

SJTPO Regional Human Service Transportation Plan

Final Report Atlantic County

Prepared for
**South Jersey Transportation
Planning Organization**

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

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INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This report presents the initial plan for human services transportation services in Atlantic County and includes proposals for service, organization and management. It establishes a new approach for the various transportation programs. The plan should not be viewed as a static document. In subsequent years, the plan will be refined and modified to reflect changes to conditions and the success of implementing study proposals.

The report contents closely follow the sequence of steps followed in the plan development. This included considerable information on the existing system and its users, formulation of alternatives and selection of a recommended plan. Each of these activities and study documentation is summarized below.

- **Existing Transportation System** – For purposes of this analysis, transportation service have been grouped into two categories. The first are the fixed route services that are primarily provided by NJ Transit. NJ Transit operates a series of fixed bus routes emanating from Atlantic City and providing good coverage to the southeastern portion of the county. In addition, the South Jersey Transportation Authority operates various fixed route shuttle services connecting various locations with Atlantic City. Atlantic City is also served by various jitney routes. Outside of the southeastern portion of the county, fixed route bus lines operate principally on arterial or major roadways and connect urban areas and concentrations of development. Atlantic County is also served by various demand responsive or flexible fixed route human service transportation services. An inventory of these services was prepared by Cross County Connection and provides key statistics on service providers in terms of program orientation/eligibility, span of service and key financial and operating

statistics. It indicates the diverse nature of the human service transportation system and the extent of coordination.

- **Service Area Characteristics** – Another essential input to the planning process is a description of the setting in which the current services are operated. This includes information on target populations as well as the overall development patterns of Atlantic County. Considerable information was obtained from the 2000 U. S. Census which provided data on county population and specific groups (e.g., senior citizens and disabled). In the current analysis, these statistics have been presented in terms of absolute numbers, percentages of total population and density. Major generators within the county were also identified as possible locations requiring service. Other data concerns the journey to work in terms of residence and work locations by mode of travel. Reliance was also placed on earlier analyses that have examined target populations and human service transportation.
- **Self Assessment** – A specific requirement of the United We Ride effort is for stakeholders in each community to rate how well they are doing with respect to operating a coordinated human service transportation program. More than two dozen areas are probed with qualitative ratings: need to begin, needs substantial action, needs some action or done well. For the most part, the results would suggest some efforts with respect to coordination, but with considerable opportunity for improvement.
- **Alternatives** – The prior study steps have developed a wealth of information on the current transportation system and the service area and both existing and potential users of the system. Based on this information, mobility needs have been established with suggestions in terms of both fixed route and demand responsive services to address these needs. In addition, various models for the coordination of existing and new services are described and analyzed.
- **Recommendations** – The concluding section presents the proposals for service coordination along with a proposed timeline. In addition, the chapter provides a fuller description of potential service models to address the identified needs. It contains descriptions in terms of service levels and the means by which the service is operated.

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

EXISTING TRANSPORTATION SYSTEM

This chapter provides a comprehensive description of the current public and human service transportation services in Atlantic County. There are two types of transportation services offered in the county, the first category includes fixed route. The fixed route operators in Atlantic County include NJ Transit, the South Jersey Transportation Authority (SJTA) and the services offered by the Atlantic City Jitney Association. The second category includes flexible fixed route services and demand responsive, or paratransit services. The primary operator of these types of services is the Atlantic County Transportation Unit which is a county agency. However, there are several additional agencies and organizations that either fund or operate these types of services in the county. This chapter provides a description of the services available. The data used to describe the flexible fixed route and demand responsive services in Atlantic County reflect the results of a service provider survey conducted by Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey. This chapter provides a summary of the findings of the survey.

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

Assembling a comprehensive inventory of all services allows for the development of recommendations that utilize existing resources in a more coordinated way and identify the most effective way to meet current and future mobility needs. The following sections provide a detailed description of each service within each of the service types mentioned above.

Fixed Route Service Description

This section describes all of the fixed route public transportation services operated in Atlantic 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 Atlantic County are operated by NJ Transit, the South Jersey Transportation Administration (SJTA) or the Atlantic City Jitney Association (ACJA). NJ Transit operates both rail and bus service in Atlantic County while SJTA and ACJA operate bus services only. Table 1 below lists the routes operated by these organizations along with the Atlantic County communities that are served by the routes.

**Table 1
Fixed Route Services**

Route	From	To	Atlantic County Communities Served
NJ Transit Rail Services			
Atlantic City Line	Atlantic City	Philadelphia	Atlantic City, Absecon, Egg Harbor Township, Hammonton
NJ Transit Bus Routes			
313	Philadelphia	Cape May	Folsom, Hamilton Township, Estell Manor, Corbin City
319	New York	Wildwood	Atlantic City
501	Atlantic City	Brigantine Beach	Atlantic City, Brigantine
502	Atlantic City	Atlantic Cape Community College	Atlantic City, Pleasantville, Egg Harbor Township, Hamilton Township
504	Atlantic City	Ventnor Plaza	Atlantic City, Ventnor City
505	Atlantic City	Longport	Atlantic City, Ventnor City, Margate, Longport
507	Atlantic City	Ocean City	Atlantic City, Pleasantville, Northfield, Linwood, Somers Point
508	Atlantic City	Hamilton Mall	Atlantic City, Pleasantville, Egg Harbor Township, Hamilton Township
509	Atlantic City	Ocean City	Atlantic City, Pleasantville, Northfield, Linwood, Somers Point
551	Atlantic City	Philadelphia	Atlantic City, Hamilton Township
552	Atlantic City	Cape May	Atlantic City
553	Atlantic City	Upper Deerfield	Atlantic City, Pleasantville, Egg Harbor Township, Hamilton Township, Buena Vista
554	Atlantic City	Lindenwold	Atlantic City, Absecon, Pleasantville, Galloway Township, Egg Harbor City, Mullica Township, Hammonton
559	Atlantic City	Lakewood	Atlantic City, Absecon, Galloway Township, Port Republic
SJTA Bus Routes			
Link	Pleasantville	AC Intl Airport	Pleasantville
Breeze	Fairmount Ave Lot	The Walk	Atlantic City
Atlantic City Jitney Association Bus Routes			
1 - Pink	New Hampshire Ave	Jackson Avenue	Atlantic City
2 - Blue	Trump Marina	Pacific Avenue	Atlantic City
3 - Green	Trump Marina	Pacific Avenue	Atlantic City
4 - Orange	Jackson Avenue	Indiana Avenue	Atlantic City

Reflecting the development patterns of Atlantic County and its density, the communities in the southeastern portion of the county receive a high level of fixed route coverage by NJ

Transit routes. In the central and western portion of the county NJ Transit fixed route bus service is oriented along major highway routes that serve urban concentrations. It should also be noted that service is mainly provided on the main east-west thoroughfares in these parts of the county. SJTA and ACJA fixed route services are provided within Atlantic City only. The SJTA service in Atlantic City is designed to connect an SJTA owned parking lot with various attractions in the city. The ACJA services are also designed to provide frequent connections between the various tourist locations in Atlantic City.

While Table 1 lists the fixed routes operated in Atlantic County, it does not provide any indication of the level of service provided. Table 3 and Table 3 provide the span of service and the frequency at which these routes operate respectively.

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

Route	Weekday	Saturday	Sunday
NJ Transit Rail Service			
Atl. City Line	4:35AM-2:24AM	4:35AM-2:24AM	4:35AM-2:24AM
NJ Transit Bus Service			
313	6:30AM-1:09AM	6:30AM-1:09AM	6:30AM-1:09AM
319	7:30AM-2:05AM	7:30AM-2:05AM	7:30AM-2:05AM
501	24 Hours	24 Hours	24 Hours
502	5:05AM-11:49PM	7:48AM-11:49PM	8:18AM-8:50PM
504	6:29AM-12:00AM	6:29AM-12:00AM	7:57AM-8:00PM
505	24 Hours	24 Hours	24 Hours
507	24 Hours	24 Hours	24 Hours
508	5:32AM-2:01AM	5:40AM-1:56AM	5:40AM-1:56AM
509	6:00AM-12:49AM	6:00AM-12:49AM	6:00AM-12:49AM
551	24 Hours	24 Hours	24 Hours
552	24 Hours	24 Hours	24 Hours
553	24 Hours	24 Hours	24 Hours
554	24 Hours	24 Hours	24 Hours
559	24 Hours	24 Hours	24 Hours
SJTA Bus Routes			
Breeze	10:00AM-7:00PM*	10:00AM-7:00PM	10:00AM-7:00PM
Atlantic City Jitney Association Bus Routes			
1 - Pink	24 Hours	24 Hours	24 Hours
2 - Blue	24 Hours	24 Hours	24 Hours
3 - Green	24 Hours	24 Hours	24 Hours
4 - Orange	7:00AM-7:00PM	7:00AM-7:00PM	7:00AM-7:00PM

* During the summer months the Breeze operates until 10:00 PM Monday-Sunday

**Table 3
Frequency of Service – Fixed Routes
(Average frequencies in minutes)**

	Weekday			Saturday		Sunday	
Route	Peak	Base	Evening	Day	Evening	Day	Evening
NJ Transit Rail Services							
Atl. City Line	90	120	90	105	120	105	120
NJ Transit Bus Routes							
313	3 Round Trips Daily						
319	120	120	150	120	150	120	150
501	30	60	60	60	60	60	60
502	20	20	30	20	30	30	-
504	50	50	50	50	50	90	-
505	15	15	15	20	20	20	25
507	60	30	60	30	60	30	60
508	60	60	60	60	60	60	60
509	60	60	60	60	60	60	60
551	30	30	30	30	30	30	30
552	60	30	120	60	120	60	120
553	30	30	30	30	60	45	90
554	30	60	60	60	60	60	60
559	60	60	120	60	120	60	120
SJTA Bus Routes							
Breeze	30	30	30	30	30	30	30
Atlantic City Jitney Association							
1 - Pink	5-15						
2 - Blue	5-15						
3 - Green	5-15						
4 - Orange	5-15						

Each of these NJ Transit fixed routes in Atlantic County operate Monday through Sunday. Also, all of them operate during the evening with various routes offering 24 hour service both during the week and on weekends. Certain routes, including Routes 502, 505, 551, 553 and 554, offer service every 30 minutes or less throughout the service day. Other NJ Transit bus routes in Atlantic County offer service typically every 60 throughout the service day. Bus routes 313 and 319 as well as the Atlantic City Line rail service are long distance routes that offer service at a much lower frequency with Route 313 offering only three round trips per day.

SJTA's the Breeze service operates Monday through Sunday from 10:00 AM to 7:00 PM during the winter months and from 10:00 AM to 10:00 PM during the summer. The route runs on a continuous loop offering service at approximately every 30 minutes. Three of the four ACJA routes are operated 24 hours each day of the week with Route 4 – Orange being available only between 7:00 AM and 7:00 PM. These routes run on a continuous loop and the frequency

depends on the number of vehicles operating the route at any given time. Typically, frequencies on these routes range from five to 15 minutes throughout the day.

This shows that the fixed route transit network in Atlantic County is fairly extensive in the southeastern portion of the county. However, in the remainder of the county, the fixed route network has limited ability to serve the diverse mobility needs of Atlantic County residents. This is particularly an issue in the central portion of the county which has seen significant population growth over the past several years. Given the rural nature of most of western Atlantic County, a limited fixed route network is to be expected.

Description of Demand Responsive Services

Demand responsive refers to services in which the actual routing and schedule of the vehicles is, to a varying degree, determined by passenger reservations and requests. This includes both flexible fixed route services and purely demand responsive services. Flexible fixed routes do have a set alignment with scheduled time points, however, the vehicle will deviate from that alignment within certain parameters to accommodate a passenger request. Passengers can either board at bus stops along the established route alignment without a reservation or at a requested alternative site by prearrangement.

In a purely demand responsive service, routing between origins and destinations is not set and, in most cases, there are no scheduled stops. Both the flexible fixed route (for points not on the main alignment) and demand responsive service require advanced reservations to make a trip.

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

Service Availability and Eligibility - The services operated by the various agencies and non-profit organizations provide considerable service coverage in Atlantic County for certain trip types and particular special needs populations. Table 4 lists all of these services, the span of the service, coverage and the eligibility criteria for each.

There are 15 different organizations in Atlantic County that provide some type of transportation to either the general public or to specific client groups or target populations. It should be noted that these are the organizations that responded to the survey conducted by Cross

County Connection and for which information was able to be assembled. There may be more organizations in Atlantic County providing such services.

The Atlantic County Transportation Unit and the SJTA are the only demand responsive services in Atlantic County which are open to the general public. The Atlantic County Transportation Unit operates throughout the day Monday through Sunday but provides evening service on Tuesday, Thursday and Saturday only. Evening service is provided to meet the needs of dialysis patients who have appointments in the evening dialysis sessions. Therefore, the evening service hours are committed and are not available to other groups or the general public. It should also be noted that the general public service is available for the rural areas of the county only. This service is not guaranteed and is provided on a space available basis. Most trips provided by the Atlantic County Transportation Unit are provided to specific population groups traveling under certain transportation funding programs. The SJTA service, the Link, while open to the public, can only be used for trip designed to connect certain employment sites in Atlantic County with NJ Transit fixed route services at the Pleasantville Transportation Center.

Various municipalities in Atlantic County provide service which is open to any resident who is 60 years old or over (55 or over in Hamilton Township). All other demand responsive services are available only to the clients of the service provider. Other target populations are eligible for these services such as low income individuals who can access services through the Puerto Rican Action Committee services. Persons with certain disabilities are eligible for services provided by various providers such as the Easter Seals. It should be noted that only three of the demand responsive services provided in Atlantic County operate on the weekends and only one, the Atlantic County Transportation Unit, operates during the weekday evenings.

**Table 4
Service Availability and Eligibility Criteria for Demand Response Services**

Service	Span	Coverage/Purposes	Eligibility
Access Link (NJ Transit)	At same times as applicable fixed route service	Within ¾ mile of a NJ Transit fixed route service	Disability which prohibits person from accessing fixed route service
Atlantic City Transportation	M-F – 8:00AM-4:00PM Sat. – 5:00AM-12:00PM	Nutrition site and social service trips for demand response, any trip purpose for flex fixed – in Atlantic City	Seniors (60 or over), disabled, low income for demand response. General Public for flex fixed.
Atlantic County Transportation Unit	M,W,F 4:00AM-6:00PM T, Th., Sat. 4:00AM-11:00PM Sun. - 8:00AM-4:00PM	Medical, nutrition site, recreational, employment/education, social service trips in Atlantic County; limited service to Vineland, Philadelphia and Wilmington, DE	Seniors (60 or over), disabled, JARC program participants, veterans, Medicaid, general public
City of Brigantine	M, T, Th. 9:00AM-12:00PM W, F 9:00AM-3:00PM	Any trip purpose for eligible riders in City of Brigantine	Senior (60 and over) and disabled residents
Easter Seals of New Jersey	M-F – 8:30AM – 4:00PM No Weekend Service	Employment, personal business, recreation, community outings in Cape May and Atlantic Counties	Agency clients
Elwyn New Jersey	M-F – 8:00AM-5:00PM	Any trip purpose in Cumberland, Gloucester, Atlantic Counties	Agency clients and family members of clients

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

Service	Span	Coverage/Purposes	Eligibility
Family Services Association	M-F – 7:00AM-4:30PM	Medical, social service trips in Atlantic County and parts of Cumberland County	Agency clients
Galloway Township Senior and Social Services	M-F – 8:30AM-4:30PM	Medical, education/ employment, personal business trips in Galloway Twp. and Port Republic	Senior (60 and over) and disabled residents
Hamilton Township Senior Center	M-F – 7:00AM-5:00PM	Nutrition site, recreation trips riders	Senior (55 and over) and disabled residents
Kessler Memorial Hospital	M,W,F 6:30AM - 6:30PM T,Th,Sat 6:30AM – 2:30PM	Medical trips	Agency clients
Margate Senior Citizens Bus	M-F – 9:00AM-3:00PM	Any trip purpose for eligible riders in Margate, Longport and Ventnor	Senior (60 and over) residents
City of Pleasantville	M-F – 7:00AM-4:30PM	Medical, nutrition site trips in Pleasantville, Northfield, Egg Harbor Twp. and Mays Landing	Senior (60 and over) residents
Puerto Rican Action Committee of Southern New Jersey (PRAC)	M-F - 9:00AM - 4:00PM	To employment/job training, medical facilities, social service offices in Atlantic, Cape May, Cumberland and Salem Counties	Agency clients and DFYS referred clients
Shirley Eves Development Therapeutic Center	M-F – 8:00AM-6:00PM 2 weekends/month to activities	Health/medical trips, training/employment trips in parts of Cumberland, Salem, Atlantic and Gloucester Counties	Agency clients
South Jersey Transportation Authority	M-F – 5:00AM-9:00AM and 1:00PM-5:00 PM	Demand response feeder for employment trips between Pleasantville TC and specific employment sites	General Public

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

An overall conclusion from this data is the fact that service for the general public is provided on a space available basis. A seat for a member of the general public for any trip purpose is not guaranteed on any service other than the fixed routes operated in the county.

In addition to the operators that responded to the survey, NJ Transit reports that the ARC of Atlantic County, Caring, Inc, Career Opportunity, Inc. and Disabilities Resource Center, Inc. all operate services for their clients using vehicles funded through the 5310 program.

Operating Arrangements and Trip Scheduling - It is important to compare the various scheduling policies and techniques of the carriers to identify similarities or compatibilities with one another. Understanding the amount of advanced time requested by the carriers for trip reservations also provides an indication of the accessibility and flexibility of the available services. In addition, many of the service providers listed in Table 4 do not actually operate the service they provide. Instead, they contract with an outside party to actually operate the trips. The contractor may also be responsible for taking reservations and scheduling the service.

As Table 5 shows, approximately half of the services provided in Atlantic County require at least a one-day notice for a reservation. The longest notice needed is for the Atlantic City Transportation services which request a two week notice from passengers. There are also numerous services that do not require any specific notice from their passengers. Typically, these are private non-profit and for-profit organizations that provide transportation services their own clients. The one exception is the Atlantic County Transportation Unit which also does not require a specific notice.

The Atlantic County Transportation Unit classifies the trips that they provide under the various service programs as either “life essential” or “life enhancing”. For example, a senior traveling under the senior transportation program who must travel to a doctor’s appointment is classified as life essential whereas if that same passenger wanted to use the service to visit a friend, they would be classified as life enhancing. For life essential trips, passengers can call for a reservation up to seven days prior to their desired date of travel. For life enhancing trips, passengers must wait until two days before their desired date of travel. This allows for the prioritization of life essential trips. Any passenger can call on the same day that they desire to travel and request service. It will be provided if space is available. It should be noted that all rural general public trips are classified as life essential.

Table 5 also shows that all but two of the service providers directly operate their transportation services. The only exceptions are NJ Transit’s Access Link program and Elwyn New Jersey which both contract with outside parties for service operation. It should be noted that certain entities which commonly provide and often operate service in other counties are not

involved in transportation at all in Atlantic County. This includes the county Board of Social Services and Department on Aging whose transportation functions are addressed by the Atlantic County Transportation Unit. To an extent, this reflects some degree of coordination of human service transportation.

**Table 5
Advanced Reservation Policy and Operating Arrangement**

Service	Advance Reservation	Operating Arrangement
Access Link (NJ Transit)	1 day	Contract with Laidlaw Transit Services
Atlantic City Transportation	2 weeks	Directly Operated
At. County Transp. Unit	No notice needed	Directly Operated
City of Brigantine	1 day	Directly Operated
Easter Seals of NJ	NA	Directly Operated
Elwyn New Jersey	NA	Contract with outside operators
Family Services Association	NA	Directly Operated
Galloway Twp. Sr. Center	Same Day	Directly Operated
Hamilton Twp. Sr. Center	No notice needed	Directly Operated
Kessler Memorial Hosp.	4 hours	Directly Operated
Margate Sr. Citizens Bus	24 hours	Directly Operated
City of Pleasantville	No notice needed	Directly Operated
PRAC	2 days	Directly Operated
Shirley Eves	NA	Directly Operated
SJTA	Subscription	Directly Operated

Staffing and Vehicle Inventory - This section provides information on the level of staffing and the size of the fleets utilized by the 13 service providers that responded to the survey and indicated that they directly operate their services. This allows for a determination of the overall scale of the public and human service transportation network currently available in the county. Table 6 shows the number of drivers employed by each of the providers to operate the services. A total of 107 full-time and 3 part-time drivers are employed by nine providers. In addition, four providers indicated that they use a total of 21 non-transportation staff persons to operate the service they provide to their client groups. Two service providers that directly

operate service indicated that they use a total of eight volunteer drivers to operate service. It should be noted that PRAC employs 22 full-time drivers, but as a regional organization, not all of these drivers may be dedicated to service in Atlantic County. This is also true for the SJTA which employs 35 full-time drivers.

**Table 6
Staffing - Drivers**

Service	Full-Time	Part-Time	Non-Trans Staff	Volunteer
Atlantic City Transportation	5	0	0	0
Atlantic County Transp. Unit	39	0	0	0
City of Brigantine	0	0	0	7
Easter Seals of NJ	0	0	16	0
Family Services Association	1	3	0	0
Galloway Twp. Sr. Center	1	0	2	0
Hamilton Twp. Sr. Center	2	0	1	0
Kessler Memorial Hosp.	1	0	0	0
Margate Sr. Citizens Bus	0	0	0	1
City of Pleasantville	1	0	0	0
PRAC*	22	0	0	0
Shirley Eves	0	0	2	0
SJTA**	35	0	0	0
Total	107	3	21	8

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

** SJTA operates transportation services throughout southern New Jersey, not all of these drivers are dedicated to demand response service in Atlantic County

In addition to these providers, Belleplain Emergency, which is a service operator in the area with which various agencies contract for service, employs 20 full-time drivers. Not all of these drivers are dedicated to only human service transportation services in Atlantic County.

The second component of this section is an analysis of the vehicle inventory used by the service providers that directly operate service to provide these services in Atlantic County. Table 7 below provides a breakdown of the type of vehicles owned and operated by each provider. Also noted is the number of vehicles in each provider's fleet which are equipped with wheelchair lifts.

**Table 7
Vehicle Inventory**

Service Provider	Buses	Vans	Sedans	Total	Wheelchair Accessible
Atlantic City Transportation	3	1	0	4	2
Atlantic County Transp. Unit	39	1	4	44	39
City of Brigantine	0	1	0	1	0
Easter Seals of NJ	0	4	7	11	4
Family Services Association	1	0	0	1	1
Galloway Twp. Sr. Center	2	0	1	3	2
Hamilton Twp. Sr. Center	0	1	2	3	0
Kessler Memorial Hosp.	0	2	0	2	2
Margate Sr. Citizens Bus	1	0	0	1	1
City of Pleasantville	No Data				
PRAC*	0	0	26	26	0
Shirley Eves	0	0	2	2	1
SJTA**	11	12	0	23	23
Total	57	22	42	121	75

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

** SJTA operates transportation services throughout southern New Jersey, not all of these vehicles are dedicated to demand response service in Atlantic County

Among the 13 service providers that directly operate service, there is a total active service fleet of 121 vehicles. This consists of 57 small buses (39 of which are owned by the Atlantic County Transportation Unit), 22 vans and 42 sedans. Minivans with capacities of seven passengers or less as well as SUV's are considered sedans in this analysis. Of the 121 vehicles,

75 are wheelchair accessible. As noted above, PRAC operates in the four southern counties of New Jersey and not all of their fleet of 26 vehicles is used for service in Atlantic County. The same is true for the SJTA which operates a fleet of 23 vehicles.

Belleplain Emergency also has a fleet of vehicles that can be made available for service operation in Atlantic County. In addition, vehicles are available in Atlantic County as part of the Access Link program operated by Laidlaw Transit Services under contract with NJ Transit.

Operating Measures - This portion of the analysis discusses various operating statistics for the public and human service transportation network in Atlantic County. Table 8 provides the number of annual vehicle hours and miles operated by each of the service providers that directly operate their services. In addition, the number of passenger trips provided by each of the organizations is listed. It should be noted that the data included in the table is incomplete and represents only the data that was submitted by the various providers. Not all organizations participating in the survey effort were able to provide the operating statistics requested. Also, the data was not assembled or calculated in a uniform way. This situation would suggest opportunities for improvement in both content and uniformity of reporting. This information is presented here to provide some indication of the overall level of public and human service transportation activity in Atlantic County.

The largest service provider in Atlantic County is the Atlantic County Transportation Unit which operates 51,373 vehicle hours of service annually and provides 166,673 passenger trips. This number includes all of the rural general public, elderly, disabled, veterans and employment program related passenger trips. The table also shows that the SJTA provides more passenger trips than the Atlantic County Transportation Unit, but not all of the SJTA services are provided in Atlantic County. It should also be noted that all of the service listed for PRAC is not operated in Atlantic County but rather throughout southern New Jersey. Another point to note is that Access Link provides a substantial number of trips in Atlantic County. At 55,220 annual passenger trips, Access Link represents approximately 10 percent of the passenger trips provided in Atlantic County according to these survey results. This is different from the remaining three counties in southern New Jersey where Access Link provides a small number of trips on an annual basis. The discrepancy between Atlantic County and the other three counties in the SJTPO region is that Atlantic County has a more extensive NJ Transit fixed route bus network.

Operating speed varies widely among those agencies that reported both vehicle hours and vehicle miles of operation. Speeds range from 5.4 miles per hour to 23.5. The average for all providers who supplied both hours and miles data is 8.8 miles per hour. The Atlantic County Transportation Unit, the largest provider, has an average speed of 14.0 miles per hour. Productivity, as measured in terms of passenger trips per vehicle hour of operation, also exhibits wide variation. Productivity ranges from 0.29 passengers per hour to 6.95. The group average for the providers that supplied the necessary data is 1.78 passengers per hour which is slightly higher than the 3.24 passengers per hour carried by the Atlantic County Transportation Unit.

The overall results of the combined system reflect dispersed development patterns, trip lengths and limited eligibility.

**Table 8
Annual Operating Statistics by Carrier**

Service	Vehicle Hours	Vehicle Miles	Passenger Trips	Speed (MPH)	Passengers/ Hour
Access Link (NJ Transit)	No Data	No Data	55,220	-	-
Atlantic City Transportation	78,000	436,800	22,872	5.6	0.29
Atlantic County Transp. Unit	51,373	720,039	166,673	14.0	1.63
City of Brigantine	1,300	7,000	4,000	5.4	3.24
Easter Seals of NJ	11,520	192,000	3,680	16.7	0.32
Elwyn New Jersey	No Data			-	-
Family Services Association	780	18,336	5,148	23.5	6.60
Galloway Twp. Sr. Center	900	15,289	2,020	17.0	2.24
Hamilton Twp. Sr. Center	3,840	37,595	8,112	9.8	2.11
Kessler Memorial Hosp.	4,680	20,000	240	4.3	0.05
Margate Sr. Citizens Bus	No Data	11,700	6,261	-	-
City of Pleasantville	No Data	9,531	1,668	-	-
PRAC	31,815	No Data	5,970	-	0.19
Shirley Eves	1,560	36,000	2,496	23.1	1.60
SJTA**	38,452	556,524	267,139	14.5	6.95
Total	224,220	2,060,814	551,499	10.6 (!)	2.18 (!)

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

** SJTA operates transportation services throughout southern New Jersey, not all of this service reflects the level of demand on demand response service in Atlantic County

! Calculated using only the performance for which both measures necessary were available

Again, the data in Table 8 is incomplete and was not gathered in a prescribed uniform manner. However, the data does provide some indication of the level of public and human service transportation in the county. This shows that, as a network, a significant amount of transportation service is being provided in the county with approximately 225,000 vehicle hours

being operated and 551,500 trips being provided annually. At this level of activity, some type of coordination of services should be beneficial.

Summary

This chapter provided a description of the public and human service transportation network available in Atlantic County including fixed route, flexible fixed route and demand responsive services. The network is characterized by three operators, NJ Transit, SJTA and the Atlantic City Jitney Association providing fixed route service mainly in the southeastern portion of the county and 13 other organizations providing flexible fixed route or demand responsive services throughout the county. The review indicated that the majority of demand responsive transportation services operated in Atlantic County are almost solely available to specific demographic or client groups. It was also observed that most of these services are limited to the daytime hours during weekdays only. However, the flexible fixed route and demand responsive services that are currently operated by the various providers represent a relatively large transportation system. A total demand response service network of 121 vehicles offers approximately 225,000 vehicle hours and provides 551,500 passenger trips annually. Given this level of activity, it would seem that there are opportunities for greater coordination of these services which could lead to a higher level of availability and expanded mobility options. These opportunities will be examined in subsequent steps of this study process.

