

# **SJTPO Regional Human Service Transportation Plan**

## **Final Report Cape May County**

Prepared for  
**South Jersey Transportation  
Planning Organization**

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

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## **INTRODUCTION**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Because of the current funding and organization of public transportation, NJ Transit has specified its requirements to insure compliance with federal guidelines. Separate plans will be prepared for each county and these 21 plans will be included in three regional plans administered by the three Metropolitan Planning Organizations -- the South Jersey Transportation Planning Organization (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 service transportation services in Cape May County and includes proposals for service, organization and management. It establishes a coordinated approach for the various transportation programs. The plan should not be viewed as a static document. In subsequent years, the plan will be refined and modified to reflect changes to conditions and the success of implementing study proposals.

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

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

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

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

## **EXISTING TRANSPORTATION SYSTEM**

This chapter provides a comprehensive description of the current public and human service transportation services in Cape May County. There are two types of transportation services offered in the county, the first category includes fixed route. The fixed route operator in Cape May County is NJ Transit. The second category includes flexible fixed route services and demand responsive, or paratransit services. The primary operator of these types of services in Cape May County is Fare-Free Transportation which is Cape May County's office of community transportation services. 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 Cape May County reflect the results of a service provider survey conducted by Cross County Connection, the Transportation Management Association (TMA) for southern New Jersey. This chapter provides a summary of the findings of the survey. The complete survey findings for Cape May County are included as an appendix to this report.

While the database assembled by Cross County Connection does not represent a complete description of all services provided in Cape May 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 Cape May 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 Cape May 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 Cape May County are operated by NJ Transit. Table 1 below lists these NJ Transit bus routes along with the Cape May County communities that are served by the routes.



**Table 1  
NJ Transit Fixed Route Services**

<b>Route #</b>	<b>From</b>	<b>To</b>	<b>Communities Served</b>
313	Philadelphia	Cape May	Cape May Court House, N. Wildwood, Wildwood, Lower Township, Cape May
315	Philadelphia	Cape May	Sea Isle City, Avalon, Stone Harbor, Cape May Court House, N. Wildwood, Wildwood, Lower Township, Cape May
316*	Philadelphia	Cape May	N. Wildwood, Wildwood, Rio Grande, West Cape May, Cape May
319	New York (PABT)	Cape May**	Sea Isle City, Avalon, Stone Harbor, N. Wildwood, Wildwood, Cape May
552	Cape May	Atlantic City	Cape May, N. Cape May, Villas, Rio Grande, N. Wildwood, Wildwood, Middle Township, Cape May Court House

\* Seasonal service, summer only

\*\* Route 319 is only extended to Cape May during the summer months, throughout the remainder of the year, the route ends in Wildwood.

Reflecting the development patterns of Cape May County and its density, most areas are not served by fixed route bus service. Instead, service is oriented along major highway routes that serve urban concentrations such as the shore communities and other population centers in the county such as Cape May Court House and Rio Grande. One route, Route 316, is a summer only route and is designed to provide an express connection between Philadelphia and the shore communities in Cape May County during the peak tourism months. Also, Route 319 is extended beyond Wildwood to Cape May during the summer facilitate tourist travel to and from New York.

While Table 1 lists the fixed routes operated in Cape May County, it does not provide any indication of the level of service provided. Table 2 provides the span of service and the frequency at which these routes operate.

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

<b>Route #</b>	<b>Days of Operation</b>	<b>Span of Service</b>	<b>Frequency of Service</b>
313	Monday - Sunday	6:30 AM – 1:09 AM	3 round trips daily
315	Monday - Sunday	6:25 AM – 8:44 PM	3 round trips daily
316*	Monday - Friday	7:52 AM – 2:18 AM	AM Peak – 120 minutes Midday – 75 minutes (average) PM Peak – 75 minutes (average) Evening – 100 minutes (average)
	Saturday	6:52 AM – 2:03 AM	Daytime - 75 minutes (average) Evening – 60 minutes
	Sunday	7:52 AM – 2:03 AM	Daytime – 75 minutes (average) Evening – 60 minutes
319	Monday - Sunday	7:49 AM – 9:31 PM	2 round trips daily
552	Monday - Sunday	24 Hours	AM Peak – 70 minutes (average) Midday – 60 minutes PM Peak – 60 minutes Evening – 120 minutes

\* Seasonal service, summer only

Table 2 shows that each of these NJ Transit fixed routes in Cape May County operate Monday through Sunday. Also, all of them operate during the evening with Route 552 offering 24 hour service. Table 2 also shows that while these routes operate each day of the week and over an extended span of service, the services are not provided at high frequencies. The highest frequencies offered are on Route 316 and Route 552 which operate at a frequency of every 60 minutes during certain periods of the day. Frequencies drop to as low as every 120 minutes on these routes during other periods. Again, it should be noted that Route 316 is a summer only service. Only a limited number of trips throughout the service day are provided on the other routes serving Cape May County, Route 313, Route 315 and Route 319. This shows that the fixed route transit network in Cape May County is not extensive and has limited ability to serve the diverse mobility needs of Cape May County residents. Given the rural nature of most of Cape May County and the fact that urban centers in the county are not very populous, a limited fixed route network is to be expected. These conditions also would not support a greatly expanded fixed route bus system.

### **Description of Demand Responsive Services**

Demand responsive refers to services in which the actual routing and schedule of the vehicles is, to a varying degree, determined by passenger reservations and requests. This includes both flexible fixed route services and purely demand responsive services. Flexible fixed routes do have a set alignment with scheduled time points, however, the vehicle will deviate from that alignment within certain parameters to accommodate a passenger request. Passengers

can either board at bus stops along the established route alignment without a reservation or at a requested alternative site by prearrangement.

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

Various agencies and non-profit organizations offer flexible fixed route or demand responsive services throughout Cape May County. As noted above, it would be expected that most transportation services in Cape May County would be of a flexible or demand responsive model given the nature of development and population density in Cape May 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 in the county provide considerable service coverage in Cape May County for certain trip types and particular special needs populations. Table 3 lists all of these services, the span of the service, coverage and the eligibility criteria for each.

There are twelve different organizations in Cape May 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 Cape May County providing such services.

Fare Free Transportation is the only service in Cape May County which is both open to the general public and can be used for any trip purpose. Fare Free Transportation operates throughout the day Monday through Friday but provides no evening or weekend service. Cape May County Department of Aging's service is open to any Cape May resident who is 60 years old or over. All other services are available only to the clients of the service provider. Other target populations are eligible for these services such as low income individuals who can access services through Puerto Rican Action Committee or the Cape May County Board of Social Services. Persons with mental or physical disabilities are eligible for services provided by various providers such as the Board of Social Services, Easter Seals or the JCDTOC. It should be noted that none of the services provided in Cape May County operates on the weekends and only two operate after 5:00 PM.

**Table 3  
Service Availability and Eligibility Criteria**

<b>Service</b>	<b>Type</b>	<b>Span</b>	<b>Coverage/Purposes</b>	<b>Eligibility</b>
Access Link (NJ Transit)	Demand Response	At same times as applicable fixed route service	Within ¾ mile of a NJ Transit fixed route service	Disability which prohibits person from accessing fixed route service
Cape May County Board of Social Services	Demand Response	M-F – 7:15AM - 4:00PM	To/from employment/training, medical and social service appointments in Cape May County	Agency clients only
Cape May Counseling	Flexible Fixed Route and Demand Response	M-F – 7:30AM - 10:00PM	Any type of trip purpose needed in Cape May County	Agency clients only
Cape May County Department of Aging	Demand Response	M-F – 9:00AM – 4:00PM	Congregate meal sites, travel to/from senior centers, medical appointments	Cape May County residents 60 years old or more
Easter Seals of Cape May	Demand Response	M-F – 8:30AM – 4:00PM	Employment, personal business, recreation, community outings in Cape May and Atlantic Counties	Agency clients only
Eastern Shore Nursing and Rehabilitation Center	Demand Response	M-F - 7:00AM – 4:00PM	From nursing facility to requested destinations for medical, personal, recreational purposes; primarily in Cape May County but can go outside if needed	Agency clients only

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<b>Service</b>	<b>Type</b>	<b>Span</b>	<b>Coverage/Purposes</b>	<b>Eligibility</b>
Fare Free Transportation	Flexible Fixed Route and Demand Response	M,W,F – 6:30AM-6:00PM T,R – 6:30AM – 7:00PM	Any trip purpose along route and defined flex zone. For demand response, trips are provided to all of Cape May County and selected sites outside the county; Flex Fixed in Cape May County, some DR trips to selected locations outside county	General Public
Jersey Cape Diagnostic Training and Opportunity Center (JCDTOC)	Demand Response	M-F – 9:00AM -2:00PM	Transportation to and from workshop site in Cape May County	Agency clients only
Magnolia Adult Day Care	Demand Response	M-R - 7:30AM - 3:30PM F – 7:30AM – 7:30PM	Transportation to and from facility for resident clients for various purposes; to and from facility for non-resident clients for activities; all trips in Cape May County	Agency clients only
Puerto Rican Action Committee of Southern New Jersey (PRAC)	Demand Response	M-F - 9:00AM - 4:00PM	To employment/job training, medical facilities, social service offices in Atlantic, Cape May, Cumberland and Salem Counties	Agency clients and DFYS referred clients
The Shores at Wesley Manor	Demand Response	M-F – 8:00AM – 4:00PM	Transportation to and from facility for resident clients for various purposes; primarily Absecon, Pomona, Cape May Court House	Agency clients only
Victoria Commons Assisted Living	Demand Response	M-F – 8:00AM – 3:30PM	Transportation to and from facility for resident clients for various purposes within Cape May County, special arrangements can be made for trips outside county	Agency clients only

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

An overall conclusion from this data is the fact that there is limited service available to the general public that can be used for any trip purpose. Other than the fixed routes operated by NJ Transit, there is no service open to the general public that is available after 7:00 PM Monday through Friday or on the weekends.

