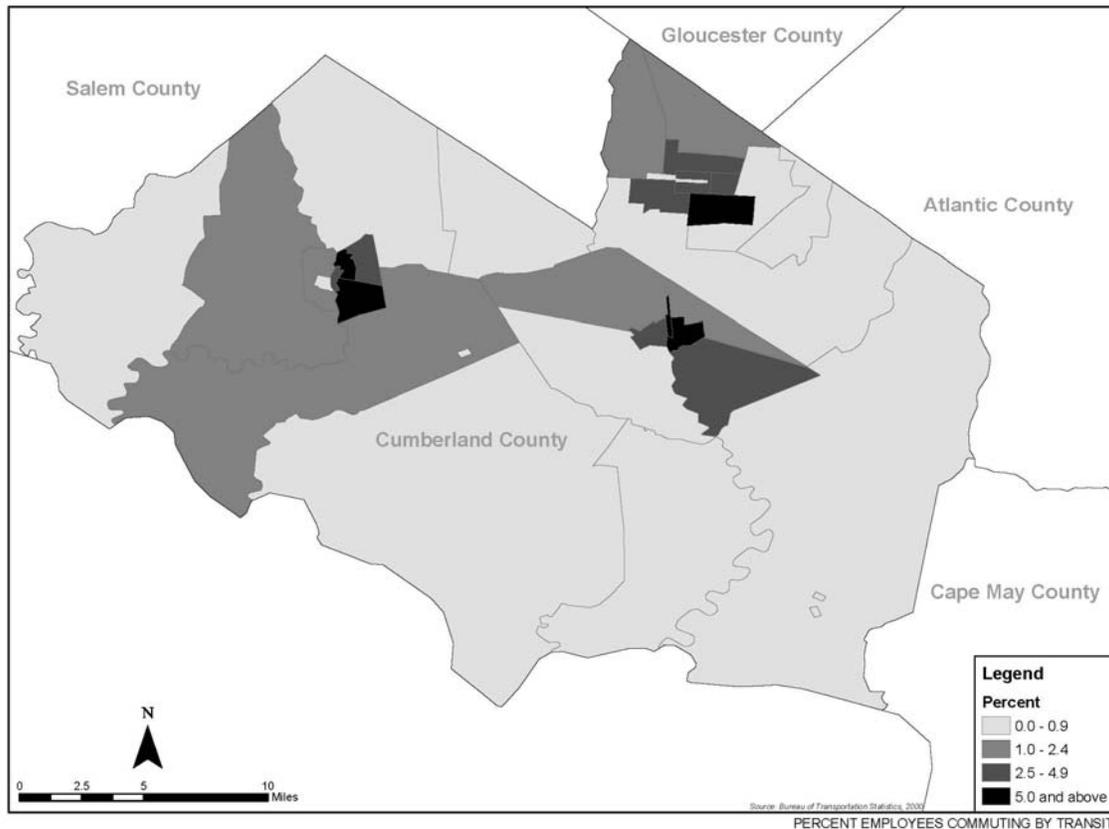


Figure 26 shows that the tracts in which the highest levels of employees commute by transit are in areas of Bridgeton, Millville and Vineland where at least 2.5 percent of the employees commute using public transportation. Some tracts exhibit rates of 5.0 percent or higher. Throughout the remainder of the county, less than 2.5 percent of employees commute using public transportation.

Figure 26
Percent Employees Commuting by Transit



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 (one employer or a grouping of employers such as in a business/industrial park); shopping centers and malls; health care and senior citizen facilities and 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 15.

For the purposes of this analysis, a major employer was defined as an employer with over 400 employees at one site. Shopping centers are those with at least 100,000 square feet of leased space. All hospitals, senior care and academic facilities have been included.

Table 14 shows that of the 53 major generators listed, with the exception of ten sites, all are concentrated in Bridgeton, Millville or Vineland.

**Table 14
Major Trip Generators**

Site	Location	Category
Durand Glass Manufacturing	Millville	Major Employer
Alcan	Millville	Major Employer
Wheaton Science Products	Millville	Major Employer
General Mills/Progresso	Vineland	Major Employer
Kimble Glass	Vineland	Major Employer
Seabrook Brothers & Sons	Upper Deerfield Twp.	Major Employer
Silverton Marine Corp.	Millville	Major Employer
Kimble/Gerresheimer	Millville	Major Employer
Elwyn New Jersey	Vineland	Major Employer
Millville Industrial Park	Millville	Major Employer/Indus. Park
Vineland Industrial Park	Vineland	Major Employer/Indus. Park
Millville Airport	Millville	Major Employer/Indus. Park
Cumberland County Mall	Vineland	Retail Center
Landis Avenue	Vineland	Retail Center
Target Shopping Center	Millville	Retail Center
WalMart Shopping Center	Millville	Retail Center
WalMart	Upper Deerfield	Retail Center
High Street	Millville	Retail Center

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Site	Location	Category
Carll's Corner (77 & 56)	Bridgeton	Retail Center
Intersection of 49 & 77	Bridgeton	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	Seabrook	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
South Jersey Extended Care	Bridgeton	Nursing/Assisted Living
Alzheimer's Daycare Center	Vineland	Nursing/Assisted Living
Senior Care of Vineland	Vineland	Nursing/Assisted Living
Bridgeton Senior Center	Bridgeton	Senior Center

Site	Location	Category
Commercial Township Senior Center	Port Norris	Senior Center
Deerfield Township Senior Center	Rosenhayn	Senior Center
Downe Township Senior Center	Newport	Senior Center
Fairfield Township Senior Center	Fairton	Senior Center
Fiorilli Senior Center	Vineland	Senior Center
Lawrence Township Senior Center	Cedarville	Senior Center
Upper Deerfield Senior Center	Seabrook	Senior Center
Maurice River Township Senior Center	Leesburg	Senior Center
Millville Senior Center	Millville	Senior Center

Source: Cumberland County Improvement Authority

Assembling this inventory of generators as well as observations regarding the concentrations of the generators will assist in the development of subsequent recommendations regarding transit and human service transportation in Cumberland County.

Summary

This chapter provided a description of the environment in which area public and human service transportation services are provided. The chapter discussed both the production and attraction ends of transit demand. The production end of transit demand represents the residential areas that exhibit certain socioeconomic, demographic and land use characteristics. To analyze the production end of demand, the chapter included an analysis of population and population trends as well as geographic distribution analyses of target populations that typically depend more heavily on public and human transportation services. The attraction end of demand for these services was analyzed through the compilation of an inventory of major generators which generally attract transit and human service transportation trips.

The analysis of population trends shows that, based on projections, the overall population of the county will increase with the majority of the growth occurring in the municipalities of Bridgeton, Millville and Vineland. Employment projections show that 88.6 percent of the new jobs created between 2000 and 2010 in the county will also occur in these three municipalities. The geographic distribution analyses of senior citizens, youth, persons with disabilities and persons living at or below the poverty level show that these groups are dispersed throughout the county with the highest densities located in Bridgeton, Millville and Vineland. The analysis suggests that sufficient densities of overall and target populations do not exist in enough areas of the county to support traditional frequent fixed route service. However, the analysis also shows

that sufficient transit needs exist for some type of flexible fixed route or demand responsive public or human service transportation service throughout most of the county.

SELF ASSESSMENT

In an effort to assist communities in implementing the goals of the United We Ride program, the Federal Transit Administration developed what it termed the Framework for Action which includes various tools to facilitate the coordination process. One of these tools, the Community Self Assessment, is a required element of the Human Service Transportation Plan.

The Self Assessment tool includes 26 questions related to five broad steps toward coordination. These steps include:

- Making things happen by working together
- Taking stock of community needs and moving forward
- Putting customers first
- Adapting funding for greater mobility
- Moving people efficiently

The 26 questions are grouped into these five sections to help communities assess their current situation in regards to coordination and what actions need to be taken to move forward with these five necessary steps. The intention is for a group of local stakeholders to complete the Self Assessment together by assigning a qualitative rating as an answer to each question. The possible ratings include needs to begin, needs significant action, needs action or done well.

To complete the Cumberland County Self Assessment, the SJTPO requested that the county lead person, Linda Krsnak of the Cumberland County Improvement Authority, complete an initial assessment that would then be presented to and discussed with a group of local stakeholders. A stakeholder forum was conducted for this purpose on March 6, 2007 in Millville. A total of 22 stakeholders attended. As part of this presentation, the Self Assessment for Cumberland County was reviewed with the group and finalized. Table 15 lists the participants.

Table 16 presents the results of the Self Assessment effort for Cumberland County. Through the assessment process, the stakeholders indicated that many of the actions needed to develop a coordinated system have begun, almost all need some or a significant amount of action to further the process of coordination. No area was rated as done well.

Certain areas that were rated as needs to begin included whether or not a process is in place to identify duplication of effort, is data systematically gathered in a uniform way regarding operations and performance and are there user friendly and accessible sources of information regarding the array of services available. The need to collect data in a uniform way was apparent in reviewing the data collected through the provider survey which was presented in the Existing Transportation System chapter. It was noted in that chapter that data is not collected in a

uniform way by the various providers. Reliable and consistent data is one factor that can greatly assist coordination efforts.

**Table 15
Cumberland County Stakeholders**

Name	Organization
Sharon Williams	Cumberland County Board of Social Services
Kevin Rabago	City of Bridgeton Development & Planning
Robert Brewer	Cumberland County Planning
Demetrica Todd-Hunter	Tri-County CAP
Adolf Tarasevich	City of Millville
Jeannine McDonald	Cumberland Empowerment Zone
Terri Hirschhorn	NJ Department of Human Services
Ethan Aronott	Cumberland County HSAC
Greg Langan	Cumberland County College
Delshawn Santiago	CGS Family Partnership
Alicia Tillett	Cumberland County Planning
David Grennon	CC Office for the Disabled
Tammy Morris	Rural Development Corporation
John Hainesworth	Cross County Connection
Misono Miller	Cumberland County Office on Aging & Disabled
Bill Ewing	Cumberland/Salem WIB
Michael Reeves	South Jersey Transportation Planning Organization
Mary Hadley	NJ Transit
Theresa Van Sant	Cumberland Area Transit System
Steven Wymbs	Cumberland County Improvement Authority
Robert Smith	Cumberland County Improvement Authority
Linda Grund Krsnak	Cumberland County Improvement Authority

**Table 16
Self-Assessment**

Question	Needs to Begin	Needs Significant Action	Needs Action	Done Well
SECTION 1: MAKING THINGS HAPPEN BY WORKING TOGETHER				
1. Have leaders and organization defined the need for change and articulated a new vision for the delivery of coordinated transportation services?		✓		
2. Is a governing framework in place that brings together providers, agencies and consumers? All there clear guidelines that all embrace?		✓		
3. Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?	✓			
4. Is there sustained support for coordinated transportation planning among elected officials, agency administrators and other community leaders?		✓		
5. Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?		✓		
SECTION 2: TAKING STOCK OF COMMUNITY NEEDS AND MOVING FORWARD				
6. Is there an inventory of community transportation resources and programs that fund transportation services?		✓		
7. Is there a process for identifying duplication of services, underused assets and service gaps?	✓			
8. Are the specific transportation needs of various target populations well documented?			✓	
9. Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?		✓		
10. Are transportation line items included in the annual budgets for all human service programs that provide transportation services?		✓		
11. Have transportation users and other stakeholders participated in the community transportation assessment process?	✓			
12. Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?	✓			
13. Is clear data systematically gathered on core performance issues such as cost per delivered trip,	✓			

Question	Needs to Begin	Needs Significant Action	Needs Action	Done Well
ridership, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?				
14. Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the Regional Transportation Plan or State Transportation Improvement Plan?	✓			
15. Is data collected on the benefits of coordination? Are the results communicated strategically?	✓			
SECTION 3: PUTTING CUSTOMERS FIRST				
16. Does the transportation system have an array of user-friendly and accessible information sources?	✓			
17. Are travel training and consumer education programs available on an ongoing basis?		✓		
18. Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?	✓			
19. Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?		✓		
20. Are marketing and communications programs used to build awareness and encourage greater use of the services?	✓			
SECTION 4: ADAPTING FUNDING FOR GREATER MOBILITY				
21. Is there a strategy for systematic tracking of financial data across programs?	✓			
22. Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?	✓			
SECTION 5: MOVING PEOPLE EFFICIENTLY				
23. Has an arrangement among diverse transportation providers been created to offer flexible services that seamless to customers?		✓		
24. Are support services coordinated to lower costs and ease management burden?		✓		
25. Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?		✓		
26. Have facilities been located to promote safe, seamless and cost-effective transportation services?			✓	

Summary

This chapter presents the results of the Self Assessment effort for Cumberland County. Through the assessment process, the stakeholders indicated that many of the actions needed to develop a coordinated system have not begun and almost all need some or a significant amount of action to further the process of coordination.

