



# **Human Service Transportation Plan Update**

## **Final Report Salem County**

Prepared for  
**South Jersey Transportation  
Planning Organization**

Prepared by



***Gannett Fleming***

ABRAMS-CHERWONY GROUP  
of Gannett Fleming, Inc.

**Mundle Associates, Inc.**

**December 2010**

## **DISCLAIMER**

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

## TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION .....	1
EXISTING TRANSPORTATION SERVICES .....	3
Fixed Route Service Description .....	3
Demand Responsive Paratransit Services.....	4
Summary of Existing Services .....	12
SERVICE AREA PROFILE .....	13
Service Area Description .....	13
Target Populations .....	18
Economic Indicators.....	24
Major Generators .....	29
Summary of Key Findings.....	32
COORDINATION, REGIONAL ISSUES AND POLICY GUIDELINES.....	34
Coordination Models .....	34
Updated Human Service Transportation Coordination Recommendations .....	40
Regional Issues.....	42
Policy Guidelines for Project Development.....	50
SERVICE PLAN.....	56
APPENDIX: Agencies Contacted SJTPO Transportation Provider Questionnaire.....	A-1

## LIST OF TABLES

	<u>Page</u>
Table 1 – Fixed Route Services.....	4
Table 2 – Demand Responsive Transportation Services.....	7
Table 3 – 2008 Population by Municipality .....	15
Table 4 – Senior Citizen Population (2000 to 2008) .....	20
Table 5 – Senior Citizen Population Change by Age Group (2000 to 2008) .....	21
Table 6 – Median Age (2000 to 2008).....	21
Table 7 – Persons with Disabilities (2000 to 2008) .....	22
Table 8 – Persons Living In Poverty (2000 to 2008).....	23
Table 9 – Low Income Population by Age Group (2000 to 2008).....	23
Table 10 – Households Without a Vehicle (2000 to 2008) .....	24
Table 11 – Employment Statistics (2007 to 2009) .....	25
Table 12 – Place of Work of Salem County Residents (2002 to 2007) .....	28
Table 13 – County of Residence of Salem County Employees (2002 to 2007) .....	29
Table 14 – Major Employers .....	30
Table 15 – Other Major Generators.....	31
Table 16 – Summary of 2007 Salem County HSTP Coordination Models .....	35
Table 17 – Issues Relevant to the SJTPO Region .....	44
Table 18 – Sale County Human Service Transportation Providers .....	54

## LIST OF FIGURES

	<u>Page</u>
Figure 1 – Salem County .....	14
Figure 2 – Population Change (2000 to 2008) .....	16
Figure 3 – Population Change (2000 to 2020) .....	17
Figure 4 – 2008 Population Density .....	18
Figure 5 – Employment Change (2002 to 2007) .....	26
Figure 6 – Employment Change (2007 to 2020) .....	27
Figure 7 – Regional Coordination Committee .....	46
Figure 8 – Project Development Framework .....	52

## **INTRODUCTION**

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

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

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

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

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

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

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

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

## EXISTING TRANSPORTATION SERVICES

This chapter provides an overview of existing public transportation services in Salem County. There are currently two types of public transportation services offered in the county, fixed route and demand responsive (paratransit). The primary fixed route operator in Salem County is NJ Transit which serves the county's primary population centers and provides both local service, as well as regional service to Cumberland County and Philadelphia. In addition, a single route is operated by the Salem County Office of Transportation.

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

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

### Fixed Route Service Description

This section describes all of the fixed route public transportation services available in Salem County. Fixed route bus operations are considered to be public transportation services operating along a fixed alignment and an established schedule. Passengers can board and alight fixed route bus services at any bus stop along the established route. All of the services meeting this description in Salem County are operated by either NJ Transit or the Salem County Community Bus Service (SCOT) which operates one route under contract with NJ Transit. NJ Transit services are described below and summarized in Table 1.

**NJ Transit Bus Routes** – NJ Transit operates Routes 401, 402, and 410 seven days a week, which provide early morning and varying levels of evening and late night service to Salem County's primary population centers, such as Pennsville, Salem, and Penns Grove. The highest frequencies occur during the weekday peak period when the routes operate every 40 to 60 minutes. The frequency of service drops to as low as every 120 minutes on these routes during other periods of the day. On weekends, the routes operate at a frequency of 120 minutes or offer only a limited number of round trips throughout the service day.



**Table 1 – Fixed Route Services**

Route	From	To	Service Hours	Service Span	Headway (avg.)	Communities Served
401	Salem	Philadelphia	Monday – Friday	4:45 AM – 1:33 AM	Peak 60 Min Off Peak 120 Min	Mannington Twp., Pilesgrove Twp., Salem, Woodstown Borough
			Saturday	4:45 AM – 11:51 PM <sup>(1)</sup>	120 Min	
			Sunday	6:08 AM – 12:25 AM	1 AM & 1 PM Round Trip	
402	Pennsville	Philadelphia	Monday – Friday	4:41 AM – 12:22 AM <sup>(2)</sup>	Peak 40 Min Off Peak 90 Min	Carney's Point Twp., Oldmans Twp., Penns Grove Borough, Pennsville Twp.
			Saturday	4:40 AM – 10:59 PM	4 Round Trips	
			Sunday	6:45 AM – 9:52 PM	2 Round Trips	
410	Bridgeton	Philadelphia	Monday – Friday	4:52 AM – 12:39 AM	Peak 40 Min Off Peak 120 Min	Upper Pittsgrove Twp.
			Saturday	5:09 AM – 11:05 PM	120 Min	
			Sunday	5:45 AM – 10:38 PM	120 Min	
468*	Penns Grove	Woodstown	Monday – Friday	5:33 AM – 8:16 PM	Peak 65 Min Off Peak 75 Min	Carney's Point Twp., Mannington Twp., Pennsville Twp., Penns Grove Borough, Salem, Woodstown Borough
			Saturday	9:30 AM – 6:04 PM	75 Min	

\* Operated by Salem County Office of Transportation (SCOT) under contract with NJ Transit

(1) Last bus arrives in Salem at 9:24 PM; (2) Last Bus departs Pennsville at 8:03 PM

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

### Demand Responsive Paratransit Services

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

To gather information about the various service providers in Salem County, a SJTPO Transportation Provider Questionnaire was sent to each organization in Salem County believed

to be providing some type of public transportation service. The questionnaire was sent to 25 organizations; of this number, six organizations completed and returned the survey, including:

- ARC of Salem County
- B.R. Williams, Inc.
- Healthcare Commons
- Pearl Transit Corporation
- Salem County Office on Aging
- Puerto Rican Action Committee

While the response rate was relatively low in Salem County, the survey respondents represent the major providers in the county.

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

Because of the low response rate and the fact that not all data items in the survey were completed, additional resources were utilized to inventory the existing demand responsive providers in Salem County. These resources included Federal 5310, 5316 (JARC) and 5317 (New Freedom) grant applications, existing plans and studies, on-line agency websites and conversations with agency staff members, input from the SJTPO, and the consultant team's knowledge of the area. In addition, ridership information pertaining to the Access Link program was provided by NJ Transit.

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

Based on the survey findings and other information sources utilized to prepare this report, it appears that there are 14 providers operating demand responsive transportation in Salem County. These providers generally operate specific types of trips to agency clients or target populations unable to access agency programs or specific services without the assistance of public transportation. In some cases these providers accommodate individuals living in areas without access to public transportation, while in other instances, the providers transport individuals unable to use any public transportation services under any conditions.

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

Based on the survey findings and other information sources utilized to prepare this report, it appears that there are 14 providers operating demand responsive transportation in Salem County. These services are generally limited to agency clients or target populations unable to access agency programs or specific services without the assistance of public transportation. In some cases these providers accommodate individuals living in areas without access to public transportation, while in other instances, the providers transport individuals unable to use any public transportation services under any conditions.

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

A summary of the 14 providers is presented below and documented in Table 2. It should be noted that several agencies provide service in more than a single county. As a result, no attempt was made to segregate providers by an individual county.

**The Salem County Office on Aging** – This agency offers free transportation for any Salem County resident age 60 and over, veteran, or disabled citizen. The service consists of three deviated fixed bus routes that serve Salem, Cumberland, and Gloucester Counties with limited service provided to destinations in Pennsylvania and Delaware.

Transportation is provided for medical appointments, congregate nutrition sites, social service appointments, and shopping trips.

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

The agency has an active fleet of 22 vehicles comprised of 15 vans and seven buses, which are operated using third party contractors.

Between FY 2008 and FY 2009, the system averaged approximately 29,000 passenger trips, 275,000 vehicle miles and 11,000 vehicle hours each year, with operating costs increasing from approximately \$680,000 to \$701,000 over the two year period. The system is funded by a variety of sources including the Federal Transit Administration (FTA) Section 5311 program, the New Jersey Casino Revenue Fund, the County of Salem, and Title III of the Older Americans Act. Although the service does not charge a fare, it does ask riders to share the costs of bridge tolls when travelling to out-of-state destinations.

**Table 2 – Demand Responsive Transportation Services**

System	Service Hours	Service Area	Service Type*	Eligible Riders	Eligible Trips	Scheduling	Fleet Size
Salem Co. Office on Aging	M-F 8:00 AM-5:00 PM	Salem, Cumberland, Gloucester Co's & certain destinations in PA & DE	DFR	Senior Citizens (60+) & Disabled County Residents	Medical, Congregate Meals, Social Service, Shopping	2 Days	15 Passenger Vans 7 Buses
NJ Transit Access Link	At same times as applicable fixed route service	Within ¼ mile of NJ Transit fixed route service	DR	Disabled individuals unable to access fixed route service	Any	1 Day	No information
Arc of Salem County	M-F 8:30 AM-3:00 PM	Salem County	S	Disabled	Employment/Job Training, Rehab Services, Recreation	No Advance Notice is Needed	Contract with B.R. Williams
Puerto Rican Action Committee	M-F 8:30 AM-4:30 PM	Salem County, Southern NJ, Philadelphia & Wilmington Areas	DR	Agency Clients	Medical, Employment/Training, Social Services	2 Days	24 Mini-Vans 2 Sedans
Pearl Transit	Daily 6AM-8AM, 6PM-8PM, 10PM-12AM	Cumberland & Salem Co's	DR & S	Low Income Residents in Service Area	Employment, Education, Training	No Advance Notice is Needed	2 Vans
SJH Adult Day Programs	M-F 7:30 AM-4:15 PM	Salem, Gloucester, Cumberland Co's	FFR	Agency Clients	To/From Facility	No Advance Notice is Needed	5 Vans (3 w/c accessible)
Veterans Services	M-F 8:30 AM-4:30 PM	Salem Co. to VA Medical Facility in Wilmington, DE	DR	Salem County Veterans	Medical	2 Days	Contract with B.R. Williams
Healthcare Commons	M-TH 8:30 AM-9:00 PM Fri 8:30 AM-5:00 PM	Salem County	DR	Agency Clients	Adult Day Care, Counseling, Residential Care	No Information	Uses Contract Service
Tri-County Community Action Agency inc.	M-F 8:30 AM-4:30 PM	Cumberland, Gloucester, Salem Co's	DR	Agency Clients	No Information	No Information	No Information
B.R. Williams, Inc.	M-F 6:00 AM-5:00 PM	Salem, Cumberland Co's	DR FR S	Salem County Residents	Any	2 Days	3 w/c Accessible Vans

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

System	Service Hours	Service Area	Service Type*	Eligible Riders	Eligible Trips	Scheduling	Fleet Size
Millville Rescue Squad	24 Hours/7 Days	Cumberland, Atlantic, Camden, Gloucester, Salem Co's; PA & DE	DR & S	General Public	Medical, Dialysis, Adult Day Care, Nutrition Centers	2 Days If Not Subscription Trip	23 ambulances 3 Mini-Vans 18 vehicles are w/c Accessible
Riverfront Limousine Service	24 Hours	Salem County & Region	DR	General Public	Any	2-3 Days	3 Vans 3 Sedans
Green Cab	Sun-Th. 6AM-2AM Fri-Sat 24 Hours	Cumberland, Atlantic, Gloucester, Salem Co's.	Taxi DR	General Public	Any	No Advance Notice is Needed	7 Sedans
Green's Transportation	M-F 4AM-10PM	Cumberland, Gloucester, Salem Co's	Taxi DR	General Public	Any	No Advance Notice is Needed	No Information

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

**Access Link** – Access Link is NJ Transit's complementary paratransit service, developed in response to the Americans with Disabilities Act of 1990 (ADA). Access Link is a shared ride, curb to curb transportation service for eligible people with disabilities. Eligibility is determined by NJ Transit. The hours of Access Link are the same as the regularly scheduled local NJ Transit bus routes with pick up and drop off points limited to no more than ¼ of a mile from the bus routes.