**Operating Arrangements and Trip Scheduling** - It is important to compare the various scheduling policies and techniques of the carriers to identify similarities or compatibilities with one another. Understanding the amount of advanced time requested by the carriers for trip reservations also provides an indication of the accessibility and flexibility of the available services. In addition, many of the service providers listed in Table 3 do not actually operate the service they provide. Instead, they contract with an outside party to actually operate the trips. The contractor may also be responsible for taking reservations and scheduling the service.

As Table 4 shows, most of the services provided in Cape May County require at least a one-day notice for a reservation. Fare Free Transportation requires a two day notice for its demand responsive services, but no notice is needed for passengers boarding the modified fixed route service anywhere along the route. Certain client based services such as Easter Seals and Eastern Shore Nursing do not require a notice from their clients.

Table 4 also shows that many of the service providers contract with Fare Free Transportation, Belleplain Emergency or Five Mile Beach Bus Company to operate the services they make available to their clients. The Cape May County Board of Social Services, Department on Aging and the JCDO all contract with Fare Free Transportation. To an extent, these arrangements already reflect coordination of human service transportation. Many of the private for-profit and non-profit organizations that provide transportation service to their clients directly operate that service. A total of nine organizations directly operate some or all of their service.

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

<b>Service</b>	<b>Advance Reservation</b>	<b>Operating Arrangement</b>
Access Link (NJ Transit)	1 day	Contract with Laidlaw Transit Services
Cape May County Board of Social Services	Request 2 days but can accommodate 1 day notice	Contract with Fare Free Transportation, Lower Township Rescue, Belleplain Emergency, Cape Cab and Five Mile Beach Bus Company
Cape May Counseling	None	Directly Operated
Cape May County Department of Aging	No information	Contract with Fare Free Transportation
Easter Seals of Cape May	None	Directly Operated
Eastern Shore Nursing and Rehabilitation Center	None	Directly Operated and contract with Belleplain Emergency
Fare Free Transportation	2 days for DR service; shorter notice can be accommodated if space is available – no notice needed to board anywhere along flexible fixed route	Directly Operated and contract with Five Mile Beach Bus Company
Jersey Cape Diagnostic Training and Opportunity Center (JCDTOC)	Subscription	Directly Operated and contract with Fare Free Transportation
Magnolia Adult Day Care	24 hours	Directly Operated
Puerto Rican Action Committee of Southern New Jersey (PRAC)	2 days	Directly Operated
The Shores at Wesley Manor	24 hours	Directly Operated
Victoria Commons Assisted Living	3 days	Directly Operated

**Staffing and Vehicle Inventory** - This section provides information on the level of staffing and the size of the fleets utilized by the nine service providers that responded to the

survey and indicated that they directly operate their services. This allows for a determination of the overall scale of the public and human service transportation network currently available in the county. Table 5 shows the number of drivers employed by each of the providers to operate the services. As the table shows, a total of 53 full-time and 43 part-time drivers are employed by the nine providers. In addition, three providers indicated that they use a total of ten non-transportation staff persons to operate the service they provide to their client groups. None of the service providers that directly operate service indicated that they use volunteer drivers to operate service. It should be noted that PRAC employs 22 full-time drivers, but as a regional organization, not all of these drivers may be dedicated to service in Cape May County.

**Table 5  
Staffing - Drivers**

<b>Service</b>	<b>Full-Time</b>	<b>Part-Time</b>	<b>Non-Trans Staff</b>	<b>Volunteer</b>
Cape May Counseling	0	15	0	0
Easter Seals of Cape May	0	8	8	0
Eastern Shore Nursing and Rehab	0	0	1	0
Fare Free Transportation	29	11	0	0
JCDTOC	0	4	0	0
Magnolia Adult Day Care	1	4	0	0
PRAC*	22	0	0	0
The Shores at Wesley Manor	1	1	0	0
Victoria Commons	0	0	1	0
<b>Total</b>	<b>53</b>	<b>43</b>	<b>10</b>	<b>0</b>

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

In addition to these providers, Belleplain Emergency and Five Mile Beach Bus Company, which are two service operators in the area with which many of the agencies contract for service, each employ 20 full-time drivers. Not all of these drivers are dedicated to human service transportation services in Cape May 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 Cape May County. Table 6 below provides a breakdown of the type of vehicles owned and operated by each



provider. Also noted is the number of vehicles in each provider's fleet which are wheelchair accessible.

**Table 6  
Vehicle Inventory**

<b>Service Provider</b>	<b>Buses</b>	<b>Vans</b>	<b>Sedans</b>	<b>Total</b>	<b>Wheelchair Accessible</b>
Cape May Counseling	0	17	44	61	0
Easter Seals of Cape May	0	5	4	9	9
Eastern Shore Nursing and Rehab	0	1	0	1	1
Fare Free Transportation	26	1	10	37	25
JCDTOC	0	1	0	1	1
Magnolia Adult Day Care	1	2	1	4	3
PRAC*	0	0	26	26	0
The Shores at Wesley Manor	1	0	2	3	2
Victoria Commons	1	1	0	2	No Data
<b>Total</b>	<b>29</b>	<b>28</b>	<b>87</b>	<b>144</b>	<b>41</b>

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

Among the nine service providers that directly operate service, there is a total active service fleet of 144 vehicles. This consists of 29 small buses (26 of which are owned by Fare Free Transportation), 28 vans and 87 sedans. Minivans with capacities of seven passengers or less as well as SUV's are considered sedans in this analysis. Of the 144 vehicles, 41 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 Cape May County.

Also, Five Mile Beach Bus Company has 35 vehicles available to operate services in the southern New Jersey, four of which are wheelchair lift equipped. Belleplain Emergency also has a fleet of vehicles that can be made available for service operation in Cape May County. In addition, vehicles are available in Cape May 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 Cape May County. Table 7 provides

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

**Table 7  
Annual Operating Statistics by Carrier**

<b>Service</b>	<b>Vehicle Hours</b>	<b>Vehicle Miles</b>	<b>Passenger Trips</b>	<b>Speed (MPH)</b>	<b>Passengers/ Hour</b>
Access Link (NJ Transit)	No Data	No Data	3,350	-	-
CMC Board of Social Services	Do Not Directly Operate		1,620	-	-
Cape May Counseling	1,872	No Data	936	-	0.50
CMC Department of Aging	Do Not Directly Operate		No Data	-	-
Easter Seals of Cape May	11,520	No Data	3,680	-	0.32
Eastern Shore Nursing and Rehab	No Data	No Data	25	-	-
Fare Free Transportation	60,320	642,300	217,764	10.6	3.61
JCDTOC	No Data	No Data	No Data	-	-
Magnolia Adult Day Care	7,680	124,000	7,920	16.1	1.03
PRAC	31,815	No Data	5,970	-	0.19
The Shores at Wesley Manor	2,150	14,059	1,580	6.5	0.73
Victoria Commons Assisted Living	7,826	No Data	No Data	-	-
<b>Total</b>	<b>123,183</b>	<b>780,359</b>	<b>242,845</b>	<b>11.1(!)</b>	<b>2.06(!)</b>

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

! Calculated with data only from providers for which both necessary data items were available

Table 7 shows that the largest demand response service provider in Cape May County is Fare Free Transportation which operates 60,320 vehicle hours of service annually and provides 217,761 passenger trips. This number includes the passenger trips from agencies such as the

JCDTOC and the Department of Aging which contract with Fare Free Transportation to operate some or all of the transportation service they provide to their clients. It should also be noted that all of the service listed for PRAC is not operated in Cape May County but rather throughout southern New Jersey.