ALTERNATIVES

The alternatives described in the following sections were prepared in consideration of a variety of planning inputs which have been documented in the previous chapters. Also, a group of specific issues emerging from these inputs guided the formulation of the alternatives. These two components of public and human service transportation planning and development are discussed below. They are followed by the service and organization alternatives for the public and human service transportation network in the county. A subsequent chapter identifies the preferred option from among these alternatives.

Planning Inputs

Four major inputs were considered in preparing the service and organizational alternatives. These include:

Service Area Characteristics - The Service Area Characteristics chapter presented an analysis that identified the geographical distribution of target populations including seniors, youth, persons with disabilities and low income individuals throughout Cumberland County. Population and economic trends throughout the county were also examined. The economic trends discussed included the distribution and density of employment as well as employment projections by municipality. In addition, journey to work data was analyzed to determine the commuting patterns of the labor force in Cumberland County. Lastly, major activity centers that are candidates for public transportation service were identified and listed.

Existing Transportation Services – The Existing Transportation Services chapter provided a description of the current network of public and human service transportation services in Cumberland County. This included fixed route, flexible fixed route and demand responsive services. The current network of services is characterized by two operators, NJ Transit and the Cumberland County Office on Employment and Training, providing a limited amount of fixed route service to certain municipalities and eight other organizations providing flexible fixed route or demand responsive services throughout the county. The data used to describe the flexible fixed route and demand responsive services in Cumberland County reflect the results of a service provider survey conducted by Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey. This review of existing services showed that there are opportunities for improvements in terms of coverage and coordination.

Stakeholder Forums - A stakeholder meeting was held on March 6, 2007 in Millville. A total of 22 stakeholders attended representing local transportation service providers, elected/government officials and social service providers who have a "stake" in the mobility of their clients or the county population as a whole. The agenda for the meeting included a review

and discussion of the United We Ride Self Assessment for Cumberland County. As part of this discussion, the Self Assessment was finalized. The forum also included an open group discussion regarding current and future gaps between services provided and the mobility needs of target populations. The stakeholders expressed the opinion that, given the current funding situation, the highest service priority will be to maintain the services that are currently being provided. Beyond that, the stakeholders identified specific needs for new or expanded service. Meeting these additional service needs, of course, would be contingent on new funding sources. In addition, the stakeholders also provided their opinions regarding the most advisable option for service coordination.

Previous Planning Documents – The findings and recommendations of previous public and human service transportation planning documents for the area were reviewed to determine if they remained relevant or provided any insight into the current study. One such study was the *Cumberland County Community Transportation Plan* completed in 1998 and updated in 2002. This study recommended the implementation of community shuttle services in Bridgeton, Millville and Vineland. Many of these needs have been addressed through the shuttle routes implemented by the Cumberland County Office of Employment and Training. The plan also identified a need for a vanpool program to facilitate commutes from Cumberland County to Atlantic City. Another study completed in 1998, the *Cumberland County Regional Transportation Study* identified the need for expanded general public demand responsive services in Cumberland County.

In addition to service needs, the *Community Transportation Plan* also made recommendations for organization of human service transportation in the county. The plan recommended the consolidation of CATS, Board of Social Services and Office of Employment and Training services as well as the coordination of these consolidated services with those of other organizations. The *Cumberland County Regional Transportation Study* recommended that the administrative functions of the transportation network be consolidated into one agency which would then administer a coordinated system of services.

Another document which was reviewed was the *NJ Division of Disability Services Five Year Transportation Plan* prepared in 2005 by the Voorhees Transportation Center of Rutgers University. While this study did not make specific recommendations for Cumberland County, the study did recommend greater coordination among human service transportation providers to not only expand mobility options through greater efficiency but also to improve customer service and public information regarding available services.

The key findings from each of these inputs provided a set of central issues which are described in the following section.

Public and Human Service Transportation Issues

When analyzed together, the inputs described above effectively expose specific issues regarding the opportunities for improving the county's public and human service transportation network in terms of both organization and the services offered. Addressing these issues, which are described below, will ensure the development of the most effective recommendations.

Land Use and Development Characteristics - A critical factor determining the most effective mode of public transportation service to serve an area is the density of residential development. Public transportation attracts more riders in denser areas for many reasons, including the fact that densely populated regions tend to include a diversity of income and age groups. Also, denser development patterns often include a mix of uses and are characterized by pedestrian friendly design thereby facilitating the use of public transportation. Cumberland County contains 489.3 square miles of land area. With a total population of 146,438, the county has an overall population density of 299 persons per square mile.

While the overall population density is 299 persons per square mile, the population of certain municipalities is concentrated in much smaller areas than others. The municipalities of Bridgeton, Millville and Vineland have population densities of at least 1,000 persons per square mile with certain areas of these three municipalities exhibit densities of at least 4,000 persons per square mile. The remainder of the county is characterized by population densities of less than 1,000 persons per square mile with much of the county having densities of less than 200 persons per square mile. This would indicate that traditional frequent fixed route services would only be viable in a limited number of areas of Cumberland County, with demand response and flexible fixed routes being the appropriate model for the remaining communities.

Service Area Demographics - The analysis of population trends in Cumberland County shows that, based on projections, the overall population of the county will increase between 2000 and 2010 with over 70 percent of the growth occurring in the municipalities of Bridgeton, Millville and Vineland. Employment projections show that over three-quarters of the new jobs created between 2000 and 2010 will also occur in these three municipalities. The geographic distribution analyses of senior citizens, youth, persons with disabilities and low income households show that these groups are dispersed throughout the county with the highest densities located in Bridgeton, Millville and Vineland. The analysis suggests that sufficient densities of overall and target populations do not exist in enough areas of the county to support traditional frequent fixed route service year round. However, the analysis does show that sufficient transit needs exist for some type of flexible fixed route or demand responsive public or human service transportation service throughout most of the county.

Access to Employment – Journey to work data presented in the Service Area Characteristics chapter shows that the most common commute destinations for the Cumberland County labor force are employment sites within Cumberland County. A total of 81 percent of Cumberland County residents who work, commutes to work locations within the county. On a

municipal level, the five most common commute destination municipalities are also in Cumberland County with Bridgeton, Millville and Vineland being among the most common commuting destinations for the labor force of most Cumberland County municipalities. This should continue to be the case for the foreseeable future when considering that, based on projections, the majority of the new jobs created in Cumberland County between 2000 and 2010 will be located in these three municipalities.

Related to this, service need priorities that were identified by the stakeholders included the need for a link between downtown Millville and the Millville Industrial Park as well as the need to secure funding for the continuation of the Landis Avenue Shuttle which many residents use for employment purposes.

Current Services are Limited – The review indicated that the majority of transportation services operated in Cumberland County are almost solely available to specific demographic or client groups. It was also observed that most of these services are limited to the daytime hours during weekdays only. The need for additional weekend and evening service was identified as a gap between current needs and services during the stakeholder forum.

It was also noted that there are limited opportunities for members of the general public to use services outside of certain areas of the county and many of the client based services only allow transportation for specific trip purposes.

Potential for Greater Coordination - While the hours and eligibility of the current services are limited, the flexible fixed route and demand responsive services that are currently operated by the various providers represent a relatively large transportation system. A total public and human service transportation network of 63 vehicles offers approximately 82,000 vehicle hours of demand response service and provides 157,700 demand response passenger trips annually. Given this level of activity, it would seem that there are opportunities for greater coordination of these services which could lead to a higher level of availability and expanded mobility options.

Data Collection – One issue that arises in an area that is served by several different public and human service transportation providers is redundant services. That is, providers operate in the same areas during the same hours often with excess capacity. According to the inventory of current services collected by Cross County Connection, there are at least eight organizations currently offering transportation services in Cumberland County. The most effective way to determine if there is redundancy between services is to examine the detailed records of passenger pick ups and drop offs by location and time of day. However, not all providers in Cumberland County currently keep such detailed passenger records.

Also, the most telling indicator of the level of excess capacity is to analyze the productivity of the individual services and the network as a whole measured in terms of passengers per revenue hour of service. Again, many of the providers do not track revenue hours

or ridership in a way that allows for a meaningful analysis. Therefore, there is no way to determine how much redundancy currently exists due to a lack of data collected through uniform data collection techniques. The Existing Transportation Services chapter and the Self Assessment prepared by the stakeholders identify this as an issue that needs to be addressed for coordination to proceed.

Addressing these issues was the priority for the development of the organization and service alternatives presented in the remainder of this chapter.

Public Transportation Organization Alternatives

One of the primary objectives of this study process is to develop a model for the coordination of public and human service transportation services in Cumberland County. The range of alternative models that could be employed for organizing the current services includes five basic organizational scenarios. These are: (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 public (non NJ Transit) and human service transportation in Cumberland County (full consolidation); and (5) creation of a brokered system.

Each alternative is discussed in this chapter in detail. These descriptions include the terms service provider, service operator and client/passenger. For each, a service provider refers to an organization or government body which establishes public or human service transportation programs and subsequently pays for the operation of those programs. For example, the Cumberland Office on Aging has established policies under which transportation services are provided to their clients. The Office on Aging then uses funds they have received from one or more sources to pay for the operation of that transportation program.

A service operator is an organization which is responsible for the actual operation of public transportation service. In many cases, service providers and service operators are one in the same since these organizations have opted to operate their own transportation services. Lastly, the client/passengers are the users of the services. Descriptions of the aspects of each model follow.