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

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

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

Access Link is managed on a regional basis with each region encompassing several counties – Salem County is included in Region 2. As a result, much of the data regarding the system cannot be disaggregated to the county level. However, NJ Transit was able to provide the number of passenger trips originating in Salem County through the Access Link program in FY 2009, with the data indicating that approximately 600 trips on the Access Link program originated in Salem County. This was the lowest total within the SJTPO region and is consistent with Salem County being the least populous county in the SJTPO region. Atlantic County

exhibited the highest number of trips in the region (approx. 53,000), followed by Cape May County (approx. 3,200) and Cumberland County (approx. 2,900).

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

In 2009 the New Jersey Department of Human Services (DHS), Division of Medical Assistance and Health Services (DMAHS), awarded a contract to LogistiCare – a privately operated transportation broker – to provide fee-for-service non-emergency transportation to all eligible Medicaid and N.J. FamilyCare clients in the state. LogistiCare schedules all trip requests and then assigns the trips to certified local transportation providers based on a negotiated reimbursement rate. LogistiCare does not own or directly operate vehicles themselves.

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

Prior to LogistiCare, Medicaid transportation in Salem County was administered by the Salem County Board of Social Services who contracted the trips to a local private transportation company, B.R. Williams, Inc. This company continues to operate Medicaid transportation for Salem County residents.

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

Pearl Transit directly operates service seven days between 3:00 AM and 8:00 AM and 6:00 PM and 1:00 AM using two mini-vans. The system utilizes computer scheduling software to assist them in scheduling and monitoring passenger trips.

Between FY 2008 and FY 2009, the system averaged approximately 8,000 passenger trips, 42,000 vehicle miles and 3,300 vehicle hours each year, with operating costs increasing from approximately \$282,000 to \$344,000 over the two year period. The system is funded by a variety of sources including the Federal Transit Administration (FTA) Job Access and Reverse Commute program (JARC), NJ Transit, the State of New Jersey, and private foundations and donations. A very small portion of revenue comes from passenger fares.

**B.R. Williams, Inc.** – B.R. Williams, Inc. is a private, for-profit transportation company that operates a variety of service types in Salem and Cumberland Counties depending on the needs of its customers. Service may include demand response, deviated fixed route, or subscription service. The company is used by several agencies in Salem County such as the Office of Aging, Veterans Affairs, and the Board of Social Services, as well as some trips for the Cumberland Area Transit System (CATS) in Cumberland County. The company provides whatever type of trip is requested by its clients on weekdays between 6:00 AM and 5:00 PM. Passengers are required to reserve their trip two days in advance.

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

**Taxi and Ambulance Transportation** – Riverfront Limousine is a private transportation company operating taxi and limousine service 24 hours a day, seven days a week in Salem County and throughout the region. This service is available to the general public for any trip purpose. Passengers are required to reserve their trip two or three days in advance.

Riverfront Limousine operates three vans and three sedans. The company receives no public operating assistance and is a fee for service operation.

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

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



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

- ARC of Salem County
- Puerto Rican Action Committee (PRAC)
- SJH Adult Day Programs
- Veterans Services
- Healthcare Commons
- Tri-County Community Action Agency

Three of the six non-profit organizations – ARC of Salem County, Veterans Services, and Healthcare Commons – purchase transportation from a third party such as B.R. Williams. PRAC and SJH Adult Day Programs directly operate their services using privately owned vehicles – PRAC operates 24 mini-vans and two sedans and SJH Adult Day Programs operates five vans.

Transportation is provided to access agency facilities, medical appointments, shopping, group homes, employment, various social services, and agency activities. The majority of transportation service is provided during weekday business hours, with only one organization providing evening service – Healthcare Commons operates service until 9:00 PM Monday through Thursday. There is no weekend service provided by the non-profit organizations.

The ARC of Salem County and Healthcare Commons are the only non-profit organizations that operate entirely within Salem County. PRAC and the SJH Adult Day Programs operate throughout the region. The Veterans Services operates between Salem County and the VA Medical Center in Wilmington, Delaware.

Two of the five organizations – ARC of Salem County and SJH Adult Day Programs – do not require advance reservations since trips are pre-arranged and serve specific origin and destination points on a reoccurring basis. PRAC and the Veterans Service require their clients to reserve trips two days in advance. The scheduling policy of Healthcare Commons was not available.

Passengers are not charged a fare to use the transportation services provided by the non-profit organizations, with the cost of the trips subsidized by various funding sources including NJ Department of Children and Families (DYFS), Title III of the Older Americans Act, private donations, medical insurance, the Department of Military and Veterans Affairs, and local assistance from Salem County.



## **Summary of Existing Services**

This report provided a description of the public and human service transportation network available in Salem County including fixed bus service and various types of demand responsive services. The fixed route bus network in Salem County is provided by NJ Transit and SCOT and serves the main population centers in the county such as Pennsville, Salem, and Penns Grove, with limited fixed route bus service available throughout the other areas of the county. As a result, transit dependent residents who don't qualify for agency programs and live outside of the fixed route transit service area are afforded limited public transportation options except for private taxi services – which are likely to be cost prohibitive for regular use.

The review of existing demand responsive services indicated a total of 14 services consisting of one county system, one state agency, seven client based systems, and five private transportation companies. With the exception of the private transportation companies, the demand responsive public transportation services operated in Salem County is available to specific client groups and target populations. It was also observed that most of these services are limited to the daytime hours during weekdays only. However, it should be noted that Access Link is available during the same days and hours as the regularly scheduled local NJ Transit fixed route bus service in Salem County. This means that Access Link is available along the NJ Transit routes operating evening and weekend service.

The demand responsive services that are currently operated by the various providers in Salem County represent a relatively large transportation network comprised of 97 vehicles that provide extensive local and regional coverage. In most instances these vehicles are operated independent of each other, with no formal coordination among agencies and no form of centralized scheduling and dispatching.

However, it is important to recognize that some coordination is occurring in Salem County between agencies such as the Salem County Board of Social Services and the Salem County Office of Aging and private transportation companies (i.e., B.R. Williams). Further, Salem County is in the process of developing a centralized Department of Transportation which will be designed to consolidate all transportation services in the county.

Given the level of activity and the fact that most of the transportation services in Salem County are demand responsive in nature, it does appear that there are opportunities for greater coordination of these services which could lead to a higher level of availability and expanded mobility options. Also, the survey provider questionnaire has provided data on key operating, financial and ridership statistics, which are not reported here, but comprise a resource for future planning as part of the study.

## **SERVICE AREA PROFILE**

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

### **Service Area Description**

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.

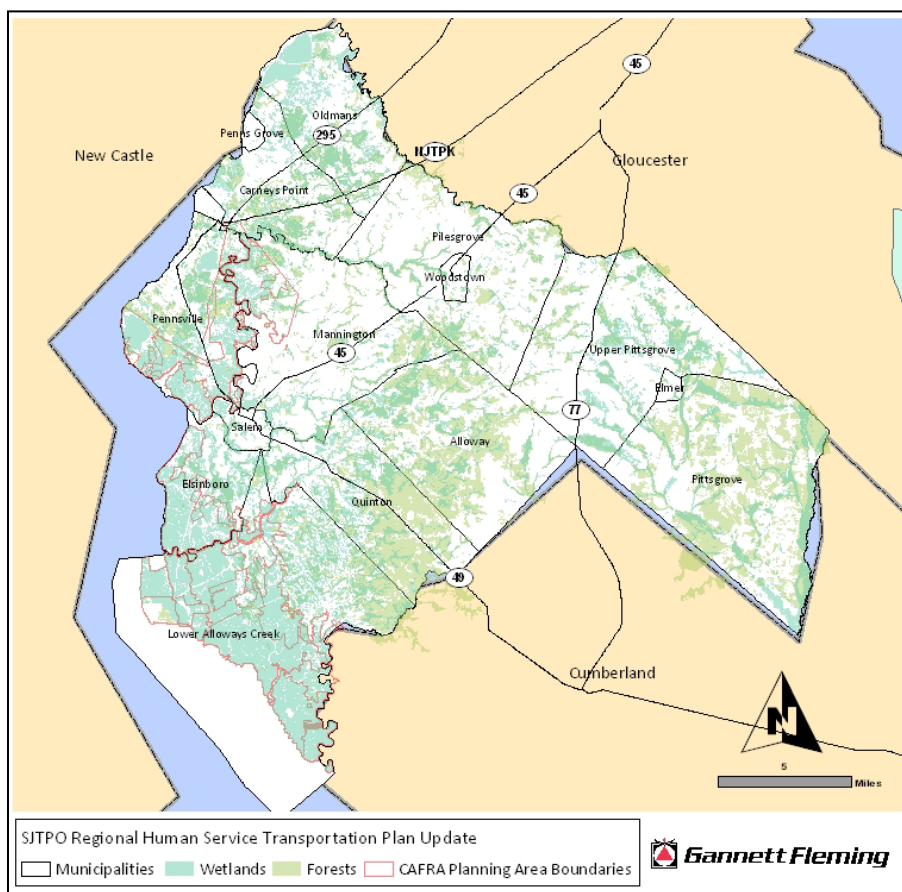
Salem County is the least populated county in the SJTPO region and the least densely populated county in the State, with most of the county's land area undeveloped and comprised of farmland, forests, and wetlands. Along the western periphery of the County, land use is regulated by the Coastal Area Facility Review Act (CAFRA) to protect environmentally sensitive areas and natural resources from uncoordinated development. As a result, it is likely that the character of this area of the County will largely retain its natural settings and not be subject to significant development and population growth in the future.

Most of the County's population is concentrated in the northern and northeastern portions of Salem County in the municipalities that border the Delaware River and Gloucester County. Overall, the County consists of 15 municipalities – 11 townships, three boroughs, and one city. The largest municipality geographically is Lower Alloways Creek at 46.8 square miles; the smallest municipalities are Elmer and Penns Grove, each of which comprising 0.9 square miles. The most populous municipality is Pennsville (pop. 13,345) with the least populous municipality being Elsinboro (pop. 1,050).