SERVICE AREA CHARACTERISTICS

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

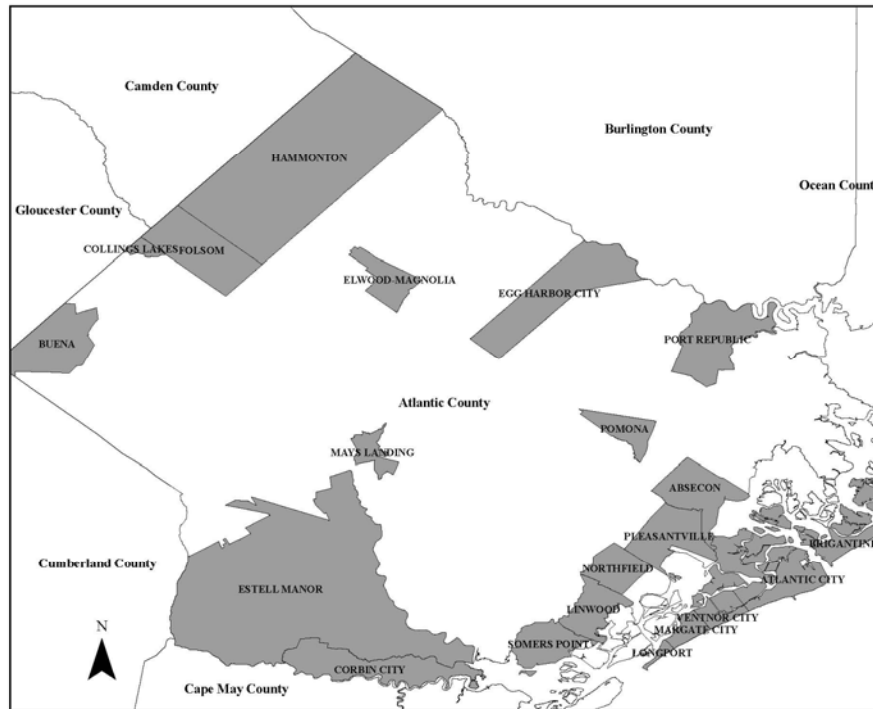
The information presented in this chapter is based on data from the 1990 and 2000 U.S. Census, the Atlantic County Department of Regional Planning and Development as well as the South Jersey Transportation Planning Organization. Most of the data provided is recorded to the U.S. Census defined census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

Service Area Description

Atlantic County is located in southeastern New Jersey, approximately 50 miles southeast of Philadelphia, 60 miles southeast of Trenton and 95 miles south of Newark. The county covers 561.1 square miles and is bordered by Ocean and Burlington counties to the north, Camden, Gloucester and Salem Counties to the west and Cumberland and Cape May Counties to the south. Figure 1 shows Atlantic County and its surrounding area.

Major corridors in the county include the Garden State Parkway which runs north-south through the county and the Atlantic City Expressway which runs east-west.

**Figure 1
Atlantic County**



Demographic Indicators

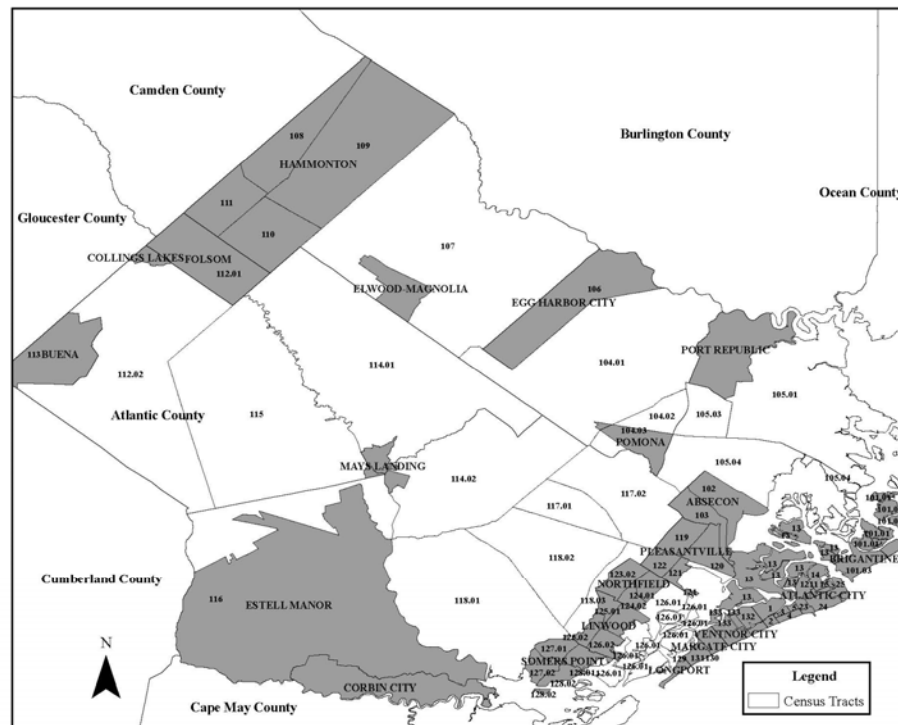
One of the major elements of any public and human service transportation analysis is an examination of the demographic factors that influence overall travel and the needs for public and human service transportation within any given area. These factors include characteristics about the area population including population size, population density, population age and household income. To gain an understanding of these factors, the geographic distribution of certain key target populations is examined. These populations include seniors, persons with disabilities, low-income individuals and youth. Each of these populations is examined in terms of the overall number of persons in the target population within each tract, the density of that population and the percent of the overall tract population comprised by the target population.

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

numbers show where potential demand for the public and human service transportation network exists.

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

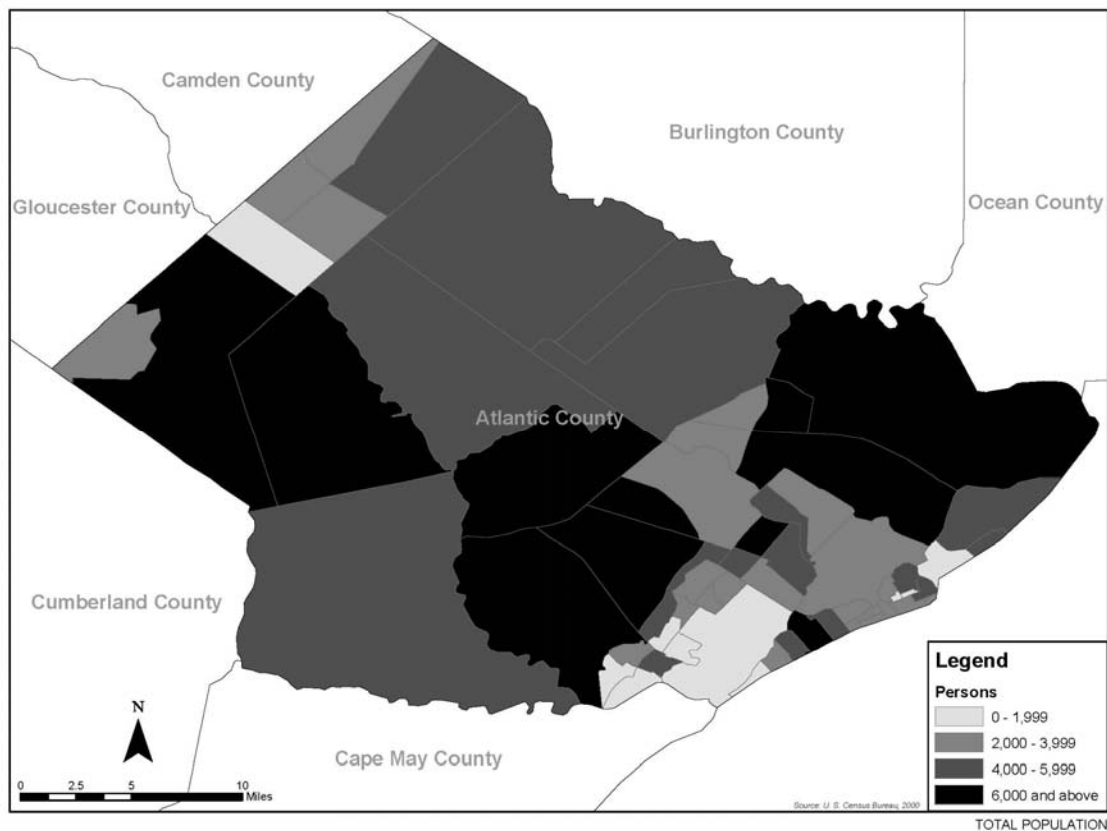
Figure 2
Atlantic County Census Tracts and Census Places



Population - The 2000 U.S. Census indicates that the total population in the Atlantic County is 252,552. Of this total population, 40,517 people (16.0 percent) live in Atlantic City, the largest municipality in the county. This population composition has remained steady according to the results of the 1990 and 2000 U.S. Census. In 1990, the population of Atlantic City accounted by 16.9 percent of the county population. According to the 2000 U.S. Census, the municipalities in the southeastern portion of the county along the shoreline including Absecon, Pleasantville, Northfield, Linwood, Somers Point, Brigantine, Atlantic City, Ventnor City, Margate City and Longport account for 50.9 percent of the population in the county, or

128,429 people. Figure 3 provides a graphical demonstration of the population levels throughout the county.

**Figure 3
Total Population**



Population Trends - As noted above, the 2000 U.S. Census indicates that the total population in the county area is 252,552. This represents an increase of 12.6 percent from the 1990 county population of 224,327. This population increase has been most dramatic in Galloway Township, Egg Harbor Township and Hamilton Township which all experienced population growth of more than 25.0 percent between 1990 and 2000. These three municipalities had a combined population growth of 18,548 which represents 65.7 percent of the population growth in the county. Table 9 provides population trend data for each municipality in the county between 1990 and 2000.

**Table 9
1990 – 2000 Population Trend by Municipality**

Municipality	1990 Population	2000 Population	Population Change 1990-2000	Percent Change 1990-2000
Absecon	7,298	7,638	340	4.7
Atlantic City	37,986	40,517	2,531	6.7
Brigantine	11,354	12,594	1,240	10.9
Buena Borough	4,441	3,873	(568)	(12.8)
Buena Vista Township	7,655	7,436	(219)	(2.9)
Corbin City	412	468	56	13.6
Egg Harbor Township	24,544	30,726	6,182	25.2
Egg Harbor City	4,583	4,545	(38)	(0.8)
Estell Manor	1,404	1,585	181	12.9
Folsom Borough	2,181	1,972	(209)	(9.6)
Galloway Township	23,330	31,209	7,879	33.8
Hamilton Township	16,012	20,499	4,487	28.0
Hammonton	12,208	12,604	396	3.2
Linwood	6,866	7,172	306	4.5
Longport Borough	1,224	1,054	(170)	(13.9)
Margate City	8,431	8,193	(238)	(2.8)
Mullica Township	5,896	5,912	16	0.3
Northfield	7,305	7,725	420	5.6
Pleasantville	16,027	19,012	2,985	18.6
Port Republic	992	1,037	45	4.5
Somers Point	11,216	11,614	398	3.6
Ventnor City	11,005	12,910	1,905	17.3
Weymouth Township	1,957	2,257	300	15.3
Total	224,327	252,552	28,225	12.6

While the shore communities grew between 1990 and 2000, much of the population growth in Atlantic County occurred in the three large municipalities along the Atlantic City Expressway and the Garden State Parkway corridors: Egg Harbor Township; Galloway Township; and Hamilton Township. Table 10 provides 2010 population projections for each municipality.

**Table 10
2010 Population Projections by Municipality**

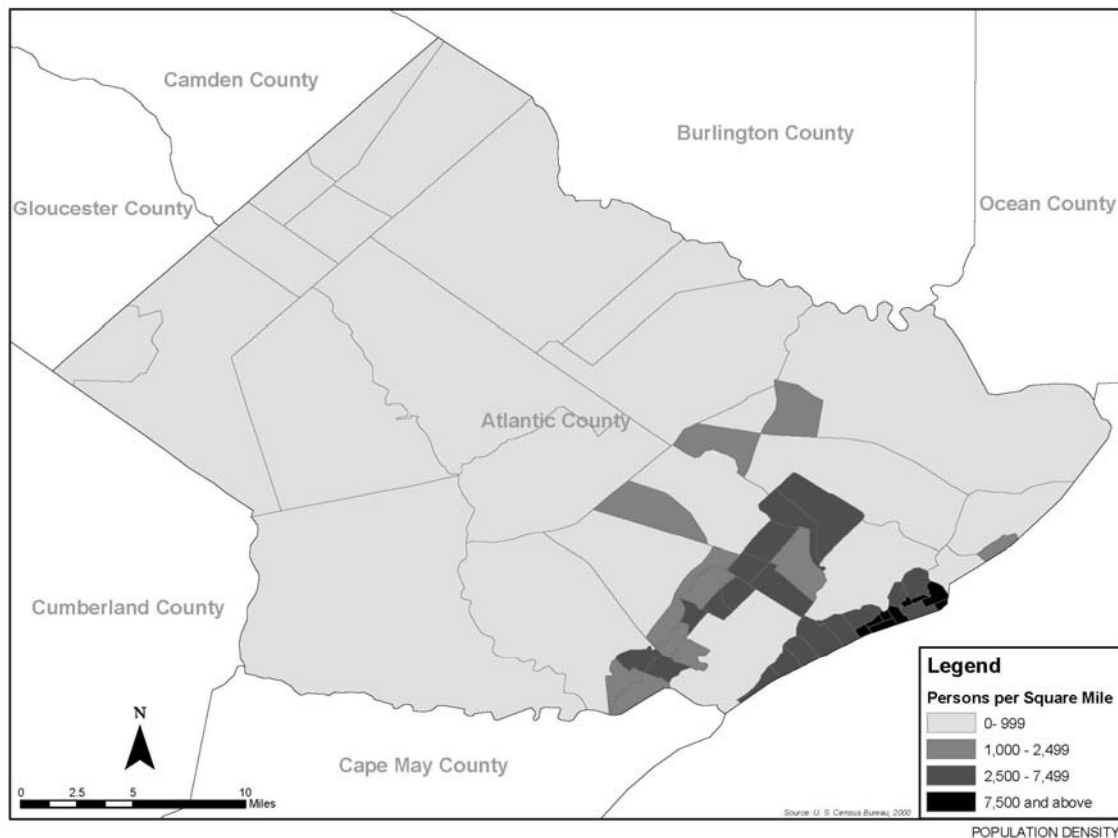
Municipality	2000 Population	Projected 2010 Population	Population Change 2000-2010	Percent Change 2000-2010
Absecon	7,638	8,064	426	5.6
Atlantic City	40,517	41,017	500	1.2
Brigantine	12,594	13,055	461	3.7
Buena Borough	3,873	3,923	50	1.3
Buena Vista Township	7,436	7,892	456	6.1
Corbin City	468	586	118	25.2
Egg Harbor Township	30,726	39,093	8,367	27.2
Egg Harbor City	4,545	4,580	35	0.8
Estell Manor	1,585	1,762	177	11.2
Folsom Borough	1,972	2,045	73	3.7
Galloway Township	31,209	38,806	7,597	24.3
Hamilton Township	20,499	25,213	4,714	23.0
Hammonton	12,604	13,663	1,059	8.4
Linwood	7,172	7,774	602	8.4
Longport Borough	1,054	1,083	29	2.8
Margate City	8,193	8,686	493	6.0
Mullica Township	5,912	6,287	375	6.3
Northfield	7,725	8,369	644	8.3
Pleasantville	19,012	19,657	645	3.4
Port Republic	1,037	1,128	91	8.8
Somers Point	11,614	11,809	195	1.7
Ventnor City	12,910	13,137	227	1.8
Weymouth Township	2,257	2,451	194	8.6
Total	252,552	280,080	27,528	10.9

Source: SJTPO Population Projections

The population of Atlantic County is projected to grow by 10.9 percent between 2000 and 2010 to a total population of 280,080. It is projected that all municipalities in Atlantic County will add population throughout the decade with the bulk of the growth continuing to occur in Egg Harbor Township, Galloway Township and Hamilton Township. The projected combined population growth of 20,678 in these three municipalities represents 75.1 percent of the total projected growth in the county.

Population Density - A critical factor impacting the viability of public transportation service is the density of residential development. Public transportation tends to attract more riders in denser areas for many reasons, including the fact that densely populated regions tend to include a diversity of income and age groups. Also, denser development patterns tend to include a mix of uses and are characterized by pedestrian friendly design thereby facilitating the use of public transportation service. Atlantic County contains 561.1 square miles of land area. With a total population of 252,552, the county has an overall population density of 450 persons per square mile. However, much of the area population is concentrated in certain municipalities. Figure 4 demonstrates the population density within each census tract

**Figure 4
Population Density**



The southeastern portion of the county is the most densely populated area. Most areas of Atlantic City and some tracts in Brigantine exhibit population densities of 7,500 persons per square mile or more with all tracts in Brigantine, Atlantic City, Ventnor City, Margate City and Longport having population densities above 2,500 persons per square mile. Certain tracts in

communities along the shore on the mainland including Absecon, Pleasantville, Northfield, Linwood and Somers Point have population densities between 2,500 and 7,499 with all the tracts in these communities having densities over 1,000 persons per square mile. Also, Pomona and certain tracts in Egg Harbor Township have population densities between 1,000 and 2,499 persons per square mile. The remainder of the county is characterized by population densities of less than 1,000 persons per square mile.

While no single measure exists, it is generally recognized that densities in excess of 2,500 persons per square mile are necessary to make fixed route bus service viable. Demand response or flexible fixed routes are more appropriate for areas with population densities below that level. This would indicate that traditional fixed route services would only be viable in the eastern part of the county with other modes being used to serve the remaining sections.

Senior Citizen Population - There are several “target” market groups for public and human service transportation. These groups generally have limited transportation mode choices so that, in most cases, they must rely on public or human service transportation services to travel because they are either not able to drive or do not have access to an automobile. Senior citizens (persons 60 years old and older) are one of these groups. There are 44,598 people age 60 and over in Atlantic County. This represents 17.7 percent of the overall county population which is similar to the statewide average of 17.2 percent. Figure 5 shows the geographic distribution of the senior citizen population throughout Atlantic County. The largest senior populations exist in the census tracts in the Northfield, Linwood areas as well as in the northeast, northwest and southeast corners of the county.

Figure 5
Senior Citizen Population (60 and Above)

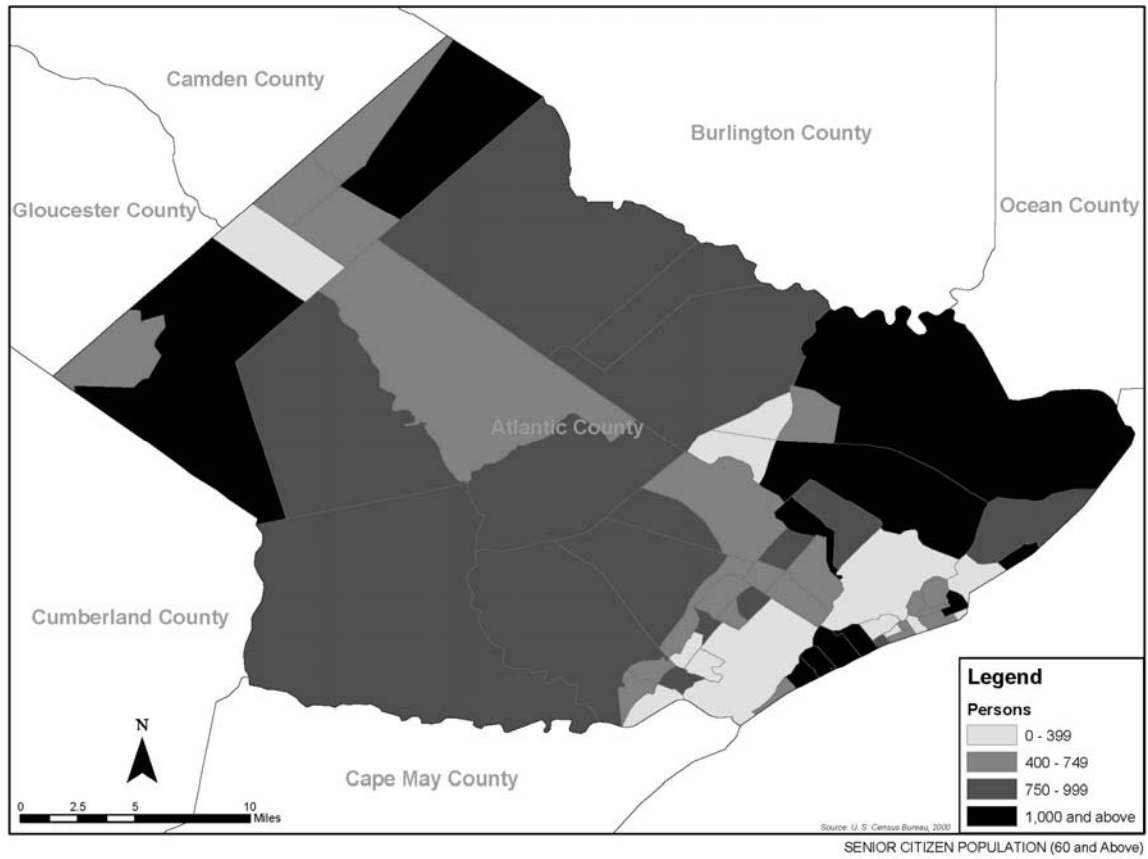


Figure 6 shows that the density of the senior population follows the same pattern as overall population density with the higher densities being concentrated in the southeastern portion of the county. Another way to measure the prevalence of this population within each census tract is to examine the percent of the overall tract population encompassed by the senior population.

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

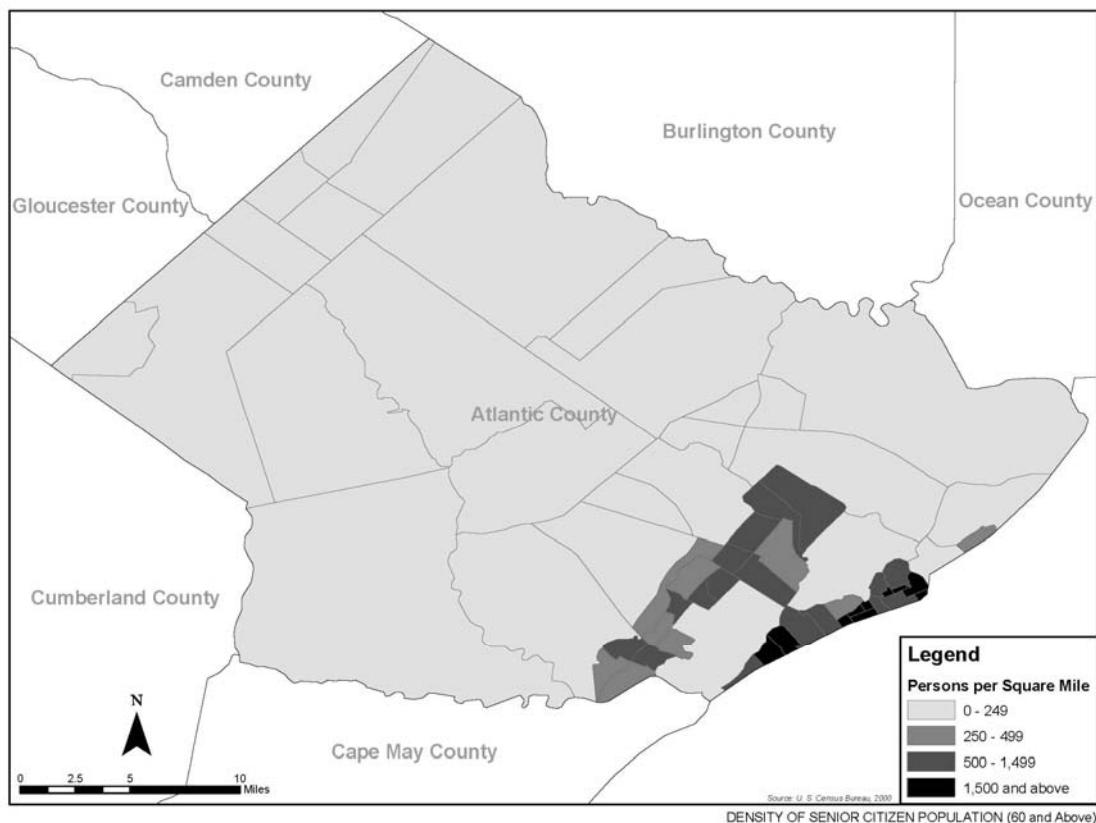
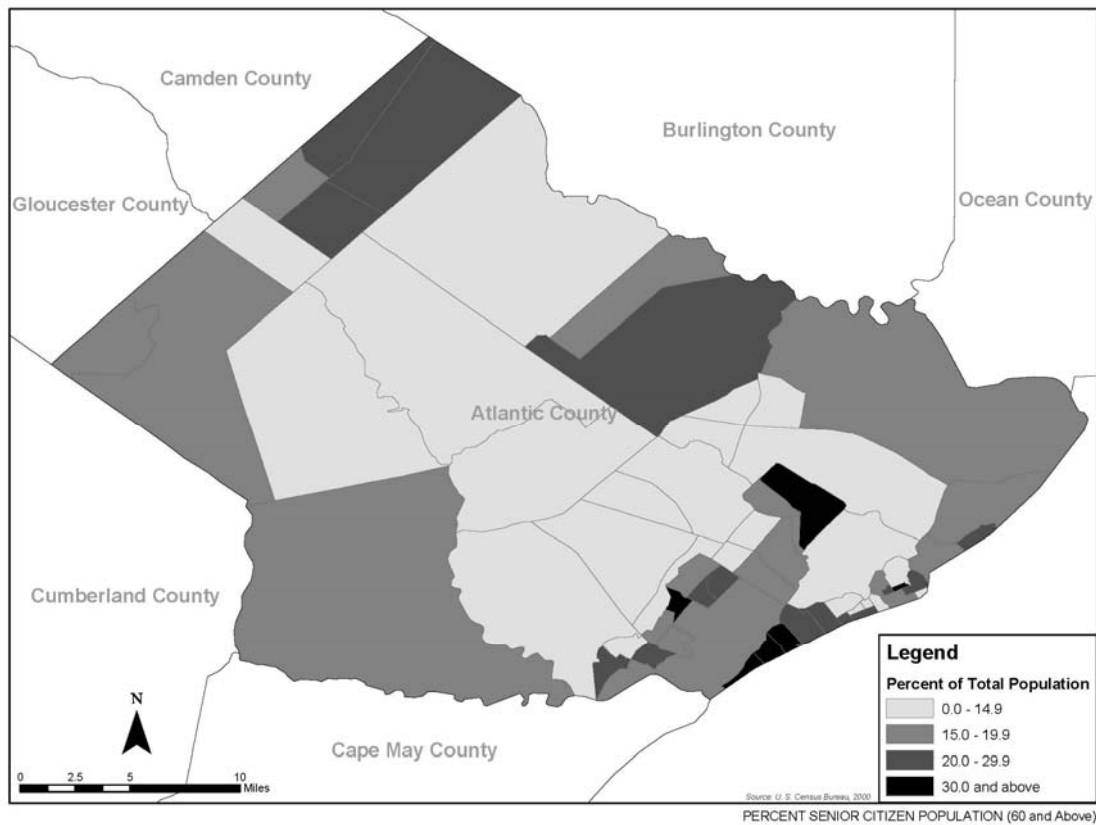


Figure 7 shows that the tracts in which seniors make up the highest percentage of overall population are located in Ventnor City, Margate City as well as areas of Linwood and Absecon. Other areas with high percentages of seniors are located in Atlantic City, Galloway Township and Hammonton.

Figure 7
Percent Senior Population (60 and Above)



Persons with Disabilities - A second population that is often disproportionately reliant on public and human service transportation services are those with some type of physical disability. In many instances, the disability experienced by these people precludes them from driving an automobile. Figure 8 depicts the geographic distribution of this population. This population is fairly well distributed among the various tracts in the county.