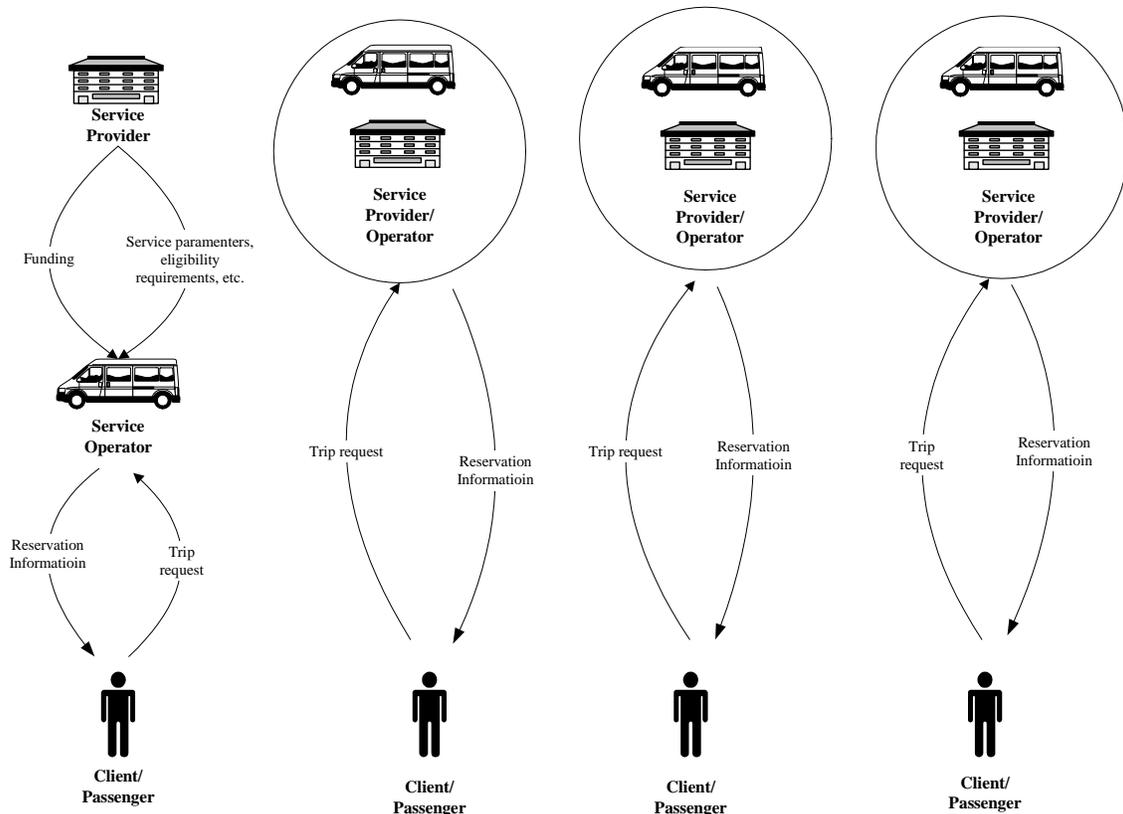
Multiple Independent Providers and Operators - Under the first scenario, the network of services would continue with several separate organizations providing public and human service transportation services in Cumberland County. Under this model, the various service providers either operate their own system or enter into agreements on their own with third parties to operate the service. Clients/Passengers deal directly with the service provider for service information and trip scheduling. Any coordination is done on an informal basis. No functions,

such as public information or scheduling, are consolidated at any one service provider. Also, each individual organization continues to pursue funding for its own transportation programs separate from the other service providers in the county.

Under the multiple independent providers and operators model, the issues which exist currently would continue. The most significant of these issues are the limited availability for general purpose trips and the limited span of services. Under this scenario, only clients and the sponsored groups of the organizations providing service would have access to service in areas not served by NJ Transit and the Office of Employment and Training’s fixed routes or CATS’ general public demand response service. No provision can be easily made to provide expanded service to the general public because many services have been established for specific trip purposes and/or population groups while some have limits which have been established by funding sources. Additionally, 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.

Figure 27 graphically depicts the functioning of this model.

**Figure 27
Multiple Independent Providers and Operators**

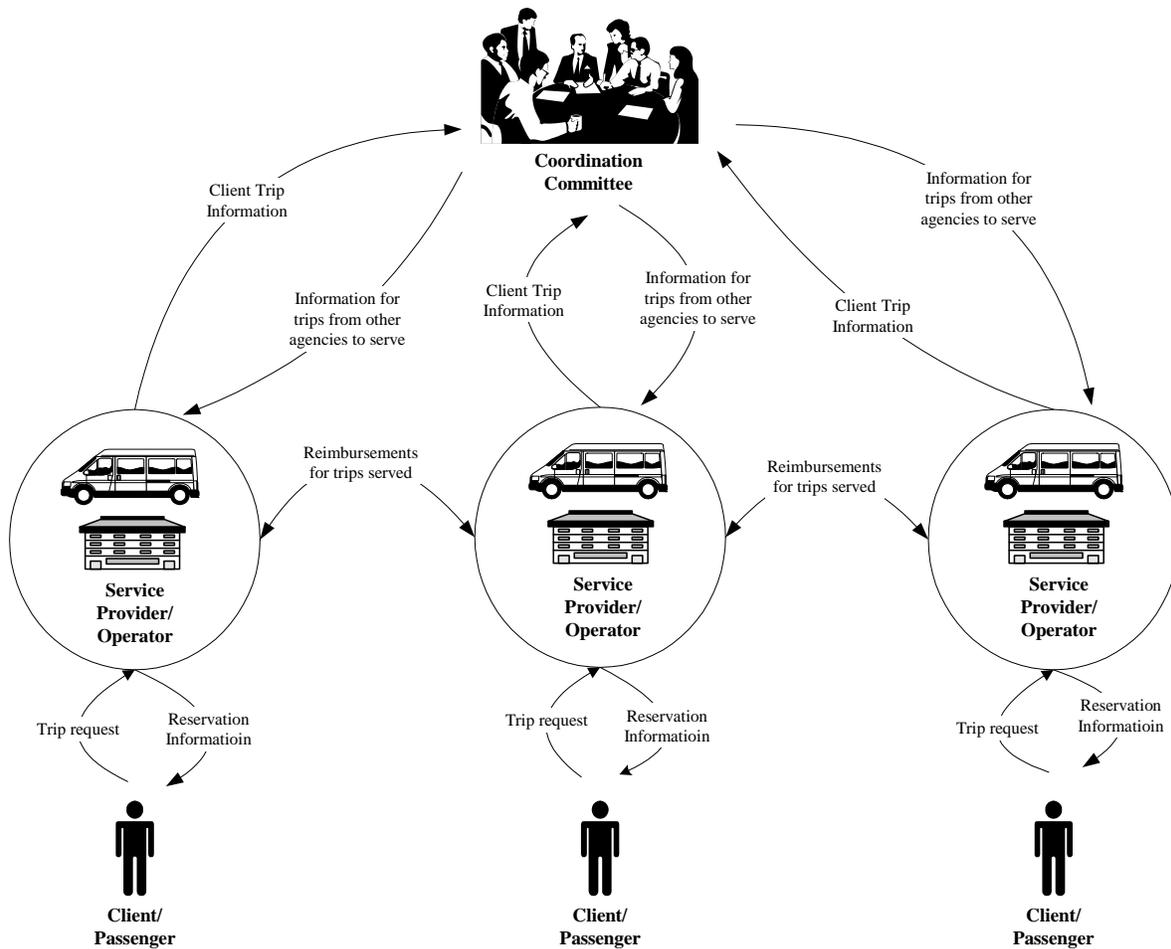


Coordinating Committee - To gain some efficiencies and respond to some of the issues and needs identified, this scenario would have organizations informally coordinating their activities in one or more of the major functional areas involved in providing public transportation services. This alternative could take many different forms since the number of organizations willing to participate as well as the functional areas that are addressed may vary.

Agencies who participate in such a relationship can create a local coordinating committee which would be responsible for identifying local service needs, priorities and coverage solutions. The Coordinating Committee model could be used to share resources in terms of providing trips. Each service provider would continue to be responsible for transportation for their own client or target population but would share information about the pick up and drop off locations of the various trips they must cover for their eligible riders with the committee. With the goal of improved passenger productivity and efficiency in the use of resources (i.e., vehicles and drivers), the coordinating committee could then assign certain trips to certain service operators. Any reimbursement arrangements would be separately negotiated between organizations. Reimbursement for service operated would be handled independent of the coordinating committee.

Figure 28 graphically depicts the functioning of this model.

Figure 28
Coordination through Coordinating Committee



Coordination in this context would not change the participating organization's structures since they would continue to have primary responsibility for all functional areas involved in transportation. Accordingly, the ability of this model to make fundamental policy changes is limited to those areas which are informally negotiated between the agencies involved in the process. The ability to increase accountability would also be limited since coordination does not include a single oversight group. Also, this organizational framework does not provide meaningful gains in the ability to expand service and respond to new markets.

From a customer service standpoint, there would be limited gain since the client/passengers continue to deal with separate organizations for different transportation needs as was the case with the multiple independent providers model.

Some benefits, however, can be realized as the process of coordination begins. As resources are shared, minor improvements in efficiencies can be gained by eliminating duplicated efforts and using resources increasingly for operations and less for administration. Also, coordination has the potential to minimally increase service levels since various operators can be used to operate difficult to service trips. Expanding service availability in certain areas can also be addressed through cooperative dialogues between the participating agencies with the goal of making transportation more generally available.

The Coordination Committee could be used to address some of the identified inadequacies of the current system through actions such as combined public information efforts. Better dissemination of public information will allow for greater access to services for greater numbers of people, especially those who are unfamiliar with the current services. The committee could also develop uniform data collection techniques and forms for the participating organizations thereby helping to identify potential gains in efficiency.

Additionally, through years of operating a transportation network, the organizations have gained valuable knowledge and expertise through their experience. Under a framework of coordination, the expertise which each individual organization has gained can be shared with the participating agencies to the mutual benefit of all. One important area of expertise that could be shared involves the securing of funding. Through coordination, the participating agencies can initiate a concerted effort to identify and pursue funds from different levels of government in a much more effective manner than agencies acting individually. Other operating or cost efficiencies could be realized through coordinated activities such as joint purchases or technology sharing which could be facilitated through the committee.

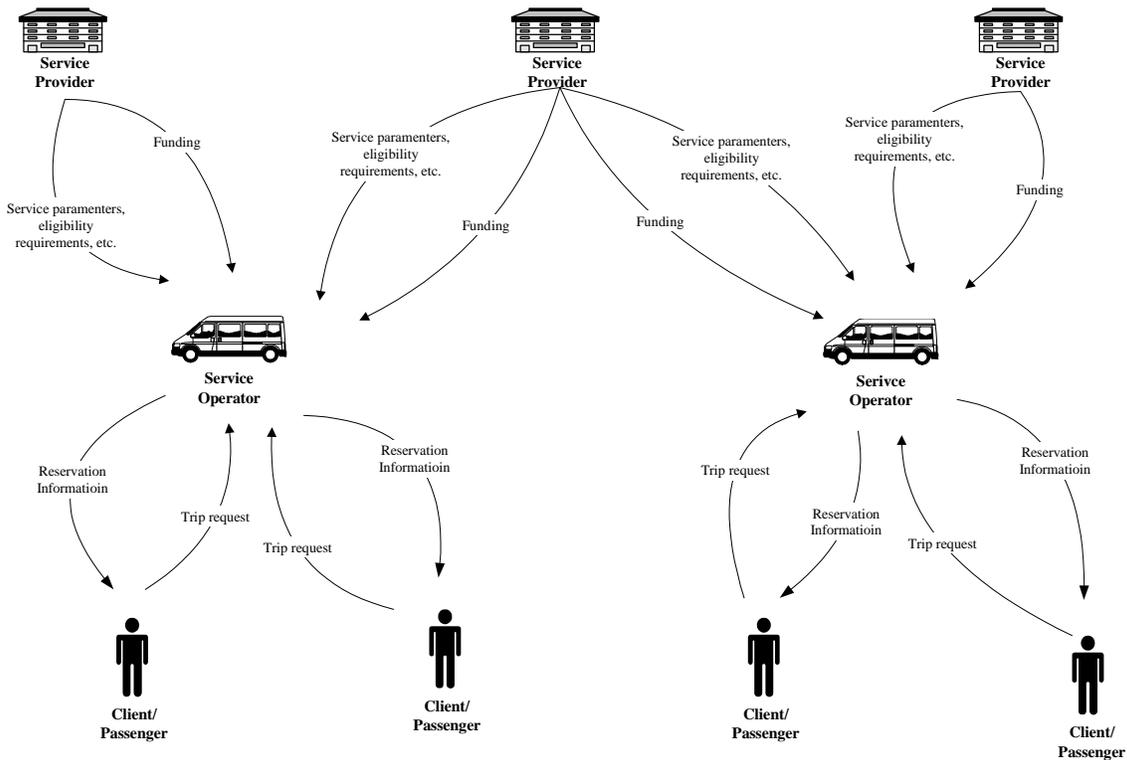
As coordination efforts and functions increase, the benefits will become apparent. One way to measure the benefits of coordination would be to calculate the cost per trip and cost per mile for each of the current services. As trips increase, the per trip ratios should show an improvement through better management and administration.