At 3,350 annual passenger trips, Access Link represents approximately 1.3 percent of the demand response passenger trips provided in Cape May County according to these survey results. Several variables contribute to the low level of Access Link usage in Cape May County. First, as noted earlier, the NJ Transit fixed route network in Cape May is limited, thereby restricting the eligibility area for Access Link trips. Second, many of the individuals in Cape May County who would be eligible for Access Link service are also eligible for other services provided in the county such as Department of Aging service. Access Link charges passengers a fare based on the bus fare for the particular trip while the other services do not charge a fare to the passenger. This has an obvious effect on the preference of the passenger as to which service they will choose to use. Third, the application process for Access Link eligibility requires potential passengers to schedule an assessment appointment at one of the programs regional “Assessment Agencies”. For Cape May County residents, this is located in Egg Harbor Township. Access Link will provide transportation to and from these appointments for individuals who do not have access to transportation. A fare of \$4 is charged for the trip. Social service providers who participated in the stakeholder process for this plan expressed the opinion that the application process discourages potentially eligible individuals from applying.

Operating Speed varies widely among those agencies that reported both vehicle hours and vehicle miles of operation. Fare Free Transportation, the largest provider, has an average speed of 10.6 miles per hour. Productivity, as measured in terms of passenger trips per vehicle hour of operation, also exhibits wide variation. Most agencies who reported sufficient data have a productivity of less than one passenger trip per hour while Fare Free Transportation has a value of 3.61 which reflects the extent of group riding and the semi-fixed nature of their service. The overall results of the combined system reflect dispersed development patterns, trip lengths and limited eligibility.

Again, the data in Table 7 is incomplete and was not gathered in a prescribed uniform manner. However, the data does provide some indication of the level of public and human service transportation in the county. This shows that, as a network, a significant amount of transportation service is being provided in the county with approximately 124,000 vehicle hours of demand responsive service being operated and 240,000 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 Cape May County including fixed route, flexible fixed route and demand

responsive services. The network is characterized by one operator, NJ Transit, providing a limited amount of fixed route service in certain parts of the county and twelve other organizations providing flexible fixed route or demand responsive services throughout the county. The review indicated that the majority of public transportation services operated in Cape May 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 144 vehicles offers approximately 124,000 vehicle hours and provides 240,000 passenger trips annually. Given this level of activity and the fact that most services are demand responsive in nature, it would seem that there are opportunities for greater coordination of these services which could lead to a higher level of availability and expanded mobility options. These opportunities will be examined in subsequent steps of this study process.

## **SERVICE AREA CHARACTERISTICS**

This chapter provides a comprehensive description of the demographic and land use characteristics of Cape May County. The report examines the socioeconomic characteristics of the county as well as the geographic distribution of key target populations including seniors, persons with disabilities, low-income individuals and youths. Typically, these results are presented in three ways: absolute number of each cohort; density per square mile; and percent of total population. The report also identifies major public transit and human service transportation trip generators in the county. This information will be used to assess how public and human service transportation resources could be most effectively utilized in addressing existing and future market needs. This data also provides the background necessary for developing service improvement proposals.

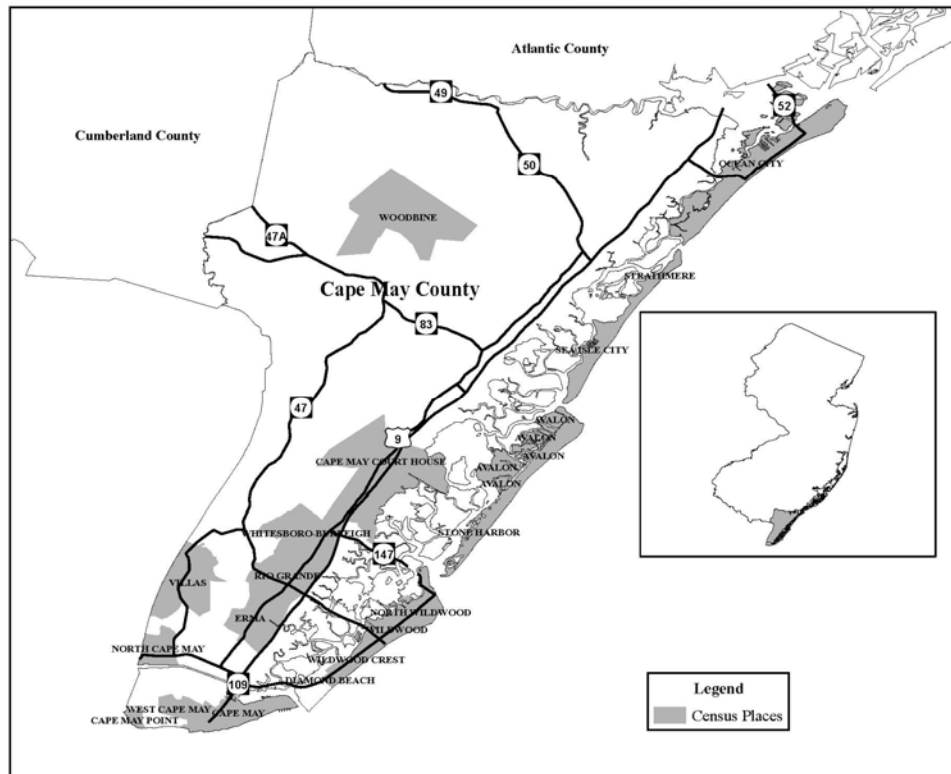
The information presented in this report is based on data from the 1990 and 2000 U.S. Census, the Cape May County Department of Planning and the South Jersey Transportation Planning Organization. Most of the data provided is recorded to the U.S. Census defined census tracts. In some areas, municipal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

### **Service Area Description**

Cape May County is located in southeastern New Jersey, about 65 miles southeast of Philadelphia, 85 miles southeast of Trenton and 125 miles south of Newark. The county covers 255.2 square miles and is bordered by Atlantic County to the north and Cumberland County to the west. Figure 1 shows Cape May County and its surrounding area.

The major corridors in the county are the Garden State Parkway and US Highway 9 which run north-south through the county.

**Figure 1**  
**Cape May County**



## Demographic Indicators

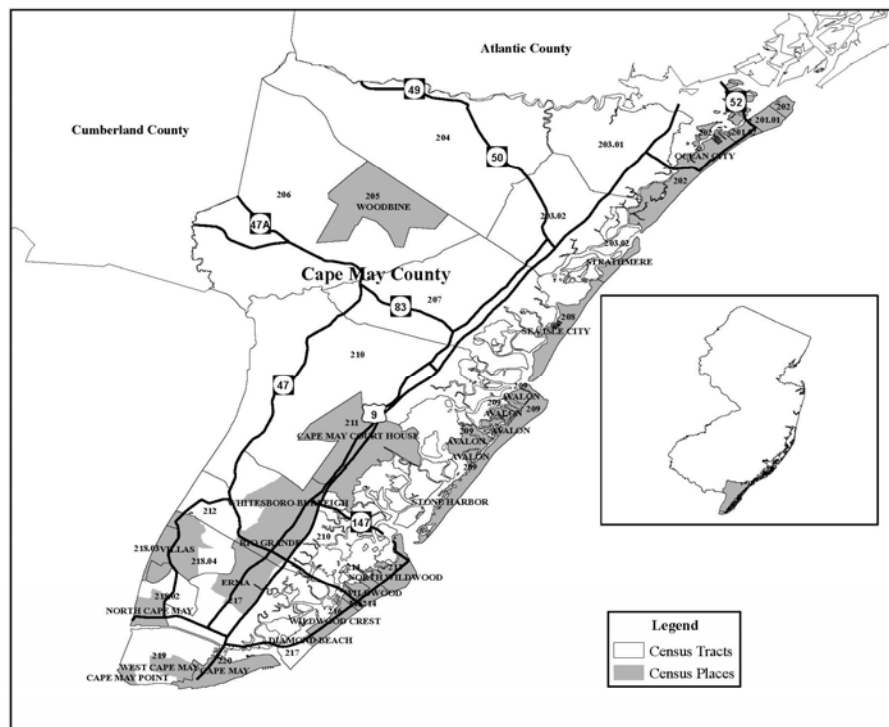
One of the major elements of any public and human service transportation analysis is an examination of the demographic factors that influence overall travel and the needs for public and human service transportation within any given area. These factors include characteristics about the area population 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 Cape May 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 Cape May County along with the place names.