The major corridors in Salem 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.

A map of Salem County and the surrounding counties is presented in Figure 1.

**Figure 1 – Salem County**



Source: ESRI & NJ DEP

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

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

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

**Population** – The 2008 American Community Survey indicated Salem County has a population of about 66,000 people, making it the least populous county in the entire State. Table 1 shows the population of each municipality in Salem County. The most populous municipality is Pennsville (pop. 13,345), followed by Pittsgrove (pop. 9,434), and Carneys Point (pop. 7,967). Overall, the population is fairly evenly distributed throughout the County.

**Table 3 – 2008 Population by Municipality**

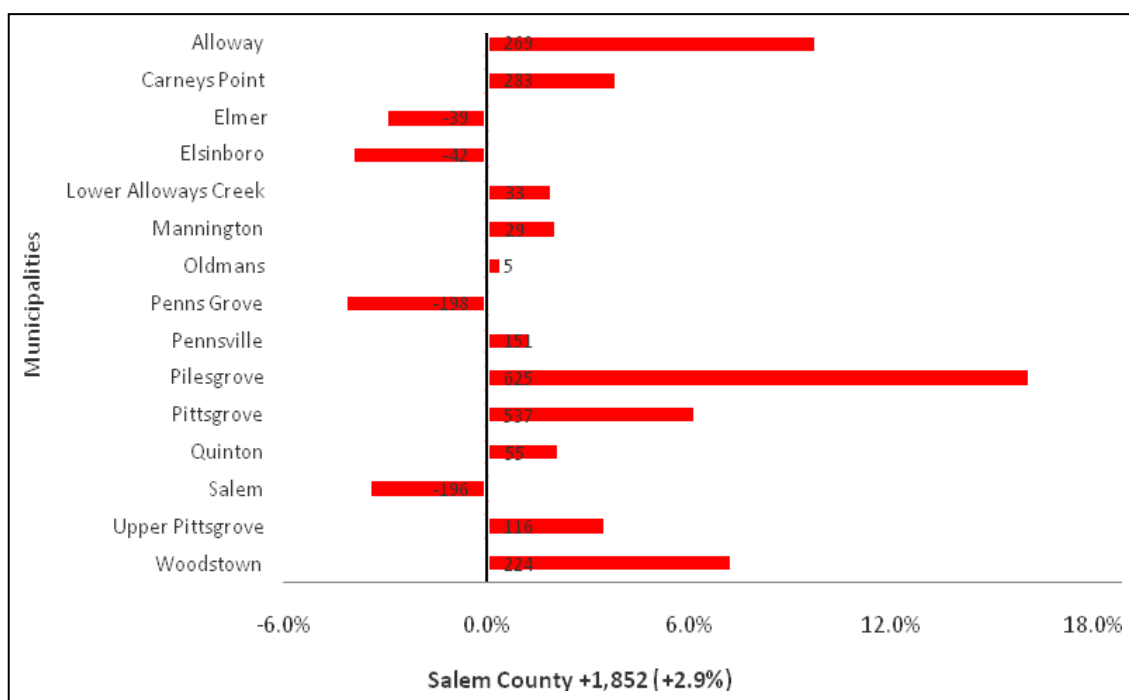
Municipality	2008 Population
Alloway	3,072
Carneys Point	7,967
Elmer	1,345
Elsinboro	1,050
Lower Alloways Creek	1,884
Mannington	1,559
Oldmans	1,803
Penns Grove	4,688
Pennsville	13,345
Pilesgrove	4,548
Pittsgrove	9,434
Quinton	2,841
Salem	5,661
Upper Pittsgrove	3,584
Woodstown	3,360
Salem County	66,141

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

**Population Change** – Figure 2 shows the population change in Salem County since the last decennial census in 2000. Overall, the County gained nearly 2,000 people (+2.9%), with the majority of the population growth occurring in the northern and northeastern portions of the county which are closer to the employment and commercial centers located in Atlantic and Gloucester Counties. Pilesgrove exhibited the largest population gain (+625) between 2000 and

2008 followed by Pittsgrove (+537) and Carneys Point (+283). Four municipalities in Salem County lost population during the eight year period, with three of these communities located in the western periphery of the County – Elsinboro (-42), Penns Grove (-198), and Salem (-196); the fourth municipality – Elmer (-39) – is located in the eastern portion of the county.

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

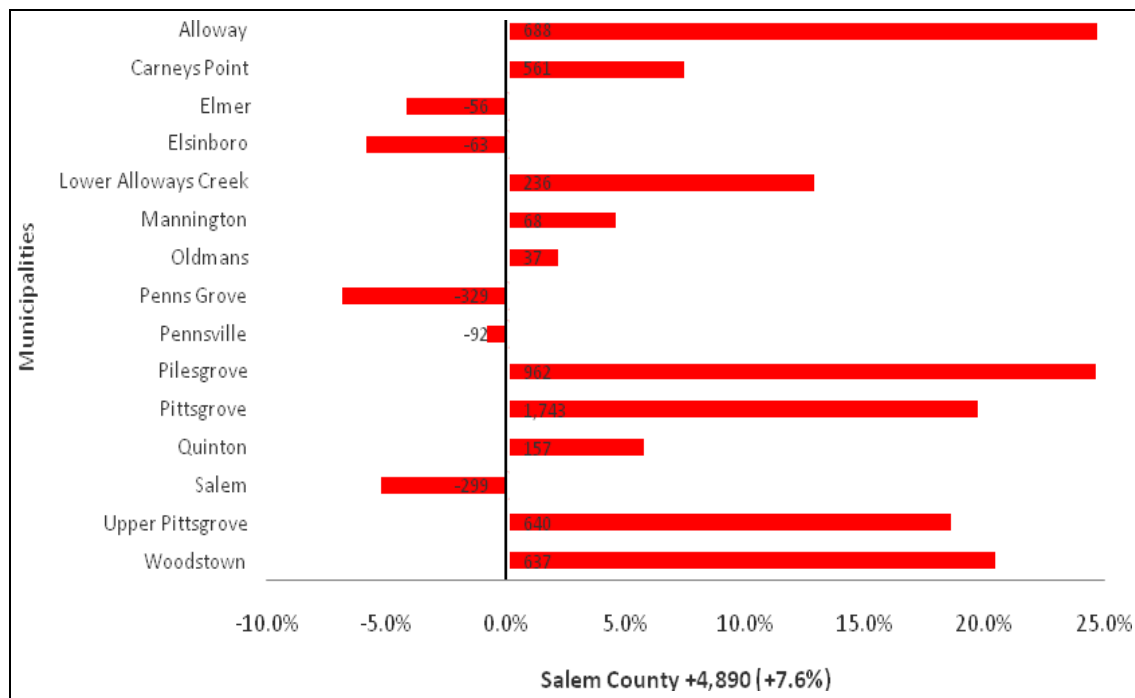


Source: 2000 U.S. Census & NJ Dept of Labor & Workforce Development

According to population projections prepared by the SJTPO for the period 2000 to 2010, Salem County is expected to show a population growth rate of 4.6 percent – 64,289 to 67,233; during the next ten years the population is expected to increase at a slower rate of 2.9 percent to 69,179. If this long term trend is correct, the County will gain near 5,000 residents during this 20 year-period, an increase of 7.6 percent. The projected 2000 to 2020 population change in Cumberland County is presented in Figure 3.

Overall, population growth during the 20-year period is likely to continue increasing at a higher rate in the northern and northeastern portions of the County, with Pittsgrove expected to experience the largest numeric population gain (+1,743), with Alloway (+24.5%) and Pilesgrove (+24.5%) projected to experience the fastest rates of population growth between 2000 and 2020. Elmer, Elsinboro, Penns Grove, and Salem are expected to continue losing residents during the 20-year period, with Pennsville also expected to lose residents during this time period.

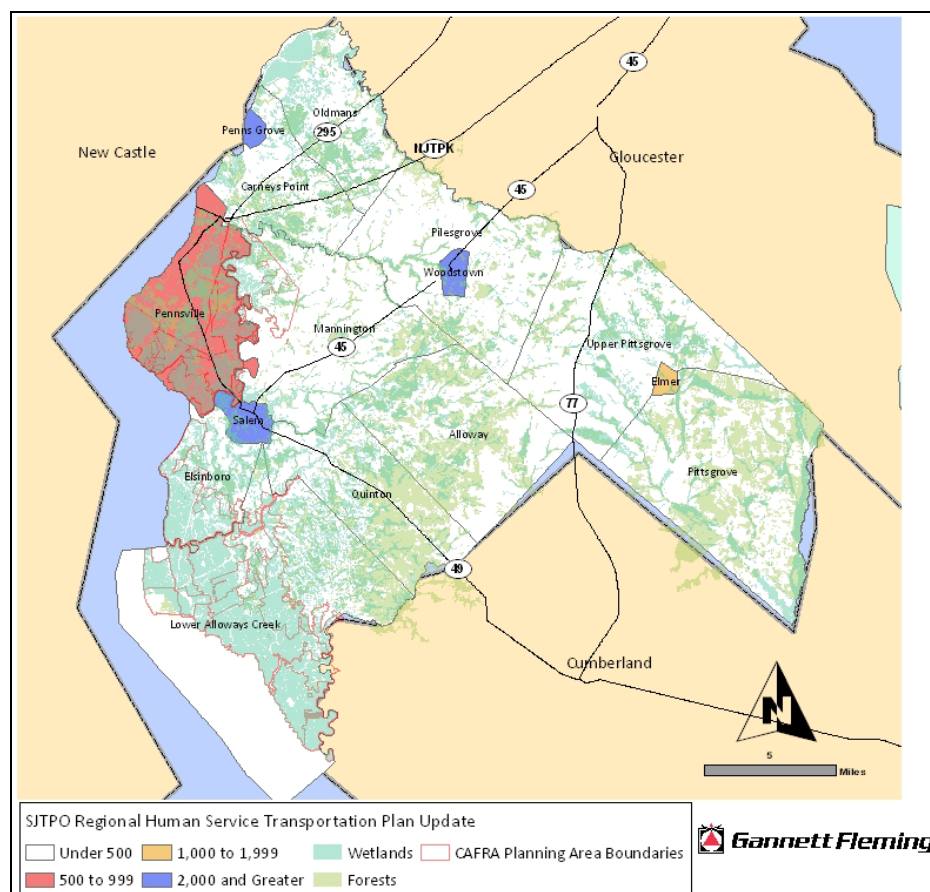
**Figure 3 – Population Change (2000 to 2020)**



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

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

**Figure 4 – 2008 Population Density**



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

The population density in Salem County is 195.6 persons per square mile, which is the lowest density in the entire State and well below the statewide average is 1,171 persons per square mile.

Overall, population densities in excess of 2,000 persons per square mile are confined to the geographically smaller urban municipalities, including Penns Grove (5,062), Salem (2,169.2), and Woodstown (2,116), with Elmer exhibiting 1,554.5 persons per square mile and Pennsville exhibiting 577.7 persons per square mile. Every other area in Salem County exhibits population densities under 500 persons per square mile, which is consistent with the rural character of Salem County.

