

# **SJTPO Regional Human Service Transportation Plan**

## **Final Report Salem County**

Prepared for  
**South Jersey Transportation  
Planning Organization**

Prepared by  
**Abrams-Cherwony & Associates  
Eng-Wong, Taub & Associates**

June 2007

**DISCLAIMER**

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

**TABLE OF CONTENTS**

| <b>CHAPTER</b>                              | <b>PAGE</b> |
|---|-------------|
| INTRODUCTION                                | 1           |
| EXISTING TRANSPORTATION SYSTEM              | 5           |
| SERVICE AREA CHARACTERISTICS                | 18          |
| SELF ASSESSMENT                             | 58          |
| ALTERNATIVES                                | 63          |
| RECOMMENDATIONS                             | 82          |
| APPENDIX A: SERVICE PROVIDER SURVEY SUMMARY |             |

## INTRODUCTION

Salem County along with the State of New Jersey administers a number of human service programs that are oriented to the 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:

| <b>Designee</b>                    | <b>Agency</b>                           |
|------------------------------------|---|
| 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                     |

| <b>Designee</b>                   | <b>Agency</b>                  |
|-----------------------------------|--------------------------------|
| 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 insure 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 (SJTPPO), 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 clearinghouse for federal transportation programs. The SJTPPO 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 Salem County and includes proposals for service, organization and management. It establishes a coordinated 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 Salem 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 Salem 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 significant action, needs action and done well. For the most part, the results would suggest some efforts with respect to coordination, but with 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 both fixed route and demand responsive 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 service 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 Salem County. There are two types of transportation services offered in the county, the first category includes fixed route. The fixed route operators in Salem County are NJ Transit and Salem County Community Bus Service which operates two fixed routes under contract with NJ Transit. The second category includes flexible fixed route services and demand responsive, or paratransit services. Several agencies and organizations 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 Salem 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 Salem 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 Salem 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 Salem 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 Salem County. Fixed route bus operations are considered to be public transportation services operating along a fixed alignment and an established schedule. Passengers can board and alight fixed route bus services at any bus stop along the established route. All of the services meeting this description in Salem County are operated by either NJ Transit or Salem County Community Bus Service (SCOT) which operates two routes under contract with NJ Transit. Table 1 lists these bus routes along with the Salem County communities that are served by the routes.

**Table 1  
Fixed Route Services**

| <b>Route #</b> | <b>From</b> | <b>To</b>      | <b>Communities Served</b>  |
|----------------|-------------|----------------|--|
| 401            | Salem       | Philadelphia   | Mannington Township, Pilesgrove Township, Salem, Woodstown Borough   |
| 402            | Pennsville  | Philadelphia   | Carney's Point Township, Oldmans Township, Penns Grove Borough, Pennsville Township                              |
| 410            | Bridgeton   | Philadelphia   | Upper Pennsgrove Township, Upper Pittsgrove Township   |
| 423            | Penns Grove | Wilmington, DE | Carney's Point Township, Penns Grove Borough, Pennsville Township,   |
| 468            | Penns Grove | Woodstown      | Carney's Point Township, Mannington Township, Pennsville Township, Penns Grove Borough, Salem, Woodstown Borough |

Of the routes listed in Table 1, NJ Transit directly operates Route 401, Route 402 and Route 410. SCOT operates Route 423 and Route 468 under contract with NJ Transit.

Reflecting the development patterns of Salem County and its density, most areas are not served by fixed route bus service. Instead, service is oriented along major highway routes that connect population centers in the county such as Salem and Penns Grove as well as urban centers in neighboring counties such as Bridgeton. While Table 1 lists the fixed routes operated in Salem County, it does not provide any indication of the level of service provided. Table 2 provides the span of service and the frequency at which these routes operate.

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

| <b>Route #</b> | <b>Days of Operation</b> | <b>Span</b>                | <b>Frequency (in minutes)</b> |
|----------------|--------------------------|----------------------------|-------------------------------|
| 401            | Monday-Friday            | 4:45AM-1:33AM              | Peak – 60, Off Peak – 120     |
|                | Saturday                 | 4:45AM-9:19PM              | 120                           |
|                | Sunday                   | No service in Salem County |                               |
| 402            | Monday-Friday            | 5:54AM-7:40PM              | Peak – 30, Off Peak – 90      |
|                | Saturday                 | 5:52AM-10:59PM             | 4 round trips                 |
|                | Sunday                   | 6:45AM-9:52PM              | 3 round trips                 |
| 410            | Monday-Friday            | 4:52AM-12:39AM             | Peak – 35, Off Peak – 120     |
|                | Saturday                 | 5:09AM-11:05PM             | 120                           |
|                | Sunday                   | 5:45AM-10:38PM             | Average 120                   |
| 423            | Monday-Friday            | 6:55AM-5:58PM              | 2 round trips                 |
| 468            | Monday-Friday            | 5:33AM-8:18PM              | 75                            |
|                | Saturday                 | 9:30AM-6:01PM              | 75                            |

Table 2 shows that each of these fixed routes in Salem County operate each weekday with all but Route 423 offering Sunday service. Additionally, Route 402 and Route 410 offer service on Sunday. While Route 401 operates on Sunday, no service is provided along the Salem County portion of the route. Route 401, Route 402 and Route 410 offer service during the weekday and Saturday evenings with Route 402 and Route 410 offering service during Sunday evenings.

While these routes operate over an extended span of service, the services are not provided at high frequencies. The highest frequencies offered are on Route 402 and Route 410 which operate at a frequency of every 30 to 35 minutes during certain periods of the day. Frequencies drop to as low as every 120 minutes on these routes during other periods. On weekends, all routes except for Route 468 operate at a frequency of 120 minutes or offer only a limited number of round trips throughout the service day.

This shows that the fixed route transit network in Salem County is not extensive and has limited ability to serve the diverse mobility needs of Salem County residents. Given the rural nature of most of Salem 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 responsive refers to services in which the actual routing and schedule of the vehicles is, to a varying degree, determined by passenger reservations and requests. This includes both flexible fixed route services and purely demand responsive services. Flexible fixed routes do have a set alignment with scheduled time points, however, the vehicle will deviate from that alignment within certain parameters to accommodate a passenger request. Passengers can either board at bus stops along the established route alignment without a reservation or at a requested alternative site by prearrangement.

In a purely demand responsive service, routing between origins and destinations is not set and, in most cases, there are no scheduled stops. 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 Salem County. As noted above, it would be expected that most transportation services in Salem 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 Salem 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 13 different organizations in Salem County that provide some type of 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 Salem County providing such services.

**Table 3  
Service Availability and Eligibility Criteria**

| <b>Service</b>  | <b>Type</b>     | <b>Span</b>                                     | <b>Coverage/Purposes</b>  | <b>Eligibility</b>  |
|---|-----------------|---|---|---|
| Access Link (NJ Transit)                                    | Demand Response | At same times as applicable fixed route service | Within ¾ mile of a NJ Transit fixed route service   | Physical disability which prohibits person from accessing fixed route service |
| Arc of Salem County   | Demand Response | M-F – 8:00AM-4:00PM                             | Transportation to ARC activities/programs, employment   | Agency clients  |
| Healthcare Commons  | Demand Response | M-Th – 8:30AM-9:00PM<br>F – 8:30AM – 4:00PM     | Any trip purpose within area  | Agency mental health program clients  |
| Inter-Agency Council  | Demand Response | M-Sun – 6:00AM-12:00AM                          | Work trips, to/from case management organizations, social services visits   | General public, program participants  |
| Pearl Transit Corp.   | Demand Response | M-F – 8:30AM-5:30PM                             | Employment trips  | Low income residents  |
| Puerto Rican Action Committee of Southern New Jersey (PRAC) | Demand Response | M-F – 9:00AM – 5:00PM                           | To employment/job training, medical facilities, social service offices in Atlantic, Cape May, Cumberland and Salem Counties | Agency clients and DFYS referred clients                                      |
| Salem County Board of Social Services                       | Demand Response | M-F – 8:00AM-4:00PM                             | Social services, medical trips, employment  | Agency clients  |
| Salem County DFYS   | Demand Response | M-F – no limit                                  | Any trip purpose within Salem County  | DFYS Clients  |

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

| <b>Service</b>                              | <b>Type</b>                    | <b>Span</b>   | <b>Coverage/Purposes</b>   | <b>Eligibility</b>   |
|---|--------------------------------|---|--|--|
| Salem County Office on Aging                | Demand Response                | M-F – 8:00AM-5:00PM                                   | Any trip purpose in Salem County; other trips to Gloucester, Cumberland and Camden Counties, Philadelphia and Delaware | Salem County residents aged 60 or over, veterans aged 60 or over, disabled any age |
| SJH Adult Day Programs                      | Flex Fixed Route               | M-F – 7:30AM-4:15PM                                   | Trips to/from facility   | Agency clients   |
| Shirley Eves Development Therapeutic Center | Demand Response                | M-F – 8:00AM-6:00PM<br>2 weekends/month to activities | Health/medical trips, training/employment trips in parts of Cumberland, Salem, Atlantic and Gloucester Counties        | Agency clients   |
| Veterans Services                           | Demand Responsive              | As needed   | Medical trips from Salem County to VA medical facility in Wilmington, DE   | Salem County residents who are honorably discharged veterans                       |
| Youth Empowerment Zone                      | Demand Response and Flex Fixed | M-F – 9:00AM - 11:00PM                                | Trips to partial care services   | Agency clients   |

There are no demand response services in Salem County which are both open to the general public and can be used for any trip purpose. The Inter-Agency Council operates service which is available to the general public but can only be used for work based trips. Salem Office on Aging's service is open to any Salem County resident who is 60 years old or over. All other services are available only to the clients of the service provider. Other target populations are eligible for these services such as low income individuals who can access services through Puerto Rican Action Committee, Salem County Board of Social Services and Pearl Transit. Persons with mental or physical disabilities are eligible for services provided by various providers such as the Board of Social Services or the Arc of Salem County.

It should be noted that, other than Access Link, only two services provided in Salem County operate on the weekends and only three operate after 6:00 PM. None of these services are open to the general public for any trip purpose. 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 and SCOT, there is no service that is available to the general public for any trip purpose after 6:00 PM Monday through Friday or on the weekends.

**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 carriers for trip reservations also provides an indication of the accessibility and flexibility of the available services. In addition, many of the service providers listed in Table 3 do not actually operate the service they provide. Instead, they contract with an outside party to actually operate the trips. The contractor may also be responsible for taking reservations and scheduling the service.

As Table 4 shows, six of the 13 services provided in Salem County require at least a one-day notice for a reservation. The Salem County Office on Aging, Inter-Agency Council, PRAC and the Veterans Service require a two day notice for their demand responsive services. Certain client based services such as SJH, Arc of Salem County and Shirley Eves do not require a notice from their clients. Pearl Transit passengers typically have standing orders for service so a required notice is not applicable.

Table 4 also shows that many of the service providers contract with B.R. Williams, Riverfront Limousine Service or the SJTA to operate the services they make available to their clients. To an extent, these arrangements already reflect coordination of human service transportation. Many of the private for-profit and non-profit organizations that provide transportation service to their clients directly operate that service. A total of eight organizations directly operate some or all of their service.

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

| <b>Service</b>               | <b>Advance Reservation</b> | <b>Operating Arrangement</b>                 |
|------------------------------|----------------------------|--|
| Access Link (NJ Transit)     | 1 day                      | Contract with Laidlaw Transit Services       |
| Arc of Salem County          | No notice needed           | Contract with B.R. Williams                  |
| Healthcare Commons           | 3-7 days                   | Directly Operated                            |
| Inter-Agency Council         | 2 days                     | Contract with SJTA                           |
| Pearl Transit Corp.          | Subscription               | Directly Operated                            |
| PRAC                         | 2 days                     | Directly Operated                            |
| Salem County BSS             | NA                         | Contract with Riverfront Limo, B.R. Williams |
| Salem County DFYS            | NA                         | Directly Operated                            |
| Salem County Office on Aging | 2 Days                     | Directly Operated                            |
| SJH Adult Day Programs       | No notice needed           | Directly Operated                            |
| Shirley Eves                 | No notice needed           | Directly Operated                            |
| Veterans Services            | 2 days                     | Contract with B.R. Williams                  |
| Youth Empowerment Zone       | 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 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 38 full-time and 21 part-time drivers are employed by these providers. In addition, three providers indicated that they use a total of 24 non-transportation staff persons to operate the service they provide to their client groups. 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 Salem County.

**Table 5  
Staffing - Drivers**

| <b>Service</b>               | <b>Full-Time</b> | <b>Part-Time</b> | <b>Non-Trans Staff</b> | <b>Volunteer</b> |
|------------------------------|------------------|------------------|------------------------|------------------|
| Healthcare Commons           | 0                | 0                | 20                     | 0                |
| Inter-Agency Council*        | 1                | 2                | 0                      | 0                |
| Pearl Transit Corp.          | 0                | 2                | 0                      | 0                |
| PRAC**                       | 22               | 0                | 0                      | 0                |
| Salem County DFYS            | 7                | 0                | 0                      | 0                |
| Salem County Office on Aging | 4                | 16               | 0                      | 0                |
| SJH Adult Day Programs       | 4                | 1                | 0                      | 0                |
| Shirley Eves                 | 0                | 0                | 2                      | 0                |
| Youth Empowerment Zone       | 0                | 0                | 2                      | 0                |
| <b>Total</b>                 | <b>38</b>        | <b>21</b>        | <b>24</b>              | <b>0</b>         |

\* While Inter-Agency Council does not directly operate its service, data was provided specifically for the service funded by the agency.

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

In addition to these providers, SCOT employs 11 full-time drivers. Riverfront Limousine, with which many of the providers contract for service operation, employs 10 full-time and 10 part-time drivers. SJTA and B.R. Williams also employ staffs of drivers.

The second component of this section is an analysis of the vehicle inventory used by the service providers that directly operate service to provide these services in Salem 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**

| <b>Service Provider</b>      | <b>Buses</b> | <b>Vans</b> | <b>Sedans</b> | <b>Total</b> | <b>Wheelchair Accessible</b> |
|------------------------------|--------------|-------------|---------------|--------------|------------------------------|
| Healthcare Commons           | 0            | 7           | 13            | 20           | 0                            |
| Inter-Agency Council*        | 0            | 4           | 0             | 4            | 0                            |
| Pearl Transit Corp.          |              |             | 1             | 1            | 0                            |
| PRAC**                       | 0            | 0           | 26            | 26           | 0                            |
| Salem County DFYS            | No Data      |             |               | -            | -                            |
| Salem County Office on Aging | 4            | 20          | 0             | 24           | 23                           |
| SJH Adult Day Programs       | 0            | 5           | 0             | 5            | 3                            |
| Shirley Eves                 | 0            | 0           | 2             | 2            | 1                            |
| Youth Empowerment Zone       | 0            | 2           | 0             | 2            | 0                            |
| <b>Total</b>                 | <b>4</b>     | <b>38</b>   | <b>42</b>     | <b>84</b>    | <b>27</b>                    |

\* While Inter-Agency Council does not directly operate its service, the agency owns the vehicles that are used to operate the service they fund.

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

Among the service providers that directly operate service, there is a total active service fleet of 84 vehicles. This consists of 4 small buses owned by the Salem County Office on Aging, 38 vans and 42 sedans. Minivans with capacities of seven passengers or less as well as SUV's are considered sedans in this analysis. Of the 84 vehicles, 27 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 Salem County.

Also, Riverfront Limousine Service has three vans and three sedans used for contracted social service transportation in Salem County. B.R. Williams also has a fleet of vehicles that can be made available for service operation in Salem County. In addition, vehicles are available in Salem County as part of the Access Link program operated by Laidlaw Transit Services 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 Salem County. Table 7 provides the number of annual vehicle hours and miles operated by each of the service providers that directly operate their services. 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 reporting. This information is presented here to provide some indication of the overall level of public and human service transportation activity in Salem County.

**Table 7  
Annual Operating Statistics by Carrier**

| <b>Service</b>               | <b>Vehicle Hours</b> | <b>Vehicle Miles</b> | <b>Passenger Trips</b> | <b>Speed (MPH)</b> | <b>Passengers/ Hour</b> |
|------------------------------|----------------------|----------------------|------------------------|--------------------|-------------------------|
| Access Link (NJ Transit)     | No Data              | No Data              | 489                    | -                  | -                       |
| Arc of Salem County          | 6,125                | 137,600              | 52,800                 | 22.5               | 8.62                    |
| Healthcare Commons           | No Data              |                      |                        | -                  | -                       |
| Inter-Agency Council*        | 7,200                | 162,792              | 7,392                  | 22.6               | 1.03                    |
| Pearl Transit Corp.          | 2,700                | 40,000               | 6,200                  | 14.8               | 2.30                    |
| PRAC**                       | 31,815               | No Data              | 5,970                  | -                  | 0.19                    |
| Salem County BSS             | Contract             |                      |                        | -                  | -                       |
| Salem County DFYS            | No Data              |                      |                        | -                  | -                       |
| Salem County Office on Aging | No Data              | 354,657              | 33,685                 | -                  | -                       |
| SJH Adult Day Programs       | 10,080               | 180,000              | 14,112                 | 17.9               | 1.40                    |
| Shirley Eves                 | 1,560                | 36,000               | 2,496                  | 23.1               | 1.60                    |
| Veterans Services            | Contract             |                      | 850                    | -                  | -                       |
| Youth Empowerment Zone       | No Data              |                      |                        | -                  | -                       |
| <b>Total</b>                 | <b>59,480</b>        | <b>911,049</b>       | <b>123,994</b>         | <b>20.1(!)</b>     | <b>1.50(!)</b>          |

\* Due to the fact that the Inter-Agency Council service is a new service, only monthly data was available. Monthly data was then annualized and presented here.

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

! Calculated using the performance of only the providers for which both necessary data items are available.

Table 7 shows that the largest public demand response service provider in Salem County is the Salem County Office on Aging which operates 354,657 vehicle miles of service annually and provides 33,685 passenger trips. The Arc of Salem County carries the most passenger trips

at 52,800 annually. It should also be noted that all of the service listed for PRAC is not operated in Salem County but rather throughout southern New Jersey.

At 489 annual passenger trips, Access Link represents approximately 0.4 percent of the demand response passenger trips provided in Salem County annually according to these survey results. Several variables contribute to the low level of Access Link usage in Salem County. First, as noted earlier, the NJ Transit fixed route network in Salem County is limited, thereby restricting the eligibility area for Access Link trips. Second, many of the individuals in Salem County who would be eligible for Access Link service are also eligible for other services provided in the county such as Office on Aging service. Access Link charges passengers a fare based on the bus fare for the particular 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. Third, the application process for Access Link eligibility requires potential passengers to schedule an assessment appointment at one of the programs regional "Assessment Agencies". For Salem County residents, these sites are located in Gloucester and Camden Counties. Access Link will provide transportation to and from these appointments for individuals who do not have access to transportation. A fare of \$4 is charged for the trip. Social service providers who participated in the stakeholder process for this plan expressed the opinion that the application process discourages potentially eligible individuals from applying.

Operating speeds are similar for those agencies that reported both vehicle hours and vehicle miles of operation. All agencies reporting the necessary data had operating speeds above 14 miles per hour with many above 20 miles per hour. This would be expected in an area like Salem County which has large rural tracts. Productivity, as measured in terms of passenger trips per vehicle hour of operation, also exhibits wide variation. However, most agencies who reported sufficient data have a productivity of between 1.0 and 2.5 passenger trip per hour while the Arc of Salem County has a value of 8.62 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 demand response transportation service is being provided in the county with over 59,000 vehicle hours of demand responsive service being operated and 124,000 trips being provided annually. At this level of activity, some type of coordination of services should be beneficial.

In addition to the demand response service, SCOT operates 12,800 hours of service, 298,000 miles and carries 175,000 passengers annually.

## **Summary**

This chapter provided a description of the public and human service transportation network available in Salem County including fixed route, flexible fixed route and demand responsive services. The network is characterized by two operators, NJ Transit and Salem County Community Bus Service (SCOT), providing a limited amount of fixed route service in certain parts of the county and 13 other organizations providing flexible fixed route or demand responsive services throughout the county. The review indicated that the majority of public transportation services operated in Salem 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 demand response service network of 74 vehicles offers approximately 59,000 vehicle hours and provides 124,000 passenger trips annually. 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 Salem 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. Typically, these results are presented in three ways: absolute number of each cohort; density per square mile; and percent of total population. 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.

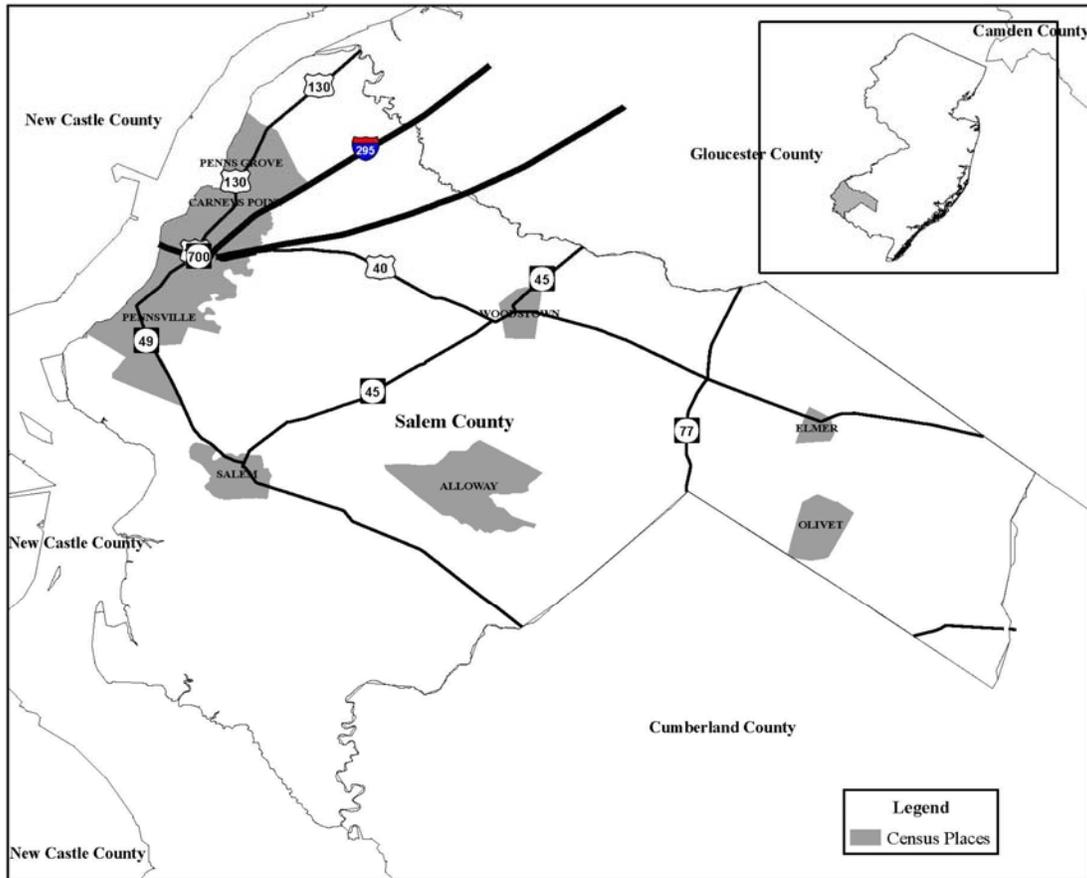
The information presented in this chapter is based on data from the 1990 and 2000 U.S. Census, the South Jersey Transportation Planning Organization and the Salem County Chamber of Commerce. Most of the data provided is recorded to the U.S. Census defined census tracts. In some areas, municipal boundaries were utilized.

### **Service Area Description**

Salem County is located in southwestern New Jersey, about 30 miles south of Philadelphia, 60 miles southwest of Trenton and 60 miles west of Atlantic City. The county covers 337.9 square miles and is bordered by Gloucester County to the north, Cumberland County to the east and the Delaware Bay to the west. Figure 1 shows Salem County and its surrounding area.

The major corridors in the county are State Route 45, State Route 49 and State Route 77. The New Jersey Turnpike and Interstate 295 serve the northwestern corner of the county.

**Figure 1**  
**Salem County**



## Demographic Indicators

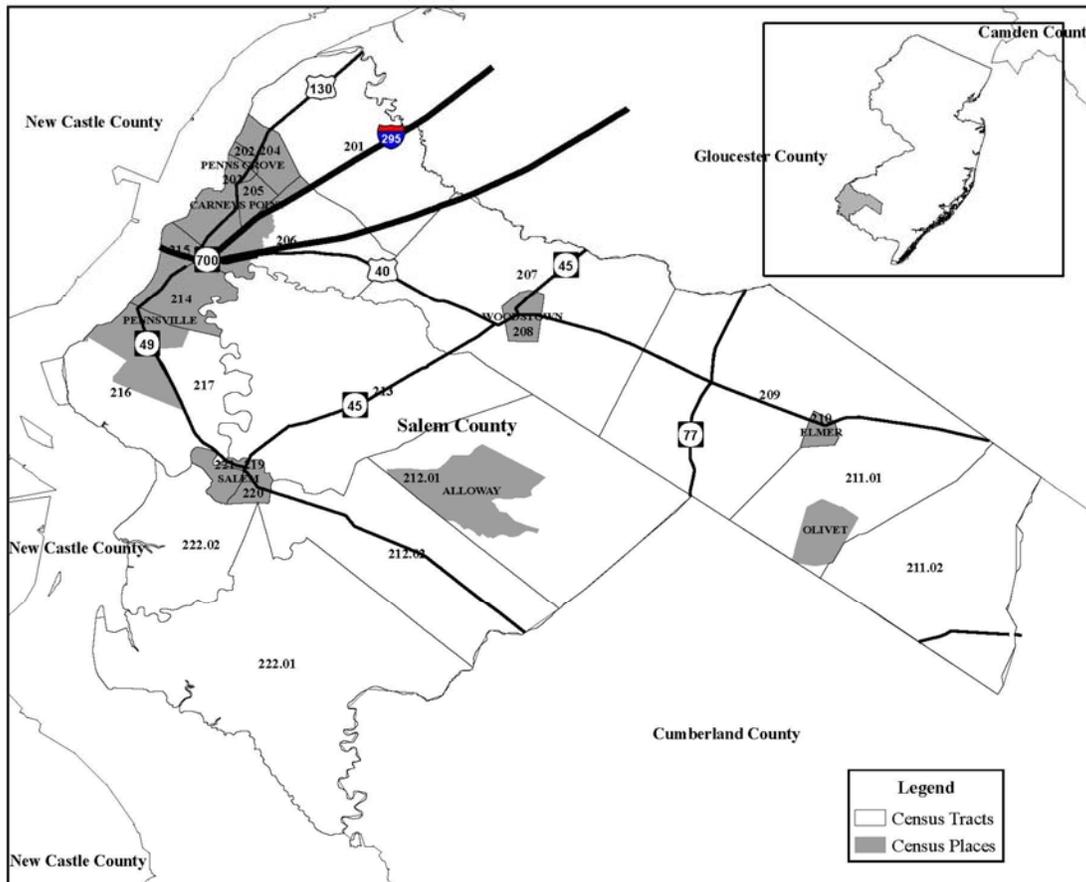
One of the major elements of any public and human service transportation analysis is an examination of the demographic factors that influence overall travel and the needs for public and human service transportation within any given area. These factors include characteristics about the area population 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 tract, the density of that population and the percent of the overall tract population comprised by the target population.

To plan effectively for a public and human service transportation network, it is important to identify the overall population, percent of population and density of each within each tract. 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 Salem 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 Salem County along with the place names.