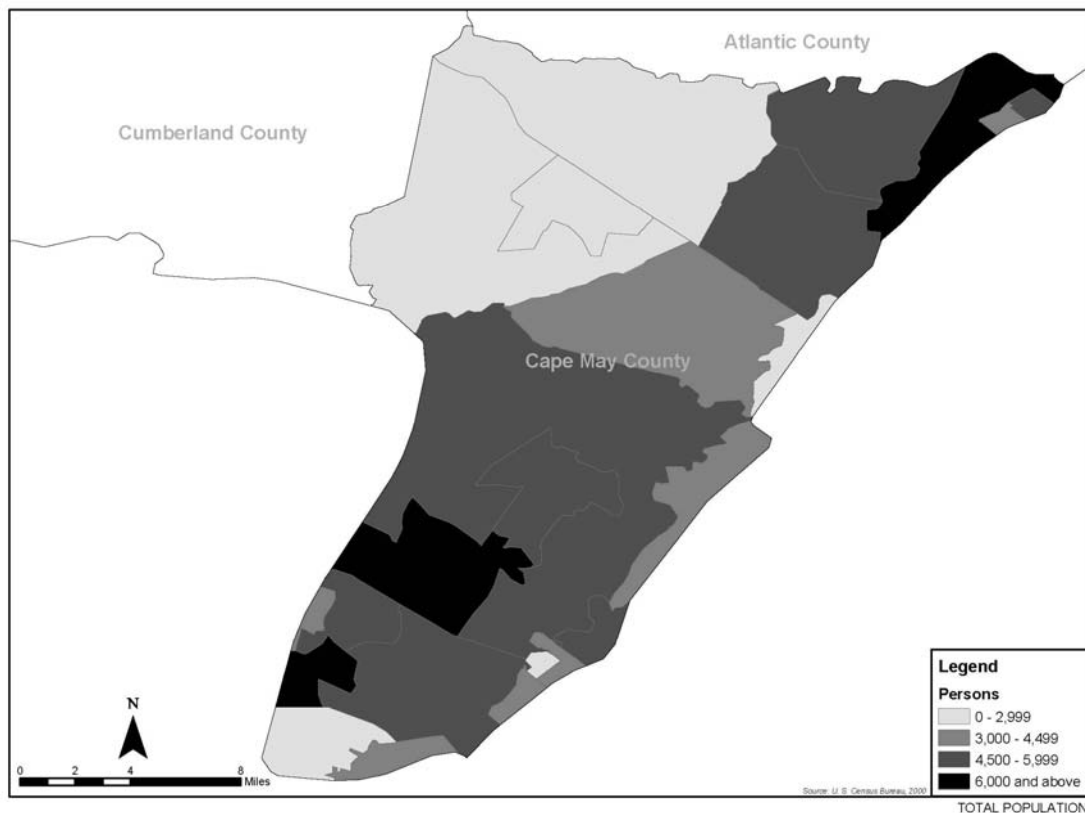
**Figure 2**  
**Cape May County Census Tracts and Census Places**



**Population** - The 2000 U.S. Census indicates that the total population in the Cape May County is 102,326. Of this total population, 22,945 people (22.4 percent) live in Lower Township, the largest municipality in the county. Another 15,378 people (15.0 percent) live in the second largest municipality in the county, Ocean City. Lower Township makes up a slightly higher percentage of the overall county population than was the case in 1990 when the municipality accounted for 21.9 percent of the county population. As a percent of total county

population, Ocean City declined from 16.3 percent in 1990 to 15.0 percent in 2000. Figure 3 provides a graphical depiction of the population levels throughout the county.

**Figure 3  
Total Population**



**Population Trends** - As noted above, the 2000 U.S. Census indicates that the total population in the county area is 102,326. This represents an increase of 7.6 percent from the 1990 county population of 95,089. Table 8 on the following page provides population trend data for each municipality in the county between 1990 and 2000. The municipality that experienced the largest growth in terms of the number of people was Lower Township which added 2,125 people to its population, or an increase of 10.2 percent. On a percentage basis, the municipality with the largest growth rate was Wildwood which grew by 21.2 percent or 952 residents. Cape May had the largest decrease in population on the basis of both the number of people and percentage. The population of Cape May decreased by 634 between 1990 and 2000 which represents a decrease of 13.6 percent.



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

<b>Municipality</b>	<b>1990 Population</b>	<b>2000 Population</b>	<b>Population Change 1990-2000</b>	<b>Percent Change 1990-2000</b>
Avalon Borough	1,809	2,143	334	18.5
Cape May	4,668	4,034	(634)	(13.6)
Cape May Point Borough	248	241	(7)	(2.8)
Dennis Township	5,574	6,492	918	16.5
Lower Township	20,820	22,945	2,125	10.2
Middle Township	14,771	16,405	1,634	11.1
North Wildwood	5,017	4,935	(82)	(1.6)
Ocean City	15,512	15,378	(134)	(0.9)
Sea Isle City	2,692	2,835	143	5.3
Stone Harbor Borough	1,025	1,128	103	10.1
Upper Township	10,681	12,115	1,434	13.4
West Cape May Borough	1,026	1,095	69	6.7
West Wildwood Borough	453	448	(5)	(1.1)
Wildwood	4,484	5,436	952	21.2
Wildwood Crest Borough	3,631	3,980	349	9.6
Woodbine Borough	2,678	2,716	38	1.4
<b>Total</b>	<b>95,089</b>	<b>102,326</b>	<b>7,237</b>	<b>7.6</b>

Source: US Census

While many Cape May County municipalities grew between 1990 and 2000, 71.8 percent of the population growth in Cape May County occurred in Lower Township, Middle Township and Upper Township. Table 9 provides 2010 population projections for each municipality.

**Table 9  
2010 Population Projections by Municipality**

<b>Municipality</b>	<b>2000 Population</b>	<b>Projected 2010 Population</b>	<b>Population Change 2000-2010</b>	<b>Percent Change 2000-2010</b>
Avalon Borough	2,143	2,264	121	5.6
Cape May	4,034	4,363	329	8.2
Cape May Point Borough	241	261	20	8.3
Dennis Township	6,492	7,121	629	9.7
Lower Township	22,945	24,816	1,871	8.2
Middle Township	16,405	18,142	1,737	10.6
North Wildwood	4,935	5,237	302	6.1
Ocean City	15,378	16,278	900	5.9
Sea Isle City	2,835	3,066	231	8.1
Stone Harbor Borough	1,128	1,220	92	8.2
Upper Township	12,115	13,222	1,107	9.1
West Cape May Borough	1,095	1,224	129	11.8
West Wildwood Borough	448	485	37	8.3
Wildwood	5,436	5,779	343	6.3
Wildwood Crest Borough	3,980	4,284	304	7.6
Woodbine Borough	2,716	2,937	221	8.1
<b>Total</b>	<b>102,326</b>	<b>110,699</b>	<b>8,373</b>	<b>8.2</b>