### Target Populations

To plan effectively for a public and human service transportation network, it is important to identify key target population groups that largely comprise the customer base for



community transportation services. The population groups analyzed in this report are those groups that may have greater transportation needs compared to the general population.

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

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

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

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

- **Persons Living Below the Poverty Line** – Another important indicator of the need for and propensity to use community transportation services among an area population is the number of persons living below the poverty level. This group tends to rely more heavily on public transportation because many are unable to afford an automobile, cannot afford a second automobile for their household, or choose not to use their limited income for an automobile.
- **Households without Access to a Vehicle** – The final target group used for this analysis is households who do not own or have access to a private automobile. This is an important statistic because households without a vehicle are considered to be entirely dependent upon alternative transportation sources.



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

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

Table 2 through Table 8 present the population characteristics of the target population groups and households for the period 2000 to 2008. The population statistics are presented, both in absolute numbers and as a share of the total population. For comparison purposes, the population changes that occurred statewide and in the SJTPO region – Atlantic, Cape May, and Cumberland Counties – were also included in the tables.

**Senior Citizens** – There were 9,105 senior citizens living in Salem County in 2008, which represented 13.8 percent of the population, the second lowest ratio in the region but slightly higher than the statewide average of 13.2 percent. Between 2000 and 2008, the senior citizen population in the County declined by approximately two percent, which was similar to the 5.1 percent decline experienced in Cape May County but in contrast to the statewide average (+3.3%) and the increasing senior populations incurred in Atlantic (+13.4%) and Cumberland Counties (+7.7%).

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

Area	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
Salem	9,311	14.5	9,105	13.8	-206	-2.2
Cape May	20,772	20.3	19,711	20.6	-1,061	-5.1
Atlantic	34,081	13.5	38,643	14.3	4,562	13.4
Cumberland	18,899	12.9	20,352	13.0	1,453	7.7
New Jersey	1,113,035	13.2	1,149,946	13.2	36,911	3.3

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

The drop in the number of senior citizens living in Salem County between 2000 and 2008 occurred within the 65 to 75 age group (-137) and 85 and older group (-122), with the number of senior citizens in the County between the ages of 75 and 85 increasing by 53 people during the eight year period. Overall, approximately one-half of the senior citizen population in the County is at least 75 years old, which research indicates is the age when senior citizens begin to curtail their driving habits.

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

Area	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
65 to 75	4,671	50.2	4,534	49.8	-137	-2.9
75 to 85	3,548	38.1	3,601	39.5	53	1.5
85 and older	1,092	11.7	970	10.7	-122	-11.2
Total	9,311	100.0	9,105	100.0	-206	-2.2

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

Between 2000 and 2008, the median age in Salem County increased by approximately one percent from 38.0 to 38.4. Overall, the County has the second lowest median age in the region and also has a lower median age compared to the statewide average of 38.7.

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

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

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

**Persons with Disabilities** – The disabled population in Salem County, defined as having a physical, mental, or sensory disability, totaled 11,172 persons according to the 2008 ACS, representing an increase of 267 people (+2.4%) compared to the 2000 Census population of 10,905. Statewide, the proportion of the population with a disability increased 6.2 percent; in the region, Atlantic County experienced a larger increase of 18.8 percent, with the disabled populations in Cape May and Cumberland Counties declining 10.9 percent and 3.6 percent, respectively, during the eight year period.

Approximately 17 percent of Salem County's population has a disability, which is comparable to the disabled populations living in the other counties in the SJTPO region but moderately higher than the statewide average of 13.3 percent.

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

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

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

Additionally, it is also worth noting that approximately 40 percent of the 11,172 residents living in Salem County with a disability are of working age (between 18 and 64). Among this disabled cohort group, about a third are employed. This is far lower than the 76.7 percent of employed working-age adults without disabilities. This type of discrepancy is common, but it could indicate that there are many working-age residents with disabilities who desire to work but cannot for various reasons. Various industry studies, including the report *Meeting the Employment Transportation Needs of people with Disabilities in New Jersey* prepared by the Voorhees Transportation Center of Rutgers University in 2005, show that a lack of reliable transportation is a major impediment to people with disabilities who desire to work but cannot. Therefore, it is important to identify where these individuals reside in the county.

There were 9,105 senior citizens living in Salem County in 2008, which represented 13.8 percent of the population, the second lowest ratio in the region but slightly higher than the statewide average of 13.2 percent. Between 2000 and 2008, the senior citizen population in the County declined by approximately two percent, which was similar to the 5.1 percent decline experienced in Cape May County but in contrast to the statewide average (+3.3%) and the increasing senior populations incurred in Atlantic (+13.4%) and Cumberland Counties (+7.7%).

**Persons Living In Poverty** – In 2008, 11.5 percent of Salem County residents lived in poverty, which was higher than the statewide average of 8.7 percent but was the second lowest poverty rate in the region after Cape May County (6.4%). However, since the 2000 Census, the number of County residents living in poverty has increased 27.5 percent, which far exceeds the increases incurred at the regional and statewide levels.

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

Area	2000		2008		Changes: 2000-2008	
	Number	Percent	Number	Percent	Number	Percent
Salem	5,980	9.5	7,624	11.5%	1,644	27.5
Cumberland	20,367	15.0	18,225	12.5	-2,142	-10.5
Cape May	8,549	8.6	6,001	6.4%	-2,548	-29.8
Atlantic	25,906	10.5	30,599	11.8%	4,693	18.1
New Jersey	699,668	8.5	741,472	8.7%	41,804	6.0

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

Between 2000 and 2008, the poverty rate increased among each age group in Salem County, with the fastest increase occurring among senior citizens (+41.0%), followed by persons between the ages of 18 and 64 (+28.0%), and persons under the age of 18 (+23.2%). However, as a whole, senior citizens have the lowest poverty rate in the County. Conversely, 18 percent of County residents under the age of 18 live in poverty, which is the highest rate among the three age groups. One factor that is likely influencing this higher poverty rate among the youth population is the increasing number of low income families in Salem County headed by a single mother, which has risen from 726 in 2000 to 1,135 in 2008, an increase of 56.3 percent.

According to the 2008 U.S. Census, almost half of children living in single mother families in the United States lived in poverty compared to about 10 percent of children living married-couple families. This is an important finding that not only demonstrates the need for additional job training and subsidized child care services in Atlantic County, but also indicates an important role that public transportation can play in facilitating access to these services.

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

Age Group	2000			2008			Changes: 2000-2008	
	Total Pop.	Poverty Pop.	% Total Pop.	Total Pop.	Poverty Pop.	% Total Pop.	Number	Percent
Under 18	16,140	2,194	13.6	14,667	2,703	18.4	509	23.2
18 to 64	38,280	3,208	8.4	41,663	4,106	9.9	898	28.0
65 and older	8,758	578	6.6	8,777	815	9.3	237	41.0
Total	63,178	5,980	9.5	65,107	7,624	11.7	1,644	27.5

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

**Households Without Access to a Vehicle** – For the 2000 to 2008 period, the number of carless households in Salem County declined by 27 percent, with the overall share of carless households in the County dropping from 9.8 percent to 7.1 percent. In contrast, the statewide average declined by about seven percent during the eight year period, with the number of carless households as a percentage of total households dropping from 12.7 percent to 11.5 percent. In the region, households without access to a vehicle fell in absolute number and on a percentage basis, however, the rate of decline varied among the counties, with Cape May County experiencing a 33.6 percent drop in carless households while the more urbanized Atlantic County exhibited a much lower decline of eight percent.

Overall, the prevalence of carless households in the SJTPO region is associated with the scale of urban development – which largely determines the provision of regularly scheduled public transportation services and thus, providing residents the ability to meet daily mobility needs without the use of an automobile – and the concentration of transit-dependent population groups. Accordingly, the 7.1 percent carless household rate in Salem County is consistent with the County’s development pattern and transit-dependent population characteristics.

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

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

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

## Economic Indicators

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

Employment data for Salem County was obtained from the U.S. Census and the SJTPO, with the commuting patterns obtained from the U.S. Census Bureau LED Origin-Destination Data Base for the years 2002 to 2007.

It is important to recognize that most of the employment and commuting data included in this analysis does not reflect current economic conditions, with 2007 being the most current year for the commuting and employment data – which is one year before the economic

downturn began in force in the fall of 2008. As a result, the projections included in the analysis for the period 2010 to 2020 are likely to be impacted by the economic downturn and should be interpreted with caution.

Table 9 shows the ramifications of the nationwide recession that began in 2008, with the unemployment rate increasing significantly at the local, regional, and statewide levels over a three period between 2007 and 2009. During this three year period, the unemployment rate in Salem County more than doubled from five percent to 10.7 percent; this was lower compared to the other counties in the SJTPO region but higher than the statewide unemployment rate of 9.2 percent in 2009.

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

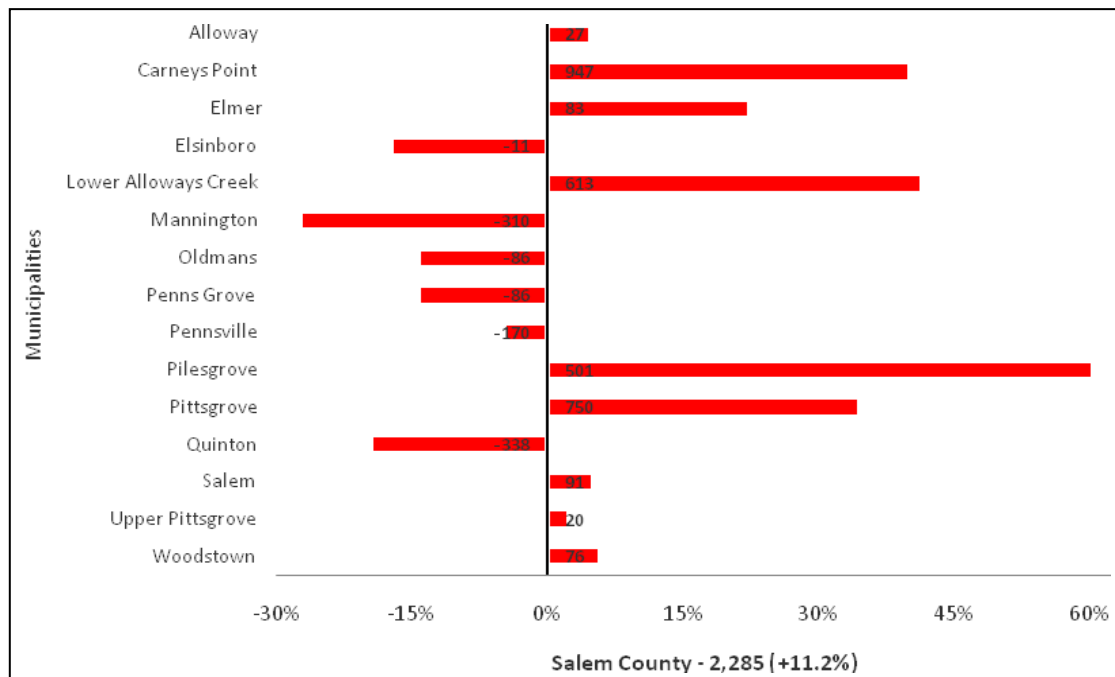
Area	2009			2007		
	Labor Force	Employed	% Unemployed	Labor Force	Employed	% Unemployed
Salem	32,196	28,757	10.7	31,390	29,836	5.0
Cumberland	71,036	62,038	12.7	68,415	63,949	6.5
Cape May	57,881	51,292	11.4	56,664	52,951	6.6
Atlantic	136,423	119,893	12.1	135,581	127,634	5.9
New Jersey	4,536,658	4,118,367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

Source: NJ Development of Workforce and Labor Development

**Employment Trends and Characteristics** – Figure 5 shows the employment change for each municipality in Salem County for the period 2002 to 2007. Overall, Salem County experienced a net-gain of 2,285 jobs (+11.2%), with the majority of job growth concentrated in the northern and northeastern portions of the county in many of the areas that also experienced the highest rates of population growth between 2000 and 2008. The one exception was Lower Alloways Creek Township, which is located in the southwestern corner of Salem County; this municipality gained over 600 jobs between 2002 and 2007, but grew by only 33 persons between 2000 and 2008.