Figure 8
Disabled Population

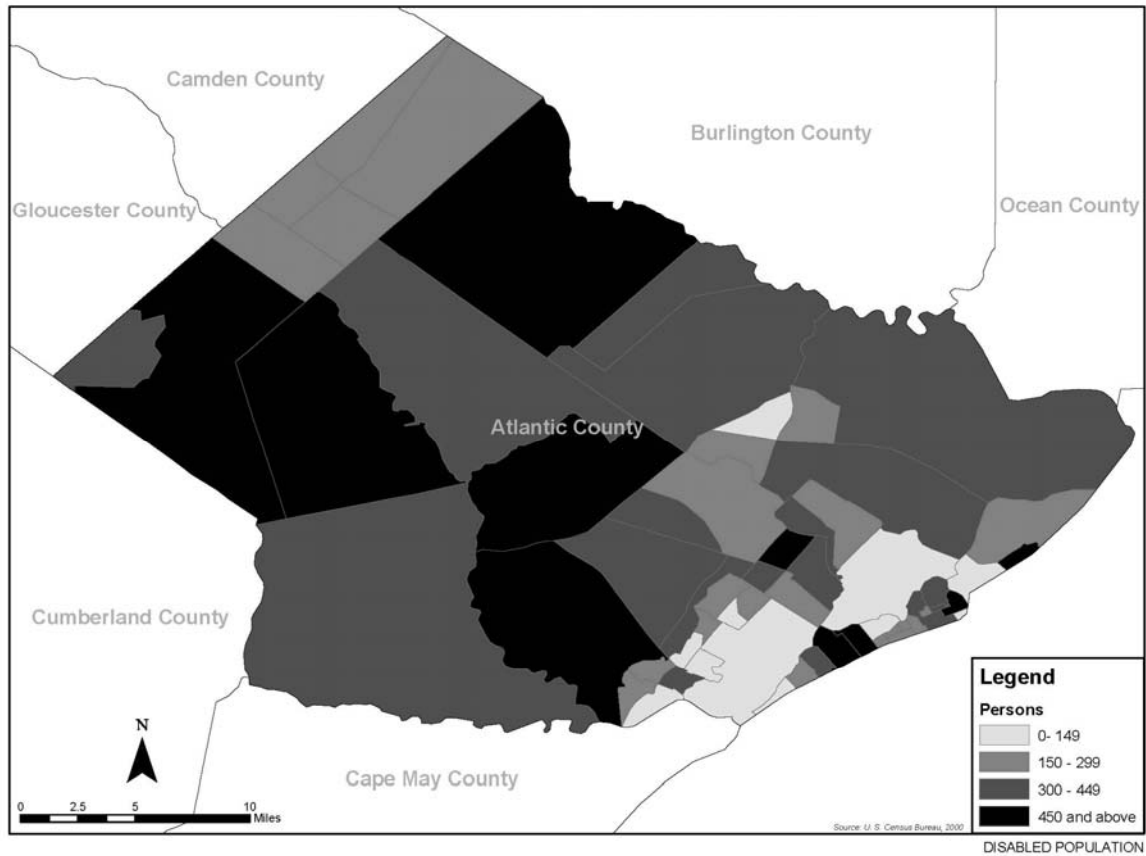
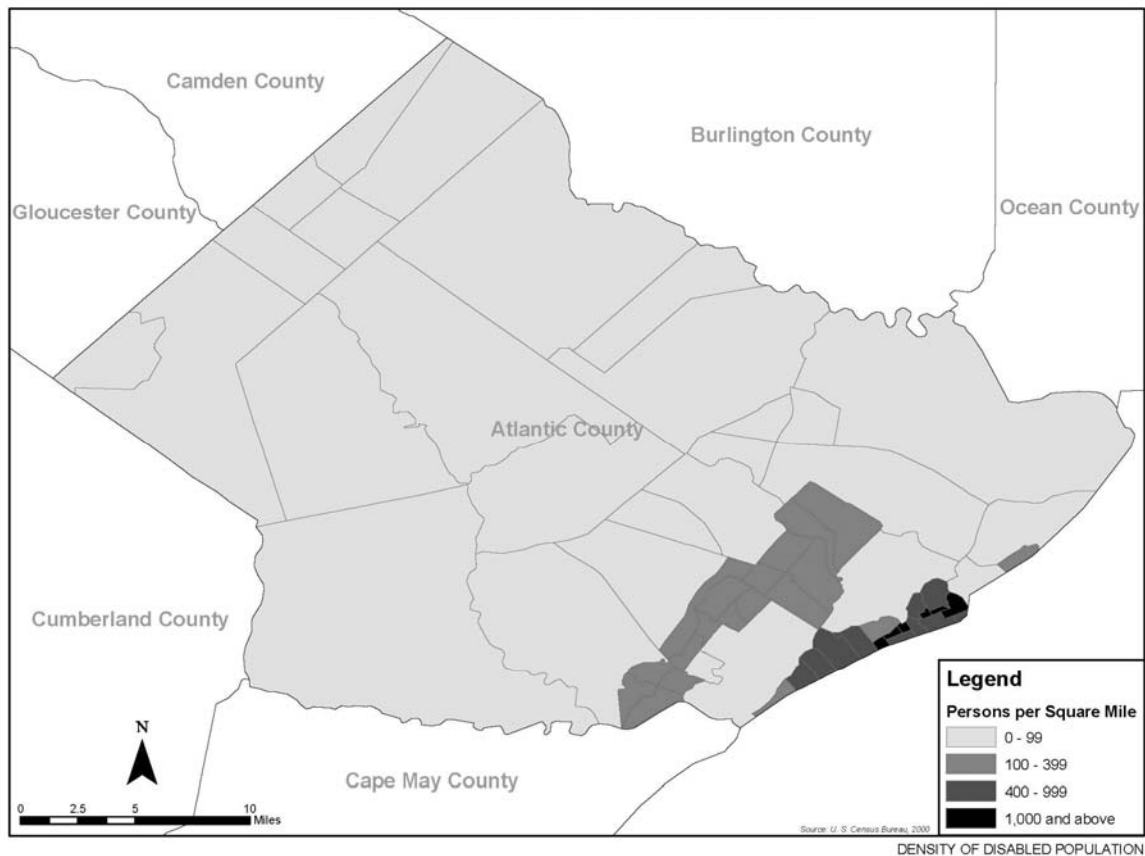


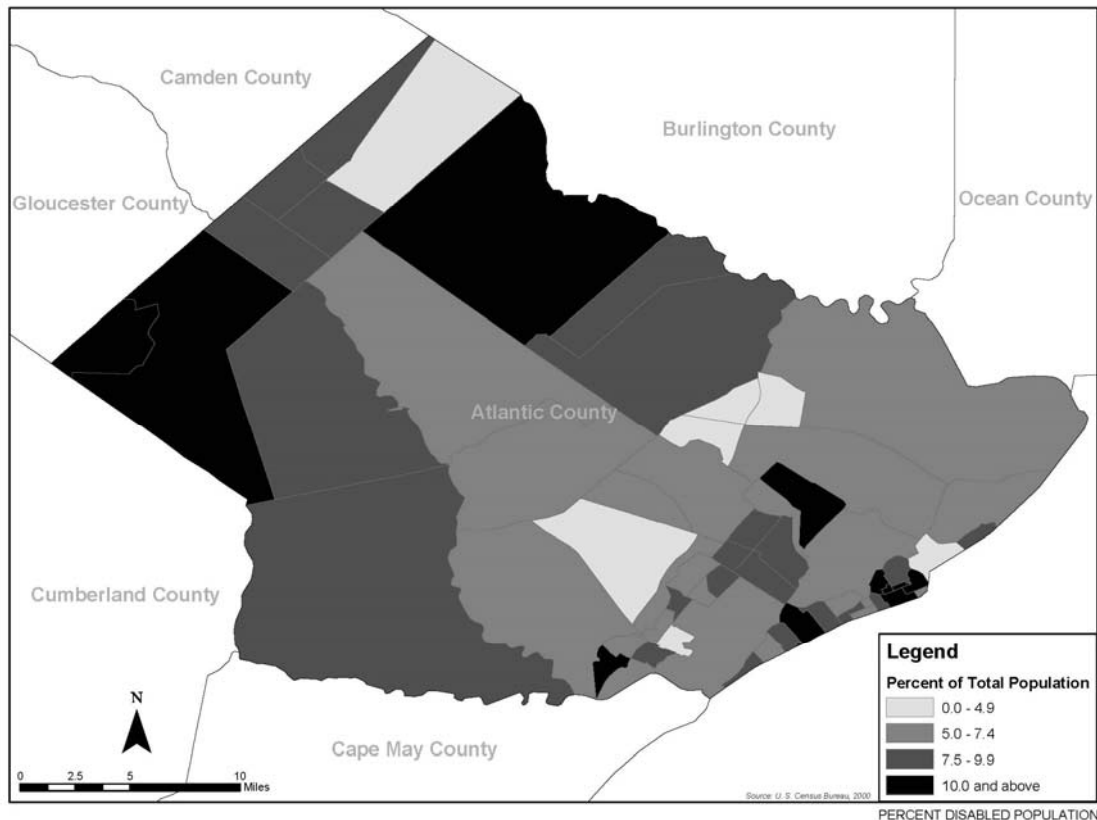
Figure 9 provides the density levels for each tract. The density of the population of persons with disabilities exhibits the same pattern as overall population density again with the highest concentrations located in the shore communities and tracts just west of the Garden State Parkway.

On a percentage basis, Figure 10 shows that the population of persons with disabilities is fairly evenly distributed throughout the county with the highest percentage figures existing in tracts in certain tracts of Atlantic City, Absecon, Somers Point, Mullica, Buena and Buena Vista.

**Figure 9
Density of Disabled Population**



**Figure 10
Percent Disabled Population**



Persons at or Below the Poverty Level - Another important target population for public and human service transportation includes people living at or below the defined poverty level. Lower income persons tend to rely more heavily on public or human service transportation because many are unable to afford an automobile, cannot afford a second automobile for their household, or choose not to use their limited income for an automobile. The 2000 U.S. Census showed a total of 25,906 persons in Atlantic County living at or below the poverty level which represents 10.3 percent of the county population.

Figure 11 shows the overall population of persons living at or below the poverty level in each tract in Atlantic County. The tracts with the largest number of this population exist in areas of Atlantic City, Absecon and Pleasantville as well as in Buena Vista.

In terms of density, Figure 12 shows that the pattern for this population is, again, the same as the density of overall population with the heaviest concentrations in the southeastern portion of the county with the highest densities in Atlantic City.

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

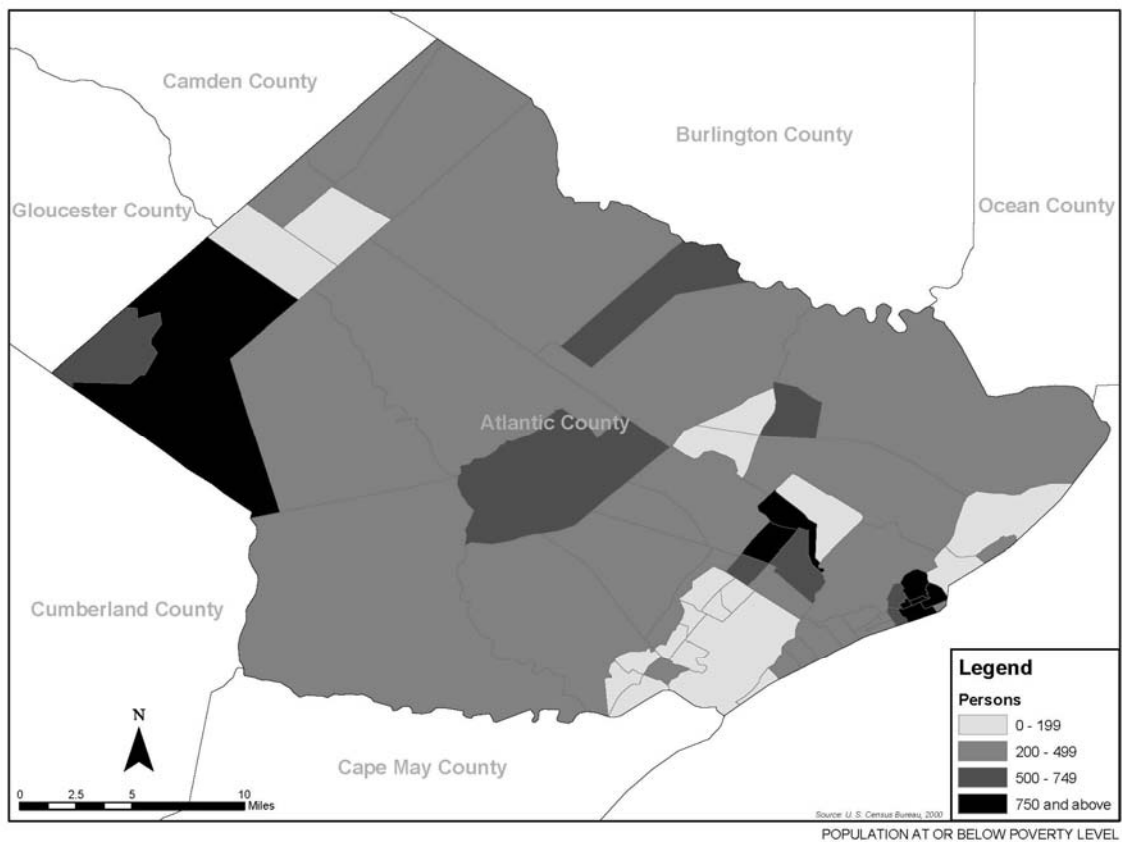
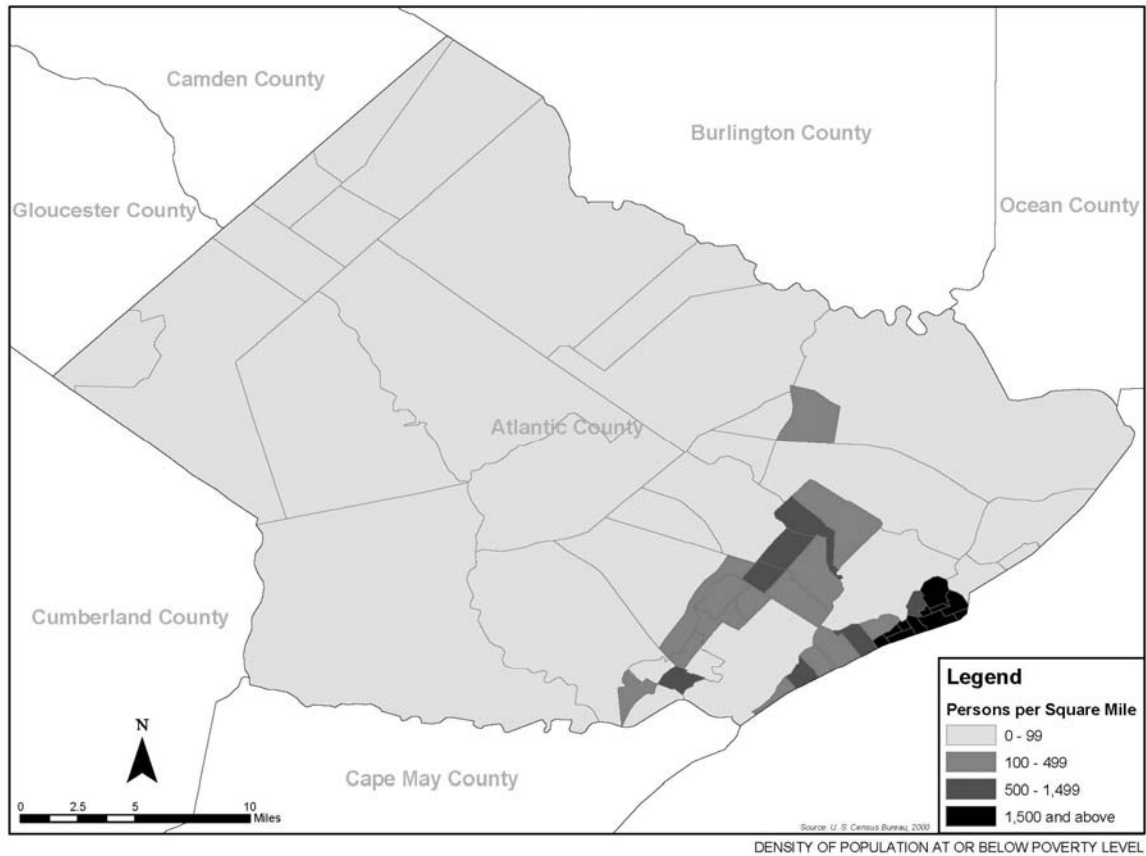
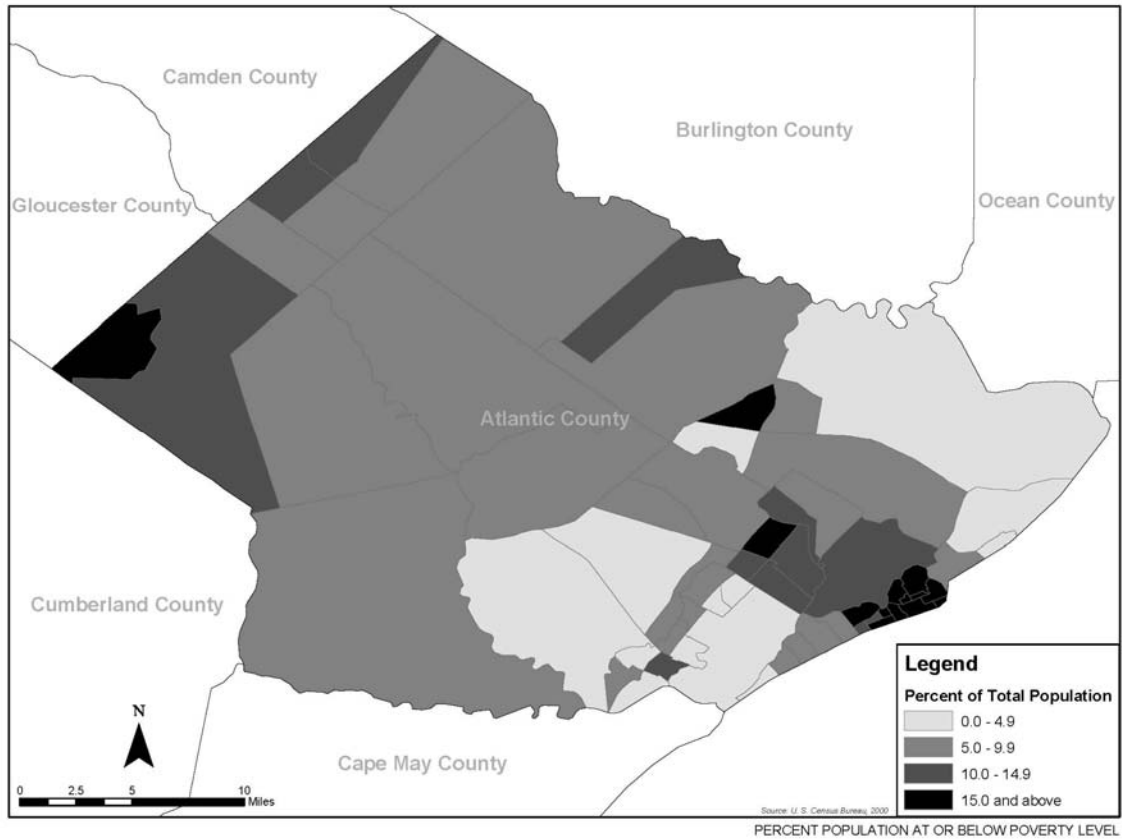


Figure 12
Density of Population at or Below the Poverty Level



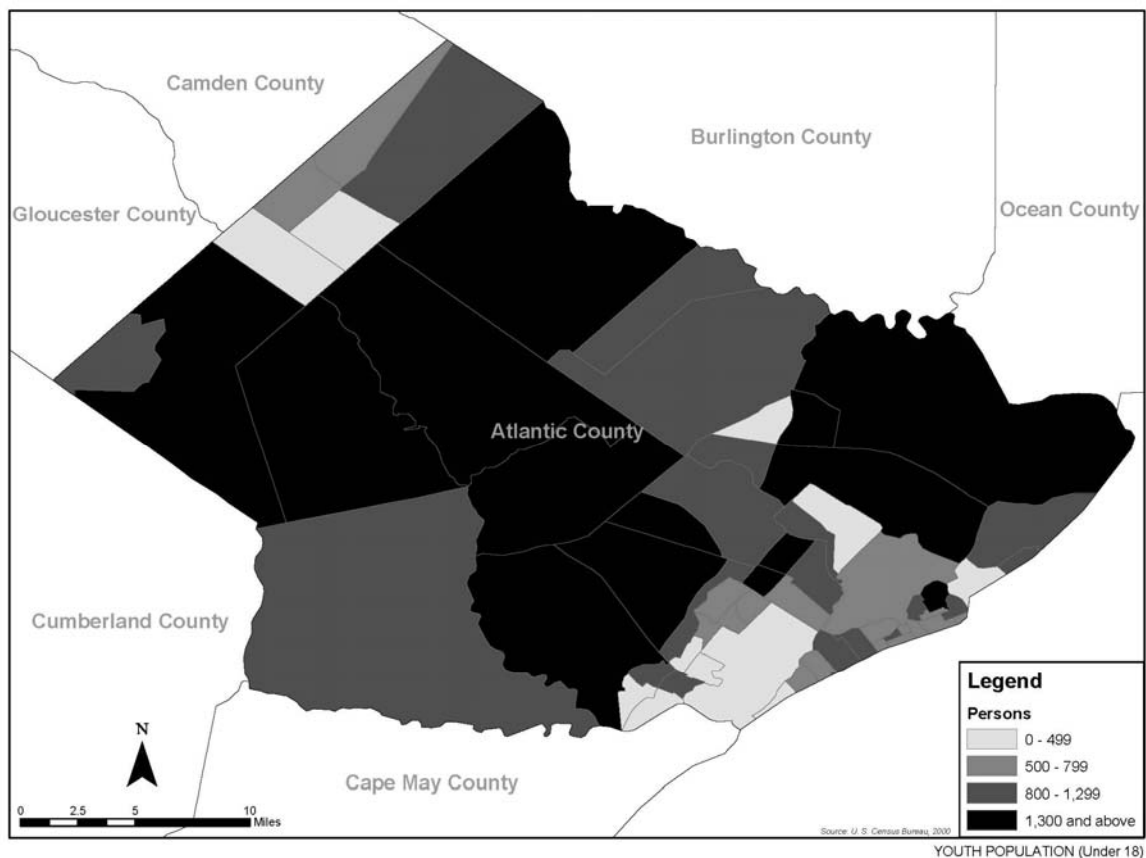
On the basis of percentage of total population, the tracts with the largest percent of the population living at or below the poverty level are in areas of Atlantic City, Pleasantville, Pomona as well as in Buena. This pattern is demonstrated in Figure 13.

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



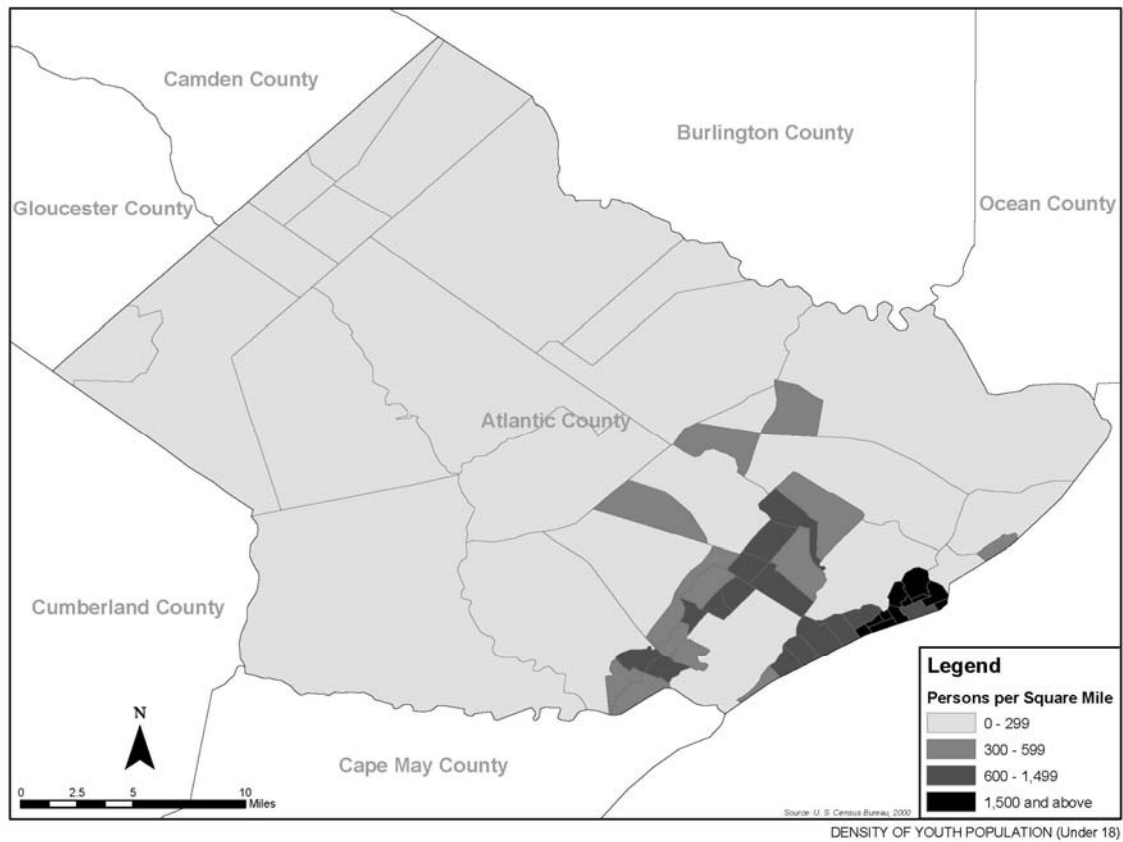
Youth Population - The youth population (persons under 18 years) is another group which generally relies more heavily than the general public on public transportation services, as many are unable to drive legally or have no access to a car. The 2000 U.S. Census showed that there were 62,508 persons under the age of 18 in Atlantic County which represents 24.6 percent of the county population. Figure 14 shows the overall number of youth in each tract throughout the county. Unlike most of the other target population factors, the tracts with the largest number of youth are in the western and northern portion of the county.

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



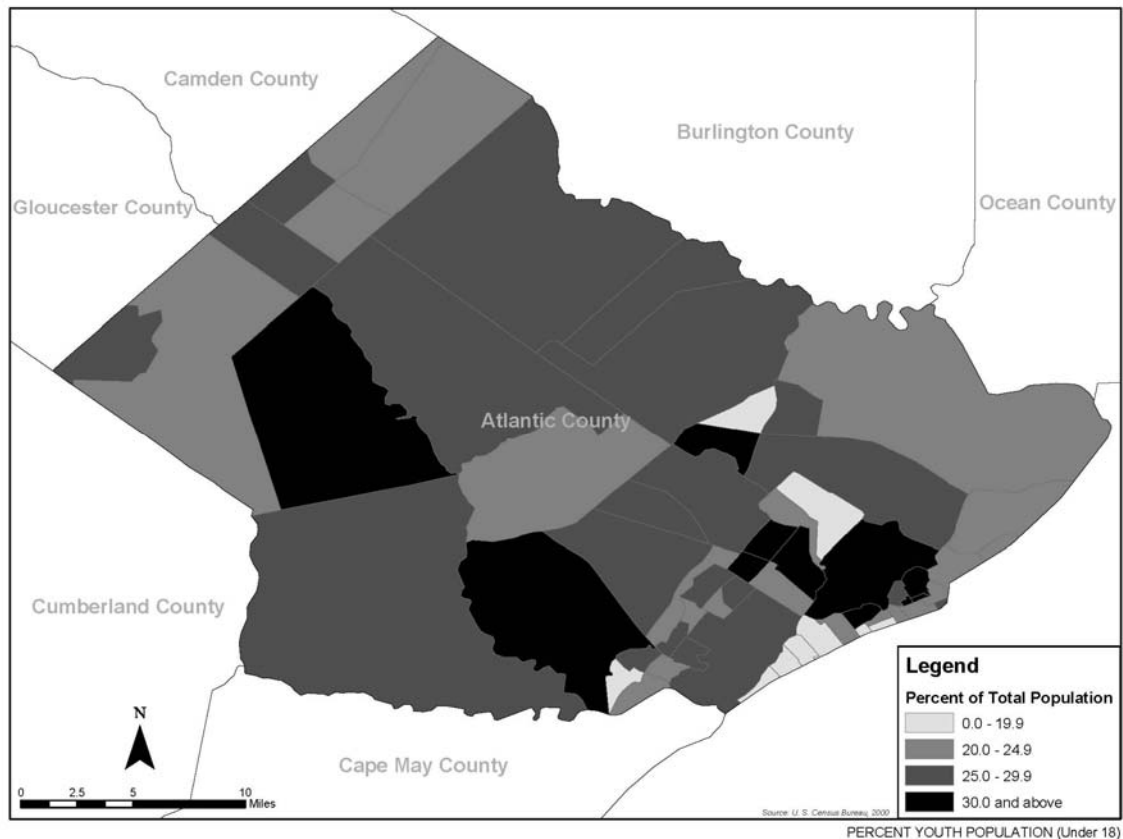
However, on a density basis, the heaviest concentrations of youth exist in the southeastern communities. Figure 15 demonstrates this pattern.

Figure 15
Density of Youth Population (Under 18)



On a percentage basis, the youth population is fairly evenly distributed throughout the county. The tracts with the highest percentage of youth population are in Pomona, Pleasantville, Egg Harbor Township and Hamilton Township. This is shown in Figure 16.

**Figure 16
Percent Youth Population (Under 18)**



Economic Indicators

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

Labor Force – The labor force in a given area is defined by the Census as persons over 16 years of age residing in a tract who are either employed or are actively seeking employment. Figure 17 illustrates the distribution of the labor force throughout the county. The labor force is distributed throughout the county with most tracts containing more than 1,000 members of the labor force.