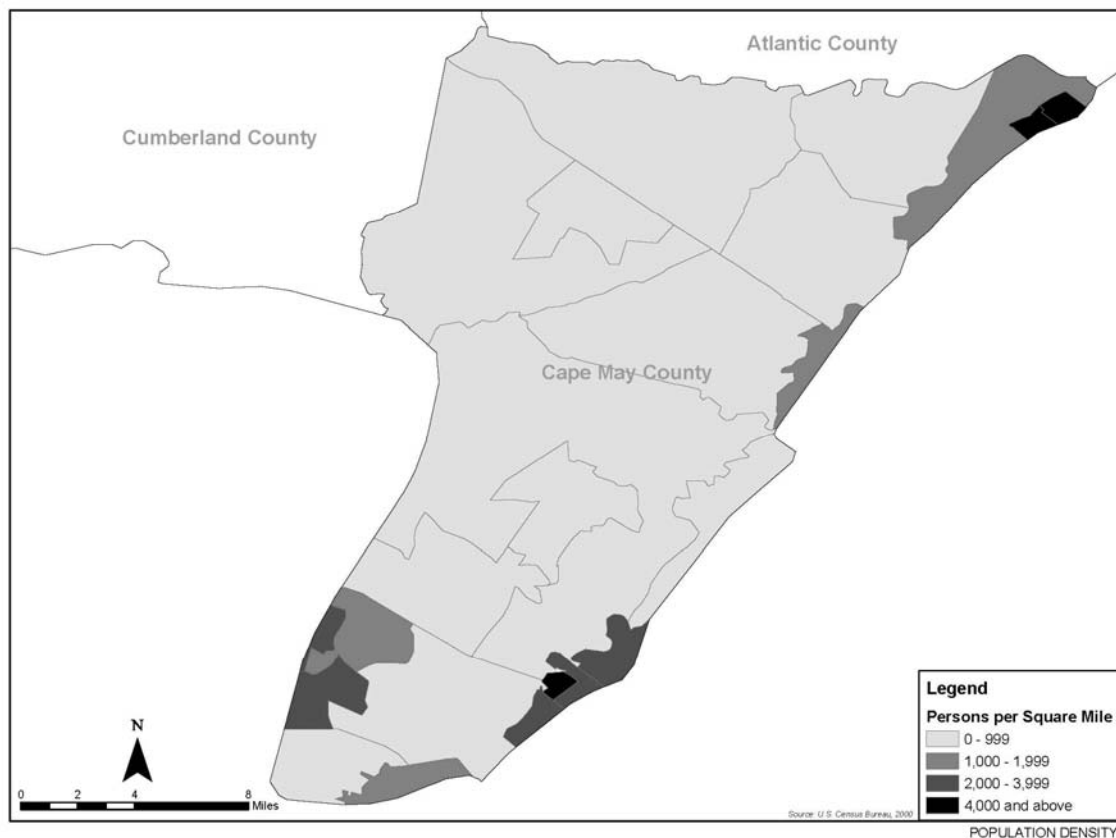
Source: SJTPO Population Projections

The SJTPO projects that the population of Cape May County will grow by 8.2 percent between 2000 and 2010 to a total population of 110,699. It is projected that all municipalities in Cape May County will add population throughout the decade with the bulk of the growth continuing to occur in Lower Township, Middle Township and Upper Township. The projected combined population growth of 4,715 in these three municipalities represents 56.3 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. Cape May County contains 255.2 square miles of land area. With a total population of 102,326, the county has an overall population density of 401 persons per

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

**Figure 4  
Population Density**



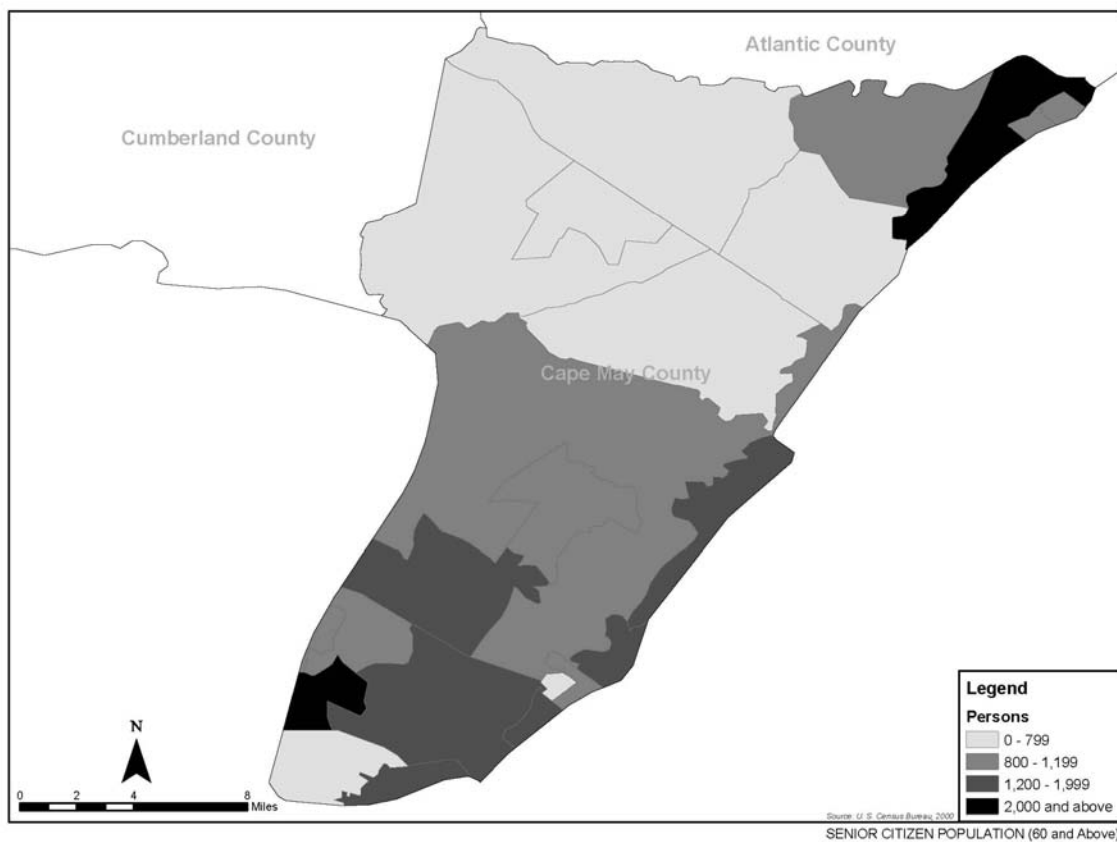
The shoreline communities of the county contain the most densely populated areas. The figure shows that areas of Ocean City and Wildwood have population densities of 4,000 persons per square mile or above. The remainder of Wildwood along with Wildwood Crest, North Cape May and sections of Villas have population densities between 2,000 and 3,999 persons per square mile. Cape May, Sea Isle City as well as the remainder of Ocean City and Villas all have population densities between 1,000 and 1,999 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 1,500 persons per square mile are necessary to make traditional frequent fixed route bus service viable. Demand response or flexible fixed routes are more appropriate for areas with population densities below that level. This would indicate that traditional frequent fixed route services

would only be viable in a limited number of areas of Cape May County, with demand response and flexible fixed routes being the appropriate model for most of the county.

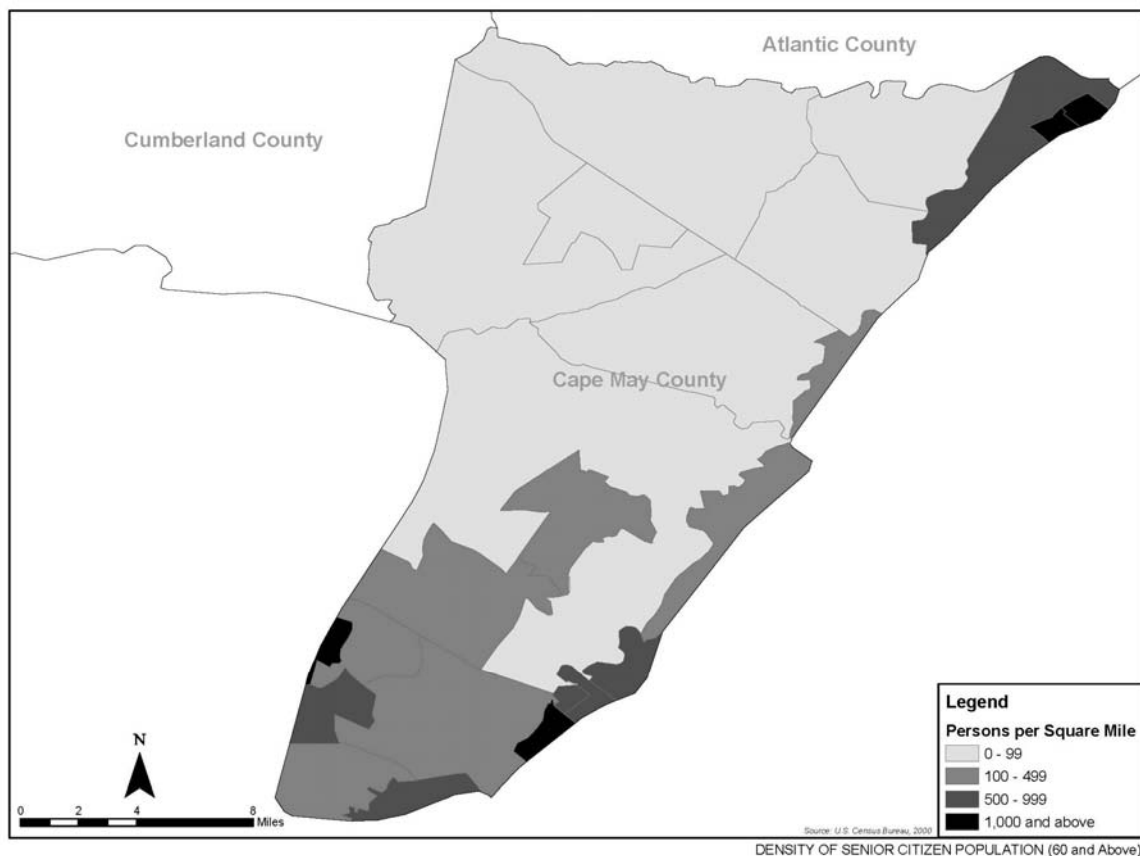
**Senior Citizen Population** - There are several “target” market groups for public and human service transportation. These groups generally have limited transportation mode choices so that, in most cases, they must rely on public or human service transportation services to travel because they are either not able to drive or do not have access to an automobile. Senior citizens (persons 60 years old and older) are one of these groups. There are 26,606 people age 60 and over in Cape May County. This represents 26.0 percent of the overall county population which is 51.1 percent higher than the statewide average of 17.2 percent. Figure 5 shows the geographic distribution of the senior citizen population throughout Cape May County. The largest senior populations exist in census tracts in Ocean City and North Cape May. More than half of the census tracts have a senior population of 800 persons or more.