Conversely, job losses occurred in municipalities that exhibited negative or modest population growth between 2000 and 2008, with almost two-thirds of the job losses occurring in Quinton (-338 jobs) and Mannington (-310 jobs).

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

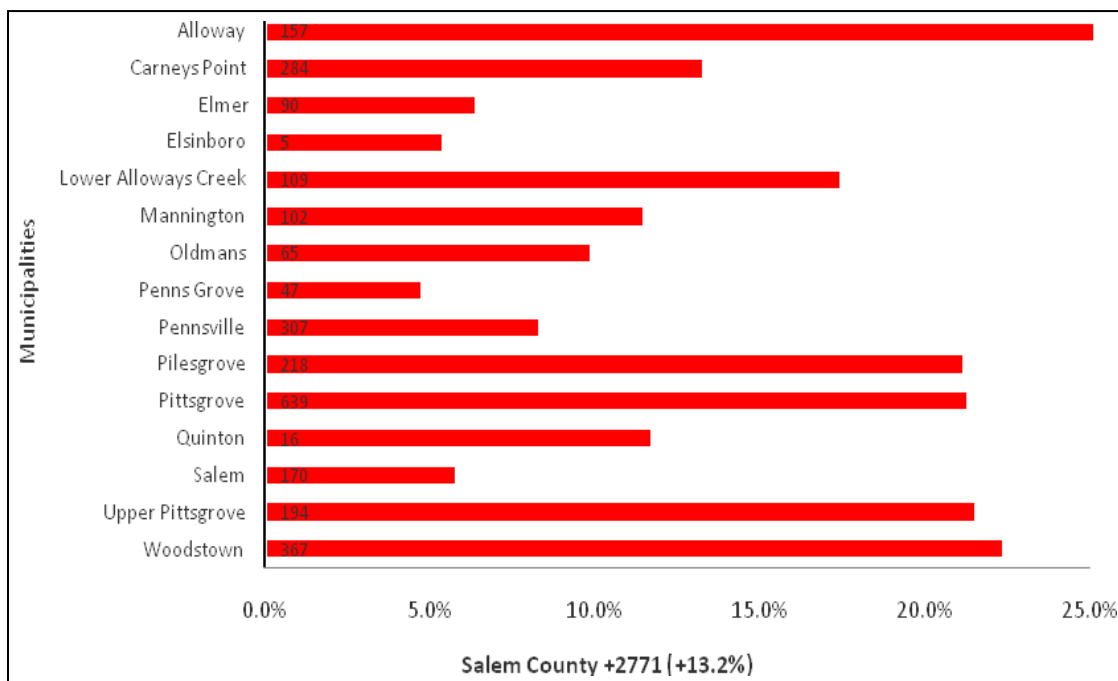


Source: U.S. Census Bureau LED Origin-Destination Data Base

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

The SJTPO indicates that Salem County will gain almost 2,800 jobs between 2007 and 2020, which represents an increase of approximately 13 percent, with the largest employment increases expected in the northeastern portion of the county in Pittsgrove (+639 jobs) and Woodstown (+367 jobs). Overall, the entire County is expected to experience varying degrees of job growth during this 13-year period.

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



Source: South Jersey Transportation Planning Organization (SJTPO)

**Commuting Patterns** – Table 10 describes the county-to-county work flow from 2002 and 2007 for the Salem County labor force, as well as shows the municipalities where Salem County residents work. Table 11 provides similar information for people who work in Salem County.

The majority of the Salem County labor force commutes out of county for employment, with most of these work trip destinations located in southern New Jersey (Gloucester, Cumberland, Camden, Burlington, and Atlantic Counties) and New Castle County, Delaware. The most common intra-county commutes included Pennsville, Carneys Point, Salem, Pittsgrove, Quinton, and Lower Alloways Creek. Overall, there does not appear to be one dominant employment municipality in Salem County.

Looking at past trends, the employment destinations of Salem County residents became more geographically dispersed throughout the metropolitan area, as the number of intra-county work trips and work trips to neighboring Gloucester, Cumberland, and New Castle, (Delaware) Counties remained stable or even declined between 2002 and 2007.

The number of Salem County residents working in Camden and Philadelphia Counties increased 49.5 percent and 45.8 percent, respectively, during the six year period; additionally, the number of county residents working in Mercer County (New Jersey), Delaware County (Pennsylvania), and “other” locations increased between 13.7 percent and 18.7 percent during



this period. Conversely, the number of Salem County residents commuting into Atlantic County decreased by nearly a third.

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

Work Location	2002		2007		% Change
	Number	Percent	Number	Percent	
County					
Salem	11,241	36.2%	11,175	33.8%	-0.6%
Gloucester	4,370	14.1%	4,696	14.2%	7.5%
New Castle	3,507	11.3%	3,768	11.4%	7.4%
Cumberland	2,969	9.6%	2,949	8.9%	-0.7%
Camden	1,358	4.4%	2,030	6.1%	49.5%
Burlington	1,050	3.4%	1,210	3.7%	15.2%
Atlantic	1,446	4.7%	995	3.0%	-31.2%
Philadelphia	541	1.7%	789	2.4%	45.8%
Mercer	499	1.6%	579	1.8%	16.0%
Delaware	504	1.6%	573	1.7%	13.7%
All Other Locations	3,585	11.5%	4,255	12.9%	18.7%
Municipality					
Pennsville	2,106	6.8%	1,876	5.7%	-10.9%
Carneys Point	1,225	3.9%	1,667	5.0%	36.1%
Vineland (Cumberland Co.)	1,408	4.5%	1,354	4.1%	-3.8%
Logan township (Gloucester Co.)	1,195	3.8%	1,306	4.0%	9.3%
Salem	1,401	4.5%	1,292	3.9%	-7.8%
Pittsgrove	766	2.5%	880	2.7%	14.9%
Quinton	1,150	3.7%	867	2.6%	-24.6%
New Castle (New Castle Co., DE)	626	2.0%	838	2.5%	33.9%
Lower Alloways Creek	593	1.9%	798	2.4%	34.6%
Philadelphia (Philadelphia Co.)	541	1.7%	789	2.4%	45.8%
All Other Locations	20,059	64.6%	21,352	64.7%	6.4%

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

Approximately one-half of Salem County employees also live in Salem County (49.3%), with the majority of these employees residing in the northern and northeastern portions of the county. Nearly one-third of Salem County employees live in southern New Jersey (Gloucester, Cumberland, Camden, Atlantic, and Burlington Counties), with another 5.8 percent of county employees commuting from New Castle County, Delaware.

The residence location of Salem County employees also shifted from 2002 to 2007. The number of employees living in the southern New Jersey counties of Gloucester, Camden, and Cumberland increased 37.3 percent, 29.0 percent, and 20.8 percent, respectively, during the six year period, while employees from central New Jersey – Ocean and Middlesex Counties – also exhibited significant increases of 29.9 percent and 21.5 percent, respectively. The number of employees from Atlantic County declined by approximately three percent, while

the number of employees from New Castle County, Delaware stayed the about same between 2002 and 2007.

Overall, considerable cross-commuting is occurring in Salem County, with county residents increasingly drawn to employment centers throughout the metropolitan area, while at the same time, residents from both neighboring and regional counties are commuting into Salem County in greater numbers for employment.

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

Residence Location	2002		2007		Percent
	Number	Percent	Number	Percent	Change
County					
Salem	11,241	55.2%	11,175	49.3%	-0.6%
Gloucester	2,210	10.8%	3,034	13.4%	37.3%
Cumberland	2,150	10.6%	2,598	11.5%	20.8%
New Castle, DE	1,321	6.5%	1,323	5.8%	0.2%
Camden	724	3.6%	934	4.1%	29.0%
Burlington	426	2.1%	454	2.0%	6.6%
Atlantic	367	1.8%	355	1.6%	-3.3%
Ocean	231	1.1%	300	1.3%	29.9%
Delaware, PA	216	1.1%	268	1.2%	24.1%
Middlesex	172	0.8%	209	0.9%	21.5%
All Other Locations	1,320	6.5%	2,013	8.9%	52.5%
Municipalities					
Pennsville	2,704	13.3%	2,738	12.1%	1.3%
Carneys Point	1,358	6.7%	1,294	5.7%	-4.7%
Salem	1,108	5.4%	1,097	4.8%	-1.0%
Pittsgrove	927	4.5%	976	4.3%	5.3%
Vineland (Cumberland Co.)	596	2.9%	814	3.6%	36.6%
Penns Grove	673	3.3%	655	2.9%	-2.7%
Pilesgrove	709	3.5%	637	2.8%	-10.2%
Woodstown	666	3.3%	570	2.5%	-14.4%
Upper Pittsgrove	579	2.8%	520	2.3%	-10.2%
Alloway	459	2.3%	520	2.3%	13.3%
All Other Locations	10,599	52.0%	12,842	56.7%	21.2%

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

## Major Generators

To ensure the convenience and responsiveness of a public and human service transportation system, it is important to provide service to certain locations where area residents, especially transit dependent populations, generally need to travel. These locations are referred to as major generators and include such destinations as major area employers; retail centers; health care and senior citizen facilities; job training centers; subsidized housing;

and post secondary educational facilities (colleges and vocational/technical schools). Therefore, as part of this public and human service transportation analysis, it is necessary to assemble a comprehensive inventory of the destinations in the service area which fall into these categories. This type of inventory is provided in Table 12 and Table 13.

Major employers with at least 50 employees at one location were obtained from the New Jersey Department of Labor and Workforce Development and the Salem County Chamber of Commerce.

As shown in Table 12, the vast majority of major employers in Salem County are distributed throughout the county, which is consistent with the commuting data for Salem County residents which did not show one dominant employment municipality in the county. The list of major employers also includes two business/industrial parks that are located in Oldmans and Carneys Point. As noted in the analysis of Salem County commuting patterns, a significant number of county residents commute to regional employment centers throughout southern New Jersey, Philadelphia, and New Castle County, Delaware.