**Figure 17
Labor Force**

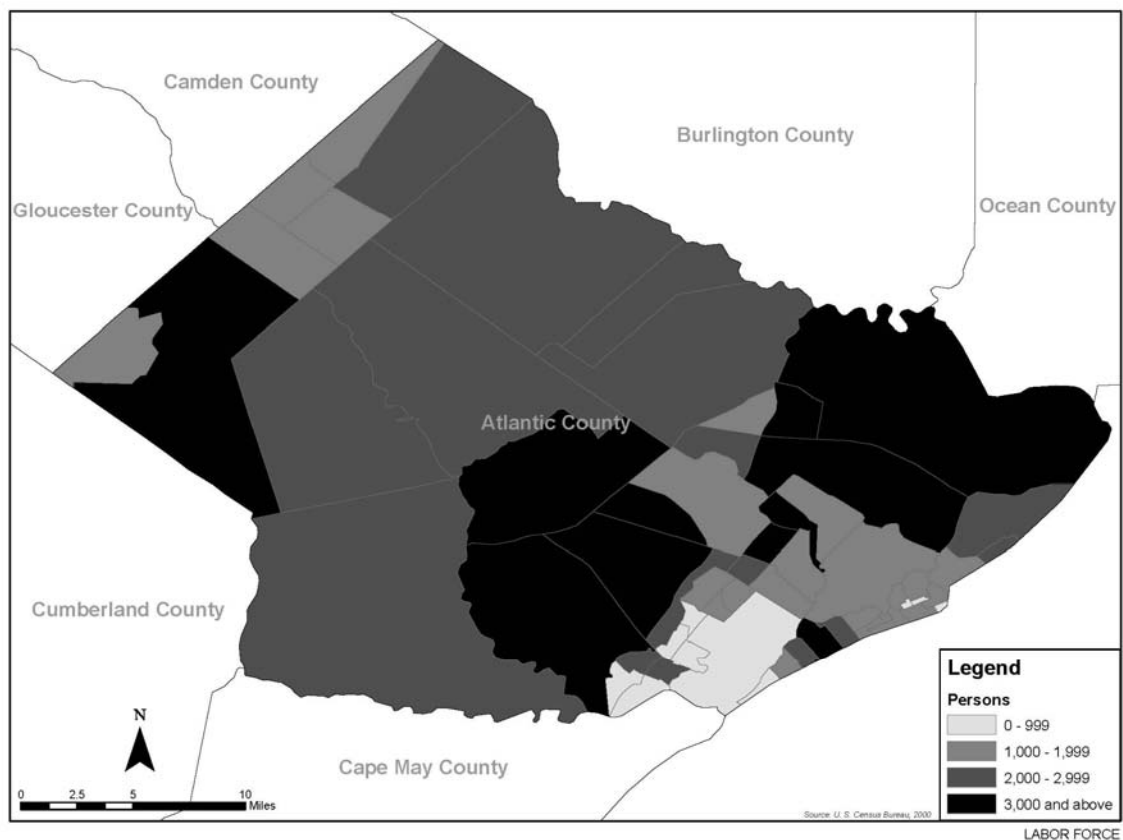
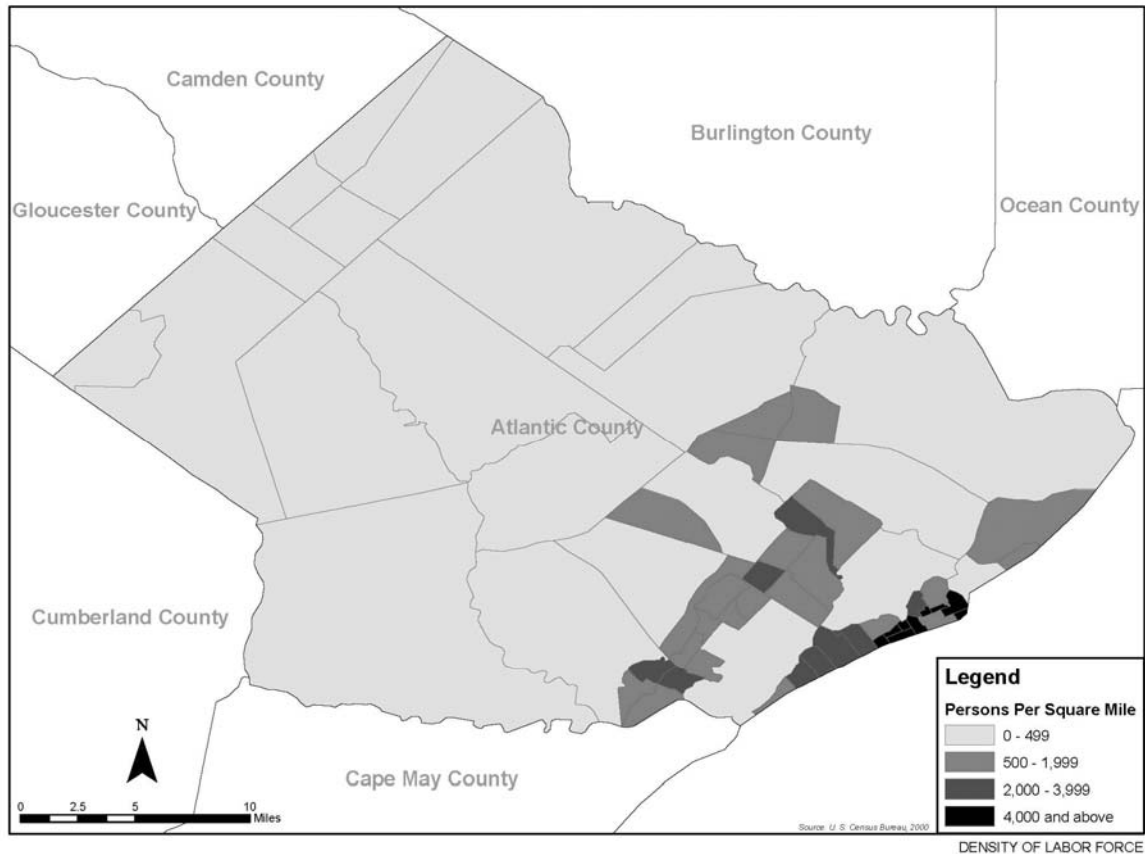


Figure 18 shows the density of the labor force. The heaviest concentrations of labor force exist in the shore communities in the southeastern portion of the county. Additional concentrations of labor force exist in Pomona and areas of Egg Harbor Township.

**Figure 18
Density of Labor Force**



A valuable indicator in the types of employment based public transportation services that are needed is the commuting pattern of the labor force in the service area. As part of the U.S. Census, one in every six households received the long version of the census form which asks questions regarding the location at which the members of the household work and the mode by which they make their commute. This data is then compiled at the state, county and municipal level. Table 11 provides the figures for the five most common counties to which Atlantic County residents commute.

**Table 11
County to County Labor Force Commuting Trip Data**

From Atlantic County To:	Total Commuters	Total Commute by Public Transportation
Atlantic County, NJ	95,460	7,400
Cape May County, NJ	2,960	70
Cumberland County, NJ	2,920	35
Camden County, NJ	2,780	85
Burlington County, NJ	1,385	30

Source: CTPP 2000 Part 3 – Journey to Work Table

The most common work commute for Atlantic County residents is to work locations within Atlantic County. The second and third most common commuting destinations are the neighboring counties of Cape May and Cumberland. The fourth and fifth are Camden County and Burlington County in the western part of the state. A total of 7,400 Atlantic County residents commuting to work locations in Atlantic County use public transportation to make their work trip. Only a minimal number of those commuting to the other counties use public transportation for that purpose.

Table 12 provides information for each municipality in Atlantic County and lists the top five municipalities to which the labor force commutes. The data shows that for almost every municipality in Atlantic County, the five most common commute destination municipalities are also in Atlantic County with Atlantic City being the most common or among the three most common for most municipalities. Certain municipalities in the western part of the county have Millville or Vineland in Cumberland County as a common commute destination. Longport Borough also had Philadelphia, Pennsylvania as one of the five commute destination municipalities.

**Table 12
Top Five Municipalities of Work Location by Municipality of Residence**

Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
Absecon	Atlantic City	Atlantic	1,220	100
	Absecon	Atlantic	540	10
	Egg Harbor Twp.	Atlantic	440	0
	Pleasantville	Atlantic	300	4
	Galloway Twp.	Atlantic	215	4
Atlantic City	Atlantic City	Atlantic	10,930	2,875
	Egg Harbor Twp.	Atlantic	540	140
	Pleasantville	Atlantic	455	85
	Hamilton Twp.	Atlantic	310	95

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

Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
	Ventnor	Atlantic	225	105
Brigantine	Atlantic City	Atlantic	3,200	285
	Brigantine	Atlantic	990	60
	Egg Harbor Twp.	Atlantic	400	10
	Hamilton Twp.	Atlantic	215	10
	Pleasantville	Atlantic	150	10
Buena Bor.	Vineland	Cumberland	510	0
	Buena Bor.	Atlantic	275	0
	Atlantic City	Atlantic	75	4
	Hammonton Twp.	Atlantic	65	0
	Buena Vista Twp.	Atlantic	50	0
	Millville	Cumberland	50	0
Buena Vista Twp.	Vineland	Cumberland	595	4
	Buena Vista Twp.	Atlantic	280	15
	Atlantic City	Atlantic	240	19
	Egg Harbor Twp.	Atlantic	220	20
	Hammonton Twp.	Atlantic	220	0
Corbin City	Atlantic City	Atlantic	25	0
	Upper Twp.	Cape May	20	0
	Egg Harbor Twp.	Atlantic	15	0
	Hamilton Twp.	Atlantic	15	0
	Somers Point	Atlantic	15	0
	Dennis Twp.	Cape May	15	0
	Middle Twp.	Cape May	15	0
	Vineland	Cumberland	15	0
Egg Harbor Twp.	Atlantic City	Atlantic	4,440	100
	Egg Harbor Twp.	Atlantic	3,635	25
	Pleasantville	Atlantic	935	15
	Hamilton Twp.	Atlantic	885	15
	Somers Point	Atlantic	875	0
Egg Harbor City	Atlantic City	Atlantic	470	75
	Egg Harbor City	Atlantic	255	4
	Galloway Twp.	Atlantic	205	10
	Egg Harbor Twp.	Atlantic	195	4
	Hamilton Twp.	Atlantic	185	0
Estell Manor	Atlantic City	Atlantic	80	4
	Estell Manor	Atlantic	75	0
	Hamilton Twp.	Atlantic	75	0
	Vineland	Cumberland	70	0
	Egg Harbor Twp.	Atlantic	40	0
Folsom Manor	Hammonton Twp.	Atlantic	200	0
	Folsom Bor.	Atlantic	120	0
	Atlantic City	Atlantic	85	14

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Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
	Egg Harbor Twp.	Atlantic	55	0
	Hamilton Twp.	Atlantic	55	0
Galloway Twp.	Atlantic City	Atlantic	5,290	170
	Galloway Twp.	Atlantic	2,000	50
	Egg Harbor Twp.	Atlantic	1,750	40
	Absecon	Atlantic	700	10
	Pleasantville	Atlantic	620	0
Hamilton Twp.	Atlantic City	Atlantic	2,595	165
	Hamilton Twp.	Atlantic	1,935	30
	Egg Harbor Twp.	Atlantic	1,240	45
	Pleasantville	Atlantic	430	0
	Galloway Twp.	Atlantic	350	4
Hammonton Twp.	Hammonton Twp.	Atlantic	2,320	45
	Atlantic City	Atlantic	465	65
	Winslow Twp.	Camden	295	0
	Hamilton Twp.	Atlantic	230	0
	Egg Harbor Twp.	Atlantic	180	0
Linwood	Atlantic City	Atlantic	710	25
	Linwood	Atlantic	485	0
	Egg Harbor Twp.	Atlantic	345	0
	Northfield	Atlantic	245	4
	Somers Point	Atlantic	225	0
Longport Bor.	Atlantic City	Atlantic	125	4
	Longport Bor.	Atlantic	65	0
	Egg Harbor Twp.	Atlantic	40	0
	Philadelphia	Philadelphia, PA	40	4
	Margate	Atlantic	25	0
Margate	Atlantic City	Atlantic	1,280	120
	Margate	Atlantic	675	0
	Egg Harbor Twp.	Atlantic	365	0
	Northfield	Atlantic	200	0
	Linwood	Atlantic	125	0
Mullica Twp.	Atlantic City	Atlantic	410	20
	Mullica Twp.	Atlantic	285	0
	Egg Harbor Twp.	Atlantic	270	0
	Hammonton Twp.	Atlantic	255	0
	Hamilton Twp.	Atlantic	250	0
Northfield	Atlantic City	Atlantic	1,260	35
	Northfield	Atlantic	565	0
	Egg Harbor Twp.	Atlantic	375	4
	Pleasantville	Atlantic	210	0
	Somers Point	Atlantic	170	0
Pleasantville	Atlantic City	Atlantic	3,680	700

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

Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
	Pleasantville	Atlantic	1,180	70
	Egg Harbor Twp.	Atlantic	605	45
	Hamilton Twp.	Atlantic	295	40
	Galloway Twp.	Atlantic	205	10
Port Republic	Atlantic City	Atlantic	135	0
	Egg Harbor Twp.	Atlantic	75	0
	Hamilton Twp.	Atlantic	65	4
	Galloway Twp.	Atlantic	60	0
	Port Republic	Atlantic	55	0
Somers Point	Atlantic City	Atlantic	1,385	110
	Somers Point	Atlantic	1,305	10
	Egg Harbor Twp.	Atlantic	560	0
	Ocean City	Cape May	320	0
	Linwood	Atlantic	250	0
Ventnor	Atlantic City	Atlantic	3,235	664
	Ventnor	Atlantic	605	40
	Margate	Atlantic	265	30
	Egg Harbor Twp.	Atlantic	230	30
	Somers Point	Atlantic	200	4
Weymouth Twp.	Hamilton Twp.	Atlantic	155	0
	Egg Harbor Twp.	Atlantic	120	0
	Atlantic City	Atlantic	95	0
	Vineland	Cumberland	85	0
	Weymouth Twp.	Atlantic	60	0

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

The other aspect of the commuting habits of the Atlantic County labor force is the mode of transportation that they use to make their commute. Table 11 and Table 12 show the level of transit use for particular commuting patterns. Figure 19 shows the number of people in the labor force within each tract that commute to work using public transportation. It should be noted that people who commute using a taxi are included in this group. It is important to include people who commute by taxi since they are a potential target market for public and human service transportation services. The tracts with the highest number of people in the labor force commuting by public transportation are in Atlantic City and Absecon where over 400 persons commute by public transportation. There are between 200 and 399 members of the labor force commuting by public transportation in tracts in Brigantine, Pleasantville and the tract which includes parts of Mays Landing.

Figure 19
Transit Trips by Labor Force

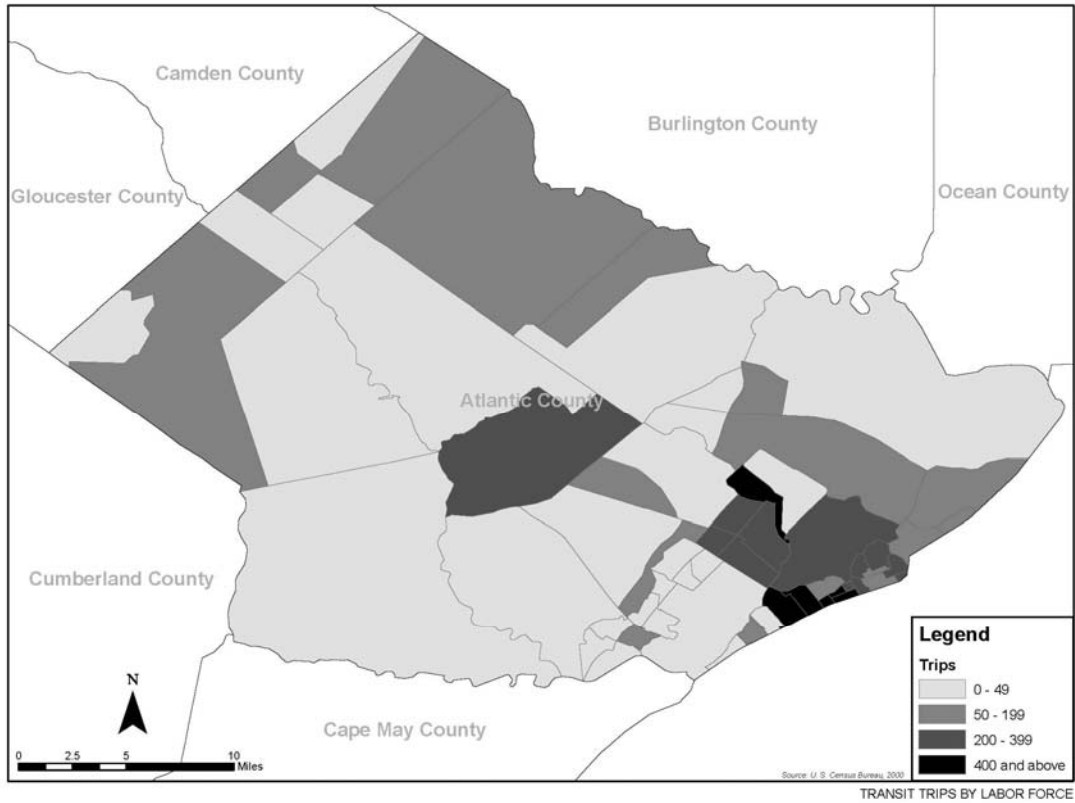
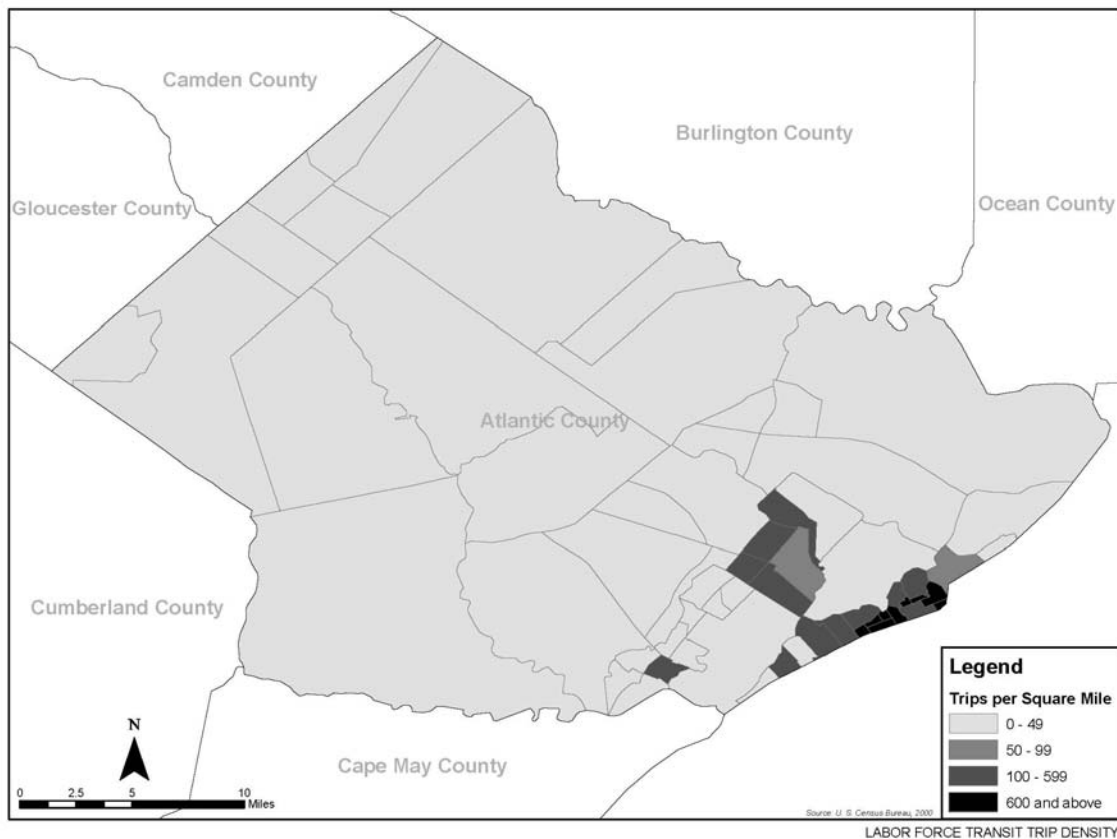


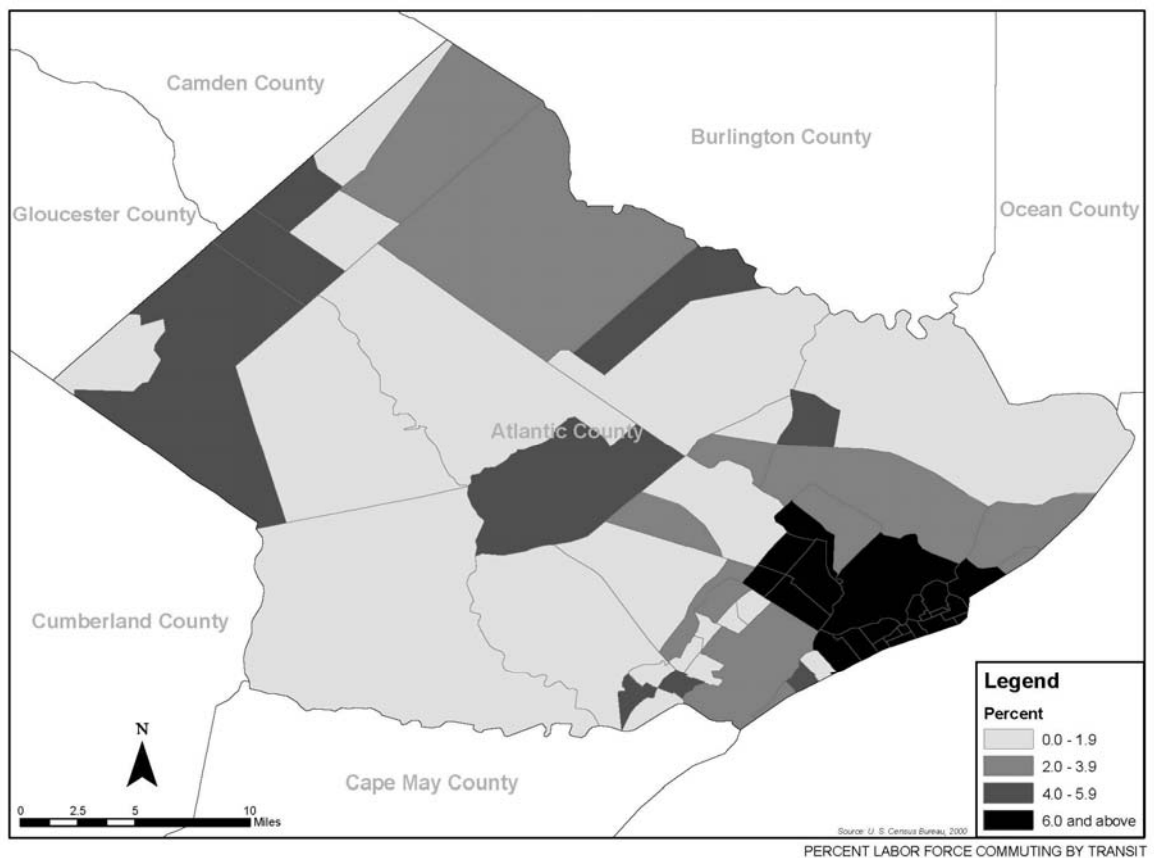
Figure 20 shows the density of labor force commuting by public transportation for each census tract. The highest concentrations of labor force commuting by public transportation are in Atlantic City with other concentrations in Pleasantville, Absecon, Ventnor City, Margate and Somers Point.

Figure 20
Labor Force Transit Trip Density



The tracts in which the highest level of labor force commuting by transit are in Atlantic City, Ventnor City, Pleasantville and Brigantine where at least six percent of the labor force make their commute using public transportation. Between 4.0 and 5.9 percent of the labor force in parts of Margate, Somers Point, Buena Vista, Folsom, Galloway as well as the tract which includes part of Mays Landing commute by public transportation. Throughout the remainder of the county, less than 4.0 percent of the labor force commutes using public transportation. This is shown in Figure 21.

Figure 21
Percent Labor Force Commuting by Transit



Employment – Employment in a census tract is defined by the Census as the number of persons identifying a work location in the tract. Again, this data is derived from the long form of the Census issued to one in six households. Figure 22 illustrates the distribution of employment throughout the county. Employment is distributed throughout the county with more than 600 persons working in most tracts.

Figure 22
Employment (Persons with Work Location in Tract)

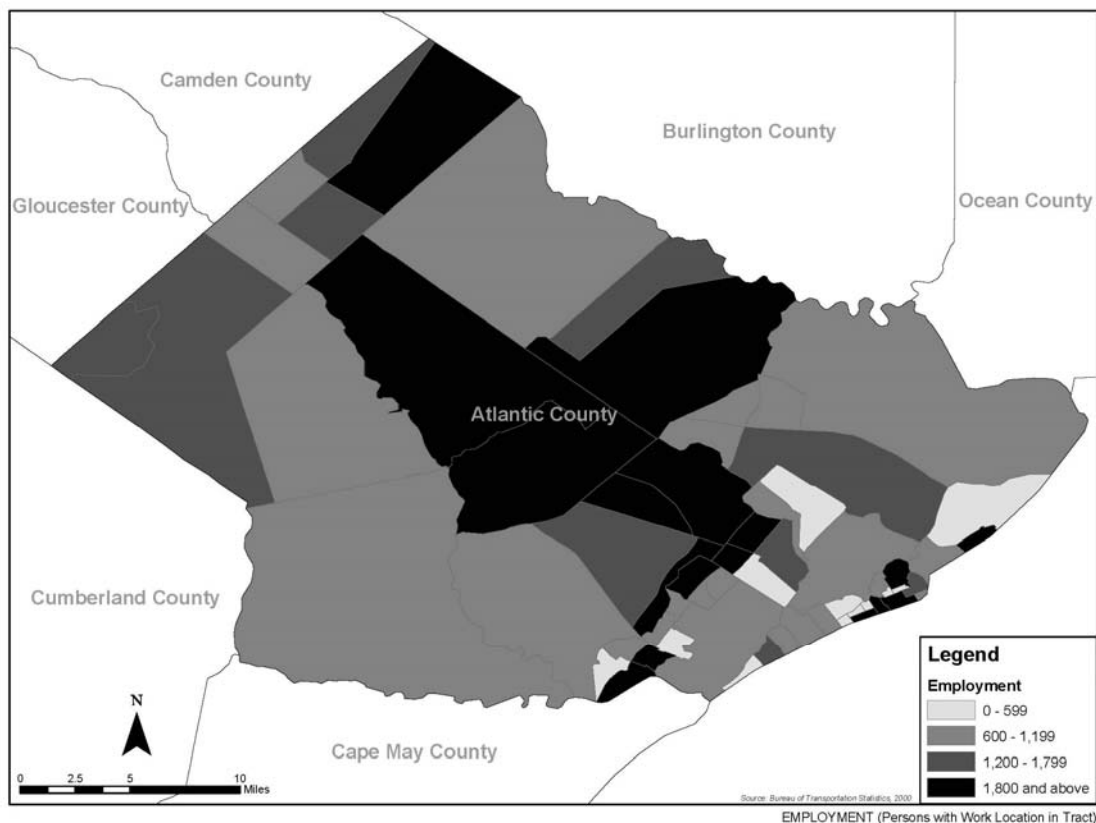


Figure 23 shows the density of employment in each tract. The heaviest concentrations of employment exist in the tracts along the Atlantic City seaboard where there are over 5,000 persons working per square mile. There are employment densities of between 1,000 and 4,999 in tracts in Ventnor City, Margate, Pleasantville, Northfield, Linwood and Somers Point. Due to the fact that these are shore communities, much of this work may be seasonal. There is also an employment density of between 1,000 and 4,999 in one of the tracts in Egg Harbor Township. The remainder of the county has employment densities of less than 1,000 persons working per square mile.