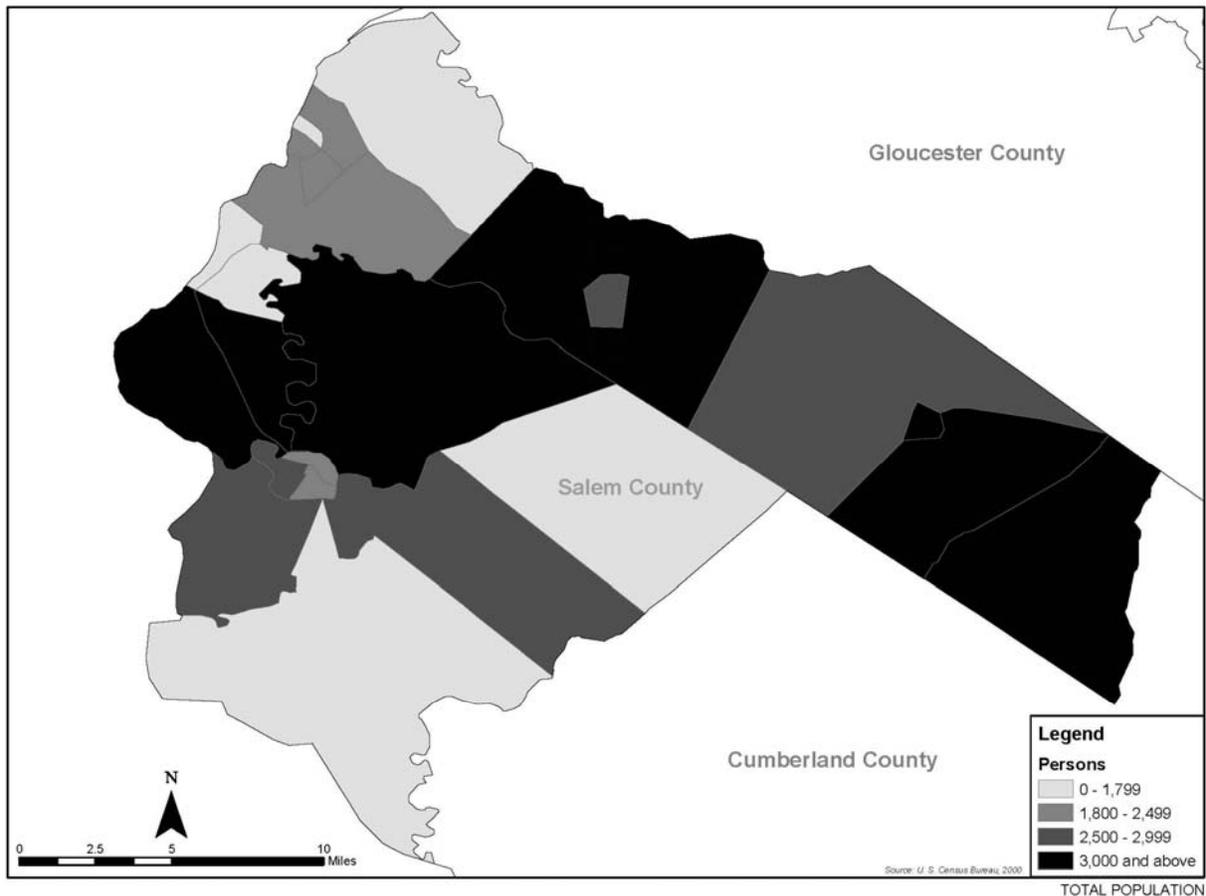
**Figure 2**  
**Salem County Census Tracts and Census Places**



**Population** - The 2000 U.S. Census indicates that the total population in the Salem County is 64,285. Of this total population, 13,194 people (20.5 percent) live in Pennsville Township, the largest municipality in the county. The two urban centers of Salem and Penns

Grove Borough have 5,857 and 4,886 residents respectively. This accounts for 16.7 percent of the county population. Salem and Penns Grove Borough make up a slightly lower percentage of the overall county population than was the case in 1990 when the municipalities accounted for 18.5 percent of the county population. Figure 3 provides a graphical depiction 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 64,285. This represents a decrease of 1.5 percent from the 1990 county population of 65,294. Table 8 provides population trend data for each municipality in the county between 1990 and 2000. The municipality that experienced the largest growth in terms of the number of people was Pittsgrove Township which added 772 people to its population, or an increase of 9.5 percent. On a percentage basis, the municipality with the largest growth rate was Pilesgrove Township which grew by 20.7 percent or 673 residents. Salem had the largest

decrease in population on the basis of both the number of people and percentage. The population of Salem decreased by 1,026 between 1990 and 2000 which represents a decrease of 14.9 percent.

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

| <b>Municipality</b>       | <b>1990<br/>Population</b> | <b>2000<br/>Population</b> | <b>Population<br/>Change<br/>1990-2000</b> | <b>Percent<br/>Change<br/>1990-2000</b> |
|---------------------------|----------------------------|----------------------------|--|---|
| Alloway Twp.              | 2,795                      | 2,774                      | (21)                                       | (0.8)                                   |
| Carneys Point Twp.        | 8,443                      | 7,684                      | (759)                                      | (9.0)                                   |
| Elmer Bor.                | 1,571                      | 1,384                      | (187)                                      | (11.9)                                  |
| Elsinboro Twp.            | 1,170                      | 1,092                      | (78)                                       | (6.7)                                   |
| Lower Alloways Creek Twp. | 1,858                      | 1,851                      | (7)  | (0.4)                                   |
| Mannington Twp.           | 1,693                      | 1,559                      | (134)                                      | (7.9)                                   |
| Oldmans Twp.              | 1,683                      | 1,798                      | 115  | 6.8                                     |
| Penns Grove Bor.          | 5,228                      | 4,886                      | (342)                                      | (6.5)                                   |
| Pennsville Twp.           | 13,794                     | 13,194                     | (600)                                      | (4.3)                                   |
| Pilesgrove Twp.           | 3,250                      | 3,923                      | 673  | 20.7                                    |
| Pittsgrove Twp.           | 8,121                      | 8,893                      | 772  | 9.5                                     |
| Quinton Twp.              | 2,511                      | 2,786                      | 275  | 10.9                                    |
| Salem                     | 6,883                      | 5,857                      | (1,026)                                    | (14.9)                                  |
| Upper Pittsgrove Twp.     | 3,140                      | 3,468                      | 328  | 10.4                                    |
| Woodstown Bor.            | 3,154                      | 3,136                      | (18)                                       | (0.6)                                   |
| <b>Total</b>              | <b>65,294</b>              | <b>64,285</b>              | <b>(1,009)</b>                             | <b>(1.5)</b>                            |

Source: US Census

While many Salem County municipalities grew between 1990 and 2000, the overall population trend was relatively stable with a decrease of 1.5 percent. This population stability is projected to continue through 2010. Table 9 provides 2010 population projections for each municipality and the county overall.

**Table 9  
2010 Population Projections by Municipality**

| <b>Municipality</b>       | <b>2000<br/>Population</b> | <b>Projected<br/>2010<br/>Population</b> | <b>Population<br/>Change<br/>2000-2010</b> | <b>Percent<br/>Change<br/>2000-2010</b> |
|---------------------------|----------------------------|--|--|---|
| Alloway Twp.              | 2,774                      | 2,774                                    | -  | 0.0                                     |
| Carneys Point Twp.        | 7,684                      | 7,601                                    | (83)                                       | (1.1)                                   |
| Elmer Bor.                | 1,384                      | 1,369                                    | (15)                                       | (1.1)                                   |
| Elsinboro Twp.            | 1,092                      | 1,092                                    | -  | 0.0                                     |
| Lower Alloways Creek Twp. | 1,851                      | 1,851                                    | -  | 0.0                                     |
| Mannington Twp.           | 1,559                      | 1,542                                    | (17)                                       | (1.1)                                   |
| Oldmans Twp.              | 1,798                      | 1,895                                    | 97   | 5.4                                     |
| Penns Grove Bor.          | 4,886                      | 4,833                                    | (53)                                       | (1.1)                                   |
| Pennsville Twp.           | 13,194                     | 13,051                                   | (143)                                      | (1.1)                                   |
| Pilesgrove Twp.           | 3,923                      | 4,246                                    | 323  | 8.2                                     |
| Pittsgrove Twp.           | 8,893                      | 9,373                                    | 480  | 5.4                                     |
| Quinton Twp.              | 2,786                      | 2,936                                    | 150  | 5.4                                     |
| Salem                     | 5,857                      | 5,794                                    | (63)                                       | (1.1)                                   |
| Upper Pittsgrove Twp.     | 3,468                      | 3,655                                    | 187  | 5.4                                     |
| Woodstown Bor.            | 3,136                      | 3,136                                    | -  | 0.0                                     |
| <b>Total</b>              | <b>64,285</b>              | <b>65,148</b>                            | <b>863</b>                                 | <b>1.3</b>                              |

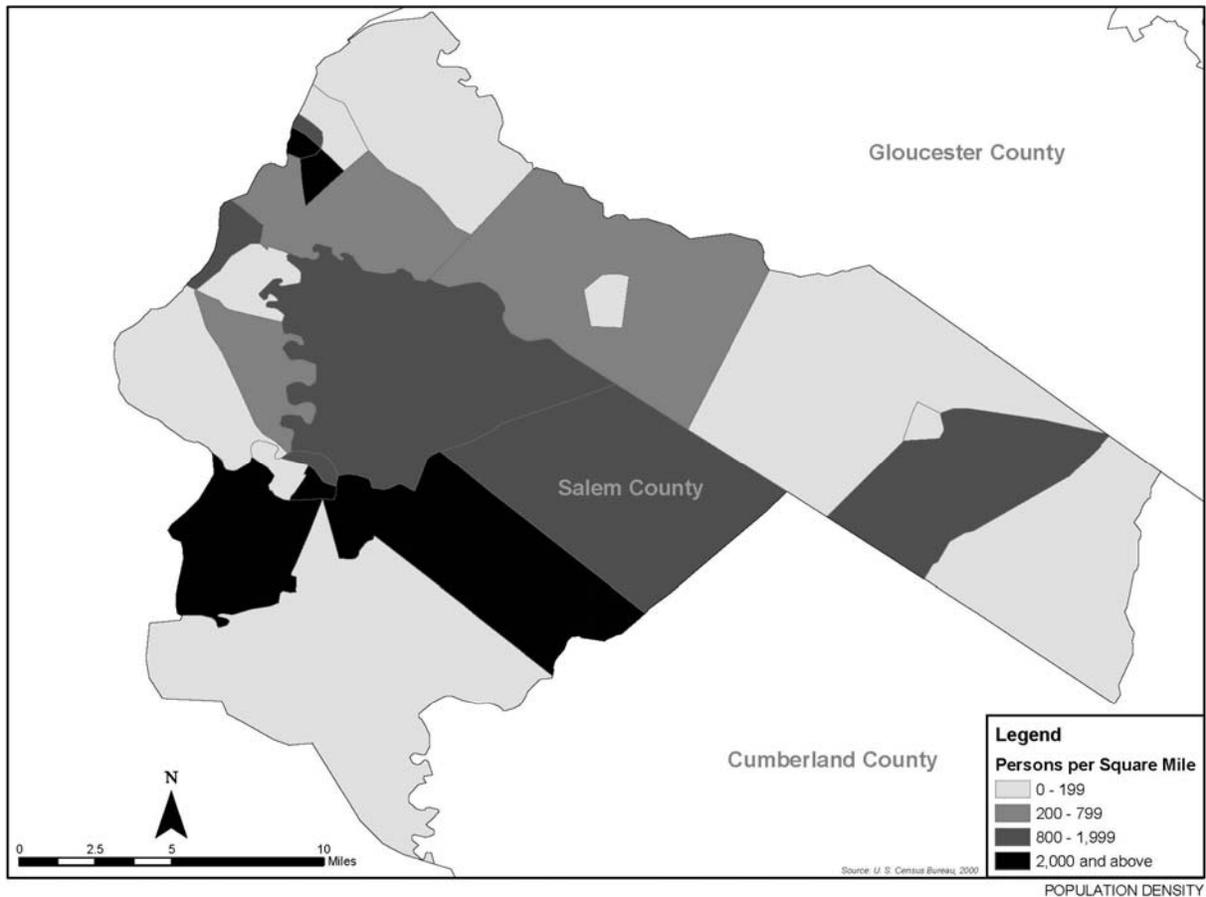
Source: US 2000 Census, SJTPO Population Projections

The SJTPO projects that the population of Salem County will grow by 1.3 percent between 2000 and 2010 to a total population of 65,148, almost returning to the 1990 level. It is projected that four municipalities in Salem County will see no population change while five will see small increases. The largest projected increase will be in Pittsgrove Township which is expected to add 480 residents to the population. This represents an 8.3 percent increase over the year 2000 population. Another five municipalities are expected to lose population, the largest of which being Pennsville Township which is expected to lose 143 residents over the decade. Salem is also projected to continue losing population with a loss of 63 residents by 2010.

**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. Salem County contains 337.9 square miles of land area. With a total population of 64,285, the county has an overall population density of 190 persons per

square mile. However, the population of certain municipalities is concentrated in much smaller areas than others. Figure 4 shows the population density within each census tract

**Figure 4**  
**Population Density**



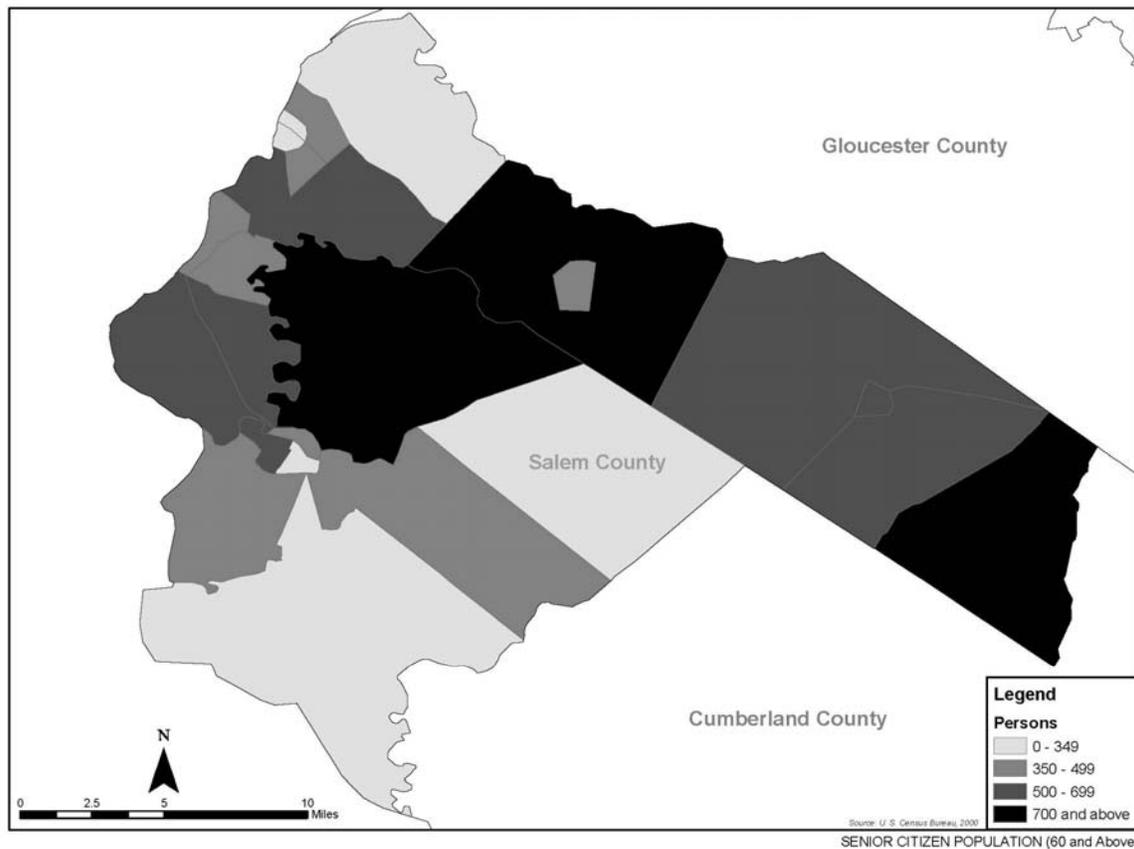
The two urban center of the county, Salem and Penns Grove Borough, contain the most densely populated areas. These two communities, along with areas of Quinton Township and Elsinboro Township exhibit population density rates of 2,000 persons per square mile or more. Alloway Township, Mannington Township, the center of Pennsville and certain areas of Pittsgrove Township (Olivet) have population density rates between 800 and 1,999 persons per square mile. The remainder of the county is characterized by population densities of less than 800 persons per square mile.

While no single measure exists, it is generally recognized that densities in excess of 2,000 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 Salem County, with demand response and flexible fixed routes being the appropriate model for most of the county.

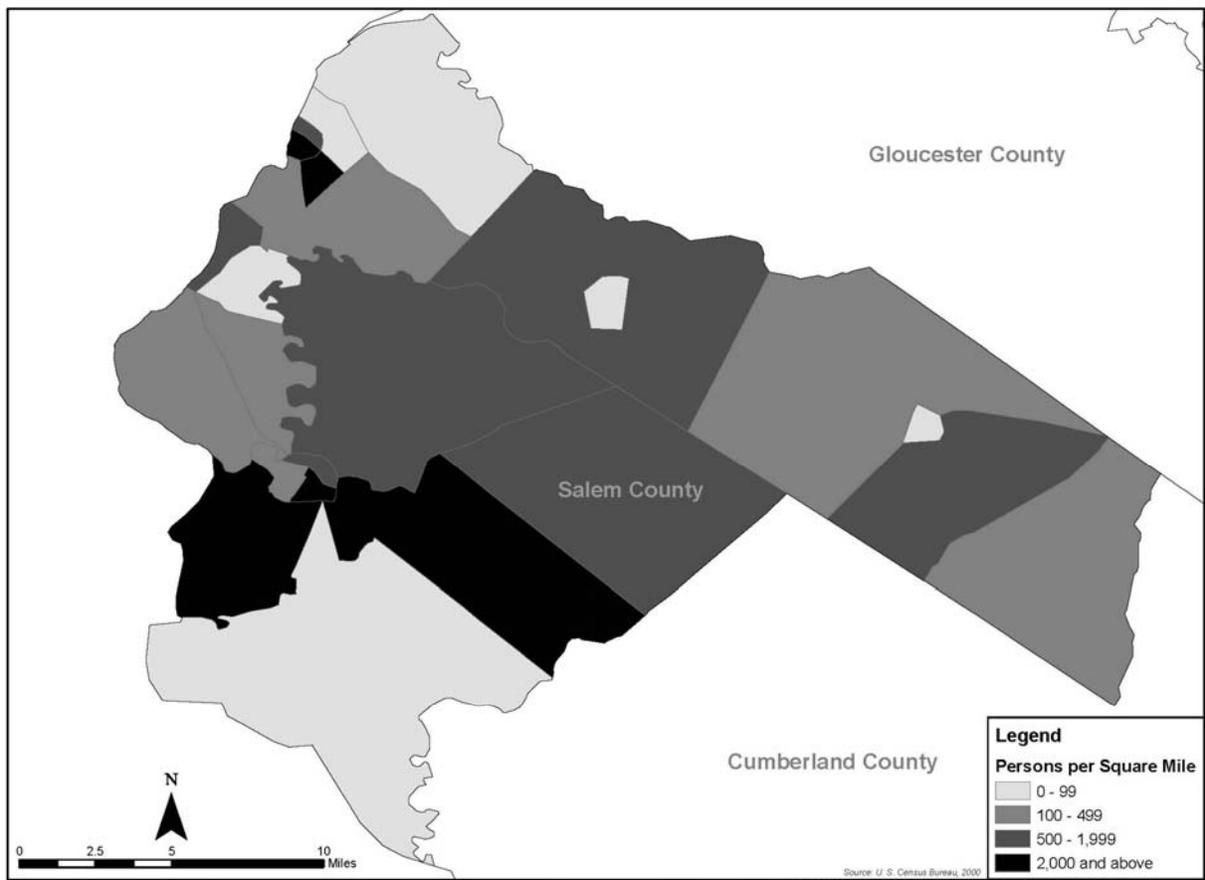
**Senior Citizen Population** - There are several “target” market groups for public and human service transportation. These groups generally have limited transportation mode choices so that, in most cases, they must rely on public or human service transportation services to travel because they are either 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 11,925 people age 60 and over in Salem County. This represents 18.5 percent of the overall county population which is similar to the statewide average of 17.2 percent. Figure 5 shows the geographic distribution of the senior citizen population throughout Salem County. The largest senior populations exist in census tracts in Mannington, Pilesgrove and Pittsgrove Townships.

**Figure 5**  
**Senior Citizen Population (60 and Above)**



The areas with the highest density of the senior population are located in Penns Grove Borough, Elsinboro Township and Quinton Township where there is senior population density of 2,000 persons per square mile or more. Other areas of Salem as well as Mannington, Alloway and Pilesgrove and Pittsgrove Townships exhibit senior population density rates of 500 to 1,999 persons per square mile. The remainder of the county exhibits rates of less than 500 persons per square mile. This is shown in Figure 6.

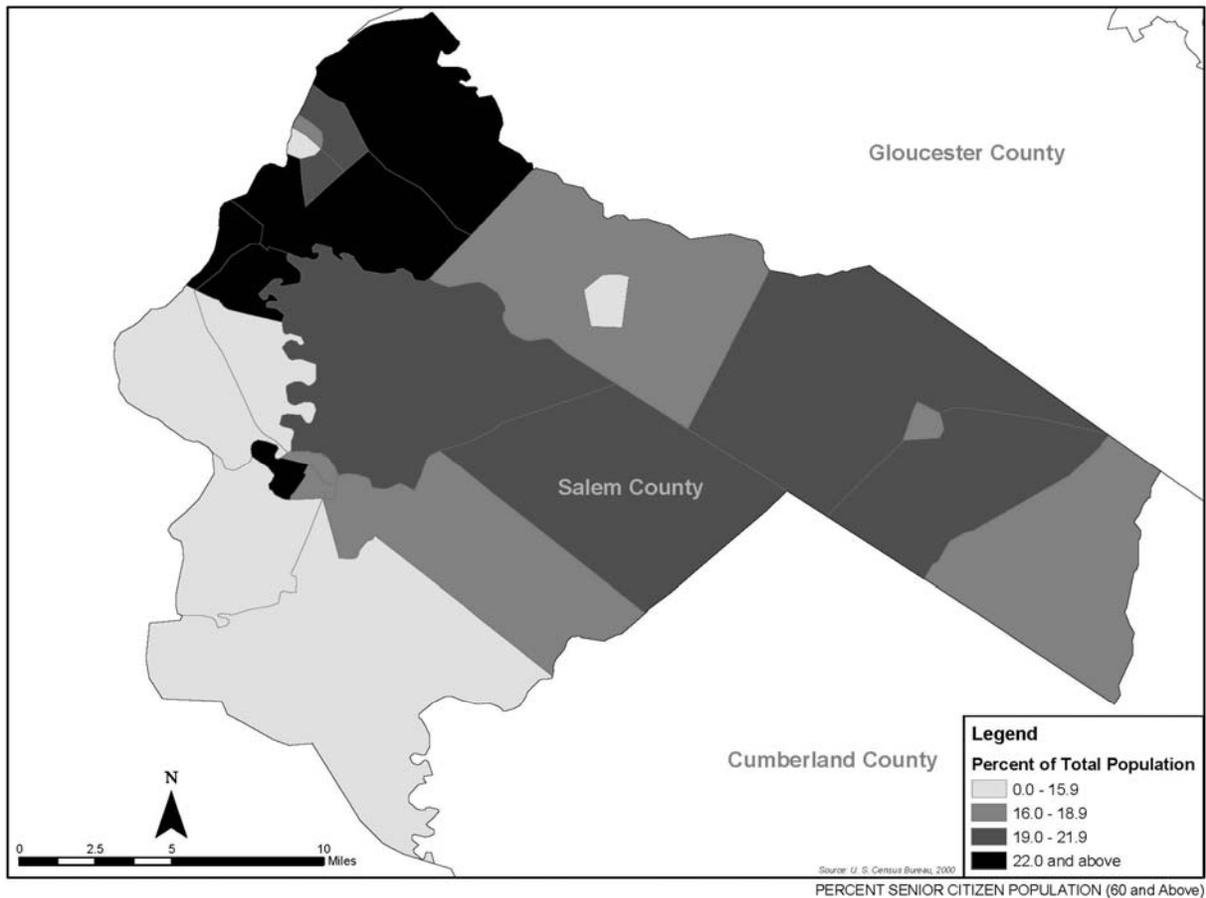
**Figure 6**  
**Density of Senior Population (60 and Above)**



Source: U.S. Census Bureau, 2000  
DENSITY OF SENIOR CITIZEN POPULATION (60 and Above)

Another way to measure the prevalence of this population within each census tract is to examine the percent of the overall tract population encompassed by the senior citizen population. The tracts in which seniors make up the highest percentage of overall population are located in Oldmans and Pennsville Townships as well as Salem where more than 22.0 percent of the population is 60 years old or above. This is shown in Figure 7.

**Figure 7  
Percent Senior Population (60 and Above)**



**Persons with 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 5,532 persons with such disabilities in Salem County. This represents 8.6 percent of the population overall. Figure 8 depicts the geographic distribution of this population. This population is fairly well distributed among the various tracts in the county with most tracts having at least 180 persons with disabilities with the exception of areas of Lower Alloways Creek, Alloway, Pittsgrove, Oldmans and Pennsville Townships.

**Figure 8**  
**Disabled Population**

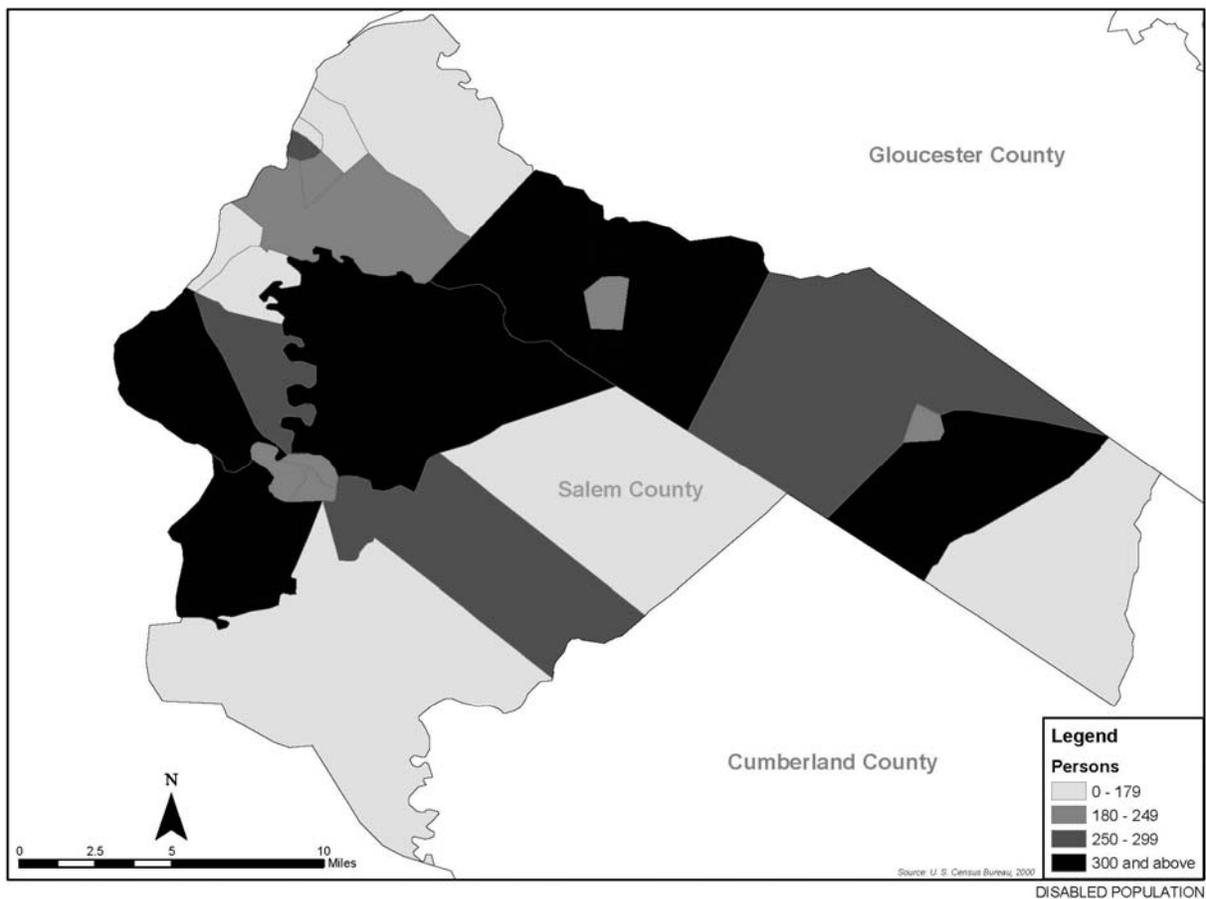
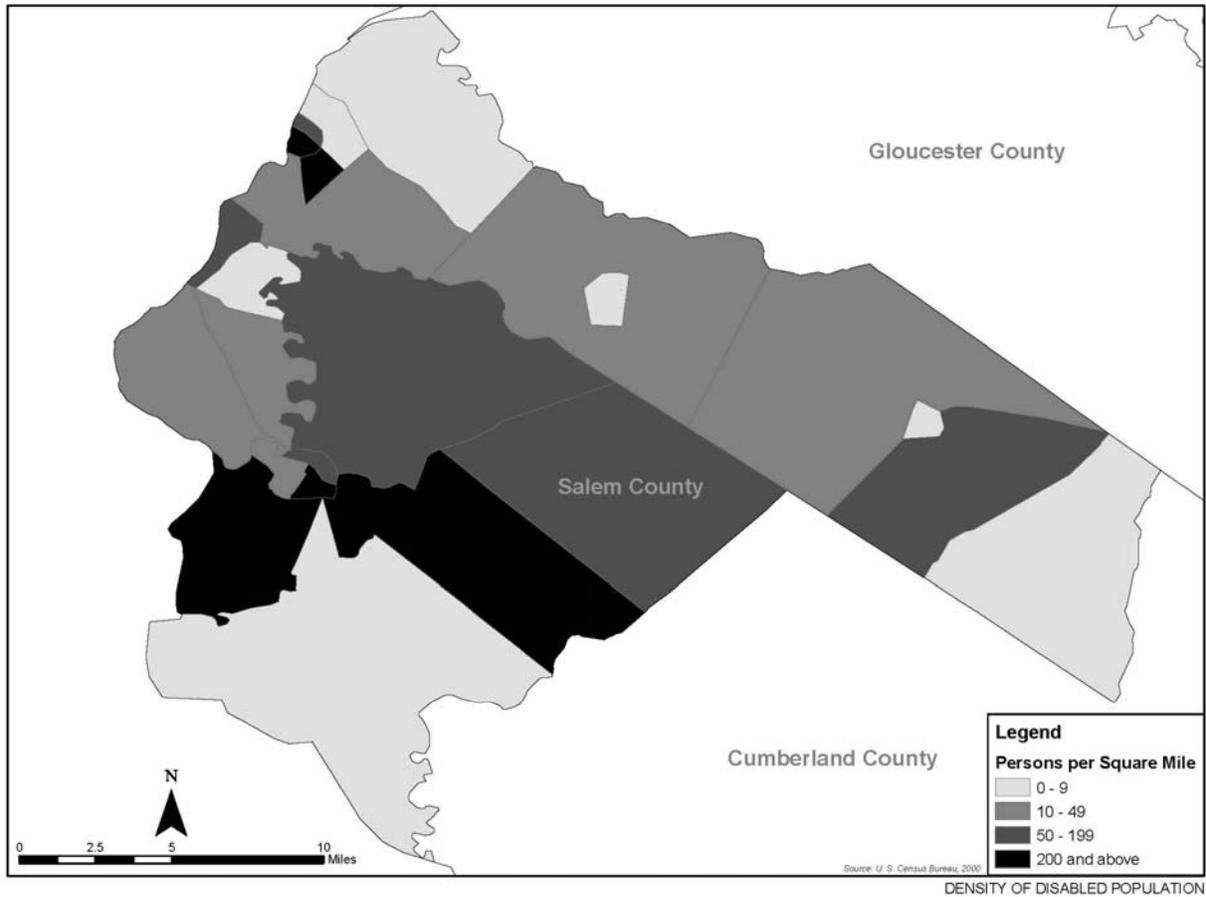


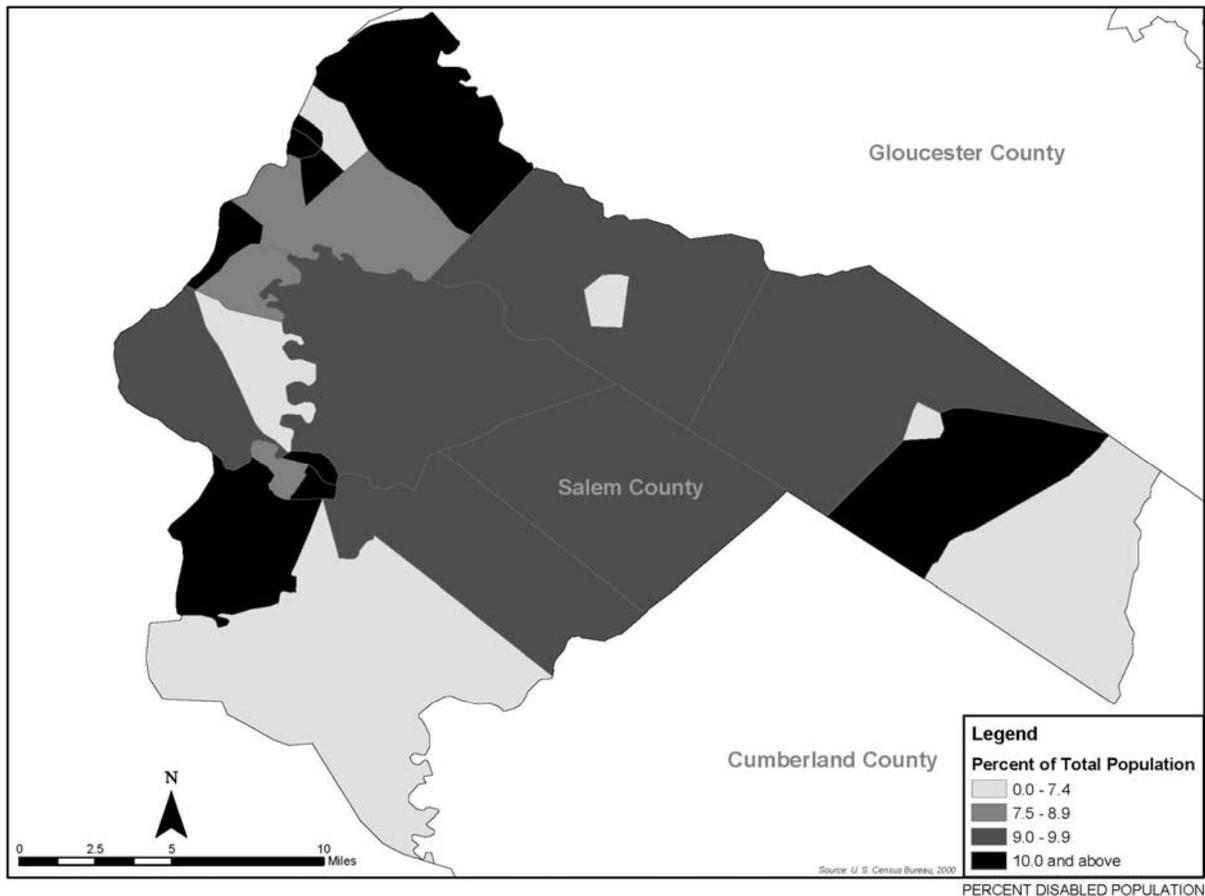
Figure 9 provides the density levels of persons with disabilities for each tract. The highest densities of persons with disabilities are located in areas of Penns Grove Borough, Elsinboro Township and Quinton Township.