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



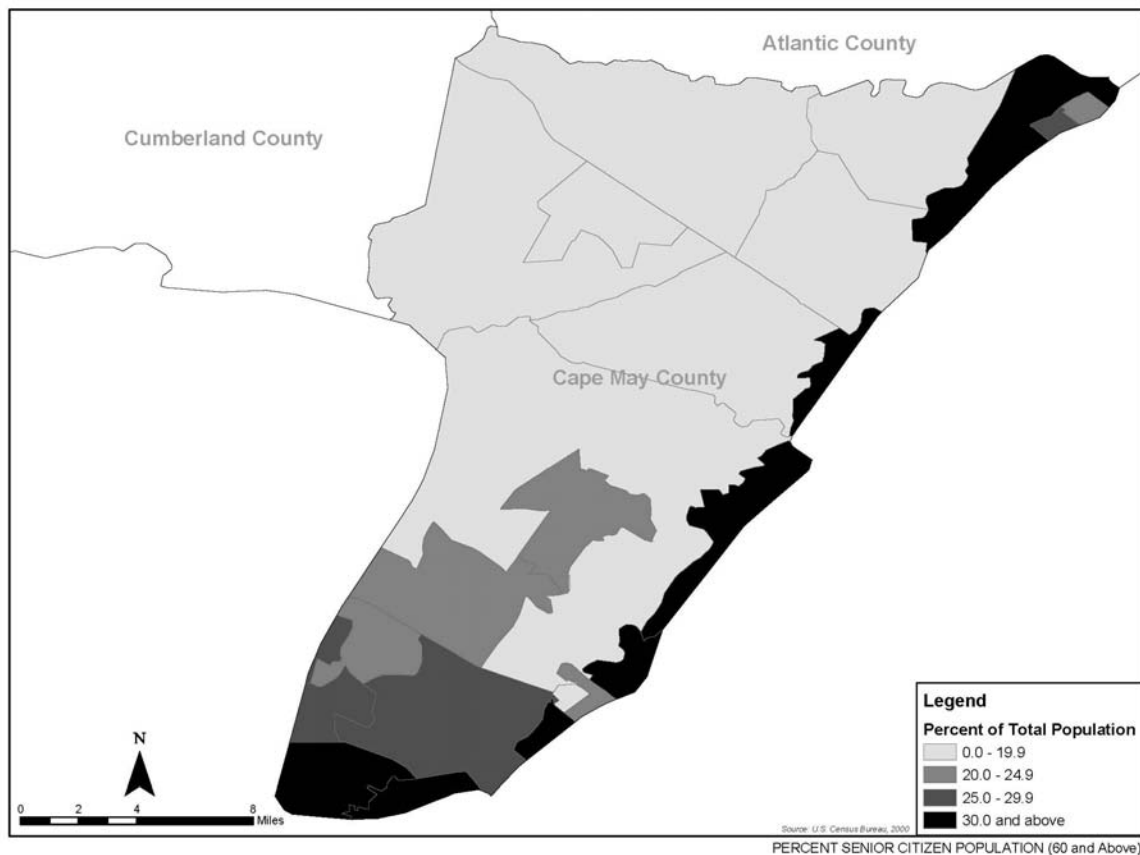
The areas with the highest density of the senior population are located in Ocean City, Wildwood and Villas where there is senior population density of 1,000 persons per square mile or more. Other areas of Ocean City and Wildwood as well as Cape May and North Cape May exhibit senior population density rates of 500 to 999 persons per square mile. Sea Isle City, Avalon, Stone Harbor, Cape May Court House, Rio Grande and Lower Township have senior population density rates between 100 and 499 persons per square mile with the remainder of the county exhibiting rate of less than 100 persons per square mile. This is shown in Figure 6.

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



Another way to measure the prevalence of this population within each census tract is to examine the percent of the overall tract population encompassed by the senior citizen population. The tracts in which seniors make up the highest percentage of overall population are located in Ocean City, Sea Isle City, Avalon, Stone Harbor and Cape May where more than 30.0 percent of the population is 60 years old or above. This is shown in Figure 7.

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



**Persons with Disabilities** - A second population that is often disproportionately reliant on public and human service transportation services are those with some type of physical disability. In many instances, the disability experienced by these people precludes them from driving an automobile. The Census shows that there are 9,102 persons with such disabilities in Cape May County. This represents 8.9 percent of the population overall. Figure 8 depicts the geographic distribution of this population. This population is fairly well distributed among the various tracts in the county with all tracts having at least 250 persons with disabilities with the exception of areas of Upper Township, Dennis Township, Woodbine, Sea Isle City and Cape May Point.

**Figure 8  
Disabled Population**

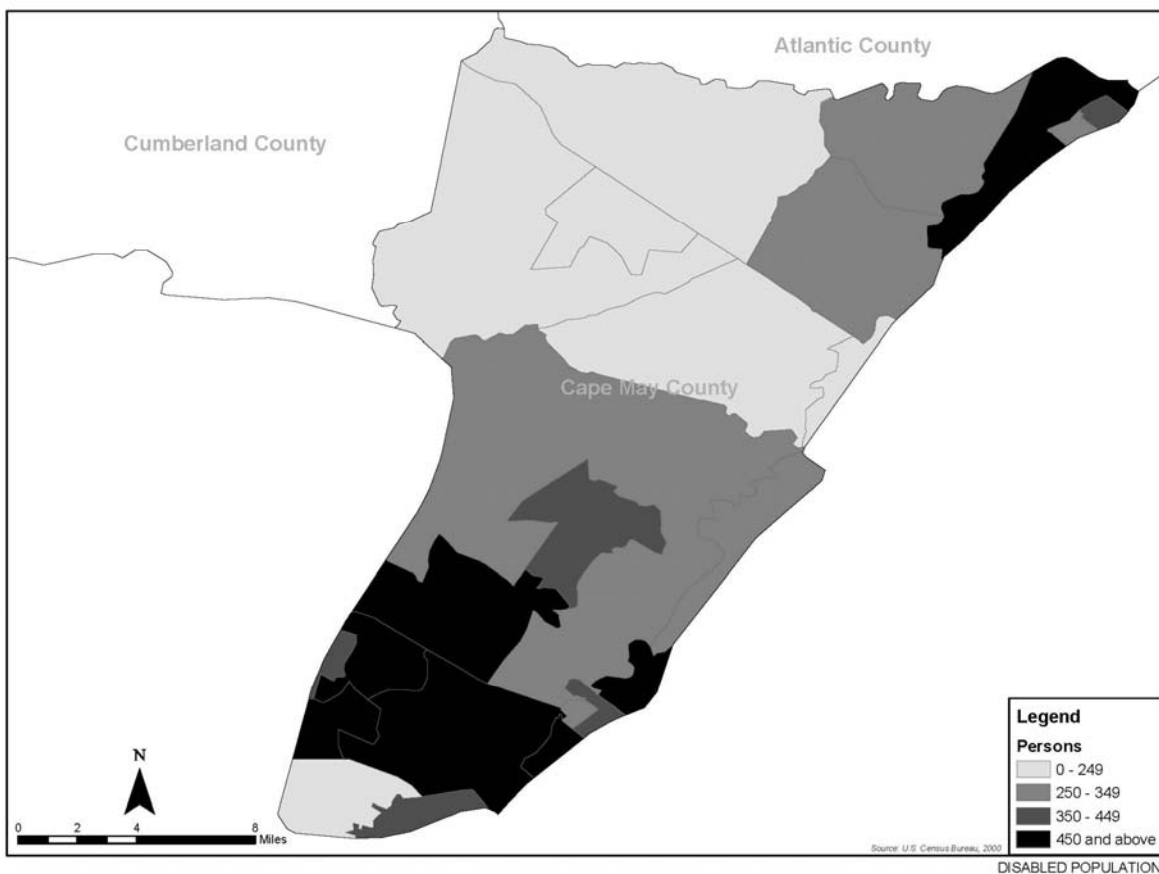
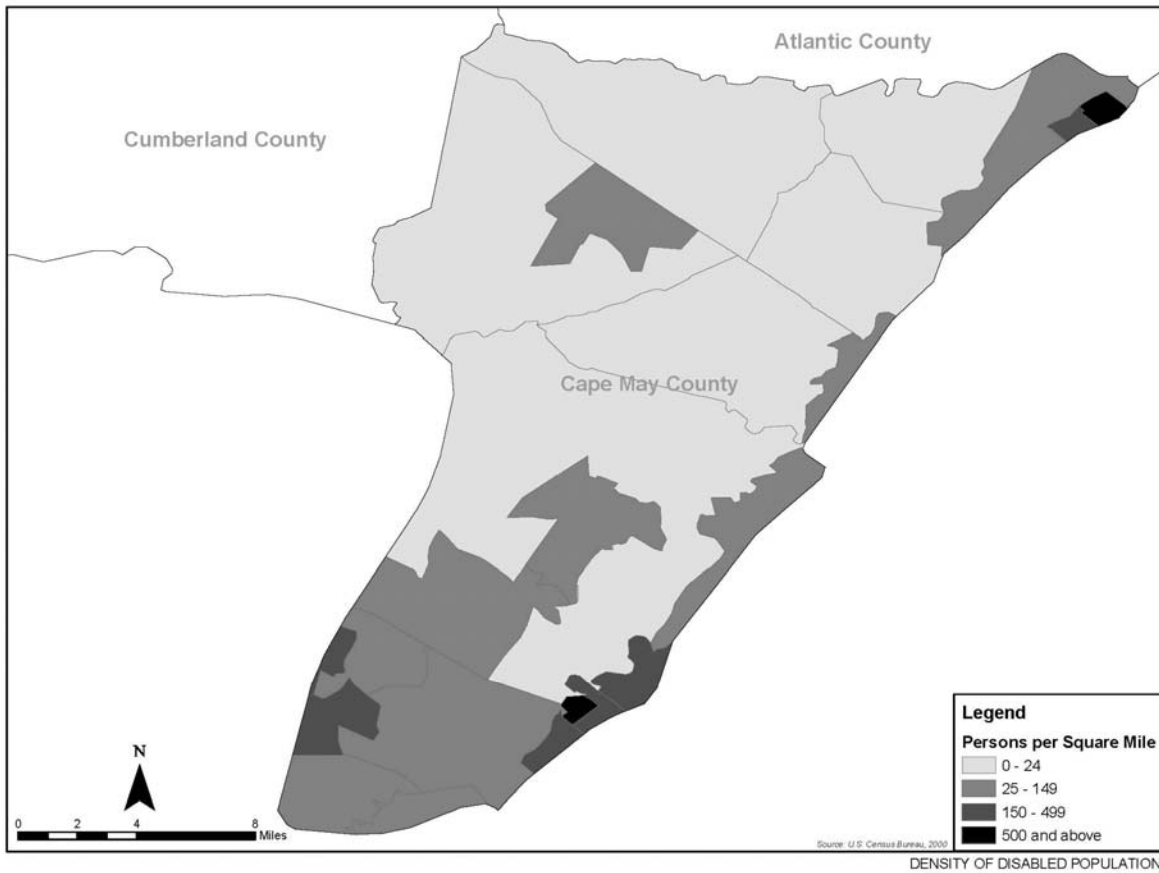