**Figure 23
Density of Employment**

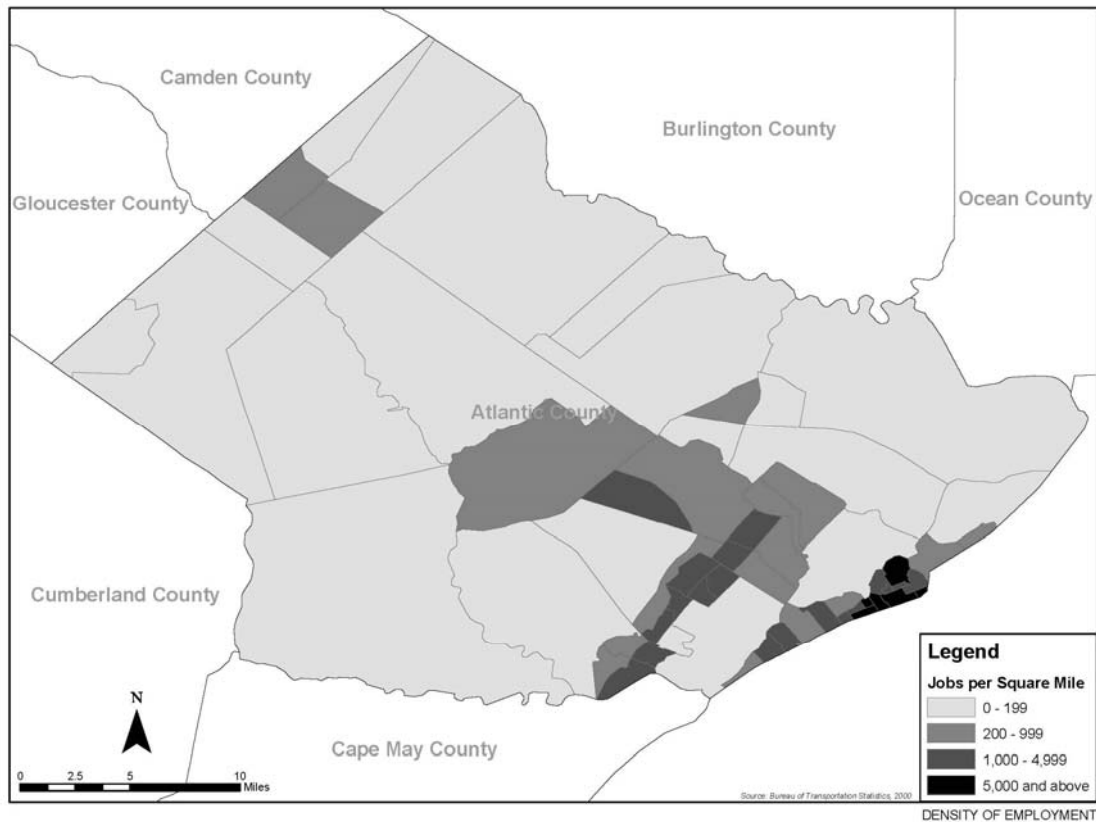


Table 13 provides trend data for employment within each municipality in Atlantic County. U.S. Census data shows that the number of jobs located in approximately half of the Atlantic County municipalities decreased between 1990 and 2000. The municipality which lost the highest number of jobs over the decade was Atlantic City which lost 7,647 jobs over the period, or 12.6 percent of the 1990 employment level. On a percentage basis, Ventnor City experienced that largest drop with employment in 2000 being 34.4 percent lower than the 1990

level. Among those municipalities that gained employment between 1990 and 2000, Egg Harbor Township experienced the largest gain on the basis of both the number of jobs as well as percentage. Employment in Egg Harbor Township grew 6,633 jobs over the decade which represents an increase of 70.0 percent. The table also shows that employment in the county overall decreased by 4.0 percent over the decade.

**Table 13
1990-2000 Employment Trend by Municipality**

Municipality	1990 Employment	2000 Employment	Employment Change 1990-2000	Percent Change 1990-2000
Absecon	3,622	3,055	(567)	(15.7)
Atlantic City	60,502	52,855	(7,647)	(12.6)
Brigantine	2,595	1,940	(655)	(25.2)
Buena Borough	1,922	1,490	(432)	(22.5)
Buena Vista Township	919	1,505	586	63.8
Corbin City	144	200	56	38.9
Egg Harbor Township	9,477	16,110	6,633	70.0
Egg Harbor City	934	1,720	786	84.2
Estell Manor	167	270	103	61.7
Folsom Borough	714	1,045	331	46.4
Galloway Township	7,834	6,530	(1,304)	(16.6)
Hamilton Township	7,119	805	1,686	23.7
Hammonton	8,756	7,085	(1,671)	(19.1)
Linwood	3,989	2,780	(1,209)	(30.3)
Longport Borough	368	260	(108)	(29.3)
Margate City	2,143	2,165	22	1.0
Mullica Township	721	765	44	6.1
Northfield	4,229	4,090	(139)	(3.3)
Pleasantville	8,347	6,730	(1,617)	(19.4)
Port Republic	183	130	(53)	(29.0)
Somers Point	4,611	5,410	799	17.3
Ventnor City	3,086	2,025	(1,061)	(34.4)
Weymouth Township	236	305	69	29.2
Total	132,618	127,270	(5,348)	(4.0)

Source: U.S. Census

Table 14 provides the year 2000 employment numbers gathered by the SJTPO for each municipality as well as the 2010 employment projections prepared by SJTPO. The year 2000 employment figures are not the same as the U.S. Census employment figures presented in Table 13 since the census numbers are based on a sample whereas the SJTPO data is based on a database prepared by a consultant which drew information from New Jersey Department of Labor records and economic databases developed by Moody's. The SJTPO projects that employment in Atlantic County will increase by 20,357 jobs between 2000 and 2010. This represents a 16.2 percent increase. Much of this increase is projected to occur in Atlantic City where an increase in employment of 12,405 jobs is projected. This increase is due to the expansion of the casino industry in the city. It is also projected that employment in Egg Harbor Township will continue to expand with an increase of 13.7 percent, or approximately 1,300 jobs, over the decade.

**Table 14
2010 Employment Projections by Municipality**

Municipality	2000 Employment	Projected 2010 Employment	Employment Change 2000-2010	Percent Change 2000-2010
Absecon	3,150	3,590	440	14.0
Atlantic City	61,697	74,102	12,405	20.1
Brigantine	1,199	1,355	156	13.0
Buena Borough	1,377	1,450	73	5.3
Buena Vista Township	1,310	1,346	36	2.7
Corbin City	28	30	2	7.1
Egg Harbor Township	9,546	10,853	1,307	13.7
Egg Harbor City	2,330	2,596	266	11.4
Estell Manor	142	142	0	0.0
Folsom Borough	711	763	52	7.3
Galloway Township	6,665	7,546	881	13.2
Hamilton Township	7,811	8,615	804	10.3
Hammonton	7,210	7,946	736	10.2
Linwood	2,490	2,913	423	17.0
Longport Borough	150	170	20	13.3
Margate City	1,173	1,314	141	12.0
Mullica Township	451	439	(12)	(2.7)
Northfield	3,458	4,021	563	16.3
Pleasantville	7,843	8,875	1,032	13.2
Port Republic	28	33	5	17.9
Somers Point	5,588	6,429	841	15.1
Ventnor City	1,305	1,483	178	13.6
Weymouth Township	77	85	8	10.4
Total	125,739	146,096	20,357	16.2

Source: SJTPO Employment Projections

Table 15 provides information for each municipality in Atlantic County and lists the top five municipalities from which employees commute. The data shows that for almost every municipality in Atlantic County, the five most common commute origin municipalities are also in Atlantic County with Atlantic City being the most common or among the three most common for most municipalities. This includes Atlantic City where the most common commute origin

municipality is Atlantic City itself. This is followed by Galloway Township, Egg Harbor Township, Pleasantville and Ventnor.

Certain municipalities in the western part of the county have Millville or Vineland in Cumberland County as a common commute origin. Linwood and Somers Point in the southeastern portion of the county have Ocean City and Upper Township in Cape May County as common origins. Galloway Township and Port Republic in the northeastern part of the county both have common origin municipalities in Ocean County.

**Table 15
Top Five Municipalities of Residence Location by Municipality of Employment**

Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
Absecon	Galloway Twp.	Atlantic	700	10
	Absecon	Atlantic	540	10
	Pleasantville	Atlantic	190	25
	Egg Harbor Twp.	Atlantic	185	10
	Atlantic City	Atlantic	150	25
Atlantic City	Atlantic City	Atlantic	10,930	2,875
	Galloway Twp.	Atlantic	5,290	170
	Egg Harbor Twp.	Atlantic	4,400	100
	Pleasantville	Atlantic	3,680	700
	Ventnor	Atlantic	3,235	664
Brigantine	Brigantine	Atlantic	990	60
	Egg Harbor Twp.	Atlantic	125	0
	Atlantic City	Atlantic	100	35
	Galloway Twp.	Atlantic	95	0
	Hamilton Twp.	Atlantic	70	0
	Absecon	Atlantic	70	0
Buena Bor.	Vineland	Cumberland	360	0
	Buena Bor.	Atlantic	275	0
	Buena Vista Twp.	Atlantic	175	15
	Franklin Twp.	Gloucester	65	0
	Millville	Cumberland	55	0
Buena Vista Twp.	Vineland	Cumberland	320	20
	Buena Vista Twp.	Atlantic	280	15
	Millville	Cumberland	95	0
	Hamilton Twp.	Atlantic	50	0
	Buena Bor.	Atlantic	50	0
Corbin City	Upper Twp.	Atlantic	45	0
	Atlantic City	Atlantic	20	15
	Ocean City	Cape May	20	0
	Millville	Cumberland	20	10

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Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
	Brigantine	Atlantic	15	0
	Ocean Twp.	Ocean	15	0
	Egg Harbor Twp.	Atlantic	3,635	25
Egg Harbor Twp.	Galloway Twp.	Atlantic	1,750	40
	Hamilton Twp.	Atlantic	1,240	45
	Pleasantville	Atlantic	605	45
	Somers Point	Atlantic	560	0
	Galloway Twp.	Atlantic	310	20
	Egg Harbor City	Atlantic	255	4
Egg Harbor City	Mullica Twp.	Atlantic	140	4
	Hamilton Twp.	Atlantic	140	4
	Egg Harbor Twp.	Atlantic	130	0
	Estell Manor	Atlantic	75	0
	Hamilton Twp.	Atlantic	25	0
Estell Manor	Weymouth Twp.	Atlantic	20	0
	Buena Vista Twp.	Atlantic	20	0
	Millville	Cumberland	15	0
	Vineland	Cumberland	15	0
	Pleasantville	Atlantic	15	0
	Atlantic City	Atlantic	15	0
	Upper Twp.	Cape May	15	0
	Folsom Bor.	Atlantic	120	0
	Vineland	Cumberland	115	0
Folsom Manor	Hammonton Twp.	Atlantic	100	0
	Winslow Twp.	Camden	95	0
	Egg Harbor Twp.	Atlantic	75	0
	Galloway Twp.	Atlantic	2,000	50
	Egg Harbor Twp.	Atlantic	365	10
Galloway Twp.	Hamilton Twp.	Atlantic	350	4
	Little Egg Harbor Twp.	Ocean	275	0
	Mullica Twp.	Atlantic	215	10
	Absecon	Atlantic	215	4
	Hamilton Twp.	Atlantic	1,935	30
	Egg Harbor Twp.	Atlantic	885	15
Hamilton Twp.	Galloway Twp.	Atlantic	595	25
	Atlantic City	Atlantic	310	95
	Pleasantville	Atlantic	295	40
	Hammonton Twp.	Atlantic	2,320	45
	Winslow Twp.	Atlantic	600	20
Hammonton Twp.	Hamilton Twp.	Atlantic	310	0
	Vineland	Cumberland	295	15
	Mullica Twp.	Atlantic	255	0
	Linwood	Atlantic	485	0
Linwood	Linwood	Atlantic	485	0

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

Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
	Egg Harbor Twp.	Atlantic	410	0
	Somers Point	Atlantic	250	0
	Ocean City	Cape May	145	10
	Upper Twp.	Cape May	140	0
Longport Bor.	Longport Bor.	Atlantic	65	0
	Galloway Twp.	Atlantic	40	0
	Ventnor	Atlantic	25	0
	Upper Twp.	Cape May	15	0
	Hamilton Twp.	Atlantic	15	0
Margate	Margate	Atlantic	675	0
	Ventnor	Atlantic	265	30
	Egg Harbor Twp.	Atlantic	180	0
	Northfield	Atlantic	125	0
	Atlantic City	Atlantic	80	30
Mullica Twp.	Mullica Twp.	Atlantic	285	0
	Vineland	Cumberland	60	0
	Hamilton Twp.	Atlantic	55	0
	Galloway Twp.	Atlantic	45	0
	Egg Harbor City	Atlantic	40	0
Northfield	Egg Harbor Twp.	Atlantic	615	0
	Northfield	Atlantic	565	0
	Galloway Twp.	Atlantic	340	0
	Hamilton Twp.	Atlantic	255	0
	Linwood	Atlantic	245	4
Pleasantville	Pleasantville	Atlantic	1,180	70
	Egg Harbor Twp.	Atlantic	935	15
	Galloway Twp.	Atlantic	620	0
	Atlantic City	Atlantic	455	85
	Hamilton Twp.	Atlantic	430	0
Port Republic	Port Republic	Atlantic	55	0
	Egg Harbor Twp.	Atlantic	25	0
	Stafford Twp.	Ocean	10	0
	Buena Vista Twp.	Atlantic	10	0
	Galloway Twp.	Atlantic	10	0
Somers Point	Somers Point	Atlantic	1,305	10
	Egg Harbor Twp.	Atlantic	875	0
	Ocean City	Cape May	450	30
	Upper Twp.	Cape May	305	0
	Galloway Twp.	Atlantic	295	10
Ventnor	Ventnor	Atlantic	605	40
	Egg Harbor Twp.	Atlantic	325	0
	Atlantic City	Atlantic	225	105
	Galloway Twp.	Atlantic	150	0

Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
	Hamilton Twp.	Atlantic	70	4
Weymouth Twp.	Weymouth Twp.	Atlantic	60	0
	Egg Harbor Twp.	Atlantic	30	0
	Hamilton Twp.	Atlantic	30	0
	Vineland	Cumberland	25	0
	Millville	Cumberland	25	0

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

The other aspect of the commuting habits of employees in Atlantic County is the mode of transportation that they use to make their commute. Table 15 provides information regarding the level of transit use for specific commuting patterns. Figure 24 the number of persons working within each tract that commute using public transportation. Again, this number includes persons who commute using a taxi. The tracts with the highest number of employees commuting by public transportation are in Atlantic City where over 750 employees commute by public transportation. There are between 100 and 749 employees commuting by public transportation to tracts in Egg Harbor Township, Hamilton Township, Pleasantville and Ventnor City. The remaining tracts in the county have fewer than 100 employees commuting by public transportation.

Figure 24
Transit Trips by Employees

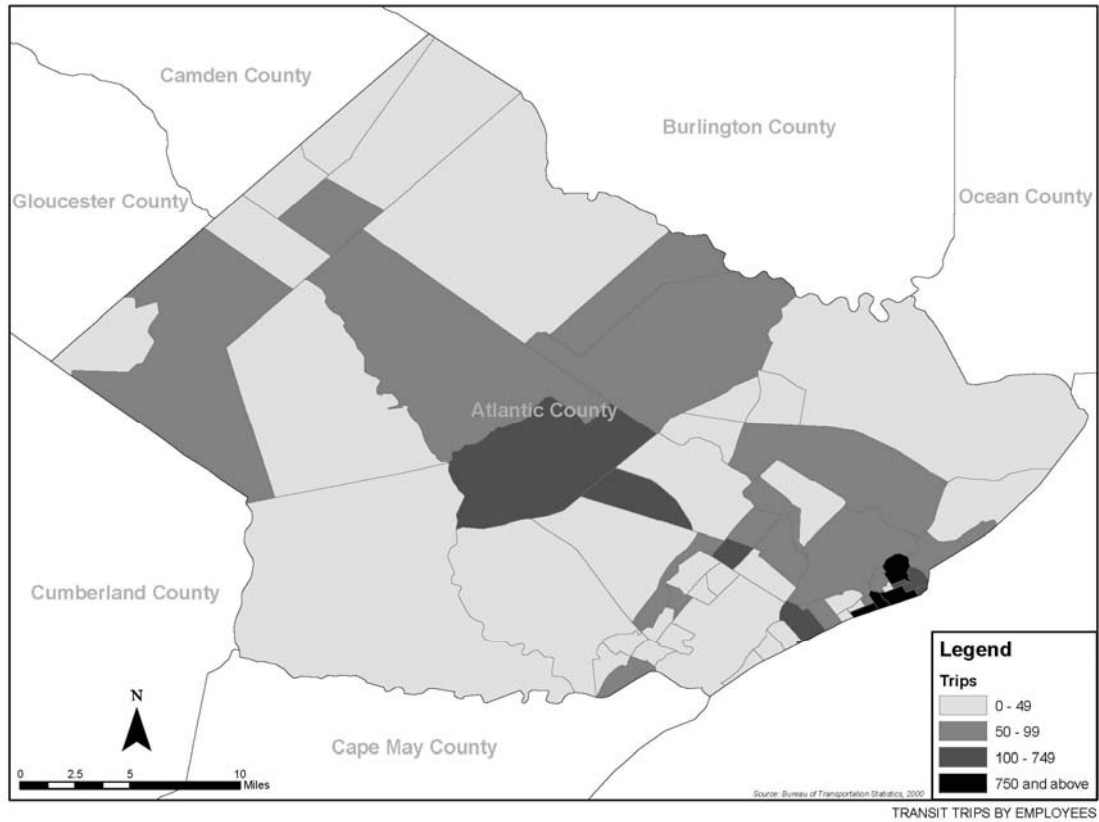
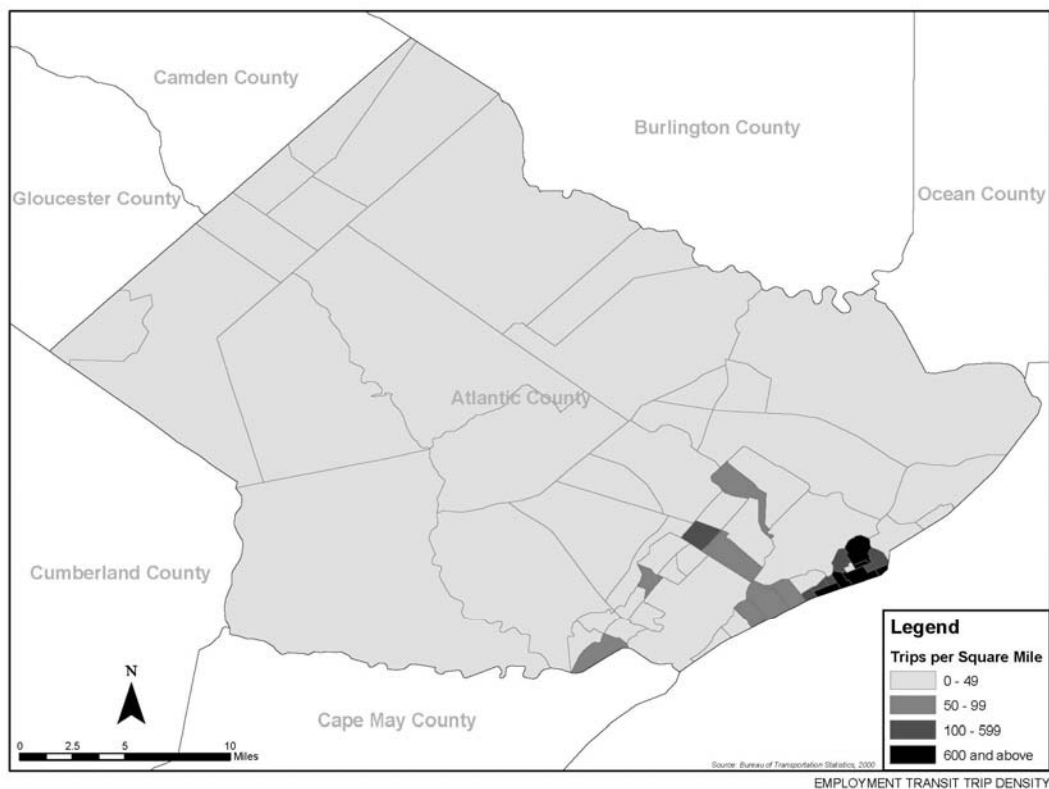


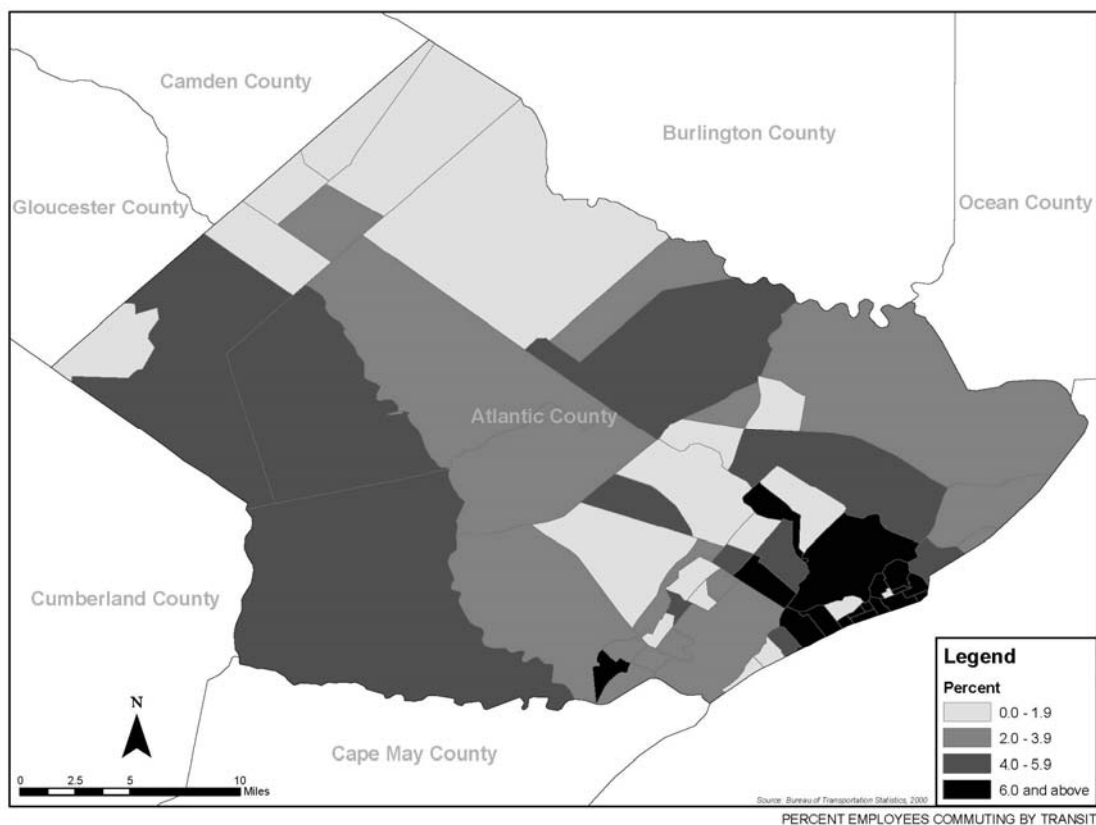
Figure 25 shows the density of employees commuting by public transportation for each census tract. The highest concentrations of labor force commuting by public transportation are in Atlantic City and parts of Pleasantville where there are at least 600 employees commuting by public transportation per square mile. Areas of Absecon, Pleasantville, Somers Point, Linwood, Ventnor City and Margate have densities between 100 and 599 employees commuting by public transportation per square mile. The remaining tracts throughout the county have densities less than 100 employees commuting by public transportation per square mile.

Figure 25
Employment Transit Trip Density



The tracts in which the highest level of employees commuting by transit are in Atlantic City, Ventnor City, Pleasantville, Absecon and Somers Point where at least six percent of the employees commute using public transportation. Between 4.0 and 5.9 percent of the employees in parts of Hamilton Township, Estell Manor, Galloway Township, Buena Vista, Egg Harbor Township, Pleasantville and Linwood commute by public transportation. Throughout the remainder of the county, less than 4.0 percent of employees commute using public transportation. This is shown in Figure 26.

Figure 26
Percent Employees Commuting by Transit



Major Generators

To ensure the convenience and responsiveness of a public and human service transportation system, it is important to provide service to certain locations where area residents, especially transit dependent populations, generally need to travel. These locations are referred to as major generators and include such destinations as major area employers (one employer or a grouping of employers such as in a business/industrial park); retail centers and malls; health care

and senior citizen facilities 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 16 and Table 17.

For the purposes of this analysis, a major employer was defined as an employer with over 500 employees at one site. Retail centers are those with at least 100,000 square feet of leased space. All hospitals, senior care and post secondary educational facilities have been included.

A total of 19 of the 24 major employers in Atlantic County are located in Atlantic City. This shows that Atlantic City acts as the major employment center for the region. Many of these major employers are hotel/casino resorts which highlights the importance of the gaming industry in the county.

**Table 16
Major Employers**

Site	Location	Employees
Tropicana	Atlantic City	5,000 – 9,999
Borgata Hotel Casino and Spa	Atlantic City	5,000 – 9,999
Trump Taj Mahal Casino Resort	Atlantic City	5,000 – 9,999
Ballys	Atlantic City	2,500 – 4,999
Regency	Atlantic City	2,500 – 4,999
Trump Plaza	Atlantic City	2,500 – 4,999
A C Hilton Hotel	Atlantic City	2,500 – 4,999
Resorts International	Atlantic City	2,500 – 4,999
Trump Marina Hotel & Casino	Atlantic City	2,500 – 4,999
Atlantic City Showboat	Atlantic City	2,500 – 4,999
Ancora Psychiatric Hospital	Hammonton	1,000 – 2,499
AtlantiCare Regional Medical Center	Atlantic City	1,000 – 2,499
Sands Hotel & Casino	Atlantic City	1,000 – 2,499
Federal Aviation Administration	Atlantic City	1,000 -2,499
Stockton Richard College	Pomona	1,000 – 2,499

Site	Location	Employees
Shore Memorial Hospital	Somers Point	1,000 – 2,499
Atlantic County Government	Atlantic City	1,000 – 2,499
Discount Souvenir World	Atlantic City	1,000 – 2,499
Harrah's Hotel & Casino	Atlantic City	1,000 – 2,499
Ace Gaming, LLC	Atlantic City	1,000 – 2,499
M W Patriots	Hammonton	500 – 999
Lenox China	Pomona	500 – 999
Casino Control Commission	Atlantic City	500 – 999
Calvi Electric Company	Atlantic City	500 – 999

Source: Atlantic County Planning Department

Table 17 lists the other major generators in Atlantic County. While the county's major employers are concentrated in Atlantic City, twelve of the 18 generators in the other categories are located in the municipalities of Galloway, Egg Harbor and Hamilton Townships.

**Table 17
Other Major Generators**

Site	Location	Category
AtlantiCare Regional Medical Center	Atlantic City	Hospital/Medical Facility
AtlantiCare Regional Medical Center	Galloway Township	Hospital/Medical Facility
AtlantiCare Surgery Center	Egg Harbor Township	Hospital/Medical Facility
Shore Memorial Hospital	Somers Point	Hospital/Medical Facility
Ancora Psychiatric Hospital	Hammonton	Hospital/Medical Facility
Kessler Memorial Hospital	Hammonton	Hospital/Medical Facility
Festival Mall	Hamilton Township	Retail Center
Consumer Square	Hamilton Township	Retail Center
Shore Mall	Egg Harbor Township	Retail Center
Hamilton Mall	Hamilton Township	Retail Center

Site	Location	Category
Richard Stockton College of New Jersey	Galloway Township	Educational Facility
Atlantic Cape Community College	Hamilton Township	Educational Facility
Atlantic County Vocational School	Mays Landing	Educational Facility
Atlantic Adult Day Healthcare	Atlantic City	Senior Center
Galloway Township Senior Services	Galloway Township	Senior Center
Brigantine Civic Center	Brigantine	Senior Center
Pleasantville Nutrition Site	Pleasantville	Senior Center
Margate Senior Services	Margate	Senior Center

Source: Atlantic County Planning Department

This inventory of generators and their locations, as well as observations regarding the concentrations of those generators, will assist in the development of subsequent recommendations regarding transit and human service transportation in Atlantic County.

Summary

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

The analysis of population trends shows that, based on projections, the overall population of the county will continue to increase with the majority of the growth occurring in the municipalities of Egg Harbor Township, Galloway Township and Hamilton Township. Also, the geographic distribution analyses of senior citizens, youth, persons with mobility impairments and low income households show that these groups are dispersed throughout the county with the highest concentrations located in the southeastern portion. The analysis suggests that sufficient densities exist to support fixed or flexible fixed routes in the southeastern portion of the county and that sufficient transit needs exist for some type of demand responsive public or human service transportation service throughout the remainder of the county. Employment projections

also show that while most of the population growth will occur outside of the shore communities, over half of the projected new employment by 2010 in Atlantic County will be in Atlantic City.

SELF ASSESSMENT

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

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

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

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

To complete the Atlantic County Self Assessment, the SJTPO requested that the county lead person, Carl Lindow of the Atlantic County Transportation Unit, complete an initial assessment that would then be presented to and discussed with a group of local stakeholders. A stakeholder forum was conducted for this purpose on February 8, 2007 in Egg Harbor Township. A total of 20 stakeholders attended. As part of this presentation, the Self Assessment for Atlantic County was reviewed with the group and finalized. Table 18 lists the participants.

Table 19 presents the results of the Self Assessment effort for Atlantic County. Through the assessment process, the stakeholders indicated that many of the actions needed to develop a coordinated system have begun, almost all need some or a significant amount of action to further the process of coordination.

One area that is rated as “needs action” is whether or not data is currently gathered and used to assess performance. The Self Assessment indicated that this has begun because the Atlantic County Transportation Unit, which is the largest demand response provider in the county, currently collects and uses such data. However, in terms of whether data is collected regarding the opportunities or benefits of coordination, the stakeholders rated this as “needs to begin”. This was apparent in reviewing the data collected through the provider survey which

was presented in the Existing Transportation System chapter. It was noted in the chapter that data is not collected in a uniform way by the various providers. Reliable and consistent data is one factor that can greatly assist coordination efforts.