**Figure 9**  
**Density of Disabled Population**



On a percentage basis, the population of persons with disabilities is fairly evenly distributed throughout the county with the highest percentage figures existing in tracts in tracts of Salem and Penns Grove as well as areas of Oldmans, Pennsville, Elsinboro, and Pittsgrove Townships where persons with disabilities make up 10.0 percent or more of the tract population. This is shown in Figure 10.

**Figure 10**  
**Percent Disabled Population**

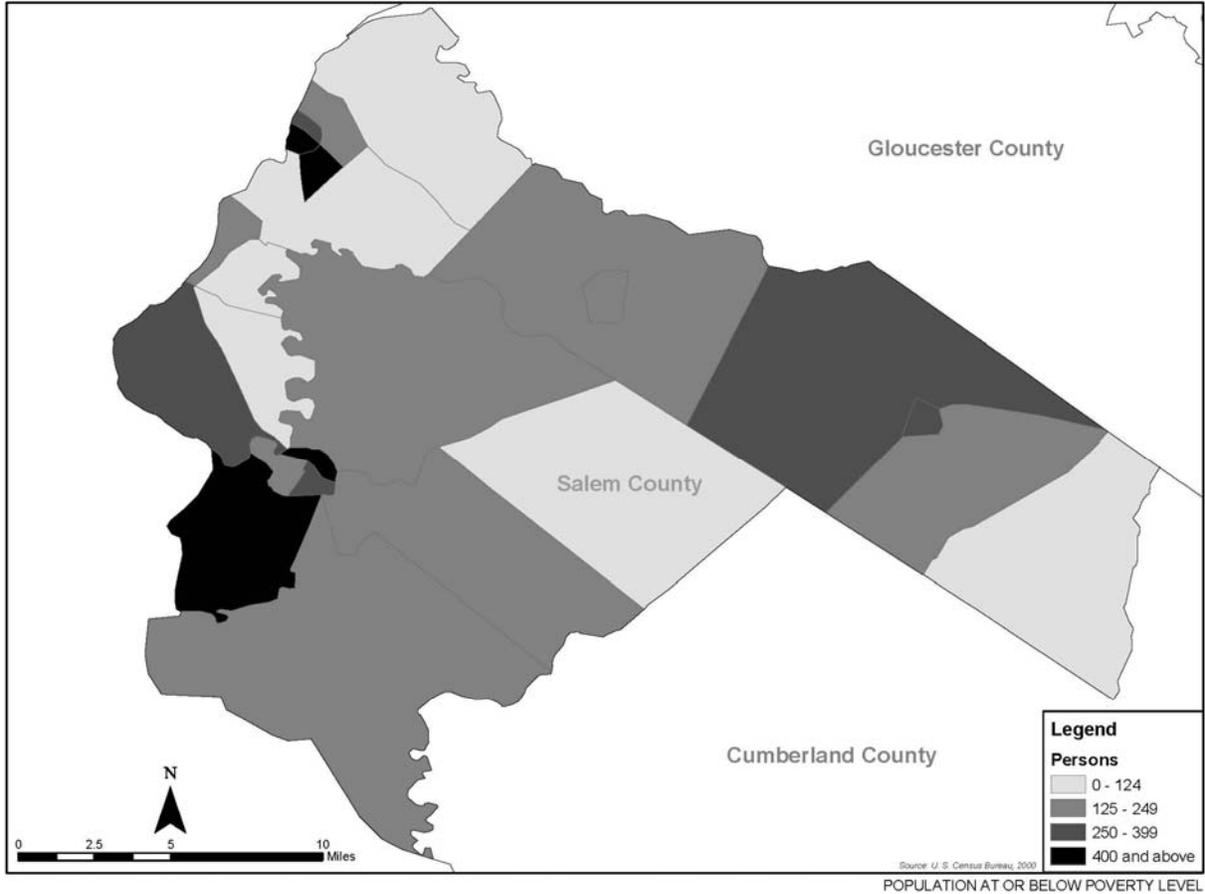


In terms of human service transportation service that is designed to connect persons with disabilities to work locations, the 2005 *NJ Division of Disability Services Five Year Transportation Plan* prepared by Voorhies Transportation Center of Rutgers University found that of the 5,532 persons with disabilities in Salem County, a total of 2,292 are of working age and go outside of the home for work. The report also showed that only 18 percent of county land is within the Access Link eligible corridor of a  $\frac{3}{4}$  mile buffer around a fixed route.

**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 5,980 persons in Salem County living at or below the poverty level which represents 9.3 percent of the county population.

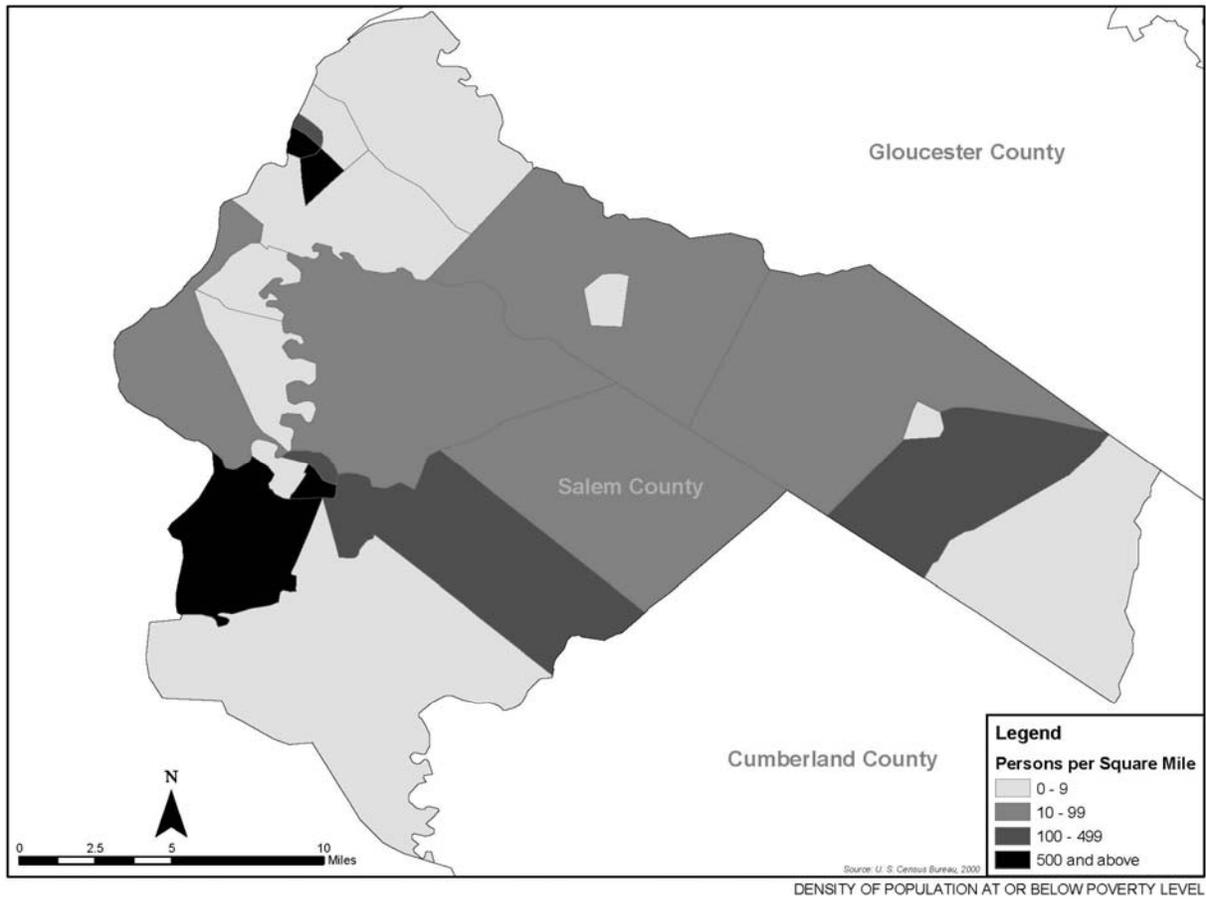
Figure 11 shows the overall population of persons living at or below the poverty level in each tract in Salem County. The tracts with the largest number of this population exist in areas of Salem, Penns Grove and Elsinboro Township where there are 400 or more persons at or below the poverty level. Between 250 and 399 persons at or below the poverty level live in other tracts of Salem and Penns Grove as well as areas of Upper Pittsgrove and Pensville Townships. In the remaining tracts of the county, there are fewer than 250 persons living at or below the poverty level.

**Figure 11**  
**Population at or Below the Poverty Level**



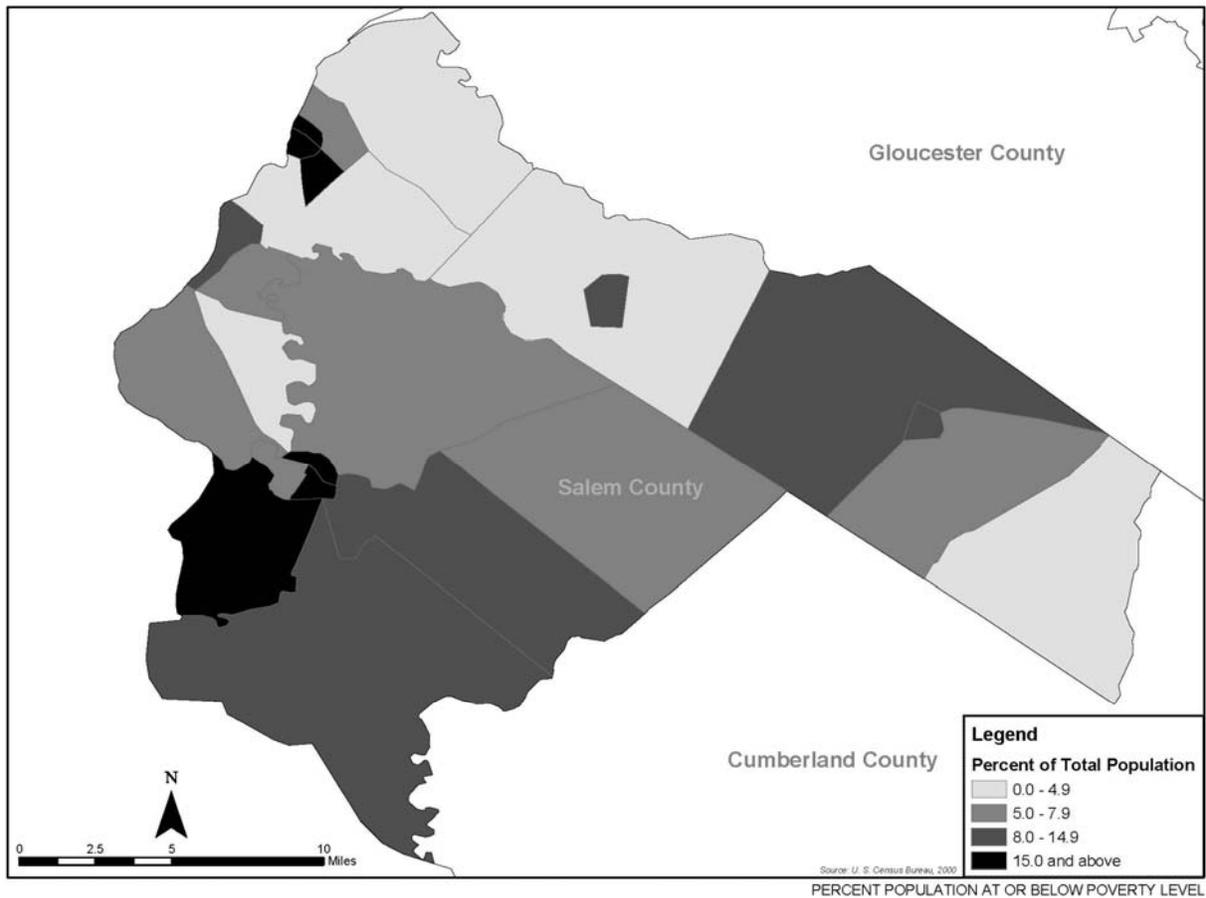
In terms of density, the areas with the highest densities of persons living at or below the poverty level are in Elsinboro Township and Penns Grove Borough. Throughout the remainder of the county, the density of persons living at or below the poverty level is below 500 persons per square mile. This is shown in Figure 12.

**Figure 12**  
**Density of Population at or Below the Poverty Level**



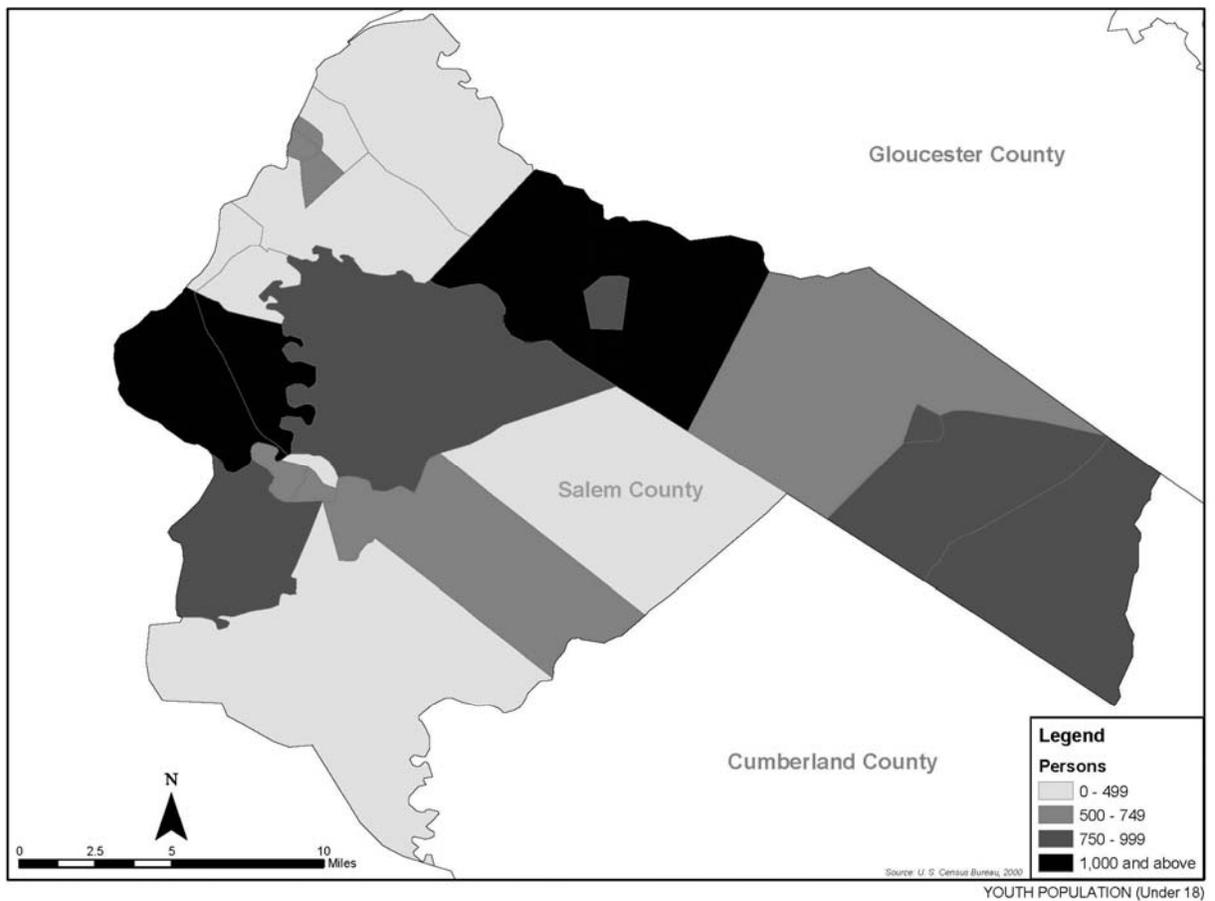
The tracts with the largest percent of the population living at or below the poverty level are also in Elsinboro Township and Penns Grove Borough where 15.0 percent or more of the population lives at or below the poverty level. Persons at or below the poverty level comprise less than 15.0 of the population in the remaining tracts in the county. This is shown in Figure 13.

**Figure 13  
Percent Population at or Below Poverty Level**



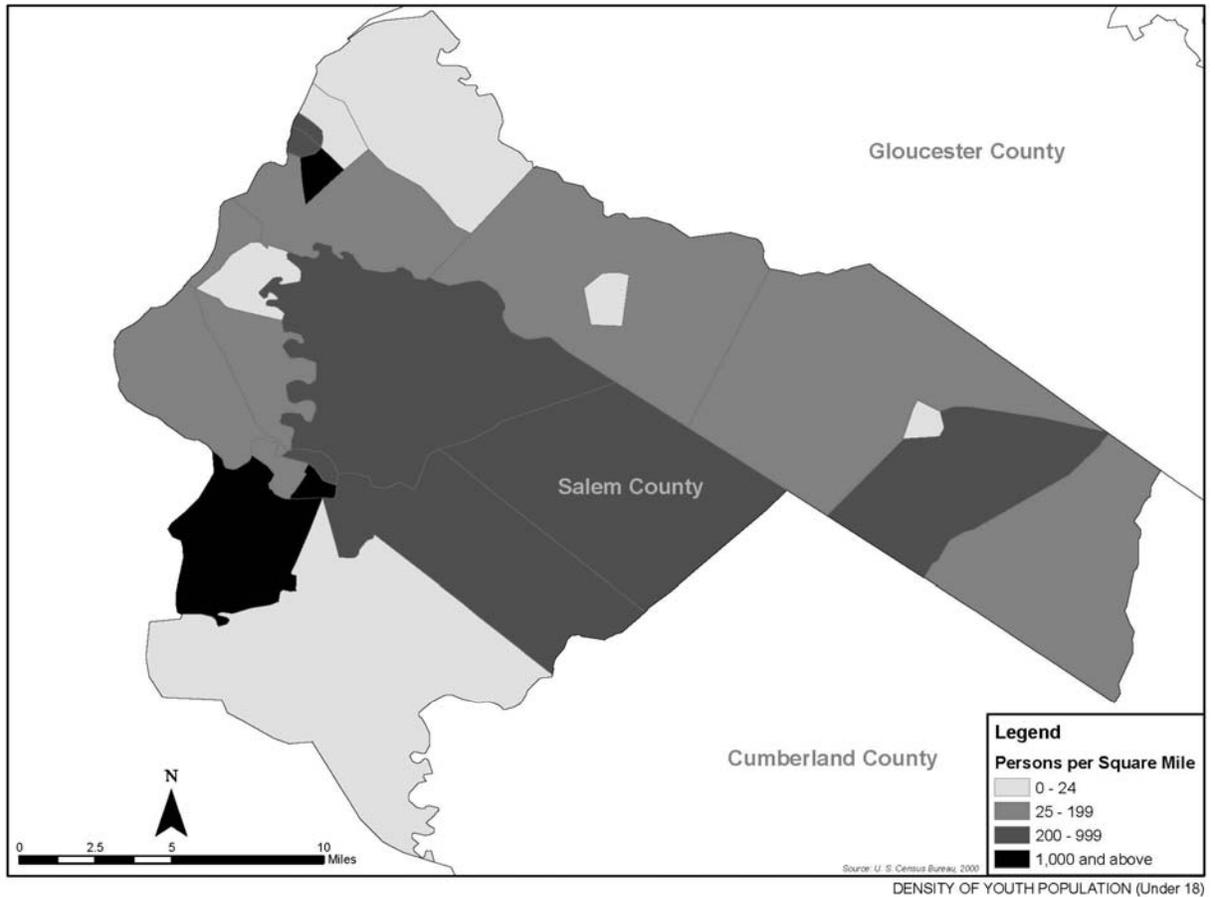
**Youth Population** - The youth population (persons under 18 years old) is another group which generally relies more heavily than the general public on public or human service transportation services, as many are unable to drive legally or have no access to a car. The 2000 U.S. Census showed that there were 16,443 persons under the age of 18 in Salem County which represents 25.6 percent of the county population. Figure 14 shows the overall number of youth in each tract throughout the county. The highest numbers of youth are located in tracts in areas of Pennsville and Pilesgrove Townships.

**Figure 14**  
**Youth Population (Under 18)**



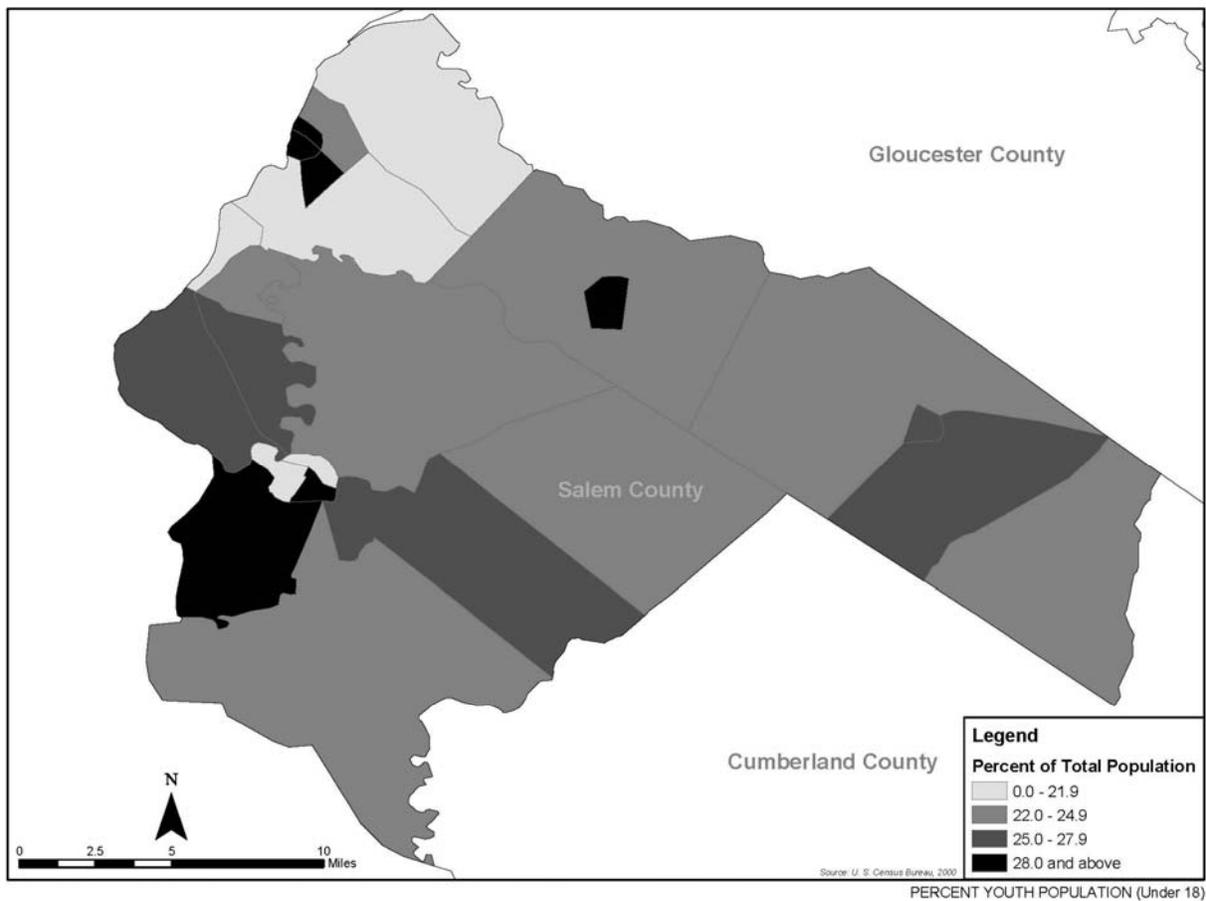
However, on a density basis, the highest densities of youth exist in tracts of Salem as well as Elsinboro and Carneys Point Townships where densities of youth population are 1,000 persons per square mile or higher. This is shown in Figure 15.

**Figure 15  
Density of Youth Population (Under 18)**



The tracts with the highest percentage of youth population are located in Salem, Penns Grove Borough and Elsinboro Township in addition to Woodstown Borough. Youth population comprises 28.0 percent or more of the population of these tracts. The youth population in other areas of Penns Grove, Pennsville Township, Quinton Township and Pittsgorve Township comprises between 25.0 and 27.9 percent of the tract population. Throughout the remainder of the county, the youth population comprises less than 25.0 of the tract population. Figure 16 demonstrates this pattern.

**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 information used to understand these commuting patterns and habits is commonly referred to as journey to work data by the U.S. Census Bureau. 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 Salem 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 tract who are either employed or are actively seeking employment. Figure 17 illustrates the distribution of the labor force throughout Salem County. The labor force is distributed throughout the county with most tracts containing more than 800 members of the labor force. The tracts with the highest number of members of the labor force (i.e., 1,800 or more) are in Pennsville, Pilesgrove and Pittsgrove Townships.