**Table 14 – Major Employers**

Employer Name	Location	Employees
PSEG Nuclear	Salem	1,000-4,000
Du Pont	Pennsville	500-999
Mannington Resilient Floors	Salem	500-999
Memorial Hospital - Salem County	Salem	500-999
J E Berkowitz LP	Oldmans	250-499
South Jersey Healthcare	Elmer	250-499
Cracker Barrel Old Country Store	Pennsville	250-499
Wal-Mart	Pennsville	250-499
Anchor Glass Container Corporation	Salem	250-499
Ranch Hope	Alloway	100-249
Carneys Point Care Center	Carneys Point	100-249
Clement Pappas Co	Carneys Point	100-249
Larchmont Farms	Elmer	100-249
Rainbow Center	Elmer	100-249
B & B Poultry Company	Pittsgrove	100-249
Salem Community College	Penns Grove	100-249
Southgate Health Care Center	Penns Grove	100-249
ACME	Pennsville	100-249
Siegfried USA INC	Pennsville	100-249
ACME	Pilesgrove	100-249
Cooper Interconnect	Salem	100-249
Friends Village at Woodstown	Woodstown	100-249
Salem County Correctional Facility	Woodstown	100-249
Healthcare Commons Inc	Carneys Point	50-99
Kast Distributors Inc	Carneys Point	50-99

**Table 14 – Major Employers (Continued)**

Employer Name	Location	Employees
J Spinelli & Sons	Pittsgrove	50-99
Poly One Corporation	Oldmans	50-99
Salem County Social Services	Penns Grove	50-99
Memorial Home Health	Pennsville	50-99
Phoenix Glass	Pittsgrove	50-99
Farmers Mutual Fire Insurance	Salem	50-99
Franklin Savings Bank	Salem	50-99
SJH Adult Day Programs	Salem	50-99
Gateway Business Park	Oldmans	NA
Salem Business Center	Carneys Point	NA

Source: New Jersey Department of Labor and Workforce Development & the Salem County Chamber of Commerce

Table 15 lists the other major generators in Salem County, some of which are also listed under major employers. In general, most of the transit activity centers listed in Table 11 are distributed among the municipalities in the northern and northeastern portions of the county, with three activity centers located in the southern portion of the county in Salem.

**Table 15 – Other Major Generators**

Site	Location	Category
Salem One Stop Center	Salem	Job Training/Social Services
Memorial Hospital of Salem County	Mannington	Hospital
South Jersey Hospital	Elmer	Hospital
Free Clinic	Salem	Hospital
Rainbow Center	Pittsgrove	Nursing Home/Assisted Living
Salem County Nursing Home	Mannington	Nursing Home/Assisted Living
South Gate Nursing Home	Carneys Point	Nursing Home/Assisted Living
Merion Gardens	Carneys Point	Nursing Home/Assisted Living
Friends Village	Woodstown	Nursing Home/Assisted Living
Atlantic Rehabilitation Center	Penns Grove	Nursing Home/Assisted Living
HomeCare & HospiceCare	Salem	Nursing Home/Assisted Living
WalMart Shopping Center	Pennsville	Retail Center
Acme Shopping Center	Pennsville	Retail Center
Acme Shopping Center	Woodstown	Retail Center
Cowtown	Pilesgrove	Retail Center
Cranbury Plaza	Pennsville	Retail Center
Salem Community College	Carneys Point	College/Vocational School
Salem County Vo-Tech	Pilesgrove	College/Vocational School
Village Arms Apartments	Carneys Point	Subsidized Housing
Penn Village Apartments	Penns Grove	Subsidized Housing
Pennsville Towers	Pennsville	Subsidized Housing

Source: Salem County Chamber of Commerce, Dept. of Housing and Urban Development, and internet research.

## **Summary of Key Findings**

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

### **Population**

- Salem County is the least populous county in the SJTPO region.

The population in Salem County increased by approximately three percent, with most of the population growth located in the northern and northeastern portions of the county.

Long term population projections indicate the County will gain almost 5,000 people between 2000 and 2020, an increase of almost eight percent. As with recent population trends in Salem County, the northern and northeastern areas in the county will absorb the majority of population growth during the 20-year period.

### **Population Density**

- Salem County is the least densely populated county in New Jersey, with most of the county exhibiting densities of less than 500 persons per square mile. Population densities in excess of 1,000 persons per square mile are confined to the smaller municipalities, including Penns Grove (5,062), Salem (2,169.2), Woodstown (2,116), and Elmer (1,554.5).

### **Target Groups**

- Between 2000 and 2008, the disabled and low income population groups in Salem County increased, with their share of the overall county population exceeding the statewide average but comparable to the percentages of these population groups found in the region.

The senior citizen (65+) population in Salem County declined by approximately two percent during the eight year period; on a percentage basis, the County has the second lowest ratio of senior citizens in the region but has a slightly larger senior population compared to the statewide average.

The number of households in Salem County without access to a vehicle declined by 27 percent, with the percentage of carless households in the county falling from 9.8 percent to 7.1; this is second lowest ratio in the region after Cape May County and is also lower than the statewide average.

## **Employment**

- For the period 2002 to 2007, Cumberland County gained nearly 2,300 jobs, an increase of approximately 11 percent. The majority of job growth occurred in the northern and northeastern portions of the County, with Carneys Point gaining the most jobs during the six year period. Job losses occurred in municipalities that experienced negative or modest population growth between 2000 and 2008.

Between 2007 and 2020, countywide job growth totaling almost 2,300 jobs (+13.2%) is projected for Salem County, with the largest jobs gains occurring in the northeastern portion of the county in Pittsgrove (+639 jobs) and Woodstown (+367 jobs).

## **Commuting Patterns**

- The majority of the Salem County labor force commutes out of county for employment, with most of these work trip destinations located in southern New Jersey (Gloucester, Cumberland, Camden, Burlington, and Atlantic Counties) and New Castle County, Delaware. The most common intra-county commutes included Pennsville, Carneys Point, Salem, Pittsgrove, Quinton, and Lower Alloways Creek. Between 2002 and 2007, employment destinations of Salem County residents became more geographically dispersed, as the number of intra-county and local trips into neighboring counties stabilized or declined.

Approximately one-half of Salem County employees also live in Salem County (49.3%), with the majority of these employees residing in the northern and northeastern portions of the county. Nearly one-third of Salem County employees live in southern New Jersey with another 5.8 percent of county employees commuting from New Castle County, Delaware.

During the six year period, an increasing number of County employees are coming from southern New Jersey (Gloucester, Camden, and Cumberland Counties), as well as from central New Jersey (Ocean and Middlesex Counties) and Delaware County, Pennsylvania.

## **Major Generators**

- Employers with at least 50 employees at one location are distributed throughout the County, with no municipality being a dominant employment center.

In general, facilities that would be frequented by public transportation riders – senior citizen facilities, medical centers, retail centers – are primarily concentrated in the northern and northeastern portions of the County.

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

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

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

### **Coordination Models**

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

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

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



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

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

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

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

Of the five organizational alternatives presented in the 2007 HSTP for Salem County, the implementation of a consolidated system under the administration of a newly created Department of Transportation (DOT) was recommended as the preferred ultimate approach to meeting the mobility needs in the county. 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, a fully consolidated system will allow for the participation of various private operators currently available in the county which could help to minimize cost and enhance financial efficiency. Implementing a 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 function and mission.

At the time of the 2007, there was more than a single agency responsible for administering and providing human service transportation in Salem County. These agencies included county departments (e.g., Salem County Board of Social Services and Salem County Office on Aging), nonprofit agencies (e.g., Pearl Transit) and private firms (e.g., B.R. Williams and Riverfront Limousine Service). The 2007 report recommended that a single agency lead the coordination effort and be selected by the Salem County Board of Chosen Freeholders. To aid

in the implementation of the HST plan, the Transportation Committee of the Inter-Agency Council would lead the coordination effort until the Board of Chose Freeholders made a decision on the single agency.

It is recognized that coordination of human service transportation is a process of incremental steps, rather than a single activity. As noted above, to implement a consolidated system in Salem County, the Transportation Committee would work with Salem County administration, appropriate state agencies, and system users. The committee would be responsible for developing policy issues detailing the structure and operation of a consolidated system, such as creating policies and procedures for the eventual consolidated system and determining how funding sources will be directed to the consolidated system; for example, will the newly created consolidated agency be the direct recipient of current funding sources or will funding continue to pass through the current recipients. The committee will continue the ongoing coordinated planning process required under the United We Ride program and also be responsible for identifying local priorities for service improvements and how federal, state, and local funds should be pursued.

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

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

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

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

This alternative would create fundamental changes in the overall transportation structure in 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 human service transportation would be managed by a professional team of transit managers. The professional management offered by the single entity should be able to assure a more reliable and higher quality service. Further, agencies will be relieved of transportation duties and can focus on their core mission and program priorities.

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

Further, the system under this organizational alternative would be better positioned to expand service and meet new and emerging travel needs. This could translate into greater access, more service coverage, longer hours of weekday service and potentially weekend service. A consolidated system would provide more flexibility to meet mobility needs through a combination of services.

Also, accountability would be greatly enhanced. From a customer service standpoint, it is important to note that the client/passengers would be able to access all public and human service transportation services by calling one organization.

In the interim, the 2007 HSTP for Salem County also recommended the development of a single source of public information regarding the transportation services available in the county. This information source is now available in the form of a Salem County Transportation Resource Guide which is available in hard copy but is not posted on the internet. This resource guide is the first step in establishing a centralized customer service function for public transportation in Salem County.

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

Since the 2007 Salem County HSTP, the Transportation Committee of the Inter-Agency Council has assumed responsibility for leading the effort of Salem County to improve human service transportation and the eventual implementation of a consolidated system. Salem County is moving forward with consolidation, with the Salem County Department of Planning and the Salem County Transportation Committee recently collaborating in the *Salem County Human Service Transportation Plan Implementation Study* completed in 2009 and updated in 2010. The study included the development of the organizational structure for the eventual implementation of a fully centralized public transportation system under the direction of a Salem County Department of Transportation (DOT). The DOT would ultimately be responsible

for the administration, scheduling, and provision of all human service transportation in Salem County. Agencies would be billed by the DOT for the services provided.

In addition, the fixed route services provided in Salem County – JARC and the Salem County Office of Transportation (SCOT) – could eventually be brought under the DOT with the agency establishing separate divisions for demand response and fixed route services. At this time, the implementation plan does not include SCOT. It is assumed that all fixed route services would be operated in-house and demand response service will be operated under contract to third-party providers.

Two issues that will need to be addressed as Salem County moves forward with developing a consolidated system is the fact that Medicaid transportation and Access Link are independent operations that will remain outside of the consolidated county transportation system. Until recently, Medicaid transportation in Salem County was administered by the Salem County Board of Social Services who contracted the trips to two local private transportation company, B.R. Williams, Inc. and Riverfront Limousine Service; however, the New Jersey Department of Human Services (DHS), Division of Medical Assistance and Health Services (DMAHS) awarded a contract to a privately operated transportation broker (i.e., LogistiCare) to administer all eligible Medicaid and N.J. FamilyCare clients in the state. The private operators continue to operate Medicaid transportation in Salem County as a contractor for LogistiCare.

When the consolidated system is implemented, the DOT should determine if it could serve as a contractor for LogistiCare and serve in-county Medicaid trips using municipal providers such as the Office on Aging; according to the *Salem County Human Service Transportation Plan Implementation Study*, municipal providers operate at a lower cost than the private providers. This information could be used as an incentive for LogistiCare to work more closely with the DOT. Providing Medicaid trips on the consolidated system increases economies of scale as well as provides an additional source of revenue to help sustain the consolidated system. The one caveat to this approach is the risk of increasing conflict with local private operators in the county who depend on Medicaid transportation to provide a significant portion of their revenue.