A Coordinating Committee, however, still falls short of addressing some of the fundamental service availability issues which currently restrict access to service. Expanding availability through using the capacity of various providers can only be formally addressed through policy level changes which are beyond the scope of informal efforts of coordination. It should be recognized that coordination could be an initial stage in implementing some of the consolidation alternatives which could better respond to these concerns. It must also be noted that addressing the shortfalls in the current system may require expanded funding regardless of the level of coordination efforts.

Partial Consolidation – A third model is the partial consolidation of either particular functions to specific agencies or the consolidation of all transportation functions into a fewer number of providers than currently exist. This model could assume various forms. One scheme

could be for one of the current organizations to assume responsibility for one or more key functions such as operation, maintenance, public information or trip reservation/scheduling. Under any such arrangement, the existing service providers would continue to administer their own transportation programs but rely on the one organization to perform the identified function. Figure 29 graphically depicts this model.

**Figure 29
Partial Consolidation**



Another potential organizational scheme within this model is for all transportation functions to be consolidated into a reduced number of entities. Under this scheme, the various organizations providing transportation service would rely on one of the designated agencies to handle all aspects of the transportation service. The agencies that are not designated as one of the transportation operators could either use their transportation funding to purchase transportation administration and operation through one of the designated organizations or have their transportation funding go directly to the designated transportation organization.

This model would require several of the existing agencies to join together for the purpose of providing transportation. The most effective scheme would have the consolidation focus on the larger providers which account for most trips and costs. All of the organizations who currently provide demand responsive transportation service in the county, with the exception of

NJ Transit, perform a primary function which is not the provision of transportation services. Some of these organizations would most likely be eager to delegate their transportation activities to another party and focus on their core competency, that is, serving the human service or medical needs of their clients. These organizations would be the probable participants in this organizational framework. Some organizations may be reluctant to join a consolidation effort because of concerns regarding service reliability and sensitivity to specific client needs. However, those who receive any type of federal funding from the departments participating in the United We Ride program may soon be facing mandates to participate in such a system.

It would be critical during the development of the consolidated entity to establish and utilize system goals and objectives to formulate the level of consolidation. This would reflect not only the technical issues and benefits, but also, institutional arrangements and willingness to participate. A likely scenario would be for a few agencies to merge their transportation activities with coordination efforts undertaken with the other providers.

In many ways, this model is similar to the coordinating committee model. However, the difference between the two models is that the coordination done under the coordinating committee model is done informally, while the relationships under this model take on the nature of formal agreements between organizations. For example, reimbursement rates for operated service would be established as well as formal procedures for billing and payment.

The process of establishing designated transportation service entities will provide the benefits which would be achieved to a lesser degree through the more informal coordination process discussed earlier. Transportation efficiency and effectiveness should be achieved since this option attempts to take advantage of economies of scale. It should be recognized that potential cost savings will reflect wage rates and benefit packages for employees of the designated entities. To the extent that labor costs rise to higher levels, the potential economies would be lessened. Another benefit of this approach is that management would be improved since service would be operated by dedicated transportation personnel.

The level of service available to the clientele of the consolidated organizations, or service coverage, could be increased through the more effective use of resources prescribed under this approach. The consolidation of these services also has the potential to improve the quality of service offered through the fact that the services will be operated and administered by professional public transportation management whose core responsibility is the public transportation system. Under this option, the system would also benefit from more concentrated efforts to secure additional funding sources to support operations. Also, this option would provide greater accountability since many of the transportation services would be provided by a small number of designated operators.

This alternative would improve the county's ability to respond to identified service gaps such as weekend service or a greater span of service. While these fundamental policy changes are subject to funding, this alternative provides an organization capable of responding to the

increased service needs and providing a greater level of transit mobility to all residents of Cumberland County.

One potential example of this would be to consolidate the administrative function of the transportation system into one lead agency such as CATS, the Office of Employment and Training or the Cumberland County Improvement Authority. This would be in accordance with the recommendations presented in the 1998 *Cumberland County Regional Transportation Study*.

Consolidation into a Single Entity - This alternative calls for all transportation activities to be performed by a single entity. The current partially fragmented approach would be discontinued with all existing service providers eliminating their transportation function. In turn, they would concentrate on their core responsibility, to provide human services or medical services to their specific client groups. Due to the magnitude of the change, a single entity system in Cumberland County should increase the ability of the system to respond to transportation needs that are currently not being met. As with any of the alternatives, service expansion is also dependent on funding levels. However, the organizational arrangements would be in place to facilitate expanded services in an efficient manner.

Under this model, one organization would be chosen to act as the operating entity. Also, the remaining organizations that currently act as both service provider and operator would continue to act as service providers only. These organizations may also elect to have their transportation funding directed to the designated transportation entity and be completely removed from the administration of transportation services.

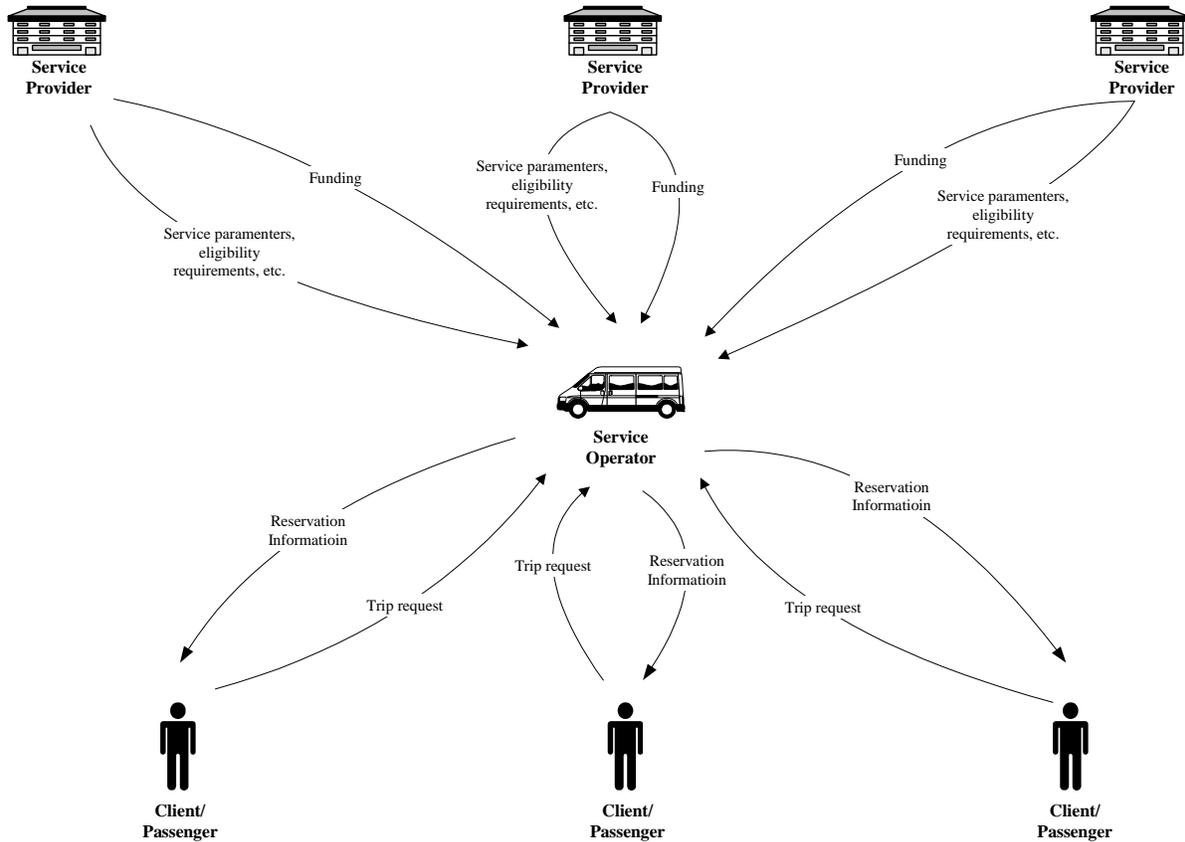
This alternative would create fundamental changes in the overall transportation structure in Cumberland County. This consolidated system could respond not only to the policy changes which are important for program success in the future, but will also establish consistent operating parameters which will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

Figure 30 graphically depicts the functioning of this model.

Figure 30
Complete Consolidation - Single Entity Model



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.

One option under this model is to designate one of the organizations currently operating transportation service as the single entity. One example would be to designate CATS or the

Office of Employment and Training as the county's public transportation operating agency for all services other than NJ Transit fixed route.

Brokered System - This alternative calls for the establishment of what is known as a brokered public transportation system. Under this alternative, all or some of the current providers could participate with greater economies and efficiencies being realized through wider participation. Under a brokered system, a single organization handles all reservations for demand responsive trips and prepares schedules for daily vehicle runs based on efficiency and other criteria. These schedules are then assigned to the various service operators that have a contract with the broker.

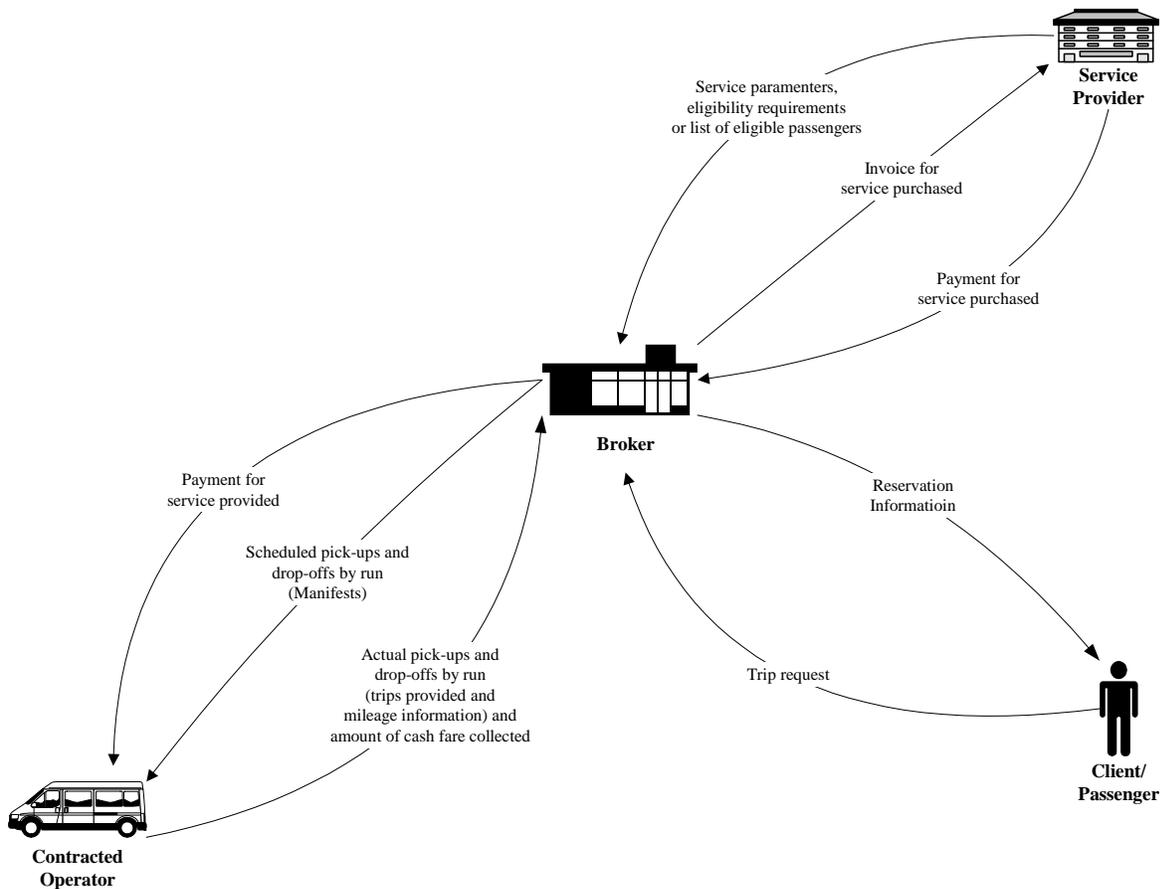
As part of this approach, an accounting system would need to be developed which establishes a service cost rate, typically on a per trip, per hour or per mile basis. The broker is then responsible for billing the various agencies for the service provided to them (i.e., trips, hours of service, miles of service, etc.) and submits payments to the contracted parties who operate the service. Under this arrangement, current service providers could choose to continue operating transportation services as a contracted operator or simply delegate that responsibility to the broker and its contracted operators.