**Figure 17**  
**Labor Force**

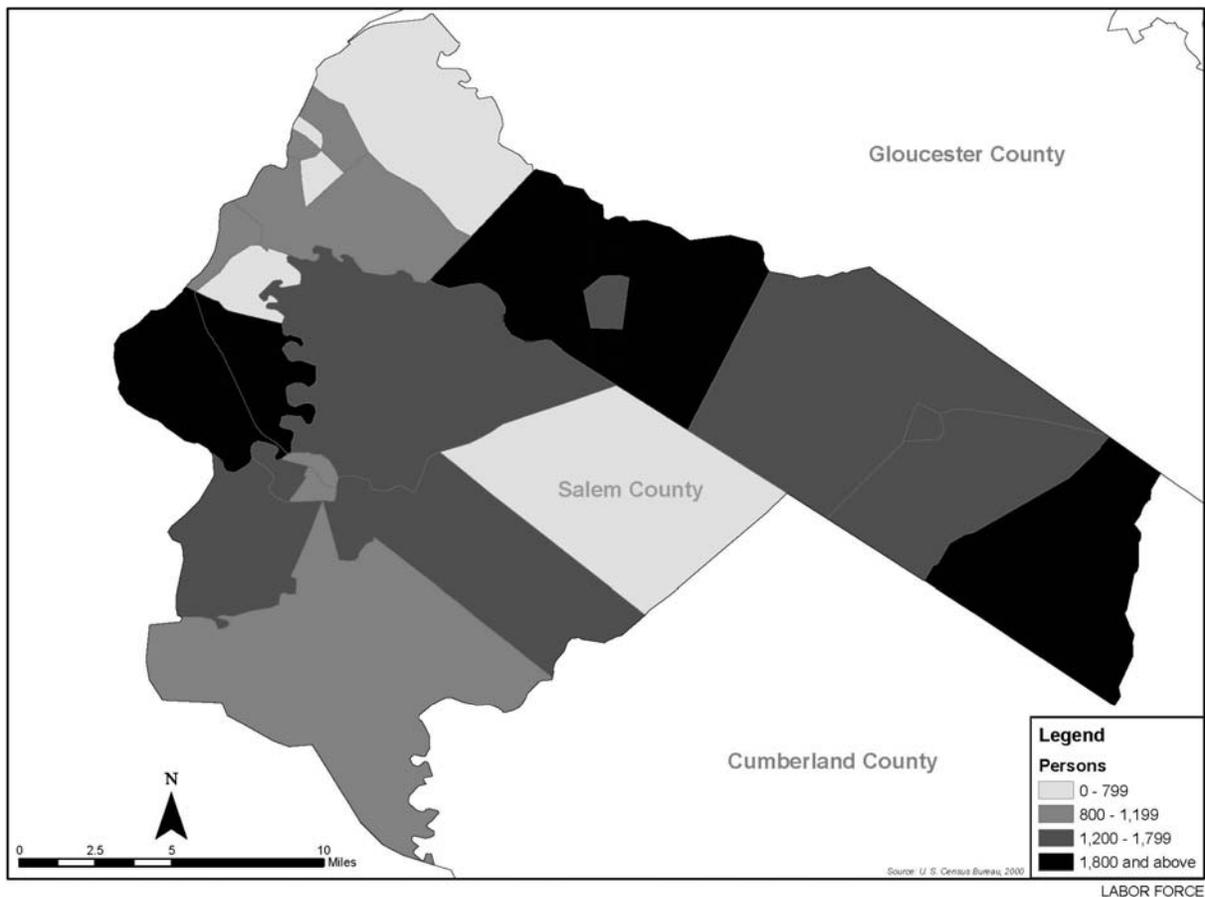
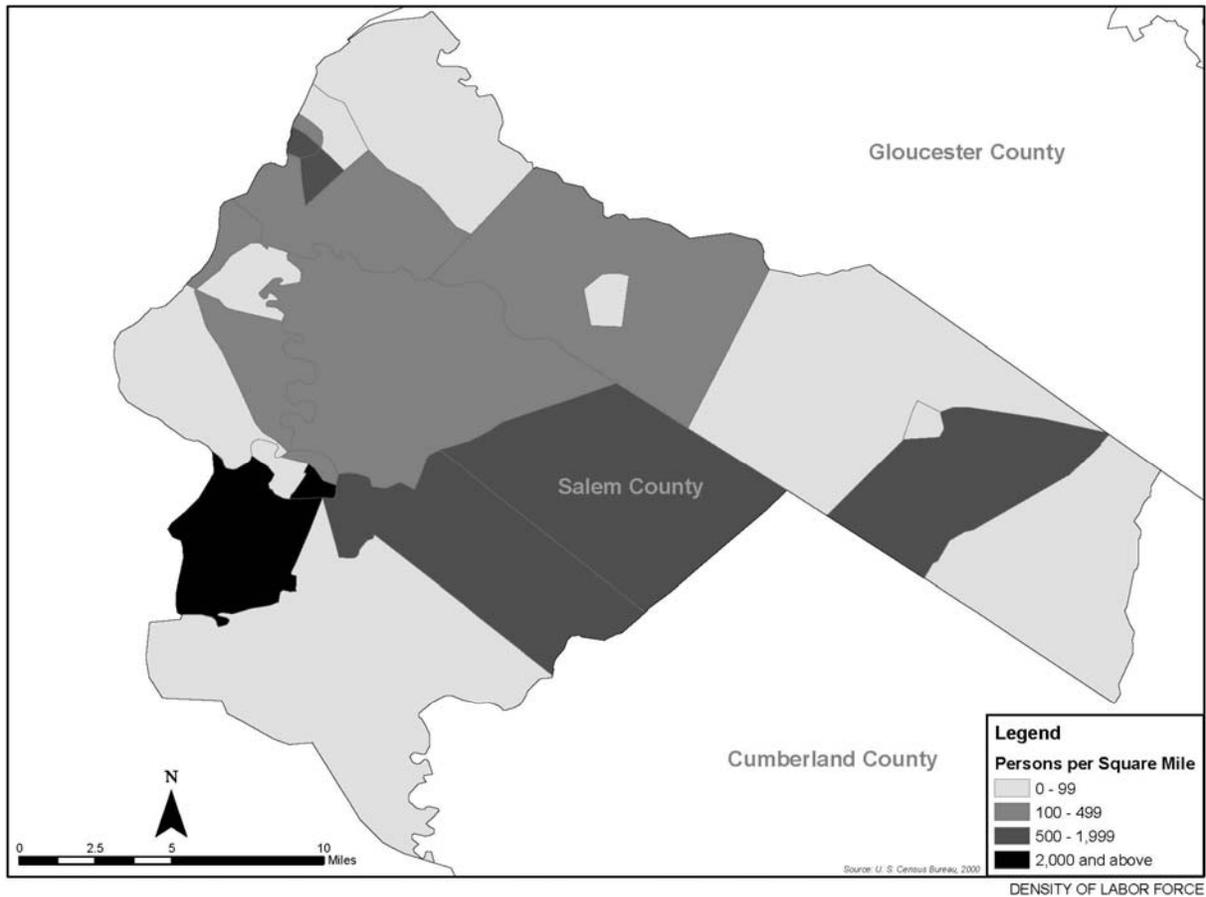


Figure 18 shows the density of the labor force. The heaviest densities of labor force exist in Elsinboro Township and Salem where there are at least 2,000 members of the labor force per square mile.

**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 statistics for the five most common counties to which Salem County residents commute.

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

| <b>From Salem County To:</b> | <b>Total Commuters</b> | <b>Total Commute by Public Transportation</b> | <b>Percent Commute by Public Transportation</b> |
|------------------------------|------------------------|---|---|
| Salem County                 | 14,210                 | 190   | 1.3   |
| Gloucester County            | 4,340                  | 20  | 0.5   |
| New Castle County            | 3,260                  | 30  | 0.9   |
| Cumberland County            | 2,825                  | 4   | 0.1   |
| Camden County                | 935                    | 15  | 1.6   |

Source: CTPP 2000 Part 3 – Journey to Work Table

The most common work commute for Salem County residents is to work locations within Salem County. A total of 55 percent of the Salem County labor force commutes to in county work locations. The second and third most common commuting destinations are neighboring Gloucester County in New Jersey and New Castle County in Delaware. The fourth and fifth are neighboring Cumberland County and Camden County both in New Jersey. Table 10 also shows that of the 14,210 Salem County residents that commute to work locations in Salem County, 190 use public transportation to make their work trip. This represents only 1.3 percent of the commuters. 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 Salem County and lists the top five municipalities to which the labor force residing in that municipality commutes. The data shows while Pennsville Township and Salem are common in-county work locations, no single municipality or group of municipalities dominates the commute patterns. There is a fairly wide distribution of work trips to several municipalities in the county. Another point to note is that New Castle County and Logan Township in Gloucester County are common work locations for residents of several Salem County residents. New Castle County is the location of employment centers in Wilmington and Christiana while Logan Township, Gloucester County is the location of the Pureland Industrial Park. Municipalities in Cumberland County are also common work locations for Salem County residents. This is especially true for municipalities in the eastern portion of the state like Pittsgrove Township where four of the five most common work locations are in Cumberland County.

The other aspect of the commuting habits of the Salem 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 Salem County. In view of the density of development and the limited transit network, it is not surprising that utilization of public transportation is relatively low. Figure 19 shows the number of people in the labor force within each tract 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.

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

| Residence Location   | Employment Location   |                  | Total Workers | Commute by Transit |
|----------------------|-----------------------|------------------|---------------|--------------------|
|                      | Municipality          | County           |               |                    |
| Alloway Twp.         | Alloway Twp.          | Salem            | 155           | 0                  |
|                      | Salem                 | Salem            | 125           | 0                  |
|                      | Woodstown Bor.        | Salem            | 75            | 0                  |
|                      | Pennsville Twp.       | Salem            | 70            | 0                  |
|                      | Pilesgrove Twp.       | Salem            | 70            | 0                  |
| Carneys Point Twp.   | Countywide            | New Castle, DE   | 510           | 0                  |
|                      | Carneys Point Twp.    | Salem            | 395           | 0                  |
|                      | Pennsville Twp.       | Salem            | 375           | 0                  |
|                      | Logan Twp.            | Gloucester       | 300           | 0                  |
|                      | Penns Grove Bor.      | Salem            | 300           | 0                  |
| Elmer Bor.           | Elmer Bor.            | Salem            | 160           | 0                  |
|                      | Vineland              | Cumberland       | 70            | 0                  |
|                      | Pittsgrove Twp.       | Salem            | 30            | 0                  |
|                      | Upper Pittsgrove Twp. | Salem            | 25            | 0                  |
|                      | Philadelphia          | Philadelphia, PA | 25            | 0                  |
| Elsinboro Twp.       | Salem                 | Salem            | 105           | 4                  |
|                      | Countywide            | New Castle, DE   | 65            | 0                  |
|                      | Elsinboro Twp.        | Salem            | 60            | 0                  |
|                      | Mannington Twp.       | Salem            | 45            | 0                  |
|                      | Pennsville Twp.       | Salem            | 45            | 0                  |
| Lower Alloways Creek | Lower Alloways Creek  | Salem            | 200           | 0                  |
|                      | Salem                 | Salem            | 130           | 0                  |
|                      | Mannington Twp.       | Salem            | 95            | 0                  |
|                      | Countywide            | New Castle, DE   | 65            | 0                  |
|                      | Pennsville Twp.       | Salem            | 60            | 0                  |
|                      | Pilesgrove Twp.       | Salem            | 60            | 0                  |
| Mannington Twp.      | Mannington Twp.       | Salem            | 135           | 0                  |
|                      | Salem                 | Salem            | 70            | 4                  |
|                      | Countywide            | New Castle, DE   | 65            | 0                  |
|                      | Pennsville Twp.       | Salem            | 65            | 0                  |
|                      | Carneys Point Twp.    | Salem            | 40            | 4                  |
| Oldmans Twp.         | Countywide            | New Castle, DE   | 140           | 0                  |
|                      | Oldmans Twp.          | Salem            | 90            | 0                  |
|                      | Logan Twp.            | Gloucester       | 70            | 0                  |
|                      | Pennsville Twp.       | Salem            | 65            | 0                  |

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

| Residence Location    | Employment Location   |                | Total Workers | Commute by Transit |
|-----------------------|-----------------------|----------------|---------------|--------------------|
|                       | Municipality          | County         |               |                    |
|                       | Carneys Point Twp.    | Salem          | 60            | 0                  |
| Penns Grove Bor.      | Penns Grove Bor.      | Salem          | 275           | 0                  |
|                       | Logan Twp.            | Gloucester     | 165           | 4                  |
|                       | Countywide            | New Castle, DE | 145           | 0                  |
|                       | Pennsville Twp.       | Salem          | 90            | 0                  |
|                       | Carneys Point Twp.    | Salem          | 75            | 0                  |
| Pennsville Twp.       | Pennsville Twp.       | Salem          | 1,815         | 4                  |
|                       | Countywide            | New Castle, DE | 1,445         | 0                  |
|                       | Logan Twp.            | Gloucester     | 360           | 0                  |
|                       | Salem                 | Salem          | 345           | 0                  |
|                       | Carneys Point Twp.    | Salem          | 325           | 0                  |
| Pilesgrove Twp.       | Pilesgrove Twp.       | Salem          | 275           | 0                  |
|                       | Woodstown Bor.        | Salem          | 165           | 4                  |
|                       | Countywide            | New Castle, DE | 145           | 0                  |
|                       | Pennsville Twp.       | Salem          | 90            | 0                  |
|                       | Salem                 | Salem          | 75            | 0                  |
| Pittsgrove Twp.       | Vineland              | Cumberland     | 935           | 0                  |
|                       | Pittsgrove Twp.       | Salem          | 405           | 10                 |
|                       | Deerfield Twp.        | Cumberland     | 175           | 0                  |
|                       | Bridgeton             | Cumberland     | 165           | 0                  |
|                       | Millville             | Cumberland     | 155           | 0                  |
| Quinton Twp           | Salem                 | Salem          | 160           | 0                  |
|                       | Quinton Twp.          | Salem          | 120           | 0                  |
|                       | Mannington Twp.       | Salem          | 100           | 4                  |
|                       | Countywide            | New Castle, DE | 95            | 0                  |
|                       | Lower Alloways Creek  | Salem          | 85            | 0                  |
| Salem                 | Salem                 | Salem          | 570           | 10                 |
|                       | Countywide            | New Castle, DE | 215           | 20                 |
|                       | Mannington Twp.       | Salem          | 170           | 40                 |
|                       | Pennsville Twp.       | Salem          | 155           | 4                  |
|                       | Logan Twp.            | Gloucester     | 120           | 0                  |
| Upper Pittsgrove Twp. | Upper Pittsgrove Twp. | Salem          | 280           | 15                 |
|                       | Vineland              | Cumberland     | 115           | 0                  |
|                       | Elmer Bor.            | Salem          | 80            | 0                  |
|                       | Pilesgrove Twp.       | Salem          | 70            | 0                  |
|                       | Woodstown Bor.        | Salem          | 65            | 0                  |
| Woodstown Bor.        | Woodstown Bor.        | Salem          | 250           | 0                  |
|                       | Countywide            | New Castle, DE | 115           | 0                  |
|                       | Pennsville Twp.       | Salem          | 110           | 0                  |
|                       | Pilesgrove Twp.       | Salem          | 95            | 0                  |
|                       | Salem                 | Salem          | 75            | 0                  |
|                       | Logan Twp.            | Gloucester     | 75            | 0                  |

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

The tracts with the highest number of people in the labor force commuting by public transportation are in Salem County are in parts of Elsinboro Township and Penns Grove Borough where over 40 residents commute by public transportation. Fewer than 40 residents commute via public transportation in the remaining tracts in the county. These numbers show that public transportation is not a common mode of choice for Salem County residents' commute to work.

**Figure 19**  
**Transit Trips by Labor Force**

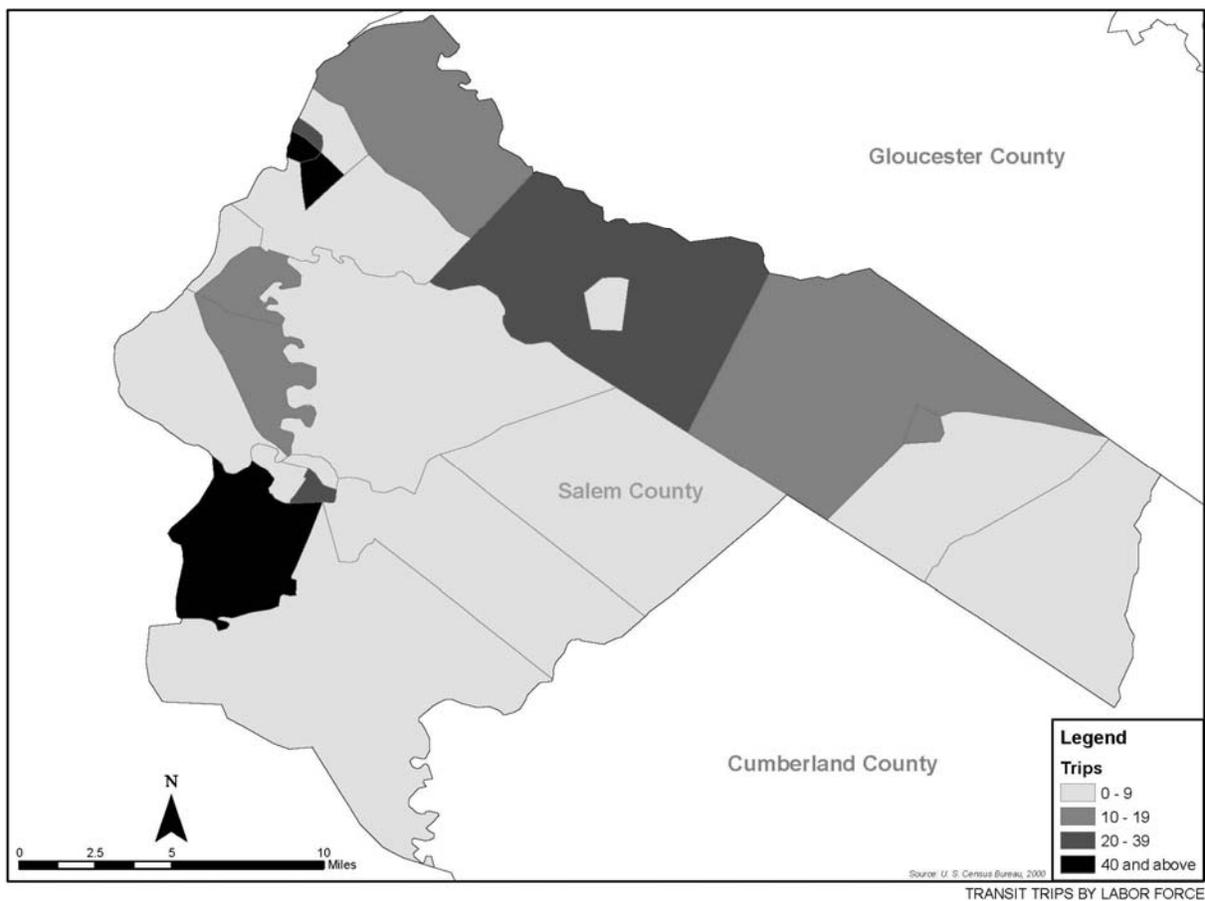
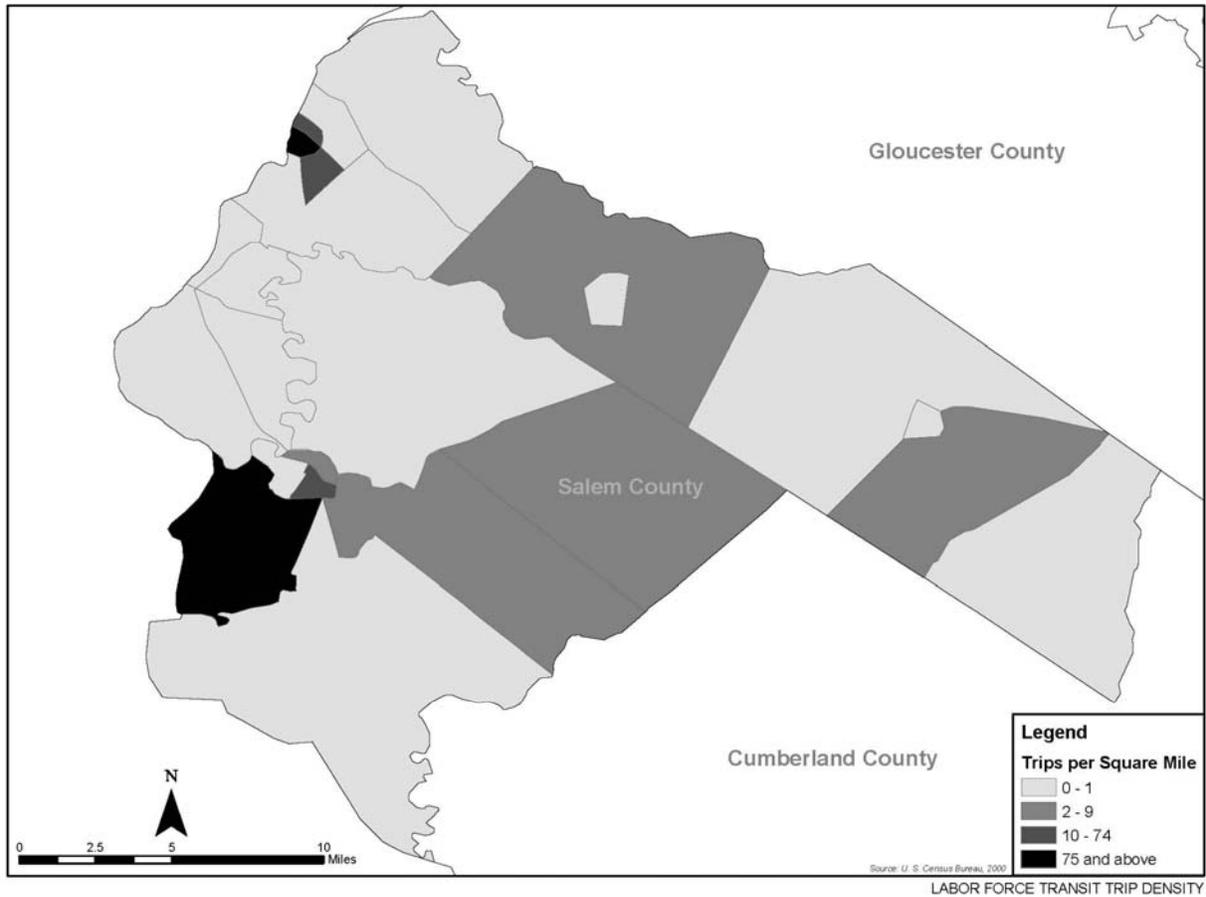


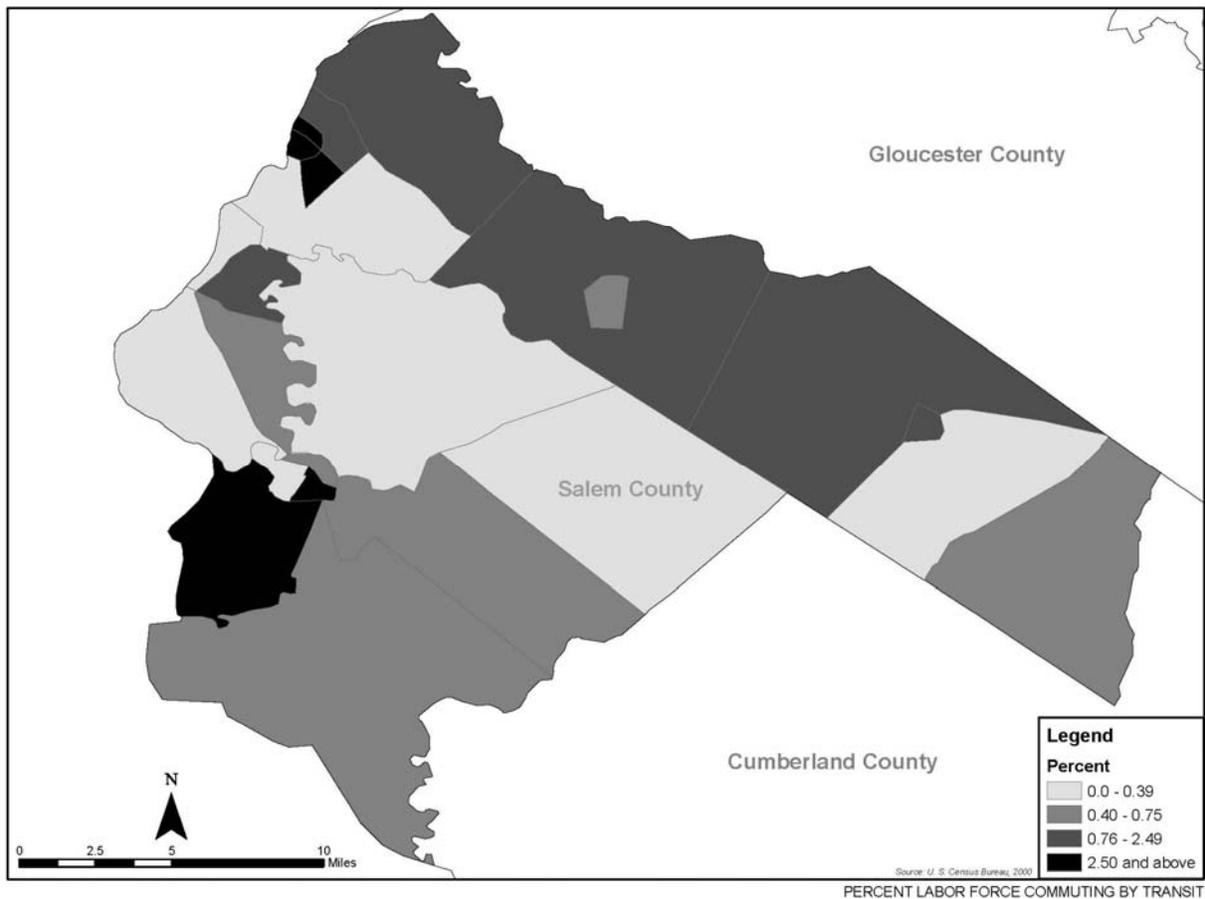
Figure 20 shows the density of labor force commuting by public transportation for each census tract. The highest densities of labor force commuting by public transportation are in Penns Grove and Elsinboro Township.

**Figure 20**  
**Labor Force Transit Trip Density**



The tracts in which the highest percentage of labor force commuting by transit are also in areas of Elsinboro Township, Carneys Point Township and Penns Grove Borough where at least 2.5 percent of the labor force make their commute using public transportation. Less than 2.5 percent of the labor force commutes by public transportation from the remaining tracts in the county. Again, these figures show that public transportation is not a significant mode of choice for Salem County residents in the work commute. This is shown in Figure 21.

**Figure 21**  
**Percent Labor Force Commuting by Transit**



**Employment** – Employment in a census tract is defined by the Census as the number of persons identifying a work location in the tract. 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. There are more than 1,500 persons working in tracts within Pennsville Township, Pilesgrove Township, Carneys Point Township and Salem. There are between 1,000 and 1,499 persons working in certain tracts of Pennsville, Alloway and Pittsrove Townships. Fewer than 1,000 persons work in the remaining tracts throughout the county.

**Figure 22**  
**Employment (Persons with Work Location in Tract)**

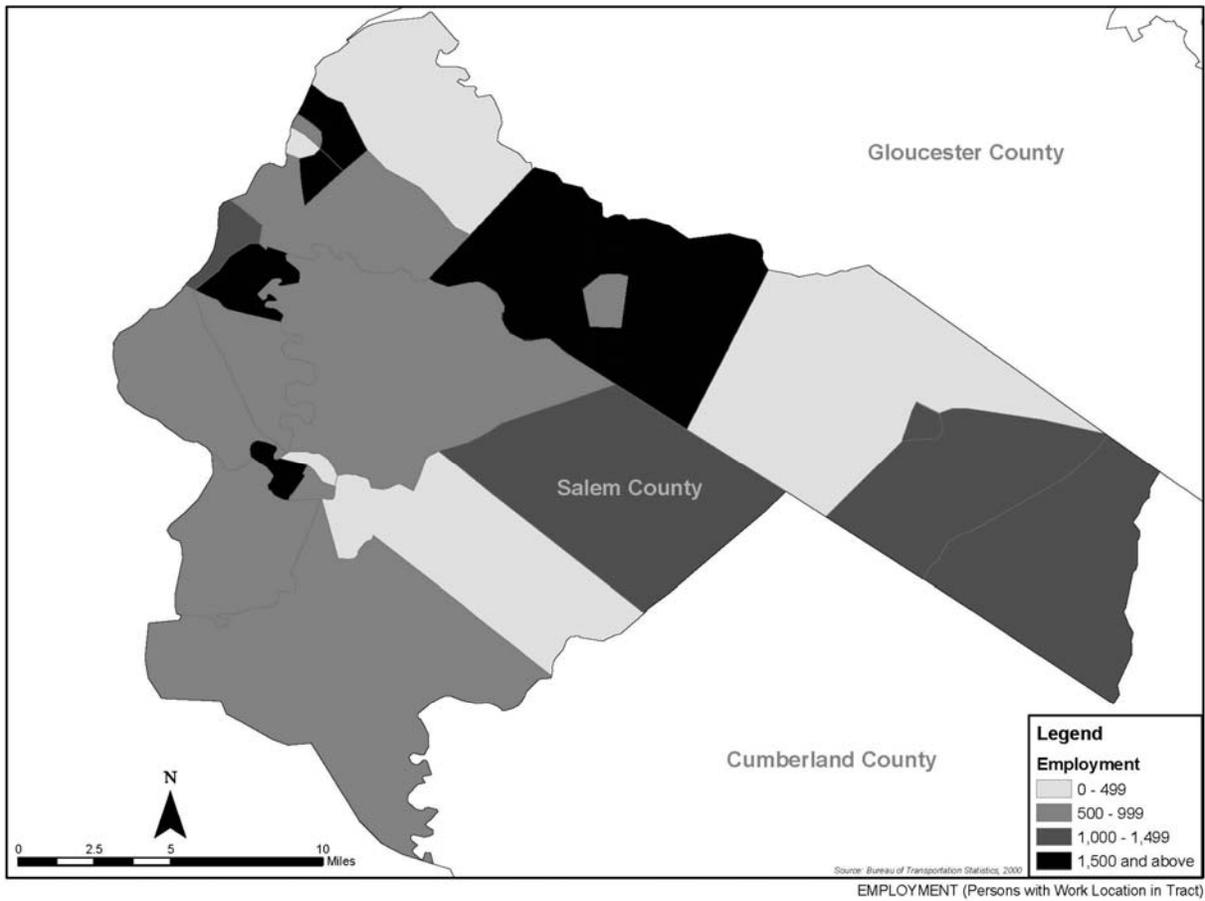


Figure 23 shows the density of employment in each tract. The heaviest densities of employment exist in the tracts in Elsinboro Township, Alloway Township and Carneys Point Township where there are 1,200 or more persons working in the tract per square mile. There are employment densities of between 200 and 1,199 in tracts in Mannington, Quinton, Pilesgrove, Pennsville and Pittsgrove Townships. The remainder of the county has employment densities of less than 200 persons working per square mile.