In addition to Medicaid transportation, the consolidated system in Salem County should also examine the potential for serving some of the in-county trips provided by Access Link. Scheduling and reimbursement procedures would need to be arranged between the two organizations. This initiative is not as important compared to Medicaid transportation due to the fact that Access Link offers relatively few trips in Salem County because of the limited coverage of NJ transit bus routes.

Near term activities, as part of the consolidation process, would be for the Transportation Committee of the Inter-Agency Council to continue responsibilities for and perform the following:

- Continue to serve as the lead agency for human service transportation and the eventual implementation of a consolidated transportation system in Salem County.
- The Inter-Agency Council should serve as the Salem County member of the SJTPO steering committee concerned with human service transportation and the United We Ride Initiative. This would include participation in the development and update of the Statewide Transportation Improvement Program (STIP).
- Recognizing the need to incorporate Medicaid trips – and to a lesser extent, Access Link trips – the planning of the consolidated system should also address coordination opportunities with the New Jersey Department of Human Services, Division of Medical Assistance and Health Services and their contractors and NJ Transit.
- The Salem County Transportation Resource Guide should be posted on the internet and be more widely distributed throughout the county. Concurrent with the implementation of a consolidated system in Salem County, public transportation information and scheduling should eventually become centralized so any individual or their representative can make one contact (phone or computer) to know how and with whom they can make a trip, at what cost, and have the trip scheduled and confirmed before the contact is completed.

Salem County residents seeking to be eligible to ride Access Link are required to travel to assessment sites, with the closest site located in Bridgeton in Cumberland County. The Transportation Committee of the Inter-Agency Council should advocate for a local site for eligibility assessment on selected days every month, which could help address the perceived inconvenience of the application process and make the service a mobility option for eligible residents in Salem County.

## **Regional Issues**

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

- **Institutional/Policy Issues** – Issues in this category address the roles and responsibilities of local, regional, and statewide agencies in fostering improved coordination at the regional levels. Some issues may focus on organizations and programs themselves, while others may focus on regulatory issues that are



perceived to impede coordination (e.g., rules and regulations regarding vehicle insurance that impede coordination efforts).

- **Services/Eligibility** – These are issues related to client eligibility for human service transportation as well as service improvements, or modifications that might be considered in order to improve coordination and overall access to transportation (e.g., requests for additional services on nights and weekends and more access for non-agency clients to transportation).
- **Public Information/Customer Services** – This category address issues related to enhancing the amount and quality of information provided to customers of existing services and improvements to customer education regarding changes in programs and the services they provide. Also, included in this category are enhancements to the information provided to agencies on federal program requirements (e.g., United We Ride policy related findings and recommendations, such as vehicle sharing).
- **Financial** – Issues in this category focus on such things as use of federal and state funds, especially SCADRTAP funds, cost sharing, agency billing and client user charges. The ability to attract more agencies to the table may require some type of incentives. In the current environment, funding levels are of particular concern because of the economy, stress on local budgets and the reduced SCADTRAP funding with reduced casino revenues.
- **ITS/Technology Improvements** – Intelligent transportation system (ITS) technologies may be implemented to address operational barriers to coordination in the future, including fare coordination. There are many opportunities for ITS to improve both the service delivery and background infrastructure.

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



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

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

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

- **Regional Coordination Committee**

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

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

- Improved communication among the counties;
- Identifying common needs;
- Participate in problem solving where one agency can benefit from the experience of another;
- Share information related to workable service planning and delivery concepts; and

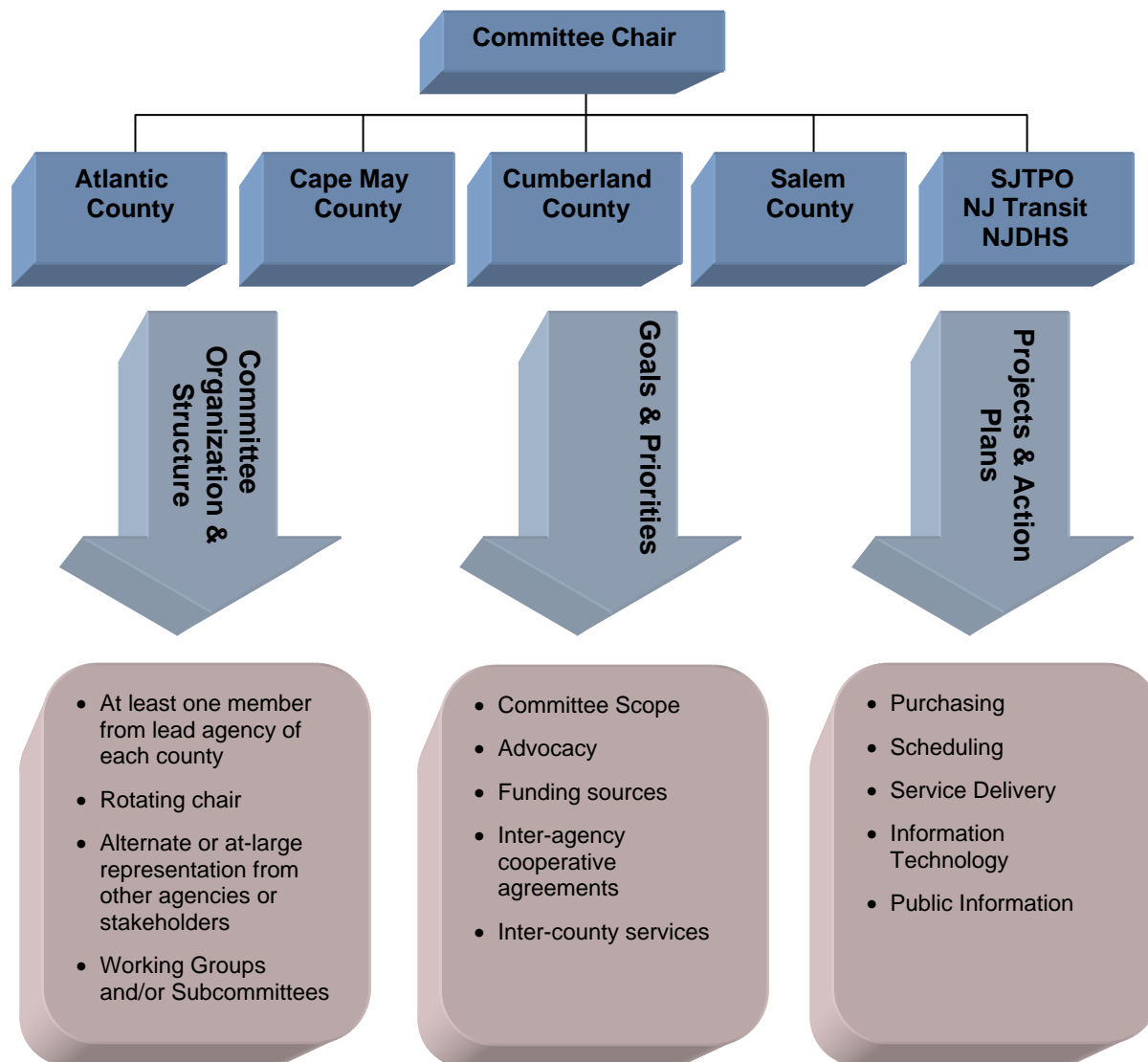
- Provide an umbrella organization for human service transportation programs.

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

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

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

**Figure 7 – Regional Coordination Committee**



- **Joint Purchasing**

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

Joint purchasing is an area in which there is an opportunity to promote coordination and more efficiently use existing resources. As an extension of the Regional Coordination Committee concept, a working group or subcommittee could be established to identify opportunities for joint purchasing of services, equipment, and technologies. In order to ensure that the requirements of the different funding sources (i.e., local, state and federal) are met, joint purchasing policies could be

developed and disseminated through the Regional Coordinating Committee. Standard boilerplates for solicitations could be developed to ensure that appropriate terms, conditions, and clauses are included. The areas that would need to be addressed for such procurements would include:

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

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

- **Fare Policy and Fare Structure**

- ***Coordination Item: Facilitating Joint or Reciprocal Fare Arrangements***

Development of a regional fare policy and fare structure is an area where there could be opportunities for regional coordination. Such coordination could begin with an evaluation of existing fare policies and structures in order to determine what policy changes may enhance coordination on both an intra-county and inter-county level. Even in cases where agencies currently provide services free of charge to the eligible residents of their own county, this does not preclude developing a fare policy and structure in which these services are made available for a fee to those who are not currently eligible.

Depending on the extent to which such coordination is feasible, projects could be developed within the framework of the Regional Coordination Committee to implement a region-wide fare payment system as has been done in other regions of the country. Implementation of a region-wide fare policy and structure would go

hand-in-hand with any efforts to coordinate inter-county trips that currently are not being served.

- **Scheduling and Service Delivery**

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

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

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

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

- A central information center for customer service;
- Satellite call centers for intake and reservations;
- Regional process for determining eligibility for different services;
- Standard operating procedures for service delivery;
- Standard reporting mechanisms to ensure data consistency; and

- Reconciliation procedures for billing of client agencies and payments to service providers.

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

- **Advocacy**

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

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

- Raising public awareness of the services available;
- Informing decision-makers and elected officials on transportation issues;
- Create a working relationship with both NJ Transit and DHS and their contractors (e.g., LogistiCare) as it relates to ADA and Medicaid transportation through the statewide and sector contracts;
- Consolidating efforts to affect public policy and legislative change; and
- Raising public awareness of the human service transportation needs in the region.

Although a certain level of advocacy currently exists in each county, the Regional Coordination Committee structure would create an additional platform from which

the issues and concerns of the constituencies served by the participating agencies could be heard.

- **Scheduling Software and Technology**

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

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

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

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

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

- Simplify access to transportation;
- Reduce duplication of transportation services;
- Streamline federal rules and regulations that may impede the coordinated delivery of services; and
- Improve the efficiency of services using existing resources for people with disabilities, people with lower incomes, and older adults.

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

route and demand responsive services. The current study is designed to update earlier work in terms of the service area and the inventory of current services and providers.