The brokered system would create significant changes in the transportation structure by offering the current service providers various options for offering transportation services to their clients. Under the current model, most service providers in the county also act as service operators. Under the brokered system, the current service providers could continue to act as an operator or purchase service through the broker and significantly reduce the administrative burden of their transportation services by delegating reservations, scheduling, public information and billing to the broker. The current service providers could also choose to become simply a purchaser of service. In this case, the agency would only need to determine the eligibility of their clients, communicate that eligibility to the broker then simply purchase the service as it is needed.

As with the consolidated model, the brokered system could respond to the policy changes and would be better positioned to expand service as well as to meet new and emerging travel needs. This would improve the system's ability to address the limitations noted with the current demand responsive network. This alternative would also establish consistent operating parameters which will enhance the overall quality of transportation services through consistency ensured by quality of service requirements included in the operators' contracts with the broker. Another advantage to the brokered system is that public transportation would be managed by a professional team of transit managers. All of these factors will greatly enhance the accountability of the system overall.

Figure 31 graphically depicts the functioning of this model.

Figure 31
Demand Responsive Broker System



The brokered system should be able to achieve increased efficiency and effectiveness. Rising costs due to labor compensation is not as much of a concern under the brokered option because each of the contacted operators would set their own wage rates. Economies could be obtained in terms of administrative positions. Also, schedule efficiencies would increase since all trips are considered when assigning vehicles and drivers.

The brokered system also provides the customer service benefit of allowing all client/passengers to access all available public and human service transportation service by calling one organization.

The presence of the brokered system would allow various agencies and non-profit organizations to secure funding for various transportation needs by demonstrating the cost efficiencies gained through purchasing service through the brokered system. Organizations seeking funding to meet a transportation need will be able to show that they had no need to

administer and operate a transportation system or purchase and maintain vehicles. The established brokered system would act as a selling point in the effort to secure funding. As with the consolidated system, the brokered system would be a more effective voice in securing funds since it would serve a number of groups and constituencies.

There are also different options for the establishment of the broker. The county could enter into a contract with an outside party to act as the broker. However, the broker does not have to be an outside party. One of the existing service providers could assume the responsibility of the broker either under contract with, or through designation by the county. In some instances, one agency can play the role of service provider, broker and contracted operator.

An example of the broker system is the approach mandated by the State of Florida. In Florida, each county must establish a single paratransit provider or broker. Each agency with transportation needs then purchases the service through that established broker. All clients call the centralized broker to reserve their trips, although eligibility determination for each program would be performed by the service provider.

Review of Organizational Models - This section provided descriptions for the potential models under which the various public and human service transportation services offered in Cumberland County could be organized. The discussion of alternatives above described how each would function and the potential of each model to address the limitations of the current system identified through the various planning inputs.

It should be noted that the *Cumberland County Community Transportation Plan* completed in 1998 and updated in 2002 recommended the consolidation of CATS and Office of Employment and Training services along with developing a coordination system with other existing operators. The 1998 *Cumberland County Regional Transportation Study* also recommended the consolidation of administrative functions into one lead agency. These recommendations have not come to pass in the interim.

Identified Service Gaps and Alternatives

The second main objective of this study process was to identify the gaps between current services and the mobility needs of target populations and to develop proposals for strategies to address those gaps. This section lists the gaps in Cumberland County that have been identified through the planning process and describes alternatives for addressing the gaps. Five different service models could potentially be employed as part of a program to address the identified gaps. These include:

- **Fixed Route** - These are traditional transit routes which operate along a set alignment on an established schedule. The schedule includes specific time point locations at which the bus will arrive at given times. Passengers can board fixed route services at any bus stop along the set routing.

- **Route or Point Deviation** - This is a transit route which travels primarily along a defined route on an established schedule. Based on passenger requests, a route deviation service will deviate off of the defined route up to a prescribed limit or within a defined zone, make the passenger pick-up or drop-off and then return to the defined route before the next marked bus stop. This category also includes point deviation services which have scheduled time points but operate on a demand responsive basis between those time points. On route or point deviation services, passengers can board with a reservation at a requested location or without a reservation at a marked stop or scheduled time points. In some systems, the extent of deviation is three quarters of a mile which corresponds to the ADA service regulations.

- **Demand Response** - Demand response routes are reservation based services in which passengers call in ahead of time to reserve a trip from a particular origin to a particular destination at a requested time. Typically, the origins and destinations must be within a defined geographic zone. Passengers with reservations board the vehicles at the reserved locations. In this regard, the routing of the transit vehicle is determined by the reserved trips.

- **Demand Response Feeder** - Under this model, a transit vehicle would operate within a defined geographical zone for a given period and would then be scheduled to meet other transit services at a given location. Passengers would call ahead to make a reservation. This model works well in connecting outlying areas to a broader network of public transportation services at a particular transfer point. This can be done on a subscription basis.

- **Shared Ride** – Residents of Cumberland County can also participate in NJ Transit’s Vanpool Sponsorship Program (VSP) and carpool programs which are locally administered by Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey. Residents can enter information regarding their commute into a database (i.e., locations, times, etc.) managed by Cross County Connection which will provide the commuter with carpool and vanpool options in their area. Three different types of vanpool arrangements can be employed. The first type includes owner operated vanpools in which the driver of the van owns the vehicle and the vanpool participants pay a monthly fare to the van owner. The second arrangement is employer operated vanpools in which an employer purchases a van and pays an employee or a third party to operate the vanpool. This method is not a common. However, subsidies can be provided by the

employer through the Commuter Benefits Program. Under this program, employees are entitled to \$110 per month in pre tax dollars through payroll deduction that can be used to offset the cost of their transit or vanpool commute. In the case of vanpools, it would have to be a third party vanpool and the payroll deduction would go directly to the vanpool operator. The third vanpool arrangement is for the vehicle in the vanpool to be provided and maintained by a third party provider contracted by NJ Transit. Under this arrangement, the van is leased to one of the vanpool members and the vanpool participants are charged monthly fares. In addition, under the third party arrangement, NJ Transit provides \$175 on a monthly basis to offset the expenses of the vanpool. Cross County Connection will assemble the vanpool groups and plan a route for the driver. If the vanpool is leasing a vehicle through NJ Transit's contracted third parties, Cross County Connection will also prepare all of the paperwork needed for the vanpool to receive the \$175 monthly subsidy and will complete any renewal forms needed.

Several observations regarding the demographic and land use characteristics of Cumberland County support the conclusion that traditional fixed route would not be the most appropriate model for much of the county with fixed routes applicable only within the communities of Bridgeton, Millville and Vineland. Utilizing the various models, alternatives to address the identified service gaps include:

- The lack of evening and weekend service on routes other than NJ Transit's fixed route services as well as the limited capacity for the general public on the CATS service were identified as an issue with the current system. The hours of operations of CATS demand response service could be expanded to provide evening and weekend hours. Also, an additional vehicle could be made available throughout the day to expand the capacity available on the service.
- The need for a connection between downtown Millville and the Millville Industrial Park could be served by a new fixed route similar to the shuttles currently operated by the Office of Employment and Training. This could be an expansion of the Cumberland County Public Transit System operated by that office.
- Another priority would be to secure funding for the continuation of the Landis Avenue Shuttle currently operated by the Office of Employment and Training. This could continue to operate as a fixed route service. The current service is funded under a Congestion Mitigation and Air Quality (CMAQ) grant which only allows for the funding of service operation for up to three years. That period is ending for this service.

The descriptions above provide various alternatives to address the gaps in service that were identified through the planning inputs, especially the stakeholder forum. A subsequent recommendations chapter will identify resource needs for the various projects.

Summary

This chapter provided a description of the various alternatives for the coordination of public and human service transportation service in Cumberland County. Five alternative organizational models were described including: (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 public (non NJ Transit) and human service transportation in Cumberland County (full consolidation); and (5) creation of a broker system. The limitations and potential benefits of each model were discussed.

In addition, this chapter provided a description of the various service models that could be employed to address current and future gaps between services and mobility needs. Using these potential service models, service alternatives were described which are designed to address the current service gaps that have been identified through the planning process.

RECOMMENDATIONS

The previous chapters of this study presented considerable information on the public and human service transportation system in Cumberland County and the transportation setting in which the component services operate. An examination of existing service both at the individual and system level was performed. Based on this examination and the input of area stakeholders, organizational and service improvement proposals for public and human service transportation in the county were developed.

Five potential coordination models were presented and analyzed. These included: (1) multiple independent providers and operators; (2) creation of a coordinating committee between some or all of the current service providers; (3) partial consolidation of functions or agencies; (4) creation of a single entity responsible for the oversight and administration of all public (non NJ Transit) and human service transportation services within Cumberland County; and (5) creation of a broker system. The benefits and weaknesses of each model were identified as part of the discussion in the previous chapter.

The service improvement alternatives presented in the previous chapter each were designed to address a service gap in the current network of services which were identified through the socioeconomic and demographic analysis and the input of stakeholders.

From this, preliminary recommendations for the coordination of service as well as service improvements were presented in a public forum held in Millville on May 23, 2007. All of the stakeholders were again invited to participate in the forum as well as the general public. The forum was advertised in the Bridgeton Evening News and the Vineland Times Journal. In addition, a phone number, mailing address and email address were included in the notice which allowed members of the public to provide input to the process in the most convenient manner for them.

Based on input received through this forum and comments received through other media, preliminary recommendations were finalized here. This includes a preferred alternative for the coordination of the current service network as well as fuller descriptions of the various service improvement alternatives. Also included in this chapter are the projected operating impacts of the service alternatives which are provided in terms of revenue hours, operating costs and passenger trips.

Coordination Recommendations

The analyses performed along with the stakeholder input showed that there is opportunity for greater coordination efforts in Cumberland County. Along with efficiency gains, greater

coordination could help to address some of the gaps between current mobility needs and services offered that were identified through the planning process. Along with meeting these deficiencies, the future organization of public and human service transportation services in Cumberland County should consider the following general goals for any comprehensive system:

- **Efficiency/Effectiveness** - The system should attempt to maximize the utilization of resources by increasing passengers per hour and reducing costs on a per hour and per passenger basis.
- **Responsiveness to Market** - Administrators and operators of the system should understand the mobility requirements and unique needs of the persons being transported.
- **Program Coordination** - The public and human service transportation system should recognize and address its integral role in the many ongoing social service programs whose clients are being transported on the system.
- **Quality of Service** - The service should be delivered in a consistent, reliable and direct manner in a clean and comfortable vehicle. All operations employees should receive consistent equipment and sensitivity training.
- **Flexibility** - The system should be able to respond to changes in travel patterns and the transportation setting.
- **Adequate Funding** - The various stakeholders in the public and human service transportation system should have the ability to achieve a consensus and gain support for sufficient funds to assure that the system can meet current and future transportation needs.
- **Compatibility** - Planned modifications to the organization of public transportation services in Cumberland County should be compatible with the transportation goals of the county and the various county supported programs. In addition, when feasible, modifications should be consistent with recommendations of previous planning documents.