Figure 9 provides the density levels of persons with disabilities for each tract. The highest densities of persons with disabilities are located in areas of Ocean City and Wildwood. Other concentrations exist in North Cape May and Villas.

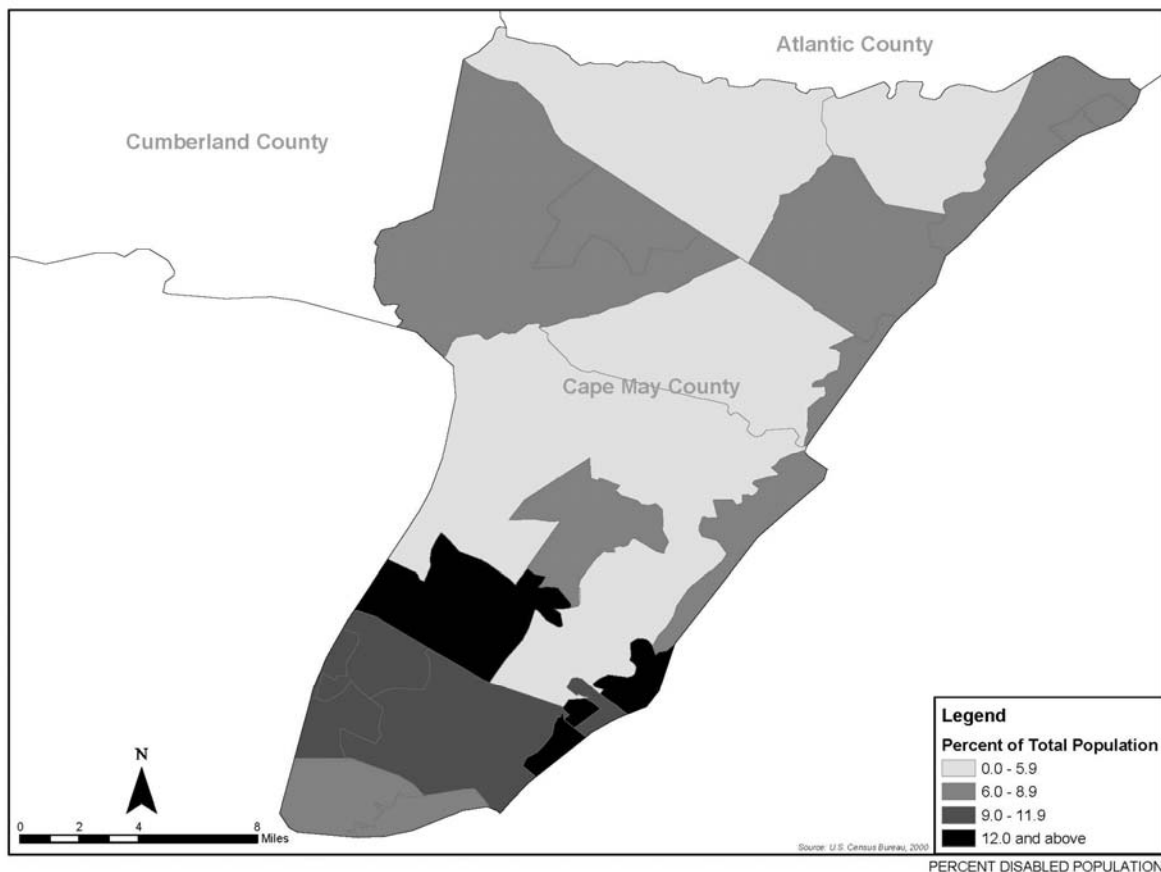
**Figure 9  
Density of Disabled Population**





On a percentage basis, the population of persons with disabilities is fairly evenly distributed throughout the county with the highest percentage figures existing in tracts in tracts of North Wildwood, Wildwood, Wildwood Crest, Rio Grande, Burleigh and other areas of Lower Township where persons with disabilities make up 9.0 percent or more of the tract population. This is shown in Figure 10.