**Figure 23**  
**Density of Employment**

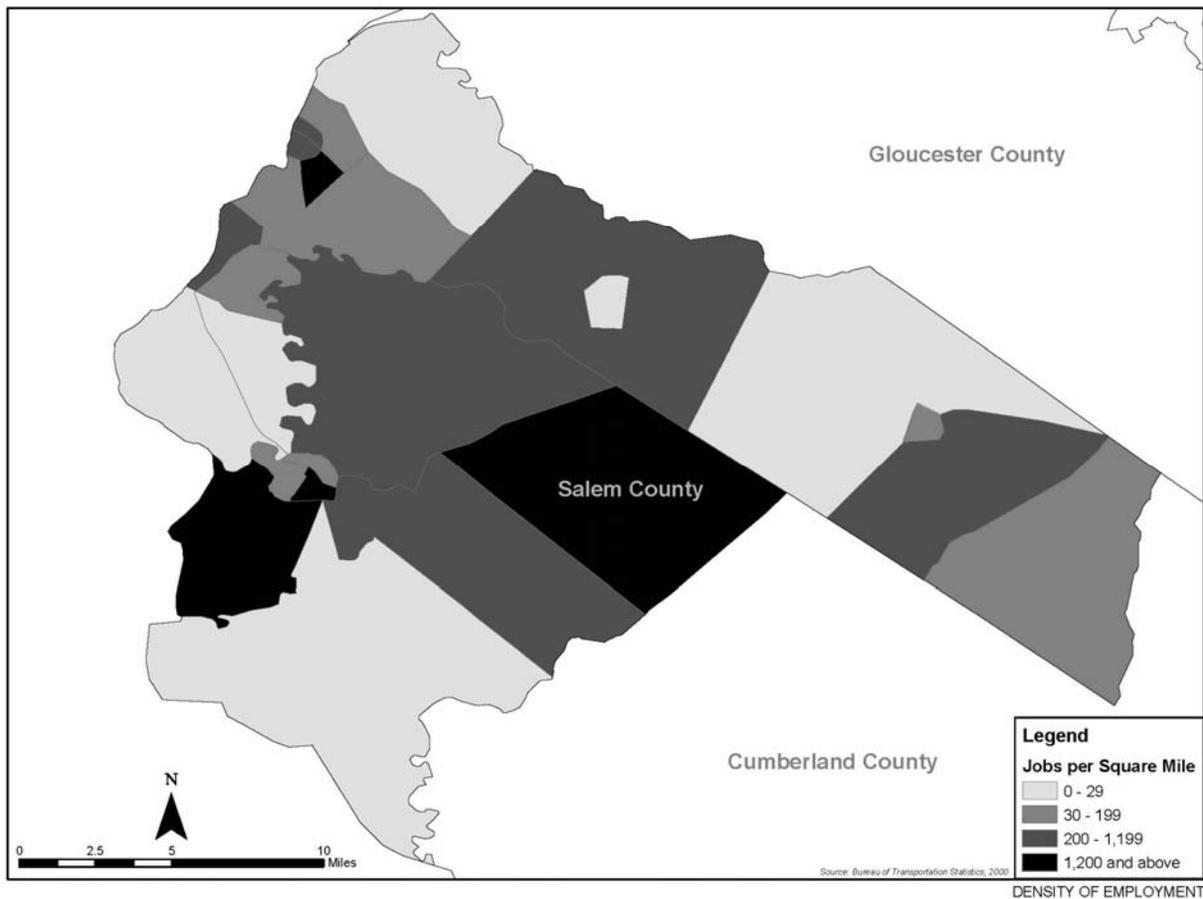


Table 12 provides trend data for employment within each municipality in Salem County. U.S. Census data shows that employment in the county decreased by 3,033 jobs over the decade which represents a decrease of 11.6 percent. The number of jobs located in approximately half of all Salem County municipalities decreased between 1990 and 2000. The municipality which lost the most employment was Carneys Point Township which lost 1,761 jobs over the decade, a decrease of 43.8 percent over the 1990 level. Salem lost 1,284 jobs, a decrease of 30.3 percent.

However, during the same period, Mannington, Pilesgrove and Pittsgrove Townships all gained significant numbers of jobs. The three municipalities had a combined employment increase of 2,598 jobs.

**Table 12  
1990-2000 Employment Trend by Municipality**

| <b>Municipality</b>       | <b>1990<br/>Employment</b> | <b>2000<br/>Employment</b> | <b>Employment<br/>Change<br/>1990-2000</b> | <b>Percent<br/>Change<br/>1990-2000</b> |
|---------------------------|----------------------------|----------------------------|--|---|
| Alloway Twp.              | 465                        | 520                        | 55   | 11.8                                    |
| Carneys Point Twp.        | 4,016                      | 2,255                      | (1,761)                                    | (43.8)                                  |
| Elmer Bor.                | 1,658                      | 1,060                      | (598)                                      | (36.1)                                  |
| Elsinboro Twp.            | 32                         | 160                        | 128  | 400.0                                   |
| Lower Alloways Creek Twp. | 2,527                      | 2,170                      | (357)                                      | (14.1)                                  |
| Mannington Twp.           | 552                        | 1,595                      | 1,043                                      | 188.9                                   |
| Oldmans Twp.              | 787                        | 575                        | (212)                                      | (26.9)                                  |
| Penns Grove Bor.          | 1,756                      | 1,165                      | (591)                                      | (33.7)                                  |
| Pennsville Twp.           | 6,229                      | 5,075                      | (1,154)                                    | (18.5)                                  |
| Pilesgrove Twp.           | 445                        | 1,480                      | 1,035                                      | 232.6                                   |
| Pittsgrove Twp.           | 575                        | 1,095                      | 520  | 90.4                                    |
| Quinton Twp.              | 217                        | 315                        | 98   | 45.2                                    |
| Salem                     | 4,234                      | 2,950                      | (1,284)                                    | (30.3)                                  |
| Upper Pittsgrove Twp.     | 402                        | 1,260                      | 858  | 213.4                                   |
| Woodstown Bor.            | 2,143                      | 1,330                      | (813)                                      | (37.9)                                  |
| <b>Total</b>              | <b>26038</b>               | <b>23,005</b>              | <b>(3,033)</b>                             | <b>(11.6)</b>                           |

Source: U.S. Census

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. The year 2000 employment figures are not the same as the U.S. Census employment figures presented in Table 4 since the census numbers are based on a sample whereas the SJTPO data is based on a database prepared by a consultant which drew information from New Jersey Department of Labor records and economic databases developed by Moody's. The SJTPO projects that Salem County will add 609 jobs between 2000 and 2010 which represents a 2.7 percent increase. While no municipality is projected to experience a significant change, the largest increases are expected in Carneys Point Township (159 jobs) and Mannington Township (146 jobs).

**Table 13  
2010 Employment Projections by Municipality**

| <b>Municipality</b>       | <b>2000<br/>Employment</b> | <b>Projected<br/>2010<br/>Employment</b> | <b>Employment<br/>Change<br/>2000-2010</b> | <b>Percent<br/>Change<br/>2000-2010</b> |
|---------------------------|----------------------------|--|--|---|
| Alloway Twp.              | 463                        | 475                                      | 12   | 2.6                                     |
| Carneys Point Twp.        | 1,446                      | 1,605                                    | 159  | 11.0                                    |
| Elmer Bor.                | 1,276                      | 1,288                                    | 12   | 0.9                                     |
| Elsinboro Twp.            | 155                        | 161                                      | 6  | 3.9                                     |
| Lower Alloways Creek Twp. | 3,732                      | 3,763                                    | 31   | 0.8                                     |
| Mannington Twp.           | 2,518                      | 2,664                                    | 146  | 5.8                                     |
| Oldmans Twp.              | 808                        | 851                                      | 43   | 5.3                                     |
| Penns Grove Bor.          | 1,192                      | 1,204                                    | 12   | 1.0                                     |
| Pennsville Twp.           | 4,757                      | 4,818                                    | 61   | 1.3                                     |
| Pilesgrove Twp.           | 320                        | 332                                      | 12   | 3.8                                     |
| Pittsgrove Twp.           | 795                        | 856                                      | 61   | 7.7                                     |
| Quinton Twp.              | 150                        | 156                                      | 6  | 4.0                                     |
| Salem                     | 2,571                      | 2,589                                    | 18   | 0.7                                     |
| Upper Pittsgrove Twp.     | 588                        | 606                                      | 18   | 3.1                                     |
| Woodstown Bor.            | 1,829                      | 1,841                                    | 12   | 0.7                                     |
| <b>Total</b>              | <b>22,600</b>              | <b>23,209</b>                            | <b>609</b>                                 | <b>2.7</b>                              |

Source: SJTPO Employment Projections

Table 14 provides information for each municipality in Salem County and lists the top five municipalities from which employees commute. The data shows that for almost every municipality in Salem County, the five most common commute origin municipalities are also in Salem County. Other common locations of residence are in New Castle County, Delaware and neighboring Gloucester and Cumberland Counties in New Jersey. Pennsville Township has the highest number of employees commuting into the municipality from origins outside of Salem County. A total of 745 employees commute into Pennsville Township from New Castle County, Delaware.

**Table 14**  
**Top Five Municipalities of Residence Location by Municipality of Employment**

| Employment Location  | Residence Location    |                | Total Workers | Commute by Transit |
|----------------------|-----------------------|----------------|---------------|--------------------|
|                      | Municipality          | County         |               |                    |
| Alloway Twp.         | Alloway Twp.          | Salem          | 155           | 0                  |
|                      | Pennsville Twp.       | Salem          | 35            | 0                  |
|                      | Upper Pittsgrove Twp. | Salem          | 30            | 0                  |
|                      | Quinton Twp.          | Salem          | 25            | 0                  |
|                      | Pittsgrove Twp.       | Salem          | 25            | 0                  |
|                      | Bridgeton             | Cumberland     | 25            | 0                  |
| Carneys Point Twp.   | Carneys Point Twp.    | Salem          | 395           | 0                  |
|                      | Countywide            | New Castle, DE | 355           | 0                  |
|                      | Pennsville Twp.       | Salem          | 325           | 0                  |
|                      | Penns Grove Bor.      | Salem          | 145           | 0                  |
|                      | Salem                 | Salem          | 100           | 10                 |
| Elmer Bor.           | Elmer Bor.            | Salem          | 160           | 0                  |
|                      | Pittsgrove Twp.       | Salem          | 130           | 0                  |
|                      | Vineland              | Cumberland     | 130           | 0                  |
|                      | Upper Pittsgrove Twp. | Salem          | 80            | 0                  |
|                      | Franklin Twp.         | Gloucester     | 55            | 0                  |
| Elsinboro Twp.       | Elsinboro Twp.        | Salem          | 60            | 0                  |
|                      | Countywide            | New Castle, DE | 15            | 0                  |
|                      | Pennsville Twp.       | Salem          | 15            | 0                  |
|                      | Quinton Twp.          | Salem          | 15            | 0                  |
|                      | Pilesgrove Twp.       | Salem          | 10            | 0                  |
| Lower Alloways Creek | Countywide            | New Castle, DE | 320           | 0                  |
|                      | Pennsville Twp.       | Salem          | 205           | 0                  |
|                      | Lower Alloways Creek  | Salem          | 200           | 0                  |
|                      | Quinton Twp.          | Salem          | 85            | 0                  |
|                      | Pittsgrove Twp.       | Salem          | 75            | 0                  |
| Mannington Twp.      | Pennsville Twp.       | Salem          | 215           | 0                  |
|                      | Salem                 | Salem          | 170           | 40                 |
|                      | Carneys Point Twp.    | Salem          | 135           | 0                  |
|                      | Mannington Twp.       | Salem          | 135           | 0                  |
|                      | Quinton Twp.          | Salem          | 100           | 4                  |
| Oldmans Twp.         | Oldmans Twp.          | Salem          | 90            | 0                  |
|                      | Pennsville Twp.       | Salem          | 70            | 0                  |
|                      | Carneys Point Twp.    | Salem          | 55            | 0                  |
|                      | Countywide            | New Castle, DE | 30            | 0                  |
|                      | Deptford Twp.         | Gloucester     | 25            | 4                  |
| Penns Grove Bor.     | Carneys Point Twp.    | Salem          | 300           | 0                  |
|                      | Penns Grove Bor.      | Salem          | 280           | 4                  |
|                      | Pennsville Twp.       | Salem          | 130           | 0                  |
|                      | Oldmans Twp.          | Salem          | 35            | 0                  |
|                      | Countywide            | New Castle, DE | 25            | 0                  |

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

| Employment Location   | Residence Location    |                | Total Workers | Commute by Transit |
|-----------------------|-----------------------|----------------|---------------|--------------------|
|                       | Municipality          | County         |               |                    |
|                       | Washington Twp.       | Gloucester     | 25            | 0                  |
| Pennsville Twp.       | Pennsville Twp.       | Salem          | 1,815         | 4                  |
|                       | Countywide            | New Castle, DE | 745           | 0                  |
|                       | Carneys Point Twp.    | Salem          | 375           | 0                  |
|                       | Salem                 | Salem          | 155           | 4                  |
|                       | Penns Grove Bor.      | Salem          | 150           | 10                 |
| Pilesgrove Twp.       | Pilesgrove Twp.       | Salem          | 275           | 0                  |
|                       | Woodstown Bor.        | Salem          | 95            | 0                  |
|                       | Pittsgrove Twp.       | Salem          | 85            | 0                  |
|                       | Carneys Point Twp.    | Salem          | 85            | 0                  |
|                       | Salem                 | Salem          | 75            | 0                  |
| Pittsgrove Twp.       | Pittsgrove Twp.       | Salem          | 405           | 10                 |
|                       | Millville             | Cumberland     | 100           | 0                  |
|                       | Upper Deerfield Twp.  | Cumberland     | 65            | 0                  |
|                       | Bridgeton             | Cumberland     | 50            | 0                  |
|                       | Woodstown Bor.        | Salem          | 40            | 0                  |
| Quinton Twp           | Quinton Twp.          | Salem          | 120           | 0                  |
|                       | Carneys Point Twp.    | Salem          | 25            | 0                  |
|                       | Salem                 | Salem          | 25            | 0                  |
|                       | Pennsville Twp.       | Salem          | 20            | 0                  |
|                       | Vorhees Twp.          | Camden         | 15            | 0                  |
| Salem                 | Salem                 | Salem          | 570           | 10                 |
|                       | Pennsville Twp.       | Salem          | 345           | 0                  |
|                       | Countywide            | New Castle, DE | 255           | 0                  |
|                       | Quinton Twp.          | Salem          | 160           | 0                  |
|                       | Carneys Point Twp.    | Salem          | 145           | 10                 |
| Upper Pittsgrove Twp. | Upper Pittsgrove Twp. | Salem          | 280           | 15                 |
|                       | Pittsgrove Twp.       | Salem          | 135           | 0                  |
|                       | West Deptford Twp.    | Gloucester     | 50            | 0                  |
|                       | Pennsville Twp.       | Salem          | 50            | 0                  |
|                       | Vineland              | Cumberland     | 40            | 10                 |
| Woodstown Bor.        | Woodstown Bor.        | Salem          | 250           | 0                  |
|                       | Pilesgrove Twp.       | Salem          | 165           | 4                  |
|                       | Alloway Twp.          | Salem          | 75            | 0                  |
|                       | Pennsville Twp.       | Salem          | 75            | 0                  |
|                       | Upper Pittsgrove Twp. | Salem          | 65            | 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 Salem 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 Salem 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 tracts with the highest number of employees commuting by public transportation are in Lower Alloways Creek Township, Pennsville Township and Elmer Borough where 26 or more employees commute by public transportation. Throughout the remainder of the county, fewer than 26 employees commute by public transportation. This demonstrates that public transportation is not a common commuting mode of choice in any area of the county.

**Figure 24**  
**Transit Trips by Employees**

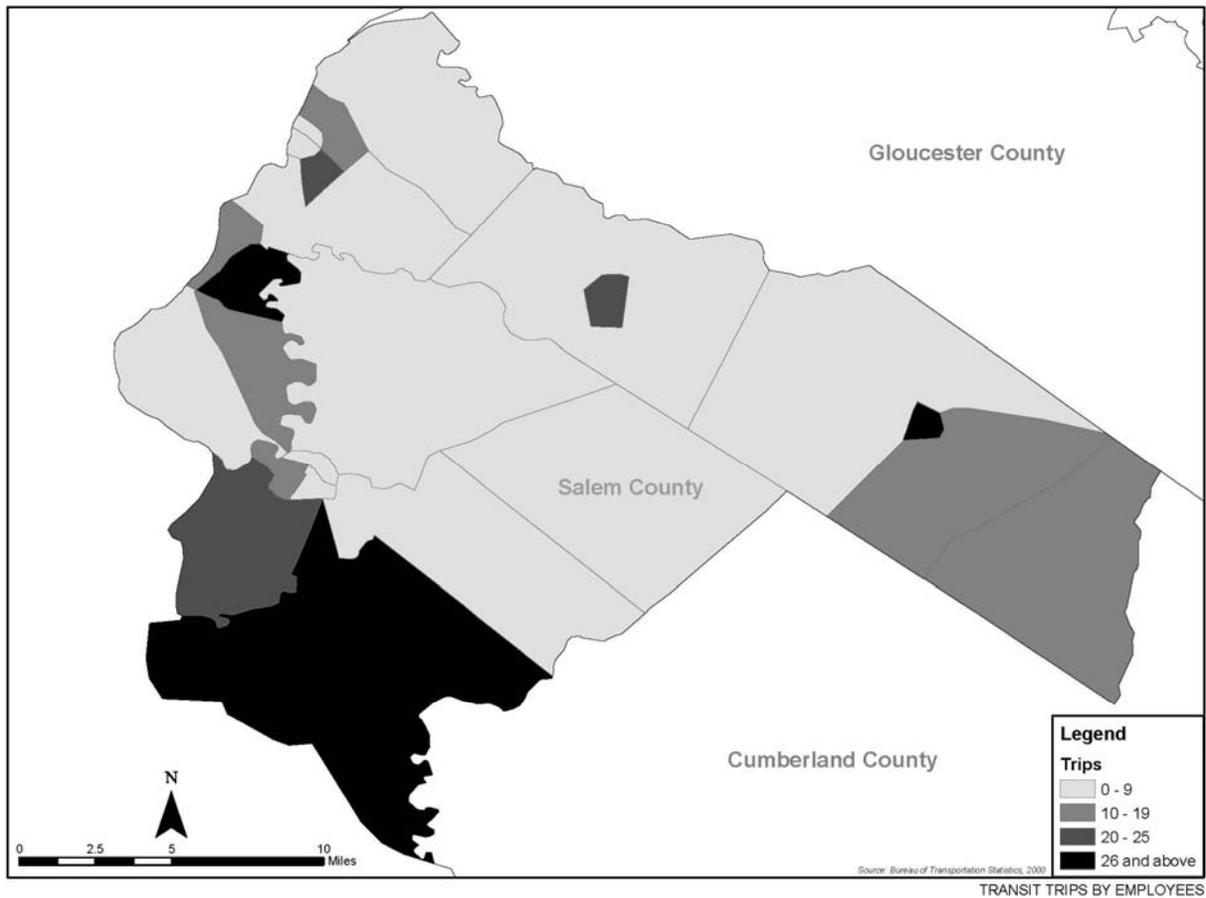
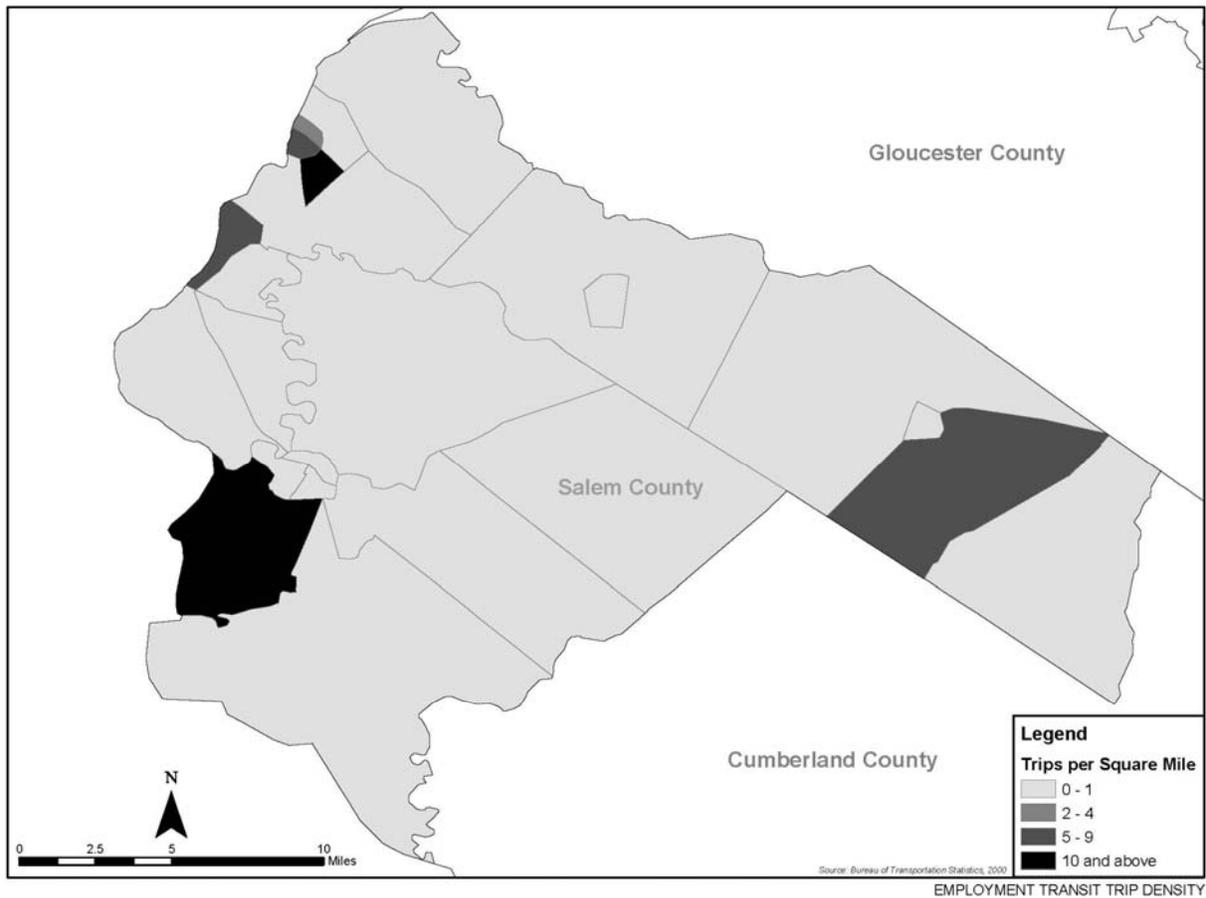


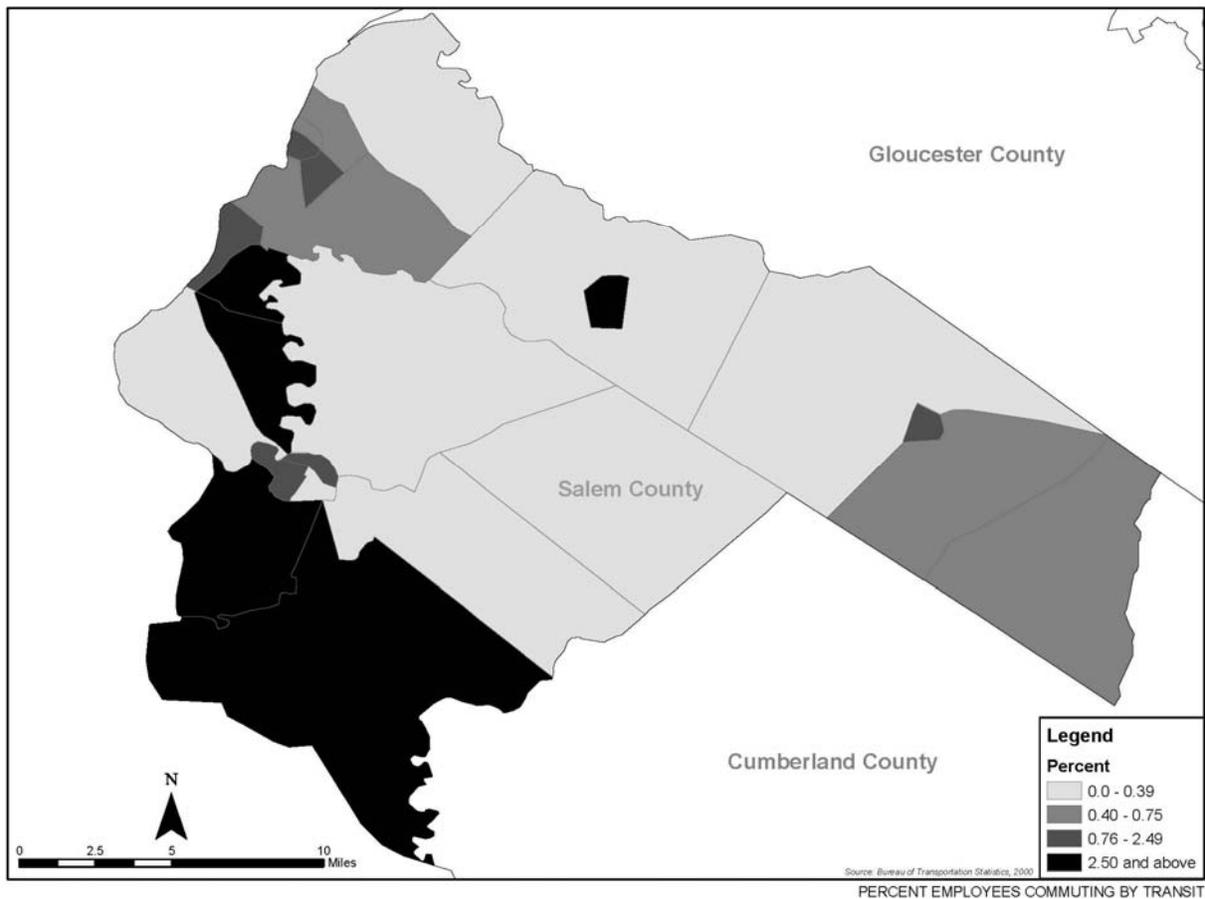
Figure 25 shows the density of employees commuting by public transportation for each census tract. The highest densities of employees commuting by public transportation are in Elsinboro Township and Carneys Point Township where there are at least 10 employees commuting by public transportation per square mile. The remaining tracts throughout the county have densities less than 10 employees commuting by public transportation per square mile.

**Figure 25**  
**Employment Transit Trip Density**



The tracts in which the highest level of employees commuting by transit are in Pennsville, Elsinboro, Lower Alloways Creek Townships and Woodstown Borough where at least 2.5 percent of the employees commute using public transportation. Throughout the remainder of the county, less than 2.5 percent of employees commute using public transportation. Again, these figures show that transit is not a significant mode of choice for those working in Salem County. Figure 26 demonstrates this pattern.

**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 and Table 16.

For the purposes of this analysis, a major employer was defined as an employer with over 50 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 15 shows that the major employment sites in Salem County are distributed throughout numerous municipalities. This is consistent with the commuting data for Salem County residents which did not show one dominant employment municipality in the county. Also, the two business/industrial parks are located in the northwestern portion of the county due to the access to the New Jersey Turnpike and Interstate 295. While Pureland Industrial Park is located in Gloucester County, it is listed here due to proximity and the fact that it is a common work location for Salem County residents.

**Table 15  
Major Employers**

| Site                              | Location                   |
|-----------------------------------|----------------------------|
| PSEG Nuclear                      | Hancock's Bridge, Salem    |
| Mannington Mills                  | Salem                      |
| Memorial Hospital of Salem County | Mannington Twp.            |
| JE Berkowitz                      | Pedricktown (Oldmans Twp.) |
| DuPont                            | Pennsville Twp.            |
| Siegfried International           | Pennsville Twp.            |
| Anchor Glass                      | Salem                      |
| South Jersey Hospital             | Elmer Bor.                 |
| Salem County Nursing Home         | Mannington Twp.            |
| South Gate Nursing Home           | Carneys Point Twp.         |
| Atlantic City Electric            | Carneys Point Twp.         |
| Ranch Hope                        | Alloway Twp.               |
| Salem County Vo-Tech              | Pilesgrove Twp.            |

| <b>Site</b>              | <b>Location</b>               |
|--------------------------|-------------------------------|
| Salem Community College  | Carneys Point Twp., Salem     |
| Gateway Business Park    | Pedricktown (Oldmans Twp.)    |
| DRBA Business Park       | Carneys Point Twp.            |
| Pureland Industrial Park | Logan Twp., Gloucester County |

Source: Salem County Chamber of Commerce

Table 16 lists the major generators in other categories including job training centers, hospitals, nursing/assisted living facilities, senior centers, adult day care facilities, retail centers and colleges/technical schools. Again, these generators are distributed among numerous municipalities throughout the county. One observation is that the generators tend to be located in the northern part of the county.