Based on the goal of meeting the system deficiencies and addressing the general goals described above, it is recommended that the county's public and human service transportation service providers continue the process recommended in the 1998 plans and expand the level of coordination among the providers. To continue the coordination process, The Cumberland County Improvement Authority (CCIA), CATS and the Office on Employment and Training should take the lead in forming a Public and Human Service Transportation Coordinated Planning Committee. The current service providers in the county should serve as members of this committee. In addition, the county administration, system users and appropriate state

agencies should also be represented. This would include agencies such as the New Jersey Department of Children and Families which funds various transportation programs through the Division of Youth and Family Services, Division of Child Behavior Health Services and the Division of Prevention and Community Partnership.

Many organizations have participated in the stakeholder forums for this study effort and therefore, the implementation of this recommendation will represent a continuation of a process that has already begun. The committee could then work together to create a framework for greater coordination in the interim and the eventual creation of a more formalized coordinated system. This could be done by having the Coordinated Planning Committee address the following agenda:

- 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; and
- acting as an advocate on behalf of the public and human service transportation system.

In addition, the Committee will need to focus on detailed policy issues that will outline the structure and operation of a formally coordinated system. Due to this, it would be beneficial for the Committee to receive official Freeholder recognition.

In addition, the Coordinated Planning Committee will be responsible for the ongoing coordinated planning process required under the United We Ride program and specifically

requested as part of this document. The Coordinated Planning Committee will be charged with identifying local priorities for new or improved services and identify how federal and state grants along with local funds will be pursued.

To facilitate this process, there should be a designated agency that acts as the staffing support to the committee. Input from the stakeholders suggested that the CCIA would be the preferred agency to assume this role. It would be the responsibility of CCIA to schedule and establish the agenda for Committee meetings as well as prepare any necessary documents such as policy papers or updated plan documents. This would be in accordance with the coordination recommendation presented in the *Cumberland County Regional Transportation Study*.

All of these activities could be accomplished by the Coordinated Planning Committee without major institutional changes to the current structure. It should be noted that one of the most important short term actions that could be taken by the committee would be to develop common forms and data processing procedures to maintain information on passengers as well as the trips provided. The difficulty in assembling the inventory data for this study suggests opportunities for improvement. This will allow for the eventual sharing of resources to serve standing reservations and will act as a key building block to a formally coordinated system.

A second important short term task will be the establishment of a single source of public information regarding the services currently available in Cumberland County. CCIA could use the resources provided through the Cross County Connection provider survey to assemble a transportation resources guide for the county which could be distributed to human service providers throughout the county. The transportation service providers would need to assist in this effort by ensuring that CCIA had the most up to date information regarding the transportation service they provide. CCIA's or another agency's phone number could potentially be published as a centralized information source. This would be the first step in establishing a centralized customer service function.

Other coordinated public information efforts could include posting the resource guide on an internet website or developing a unified transportation services pamphlet that could be made available to the public. Participating agencies should be encouraged to provide part of their transportation administration budget to support these types of efforts.

Coordination Timeline

To satisfy the requirements of United We Ride, it will be necessary to establish a proposed schedule of milestones that will be reached in terms of establishing the coordinated system.

- **Fall 2007** - The Public and Human Service Transportation Coordinated Planning Committee will be established with official recognition by the County Freeholders in

time to identify what services are priorities for funding under Job Access Reverse Commute (5316), New Freedom (5317) and Elderly and Disabled (5310) programs and which organization will pursue the funding in the next fiscal year.

- **Spring 2008** – CCIA will develop a centralized source of information regarding public and human service transportation available in Cumberland County (i.e., pamphlet, website, etc.).
- **Fall 2008** – The Coordinated Planning Committee will establish a plan for the structure and a timeline for a more formalized coordinated system in the county.

This proposed schedule provides approximately a two year time line for the development of a plan for the next phase of coordination for the system in Cumberland County. Actual implementation may vary due to available funding or other issues. It should be noted that the time line calls for the initiation of a coordinated planning process in the short term through the official establishment of the Public and Human Service Transportation Coordinated Planning Committee.

Service Improvement Recommendations

The analyses performed along with the stakeholder and public input showed that the deficiencies in the current network of public and human service transportation in Cumberland County include a limited weekday and weekend span of service, a low level of capacity for the general public, a need for a connection between downtown Millville and the Millville Industrial Park as well as the need to continue the current Landis Avenue Shuttle. It was also noted that, given the current funding situation, the highest service priority will be to maintain the level of service on service currently provided in the county.

The various service alternatives presented in the Alternatives chapter were designed to specifically address these deficiencies which have been identified as priorities for public and human service transportation in Cumberland County. Following are more detailed descriptions of these potential service improvements. Operating impacts of each service improvement have been determined including annual revenue hours, operating costs and ridership projections. Operating costs have been calculated using data provided by CATS and the Office of Employment and Training to the Cross County Connection provider survey.

These included the facts that CATS' annual budget for transportation operations is approximately \$2,107,486 and operates 40,147 vehicle hours annually. Using these figures, an incremental cost per additional hour of \$52.49 was calculated. This figure was then used to calculate the annual operating cost impact of certain service improvements alternatives described below. Also, CATS reported that they provide 135,994 passenger trips annually which indicates

that the service has a productivity rate of 3.4 passengers per hour. This productivity rate was used to determine ridership projections for each potential service improvement.

Also, The Cumberland County Office of Employment and Training reported that their annual budget for transportation operations is \$152,648 and operate 3,556 vehicle hours annually. This represents an incremental cost per additional hour of \$42.93. At 33,701 passenger trips annually, the services of the Office of Employment and Training have a productivity rate of 9.5 passengers per hour. These figures are used to calculate the impacts of the service proposals designed to expand or continue the Office of Employment and Training's system.

Evening and Weekend Service – Expanding CATS demand response service to weekday evenings and weekends is a potential strategy to address this deficiency in current service. To calculate the operating impacts of this alternative, it was assumed that the span of service for CATS demand response would be extended to 8:00 PM Monday through Friday. This would add approximately 4 hours of revenue service to the CATS' system each weekday. Assuming 257 weekdays per year, this expansion would add approximately 1,028 revenue hours annually. The operating cost impact would be approximately \$54,000. Also, it is assumed that evening service would garner approximately 75 percent of the productivity of the daytime service. This would equal a productivity rate of 2.6 passengers per hour. Over 1,028 hours annually, a total of approximately 2,700 passenger trips would be provided on this expanded weekday evening service.

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. Over 52 Saturdays per year, this would require 416 hours annually and have an operating cost impact of approximately \$21,900. Again assuming a productivity rate of 2.6 passengers per hour, this service would provide approximately 1,100 passenger trips annually.

Expanded Capacity for General Public Service – 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 for a total of 2,056 additional hours annually. This would result in an annual operating cost impact of \$107,900. It is assumed that this added vehicle would garner the same level of productivity as the current CATS demand response services, or 3.4 passengers per hour. Therefore, it is projected that this expanded capacity would provide approximately 7,000 passenger trips annually.

Millville Industrial Park Service – One strategy to address this service need is 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. Assuming two hours per round trip, the service would require 8 hours of service each Monday through Friday or 2,056 hours annually. Using the Office of Employment and Training's cost per hour of \$42.93, the projected operating costs for this service alternative would be approximately \$88,300. It is assumed that these added trips would garner the same productivity level of the current Employment and Training services, or 9.5 passengers per hour. Therefore, it is projected that these expanded services would provide approximately 19,500 passenger trips annually.

Continue Landis Avenue Express Service – 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. This service currently requires 12 hours of service each weekday or 3,084 hours annually. Projected annual operating costs for this service would be approximately \$132,400 using the Office of Employment and Training's current operating cost per hour figure of \$42.93. It is assumed that this service would continue to garner the same productivity level of the current Employment and Training services, 9.5 passengers per hour. Therefore, it is projected that this service would provide approximately 29,300 passenger trips annually.

The implementation of the services alternatives described above would address the deficiencies of the current system that were identified as priorities through the planning process. It should be noted, however, that it will be the responsibility of the Public and Human Service Transportation Coordinated Planning Committee to identify the service and operator that will be used to address these needs. To allow the committee to identify and select the most effective and cost efficient model, it will be important to implement the coordination recommendation outlined in this report.

Summary

This chapter identified the recommended alternative from among the potential coordination models presented in the Alternatives chapter. It is recommended that the various service providers and other interested agencies in Cumberland County continue the process of service coordination through the establishment of a Public and Human Service Transportation Coordinated Planning Committee. This committee will be charged with not only continuing the coordination process but also to provide the county with an ongoing coordinated planning process which is required as part of the United We Ride initiative. This chapter identified specific issues for this committee to address to facilitate the establishment of a more formally coordinated system. Also, it is recommended that the CCIA act as a staffing resource to this

committee to facilitate the process and prepare any necessary documents to move the process forward.

In addition, this chapter provided descriptions of potential service alternatives designed to address the deficiencies in the current network of services which were identified as priorities through this planning process. Projected operating costs were provided for each service proposal as listed below. While these proposals represent potential strategies for addressing the identified gaps in services, it will be the responsibility of the Coordinated Planning Committee to identify the service and operator that will ultimately be used to address these needs.

Proposal	Annual Operating Costs (\$)
Evening/Weekend Service	75,900
Expanded Capacity	107,900
Millville Industrial Park Service	88,300
Continued Landis Avenue Service	132,400
Total	404,500

Further refinement of these proposals, their capital needs as well as the pace of implementation would be undertaken as part of the implementation process of the coordinated system.

APPENDIX A

**CROSS COUNTY CONNECTION
CUMBERLAND COUNTY
SERVICE PROVIDER SURVEY SUMMARY**

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	A0b	A0c	A0d	A0e	A0f	A0g	A0h	A0i	A0j	A1a
Organization Name:	Address:	City:	County:	Zip Code:	Contact Person:	Title:	Phone Number:	Fax Number:	Email Address:	Specify Other:
Belleplain Emergency Corp	138 Washington Street	Belleplain	New Jersey	08270	William H. King Sr.	CEO	609-861-5250	609-861-2288	chiefbec@comcast.org	Emergency and Non Emergency Ambulance, Handicap Van and Coach. (MAVT)
Cumberland County Office of Employment and Training	P.O. Box 1398	Bridgeton	Cumberland	08302	Bill Ewing	Transportation Coordinator	(856) 451-8920	(856) 451-4228	billewing@ccoel.org	
Cumberland Area Transit System (CATS)	790 East Commerce St.	Bridgeton	Cumberland County	08302	Theresa L. Van Sant	Project Director	856-691-9331	856-563-1741	theresa@co.cumberland.nj.us	
Cumberland County Board of Social Services	275 N. Delsea Dr.	Vineland	Cumberland	08360	Patricia C. Kears	Acting Director	(856)691-4600 ext.200	(856)692-7635	pkears@oel.state.nj.us	
Easter Seals NJ	120 Bogden Blvd.	Millville	Cumberland County	08332	George Romer	Service Manager	856-327-6454	856-327-6458	gromer@nj.easterseals.com	
Elwyn New Jersey	1667 E. Landis Avenue	Vineland	Cumberland County	08361	Jane G. Detweiler	Executive Director	856-794-5300	856-696-8380	jane_detweiler@elwyn.org	
Kessler Memorial Hospital	600 So. White Horse Pike	Hammonton	Cumberland County	08037	Carmela Schenk	Environment of Care/ Safety Coordinator	609-561-6700 x5475	609-567-1986	cms@Kmh.org	
Pearl Transit Corp.	105 Spillway Drive	Alloway	Cumberland County	08001	Jael Brown	Program Director	856-878-9340	856-583-0389	jbrown@pearltransit.org	
Salem One Stop	174 E. Broadway	Salem	Salem County	08079	Kenneth P. Thomas	Employment Supervisor	856-935-7007	856-935-4048	Kenneth.Thomas@dot.state.nj.us	State government and college employees
Shirley Eves Development Therapeutic Center Inc	313 N 10TH 2T	Millville	Cumberland County	08332	Joyce Cossabon	Director	856-825-5840	856-825-5848	shirleyeves@verizon.net	
Tri-County Community Agency Inc.	110 Cohansey St.	Bridgeton	Cumberland County	08302	Michael Cudemo	Vice President/ Planning	856-451-6330 x 213	856-455-7288	Mcudemo@tricitycaa.org	