Another area that was rated as “needs to begin” is whether or not a billing system is in place that supports the seamless payment system and other contracting mechanisms. These types of mechanisms will need to be established for Atlantic County to realize the greatest potential benefits of coordination. An important point to note is that any billing mechanism and rate will need to reflect the cost of administering any coordinated system. Part of the per trip cost for providing service will need to be retained by the agency that will administer the coordinated system to offset administration costs. It will also be necessary to develop a mechanism among the various providers for the equitable use of funding sources which addresses trips that are provided to passengers who are eligible for multiple programs. This would also include developing a billing mechanism for the coordination of services between the county and Access Link.

**Table 18
Atlantic County Stakeholders**

Name	Organization
Carl Lindow	Atlantic County Transportation Unit
Joe Brown	Atlantic County resident
Ann Burns	Lions Blind Center
Kathleen Leister	Atlantic County Government
Terri Hirschhorn	New Jersey DHS
Eric Ford	ARC of Atlantic County
John Hainsworth	Cross County Connection
Kelly Harris	Atlantic City
Jose Baez	Atlantic County
James Hubbard	City of Pleasantville
Leesa Seymour	Atlantic County
Sandra Hall	Easter Seals of New Jersey
Carla Dow	Galloway Township
Mary Hadley	NJ Transit
Wendy Manganaro	Disabilities Resource Center
Maryann Votta	Margate Senior Bus
Marilu Gagnon	Atlantic County Transportation
Jim Witoskie	Atlantic County
John Peterson	Atlantic County Department of Planning
Tim Chelius	South Jersey Transportation Planning Organization

**Table 19
Self-Assessment**

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

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

Summary

This chapter presents the results of the Self Assessment effort for Atlantic County. Through the assessment process, the stakeholders indicated that many of the actions needed to develop a coordinated system have begun, almost all need some or a significant amount of action to further the process of coordination.

ALTERNATIVES

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

Planning Inputs

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

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

Existing Transportation Services – The Existing Transportation Services chapter provided a description of the current network of public and human service transportation services in Atlantic County. This included fixed route, flexible fixed route and demand responsive services. The current network of services is characterized by three operators, NJ Transit, SJTA and the Atlantic City Jitney Association providing fixed route service primarily in the southeastern portion of the county and 15 organizations providing flexible fixed route or demand responsive services throughout the county. The data used to describe the flexible fixed route and demand responsive services in Atlantic County reflect the results of a service provider survey conducted by Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey. This review of existing services showed that there are opportunities for improvements in terms of coverage and coordination.

Stakeholder Forums - A stakeholder meeting was held on February 8, 2007 in Egg Harbor Township. A total of 20 stakeholders attended representing local transportation service providers, elected/government officials and social service providers who have a "stake" in the mobility of their clients or the county population as a whole. The agenda for the meeting

included a review and discussion of the United We Ride Self Assessment for Atlantic County. As part of this discussion, the Self Assessment was finalized. The forum also included an open group discussion regarding current and future gaps between services provided and the mobility needs of target populations. The stakeholders expressed the opinion that, given the current funding situation, the highest service priority will be to maintain the services that are currently being provided. Beyond that, the stakeholders identified the need for new transit services along major north-south corridors in the county and the need for added capacity on current demand responsive services in the high growth areas of the county. Meeting these additional service needs, of course, would be contingent on new funding sources. In addition, the stakeholders' provided their opinions regarding the most advisable option for service coordination. The stakeholders agreed with the opinion that the Atlantic County Transportation Unit should act as the lead agency in developing a brokered system.

Previous Planning Documents – The findings and recommendations of previous public and human service transportation planning documents for the area were reviewed to determine if they remained relevant or provided any insight into the current study. One such study was the *Atlantic County Mobility Plan for Transit Dependent Populations* completed in 1998 and updated in 2002. This study identified several specific service needs throughout the county, some of which have been addressed in the interim. However, many of the identified service needs related to the overall limited nature of public transportation service outside of the southeastern portion of the county. These included the need for service along the State Route 54 corridor between Hammonton and Vineland, the State Route 50 corridor between Egg Harbor City and Mays Landing as well as the Tilton Road corridor. The plan also identified the need for a child care transportation program in the county.

In addition to service needs, the *Atlantic County Mobility Plan for Transit Dependent Populations* also made recommendations for organization of human service transportation in the county. The plan recommended the development of what it termed a pure brokerage system. As part of the brokerage system, it was recommended that Work First New Jersey, Medicaid, Access Link and other county transportation services be coordinated. In the interim, the Atlantic County Transportation Unit has assumed responsibility for all county services as well as JARC and Medicaid transportation. NJ Transit continues to use regional contractors to operate all Access Link service provided in Atlantic County.

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

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

Public and Human Service Transportation Issues

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

Land Use and Development Characteristics - A critical factor determining the most effective mode of public transportation service to serve an area is the density of residential development. Public transportation attracts more riders in denser areas for many reasons, including the fact that densely populated regions tend to include a diversity of income and age groups. Also, denser development patterns often include a mix of uses and are characterized by pedestrian friendly design thereby facilitating the use of public transportation. Atlantic County encompasses 561.1 square miles of land area. With a total population of 252,552, the county has an overall population density of 450 persons per square mile.

While the overall population density is 450 persons per square mile, the population of certain municipalities is concentrated in much smaller areas than others. Over half the population lives in the shoreline communities in the southeastern portion of the county alone. These communities all have population densities of 2,500 persons per square mile or more with some areas exhibiting density rate of 7,500 persons per square mile or more. Some communities in the central portion of the county, including areas of Galloway, Egg Harbor and Hamilton Townships, have rates of at least 1,000 persons per square mile. However, these communities are where the majority of the population growth in the county is taking place, so the density of these communities has most likely increased since the 2000 U.S. Census. The remainder of the county is characterized by population densities of less than 1,000 persons per square mile. This would indicate that traditional frequent fixed route services would only be viable in the high growth communities in the central portion of the county or in southeastern Atlantic County. Demand response and flexible fixed routes would be the appropriate model for the remaining communities.

Service Area Demographics - The analysis of population trends in Atlantic County shows that, based on projections, the overall population of the county will continue to increase with the majority of growth occurring in the municipalities of Galloway, Hamilton and Egg Harbor Townships. In terms of employment trends, employment projections show that 61 percent of the new jobs created in the county between 2000 and 2010 will occur in Atlantic City. The geographic distribution analyses of senior citizens, youth, persons with disabilities and low income households show that these groups are dispersed throughout the county with the highest densities located in southeastern portion. Sufficient densities do exist in the southeastern portion of the county to examine the use of fixed route transit service to address any currently unmet mobility needs.

In addition, with rapid population growth in Galloway, Hamilton and Egg Harbor Township, it is advisable to examine fixed route or possibly flexible fixed route solutions to address needs in these areas. The analysis also suggests that sufficient densities of overall and target populations do not exist in enough areas outside of the high growth communities or the southeastern portion of the county to support traditional fixed route service in those areas. However, the analysis does show that sufficient transit needs exist for some type of flexible fixed route or demand responsive public or human service transportation service throughout that portion of the county.

Need for North-South Connections – The stakeholders reiterated the need for transit service along the major north-south corridors in the county. Service along these corridors would not only allow for more direct trips between destinations, but would also allow residents to transfer to transit services operating along the main east-west corridors thereby expanding mobility options further. The most common corridors mentioned included the County Route 563 - Tilton Road corridor, County Route 575 - English Creek Ave/Wrangleboro Road corridor and the State Route 50 corridor. It was observed that the population growth along these corridors has been rapid and the mobility needs in these communities have changed significantly. It was also noted that many of the new residents in the central portion of the county will be traveling to jobs in Atlantic City and, therefore, this commuting pattern will need to be facilitated.

Limited Capacity in High Growth Areas – The stakeholders also communicated the need for expanded capacity of demand responsive service in the high growth areas of the county including Galloway, Egg Harbor and Hamilton Townships. It was noted that with the past and projected population growth in these communities, the number of seniors, disabled, youth and low income persons will increase if the current demographic makeup of the area remains relatively stable. These populations will be in need of mobility services. Capacity on the demand responsive services currently provided by the county will need to be expanded to meet demand from these individuals. It was also noted that the capacity on the current demand response service is insufficient during the evenings and weekends to meet the demand in these high growth communities.

Currently, the Atlantic County Transportation Unit classifies requested trips as either life essential or life enhancing. Life essential trips are for purposes such as medical appointments, work, social service appointments, etc. Life enhancing covers such trips as social/recreational, shopping, personal business, etc. It should be noted that any trip purpose under the rural general public service is considered life essential. Individuals requesting life essential trips can make a reservation up to seven days prior to the desired date of travel while those requesting life enhancing trips cannot request a reservation more than two days prior to the desired date of travel. In addition, the Transportation Unit has standing orders for reservations for various programs such as JARC which must be incorporated into daily schedules. An estimate from the Atlantic County Transportation Unit indicated that approximately 90 percent of the available trip slots are accounted for before those wanting to make life enhancing trips can begin requesting reservations. Therefore, there are cases in which requested trips cannot be accommodated at the

desired time. If a life enhancing trip cannot be accommodated at the requested time, the Transportation Unit will provide the passenger with alternative times at which the trip could be serviced. While requested trips are typically accommodated in some manner, the need to travel at alternative trip times limits the flexibility of the service to meet the growing needs in the area.

Potential for Greater Coordination – The Existing Transportation Services chapter showed that there is an extensive fixed route and demand response public and human service transportation network in Atlantic County. The demand response network alone includes 121 vehicles operating 225,000 vehicle hours and 2.1 million vehicle miles annually while providing 550,000 passenger trips. In addition, Access Link provides approximately an additional 55,000 passenger trips in the county annually. Given this level of activity, it would seem that there are opportunities for greater coordination of these services which could lead to a higher level of availability and expanded mobility options. This is especially true in Atlantic County given the fact that the two largest demand response providers, the Atlantic County Transportation Unit and Access Link both use the same scheduling software to schedule their daily service. Due to the size of the County and Access Link operations, the coordination of these two services would provide the greatest benefit to the coordination efforts. Given the size and nature of the remaining service providers' operations, efficiency gains would not be as great as would be possible with the inclusion of Access Link.

It should be noted that Atlantic County already has a partially consolidated system with the Atlantic County Transportation Unit handling almost all of the transportation functions for Atlantic County. Stakeholders participating in the forum agreed with the opinion that Atlantic County should migrate towards a broker model with the Atlantic County Transportation Unit acting as the lead agency in developing the system. Some of the providers in the county are municipal senior centers who typically use volunteer drivers to operate their service. These providers may not perceive a benefit in participating in a coordinated system. It will also be necessary to identify in the interim, the cost ramifications of such a system and identify funding sources to offset any cost impacts. It would be difficult to encourage the participation of all affected parties if any new costs are not offset through various sources. This may include new grant funding, the per trip charge assessed to the service providers participating in the system or potentially through instituting a fare on county services that to this point have been provided on a fare free basis.

Data Collection – One issue that arises in an area that is served by several different public and human service transportation providers is redundant services. That is, providers operate in the same areas during the same hours often with excess capacity. According to the inventory of current services collected by Cross County Connection, there are at least 15 organizations currently offering demand response transportation services in Atlantic County. The most effective way to determine if there is redundancy between services is to examine the detailed records of passenger pick ups and drop offs by location and time of day. However, not all providers in Atlantic County currently keep such detailed passenger records.

Also, the most telling indicator of the level of excess capacity is to analyze the productivity of the individual services and the network as a whole measured in terms of passengers per revenue hour of service. Again, many of the providers do not track revenue hours or ridership in a way that allows for a meaningful analysis. Therefore, there is no way to determine how much redundancy currently exists due to a lack of data collected through uniform data collection techniques. The Existing Transportation Services chapter as well as the Self Assessment prepared by the stakeholders identify this as an issue that needs to be addressed for coordination to proceed.

Public Information – The *NJ Division of Disability Services Five Year Transportation Plan* prepared in 2005 by the Voorhees Transportation Center stressed the need to make use of more user friendly customer service practices. This included the need to develop a single source of information regarding the various services available to target populations in a particular area. The absence of convenient public information sources regarding available services can result in a lack of awareness among the general public of the transportation services available to them. Therefore, there could be potential users who are not riding the current services because they are unaware of their availability. The Self Assessment for Atlantic County indicated that work needs to be done on developing a convenient, user friendly source of information regarding available services.

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

Public Transportation Organization Alternatives

One of the primary objectives of this study process is to develop a model for the coordination of public and human service transportation services in Atlantic County. The range of alternative models that could be employed for organizing the current services includes five basic organizational scenarios. These are: (1) multiple independent transportation providers and operators; (2) creation of a coordinating committee between some or all of the current service providers; (3) consolidation of functions into one or more agencies (partial consolidation); (4) consolidation of all functions into a single agency responsible for the oversight and administration of all public (non NJ Transit) and human service transportation in Atlantic County (full consolidation); and (5) creation of a brokered system.

Each alternative is discussed in this chapter in detail. These descriptions include the terms service provider, service operator and client/passenger. For each, a service provider refers to an organization or government body which establishes public or human service transportation programs and subsequently pays for the operation of those programs. A service operator is an organization which is responsible for the actual operation of public transportation service. In

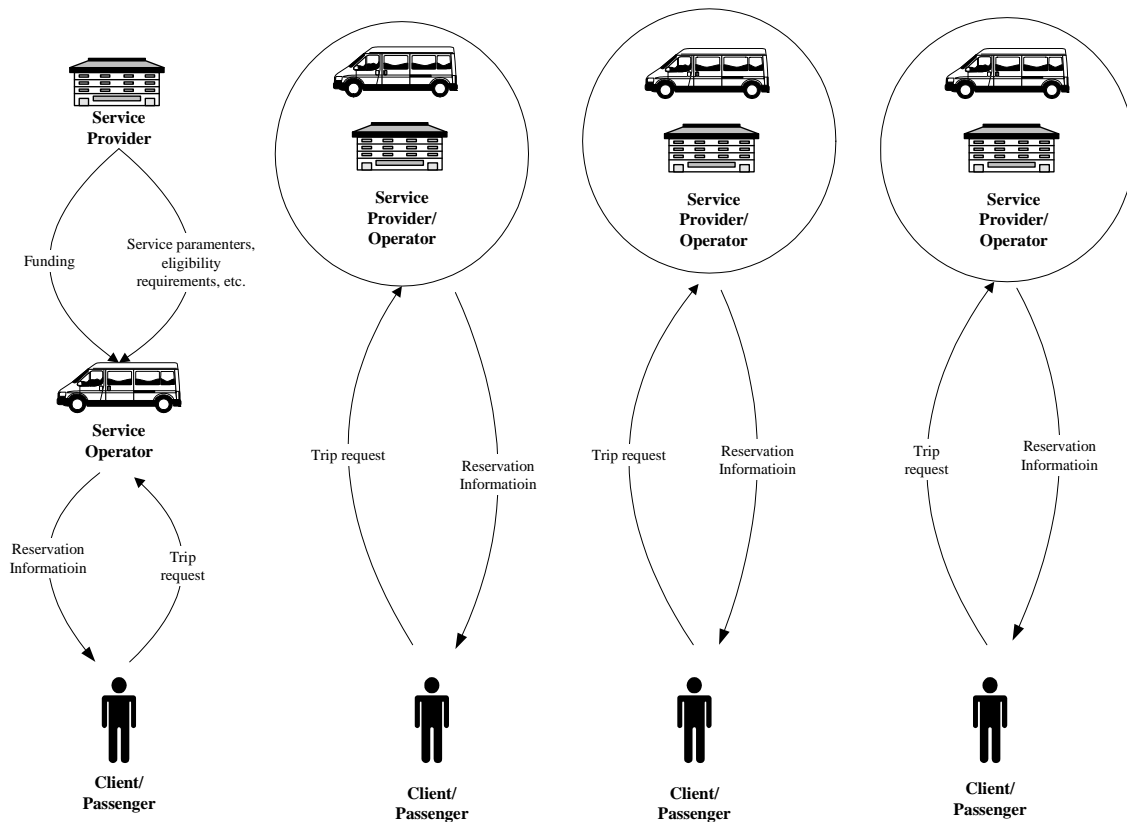
many cases, service providers and service operators are one in the same since these organizations have opted to operate their own transportation services. Lastly, the client/passengers are the users of the services. Descriptions of the aspects of each model follow.

Multiple Independent Providers and Operators - Under the first scenario, the network of services would continue with several separate organizations providing public and human service transportation services in Atlantic County. Under this model, the various service providers either operate their own system or enter into agreements on their own with third parties to operate the service. Clients/Passengers deal directly with the service provider for service information and trip scheduling. Any coordination is done on an informal basis. No functions, such as public information or scheduling, are consolidated at any one service provider. Also, each individual organization continues to pursue funding for its own transportation programs separate from the other service providers in the county.

Under the multiple independent providers and operators model, the issues which exist currently would continue. The most significant of these issues are the limited capacity on demand response services in the high growth communities. Under this model, only clients and the sponsored groups of the organizations providing service would have access to service in areas not served by NJ Transit's fixed routes or the Atlantic County Transportation Unit's general public service. No provision can be easily made to provide expanded capacity because many services have been established for specific trip purposes and/or population groups while some have limits which have been established by funding sources.

Figure 27 graphically depicts the functioning of this model.

Figure 27
Multiple Independent Providers and Operators



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

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

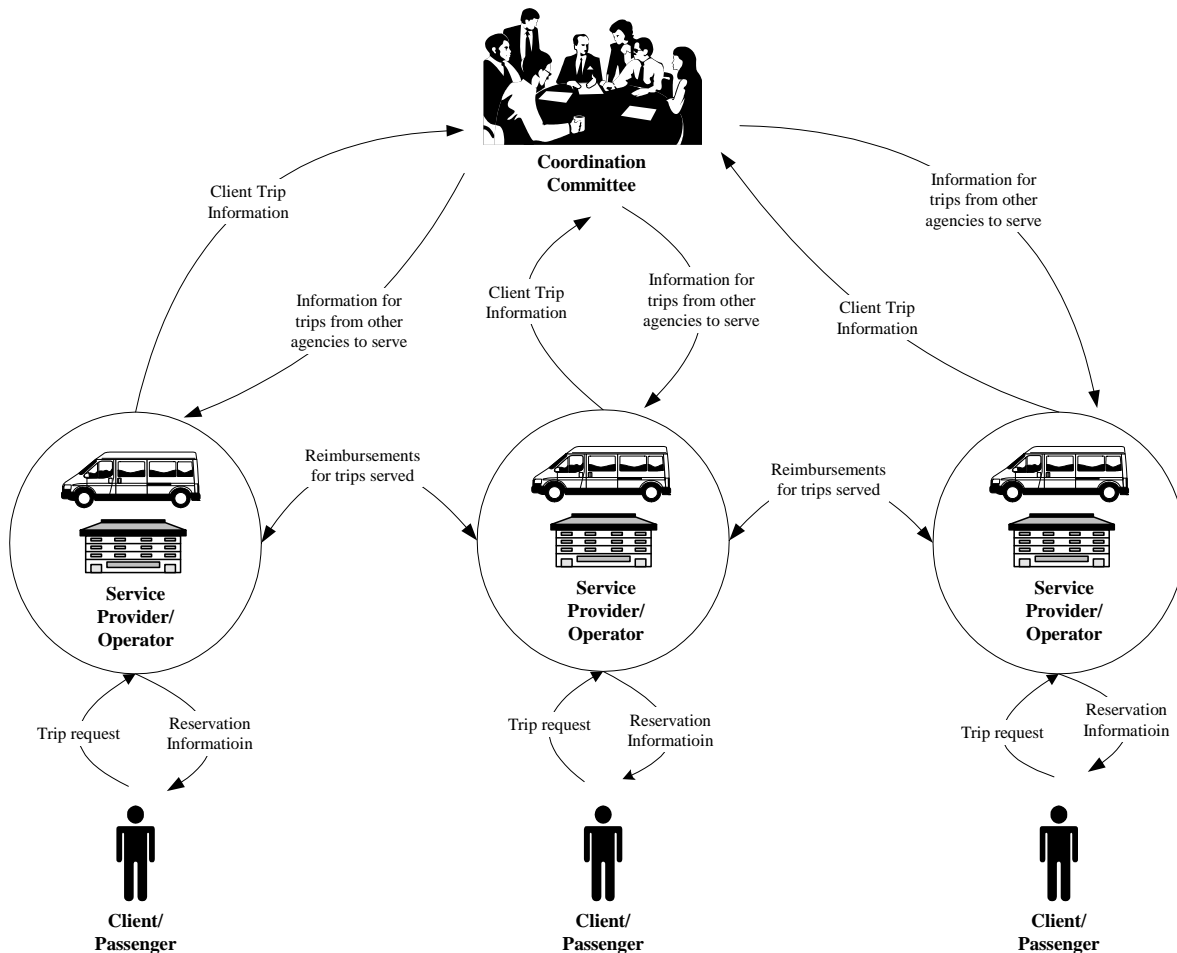
Any reimbursement arrangements would be separately negotiated between organizations. Reimbursement for service operated would be handled independent of the coordinating committee.

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

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

Figure 28 graphically depicts the functioning of this model.

Figure 28
Coordination through Coordinating Committee



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

The Coordination Committee could be used to address some of the identified inadequacies of the current system through actions such as combined public information efforts. Better dissemination of public information will allow for greater access to services for greater numbers of people, especially those who are unfamiliar with the current services. The committee

could also develop uniform data collection techniques and forms for the participating organizations thereby helping to identify potential gains in efficiency.

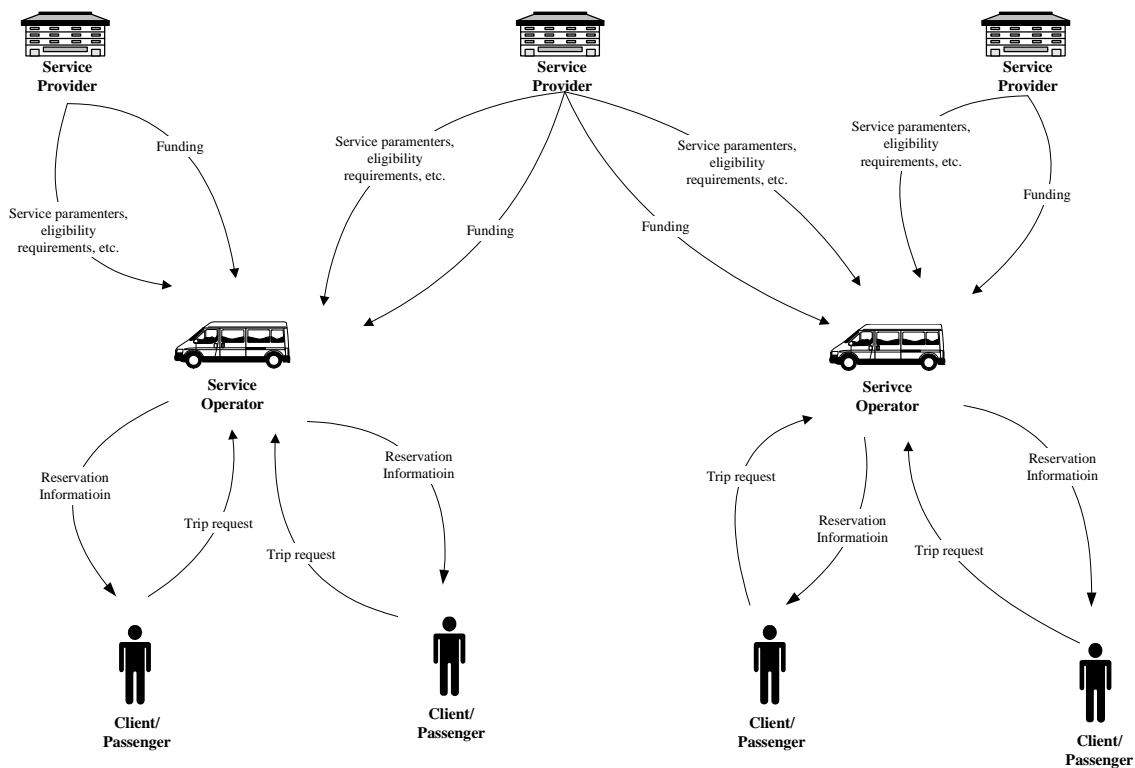
Additionally, through years of operating a transportation network, the organizations have gained valuable knowledge and expertise through their experience. Under a framework of coordination, the expertise which each individual organization has gained can be shared with the participating agencies to the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

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

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

Partial Consolidation – A third model is the partial consolidation of either particular functions to specific agencies or the consolidation of all transportation functions into a fewer number of providers than currently exist. This model could assume various forms. One scheme could be for one of the current organizations to assume responsibility for one or more key functions such as operation, maintenance, public information or trip reservation/scheduling. Under any such arrangement, the existing service providers would continue to administer their own transportation programs but rely on the one organization to perform the identified function. Figure 29 graphically depicts this model.

Figure 29
Partial Consolidation



Another potential organizational scheme within this model is for all transportation functions to be consolidated into a reduced number of entities. Under this scheme, the various organizations providing transportation service would rely on one of the designated agencies to handle all aspects of the transportation service. The agencies that are not designated as one of the transportation operators could either use their transportation funding to purchase transportation administration and operation through one of the designated organizations or have their transportation funding go directly to the designated transportation organization. To some extent, this is the model that currently exists in Atlantic County, with the transportation functions of most county agencies being handled by the Atlantic County Transportation Unit. The funding for various transportation programs administered by the county goes directly to the Atlantic County Transportation Unit.

This model would require several of the existing agencies to join together for the purpose of providing transportation. The most effective scheme would have the consolidation focus on the larger providers which account for most trips and costs. All of the organizations who currently provide demand responsive transportation service in the county, with the exception of the Atlantic County Transportation Unit, NJ Transit and the Atlantic County Jitney Association, perform a primary function which is not the provision of transportation services. Some of these

organizations would most likely be eager to delegate their transportation activities to another party and focus on their core competency, that is, serving the human service or medical needs of their clients. These organizations would be the probable participants in this organizational framework. Some organizations may be reluctant to join a consolidation effort because of concerns regarding service reliability and sensitivity to specific client needs. However, those who receive any type of federal funding from the departments participating in the United We Ride program may soon be facing mandates to participate in such a system.

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

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

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

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

This alternative would improve the county's ability to respond to identified service gaps such as capacity limitations. While these fundamental policy changes are subject to funding, this alternative provides an organization that has greater potential to respond to the increased service needs and providing a greater level of transit mobility to all residents of Atlantic County. That

is, gains in efficiency may allow for such benefits as gains in capacity on current services, but expansions to the system would require securing additional funding to offset the cost of operation. This may include new grant funding sources or potentially instituting a passenger fare on county services which are currently provided on a fare free basis.

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

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

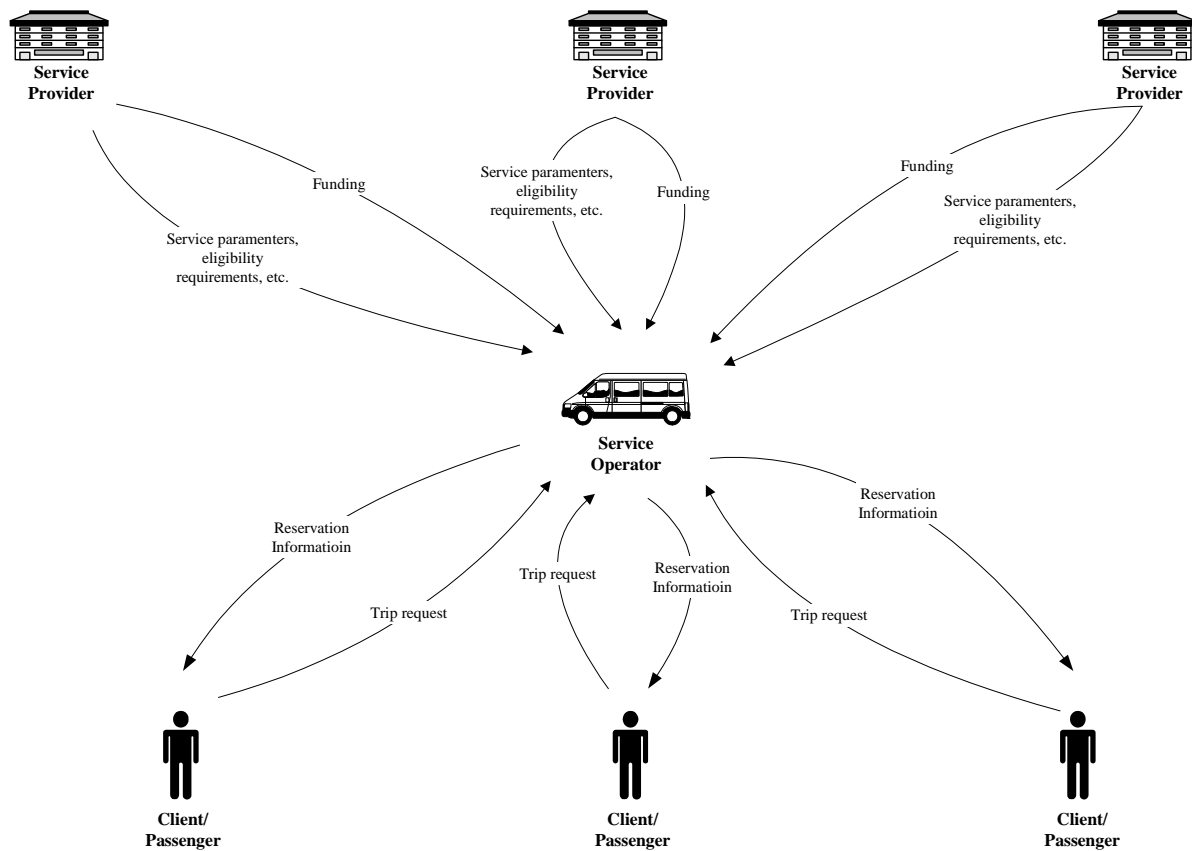
This alternative would create fundamental changes in the overall transportation structure in Atlantic County. This consolidated system could respond not only to the policy changes which are important for program success in the future, but will also establish consistent operating parameters which will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

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

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

Figure 30 graphically depicts the functioning of this model.