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

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

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

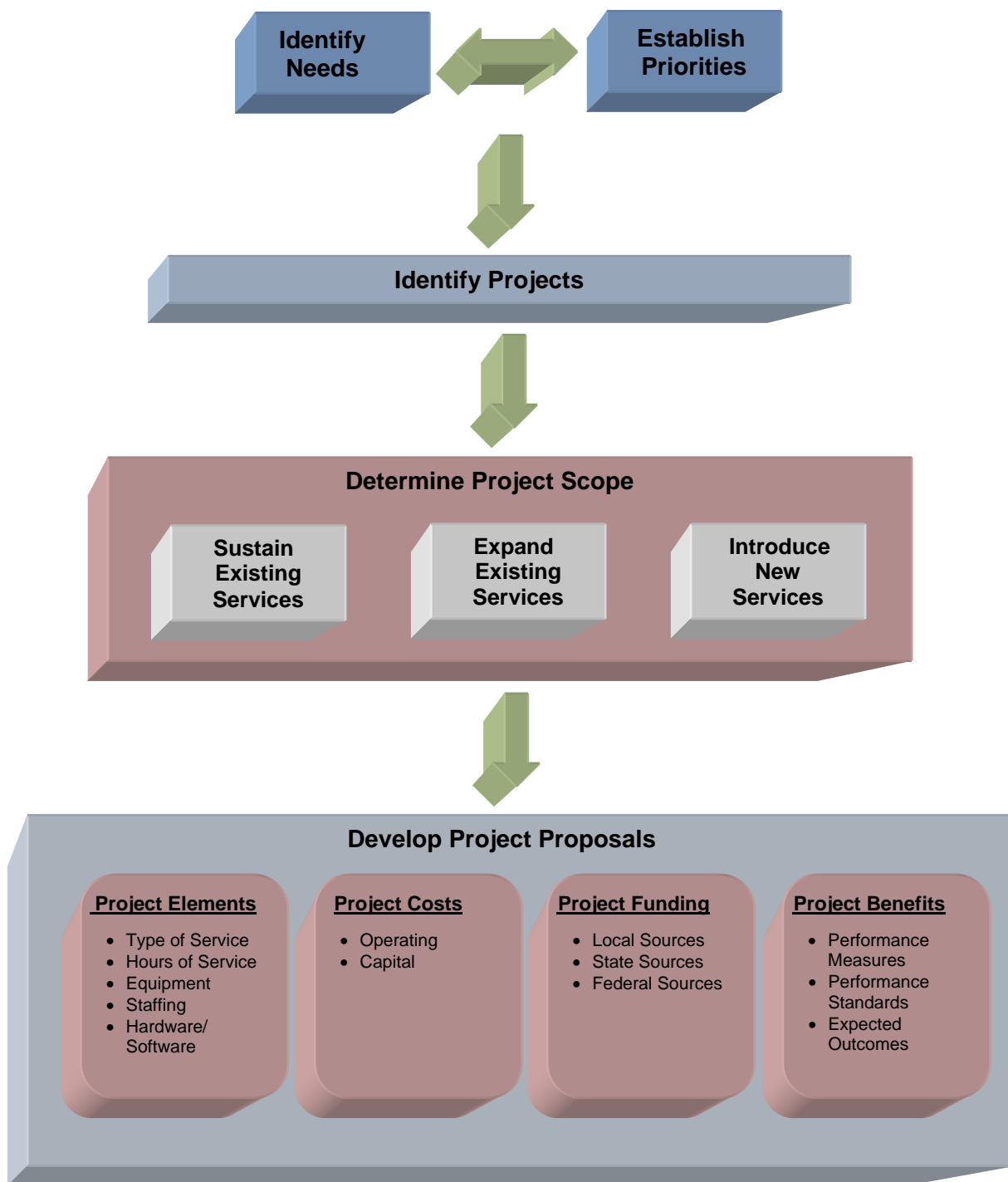
- Projects should be part of a comprehensive strategy to address the transportation needs of the target customer groups (i.e., seniors, persons with disabilities and persons with low income).
- Salem County should devise and direct the development of its own projects with an understanding that these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

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

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



Figure 8 – Project Development Framework



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

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

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

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

- **Project Elements** – The specific project elements would include the type of service that would be provided, a projection of the number of hours of service, as well as the equipment (e.g., vehicles) and staffing needs. For technology projects, the elements would also include the hardware (e.g., computers or mobile data terminals) and software (e.g., scheduling software) that would be required.

- **Project Costs** – Based on the levels of service, equipment, and technology needs, an estimate of the project’s operating and capital costs would be developed. The operating and capital costs should be projected for a three to five year time frame to ensure compliance with federal requirements for financial capacity.
- **Project Funding** – Local, state and federal funding sources would need to be identified to ensure that the project is sustainable (i.e., that the project costs can be covered). Similar to the project costs, funding should be projected for a three to five year time frame to ensure compliance with federal requirements for financial capacity.
- **Project Benefits** – Lastly, the project benefits should be identified. Consistent with the requirements of UWR, the project should attempt to improve the access, efficiency, and/or effectiveness of human service transportation. Specific performance measures and standards should be developed in order to quantify and evaluate the expected outcomes.

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

As part of the current analysis, service providers were contacted to provide information on key operating, ridership, financial and other variables. In addition, some of these agencies participated in the project outreach (Table 21).

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

Organization
American Red Cross - Salem Chapter
ARC of Salem County
Big Brothers, Big Sisters of Cumberland & Salem
B.R. Williams, Inc.
Carneys Point Ambulance
Elmer Ambulance Corps
Healthcare Commons
Pearl Transit Corporation
Puerto Rican Action Committee
Ranch Hope
Riverfront Limousine Service

**Table 18 – Salem County Human Service Transportation Providers (Continued)**

Organization
Salem County Board of Social Services
Salem County Community Bus Service
Salem County Department of Children and Families
Salem County Inter Agency Council of Human Services
Salem County Office for the Disabled
Salem County Office on Aging
Salem County One Stop Career Center
Salem County School-to-Careers & Mid-Atlantic States Food
Salem County Veterans Services
SJH Adult Day Programs
South Jersey Health Care
SUCCESS
United Way of Salem County
Youth Empowerment Zone LLC

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

## **SERVICE PLAN**

The previous chapters presented information on the public and human service transportation system in Salem County and the transportation setting in which the component services operate. Based on this information and the status of recommendations made in the 2007 Human Service Transportation Plan, a coordination and service plan was developed for Salem County. The coordination plan and the proposed organization for human service transportation was presented in the previous chapter. The service plan, which is described here, was presented to Salem County stakeholders, SJTPO and NJ Transit. The recommended plan identifies specific projects to be pursued in order to address the overall goals of the coordination plan. It is anticipated as Salem County pursues these projects, the project proposals will be developed according to the framework established in the Policy Guidelines for Project Development chapter of this report. In addition to these projects, Salem County has also prepared an implementation plan to establish a County Department of Transportation. Although funding has not been secured to execute the plan, Salem County intends to pursue it in the future.

The results of this update indicate that there is a continued need for service improvements in Salem County. These include a need to restore the service operated by Inter-Agency Council, expanding services for the third shift at Gateway and HMS Host, and expanding service for after school to work trips. It was also noted that there is a need to maintain the current level of service provided in the county. The specific service recommendations for Salem County include the following:

- **Restore Inter-Agency Council Service** – In February 2010, the Inter-Agency Council suspended its service due to the loss of local matching funds. This resulted in Pearl Transit's becoming the sole provider of JARC services in the County. If local matching funds can be secured, it is recommended that this service be restored.
- **Third Shift Transportation to Gateway and HMS Host** – If the service operated by Inter-Agency Council is restored, this service should be expanded to serve the third shift at Gateway and HMS Host.
- **After School to Work Transportation** – If the service operated by Inter-Agency Council is restored, this service should be expanded to serve after school to work trips.

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

- **Salem County Office on Aging** – Acquisition of vehicle(s) and operating assistance to maintain existing services
- **Pearl Transit** – Acquisition of vehicle(s) and operating assistance to maintain existing service.

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

# **APPENDIX:**

## Agencies Contacted

### SJTPO Transportation Provider Questionnaire

Organization
American Red Cross - Salem Chapter
ARC of Salem County
Big Brothers, Big Sisters of Cumberland & Salem
B.R. Williams, Inc.
Carneys Point Ambulance
Elmer Ambulance Corps
Healthcare Commons
Pearl Transit Corporation
Puerto Rican Action Committee
Ranch Hope
Riverfront Limousine Service
Salem County Board of Social Services
Salem County Community Bus Service
Salem County Department of Children and Families
Salem County Inter Agency Council of Human Services
Salem County Office for the Disabled
Salem County Office on Aging
Salem County One Stop Career Center
Salem County School-to-Careers & Mid-Atlantic States Food
Salem County Veterans Services
SJH Adult Day Programs
South Jersey Health Care
SUCCESS
United Way of Salem County
Youth Empowerment Zone LLC



### Transportation Provider Questionnaire

The South Jersey Transportation Planning Organization (SJTPPO) is updating and refining the Regional Coordinated Human Service Transportation Plan completed in 2007. As part of this planning process, an inventory of existing county, community, and local agency transportation programs is being undertaken. This survey is designed to gather information about transportation resources and needs specific to the four-county SJTPO region – Atlantic, Cape May, Cumberland, and Salem Counties. Please complete the requested information that is presented below and mail it to our consultant:

Mr. Christopher Fry  
Gannett Fleming, Inc.  
1515 Market Street Suite 2020  
Philadelphia, PA 19102

Voice 215-557-0106 Extension 1510  
Fax: 215-557-0337  
cfry@gfnet.com

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

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

Organization: \_\_\_\_\_

Contact: \_\_\_\_\_

Title: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

Phone: \_\_\_\_\_ email: \_\_\_\_\_

1. Which of the following best describes your organization?

- |   |   |
|---|---|
| <input type="checkbox"/> Municipal Government                       | <input type="checkbox"/> County Government                          |
| <input type="checkbox"/> Private, Non-Profit Human Services Org.    | <input type="checkbox"/> Private, Non-Profit Transportation Company |
| <input type="checkbox"/> Private, For-Profit Transportation Company | <input type="checkbox"/> State Government                           |
| <input type="checkbox"/> Other (Please Specify) _____               |   |

2. What services does your organization provide?

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

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

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

4. Service Levels - Fixed Route

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

5. Service Levels – Demand Responsive

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

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

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

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

Hours of Operation:

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

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

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

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

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

☐ Directly operate ☐ Use contractors

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

☐ No, Manual ☐ Yes, Assisted ☐ Yes, Completely Automated

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

\_\_\_\_\_ Health/medical (e.g., trips to doctor, clinic, drug store, treatment center)

\_\_\_\_\_ Nutrition (e.g., trips to a congregate meal site)

\_\_\_\_\_ Social (e.g., trips to friends/relatives)

\_\_\_\_\_ Recreational (e.g., trips to cultural, social, athletic events)

\_\_\_\_\_ Education/training (e.g., trips to training centers, schools, etc.)

\_\_\_\_\_ Employment (e.g., trips to job interview sites and places of employment)

\_\_\_\_\_ Shopping/personal needs (e.g., trips to the mall, barber, beauty salons, etc.)

\_\_\_\_\_ Social services (e.g., trips to social service agencies, adult daycare, etc.)

\_\_\_\_\_ Other (please specify) \_\_\_\_\_

9. Have you received transportation requests that your agency was unable to accommodate?

☐ No ☐ Yes, Please identify the reason you were unable to provide the service:

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

[3]

SJTPO Regional Human Service Transportation Plan Update



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

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

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

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

[4]

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

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

[5]

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

Period	Past Years				Future
	FY2007	FY2008	FY2009	FY2010	FY2011
Weekday					
Saturday					
Sunday					
Entire Year					

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

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

[6]

*SJTPO Regional Human Service Transportation Plan Update*



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

---

---

---

---

---

---

---

16. Comments: Please use the space below to provide any additional comments:

---

---

---

---

---

---

---

Thank you for your assistance.

Please mail or fax the completed survey form to:

Mr. Christopher Fry  
Gannett Fleming, Inc.  
1515 Market Street Suite 2020  
Philadelphia, PA 19102

Voice 215-557-0106 Extension 1510  
Fax: 215-557-0337  
cfry@gfnet.com

[7]