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	A2a	A3a	A4	A4a	A5	A5b
Organization Name:	Specify Other:	Specify Other:	A4. Approximately how many customers does your agency service in a year?	Does this number include duplicated or non-duplicated customers?	1. Facility Name:	Address:
Belleplain Emergency Corp	Medical Transportation	Emergency Services	28,903	Yes	Belleplain Emergency Corp	138 Washington Street Belleplain, New Jersey 08270
Cumberland County Office of Employment and Training	Transportation		3,276	Non-duplicated	Office of Employment & Training	220 N. Laurel St.
Cumberland Area Transit System (CATS)	Transportation	Elderly min age 60; Homeless	16,200	Unduplicated	Cumberland Area Transit System	790 E. Commerce St., Bridgeton
Cumberland County Board of Social Services	Medicaid Programs (NJ Family Care & other Medicaid related programs), Medical Transportation, Social Services	TANF, Foodstamp, Medicaid consumers	23,744	duplicated (Meabove number reflects Medical Transportation only)	Cumberland County Board of Social Services	275 N. Delsea Dr. Vineland, NJ 08360
Easter Seals NJ	transportation		250-300	Non-duplicated	ESNJ-Millville	120 Bogden Blvd., Millville, NJ 08332
Elwyn New Jersey	transportation		350	Non-duplicated		
Kessler Memorial Hospital		Dialysis patients (outpatient)	600		Kessler Dialysis	811 So. Egg Harbor Rd. Hammonton, NJ 08037
Pearl Transit Corp.	Transportation and trip planning assistance		200		Pearl Transit Corp.	105 Spillway Drive, Alloway, NJ 08001
Salem One Stop			20,000-2			
Shirley Eves Development Therapeutic Center Inc	Therapy and respiratory care services to children and adults with disabilities		300	non-duplicated		
Tri-County Community Agency Inc.	Housing, economic development		90,000	unduplicated	33 facilities	

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	A5c	A5d	A5e	A5f	A5g	A5h	A5i	A6
Organization Name:	Description of Services Provided:	2. Facility Name:	Address:	Description of Services Provided:	3. Facility Name:	Address:	Description of Services Provided:	Administration Offices (Monday-Friday):
Belleplain Emergency Corp	This address is our base of operation. We provide medical transportation.							0800hr.-1600hr.(disp. 24 hr.)
Cumberlan County Office of Employment and Training	Administrative Office	One Stop Career Center	275 N. Delsea Dr	Job training & Placement				8:30 - 4:30
Cumberland Area Transit System (CATS)	sec page 3 A2							7:30am- 4:30pm
Cumberland County Board of Social Services	TANF, Foodstamps, Medicaid, Child Support, Social Services, Medical Transportation, CCPED case management	CCBSS	518-520 N. Pearl St. Bridgeton, NJ 08302	TANF, Foodstamps, Medicaid				8:30am to 4:30pm, Wednesdays 7:30am to 7:30pm
Easter Seals NJ	Vocational Rehabilitation, employment services	Many other locations and services throughout the state			Many other locations and services throughout the state			8:30am-4:00pm
Elwyn New Jersey								8:00am-5:00pm
Kessler Memorial Hospital	Out-patient chronic dialysis							M/W/F-6:30-10:30
Pearl Transit Corp.	No client services currently ; base of operations for staff only.							8:30am-5:30pm
Salem One Stop								
Shirley Eves Development Therapeutic Center Inc								8:00am-6:00pm M-THURSDAY
Tri-County Community Agency Inc.		33 facilities			33 facilities			8:30am-4:30pm

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	A6a	A6c	A6d	A6e	A6f	A6g	A6h	A6i
Organization Name:	Administration Offices (Saturday):	Administration Offices (Sunday):	Programs (Monday-Friday):	Programs (Saturday):	Programs (Sunday):	Other (Monday-Friday):	Other (Saturday):	Other(Sunday):
Belleplain Emergency Corp	Dispatch 24 hr.	Dispatch 24 hr	24/7	24/7	24/7			
Cumberland County Office of Employment and Training			8:30 - 4:30					
Cumberland Area Transit System (CATS)	n/a	n/a						
Cumberland County Board of Social Services			8:30am to 4:30pm, Wednesdays 7:30AM to 7:30pm					
Easter Seals NJ			8:30am-4:00pm			9:00am-3:00pm workshop		
Elwyn New Jersey			8:00am-4:30pm					
Kessler Memorial Hospital	10:30-2:30		10:30-2:30	10:30-2:30		2:30-6:30- T/T/S 6:30-10:30/ 10:30-2:30		
Pearl Transit Corp.			6:00am-12:00am	6:00am-12:00am	6:00am-12:00am			
Salem One Stop								
Shirley Eves Development Therapeutic Center Inc			8:00AM-6:00PM M-THURSDAY	24 HOURS	24 HOURS		2 weekends/ month	
Tri-County Community Agency Inc.			8:30am-4:30pm					

United We Ride Cumberland County Qualitative Data

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	A7
Organization Name:	What are the Geographic Boundaries of your Service Area?
Belleplain Emergency Corp	Cape May, Cumberland and Atlantic County
Cumberlan County Office of Employment and Training	Cumberland County
Cumberland Area Transit System (CATS)	All Cumberland County, Philadelphia (3 day), Wilmington DE (3 DAY)
Cumberland County Board of Social Services	All Consumers must live in Cumberland County. Medical Transportation recipients are transported within county, out-of-county, and out-of-state.
Easter Seals NJ	Cumberland, Salem, Gloucester, Atlantic and Cape May counties-(Millville areas)
Elwyn New Jersey	Currently Cumberland, Gloucester and Atlantic Counties
Kessler Memorial Hospital	25 mile radius: Atlantic/ Cumberland/ Camden
Pearl Transit Corp.	Child care, training and work locations in Salem, Cumberland and Gloucester counties
Salem One Stop	
Shirley Eves Development Therapeutic Center Inc	Cumberland County, parts of Gloucester, Salem and Atlantic county
Tri-County Community Agency Inc.	Cumberland, Gloucester and Salem counties

United We Ride Cumberland County Qualitative Data

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	A8
Organization Name:	Will Expanded or Improved Statewide Services Benefit your Organization or Customers?
Belleplain Emergency Corp	Unsure
Cumberland County Office of Employment and Training	
Cumberland Area Transit System (CATS)	Dialysis transportation to Bridgeton and Vineland facilities. Times are not conducive to hours of service by CATS. We currently service of shifts. Incremental costs are rising, vehicles, gas, utility and staff costs must be met with sources of funds some of which are static
Cumberland County Board of Social Services	We need better public transportation due to remoteness.
Easter Seals NJ	More transportation (Buses, vans, shuttles etc) to and from the various industrial parks within Cumberland County. Along with transportation during evening hours for consumers working 2nd and 3rd shifts.
Elwyn New Jersey	Better public transportation services in Southern New Jersey, particularly Cumberland County in general; limited buses and limited services in general
Kessler Memorial Hospital	Funding for driver's salaries, maintenance and repairs for van; and insurance/registration costs
Pearl Transit Corp.	Additional demand responsive services to accommodate employment locations that are not served by public services
Salem One Stop	Since we deal with all categories of customers, our needs for transportation are great. A majority of our customers that are job searching realize that the Pureland Industrial Park off exit 10 of route 295 is the closest viable place for employment. Since the present bus system ceases at approximately 8:00pm, it is not a viable option for second or third shift. Then there are the customers who do not live near the bus routes. They need transportation just to get to the bus stop. There are those customers who would rather work in the Cumberland area. There are no public transportation options for them. We deal with customers who are on assistance and they have the requirements for job searches during the weeks, they are on assistance until they find employment. Their transportation needs are prohibating to employment most of the time.
Shirley Eves Development Therapeutic Center Inc	We provide transportation for our clients to doctors, therapy and school appointments when a vehicle and drivers are available. Improvements would be to provide a driver if funding were available for gas and insurance costs. Most transportation is needed in Cumberland County. Car seats are needed because we service mostly young children in early intervention (0-3 years olds) with disabilities and their families
Tri-County Community Agency Inc.	Van or bus pickups from transitional housing to job training or school. Van or bus pick ups in low-income communities to agency service sites

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	A9	B1a1	B1b1	B1d	B2	B2b1	B2c
Organization Name:	Please state how customers get to your location:	Please provide the name(s) of your contracted operator(s):	Please provide the name(s) of your contracted operator(s):	OTHER (please specify):	Transportation service begins on Mondays at:	Transportation service begins on Tuesdays at:	Transportation service begins on Wednesdays at:
Belleplain Emergency Corp	All patients are picked-up and delivered door to door.		Employees of Belleplain Emergency Corp	N/A	24/7	24/7	24/7
Cumberland County Office of Employment and Training	NJ TRANSIT and Shuttle				5:30am	5:30am	5:30am
Cumberland Area Transit System (CATS)	We are a demand-response service	Millville Rescue Squad			8:00am	8:00am	8:00am
Cumberland County Board of Social Services	By car, public transport, taxi, walking						
Easter Seals NJ	Our center van, U.GO INC, senior ride, C.A.T.S, Millville Rescue squad	U-Go Inc.	U-Go Inc.	NJ-Division of Vocational Rehabilitation reimburses clients/riders with own transportation to our programs	6:30am	6:30am	6:30am
Elwyn New Jersey	Access NJ, CATS BUS, Group Home vans (agency owned), others providers, families and bus transportation service	Sheppard Bus Company		Agency personnel provide transport services to day programs, doctor appointments, family visits, recreation etc.	8:00am	8:00am	8:00am
Kessler Memorial Hospital					6:30am	6:30am	6:30am
Pearl Transit Corp.					6:00am	6:00am	6:00am
Salem One Stop							
Shirley Eves Development Therapeutic Center Inc	Generally we pick up				8:00am	8:00am	8:00am
Tri-County Community Agency Inc.	Walk, car and some public transit						

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	B2d	B2e	B2f	B2g	B2h	B2i	B2j	B2k	B2l	B2m
Organization Name:	Transportation service begins on Thursdays at:	Transportation service begins on Fridays at:	Transportation service begins on Saturdays at:	Transportation service begins on Sundays at:	Transportation service ends on Mondays at:	Transportation service ends on Tuesdays at:	Transportation service ends on Wednesdays at:	Transportation service ends on Thursdays at:	Transportation service ends on Fridays at:	Transportation service ends on Saturdays at:
Belleplain Emergency Corp	24/7	24/7	24/7	24/7	24/7	24/7	24/7	24/7	24/7	24/7
Cumberland County Office of Employment and Training	5:30am	5:30am			6:30pm	6:30pm	6:30pm	6:30pm	6:30pm	
Cumberland Area Transit System (CATS)	8:00am	8:00am			4:00pm	4:00pm	4:00pm	4:00pm	4:00pm	
Cumberland County Board of Social Services										
Easter Seals NJ	6:30am	6:30am			3:30pm	3:30pm	3:30pm	3:30pm	3:30pm	
Elwyn New Jersey	8:00am	8:00am	vary	vary	5:00pm	5:00pm	5:00pm	5:00pm	5:00pm	vary
Kessler Memorial Hospital	6:30am	6:30am	6:30am		6:30pm	2:30pm	6:30pm	2:30pm	6:30pm	2:30pm
Pearl Transit Corp.	6:00am	6:00am	6:00am	6:00am	12:00am	12:00am	12:00am	12:00am	12:00am	12:00am
Salem One Stop										
Shirley Eves Development Therapeutic Center Inc	8:00am	8:00am	24 hours	24 hours	6:00pm	6:00pm	6:00pm	6:00pm	6:00pm	2 wkends/month
Tri-County Community Agency Inc.										