**Figure 30
Complete Consolidation - Single Entity Model**



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

One option under this model is to designate one of the organizations currently operating transportation service as the single entity. One example would be to designate the Atlantic County Transportation Unit as the county's public transportation operating agency for all services other than NJ Transit fixed route.

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

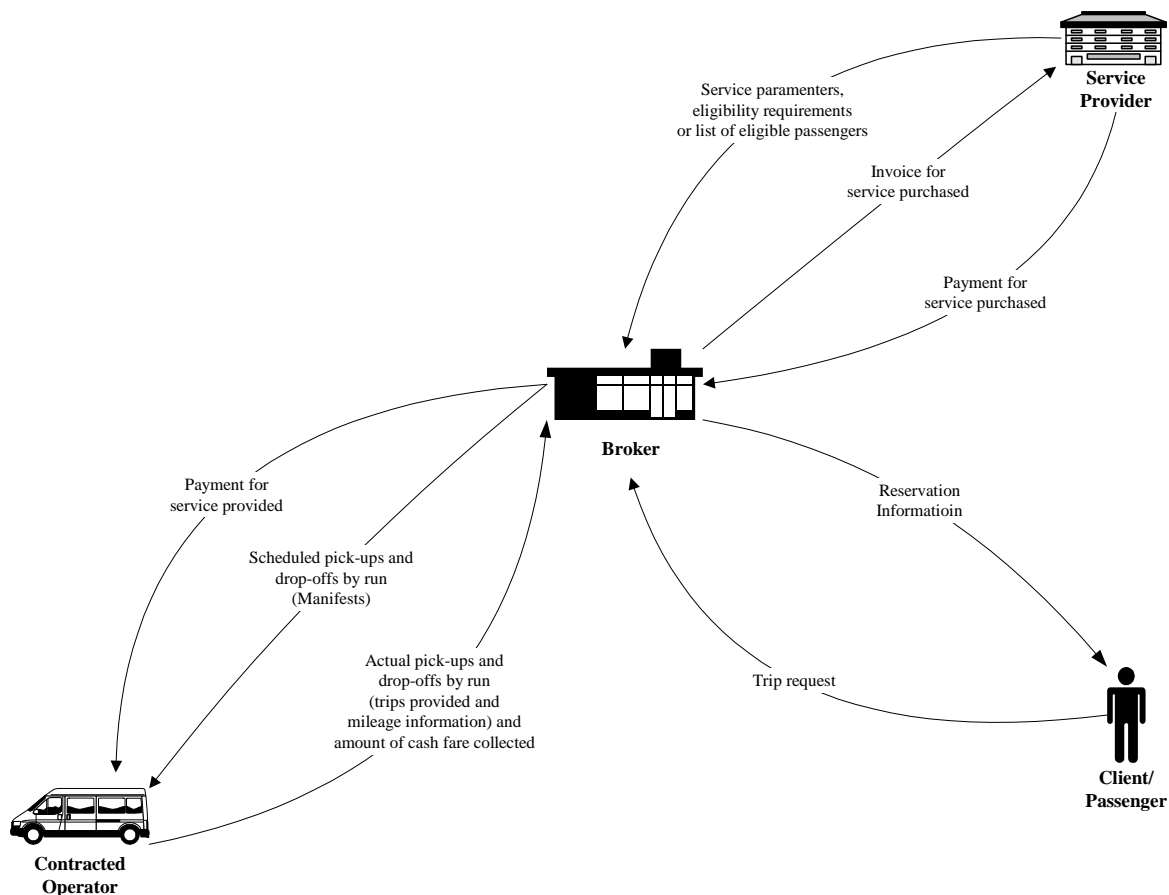
As part of this approach, an accounting system would need to be developed which establishes a service cost rate, typically on a per trip, per hour or per mile basis. The broker is then responsible for billing the various agencies for the service provided to them (i.e., trips, hours of service, miles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

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

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

Figure 31 graphically depicts the functioning of this model.

Figure 31
Demand Responsive Broker System



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

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

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

administer and operate a transportation system or purchase and maintain vehicles. The established brokered system would act as a selling point in the effort to secure funding. As with the consolidated system, the brokered system would be a more effective voice in securing funds since it would serve a number of groups and constituencies. This may include securing funding for expanded services from sources such as federal or state grant programs.

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

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

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

It should be noted that the *Atlantic County Mobility Plan for Transit Dependent Populations* completed in 1998 and updated in 2002 recommended the development of what it termed a pure brokerage system to coordinate the services of Atlantic County Transportation, Medicaid transportation program, Access Link, Work First New Jersey services, client services of private and public organizations as well as a vanpool/ridesharing program. A pure brokerage is a structure in which the broker does not also act as a transportation operator. To some degree this recommendation has been realized with the Atlantic County Transportation Unit handling county transportation services, Medicaid transportation and Jobs Access-Reverse Commute (JARC) services.

The 1998 plan had specifically recommended greater coordination between the county demand response services and Access Link. In the interim, the county purchased the same scheduling software used by Access Link to facilitate data sharing. While some data was initially shared, coordination efforts have not progressed further. NJ Transit continues to use a regional contractor to operate all Access Link trips in Atlantic County.

Identified Service Gaps and Alternatives

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

- **Fixed Route** - These are traditional transit routes which operate along a set alignment on an established schedule. The schedule includes specific time point locations at which the bus will arrive at given times. Passengers can board fixed route services at any bus stop along the set routing.
- **Route or Point Deviation** - This is a transit route which travels primarily along a defined route on an established schedule. Based on passenger requests, a route deviation service will deviate off of the defined route up to a prescribed limit or within a defined zone, make the passenger pick-up or drop-off and then return to the defined route before the next marked bus stop. This category also includes point deviation services which have scheduled time points but operate on a demand responsive basis between those time points. On route or point deviation services, passengers can board with a reservation at a requested location or without a reservation at a marked stop or scheduled time points. In some systems, the extent of deviation is three-quarters of a mile which corresponds to the ADA service regulations.
- **Demand Response** - Demand response routes are reservation based services in which passengers call in ahead of time to reserve a trip from a particular origin to a particular destination at a requested time. Typically, the origins and destinations must be within a defined geographic zone. Passengers with reservations board the vehicles at the reserved locations. In this regard, the routing of the transit vehicle is determined by the reserved trips.
- **Demand Response Feeder** - Under this model, a transit vehicle would operate within a defined geographical zone for a given period and would then be scheduled to meet other transit services at a given location. Passengers would call ahead to make a reservation. This model works well in connecting outlying areas to a broader network of public transportation services at a particular transfer point. This can be done on a subscription basis.
- **Shared Ride** – Residents of Atlantic County can also participate in NJ Transit’s Vanpool Sponsorship Program (VSP) and carpool programs which are locally administered by Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey. Residents can enter information

regarding their commute into a database (i.e., locations, times, etc.) managed by Cross County Connection which will provide the commuter with carpool and vanpool options in their area. Three different types of vanpool arrangements can be employed. The first type includes owner operated vanpools in which the driver of the van owns the vehicle and the vanpool participants pay a monthly fare to the van owner. The second arrangement is employer operated vanpools in which an employer purchases a van and pays an employee or a third party to operate the vanpool. This method is not a common. However, subsidies can be provided by the employer through the Commuter Benefits Program. Under this program, employees are entitled to \$110 per month in pre tax dollars through payroll deduction that can be used to offset the cost of their transit or vanpool commute. In the case of vanpools, it would have to be a third party vanpool and the payroll deduction would go directly to the vanpool operator. The third vanpool arrangement is for the vehicle in the vanpool to be provided and maintained by a third party provider contracted by NJ Transit. Under this arrangement, the van is leased to one of the vanpool members and the vanpool participants are charged monthly fares. In addition, under the third party arrangement, NJ Transit provides \$175 on a monthly basis to offset the expenses of the vanpool. Cross County Connection will assemble the vanpool groups and plan a route for the driver. If the vanpool is leasing a vehicle through NJ Transit's contracted third parties, Cross County Connection will also prepare all of the paperwork needed for the vanpool to receive the \$175 monthly subsidy and will complete any renewal forms needed.

Several observations regarding the demographic and land use characteristics of Atlantic County support the conclusion that traditional fixed route would be an appropriate model to employ in the southeastern portion of the county as well as in the high growth communities in the central area. For the remainder of the county, the more flexible and demand responsive models would be more appropriate. Utilizing the various models, alternatives to address the identified service gaps include:

- The need for transit service on main north-south corridors in the county could be addressed through the implementation of new fixed or flexible fixed routes. Candidate corridors would include the County Route 563 - Tilton Road corridor from Egg Harbor City to the Shore Mall, the County Route 575 - English Creek Avenue/Wrangleboro Road corridor from Pomona to Egg Harbor High School and the State Route 50 corridor between Egg Harbor City and Mays Landing. A complementary strategy to implementing these routes could be the establishment of new suburban hubs, such as the Hamilton Mall, to facilitate non-radial travel.
- The need for expanded weekday and evening capacity on demand response services to meet growing demand in the high growth communities of the county was identified as an issue with the current system. To address this need, additional vehicles could

be added to the Atlantic County Transportation Unit's demand response service which is provided throughout the county.

The descriptions above provide alternatives to address the gaps in service that were identified through the planning inputs, especially the stakeholder forum. It should be noted that this document is not intended as a service plan and these alternatives represent strategies that could be employed to address the current gaps between needs and services provided. These are not intended to be specific service proposals that will be implemented within any particular time line. Additional funding sources would need to be secured to implement the alternatives outlined above. A subsequent recommendations chapter provides information regarding the resources necessary to implement these alternatives.

Summary

This chapter provided a description of the various alternatives for the coordination of public and human service transportation service in Atlantic County. Five alternative organizational models were described including: (1) multiple independent transportation providers and operators; (2) creation of a coordinating committee between some or all of the current service providers; (3) consolidation of functions into one or more agencies (partial consolidation); (4) consolidation of all functions into a single agency responsible for the oversight and administration of all public (non NJ Transit) and human service transportation in Atlantic County (full consolidation); and (5) creation of a broker system. The limitations and potential benefits of each model were discussed.

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

RECOMMENDATIONS

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

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

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

From this, preliminary recommendations for the coordination of service as well as service improvements were presented in a public forum held in Galloway Township on May 30, 2007. All of the stakeholders were again invited to participate in the forum as well as the general public. The forum was advertised in the Atlantic City Press. In addition, a phone number, mailing address and email address were included in the notice which allowed members of the public to provide input to the process in the most convenient manner for them.

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

Coordination Recommendations

The analyses performed along with the stakeholder input showed that while some consolidation of services has occurred in Atlantic County, there is opportunity for greater coordination efforts. Along with efficiency gains, greater coordination could help to address some of the gaps between current mobility needs and services offered that were identified

through the planning process. Along with meeting these deficiencies, the future organization of public and human service transportation services in Atlantic County should consider the following general goals for any comprehensive system:

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

The 1998 *Atlantic County Mobility Plan for Transit Dependent Populations* recommended that various services provided in the county including county services and Access Link be coordinated under a brokered system. This recommendation was pursued to some extent with various services being consolidated under the Atlantic County Transportation Unit. In addition, the county purchased the same scheduling software used by Access Link for use by the Atlantic County Transportation Unit. This was done in the interest of facilitating greater coordination between the services.

Based on the goal of meeting the system deficiencies and addressing the general goals described above, it is recommended that the county's public and human service transportation service providers continue the process recommended in the 1998 plan and expand the level of coordination culminating in a brokered transit system. The establishment of a brokered system has potential to address the deficiencies of the current system while providing the most benefit to the passenger.

Also, while a fully consolidated system can provide the same benefits as a brokered system, the broker alternative continues to be the preferred option. This is due to the fact that there are currently numerous area service providers. Each of these providers desires the continued ability to address and directly affect the services available to their client groups. A broker concept will allow these groups and agencies to have more control over the type and amount of service available to their clients as well as the quality of those services. In addition, a brokered system will allow for the participation of various private operators currently available in the county as well as organizations such as the SJTA which could help to minimize cost and enhance financial efficiency.

Designation of Broker - The 1998 plan recommended the establishment of a pure brokered system which indicates that one of the current providers should not act as the broker. However, it is further recommended here that the Atlantic County Transportation Unit be designated as the eventual broker. This recommendation is made in consideration of the fact that since the 1998 plan was completed, the Atlantic County Transportation Unit has purchased and implemented the Trapeze paratransit scheduling software. The Transportation Unit now has in-house expertise in the use of the software which is also the software used by Access Link. This is an asset for the county and should be built upon in the development of a brokered system. In addition, it is recommended that the Atlantic County Transportation Unit act as the lead agency to facilitate this process.

As the lead agency, the Atlantic County Transportation Unit will need to assess such issues as the cost impacts of the brokered system. This will include the need to establish the staffing, equipment (software, computers, etc.) and office space needs. For example, the Transportation Unit currently employs a certain number of reservationists. Based on the estimates of additional trips that will need to be scheduled through the brokered system, a projected number of reservationists that will be needed can be determined. It will then be necessary to determine where functions such as reservations will be located. These cost projections will be needed to establish a rate for service that will be charged to the participating providers that is sufficient to provide a funding stream for the administration of the brokered system. Under typical operation of a brokered model, the cost of administering the brokered system is offset through the administrative overhead portion of this rate.

Continued Coordination Process - To continue the coordination process, the Atlantic County Transportation Unit should take the lead in forming a Public and Human Service

Transportation Coordinated Planning Committee with official recognition from the County Freeholders. The current service providers in the county should serve as members of this committee. In addition, the county administration, system users and appropriate state agencies should also be represented. This would include agencies such as the New Jersey Department of Children and Families which funds various transportation programs through the Division of Youth and Family Services, Division of Child Behavior Health Services and the Division of Prevention and Community Partnership.

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

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

In addition, the Committee will need to focus on detailed policy issues that will outline the structure and operation of the brokered system. This would include such issues as the use of scheduling software. Various options would be available such as allowing service providers access to the scheduling system so they can enter information regarding requested trips they

receive from their clients directly into the system rather than calling the Transportation Unit for data input. Other issues that will need to be addressed would be determining a rate schedule for the purchase of service through the brokered system by service providers.

In addition, the Coordinated Planning Committee will be responsible for the ongoing coordinated planning process required under the United We Ride program and specifically requested as part of this document. The Coordinated Planning Committee will be charged with identifying local priorities for new or improved services and identify how federal and state grants along with local funds will be pursued. This would be done with the understanding that all services would then be provided through the brokered system.

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

A second important short term task will be the establishment of a single source of public information regarding the services currently available in Atlantic County. The Atlantic County Transportation Unit could use the resources provided through the Cross County Connection provider survey to assemble a transportation resources guide for the county and train their employees to answer questions regarding the eligibility and parameters of the other services offered throughout the county. The other providers would need to assist in this effort by ensuring that the Transportation Unit had the most up to date information regarding the transportation service they provide. The Atlantic County Transportation Unit's phone number could then be published as a centralized information source. This would be the first step in establishing a centralized customer service function. As the system moves towards the brokered concept, this centralized customer service would then begin to take information for passenger reservations which would then be used for a centralized scheduling function.

Other coordinated public information efforts could include posting the resource guide on an internet website or developing a unified transportation services pamphlet that could be made available to the public. Participating agencies should be encouraged to provide part of their transportation administration budget to the Transportation Unit to offset the costs of these additional duties. As the brokered system is established, the rate for providing a trip would include administrative costs which would be retained by the Transportation Unit to perform these functions.

Coordination with Access Link - The 1998 *Mobility Plan for Transit Dependent Populations* had also recommended greater coordination between the services of the Atlantic County Transportation Unit and Access Link. As noted earlier, some steps have been taken in

the interim in response to this recommendation including the purchase of the scheduling software used by Access Link by the Transportation Unit. Some data had been exchanged between the two providers but coordination efforts did not progress further.

Access Link provides approximately 55,000 passenger trips annually in Atlantic County while the Transportation Unit provides approximately 167,000. Given this level of activity and the fact that both providers use the same scheduling software, consistent efforts should be made to identify coordination opportunities. This could be done initially through the monthly sharing of information regarding standing orders and the examination of that information for potential trip sharing. Reimbursement rates would have to be established between the two providers. It should also be examined how the software could be used to accommodate more frequent data sharing for the potential examination of daily trips at some point in the future.

Another point that will need to be addressed in terms of the coordination of the county service and Access Link is the issue of dual eligibility. Many individuals in Atlantic County who are eligible for Access Link service are also eligible for other services provided by the Atlantic County Transportation Unit. Access Link charges passengers a fare based on the bus fare for the particular trip while the county service does not charge a fare to the passenger. This has an obvious effect on the preference of the passenger as to which service they will choose to use. Some type of agreement will need to be reached between NJ Transit and the county as to which program passengers will be designated as traveling under. Fare and trip reimbursement policies will also need to be established.

To address the passenger preference issue, some jurisdictions outside of New Jersey that have both fare free county services and fare charging ADA services operating in the same area have adopted policies under which dual eligible passengers travel under the ADA program while the county pays the ADA fare for the passenger. If such an arrangement were adopted in Atlantic County, a dual eligible passenger would travel on the Access Link service and Atlantic County would be billed for the Access Link fare. This is a less expensive option for the county than actually operating the trip and eliminates the issue for the passenger of having to choose between a free service and a service that charges a fare.

The county and Access Link are the two major demand responsive service providers in Atlantic County. Coordinating these two services to the greatest extent possible will allow for the greatest benefit from coordination.

Coordination Timeline

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

- **Fall 2007** - The Public and Human Service Transportation Coordinated Planning Committee will be established with official recognition by the County Freeholders in time to identify what services are priorities for funding under Job Access Reverse Commute (5316), New Freedom (5317) and Elderly and Disabled (5310) programs and which organization will pursue the funding in the next fiscal year.
- **Spring 2008** – The Atlantic County Transportation Unit, with the assistance of the Committee, will identify the needs and cost impacts of operating the brokered system. This includes staffing, equipment and facility needs. In addition, sources to fund the operation of the brokerage will be identified. Sources of revenue could include fees for service provided through the brokered system, new or existing grant programs or potentially, passenger fares.
- **Fall 2008** – The Atlantic County Transportation Unit will become the centralized source for information regarding public and human service transportation available in Atlantic County. The Transportation Unit’s customer service number will be publicized as such.
- **Spring 2009** –The Coordinated Planning Committee will also establish parameters for the implementation of the broker system such as the rate schedule to be charged to service providers for trips operated and the use of scheduling software. The rate for service will be based on the analysis prepared by the Atlantic County Transportation Unit with the assistance of the Committee. The Coordinated Planning Committee will establish quality of service and customer service training parameters for the operation of service under the brokered system. The Atlantic County Transportation Unit will solicit bids from local transportation carriers to act as contracted operators in the brokered system. The Transportation Unit will select the operators to be used and enter into Service Agreements with these organizations.
- **Fall 2009** – The Atlantic County Transportation Unit will begin to assume responsibility for taking all requests for service under the various programs for the participating organizations and scheduling vehicle runs for the contracted operators.
- **Spring 2010** – All services receiving financial support from federal programs with United We Ride requirements will be provided through the brokered system.

This proposed schedule provides approximately a three year time line for the full implementation of the recommended brokered system. Actual implementation may vary due to available funding, the participation of affected agencies or other issues. It should be noted that the time line calls for the initiation of a coordinated planning process in the short term through the official establishment of the Public and Human Service Transportation Coordinated Planning Committee.

In the interim, The Atlantic County Transportation Unit and NJ Transit's Access Link should work together to establish a joint committee to address the issues outlined about. This includes data sharing, reimbursement rates and procedures, parameters for dealing with the issue of dual eligibility as well as issues of fare. As noted earlier, the most significant gains in efficiency would be realized through the coordination of these two services.

Service Improvement Recommendations

The analyses performed along with the stakeholder and public input showed that the deficiencies in the current network of public and human service transportation in Atlantic County include a need for transit service on major north-south corridors in the county as well as limited capacity on weekday and weekend service on the county's demand responsive system. It was also noted that, given the current funding situation, the highest service priority will be to maintain the level of service on service currently provided in the county.

The service alternatives presented in the Alternatives chapter were designed to specifically address these deficiencies which have been identified as priorities for public and human service transportation in Atlantic County. Following are more detailed descriptions of these potential service improvements. Operating impacts of each service improvement have been determined including annual revenue hours, operating costs and passenger trips. Again, it should be noted, that these alternatives are not meant as specific service proposals that are planned for implementation within any given timeline. Rather, they represent goals for the system to reach to address identified service gaps. New funding sources would need to be identified for the implementation of these new or expanded services to proceed.

Operating costs have been calculated using data provided by the Atlantic County Transportation Unit. This includes the fact that the Atlantic County Transportation Unit's annual budget for transportation operations for 2006 was \$3,135,291 and that the Transportation Unit operates 51,373 revenue hours annually. Using these figures, an incremental cost per additional hour of \$61.03 was calculated. This figure was then used to calculate the annual operating cost impact of the demand response service improvement alternatives described below. Also, the Atlantic County Transportation Unit reported that they provide 166,673 passenger trips annually which indicates that the service has a productivity rate of 3.2 passengers per hour. This productivity rate was used to determine ridership projections for each demand response service improvement.

Also, The SJTA reported that its annual budget for transportation operations is approximately \$1,730,000 and that the organization operates 38,450 revenue hours annually. Using these figures, an incremental cost per additional hour of \$45.00 was calculated. This figure was then used to calculate the annual operating cost impact of the potential flexible fixed route service improvement alternative described below.

Using these measures, projected operating statistics were developed for each potential service improvement.

North-South Corridor Service – Implementing new fixed or flexible fixed route services is a potential strategy to address this deficiency in the current system. Candidate routes for this service include the County Route 563 - Tilton Road corridor from Egg Harbor City to the Shore Mall, the County Route 575 - English Creek Ave/Wrangleboro Road corridor from Pomona to Egg Harbor High School and the State Route 50 corridor between Egg Harbor City and Mays Landing. To calculate the operating impacts of this alternative, it was assumed that a 14 hour span would be provided on each route Monday through Friday and a 12 hour span on Saturday and Sunday. This is based on other current fixed route services provided in the county. It was also assumed that each route would require one vehicle to provide a frequency of service of approximately 60 minutes.

Given the growth in the affected area, it would be advisable for NJ Transit to investigate the possibility of implementing fixed route services along the candidate corridors identified. Operating parameters and cost projections would need to be determined by NJ Transit based on their internal analysis of the proposed service.

While NJ Transit fixed route service may be the preferred model for these corridors, according to the stakeholders, a flexible fixed route model could potentially be employed. If this were the case, one potential operator would be the SJTA. Therefore, the SJTA's operating statistics were used to develop cost estimates. Using the operating parameters outlined above and assuming 257 weekdays, 52 Saturdays and 56 Sunday/holidays per year, each of the three routes would require approximately 4,894 revenue hours annually. Based on the SJTA's cost per additional hour of \$45.00, the operating cost impact would be approximately \$220,000 per route.

Expanded Capacity on Demand Response Service – One strategy to address this identified service gap would be to add two additional vehicles to the Atlantic County Transportation Unit's demand response service between 6:00 AM and 6:00 PM each weekday. This would require approximately 24 hours of additional service each weekday for a total of 6,168 additional hours annually. Based on the Atlantic County Transportation Unit's cost per additional hour of \$61.03, this would result in an annual operating cost impact of \$376,400. It is assumed that these added vehicles would garner the same level of productivity as the current Transportation Unit's demand response services, or 1.6 passengers per hour. Therefore, it is projected that this expanded capacity would provide approximately 19,700 passenger trips annually.

Another potential component of this service improvement alternative is to increase capacity of the demand response service on the weekends by adding an additional vehicle to the Atlantic County Transportation Unit's each Saturday 8:00 AM to 6:00 PM. This would require 10 hours of service each Saturday. Over 52 Saturdays per year, this would require 520 hours

annually and have an operating cost impact of approximately \$31,700. Assuming that Saturday service would garner 75 percent of the overall productivity rate, or 2.4 passengers per hour, this service would provide approximately 1,250 passenger trips annually.

The implementation of the service alternatives described above would address the deficiencies of the current system that were identified as priorities through the planning process. It should be noted, however, that it will be the responsibility of the Public and Human Service Transportation Coordinated Planning Committee to identify the service model and operator that will be used to address these needs. To allow the committee to identify and select the most effective and cost efficient model, it will be important to implement the coordination recommendation outlined in this report which is to continue the coordination process with the eventual establishment of a brokered transit system. It should also be noted that these alternatives represent new or expanded services for which funding sources would need to be identified.

Summary

This chapter identified the recommended alternative from among the potential coordination models presented in the Alternatives chapter. It is recommended that the various service providers in Atlantic County continue the process of service coordination with the eventual goal of establishing a brokered transit system under the administration of the Atlantic County Transportation Unit. This is based on the process recommended in Atlantic County's 1998 *Mobility Plan for Transit Dependent Populations* and was initiated by the county in the interim. It was also recommended that the county establish a Public and Human Service Transportation Coordinated Planning Committee with the goal of continuing the coordination process and providing the county with an ongoing coordinated planning process which is required as part of the United We Ride initiative. This chapter identified specific issues for this committee to address to facilitate the establishment of the brokered system.

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

Proposal	Annual Operating Costs (\$)
North-South Corridor Service	220,000*
Expanded Weekday Demand Response Capacity	376,400
Expanded Weekend Demand Response Capacity	31,700
Total	628,100

* This represents a cost projection for each potential route. Also, this represents a cost projection for a flexible fixed route solution using SJTA as an operator. Operating costs for a potential NJ Transit fixed route would need to be determined by NJ Transit based on their internal analysis.