**Table 16  
Other Major Generators**

| <b>Site</b>                       | <b>Location</b>    | <b>Category</b>              |
|-----------------------------------|--------------------|------------------------------|
| Salem One Stop Center             | Salem              | Job Training/Social Services |
| Memorial Hospital of Salem County | Mannington Twp.    | Hospital                     |
| South Jersey Hospital             | Elmer Bor.         | Hospital                     |
| Free Clinic                       | Salem, Pennsville  | Hospital                     |
| Salem County Nursing Home         | Mannington Twp.    | Nursing Home/Assisted Living |
| South Gate Nursing Home           | Carneys Point Twp. | Nursing Home/Assisted Living |
| Merion Gardens                    | Carneys Point Twp. | Nursing Home/Assisted Living |
| Friends Village                   | Woodstown Bor.     | Nursing Home/Assisted Living |
| Atlantic Rehabilitation Center    | Penns Grove Bor.   | Nursing Home/Assisted Living |
| HomeCare & HospiceCare            | Salem              | Nursing Home/Assisted Living |
| WalMart Shopping Center           | Pennsville Twp.    | Retail Center                |
| Acme Shopping Center              | Pennsville Twp.    | Retail Center                |
| Acme Shopping Center              | Woodstown Bor.     | Retail Center                |
| Cowtown                           | Pilesgrove Twp.    | Retail Center                |
| Cranbury Plaza                    | Pennsville Twp.    | Retail Center                |

| <b>Site</b>             | <b>Location</b>     | <b>Category</b>           |
|-------------------------|---------------------|---------------------------|
| Salem Community College | Caneys Point, Salem | College/Vocational School |
| Salem County Vo-Tech    | Pilesgrove Twp.     | College/Vocational School |

Source: Salem County Chamber of Commerce

Assembling this inventory of generators and their locations, as well as observations regarding the geographic distribution of the generators, will assist in the development of subsequent recommendations regarding transit and human service transportation in Salem 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 service 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 remain relatively stable throughout the county. Employment projections also show a high level of stability without any significant changes in the number of jobs located in any municipality between 2000 and 2010. The geographic distribution analyses of senior citizens, youth, persons with mobility impairments and low income households show that these groups are dispersed throughout the county with the highest densities located in Elsinboro Township, Salem, Penns Grove Borough and Carneys Point Township. 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 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.

## **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 Salem County Self Assessment, the SJTPO requested that the Salem County Transportation Committee complete an initial assessment that would then be presented to and discussed with a larger group of local stakeholders. A stakeholder forum was conducted for this purpose on February 28, 2007 in Pennsville. A total of 25 stakeholders attended. As part of this presentation, the Self Assessment for Salem County was reviewed with the group and finalized. Table 17 lists the participants.

Table 18 presents the results of the Self Assessment effort for Salem 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.

As part of the Self Assessment process, no area was rated as done well with most being rated as needs action or needs significant action. Two key areas that were rated as needs to begin include whether or not data is currently gathered and used to assess performance. This was apparent in reviewing the data collected through the provider survey which was presented in the Existing Transportation System chapter. It was noted in the chapter that data is not collected in a uniform way by the various providers. The second key area rated as needs to begin is the fact

that there is currently no single source of information regarding the services currently available in the county. This was noted as an important deficiency by the stakeholders during the planning process.

**Table 17  
Salem County Stakeholders**

| <b>Name</b>       | <b>Organization</b>                               |
|-------------------|---|
| Glen Donelson     | Salem County STC                                  |
| Raymond Bolden    | Inter-Agency Council                              |
| Paul Sutton       | Inter-Agency Council                              |
| Kathy Massey      | Salem County Office for the Disabled              |
| Sherri Hinchman   | Salem County Office on Aging                      |
| Terri Hirschhorn  | New Jersey DHS                                    |
| Tiffany Pietro    | Southgate Health Care Center                      |
| Melinda Lodge     | South Jersey Health Care                          |
| James Scull       | Salem County Community Bus                        |
| John Bacon        | Salem County Community Bus                        |
| Chloe Williams    | B.R. Williams, Inc.                               |
| Patty Irwin       | Arc of Salem County                               |
| Karen Richards    | PRAC  |
| Kathy Lockbaum    | Salem County Board of Social Services             |
| Dante Rieti       | Cumberland/Salem Office of Employment & Training  |
| Patricia Nadecky  | HMS Host Corp.                                    |
| Christina Charles | Friends Village                                   |
| Eric Myers        | Riverfront Limousine Service                      |
| Tome Brown        | Work Plus   |
| Jessie Watts      | Pearl Transit                                     |
| Bill Darrell      | Ranch Hope  |
| Jennifer Leister  | Salem County Planning                             |
| Ronald Hidak      | CGS Family Partnership                            |
| Ronda Urkowitz    | Cross County Connection                           |
| Mike Reeves       | South Jersey Transportation Planning Organization |

**Table 18  
Self-Assessment**

| Question   | Needs to<br>Begin | Needs<br>Significant<br>Action | Needs<br>Action | Done<br>Well |
|--|-------------------|--------------------------------|-----------------|--------------|
| <b>SECTION 1: MAKING THINGS HAPPEN BY WORKING TOGETHER</b>   |                   |                                |                 |              |
| 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?                           |                   | ✓                              |                 |              |
| <b>SECTION 2: TAKING STOCK OF COMMUNITY NEEDS AND MOVING FORWARD</b>   |                   |                                |                 |              |
| 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,  | ✓                 |                                |                 |              |

| <b>Question</b>  | <b>Needs to Begin</b> | <b>Needs Significant Action</b> | <b>Needs Action</b> | <b>Done Well</b> |
|--|-----------------------|---------------------------------|---------------------|------------------|
| 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?   | ✓                     |                                 |                     |                  |
| <b>SECTION 3: PUTTING CUSTOMERS FIRST</b>  |                       |                                 |                     |                  |
| 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?   | ✓                     |                                 |                     |                  |
| <b>SECTION 4: ADAPTING FUNDING FOR GREATER MOBILITY</b>  |                       |                                 |                     |                  |
| 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?  | ✓                     |                                 |                     |                  |
| <b>SECTION 5: MOVING PEOPLE EFFICIENTLY</b>  |                       |                                 |                     |                  |
| 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 Salem County. Through the assessment process, the stakeholders indicated that while many of the actions needed to develop a coordinated system have begun, 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 Salem 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 Salem 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 Salem 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 Salem County Community Bus Service (SCOT), providing a limited amount of fixed route service to certain municipalities and 13 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 Salem 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 February 28, 2007 in Pennsville. A total of 24 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 Salem 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 the need for specific new or expanded services. Meeting these additional service needs, of course, would be contingent on new funding sources. In addition, the stakeholders provided their opinions regarding the most advisable option for service coordination. The stakeholders expressed the opinion that a consolidated system is the preferred option for Salem County.

**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 *Salem County Community Transportation Plan* completed in 1998 and updated in 2002. This study identified several specific service needs throughout the county including the need for improved service to Pureland Industrial Park and demand response feeder services to fixed routes. Many of these needs have been addressed with new services in the interim.

In addition to service needs, the *Community Transportation Plan* also made recommendations for organization of human service transportation in the county. The plan recommended that the Steering Committee that was established to guide that study effort continue to convene and act as a coordinating committee and identify a lead agency to facilitate greater coordination among providers. The recommendations were not acted upon until recently when the Salem County Transportation Committee was established to guide this current effort. In addition, the Salem County Freeholders recently designated a Director of Transportation to act as the lead in the coordination process.

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 Salem 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. Salem County contains 337.8 square miles of land area. With a total population of 64,285, the county has an overall population density of 190 persons per square mile.

While the overall population density is 190 persons per square mile, the population of certain municipalities is concentrated in much smaller areas than others. Salem, Quinton Township, Elsinboro Township and Penns Grove Borough have population densities over 2,000 persons per square mile. The remainder of the county is characterized by population densities of less than 2,000 persons per square mile with much of the county having densities of less than 1,000 persons per square mile. This would indicate that traditional frequent fixed route services would only be viable in a limited number of areas of Salem 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 Salem County shows that, based on projections, the overall population of the county will increase slightly between 2000 and 2010 with no municipality experiencing a significant change. Employment projections show the same pattern with a minimal growth in employment in the county and no single municipality experiencing any noteworthy change. This suggests that density or demand patterns will not change in a way that would significantly affect the planning of transit services in the county.

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 Salem, Penns Grove, Elsinboro Township and Quinton Township. The analysis suggests that sufficient densities of overall and target populations do not exist in enough areas of the county to support an expansion of traditional frequent fixed route service. 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 Salem County labor force are employment sites within Salem County. Two of the deficiencies in the current network of services are related to employment transportation. First, the stakeholders identified a need to for third shift transportation to both HMS Host as well as to the Gateway Business Park.

In addition, the need was identified for after school employment transportation for high school students specifically from Salem High School to various work locations.

**Access to Access Link** – NJ Transit’s Access Link program provides less than one percent of the demand response trips carried in Salem County annually. It was noted that this is due to several factors including the limited nature of fixed route bus service in Salem County, the dual eligibility status of many passengers and the need for Access Link service applicants to travel to an assessment agency at an out of county location. The stakeholders expressed the opinion that there could be greater participation in the Access Link program if Salem County residents could access an Access Link assessment agency in Salem County. It was suggested that a satellite office be established in Salem on one or two days per month which Salem County residents could visit for their Access Link application assessment.

**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 demand response service network of 73 vehicles offers at least 59,500 vehicle hours and provides 124,000 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.

It should be noted that Salem County already has a partially coordinated system with various providers contracting with two or three local organizations to operate the transportation services that they provide. In addition, Salem County has established a Transportation Committee that has focused on coordination issues. Stakeholders participating in the forum voiced the opinion that Salem County should migrate towards a consolidated system under a newly created Salem County Department of Transportation and that Freeholder’s designated Director of Transportation should act as the lead in facilitating that process.

**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 13 organizations currently offering demand responsive transportation services in Salem County along with NJ Transit/ SCOT fixed route service. 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, few providers in Salem 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.

**Public Information** - Findings from the stakeholder forum indicated a lack of awareness among the general public of the transportation services available in Salem County. This could indicate that there are potential users who are not riding the current services because they are unaware of their availability. This has a negative effect on the productivity of the various services. One reason for this lack of awareness could be partly due to confusion among the general public regarding which agency provides public and human service transportation and for whom. Also, it was noted in the stakeholder forum that there is no single source of information regarding available services and that the current providers do not have information about each other's services. This was identified as a primary step in the coordination process by stakeholders participating in the forum.

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 Salem County. The range of alternatives 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 Salem 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 Salem County Board of Social Services has established policies under which transportation services are provided to their clients. The Board of Social Services 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

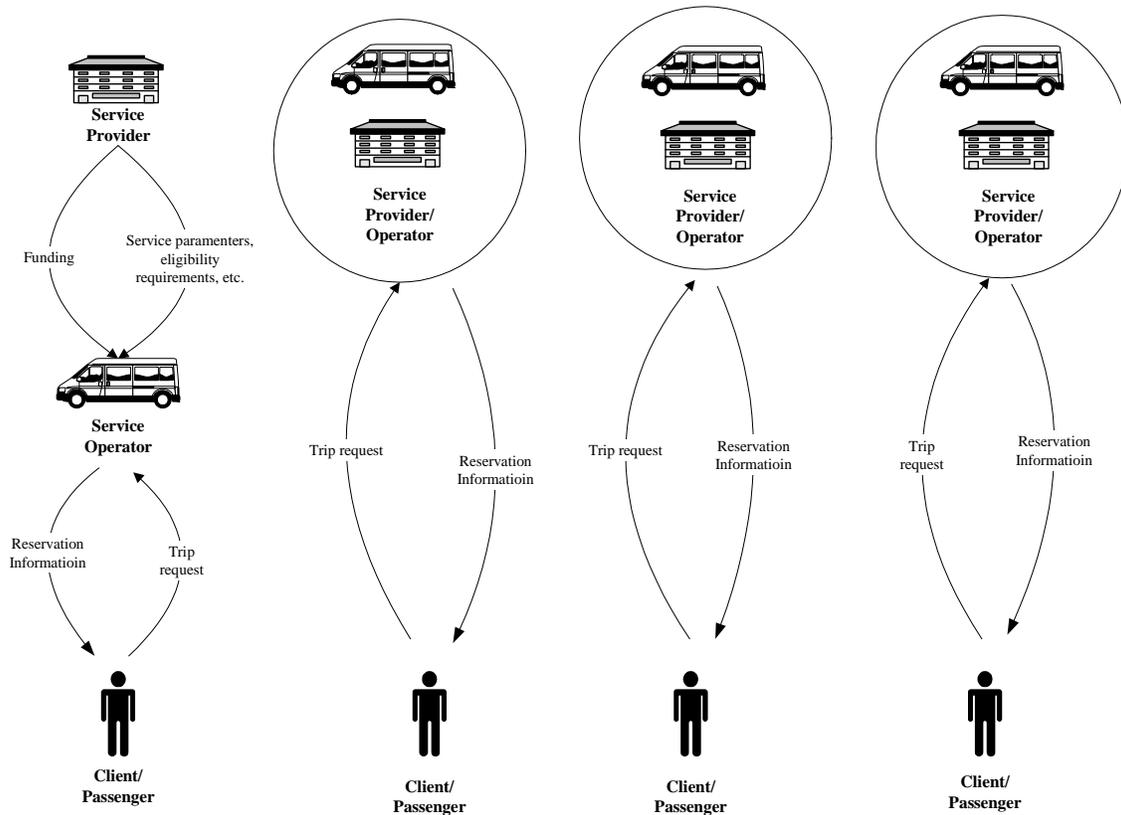
the same since these organizations have opted to operate their own transportation services. In the case of the Board of Social Services, the agency is the service provider while B.R. Williams and Riverfront Limousine Service are the service operators. Lastly, the client/passengers are the users of the 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 Salem 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. 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's fixed routes. No provision can be easily made to expand capacity to meet identified needs 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**

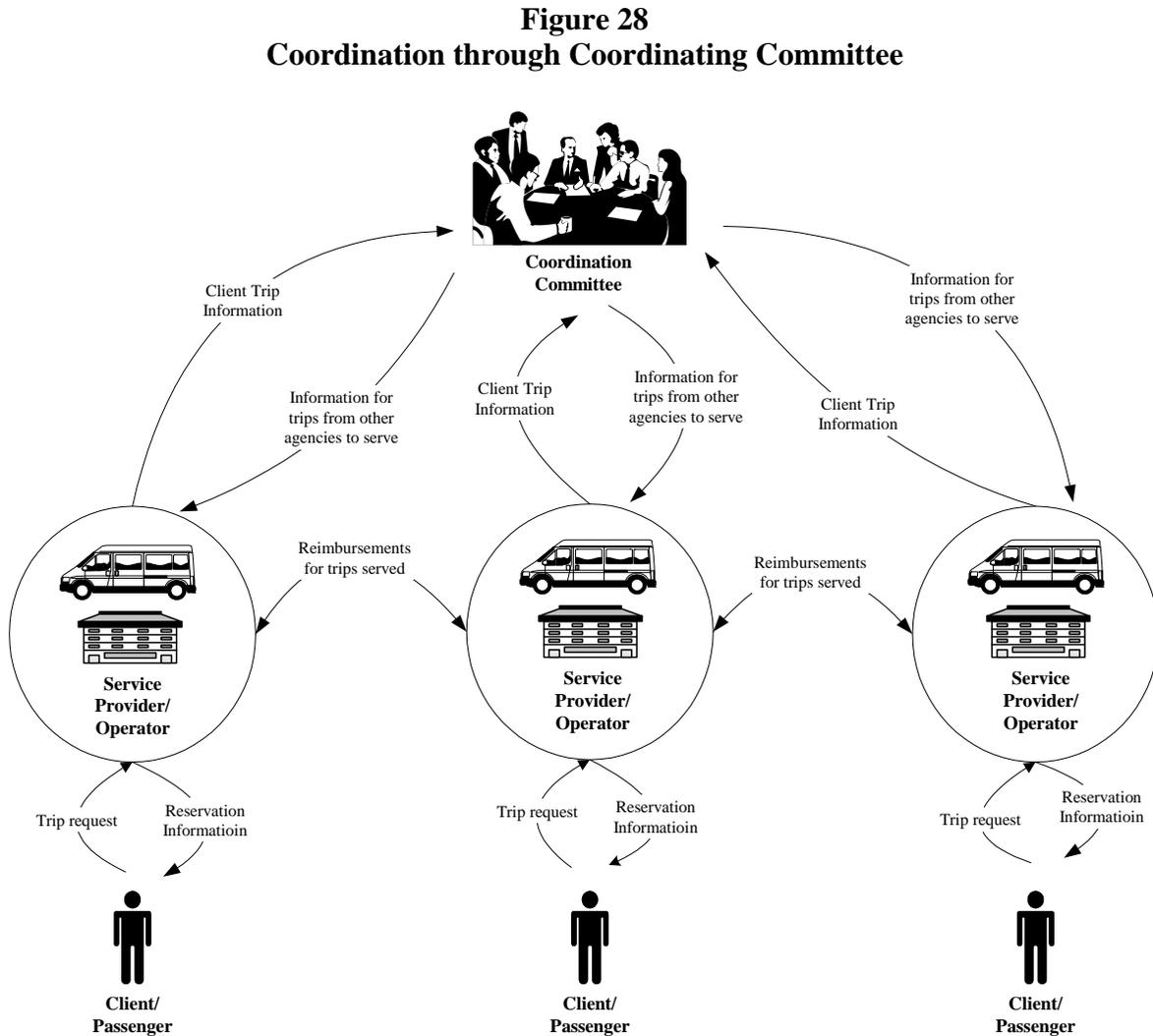


**Coordinating Committee** - To gain some efficiencies and respond to some of the issues and needs identified, this scenario would have organizations informally coordinating their activities in one or more of the major functional areas involved in providing public transportation services. This alternative 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.



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. In many respects, this is the model that exists in Salem County currently. The Salem County Transportation Committee has been established to meet regularly and discuss these types of issues.

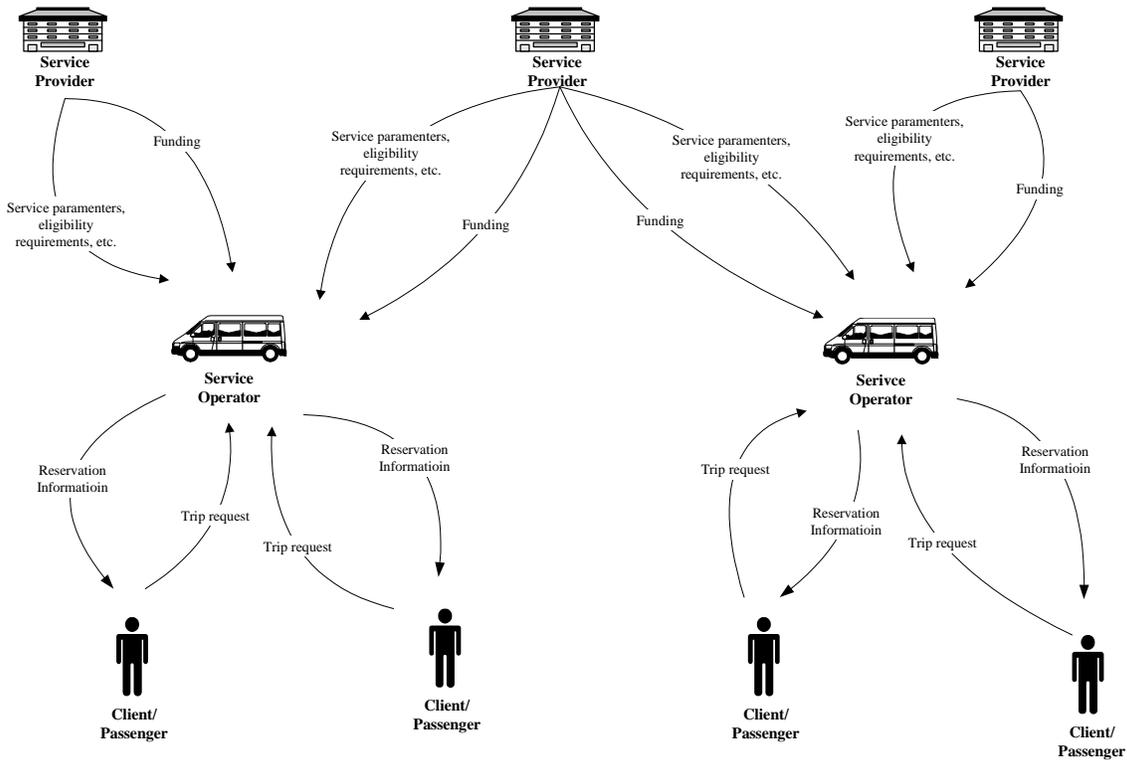
As coordination efforts and functions increase, the benefits will become apparent. One way to measure the benefits of coordination would be to calculate the cost per trip and cost per mile for each of the current services. As trips increase, the per trip ratios should show an improvement through better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

**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 Salem 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 be 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 Salem 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.

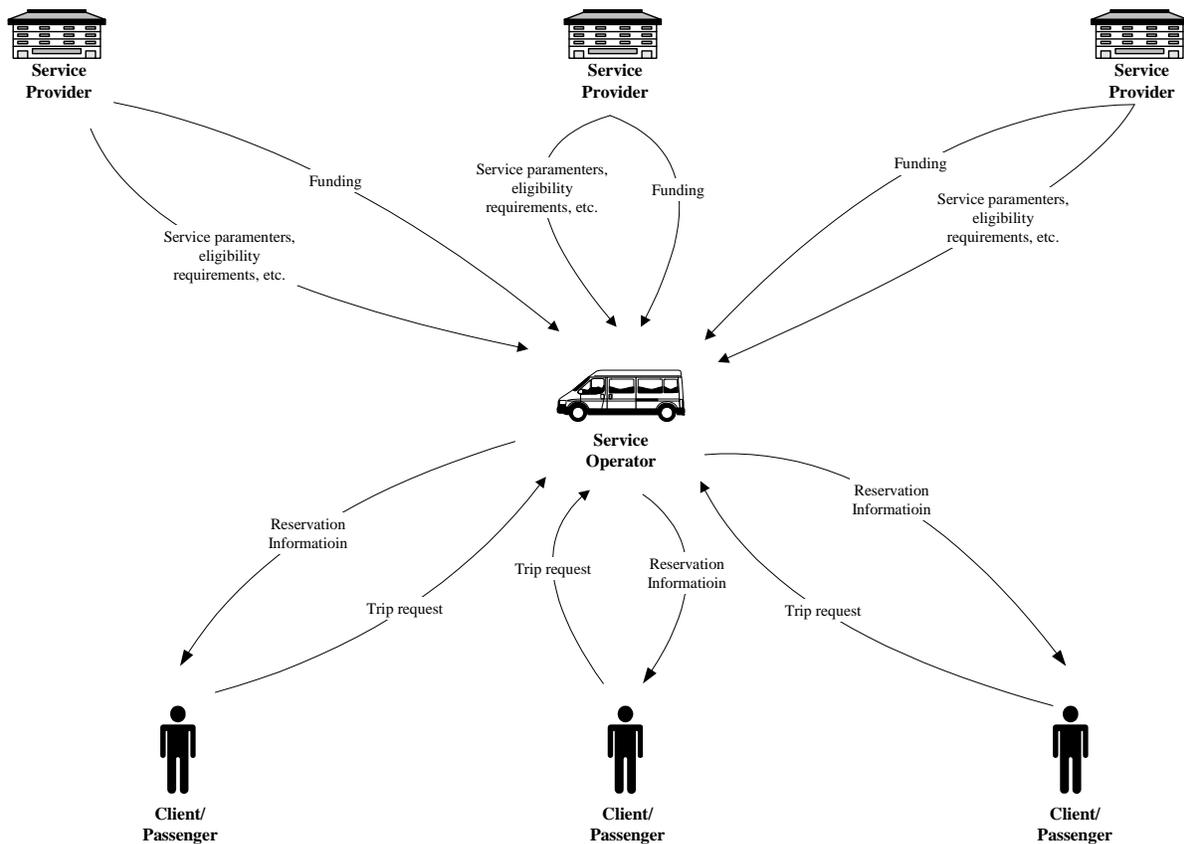
A single entity for transportation services within Salem County would be able to establish a clear definition and direction for the service. There are certain advantages in that public transportation would be managed by a professional team of transit managers. The professional management offered by the 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. However, a consolidated system could make use of contracted operators to stabilize costs.

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 or longer hours of service. 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 SCOT or the Office on Aging as the county's public transportation operating agency for all services other than fixed route. Another option is to create a new office or entity.

**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.

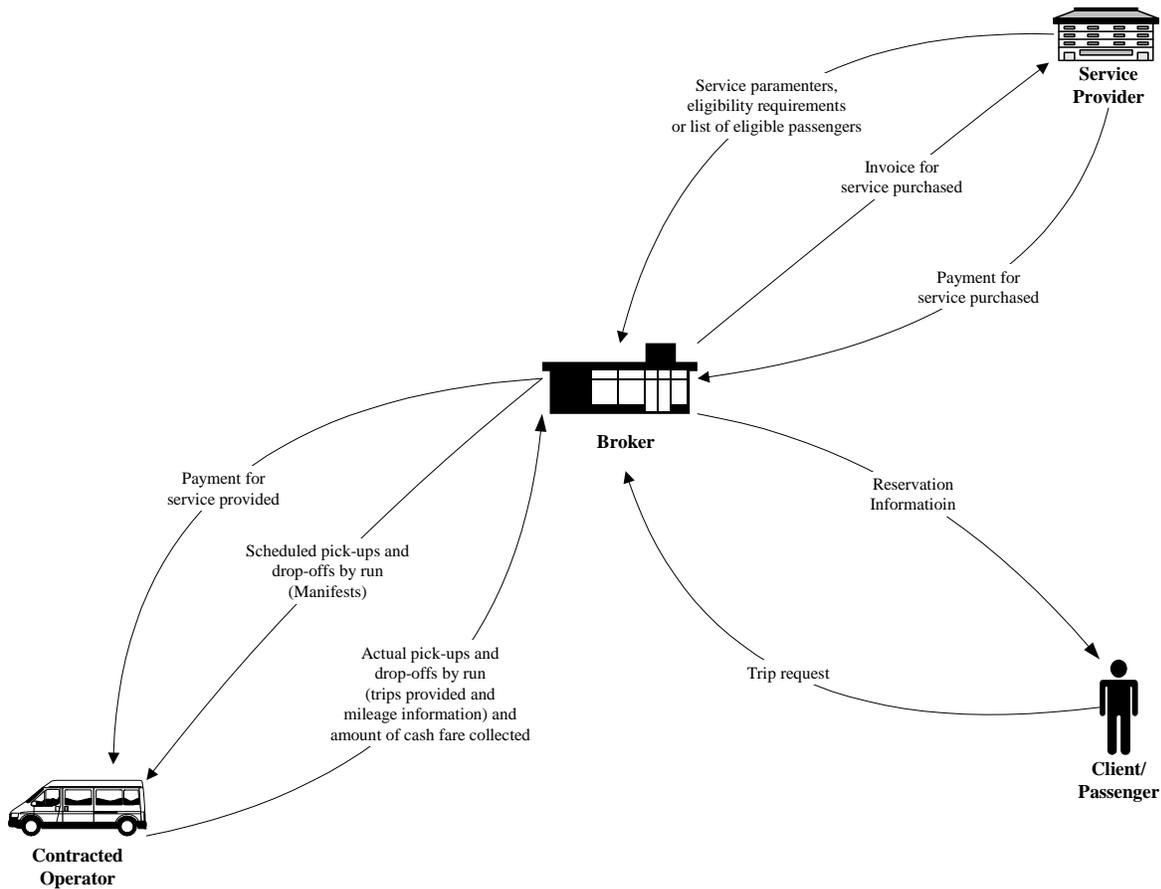
As part of this approach, an accounting system would need to be developed which establishes a service cost rate, typically on a per trip, per hour or per mile basis. The broker is then responsible for billing the various agencies for the service provided to them (i.e., trips, hours of service, miles 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 Salem 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 *Salem County Community Transportation Plan* completed in 1998 and updated in 2002 recommended the continuation of a transportation coordinating committee with the designation of a lead agency to facilitate the coordination process. This recommendation has been recently realized with the establishment of the Salem County Transportation Committee and the designation by the County Freeholders of a Director of Transportation as the lead in the coordination effort.

## **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 Salem 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 Salem 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 Salem County support the conclusion that an expansion of traditional fixed route would not be the most appropriate model to meet the identified needs in the area. Utilizing the various demand responsive models, alternatives to address the identified service gaps include:

- The need for 3<sup>rd</sup> shift service to Gateway Business Park and to HMS Host was identified as an issue with the current system. The hours of operation of the Inter-Agency Council's route deviation service could be expanded to provide later evening hours to cover third shift transportation.
- The need for after school to work transportation was also identified as a need that is currently not being met in Salem County. The specific site mentioned was from Salem High School to various work locations. If the trips are for work purposes, the capacity of the Inter-Agency Council's route deviation service could be expanded to address this need.
- The stakeholders also identified the need for more convenient access to the Access Link application process. One strategy to address this issue would be to establish a satellite Access Link assessment site in Salem once or twice per month for Salem County residents applying for Access Link eligibility. Office space could be provided to Access Link for this purpose.

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 preferred options and prioritize the various projects.

## **Summary**

This chapter provided a description of the various alternatives for the coordination of public and human service transportation service in Salem 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 Salem 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 Salem 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 and human service transportation services within Salem 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 Salem 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 Salem Sunbeam and notices were posted on demand response service vehicles in the county. 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 while some coordination of services has occurred in Salem County, there is opportunity for greater

coordination efforts. 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. In addition, the lack of a single source of public information regarding the services available was identified as a weakness of the current network of services. Along with meeting these deficiencies, the future organization of public and human service transportation services in Salem 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. Also, all operations employees involved should receive consistent equipment and sensitivity training. This could allay some of the concerns of the current providers regarding the quality of service provided to their clients.
- **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 Salem 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.