United We Ride Cumberland County Qualitative Data

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	B2n	B3:1	B3b	B3c	B4a	B4b	B5a1	B5b	B5c	B5d	B5e
Organization Name:	Transportation service ends on Sundays at:	Days of advance notice needed:	Days of advance notice needed:	Hours of advance notice needed:	Describe age requirements from above responses:	Other (please specify):	Other:	Any type of trip need within your organization area	Health/m edical	Nutrition	Social
Belleplain Emergency Corp	24/7	0	1 day	24 hours					100%		
Cumberland County Office of Employment and Training		1									
Cumberland Area Transit System (CATS)		0		48 hours	Elderly person-over age 60	Clients must register with CATS to receive id # to ride			35%	14%	
Cumberland County Board of Social Services		0									
Easter Seals NJ		0	10 days								
Elwyn New Jersey	vary	1				Individuals in our programs and sometimes their family members	Shopping/personal needs	5%	5%		5%
Kessler Memorial Hospital		0		4 hours							
Pearl Transit Corp.	12:00am	1				Low income residents of Salem and Cumberland counties	Child Care				
Salem One Stop		0									
Shirley Eves Development Therapeutic Center Inc	2 wkends/month	1							25%		
Tri-County Community Agency Inc.		0									

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	B5f	B5g	B5h	B5k	B5i	B5j	B6a	B6b	B7	B7a	B8
Organization Name:	Recreation	Education/ Training	Employment	Shopping	Social Services	Other	What is the fare amount?	If fare is not a flat fee, how is this amount calculated?	# of one way passenger trips in annual year (2005 or 2006):	# of one way passenger trips in a typical month:	# of vehicle miles in annual year (2005 or 2006):
Belleplain Emergency Corp								Depends on level of service	28,903	2,408	n/a
Cumberland County Office of Employment and Training		10%	90%						33,701	2,900	44,385
Cumberland Area Transit System (CATS)	3%	2%	10%	9%	15%	12%	50 cents in county-\$1.00 out of county donation		135,994 (2005)	10,241	756,929 (2005)
Cumberland County Board of Social Services											
Easter Seals NJ		100%	100%					We are reimbursed by NJ division of vocational rehabilitation	4,400	367	34,320
Elwyn New Jersey	5%	60%		20%			Transportation is included in the agency reimbursement rate		Do not have this information	Do not have this information	Do not have this information
Kessler Memorial Hospital							\$5.00	Each way according to ability to pay	240	20	
Pearl Transit Corp.		5%	80%			15%	\$ 1; Fare waived for job seeking activities. Work and child care transport \$1 fare each way.		6,200	600	40,000
Salem One Stop											5000
Shirley Eves Development Therapeutic Center Inc	25%	50%							2,496	208	36,000
Tri-County Community Agency Inc.											

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	B8a	B9	B9a	B10	B11	B11a	B11b	B11c	B11d	B11e
Organization Name:	# of vehicle miles in a typical month:	# of vehicle hours in annual year (2005 or 2006):	# of vehicle hours in a typical month:	What are the Geographic Limits of Your Service Area?	Managers:	Reservationists:	Schedulers:	Dispatchers:	Drivers:	Mechanics:
Belleplain Emergency Corp	n/a			Cape May, Cumberland and Atlantic County	2		2	27	20	3
Cumberland County Office of Employment and Training	3,480	3,556	294		1				2	
Cumberland Area Transit System (CATS)	54,667	40,147 (2005)	3,346	All of Cumberland County, Philadelphia hospitals, Wilmington VA	1 full time	6 full time	6 full time	6 full time	25 full time and 6 part time	2 full time
Cumberland County Board of Social Services										
Easter Seals NJ	2,860	1,080	90	(Our van only) Cumberland and Gloucester counties					1	
Elwyn New Jersey	Do not have this information	Do not have this information	Do not have this information	Mostly in Cumberland, Atlantic and Gloucester County- trips to North Jersey, Pennsylvania (Philadelphia) for doctor's appointments/airport, etc						
Kessler Memorial Hospital		4,680	390	25 mile radius-Atlantic, Camden and Cumberland counties					1	
Pearl Transit Corp.	3,000	2,700	230	Salem, Cumberland and Gloucester counties	1 full time		1 full time	1 full time	2 part time	
Salem One Stop										
Shirley Eves Development Therapeutic Center Inc	3,000	1,560	130	Cumberland, Gloucester and Salem Counties						
Tri-County Community Agency Inc.										

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	B11f	B11g	B11h	B12	B12a	B12b	B12c	B13	B13a	B13b	B13c
Organization Name:	Other (specify):	Other (specify):	Other (specify):	Annual budget for Transportation Administrative Expenses (\$):	Annual budget for Transportation Operating Expenses (\$):	Annual budget for Transportation Capital Expenses (\$):	TOTAL annual budget for the Transportation Program (\$):	Fares & donations (\$):	Charters, Advertising (\$):	City, Town, or Village funding (\$):	County funding (\$):
Belleplain Emergency Corp	supervisors 6	emergency medical technicians 37	office staff 8	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cumberland County Office of Employment and Training				20,815	152,648	0	173,463				
Cumberland Area Transit System (CATS)	Clerical Assistance 1 full time			153,239	2,107,486	228,516	2,489,241	21,593			326,831
Cumberland County Board of Social Services											
Easter Seals NJ											
Elwyn New Jersey	no transportation Dept. Direct Care staff transport individuals as			66,399.62	232,503.78	216,569.64	515,473.04				
Kessler Memorial Hospital				\$16,500	\$3,000		\$19,500	\$2,831			
Pearl Transit Corp.				26,200	102,200	30,000	158,400	3,000			
Salem One Stop											
Shirley Eves Development Therapeutic Center Inc	no employees assigned to their specific jobs. No Transportation						n/a				
Tri-County Community Agency Inc.											

**United We Ride Cumberland County
Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	B13d	B13e	B13f	B13g	B13h	B13i	B13j	B13k	B13l	B13m	B13n	B13o
Organization Name:	State Casino funding (\$):	Federal Transit Funding (e.g. 5310, 5311, JARC) (\$):	OAA Title III (\$):	OAA Title XX(\$):	Title XIX (Medicaid) (\$):	Veterans(\$):	TANF(\$):	Special Initiatives (\$):	Other (please identify) (\$):	Other (please identify) (\$):	Other (please identify) (\$):	TOTAL Anticipated Transportation Revenues (\$)
Belleplain Emergency Corp	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cumberland County Office of Employment and Training									147,637	25,826		173,463
Cumberland Area Transit System (CATS)	409,706	1,237,558		182,210	24,825	15,000						2,217.72
Cumberland County Board of Social Services												
Easter Seals NJ												
Elwyn New Jersey									We do not receive revenues for transportation.	Costs are covered in our contract with the Dept. Human Services-Division of Development Disabilities		
Kessler Memorial Hospital												\$2,831
Pearl Transit Corp.		64,200							57,600	31,600	2,000	158,400
Salem One Stop												
Shirley Eves Development Therapeutic Center Inc									4,000 private foundation			4,000
Tri-County Community Agency Inc.												

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Qualitative Data**

Response Rate = 79% (11 of 14 Surveys Returned)

A0a	B14	B15	B16a	B17a	B18a	B19a	B20	B21
Organization Name:	B14. Where are your vehicles garaged?	B15. Who services your vehicles, and where are they serviced?	B16a if yes, which program and what	B17a if yes, which program and what	B18a if yes, which type of equipment	B19a If yes, typically how long is your waiting list?	B20 Please identify the reason you were unable to provide the service:	B21 Please identify what the destinations are:
Belleplaine Emergency Corp	Belleplaine Emergency Corp 138 Washington Street Belleplaine, New Jersey 08270	In house service	Emergency Medical Dispatch	Fleet Matic	Nextel and FM radio		No	Only if out of our normal transport area.
Cumberland County Office of Employment and Training	Bridgeton office & Vineland Office	Chapman Ford, Liuistein Ford, Goodyear Service			NEXTEL phone		Yes, not on our route	YES
Cumberland Area Transit System (CATS)	Cats Facility	Mechanics (Cats)-on site			Radio		Yes, outside service areas; not enough drivers	see B10
Cumberland County Board of Social Services								
Easter Seals NJ	Parking lot at 120 Bogden Blvd, Millville	PHH Fleet Service, various proved by PHH			Cellphones	Depending on service provided 2 weeks	YES, distance and location to make feasible for route	No
Elwyn New Jersey	At the group homes; administratives offices	Various vendors (use Emkay Fleet Management)					No	No
Kessler Memorial Hospital								
Pearl Transit Corp.	105 Spillway Drive, Alloway, NJ 08001	Private garage/dealership						
Salem One Stop								
Shirley Eves Development Therapeutic Center Inc	No garage, vehicles are outside	Local mechanics, Millville			Cellphones		No	No
Tri-County Community Agency Inc.								

**United We Ride Cumberland County
Qualitative Data**

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A0a	C1a	C2a
Organization Name:	If yes, please note the agency name(s), type of services, and reimbursement arrangements:	If yes, please describe:
Belleplain Emergency Corp		
Cumberland County Office of Employment and Training		
Cumberland Area Transit System (CATS)	Medicaid transportation; county welfare board	Gloucester and Camden counties-Inter-local coordinated services-Mon-Tues-Wed to Philadelphia,PA
Cumberland County Board of Social Services		
Easter Seals NJ		
Elwyn New Jersey		Sheppard Bus services
Kessler Memorial Hospital		
Pearl Transit Corp.	Supportive Career Counseling and Employment Services Inc (SUCCES). Match of actual costs relating to employment transportation services provided to clients	Fee for services agreement with SUCCES to provide employment and child care transportation. Trip planning assistance only is available when public services are available when public services are available to complete a trip. Transportation provided only to the extent necessary to fill gaps in the rider's transportation plan. Coordination of services provided to Salem County residents through the Inter Agency Council through monthly planning meetings.
Salem One Stop		
Shirley Eves Development Therapeutic Center Inc		
Tri-County Community Agency Inc.		

United We Ride Cumberland County Qualitative Data

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A0a	C5a	C6
Organization Name:	If yes, please identify those organizations:	Identify Any Real or Percieved Barriers to Coordination:
Belleplain Emergency Corp	n/a	
Cumberlan County Office of Employment and Training		
Cumberland Area Transit System (CATS)	Dialysis	Need more drivers
Cumberland County Board of Social Services		No
Easter Seals NJ		
Elwyn New Jersey		
Kessler Memorial Hospital		
Pearl Transit Corp.		Funding and lack of information about available state and federal grant funding
Salem One Stop		
Shirley Eves Development Therapeutic Center Inc		
Tri-County Community Agency Inc.		Turf issues, coordination of shared services, vehicles costs/purchase, upkeep maintenance, insurance, fuel costs and realistic funding reimbursement