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

APPENDIX A

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

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	A0b	A0c	A0d	A0e	A0f	A0g	A0h	A0i	A0j
Organization Name:	Address:	City:	County:	Zip Code:	Contact Person:	Title:	Phone Number:	Fax Number:	Email Address:
Atlantic City Transportation	City Yard 1100 N. Albany Avenue	Atlantic City	Atlantic County	08401	Kelly Harris	Director Atlantic City Senior Citizens	609-347-5721	609-343-6341	
ATLANTIC COUNTY	NEW ROAD AND DOLPHIN AVE.	NORTHFIELD, NJ	ATLANTIC	08225	CARL LINDOW	DIRECTOR OF TRANSPORTATION	609-645-7700 X-4058	609-645-5806	LINDOW_CARL@ACLINK.ORG
Belleplain Emergency Corp	138 Washington Street	Belleplain	New Jersey	08270	William H. King Sr.	CEO	609-861-5250	609-861-2288	chiefbec@comcast.org
City of Brigantine	1417 W. Brigantine Ave.	Brigantine	Atlantic	08203	Thomas Shanley	Director	609-266-7585		
City of Pleasantville	801 N. New Road	Pleasantville	Atlantic	08232	Robert L. Oglesby, Sr	Superintendent, Public Works	609-484-3640	609-677-1755	Roglesby801@comcast.net
Easter Seals New Jersey	1304 Route 47 unit Z	Rio Grande	Cape May & Atlantic	08242	Lee Ann DeMatteo	Director, CSS southern region	732-257-6662 ext.522	609-693-5197	ldematteo@nj.easterseals.com
Elwyn New Jersey	1667 E. Landis Avenue	Vineland	Atlantic County	08361	Jane G. Detweiler	Executive Director	856-794-5300	856-696-8380	jane_detweiler@elwyn.org
Family Service Association	3073 English Creek Ave	Egg Harbor Township	Atlantic County	08234	Chuck Burton	Vice President of Community Services	609-569-1731	609-569-1944	Chuck.Burton@att.net
Galloway Township Senior and Social Services	300 E.Jimmie Leeds Rd.	Galloway Township	Atlantic County	08205	Carla Dow	Director of Senior and Social Services	609-652-3700 x 210	609-404-0140	cdow@gallowaytp-nj.gov
Hamilton Township Senior Center	1309 Route 50	Mays Landing	US	08330	Barbara Coles/ Jeanne Lynch	Director and Assistant Director	609-625-1212	609-625-7744	
Kessler Memorial Hospital	600 So.White Horse Pike	Hammonton	Atlantic County	08037	Carmela Schenk	Environment of Care/ Safety Coordinator	609-561-6700 x5475	609-567-1986	cms@Kmh.org
Margate Seniors Citizens Bus Shuttle	Washington and Ventnor Ave.	Margate	Atlantic County	08402	Maryann Votta	Bus coordinator	609-822-3304		
Shirley Eves Development Therapeutic Center Inc	313 N 10TH 2T	Millville	Cumberland County	08332	Joyce Cossabon	Director	856-825-5840	856-825-5848	shirleyeves@verizon.net
South Jersey Transportation Authority	800 Cooper St. Suite 500	Camden	Atlantic County	08102	Carole Miller	Director	856-427-0988	856-614-1077	CMILLER@sja.com

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	A1a	A2a	A3a	A4
Organization Name:	Specify Other:	Specify Other:	Specify Other:	A4. Approximately how many customers does your agency service in a year?
Atlantic City Transportation		Transportation	Elderly min age-60 +; Transportation	Nutrition site-6,210 , Meals on Wheels-38,183, Social Services-764, Weekend/Holidays-1,166, Transportation-22,872
ATLANTIC COUNTY		TRANSPORTATION		2100
Belleplain Emergency Corp	Emergency and Non Emergency Ambulance, Handicap Van and Coach. (MAVT)	Medical Transportation	Emergency Services	28,903
City of Brigantine		Transportation	Elderly over age 60	
City of Pleasantville				500
Easter Seals New Jersey		This survey pertains only to Community Support Services Division - Adult Training Services in Cape May and Atlantic Counties	Adults with Developmental Disabilities in Cape May and Atlantic counties, referred by Division of Developmental Disabilities	78
Elwyn New Jersey		transportation		350
Family Service Association		Transportation, Partial Care Day Treatment		9,140
Galloway Township Senior and Social Services		transportation, referral service, application assistance, education		1800
Hamilton Township Senior Center		Transportation, Emergency, Food	Age 55+	
Kessler Memorial Hospital			Dialysis patients (outpatient)	600
Margate Seniors Citizens Bus Shuttle		Transportation	Elderly, min age 60	200
Shirley Eves Development Therapeutic Center Inc		Therapy and respiratory care services to children and adults with disabilities		300
South Jersey Transportation Authority		Transportation		

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	A4a	A5	A5b	A5c	A5d	A5e
Organization Name:	Does this number include duplicated or non-duplicated customers?	1. Facility Name:	Address:	Description of Services Provided:	2. Facility Name:	Address:
Atlantic City Transportation		Social Services	1301 Bacharach Boulevard	Information and referrals to senior citizens	Patsy Wallace Center	2231 Artic Avenue
ATLANTIC COUNTY	NON-DUPLICATED	DNA			DNA	
Belleplain Emergency Corp	Yes	Belleplain Emergency Corp	138 Washington Street Belleplain, New Jersey 08270	This address is our base of operation. We provide medical transportation.		
City of Brigantine		Brigantine Civic Center	3100 31st ave Bayshore, Brigantine, 08203	Lunch 5 days a week-senior activities		
City of Pleasantville	non-duplicated	City of Pleasantville	801 N. New Road Pleasantville, New Jersey 08232	We pick up local senior citizens and take them to doctors app't and nutrition sites		
Easter Seals New Jersey		Easter Seals Rio Grande	1304 Route 47 unit Z Rio Grande, NJ 08242	Persons with developmental disabilities referred by DDD are provided services in a community based setting ie: transportation, training, recreation, employment, volunteerism.....	Easter Seals Northfield	535 Tilton Road Northfield NJ 08225
Elwyn New Jersey	Non-duplicated					
Family Service Association		Family Services Association	312 E White Horse Pike, Absecon Highlands, NJ 08201	Partial Care Day Treatment		
Galloway Township Senior and Social Services	Non-duplicated	Galloway Township Senior Center	300 E. Jimmie Leeds Rd. Galloway Township NJ 08205	Transportation, referral service, application assistance		
Hamilton Township Senior Center		Frank Grieco Center	1309 RTE 50, Mays Landing, NJ 08330	Nutrition,Food, Transportation, Recreation		
Kessler Memorial Hospital		Kessler Dialysis	811 So. Egg Harbor Rd. Hammonton, NJ 08037	Out-patient chronic dialysis		
Margate Seniors Citizens Bus Shuttle		Margate Senior Bus	Washington and Ventnor Ave., Margate, NJ 08402	Senior transportation; also service includes senior with physical and mental disabilities		
Shirley Eves Development Therapeutic Center Inc	non-duplicated					
South Jersey Transportation Authority						

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	A5f	A5g	A5h	A5i	A6	A6a	A6c	A6d
Organization Name:	Description of Services Provided:	3. Facility Name:	Address:	Description of Services Provided:	Administration Offices (Monday- Friday):	Administration Offices (Saturday):	Administration Offices (Sunday):	Programs (Monday- Friday):
Atlantic City Transportation	Meals on Wheels, Nutrition Site	Transportation	1100 N. Albany Avenue	Transportation to dialysis, food shopping, medical appointments and malls	8:00am-4:00pm			8:00am-4:00pm
ATLANTIC COUNTY		DNA			6:30 AM - 5:30 PM			
Belleplaine Emergency Corp					0800hr.-1600hr.(disp. 24 hr.)	Dispatch 24 hr.	Dispatch 24 hr	24/7
City of Brigantine					9:00am-12:00pm			
City of Pleasantville					7am-4:30pm	closed	closed	7am-4:30pm
Easter Seals New Jersey	Persons with developmental disabilities are provided services in a community based setting.				8:30 - 4:30	none	none	8:30- 4:00
Elwyn New Jersey					8:00am-5:00pm			8:00am-4:30pm
Family Service Association					9:00am-5:00pm			8:00am-3:30pm
Galloway Township Senior and Social Services					8:30am-4:30pm			8:30am-4:30pm
Hamilton Township Senior Center					8:30am-4:30pm			8:30am-4:30pm
Kessler Memorial Hospital					M/W/F-6:30-10:30	10:30-2:30		10:30-2:30
Margate Seniors Citizens Bus Shuttle								
Shirley Eves Development Therapeutic Center Inc					8:00am-6:00pm M- THURSDAY			8:00AM-6:00PM M- THURSDAY
South Jersey Transportation Authority					8:00am-5:00pm			12:00am-12:00pm

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	A6e	A6f	A6g	A6h	A6i	A7
Organization Name:	Programs (Saturday):	Programs (Sunday):	Other (Monday-Friday):	Other (Saturday):	Other(Sunday):	What are the Geographic Boundaries of your Service Area?
Atlantic City Transportation	5:00am-12:00noon					Atlantic City, Ventnor, Margate, Brigantine and Absecon
ATLANTIC COUNTY						ALL OF ATLANTIC COUNTY, WITH LIMITED SERVICE TO VINELAND, NJ, PHILADELPHIA, PA, AND WILMINGTON, DE.
Belleplaine Emergency Corp	24/7	24/7				Cape May, Cumberland and Atlantic County
City of Brigantine						City of Brigantine
City of Pleasantville	closed	closed				Pleasantville, Northfield, Egg Harbor Twp, Mayslanding
Easter Seals New Jersey	none	none				Within Cape May and Atlantic counties
Elwyn New Jersey						Currently Cumberland, Gloucester and Atlantic Counties
Family Service Association						Entire Atlantic County and Portion of Cumberland County
Galloway Township Senior and Social Services						Galloway Township and Port Republic city limits
Hamilton Township Senior Center						Limited to residents who reside within the township of Hamilton for transportation. For nutrition and recreation no boundaries; however we cannot transport to and from center
Kessler Memorial Hospital	10:30-2:30		2:30-6:30- T/T/S 6:30-10:30/ 10:30-2:30			25 mile radius: Atlantic/ Cumberland/ Camden
Margate Seniors Citizens Bus Shuttle			9:05am-3:00pm	9:05am-3:00pm	9:05am-3:00pm	Margate, Longport and Ventnor
Shirley Eves Development Therapeutic Center Inc	24 HOURS	24 HOURS		2 weekends/ month		Cumberland County, parts of Gloucester, Salem and Atlantic county
South Jersey Transportation Authority	12:00am-12:00pm	12:00am-12:00pm				Burlington, Camden, Cumberland, Cape May, Gloucester, Salem and Atlantic counties

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	A8
Organization Name:	Will Expanded or Improved Statewide Services Benefit your Organization or Customers?
Atlantic City Transportation	Our dialysis clients are overwhelming our small transportation unit. We transport dialysis clients Monday thru Friday the early pick ups and shift starting around 5:00am and ending at 1:00pm. Saturdays our early pick-ups and shift starts at 5:00am till 12:00 noon a 7-hour overtime shift. Our Monday thru Friday schedules are generally loaded with our other transportation services that we provided such as medical appointments, food shopping, door-to-door handicapped shopping (we have attached some schedules of our services) Because of this overload we often can not take on any additional riders for any reason. We have had to cancel trips to the banks due to shortages of staff, vehicle breakdowns. We generally assign one driver to the early dialysis shift Monday thru Friday starting at 5:00am and ending 1:00pm because of staffing concerns and overtime cost. We schedule the remaining staff to take in and return the clients after 1:00pm. This often becomes a juggling act because the dialysis patients complete their treatments at different times and are ready to return home.
ATLANTIC COUNTY	DNA
Belleplain Emergency Corp	Unsure
City of Brigantine	
City of Pleasantville	
Easter Seals New Jersey	Door to door services for persons with disabilities to be transported to work,medical appointments, and other recreational outings
Elwyn New Jersey	Better public transportation services in Southern New Jersey, particularly Cumberland County in general; limited buses and limited services in general
Family Service Association	
Galloway Township Senior and Social Services	Public transportation is needed throughout a large portion of our service area. Door-through-door transportation services
Hamilton Township Senior Center	
Kessler Memorial Hospital	Funding for driver's salaries, maintenance and repairs for van; and insurance/registration costs
Margate Seniors Citizens Bus Shuttle	We provide transportation service to Margate residents only.We serve seniors anywhere they need to go in Margate, Longport or Ventnor. This is a free service.
Shirley Eves Development Therapeutic Center Inc	We provide transportation for our clients to doctors, therapy and school appointments when a vehicle and drivers are available. Improvements would be to provide a driver if funding were available for gas and insurance costs. Most transportation is needed in Cumberland County. Car seats are needed because we service mostly young children in early intervention (0-3 olds) with disabilities and their families
South Jersey Transportation Authority	

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	A9	B1b1	B1d	B2	B2b1	B2c
Organization Name:	Please state how customers get to your location:	Please provide the name(s) of your contracted operator(s):	OTHER (please specify):	Transportation service begins on Mondays at:	Transportation service begins on Tuesdays at:	Transportation service begins on Wednesdays at:
Atlantic City Transportation				8:00am	8:00am	8:00am
ATLANTIC COUNTY	DNA			4:00 AM	4:00 AM	4:00 AM
Belleplaine Emergency Corp	All patients are picked-up and delivered door to door.	Employees of Belleplaine Emergency Corp	N/A	24/7	24/7	24/7
City of Brigantine				9:00am	9:00am	9:00am
City of Pleasantville	We pick them up from their resident					
Easter Seals New Jersey	Easter Seals provides the transportation utilizing a fleet of leased/owned vehicles		Our contract with DDD provides for transportation to persons on our roster to and from the program (curb to curb) and to scheduled activities in the community during program hours.	8:30 AM	8:30 AM	8:30 AM
Elwyn New Jersey	Access NJ, CATS BUS, Group Home vans (agency owned), others providers, families and bus transportation service		Agency personnel provide transport services to day programs, doctor appointments, family visits, recreation etc.	8:00am	8:00am	8:00am
Family Service Association				7:00am	7:00am	7:00am
Galloway Township Senior and Social Services	The township provides transportation or they drive themselves, take public transportation			8:30am	8:30am	8:30am
Hamilton Township Senior Center				7:00am	7:00am	7:00am
Kessler Memorial Hospital				6:30am	6:30am	6:30am
Margate Seniors Citizens Bus Shuttle				9:00AM	9:00AM	9:00AM
Shirley Eves Development Therapeutic Center Inc	Generally we pick up			8:00am	8:00am	8:00am
South Jersey Transportation Authority				12:00am	12:00am	12:00am

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B2d	B2e	B2f	B2g	B2h	B2i	B2j	B2k
Organization Name:	Transportation service begins on Thursdays at:	Transportation service begins on Fridays at:	Transportation service begins on Saturdays at:	Transportation service begins on Sundays at:	Transportation service ends on Mondays at:	Transportation service ends on Tuesdays at:	Transportation service ends on Wednesdays at:	Transportation service ends on Thursdays at:
Atlantic City Transportation	8:00am	8:00am	5:00am		4:00pm	4:00pm	4:00pm	4:00pm
ATLANTIC COUNTY	4:00 AM	4:00 AM	4:00 AM	8AM	6:00 PM	11:00 PM	6:00 PM	11:00 PM
Belleplain Emergency Corp	24/7	24/7	24/7	24/7	24/7	24/7	24/7	24/7
City of Brigantine	9:00am	9:00am			12:00pm	12:00pm	3:00pm	12:00pm
City of Pleasantville								
Easter Seals New Jersey	8:30 AM	8:30 AM			4:00 PM	4:00 PM	4:00 PM	4:00 PM
Elwyn New Jersey	8:00am	8:00am	vary	vary	5:00pm	5:00pm	5:00pm	5:00pm
Family Service Association	7:00am	7:00am			4:30pm	4:30pm	4:30pm	4:30pm
Galloway Township Senior and Social Services	8:30am	8:30am			4:30pm	4:30pm	4:30pm	4:30pm
Hamilton Township Senior Center	7:00am	7:00am			5:00pm	5:00pm	5:00pm	5:00pm
Kessler Memorial Hospital	6:30am	6:30am	6:30am		6:30pm	2:30pm	6:30pm	2:30pm
Margate Seniors Citizens Bus Shuttle	9:00AM	9:00AM			3:00PM	3:00PM	3:00PM	3:00PM
Shirley Eves Development Therapeutic Center Inc	8:00am	8:00am	24 hours	24 hours	6:00pm	6:00pm	6:00pm	6:00pm
South Jersey Transportation Authority	12:00am	12:00am	12:00am	12:00am	12:00pm	12:00pm	12:00pm	12:00pm

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B2l	B2m	B2n	B3b	B3c
Organization Name:	Transportation service ends on Fridays at:	Transportation service ends on Saturdays at:	Transportation service ends on Sundays at:	Days of advance notice needed:	Hours of advance notice needed:
Atlantic City Transportation	4:00pm	12:00pm		2 weeks	
ATLANTIC COUNTY	6:00 PM	11:00 PM	4:00 PM	0	0
Belleplain Emergency Corp	24/7	24/7	24/7	1 day	24 hours
City of Brigantine	3:00pm			1	
City of Pleasantville					
Easter Seals New Jersey	4:00 PM				
Elwyn New Jersey	5:00pm	vary	vary		
Family Service Association	4:30pm				
Galloway Township Senior and Social Services	4:30pm				usually 1 hour or more
Hamilton Township Senior Center	5:00pm			Availability requirement, no advance notice needed for nutrition transportation. They can call before 9:00 of the same day. Usually we know the previous day what to expect.	
Kessler Memorial Hospital	6:30pm	2:30pm			4 hours
Margate Seniors Citizens Bus Shuttle	3:00PM				24 hours preferred
Shirley Eves Development Therapeutic Center Inc	6:00pm	2 wkends/month	2 wkends/month		
South Jersey Transportation Authority	12:00pm	12:00pm	12:00pm		

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B4a	B4b	B5a1	B5b	B5c	B5d	B5e	B5f
Organization Name:	Describe age requirements from above responses:	Other (please specify):	Other:	Any type of trip need within your organization area	Health/medical	Nutrition	Social	Recreation
Atlantic City Transportation	Seniors 60 + living in Atlantic City	Youth, local organizations groups		15%	20%			15%
ATLANTIC COUNTY	60 YEARS OF AGE OR OLDER, 18 YEARS OF AGE OR OLDER FOR DISABILITY SERVICE, UNLESS ACCOMPANIED BY A GUARDIAN				21%	55%	1%	3%
Belleplain Emergency Corp					100%			
City of Brigantine	Any Elderly person over age 60			25%	15%	5%	10%	10%
City of Pleasantville								
Easter Seals New Jersey	over 21		community trips are scheduled based on interests of the groups of individuals served. Not personal activities. And the transportation to and from the program.					45%
Elwyn New Jersey		Individuals in our programs and sometimes their family members	Shopping/personal needs	5%	5%		5%	5%
Family Service Association	Partial care day treatment of mental and cognitive disabled				99%			
Galloway Township Senior and Social Services	Elderly (55 and older), disabled (18 and over) low income				40%			15%
Hamilton Township Senior Center	Over age 55 for an elderly person; Over age 55 for limited persons with disabilities-We are not wheelchair compatible			10%	20%	40%		
Kessler Memorial Hospital								
Margate Seniors Citizens Bus Shuttle	Age 60 +			100%				
Shirley Eves Development Therapeutic Center Inc					25%			25%
South Jersey Transportation Authority								

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B5g	B5h	B5k	B5i	B5j	B6a	B6b	B7	B7a	B8	B8a
Organization Name:	Education/ Training	Employment	Shopping	Social Services	Other	What is the fare amount?	If fare is not a flat fee, how is this amount calculated?	# of one way passenger trips in annual year (2005 or 2006):	# of one way passenger trips in a typical month:	# of vehicle miles in annual year (2005 or 2006):	# of vehicle miles in a typical month:
Atlantic City Transportation	10%		30%	10%				22,872	1,906	78,000	6,500
ATLANTIC COUNTY	1%	8%	10%	1%			DONATIONS ACCEPTED	166,673	13,894	819,987	68,332
Belleplain Emergency Corp							Depends on level of service	28,903	2408	n/a	n/a
City of Brigantine			35%					4000	310	7000	500
City of Pleasantville								1668	139	9531	700
Easter Seals New Jersey		5%			50%			3680	320	192,000	16,000
Elwyn New Jersey	60%		20%								
Family Service Association				1%				5,148	429	18,336	1,528
Galloway Township Senior and Social Services	15%		30%					2,020	175	15,289	1,275
Hamilton Township Senior Center			20%	10%					676	37,595	3,301
Kessler Memorial Hospital						\$5.00	Each way according to ability to pay	240	20	20,000	5,000
Margate Seniors Citizens Bus Shuttle								6,261		11,700	
Shirley Eves Development Therapeutic Center Inc	50%							2,496	208	36,000	3,000
South Jersey Transportation Authority								267,139	30,724	556,524	

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B9	B9a	B10	B11	B11a	B11b	B11c	B11d	B11e
Organization Name:	# of vehicle hours in annual year (2005 or 2006):	# of vehicle hours in a typical month:	What are the Geographic Limits of Your Service Area?	Managers:	Reservationists:	Schedulers:	Dispatchers:	Drivers:	Mechanics:
Atlantic City Transportation	436,800	36,400	Atlantic City, Ventnor, Margate, Brigantine and Absecon	2 full time	2 full time	2 full time	2 full time	5 full time	
ATLANTIC COUNTY	102,050	8,504	SERVICE IS PROVIDED COUNTY WIDE, AND OUTSIDE OF THE COUNTY AS DESCRIBED ABOVE.	4	2 ALSO SCHEDULE	0	1	39	0
Belleplain Emergency Corp			Cape May, Cumberland and Atlantic County	2		2	27	20	3
City of Brigantine	1300	110	City of Brigantine	1			7	7	3
City of Pleasantville								1	
Easter Seals New Jersey	11520	960	Cape May to Seaville. Atlantic City to Egg Harbor TWP.	4 f.t.				Drivers/Direct Service Staff - 16 f.t.	
Elwyn New Jersey			Mostly in Cumberland, Atlantic and Gloucester County-trips to North Jersey, Pennsylvannia (Philadelphia) for doctor's appointments/airport, etc						
Family Service Association	780	65	Atlantic County and Portion of Cumberland County					Full Time-1 Part Time 3	
Galloway Township Senior and Social Services	900	175	Galloway Township and Port Republic city limits	1 full time	2 full time ; other staff used as needed, 1 part time volunteer			1 full time; other staff used as needed	
Hamilton Township Senior Center	Approx 3,840	320	Township limits (116 sq miles) for pickups, township residents are only taken as far as Philadelphia.	1			1	2	Township Mechanics
Kessler Memorial Hospital	4,680	390	25 mile radius-Atlantic, Camden and Cumberland counties					1	
Margate Seniors Citizens Bus Shuttle			Margate, Longport and Ventnor						
Shirley Eves Development Therapeutic Center Inc	1,560	130	Cumberland, Gloucester and Salem Counties						
South Jersey Transportation Authority	38,452	3,514		1 full time		1 full time			1 full time

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B11f	B11g	B11h	B12	B12a	B12b	B12c	B13
Organization Name:	Other (specify):	Other (specify):	Other (specify):	Annual budget for Transportation Administrative Expenses (\$):	Annual budget for Transportation Operating Expenses (\$):	Annual budget for Transportation Capital Expenses (\$):	TOTAL annual budget for the Transportation Program (\$):	Fares & donations (\$):
Atlantic City Transportation								
ATLANTIC COUNTY				360,000	2,300,000	200,000	2,860,000	
Belleplaine Emergency Corp	supervisors 6	emergency medical technicians 37	office staff 8					
City of Brigantine								
City of Pleasantville							46,972.80	0
Easter Seals New Jersey							181,000	
Elwyn New Jersey								
Family Service Association				20,200.00	6,140.00	0	26,340.00	
Galloway Township Senior and Social Services				75,000	8,886		83,886	
Hamilton Township Senior Center				Included with Public Works budget	Included with Public Works budget	Included with Public Works budget	Included with Public Works budget	0
Kessler Memorial Hospital				16,500	3,000		19,500	2,831
Margate Seniors Citizens Bus Shuttle				Funded through Margate City	Funded through Margate City	Funded through Margate City	Funded through Margate City	
Shirley Eves Development Therapeutic Center Inc	We only use staff assigned to their specific jobs. No Transportation people						n/a	
South Jersey Transportation Authority				576,361	1,729,997		2,306,338	

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B13a	B13b	B13c	B13d	B13e	B13f	B13g	B13h	B13i	B13j	B13k
Organization Name:	Charters, Advertising (\$):	City, Town, or Village funding (\$):	County funding (\$):	State Casino funding (\$):	Federal Transit Funding (e.g. 5310, 5311, JARC) (\$):	OAA Title III (\$):	OAA Title XX(\$):	Title XIX (Medicaid) (\$):	Veterans(\$):	TANF(\$):	Special Initiatives (\$):
Atlantic City Transportation											
ATLANTIC COUNTY			1,400,000	915,000	308,000	100,000			17,000		
Belleplain Emergency Corp											
City of Brigantine											
City of Pleasantville	0	0	0	0	0	0	0	0	0	0	0
Easter Seals New Jersey											
Elwyn New Jersey											
Family Service Association								192,600.00			
Galloway Township Senior and Social Services		83,886									
Hamilton Township Senior Center	0	Taxes???	0	0	0	0	0	0	0	0	0
Kessler Memorial Hospital											
Margate Seniors Citizens Bus Shuttle		100% Funded through Margate City									
Shirley Eves Development Therapeutic Center Inc											ate foundation
South Jersey Transportation Authority			124,464		397,021						

United We Ride Atlantic County Qualitative Data

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A0a	B13l	B13m	B13n	B13o	B14	B15	B16a	B17a
Organization Name:	Other (please identify) (\$):	Other (please identify) (\$):	Other (please identify) (\$):	TOTAL Anticipated Transportation Revenues (\$)	B14. Where are your vehicles garaged?	B15. Who services your vehicles, and where are they serviced?	If yes, which program and what version?	If yes, which program and what version?
Atlantic City Transportation					1100 N. Albany Avenue, Atlantic County 08401	City contracted repair service		
ATLANTIC COUNTY	120,000	PEER FUNDS		2,860,000	42 VEHICLES ARE BASED IN NORTHFIELD, NJ 4 VEHICLES ARE BASED IN HAMMONTON, NJ	COUNTY FLEET MAINT. UNIT SERVICES OUR VEHICLES IN NORTHFIELD, NJ.	TRAPEZE PASS	
Belleplain Emergency Corp					Belleplain Emergency Corp 138 Washington Street Belleplain, New Jersey 08270	In house service	Ram / Emergency Medical Dispatch	Fleet Matic
City of Brigantine					City owned a lot	City employees, trained mechanics		
City of Pleasantville	0	0	0	0				
Easter Seals New Jersey				181,000	parked in the site parking lots	agency has a fleet management service. sites use local vendors for repair and maintenance.		
Elwyn New Jersey					At the group homes; administratives offices	Various vendors (use Emkay Fleet Management)		
Family Service Association				192,600.00	On location	Fleet Master, Truck Repair, 1288 Doughty Rd, Egg Harbor Township		
Galloway Township Senior and Social Services				83,886	They are not garaged, but are on township property.	First vehicle services at their location		
Hamilton Township Senior Center	0	0	0	0	Outside the building at 1309 Rte.50	Public works employees		
Kessler Memorial Hospital				2,831	No	Losco Motors, 425 S. White Horse Pike, Hammonton, NJ 08037		
Margate Seniors Citizens Bus Shuttle					Margate city garage	Margate City garage mechanics handle all repairs for the bus		
Shirley Eves Development Therapeutic Center Inc	4,000 priv			4,000	No garage, vehicles are outside	Local mechanics, Millville		
South Jersey Transportation Authority	860,834	971,601		2,323,920	Camden County Public and SJTA garage	Some contract and in house (SJTA)		

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	B18a	B19a	B20	B21	C1a	C2a
Organization Name:	If yes, which type of equipment?	If yes, typically how long is your waiting list?	Please identify the reason you were unable to provide the service:	Please identify what the destinations are:	If yes, please note the agency name(s), type of services, and reimbursement arrangements:	If yes, please describe:
Atlantic City Transportation	Two way radios		Yes, Vehicles break down, drivers out on medical leave, staff shortages/ call outs	Yes, We basically provide local transportation services within 100 mile radius most trips outside 100 miles radius we do not take		
ATLANTIC COUNTY	800 MHZ		YES,....DIALYSIS AND DAILY DEMAND RESPONSE	WE PROVIDE SERVICE TO ANYWHERE, HOWEVER, WE DO NOT PROVIDE SERVICE TO RESIDENTS OF ASSISTED LIVING AND/OR INSTITUTIONAL HOMES.	ALL AGENCIES ARE ELIGIBLE FOR COUNTY SERVICES	INTERLOCAL AGREEMENTS WITH VARIOUS MUNICIPALITIES
Belleplain Emergency Corp	Nextel and FM radio		No	Only if out of our normal transport area.		
City of Brigantine	cellphones				Brigantine Senior Civic Clubs-Grade school outings	
City of Pleasantville						
Easter Seals New Jersey	cell phones		no	yes, personal appointments.		
Elwyn New Jersey			No	No		Sheppard Bus services
Family Service Association	cellphone		No	Yes, out of county for medical needs		
Galloway Township Senior and Social Services	Hands-free cell phone	Less than 5	Not living in our service area; wanting to travel outside of our service area; door-through-door transportation	Medical visits outside of our service area	Absegami High School, emergency transportation for sport teams	
Hamilton Township Senior Center	cellphones		Already scheduled trips-we have only 3 vehicles, one used primarily for nutrition			
Kessler Memorial Hospital	Cellphone		No	No		
Margate Seniors Citizens Bus Shuttle						with Atlantic County
Shirley Eves Development Therapeutic Center Inc	Cellphones		No	No		
South Jersey Transportation Authority			Yes, Personal Individual and some agencies we are not funded for.	Yes, Upper Burlington and Trenton	C.C., WPS, Manor Care, CNA	Camden, Gloucester and Salem counties

United We Ride Atlantic County Qualitative Data

Response Rate = 64% (14 of 22 Surveys Returned)

A0a	C5a	C6
Organization Name:	If yes, please identify those organizations:	Identify Any Real or Percieved Barriers to Coordination:
Atlantic City Transportation	The Atlantic County Transportation Department	There are no problems in the process for transportation services
ATLANTIC COUNTY	NJ TRANSIT ACCESS LINK	ONE MORE TIME,.....NJ TRANSIT ACCESS LINK
Belleplain Emergency Corp	n/a	
City of Brigantine		
City of Pleasantville		
Easter Seals New Jersey		
Elwyn New Jersey		
Family Service Association		
Galloway Township Senior and Social Services	Atlantic County	Limited resources for vehicles, drivers and funding
Hamilton Township Senior Center	Atlantic County, Mizpah Human Services	We have a small staff, we are limited in our ability to assume additional responsibilities, due to such a small staff. We have 3 people in our department on Monday, Tuesday and Wednesday, and 2 people on Thrusday and Friday. One person is tied up picking up and taking home from lunch. On Friday both people have the grocery runs. We take appointments when we can but we have to spend time in the office too.
Kessler Memorial Hospital		
Margate Seniors Citizens Bus Shuttle		
Shirley Eves Development Therapeutic Center Inc		
South Jersey Transportation Authority		