The 1998 *Community Transportation Plan* for Salem County recommended that the steering committee for that study continue to meet as a transportation coordination committee and that a lead agency be designated to facilitate the process of coordination. This

recommendation has recently been pursued with the establishment of the Salem County Transportation Committee to guide this study effort and the designation by the County Freeholders of a Director of Transportation as the lead in the coordination effort. During the planning process for this current effort, the stakeholders expressed the preference for the eventual development of a consolidated system in Salem County under the administration of a newly created County Department of Transportation.

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 plan with the Transportation Committee remaining active and the Freeholder's designated Director of Transportation acting as the facilitator of the coordination process. It is also agreed that the eventual coordinated system should be a consolidated system. The establishment of a consolidated system under a new County Department of Transportation has the potential to effectively address the deficiencies of the current system as well as future needs while providing the most benefit to the passenger.

Also, while a fully consolidated system and a brokered system offer many of the same benefits, the consolidated alternative is the preferred option. The brokered concept is sometimes preferred since it allows for the participation of various private operators currently available in the county which could help to minimize cost and enhance financial efficiency. However, private carriers can still play a role in a consolidated system as contracted operators. Given the availability of private operators in the county, this may be an option that is pursued. Also, adopting the consolidated model will allow for various county agencies to be completely relieved of the need to administer transportation programs and to focus on their core competency.

To continue the coordination process, the Salem County Transportation Committee should continue to operate. In addition to the current members, the county administration, system users and appropriate state agencies should also participate. 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 of these 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 should focus on working together to create a framework for greater coordination in the interim and the eventual creation of the consolidated system. This could be done by having the 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;
- facilitating joint or reciprocal fare arrangements;
- coordinating the scheduling of difficult or costly trips (e.g., out of county);
- 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 the consolidated system such as:

- creating policies and procedures for the eventual consolidated system;
- determining how funding sources will be directed to the consolidated system; that is, will the new Salem County Department of Transportation be the direct recipient of current funding sources or will funding continue to pass through the current recipients.

In addition, the Transportation 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 Transportation 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.

All of these activities could be accomplished by the Transportation 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 consolidated system.

A second important short term task will be the establishment of a single source of public information regarding the services currently available in Salem County. The Transportation Committee has already used the resources provided through the Cross County Connection provider survey to assemble a transportation resources guide for the county. The committee members should train their employees to answer questions regarding the eligibility and parameters of the other services offered throughout the county. The other providers will need to assist in this effort by ensuring that the party designated by the committee to maintain this guide has the most up to date information regarding the transportation service they provide. As the Salem County Department of Transportation is established, their phone number could then be published as a centralized information source. This would be the first step in establishing a centralized customer service function. As the system moves towards the consolidated concept, this centralized customer service would then begin to take information for passenger reservations which would then be used for a centralized scheduling 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 offset the costs of these efforts in the interim. The issue of directed funding for the continued performance of these functions will be addressed with the establishment of the Salem County Department of Transportation.

The efforts of the Transportation Committee will be greatly assisted by the fact that the County Freeholders have officially designated a Director of Transportation as the lead in the coordination efforts. While the committee focuses on preparing the building blocks for an eventual consolidated system under a newly created Salem County Department of Transportation, it will be the responsibility of Freeholder's designated Director of Transportation to identify the actions necessary to establish such a system, the costs, time line and responsible parties. One important issue that will need to be addressed is the method by which the consolidated system will schedule paratransit trips. That is, will it be necessary to purchase any new or additional scheduling software.

Another issue regarding coordination of service concerns the Access Link program. Due to the nature of Access Link service and the limited number of trips provided in Salem County, there would be little benefit to any coordinated system in Salem County assuming responsibility for this program. However, as a coordinated system emerges in Salem County, trip data should be examined to determine the potential for greater coordination with Access Link. Many Access Link trips are inter-county in nature and most current county providers may not choose to operate those trips. However, there may be potential to use the local consolidated system to serve some in-county Access Link trips. Scheduling and reimbursement procedures would need to be arranged between the consolidated system in the county and the contracted Access Link operator in the region.

Another strategy to pursue in terms of Access Link service would be to establish a satellite assessment site somewhere in Salem County. This could be an assessment site that was available just once or twice per month but would be more convenient for Salem County residents. This could help to address the perceived inconvenience of the application process and make the service a mobility option for more eligible individuals.

### **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 consolidated system.

- **Fall 2007** - The Transportation Committee will continue to meet and will be responsible for identifying 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. The committee will pursue efforts to establish common data collection techniques and maintain a single source of service information.
- **Spring 2008** – Under the direction of the designated Director of Transportation, Salem County will complete a report outlining the creation of the consolidated system under a Salem County Department of Transportation and identifying the necessary actions, responsible parties, costs and time line of the implementation. As the consolidated system is established, the Transportation Committee will continue to act as the coordinated planning body.
- **Fall 2008** – The first task of the new Salem County Department of Transportation will be to become the centralized source for information regarding public and human service transportation available in Salem County. This Department’s customer service number will be publicized as such.
- **Spring 2009** – The Salem County Department of Transportation will begin to assume responsibility for taking all requests for service under the various programs for the participating organizations and scheduling vehicle runs. In the interim, the report prepared by Salem County should examine the scheduling software needs of the consolidated system and plan accordingly.
- **Fall 2009** – All services receiving financial support from federal programs with United We Ride requirements will be provided through the consolidated system and the coordinated planning process.

This proposed schedule provides approximately a two year time line for the full implementation of the recommended consolidated system. Actual implementation may vary due to available funding or other issues. Also, implementation may vary from this schedule based on the findings of the Freeholder's designated Director of Transportation in the preparation of the Freeholder sanctioned report. It should be noted that the time line calls for the initiation of a coordinated planning process in the short term through the continuation of Transportation 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 Salem County include the need for third shift transportation to the Gateway Business Park and HMS Host as well as the need for after school to work transportation. 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 Salem 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 the Inter-Agency Council to the Cross County Connection provider survey. This included the fact that the Inter-Agency Council's annual budget for transportation operations is approximately \$249,990 and that Inter-Agency Council purchases 7,200 revenue hours annually. Using these figures, an incremental cost per additional hour of \$34.72 was calculated. This figure was then used to calculate the annual operating cost impact of each of the service improvements alternatives described below. Also, the Inter-Agency Council reported that they provide 7,392 passenger trips annually which indicates that the service has a productivity rate of 1.03 passengers per hour. This productivity rate was used to determine ridership projections for each potential service improvement.

**Third Shift Transportation to Gateway and HMS Host** – Expanding Inter-Agency's employment transportation service to serve the third shift at Gateway and HMS Host is a potential strategy to address this deficiency in current service. To calculate the operating impacts of this alternative, it was assumed that two vehicles would be needed for four hours each late evening Monday through Sunday. This would add approximately 8 hours of revenue service to the Inter-Agency Council's system each weekday. Assuming 359 days per year (no service on five holidays), this expansion would add approximately 2,872 revenue hours annually. The operating cost impact would be approximately \$99,700. Also, it is assumed that this expanded service would garner the same productivity as the current service, 1.03 passengers per hour.

Over 2,872 hours annually, a total of 2,960 passenger trips would be provided on this expanded service.

**After School to Work Transportation** – Expanding Inter-Agency’s employment transportation service is a potential strategy to also address this deficiency in current service. To calculate the operating impacts of this alternative, it was assumed that one vehicle would be needed for four hours each day Monday through Friday. Assuming a school year of 180 days, this expansion would add approximately 720 revenue hours annually. The operating cost impact would be approximately \$25,000. Also, it is assumed that this expanded service would garner the same productivity as the current service, 1.03 passengers per hour. Over 720 hours annually, a total of 740 passenger trips would be provided on this expanded service.

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 Transportation Committee to identify the service model 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 which is to continue the coordination process with the eventual establishment of a consolidated transit system under the administration of a Salem County Department of Transportation.

## **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 in Salem County continue the process recommended in Salem County’s 1998 *Community Transportation Plan* and 2002 update. That document recommended that the committee established to guide the 1998 study continue to meet and that a lead agency be identified to facilitate the coordination process. Salem County has established the Transportation Committee to act as a coordinated planning committee and has designated a Director of Transportation as the lead in coordination efforts. The Transportation Committee should continue to meet with the goal of forwarding the coordination process and providing 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 coordinated system. It was also recommended in this plan that Salem County work towards the establishment of a consolidated system under the administration of a Salem County Department of Transportation.

In addition, this chapter provided descriptions of potential service alternatives designed to address the deficiencies in the current network of service 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.

| <b>Proposal</b>                     | <b>Annual Operating Costs (\$)</b> |
|-------------------------------------|------------------------------------|
| Third Shift Transportation          | 99,700                             |
| After School to Work Transportation | 25,000                             |
| <b>Total</b>                        | <b>124,700</b>                     |

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  
SALEM COUNTY  
SERVICE PROVIDER SURVEY SUMMARY**

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 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:                         |
| CGS Family Partnership Inc.                                 | 445 Woodbury Glassboro Road | Sewell         | Salem County              | 08080     | Charles Goldstein/<br>James Sampson | CEO/ Community Resources Director                | 856-716-2100                           | 856-716-2109 |                                   |  |
| DCF-Salem County - Division of Youth and Family Services    | 5 Woodstown Rd.,            | Salem          | Salem County              | 08079     | Jerry Oglesby                       | Resource Development Specialist                  | 856-935-6350                           | 856-935-0798 | Jerry.Oglesby@dcp.state.nj.us     | State government                       |
| Healthcare Commons  | 500 Pennsville-Auburn Road  | Carney's Point | Salem County              | 08069     | Lisa Forrester                      | Unit Director                                    | 856-299-3200                           | 856-299-7183 | l.forrester@hcommons.com          |  |
| Inter-Agency Council  | 98 Market St.               | Salem          | Salem County              | 08079     | Raymond Bolden, JR                  | Executive Director                               | 856-935-7510<br>x 8315                 | 856-935-7747 | rbolden@mngpage.com               |  |
| Pearl Transit Corp.   | 105 Spillway Drive          | Alloway        | Salem County              | 08001     | Jael Brown                          | Program Director                                 | 856-878-9340                           | 856-583-0389 | jbrown@pearltransit.org           |  |
| Puerto Rican Action Committee of Southern New Jersey        | 114 East Main St,           | Penns Grove    | Salem County and Cape May | 08069     | David Rodriguez                     | Executive Director                               | 856-299-5800                           | 856-299-3276 | drprac@verizon.net                |  |
| Riverfront Limousine Service                                | 77 East Main St.            | Penns Grove    | Salem County              | 08069     | Eric Myers                          | Owner  | 856-299-7789                           | 856-299-6105 | info@riverfront-limo.com          |  |
| Salem County Board of Social Services                       | 147 S. Virginia Ave.        | Penns Grove    | Salem County              | 08069     | Kathleen Lockbaum                   | Director   | 856-299-7200<br>x 200                  | 856-299-3245 | Kathy.lockbaum@verizon.net        | Autonomus Bd                           |
| Salem County Community Bus Service                          | 350 E. Pittsfield St.       | Pennsville     | Salem County              | 08070     | James E. Scull Sr.                  | Director of Transportation and Railroad Services | 856-678-8777                           | 856-678-7160 | Jimiscull@salemcounty.nj.gov      |  |
| Salem County Office for the Disabled                        | 98 Market Street,           | Salem          | Salem County              | 08079     | Debra Behnke                        | Department Head                                  | 856-935-7510                           | 856-935-2501 | debra_behnke@salemcountynj.gov    |  |
| Salem County School to Careers and Mid-Atlantic States Food | 30 Church St.               | Pennsville     | Salem County              | 08070     | Glen Donelson                       | Project Director                                 | 856-540-6288                           | 856-678-7565 | gdonelso@psdnet.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 |
| SalemCounty Office on Aging                                 | 98 Market St.               | Salem          | Salem County              | 08079     | Sherri Hinchman                     | Assistance Director                              | 856-935-7510<br>x 8622 or 856-339-8622 | 856-339-9268 | Sherri_Hinchman@salemcountynj.gov |  |
| 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           |  |
| SJH Adult Day Programs                                      | 223 Broadway Fenwick Plaza  | Salem          | Salem County              | 08079     | Allyson Bailey                      | Director   | 878-6031                               | 935-2798     | Baileya@sjhs.com                  |  |
| South Jersey Transportation Authority                       | 800 Cooper St. Suite 500    | Camden         | Atlantic County           | 08102     | Carole Miller                       | Director   | 856-427-0988                           | 856-614-1077 | CMILLER@sjta.com                  |  |
| The Arc of Salem County                                     | P.O. Box 5,                 | Salem          | Salem County              | 08077     | Shirley E. Brooks                   | Associate Executive Director                     | 856-935-3600<br>x 18                   | 856-935-9612 | shirley@arcsalem.com              |  |
| Tri County Community Action Agency                          | 110 Cohansej St.            | Bridgeton      | Salem County              | 08302     | Michael Cudemo                      | Vice President Planning                          | 856-451-6330<br>x 213                  | 856-455-7298 | Mcudemo@tricityca.org             |  |
| Veteran Services  | 92 Market St.               | Salem          | Salem County              | 08079     | Robert P.Boon                       | Director   | 339-8603                               | 935-7913     | bobboonvso@yahoo.com              |  |
| Youth Empowerment Zone LLC                                  | 1601 N 2ND ST Suite B,      | Millville      | Salem County              | 08332     | Peggy Holmes                        | President  | 856-776-2210                           | 856-776-2209 | pholmes@youthempowermentzone.com  | private for profit human services      |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | A2a  | A3a  | A4   | A4a  | A5   | A5b   | A5c  |
|---|--|--|--|--|--|---|--|
| 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:  | Description of Services Provided:  |
| CGS Family Partnership Inc.                                 | Care management  | Youth; age 5-21                              | 180  |  |  |   |  |
| DCF-Salem County - Division of Youth and Family Services    |  |  | 1100   |  | State of NJ Motor Pool                               | Hammonton, NJ                                     | Repairs and all service  |
| Healthcare Commons  | Transportation; ICMS, YCM; Family Support Service, Homeless Mental                                   |  | 2,200  |  | Healthcare Commons                                   | 500 Pennsville-Auburn Rd. Carney's Point NJ 08069 | Psychiatry children partial care , youth partial care, adult and children's therapy, homeless mentally ill services and supported housing. |
| Inter-Agency Council  | Transportation; housing the homeless, parents, human services planning, families and school programs | Families with elementary school age children | 150-200  |  | Jac's Offices  | 98 Market St., Salem,NJ 08079                     | Housing, Parents Anonymous, Planning   |
| Pearl Transit Corp.   | Transportation and trip planning assistance  |  | 200  |  | Pearl Transit Corp.                                  | 105 Spillway Drive, Alloway, NJ 08001             | No client services currently ; base of operations for staff only.  |
| Puerto Rican Action Committee of Southern New Jersey        | Transportation, emergency services   |  | 2000-8000 transportation clients 300-400 social services                 |  | Puerto Rican Action Committee of Southern New Jersey | 114 E. Main St., Penns Grove, NJ 08069            | Transportation, translation, emergency services  |
| Riverfront Limousine Service                                | Transportation for profit  |  | 500/1000   |  | Salem County Benefit Social Services                 | 147 S.Virginia Ave                                | Non-emergency, medical and rehabilitation transportation   |
| Salem County Board of Social Services                       | Transportation and Emergency Services  |  |  | Unduplicated   |  |   |  |
| Salem County Community Bus Service                          | Transportation   |  | 175,000  |  | SCOT Offices   | 350 E. Pittsfield St. Pennsville, NJ 08070        | Offices-vehicle maintenance  |
| Salem County Office for the Disabled                        | Information and referral services  | Disabilities of all ranges                   |  |  | Office for the disabled                              | 98 Market St., Salem NJ 08079                     | Information and referral services  |
| Salem County School to Careers and Mid-Atlantic States Food |  | Youth ages-16-25                             | 100  |  | Salem County School-to-Careers                       | 30 Church St. Pennsville, NJ 08070                | Work program and mentoring for high school students  |
| Salem One Stop  |  |  | 20,000-25000   |  |  |   |  |
| SalemCounty Office on Aging                                 | Transportation   | Elderly; min age-60; Veterans-over 60        | 2,200  |  |  |   |  |
| Shirley Eves Development Therapeutic Center Inc             | Therapy and respiratory care services to children and adults with disabilities                       |  | 300  | non-duplicated   |  |   |  |
| SJH Adult Day Programs                                      | Transportation   | Medically needy                              | 225  |  | SJH Adult Day Program                                | 223 Broadway Fernwick Plaza, Salem 08079          | Adult Day Program  |
| South Jersey Transportation Authority                       | Transportation   |  |  |  |  |   |  |
| The Arc of Salem County                                     | Family Support Programs; Adult training services   |  | 200  |  | Salem County Rehabilitation Center                   | 150 RT. 45 Salem NJ 08079                         | Sheltered workshop, training, work services and employment   |
| Tri County Community Action Agency                          |  | Youth ages-0-5                               | 92,000   |  | Johnson Center                                       | 14 New Market St. Bridgeton NJ 08302              | Transitional Housing, head start, wic, neighborhood services   |
| Veteran Services  | Transportation   |  | 1500   |  |  |   |  |
| Youth Empowerment Zone LLC                                  | Partial care services  | Youth ages- 12-17                            | New program; unsure of census  |  | Youth Empowerment Zone                               | 1601 N 2nd ST. Millville, NJ 08332                | Partial care services  |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | A5d                              | A5e   | A5f  | A5g  | A5h   | A5i                                 | A6                                      | A6a                                |
|---|----------------------------------|---|--|--|---|-------------------------------------|---|------------------------------------|
| Organization Name:  | 2. Facility Name:                | Address:                                    | Description of Services Provided:                        | 3. Facility Name:                          | Address:  | Description of Services Provided:   | Administration Offices (Monday-Friday): | Administration Offices (Saturday): |
| CGS Family Partnership Inc.                                 |                                  |   |  |  |   |                                     | 9:00am-5:00pm                           |                                    |
| DCF-Salem County - Division of Youth and Family Services    |                                  |   |  |  |   |                                     | 8:30am-5:00pm                           |                                    |
| Healthcare Commons  | Adult Partial Care               | 351 E. Pittsfield St., Pennsville, NJ 08060 | Adult partial care program, groups for mentally ill.     | HCI Group Home                             | 6 Howard St. Pennsgrove, NJ 08069                                 | Group home for mentally ill adults. | 8:30am-5:00pm                           |                                    |
| Inter-Agency Council  | First Pres. Church               | Prac. E. Main Street, Penns Grove, NJ 08069 |  |  |   |                                     | 8:30AM-430PM                            |                                    |
| Pearl Transit Corp.   |                                  |   |  |  |   |                                     | 8:30am-5:30pm                           |                                    |
| Puerto Rican Action Committee of Southern New Jersey        | PRAC                             | 604 Franklin St., Woodbine, NJ              | Transportation, translation, emergency services          |  |   |                                     | 8:30am-4:30pm                           |                                    |
| Riverfront Limousine Service                                | Health Care Commons              | Carneys Point                               | Transportation   |  |   |                                     | 7:00am-6:00pm                           |                                    |
| Salem County Board of Social Services                       |                                  |   |  |  |   |                                     | 8:00am 4:00pm                           |                                    |
| Salem County Community Bus Service                          |                                  |   |  |  |   |                                     | 8:00am-4:00pm                           |                                    |
| Salem County Office for the Disabled                        |                                  |   |  |  |   |                                     | 8:30am-4:30pm                           |                                    |
| Salem County School to Careers and Mid-Atlantic States Food | Mid-Atlantic States Food Systems | 30 Church St, Pennsville, NJ 08070          | Education Center, job training, mentoring, job placement |  |   |                                     | 8:00am-3:45pm                           |                                    |
| Salem One Stop  |                                  |   |  |  |   |                                     |   |                                    |
| SalemCounty Office on Aging                                 |                                  |   |  |  |   |                                     | 8:30am-4:30pm                           |                                    |
| Shirley Eves Development Therapeutic Center Inc             |                                  |   |  |  |   |                                     | 8:00am-6:00pm M-THURSDAY                |                                    |
| SJH Adult Day Programs                                      | Salem Nutrition                  | Fernwick Plaza, Salem 08079                 | Senior meals   | SJH Adult Day Programs                     | 23 New England Cross Road. Fairton, 08320                         | Adult Day Program                   | 7:30am-4:00pm                           |                                    |
| South Jersey Transportation Authority                       |                                  |   |  |  |   |                                     | 8:00am-5:00pm                           |                                    |
| The Arc of Salem County                                     | Adult Training Services          | 150 RT. 45 Salem NJ 08079                   | Day training program                                     | Salem Group Home/<br>Pilesgrove Group Home | 74 w. Broadway, Salem NJ 08079 and 89 Stewart Rd., Pilesgrove, NJ | Residential services                | 8:30am-4:00pm                           |                                    |
| Tri County Community Action Agency                          |                                  |   |  |  |   |                                     | 8:30am-4:30pm                           |                                    |
| Veteran Services  |                                  |   |  |  |   |                                     | 8:30am-4:30pm                           |                                    |
| Youth Empowerment Zone LLC                                  |                                  |   |  |  |   |                                     | 9:00am-5:00pm                           |                                    |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | A6c                              | A6d                               | A6e                  | A6f                | A6g                    | A6h               | A6i            |
|---|----------------------------------|-----------------------------------|----------------------|--------------------|------------------------|-------------------|----------------|
| Organization Name:  | Administration Offices (Sunday): | Programs (Monday-Friday):         | Programs (Saturday): | Programs (Sunday): | Other (Monday-Friday): | Other (Saturday): | Other(Sunday): |
| CGS Family Partnership Inc.                                 |                                  |                                   |                      |                    |                        |                   |                |
| DCF-Salem County - Division of Youth and Family Services    |                                  |                                   |                      |                    |                        |                   |                |
| Healthcare Commons  |                                  | 8:30am-9:00pm                     |                      |                    |                        |                   |                |
| Inter-Agency Council  |                                  | 5:30PM-8:00PM and 6:00am-midnight | 6:00am-midnight      | 6:00am-midnight    |                        |                   |                |
| Pearl Transit Corp.   |                                  | 6:00am-12:00am                    | 6:00am-12:00am       | 6:00am-12:00am     |                        |                   |                |
| Puerto Rican Action Committee of Southern New Jersey        |                                  | 8:30am-4:30pm                     |                      |                    |                        |                   |                |
| Riverfront Limousine Service                                |                                  |                                   | 7:00am-6:00pm        |                    |                        |                   |                |
| Salem County Board of Social Services                       |                                  | 24 hours on call                  |                      |                    |                        |                   |                |
| Salem County Community Bus Service                          |                                  | 5:33am-8:30pm                     | 9:00am-6:00pm        |                    |                        |                   |                |
| Salem County Office for the Disabled                        |                                  |                                   |                      |                    |                        |                   |                |
| Salem County School to Careers and Mid-Atlantic States Food |                                  | 8:00am-3:30pm                     |                      |                    |                        |                   |                |
| Salem One Stop  |                                  |                                   |                      |                    |                        |                   |                |
| SalemCounty Office on Aging                                 |                                  | Varies-8:00am-5:00pm              |                      |                    |                        |                   |                |
| Shirley Eves Development Therapeutic Center Inc             |                                  | 8:00AM-6:00PM M-THURSDAY          | 24 HOURS             | 24 HOURS           |                        | 2 weekends/ month |                |
| SJH Adult Day Programs                                      |                                  | 8:30am-3:00pm                     |                      |                    |                        |                   |                |
| South Jersey Transportation Authority                       |                                  | 12:00am-12:00pm                   | 12:00am-12:00pm      | 12:00am-12:00pm    |                        |                   |                |
| The Arc of Salem County                                     |                                  | 8:30am-4:00pm                     |                      |                    |                        |                   |                |
| Tri County Community Action Agency                          |                                  |                                   |                      |                    |                        |                   |                |
| Veteran Services  |                                  | 8:30am-4:30pm                     |                      |                    |                        |                   |                |
| Youth Empowerment Zone LLC                                  |                                  | 3:00pm-9:00pm                     |                      |                    |                        |                   |                |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | A7   |
|---|--|
| Organization Name:  | What are the Geographic Boundaries of your Service Area?   |
| CGS Family Partnership Inc.                                 | Cumberland, Gloucester and Salem counties  |
| DCF-Salem County - Division of Youth and Family Services    | Entire state of New Jersey   |
| Healthcare Commons  | Salem County   |
| Inter-Agency Council  | Salem County and Into Pureland in Gloucester County  |
| Pearl Transit Corp.   | Child care, training and work locations in Salem, Cumberland and Gloucester counties   |
| Puerto Rican Action Committee of Southern New Jersey        | DYFS Transportation-Burlington, Camden, Gloucester, Salem Cumberland, Cape May and Atlantic counties. Occasionally transportation are done outside these areas as well as supportive services. Social services-Salem, Cumberland, Cape May, Atlantic counties. |
| Riverfront Limousine Service                                | NJ, PA, DE, MD, NY   |
| Salem County Board of Social Services                       | SalemCounty  |
| Salem County Community Bus Service                          | Western area Salem County and Wilmington DE., Carney's Point, Pennsville, Salem, Mannington, Pilesgrove and Woodstown.   |
| Salem County Office for the Disabled                        | Salem County   |
| Salem County School to Careers and Mid-Atlantic States Food | For School to Careers boundaries are limited to Salem County. Our "work plus" program includes Salem, Gloucester and Salem counties.   |
| Salem One Stop  |  |
| SalemCounty Office on Aging                                 | Salem County-transportation travels to Gloucester, Cumberland and Camden counties  |
| Shirley Eves Development Therapeutic Center Inc             | Cumberland County, parts of Gloucester, Salem and Atlantic county  |
| SJH Adult Day Programs                                      | 2 hour total trip time for participants. All of Salem, Cumberland and parts of Gloucester Counties.  |
| South Jersey Transportation Authority                       | Burlington, Camden, Cumberland, Cape May, Gloucester, Salem and Atlantic counties  |
| The Arc of Salem County                                     | Salem County   |
| Tri County Community Action Agency                          | Cumberland, Salem and Gloucester counties  |
| Veteran Services  | County of Salem  |
| Youth Empowerment Zone LLC                                  | Cumberland, Salem and Gloucester counties, western parts of Atlantic and Cape May counties   |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | A8  | A9   | B1a1   |
|---|---|--|--|
| Organization Name:  | Will Expanded or Improved Statewide Services Benefit your Organization or Customers?  | Please state how customers get to your location: | Please provide the name(s) of your contracted operator(s): |
| CGS Family Partnership Inc.                                 | Door to door service is needed in the areas of Cumberland, Gloucester and Salem who live in remote areas. Transportation is needed primarily during the day for mental and medical health appointments and other obligatory meetings. Night time transportation is needed for after hours programs and night shift jobs.  |  |  |
| DCF-Salem County - Division of Youth and Family Services    | Salem County is a rural area with little transportation services. Our agency would need transportation to cover the entire Salem County area. The transportation would have destinations throughout the state of New Jersey along with other destinations in other geographic areas (PA, DE, ETC). Also transportation is needed on a 24 hours basis for our clients. Currently there is only one public entity for transportation. The resource of transportation in Salem County would be greatly appreciated.  |  |  |
| Healthcare Commons  | Bus service out to the Elmer area and to Salem County only social security office which is in Bridgeton out of Salem County. Bus service on weekends. Elmer-no public transit. Also Alloway, Pittsgrove, county. All time of the day. Elsinboro-Fredericktown- Pilesgrove-anywhere outside Woodstown. Add service to existing areas until 9:00, need more tickets available to clients.   |  |  |
| Inter-Agency Council  | Expand the Salem County Community Bus Service to the friends home in Woodstown to drop off employees and visitors prior to turning around and continue to travel in the other direction. Additional housing for homeless clients.   |  | South Jersey Transportation Authority                      |
| Pearl Transit Corp.   | Additional demand responsive services to accommodate employment locations that are not served by public services  |  |  |
| Puerto Rican Action Committee of Southern New Jersey        | Addition transportation for employment within and outside the county  |  |  |
| Riverfront Limousine Service                                | Transportation in Salem County is needed during the late pm and early am hours. We have the means of helping with 27 passenger row seated vehicle. Many of this people do not drive or know the means of driving. 39% of the population of Salem County are not licensed.   |  |  |
| Salem County Board of Social Services                       | Public transportation services are not available in remote areas of the county-also runs are tough to use if there is a child that needs day care as the drivers cannot wait for drop off and resume run and the next run is not arriving shortly. In a perfect situation the bus runs would be more wide spread and run more frequently.   |  | Riverfront Limousine service, B.R. Williams                |
| Salem County Community Bus Service                          |   |  |  |
| Salem County Office for the Disabled                        | Currently our office does not provide any transportation for our clients. We refer them to the Salem County office on Aging. We would like the State to provide more funding for transportation that includes more hours, possibly even Saturdays and Sundays. Also allowing the clients to have access to transportation for more than just medical appointments.  |  |  |
| Salem County School to Careers and Mid-Atlantic States Food |   |  |  |
| 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 prohibiting to employment most of the time. |  |  |
| Salem County Office on Aging                                | Transportation is needed between the hours of 5:00pm-9:00pm or 10:00pm (along with Sunday) M through F  |  |  |
| 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  | Generally we pick up                             |  |
| SJH Adult Day Programs                                      | Our transportation services would be greatly enhanced if we had more funds to buy additional buses and hire more drivers. Our state regulations require that our participants do not wait on our vehicles longer than 2 hours total. In our rural area this limits the number of people we can serve.   |  |  |
| South Jersey Transportation Authority                       |   |  |  |
| The Arc of Salem County                                     | Transportation to and from jobs throughout Salem County and into nearby counties Gloucester and Salem at various times of the day for shift work. Transportation for medical appointments in Salem County and also into Gloucester and Cumberland Counties for special treatments daytime hours.  |  | BR Williams, Inc.  |
| Tri County Community Action Agency                          | Transportation services for clients and transitional housing clients  |  |  |
| Veteran Services  | Would need more money to provide more trips on more days  |  |  |
| Youth Empowerment Zone LLC                                  |   |  |  |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B1b1   | B1d  | B2   | B2b1  | B2c   | B2d  | B2e  | B2f  |
|---|--|--|--|---|---|--|--|--|
| Organization Name:  | 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: | Transportation service begins on Thursdays at: | Transportation service begins on Fridays at: | Transportation service begins on Saturdays at: |
| CGS Family Partnership Inc.                                 |  | We provide transportation as a last resource. The goal of care management is to link families with services they need. |  |   |   |  |  |  |
| DCF-Salem County - Division of Youth and Family Services    |  |  | no limit                                     | no limit                                      | no limit  | no limit                                       | no limit                                     |  |
| Healthcare Commons  | Riverfront Limousine                                       |  | 8:30am                                       | 8:30am  | 8:30am  | 8:30am   | 8:30am                                       |  |
| Inter-Agency Council  | South Jersey Transportation Authority                      |  | 6:00am                                       | 6:00am  | 6:00am  | 6:00am   | 6:00am                                       | 6:00am   |
| Pearl Transit Corp.   |  |  | 6:00am                                       | 6:00am  | 6:00am  | 6:00am   | 6:00am                                       | 6:00am   |
| Puerto Rican Action Committee of Southern New Jersey        |  |  | 9:00am                                       | 9:00am  | 9:00am  | 9:00am   | 9:00am                                       |  |
| Riverfront Limousine Service                                |  |  | 24 hour service                              | 24 hour service                               | 24 hour service                                 | 24 hour service                                | 24 hour service                              |  |
| Salem County Board of Social Services                       |  | We pay for bus passes for clients , we assist clients with purchasing vehicles   |  |   |   |  |  |  |
| Salem County Community Bus Service                          |  |  | 5:30am                                       | 5:30am  | 5:30am  | 5:30am   | 5:30am                                       | 9:30am   |
| Salem County Office for the Disabled                        |  |  |  |   |   |  |  |  |
| Salem County School to Careers and Mid-Atlantic States Food |  |  |  |   |   |  |  |  |
| Salem One Stop  |  |  |  |   |   |  |  |  |
| SalemCounty Office on Aging                                 |  |  | 8:00am                                       | 8:00am  | 8:00am  | 8:00am   | 8:00am                                       |  |
| Shirley Eves Development Therapeutic Center Inc             |  |  | 8:00am                                       | 8:00am  | 8:00am  | 8:00am   | 8:00am                                       | 24 hours                                       |
| SJH Adult Day Programs                                      |  |  | 7:30am                                       | 7:30am  | 7:30am  | 7:30am   | 7:30am                                       |  |
| South Jersey Transportation Authority                       |  |  | 12:00am                                      | 12:00am                                       | 12:00am   | 12:00am  | 12:00am                                      | 12:00am  |
| The Arc of Salem County                                     |  |  | 7:00am                                       | 7:00am  | 7:00am  | 7:00am   | 7:00am                                       | varies   |
| Tri County Community Action Agency                          |  |  |  |   |   |  |  |  |
| Veteran Services  | B.R. Williams Inc.   |  |  |   |   |  |  |  |
| Youth Empowerment Zone LLC                                  |  |  | 2:00pm                                       | 2:00pm  | 2:00pm  | 2:00pm   | 2:00pm                                       |  |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B2g  | B2h  | B2i   | B2j   | B2k  | B2l  | B2m  | B2n  | B3b                            |
|---|--|--|---|---|--|--|--|--|--------------------------------|
| Organization Name:  | 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: | Transportation service ends on Sundays at: | Days of advance notice needed: |
| CGS Family Partnership Inc.                                 |  |  |   |   |  |  |  |  |                                |
| DCF-Salem County - Division of Youth and Family Services    |  | no limit                                   | no limit                                    | no limit                                      | no limit                                     | no limit                                   |  |  |                                |
| Healthcare Commons  |  | 9:00pm                                     | 9:00pm                                      | 9:00pm  | 9:00pm                                       | 4:00pm                                     |  |  | 3-7 days                       |
| Inter-Agency Council  | 6:00am                                       | 12:00am                                    | 12:00am                                     | 12:00am                                       | 12:00am                                      | 12:00am                                    | 12:00am                                      | 12:00am                                    | 2 days                         |
| Pearl Transit Corp.   | 6:00am                                       | 12:00am                                    | 12:00am                                     | 12:00am                                       | 12:00am                                      | 12:00am                                    | 12:00am                                      | 12:00am                                    |                                |
| Puerto Rican Action Committee of Southern New Jersey        |  | 5:00pm                                     | 5:00pm                                      | 5:00pm  | 5:00pm                                       | 5:00pm                                     |  |  | 2-10 days                      |
| Riverfront Limousine Service                                |  | 24 hour service                            | 24 hour service                             | 24 hour service                               | 24 hour service                              | 24 hour service                            |  |  |                                |
| Salem County Board of Social Services                       |  |  |   |   |  |  |  |  |                                |
| Salem County Community Bus Service                          |  | 8:25pm                                     | 8:25pm                                      | 8:25pm  | 8:25pm                                       | 8:25pm                                     | 6:00pm                                       |  |                                |
| Salem County Office for the Disabled                        |  |  |   |   |  |  |  |  |                                |
| Salem County School to Careers and Mid-Atlantic States Food |  |  |   |   |  |  |  |  |                                |
| Salem One Stop  |  |  |   |   |  |  |  |  |                                |
| SalemCounty Office on Aging                                 |  | 5:00pm                                     | 5:00pm                                      | 5:00pm  | 5:00pm                                       | 5:00pm                                     |  |  | 2 days                         |
| Shirley Eves Development Therapeutic Center Inc             | 24 hours                                     | 6:00pm                                     | 6:00pm                                      | 6:00pm  | 6:00pm                                       | 6:00pm                                     | 2 wkends/month<br>ate foundation             | 2 wkends/month                             |                                |
| SJH Adult Day Programs                                      |  | 4:15pm                                     | 4:15pm                                      | 4:15pm  | 4:15pm                                       | 4:15pm                                     |  |  |                                |
| South Jersey Transportation Authority                       | 12:00am                                      | 12:00pm                                    | 12:00pm                                     | 12:00pm                                       | 12:00pm                                      | 12:00pm                                    | 12:00pm                                      | 12:00pm                                    |                                |
| The Arc of Salem County                                     | varies                                       | 4:30pm                                     | 4:30pm                                      | 4:30pm  | 4:30pm                                       | 4:30pm                                     | varies                                       | varies                                     |                                |
| Tri County Community Action Agency                          |  |  |   |   |  |  |  |  |                                |
| Veteran Services  |  |  |   |   |  |  |  |  | 2 days                         |
| Youth Empowerment Zone LLC                                  |  | 11:00pm                                    | 11:00pm                                     | 11:00pm                                       | 11:00pm                                      | 11:00pm                                    |  |  |                                |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B3c                             | B4a   | B4b   | B5a1                                 | B5b   | B5c              | B5d       | B5e    | B5f        | B5g                 | B5h        | B5k      | B5i             |
|---|---------------------------------|---|---|--------------------------------------|---|------------------|-----------|--------|------------|---------------------|------------|----------|-----------------|
| Organization Name:  | 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 medical | Nutrition | Social | Recreation | Education/T raining | Employment | Shopping | Social Services |
| CGS Family Partnership Inc.                                 |                                 | On a limited basis we may have to transport one of our children if no one else can help |   |                                      |   |                  |           |        |            |                     |            |          |                 |
| DCF-Salem County - Division of Youth and Family Services    |                                 |   |   |                                      | 80%   | 80%              |           | 80%    | 80%        | 80%                 | 80%        | 80%      | 80%             |
| Healthcare Commons  |                                 | Those customers enrolled in certain mental health programs                              |   | Probation and court                  | 5%  | 50%              | 5%        | 5%     | 5%         | 5%                  | 10%        | 10%      | 10%             |
| Inter-Agency Council  |                                 |   | People without transportation to and from work care management organizations, families to social services.                  |                                      |   |                  |           |        |            |                     | 95%        |          | 5%              |
| Pearl Transit Corp.   |                                 |   | Low income residents of Salem and Cumberland counties   | Child Care                           |   |                  |           |        |            | 5%                  | 80%        |          |                 |
| Puerto Rican Action Committee of Southern New Jersey        |                                 |   | DYFS clients referred from DCF Regional office  |                                      |   |                  |           |        |            |                     |            |          |                 |
| Riverfront Limousine Service                                |                                 |   | Non-emergency medical transportation rehabilitation clients as contracted through the Salem County Board of Social Services |                                      |   | 50%              |           |        |            |                     |            |          | 50%             |
| Salem County Board of Social Services                       |                                 | Clients must meet specific program requirements   |   |                                      |   |                  |           |        |            |                     |            |          |                 |
| Salem County Community Bus Service                          |                                 |   |   |                                      | 100%  |                  |           |        |            |                     |            |          |                 |
| Salem County Office for the Disabled                        |                                 |   |   |                                      |   |                  |           |        |            |                     |            |          |                 |
| Salem County School to Careers and Mid-Atlantic States Food |                                 |   |   |                                      |   |                  |           |        |            |                     |            |          |                 |
| Salem One Stop  |                                 |   |   |                                      |   |                  |           |        |            |                     |            |          |                 |
| SalemCounty Office on Aging                                 |                                 | Elderly peson (over age 60)   |   |                                      |   | 40%              | 17%       |        | 7%         | 2%                  | 5%         | 17%      |                 |
| Shirley Eves Development Therapeutic Center Inc             |                                 |   |   |                                      |   | 25%              |           |        | 25%        | 50%                 |            |          |                 |
| SJH Adult Day Programs                                      |                                 |   | Clients-Adult Medical Day Programs  |                                      | 2%  | 18%              | 2%        |        | 2%         |                     |            | 6%       | 70%             |
| South Jersey Transportation Authority                       |                                 |   |   |                                      |   |                  |           |        |            |                     |            |          |                 |
| The Arc of Salem County                                     |                                 |   |   |                                      |   |                  |           |        | 5%         | 15%                 | 75%        |          | 5%              |
| Tri County Community Action Agency                          |                                 |   |   |                                      |   |                  |           |        |            |                     |            |          |                 |
| Veteran Services  |                                 |   | Honorably discharged veterans   | To VA medical center, Wilmington, DE |   |                  |           |        |            |                     |            |          |                 |
| Youth Empowerment Zone LLC                                  |                                 | Youth 12-17 ages  |   |                                      |   |                  |           |        |            |                     |            |          |                 |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B5j                     | B6a   | B6b   | B7  | B7a  | B8  | B8a                                    | B9  |
|---|-------------------------|---|---|---|--|---|--|---|
| Organization Name:  | 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): | # of vehicle miles in a typical month: | # of vehicle hours in annual year (2005 or 2006): |
| CGS Family Partnership Inc.                                 |                         |   | We do not charge our families because transportation becomes incidental if occur. We also are a non-profit agency and families are not charged to participate in care management. |   |  |   |  |   |
| DCF-Salem County - Division of Youth and Family Services    |                         |   |   |   |  |   |  |   |
| Healthcare Commons  |                         |   |   | Not available   | Not available                                    | Not available                                     | Not available                          | Not available                                     |
| Inter-Agency Council  |                         |   |   |   | 616  |   | 13,566                                 |   |
| Pearl Transit Corp.   | 15% Child Care          | \$ 1; Fare waived for job seeking activities. Work and child care transport \$1 fare each way.        |   | 6,200   | 600  | 40,000  | 3,000                                  | 2,700   |
| Puerto Rican Action Committee of Southern New Jersey        |                         | Transportation is a requirement from our funding sources  |   | 5,970   | 75   |   |  | 31,815.35   |
| Riverfront Limousine Service                                |                         | As per contract   |   | n/a   | n/a  | n/a   | n/a                                    | n/a   |
| Salem County Board of Social Services                       |                         |   |   |   |  |   |  |   |
| Salem County Community Bus Service                          |                         | 1-zone=\$1.25 2-zone=\$1.75 3-zone-\$2.10-one way, Wilmington-\$2.80 one way                          | Follows NJ Transit fares  | 175,000   | 14,600   | 298,000   | 24,800                                 | 12,800  |
| Salem County Office for the Disabled                        |                         |   |   |   |  |   |  |   |
| Salem County School to Careers and Mid-Atlantic States Food |                         |   |   |   |  |   |  |   |
| Salem One Stop  |                         |   |   |   |  |   |  |   |
| SalemCounty Office on Aging                                 | 12%                     | Donation is accepted in any amount-we do have a policy but its is not enforced.                       |   | 33,685  | 2,800  | 354,657   | 29,500                                 |   |
| Shirley Eves Development Therapeutic Center Inc             |                         |   |   | 2,496   | 208  | 36,000  | 3,000                                  | 1,560   |
| SJH Adult Day Programs                                      |                         | Day program participants donate as they wish  |   | 14,112  | 1,176  | 1,800,000   | 150,000                                | 10,080  |
| South Jersey Transportation Authority                       |                         |   |   | 267,139   | 30,724   | 556,524   |  | 38,452  |
| The Arc of Salem County                                     |                         | \$1.00 for work services consumers.Reimbursement at a specified % is made by the state twice annually |   | 52,800  | 4,400  | 137,600   | 11,500                                 | 6,125   |
| Tri County Community Action Agency                          |                         |   |   |   |  |   |  |   |
| Veteran Services  | 100%                    |   |   | 850   | 35   |   |  |   |
| Youth Empowerment Zone LLC                                  | 100%to and from program | \$4.50 per trip   | We bill Medicaid \$4.50 each way for services   | Not available   | Not available                                    | Not available                                     | Not available                          | Not available                                     |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B9a                                    | B10   | B11                                   | B11a                                  | B11b                                  | B11c                                  | B11d                                  | B11e                                  | B11f  | B11g                       | B12  |
|---|--|---|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---|----------------------------|--|
| Organization Name:  | # of vehicle hours in a typical month: | What are the Geographic Limits of Your Service Area?  | Managers:                             | Reservationists:                      | Schedulers:                           | Dispatchers:                          | Drivers:                              | Mechanics:                            | Other (specify):  | Other (specify):           | Annual budget for Transportation Administrative Expenses (\$): |
| CGS Family Partnership Inc.                                 |  | NJ and parts of PA closer to the NJ borders   |                                       |                                       |                                       |                                       |                                       |                                       |   |                            |  |
| DCF-Salem County - Division of Youth and Family Services    |  |   |                                       |                                       |                                       |                                       | 7 full time                           |                                       |   |                            |  |
| Healthcare Commons  | Not available                          | Mainly Salem County area. Will transport out of county depending on clients needs (medical specialist)                                      | 1 full time, 0 part time, 0 volunteer | 0 full time, 0 part time, 0 volunteer | 0 full time, 0 part time, 0 volunteer | 0 full time, 0 part time, 0 volunteer | 0 full time, 0 part time, 0 volunteer | 0 full time, 0 part time, 0 volunteer |   |                            |  |
| Inter-Agency Council  | 600                                    | Salem County plus Pureland Park in Gloucester County  | 1 part time                           | 1 part time                           | 1 part time                           | 1 part time                           | 5 part time                           |                                       |   |                            | 38,142   |
| Pearl Transit Corp.   | 230                                    | Salem, Cumberland and Gloucester counties   | 1 full time                           |                                       | 1 full time                           | 1 full time                           | 2 part time                           |                                       |   |                            | 26,200   |
| Puerto Rican Action Committee of Southern New Jersey        | 225                                    | DYFS-Burlington, Camden, Gloucester, Salem, Cumberland, Cape May and Atlantic counties. Occasionally referrals from outside of these areas. | 2 full time                           |                                       |                                       |                                       | 22 drivers full time                  |                                       | Case workers 5- full time   |                            |  |
| Riverfront Limousine Service                                | n/a                                    | Tri-state area basically  | 1 full time- 1 part time              | 2 full time                           | 1 full time                           | 1 full time                           | 10 full time- 10 part time            | 1 full time                           |   |                            | n/a  |
| Salem County Board of Social Services                       |  |   |                                       |                                       |                                       |                                       |                                       |                                       |   |                            |  |
| Salem County Community Bus Service                          | 1,060                                  |   | 1 full time                           |                                       |                                       |                                       | 11 full time                          | 2 full time                           |   | administration-1 full time |  |
| Salem County Office for the Disabled                        |  |   |                                       |                                       |                                       |                                       |                                       |                                       |   |                            |  |
| Salem County School to Careers and Mid-Atlantic States Food |  |   |                                       |                                       |                                       |                                       |                                       |                                       |   |                            |  |
| Salem One Stop  |  |   |                                       |                                       |                                       |                                       |                                       |                                       |   |                            |  |
| Salem County Office on Aging                                |  |   | 1 full time                           |                                       |                                       |                                       | 4 full time and 16 part time          | Use municipality                      |   |                            |  |
| Shirley Eves Development Therapeutic Center Inc             | 130                                    | Cumberland, Gloucester and Salem Counties   |                                       |                                       |                                       |                                       |                                       |                                       | We only use staff assigned to their specific jobs. No Transportation people |                            |  |
| SJH Adult Day Programs                                      | 840                                    | All Salem, Cumberland and parts of Gloucester Counties.   | 1 full time                           |                                       |                                       |                                       | 4 full time and 1 part time           |                                       |   |                            |  |
| South Jersey Transportation Authority                       | 3,514                                  |   | 1 full time                           |                                       | 1 full time                           |                                       |                                       | 1 full time                           |   |                            | 576,361  |
| The Arc of Salem County                                     | 510                                    | Salem County  |                                       |                                       |                                       |                                       |                                       |                                       |   |                            |  |
| Tri County Community Action Agency                          |  |   |                                       |                                       |                                       |                                       |                                       |                                       |   |                            |  |
| Veteran Services  |  | Salem County to Elsmere, DE Vamed Center  |                                       |                                       |                                       |                                       |                                       |                                       | Grant Manager 1-Full Time   |                            |  |
| Youth Empowerment Zone LLC                                  | Not available                          | Salem, Cumberland and Gloucester counties, Atlantic County western edge bordering Cumberland and Cape May bordering on Cumberland           | 40 + full time                        |                                       |                                       |                                       | 2 full time                           |                                       |   | Aides- 2 part time         | 50,000   |

**United We Ride Salem County  
Qualitative Data**

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B12a  | B12b  | B12c   | B13                     | B13a                        | B13b                                 | B13c                 | B13d                       | B13e  | B13f                | B13g              | B13h                       | B13i          | B13j      | B13k                      | B13l                                       |
|---|---|---|--|-------------------------|-----------------------------|--------------------------------------|----------------------|----------------------------|---|---------------------|-------------------|----------------------------|---------------|-----------|---------------------------|--|
| Organization Name:  | 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 (\$): | 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) (\$):              |
| CGS Family Partnership Inc.                                 |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| DCF-Salem County - Division of Youth and Family Services    |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| Healthcare Commons  | 180,840   |   | 180,840  |                         |                             |                                      |                      |                            |   |                     |                   | 88,920                     |               |           |                           |  |
| Inter-Agency Council  | 249,990   | 37,714  | 325,846  |                         | 5,000                       |                                      | 38,572               |                            | 66,429  |                     |                   |                            |               |           |                           | 160,685 foundation                         |
| Pearl Transit Corp.   | 102,200   | 30,000  | 158,400  | 3,000                   |                             |                                      |                      |                            | 64,200  |                     |                   |                            |               |           |                           | 57,600                                     |
| Puerto Rican Action Committee of Southern New Jersey        |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           | 1,184,597                                  |
| Riverfront Limousine Service                                | n/a   | n/a   | n/a  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           | None of the above                          |
| Salem County Board of Social Services                       |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               | 5,650     |                           | 40,877                                     |
| Salem County Community Bus Service                          |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| Salem County Office for the Disabled                        |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| Salem County School to Careers and Mid-Atlantic States Food |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| Salem One Stop  |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| SalemCounty Office on Aging                                 |   |   |  | 800                     |                             |                                      | 50,000               | 580,000                    | 255,400   | 3,500               |                   |                            |               |           |                           |  |
| Shirley Eves Development Therapeutic Center Inc             |   |   | n/a  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           | 4,000 priv                                 |
| SJH Adult Day Programs                                      |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| South Jersey Transportation Authority                       | 1,729,997   |   | 2,306,338  |                         |                             |                                      | 124,464              |                            | 397,021   |                     |                   |                            |               |           |                           | 860,834                                    |
| The Arc of Salem County                                     |   |   | 134,000  | 24,500                  |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           | 33,000                                     |
| Tri County Community Action Agency                          |   |   |  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           |  |
| Veteran Services  |   |   | 13,000   |                         |                             |                                      |                      |                            |   |                     |                   |                            | 13,000        |           |                           |  |
| Youth Empowerment Zone LLC                                  | 18,800  | 29,800  | 120,800  |                         |                             |                                      |                      |                            |   |                     |                   |                            |               |           |                           | Medicaid; reimbursement \$9/case roundtrip |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B13m                          | B13n  | B13o   | B14  | B15   | B16a                                | B17a                                | B18a                             | B19a  |
|---|-------------------------------|---|--|--|---|-------------------------------------|-------------------------------------|----------------------------------|---|
| Organization Name:  | Other (please identify) (\$): | Other (please identify) (\$):               | TOTAL Anticipated Transportation Revenues (\$) | 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 | If yes, which type of equipment? | If yes, typically how long is your waiting list?  |
| CGS Family Partnership Inc.                                 |                               |   |  |  |   |                                     |                                     |                                  |   |
| DCF-Salem County - Division of Youth and Family Services    |                               |   |  |  | State of New Jersey Motor Pool employee                       |                                     |                                     | Cellphones                       |   |
| Healthcare Commons  |                               |   | 88,920   | Adjacent lot   | Local mechanics   |                                     |                                     |                                  |   |
| Inter-Agency Council  | 15,160 fund raising           | 10,000 foundation; 30,000-corporate support | 325,846  | Parking lot 98 Market St. Salem, NJ 08079  | Garage were vehicles were purchased                           |                                     |                                     | cellphones                       |   |
| Pearl Transit Corp.   | 31,600                        | 2,000                                       | 158,400  | 105 Spillway Drive, Alloway, NJ 08001  | Private garage/dealership                                     |                                     |                                     |                                  |   |
| Puerto Rican Action Committee of Southern New Jersey        | 47,232                        |   |  | Vans are parked at the two PRAC locations, Drivers stationed in Voorhees park vans at their home | Service stations located near the PRAC offices                |                                     | Telenov GPS                         | Two way radios                   |   |
| Riverfront Limousine Service                                |                               |   |  | On property  | Chips Auto Service in Pennsville                              | Trip tracker                        | sometimes                           |                                  |   |
| Salem County Board of Social Services                       |                               |   | 46,527   |  |   |                                     |                                     |                                  |   |
| Salem County Community Bus Service                          |                               |   |  | 350 E. Pittsfield St., Pennsville, NJ 08070  | Mechanic  |                                     |                                     |                                  |   |
| Salem County Office for the Disabled                        |                               |   |  |  |   |                                     |                                     |                                  |   |
| Salem County School to Careers and Mid-Atlantic States Food |                               |   |  |  |   |                                     |                                     |                                  |   |
| Salem One Stop  |                               |   |  |  |   |                                     |                                     |                                  |   |
| SalemCounty Office on Aging                                 |                               |   | 889,700  |  | Various groups  | Para plan                           |                                     | Nextel phones                    |   |
| Shirley Eves Development Therapeutic Center Inc             |                               |   | 4,000  | No garage, vehicles are outside  | Local mechanics, Millville                                    |                                     |                                     | Cellphones                       |   |
| SJH Adult Day Programs                                      |                               |   |  |  |   |                                     |                                     |                                  | We currently have a waiting list for wheelchair clients who wish to attend our programs. We do not have enough wheelchair buses to provide transportation to those individuals. |
| South Jersey Transportation Authority                       | 971,601                       |   | 2,323,920                                      | Camden County Public and SJTA garage   | Some contract and in house (SJTA)                             |                                     |                                     |                                  |   |
| The Arc of Salem County                                     | 67,000                        |   | 124,500  | BR Williams/ Woodstown   | BR Williams/ Woodstown  |                                     |                                     | Two way radios                   |   |
| Tri County Community Action Agency                          |                               |   |  |  |   |                                     |                                     |                                  |   |
| Veteran Services  |                               |   | 13,000   |  |   |                                     |                                     |                                  |   |
| Youth Empowerment Zone LLC                                  |                               |   | 97,200   |  | Local mechanic  |                                     |                                     |                                  |   |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | B20  | B21  | C1a   |
|---|--|--|---|
| Organization Name:  | Please identify the reason you were unable to provide the service: | Please identify what the destinations are: | If yes, please note the agency name(s), type of services, and reimbursement arrangements:   |
| CGS Family Partnership Inc.                                 |  |  |   |
| DCF-Salem County - Division of Youth and Family Services    |  |  |   |
| Healthcare Commons  |  |  |   |
| Inter-Agency Council  |  |  | Social service appointments for client families of the care management organizations. No fee. They provided funds for our vehicle purchases.                |
| Pearl Transit Corp.   |  |  | Supportive Career Counseling and Employment Services Inc (SUCCES). Match of actual costs relating to employment transportation services provided to clients |
| Puerto Rican Action Committee of Southern New Jersey        |  |  | DYFS-Contracted transportation  |
| Riverfront Limousine Service                                |  |  | Health Care Commons and Social Services (Salem County)  |
| Salem County Board of Social Services                       |  |  |   |
| Salem County Community Bus Service                          |  |  |   |
| Salem County Office for the Disabled                        |  |  |   |
| Salem County School to Careers and Mid-Atlantic States Food |  |  |   |
| Salem One Stop  |  |  |   |
| SalemCounty Office on Aging                                 |  |  |   |
| Shirley Eves Development Therapeutic Center Inc             | No   | No   |   |
| SJH Adult Day Programs                                      |  |  |   |
| South Jersey Transportation Authority                       | Yes, Personal Individual and some agencies we are not funded for.  | Yes, Upper Burlington and Trenton          | C.C., WPS, Manor Care, CNA  |
| The Arc of Salem County                                     |  |  |   |
| Tri County Community Action Agency                          |  |  |   |
| Veteran Services  |  |  |   |
| Youth Empowerment Zone LLC                                  |  |  |   |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | C2a  | C5a  |
|---|--|--|
| Organization Name:  | If yes, please describe:   | If yes, please identify those organizations: |
| CGS Family Partnership Inc.                                 |  |  |
| DCF-Salem County - Division of Youth and Family Services    |  |  |
| Healthcare Commons  |  |  |
| Inter-Agency Council  | Pearl Transit-we have coordination agreement we are working on.  |  |
| Pearl Transit Corp.   | 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. |  |
| Puerto Rican Action Committee of Southern New Jersey        |  |  |
| Riverfront Limousine Service                                |  | Depending on the scope of the job            |
| Salem County Board of Social Services                       | Only through referral process if agencies know that the client is medicaid eligible.   |  |
| Salem County Community Bus Service                          | 401 and 402 NJT routes   |  |
| Salem County Office for the Disabled                        |  |  |
| Salem County School to Careers and Mid-Atlantic States Food |  |  |
| Salem One Stop  |  |  |
| SalemCounty Office on Aging                                 | Vet services   | Veterans, Board of Social Services           |
| Shirley Eves Development Therapeutic Center Inc             |  |  |
| SJH Adult Day Programs                                      |  |  |
| South Jersey Transportation Authority                       | Camden, Gloucester and Salem counties  |  |
| The Arc of Salem County                                     |  |  |
| Tri County Community Action Agency                          |  |  |
| Veteran Services  |  |  |
| Youth Empowerment Zone LLC                                  |  |  |

## United We Ride Salem County Qualitative Data

Response Rate = 69% (20 of 29 Surveys Returned)

| A0a   | C6  |
|---|---|
| Organization Name:  | Identify Any Real or Percieved Barriers to Coordination:  |
| CGS Family Partnership Inc.                                 | Liability issues present a huge barrier because of this service is limited. Organizations which have transportation cannot readily offer it.  |
| DCF-Salem County - Division of Youth and Family Services    | Lack of transportation agencies in the area.  |
| Healthcare Commons  |   |
| Inter-Agency Council  | Need county department of transportation to fully coordinate all transportation services under one roof   |
| Pearl Transit Corp.   | Funding and lack of information about available state and federal grant funding   |
| Puerto Rican Action Commitee of Southern New Jersey         | Yes, weekend transportation and employment transportation   |
| Riverfront Limousine Service                                |   |
| Salem County Board of Social Services                       | The funds that we receive for transportation are for very specific populations and can only be used for specific purposes. Regulationns for use of these funds are strict and do not make pooling funds always a viable option. |
| Salem County Community Bus Service                          | Turf issues   |
| Salem County Office for the Disabled                        |   |
| Salem County School to Careers and Mid-Atlantic States Food |   |
| Salem One Stop  |   |
| SalemCounty Office on Aging                                 | Funding, turf issues and sharing of vehicles  |
| Shirley Eves Development Therapeutic Center Inc             |   |
| SJH Adult Day Programs                                      | Our large and rural area makes transportation cost exceptionally large for a small group of individulas. The lack of funds in our county to provide additionally route transportation presents a barrier to providing services. |
| South Jersey Transportation Authority                       |   |
| The Arc of Salem County                                     | Liability issues and quality of services  |
| Tri County Community Action Agency                          |   |
| Veteran Services  | My grant is only for the transportation of my veterans from Salem County to the VA Medical Center at Wilmington, DE for their appointments only.  |
| Youth Empowerment Zone LLC                                  |   |