**Figure 10  
Percent Disabled Population**

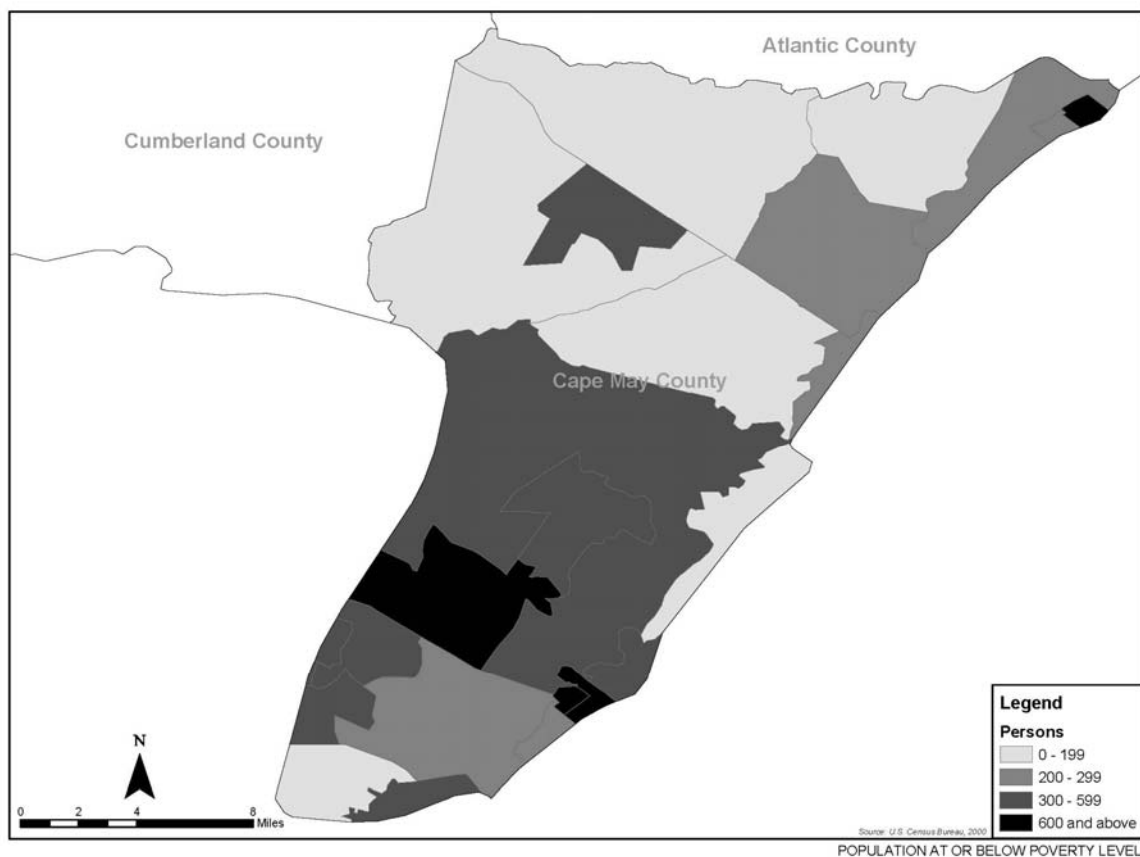


In terms of human service transportation service that is designed to connect persons with disabilities to work locations, the 2005 *NJ Division of Disability Services Five Year Transportation Plan* prepared by Voorhess Transportation Center of Rutgers University found that of the 9,102 persons with disabilities in Cape May County, a total of 2,716 are of working age and go outside of the home for work.

**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 8,549 persons in Cape May County living at or below the poverty level which represents 8.4 percent of the county population.

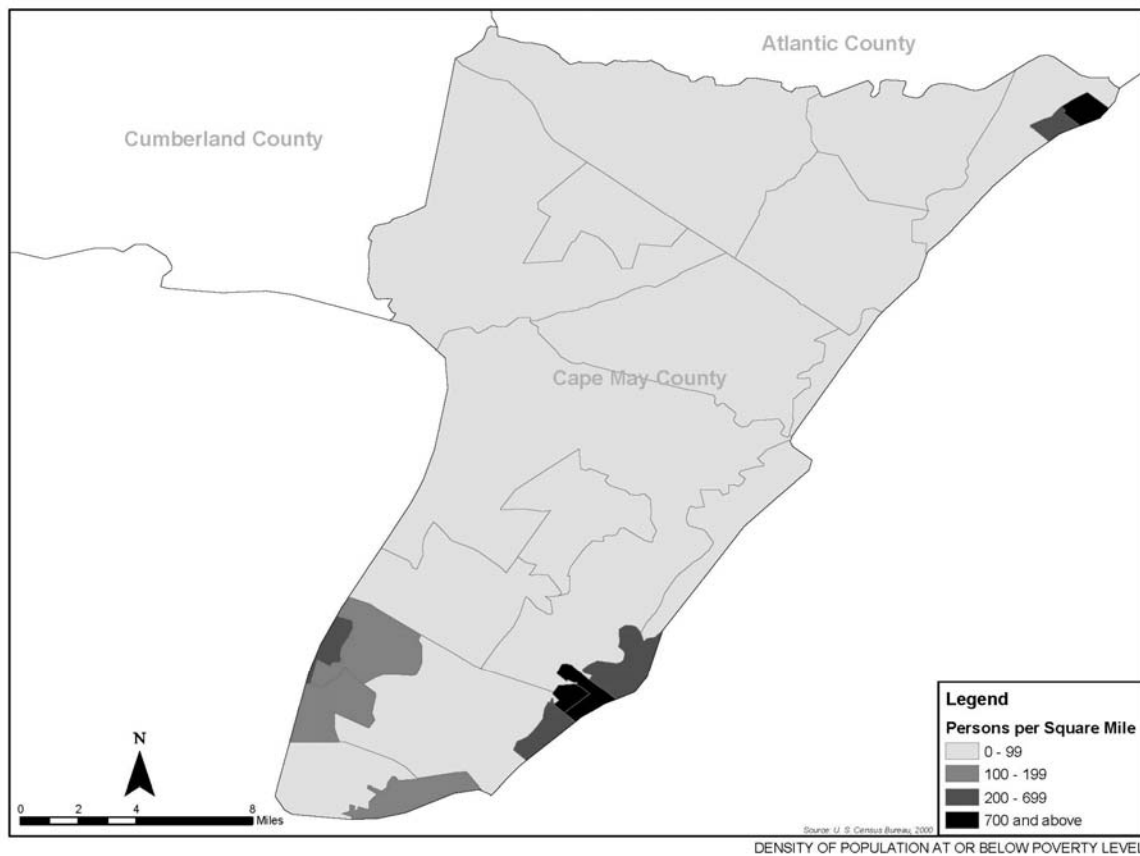
Figure 11 shows the overall population of persons living at or below the poverty level in each tract in Cape May County. The tracts with the largest number of this population exist in areas of Rio Grande, Wildwood and areas of Ocean City. With the exception of areas of Upper and Dennis Townships, Stone Harbor, Avalon and Cape May Point, all tracts in the county have at least 200 persons living at or below the poverty level.

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



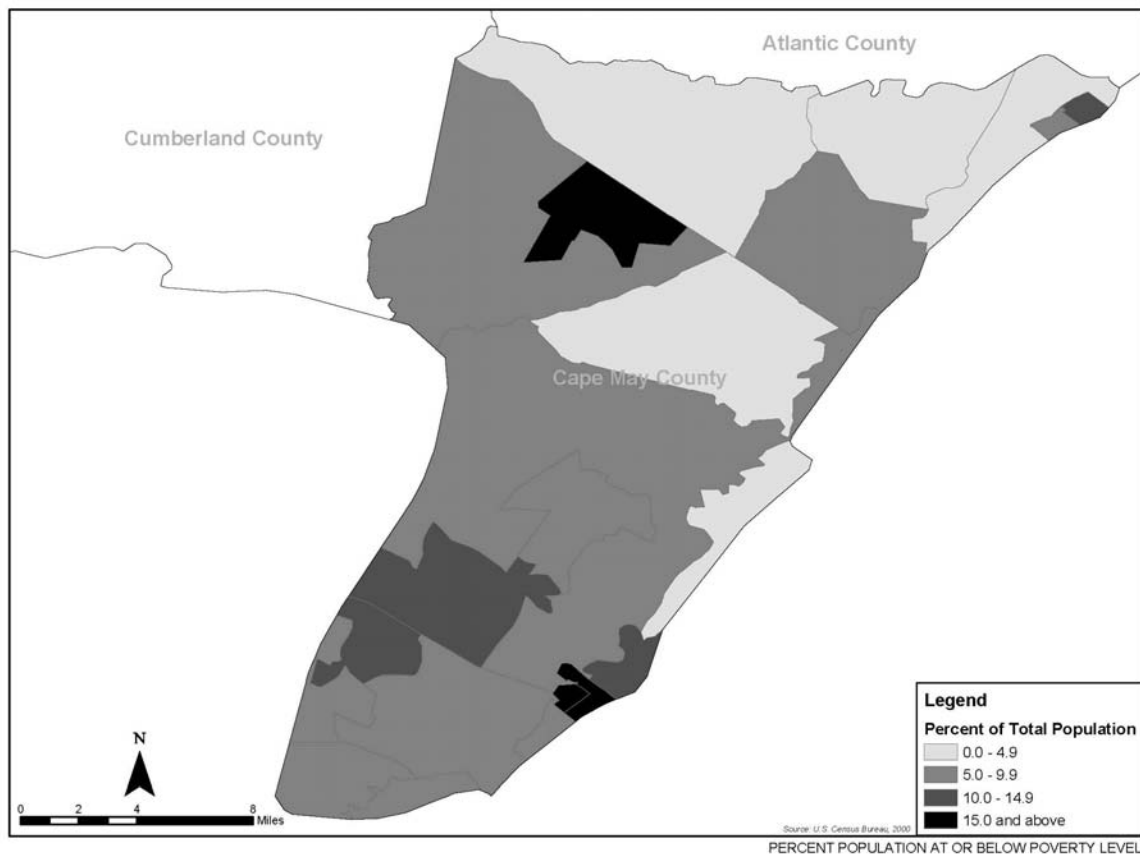
In terms of density, the areas with the highest densities of persons living at or below the poverty level are in Ocean City, Wildwood and Villas. Throughout the remainder of the county, the density of persons living at or below the poverty level is below 200 persons per square mile. This is shown in Figure 12.

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



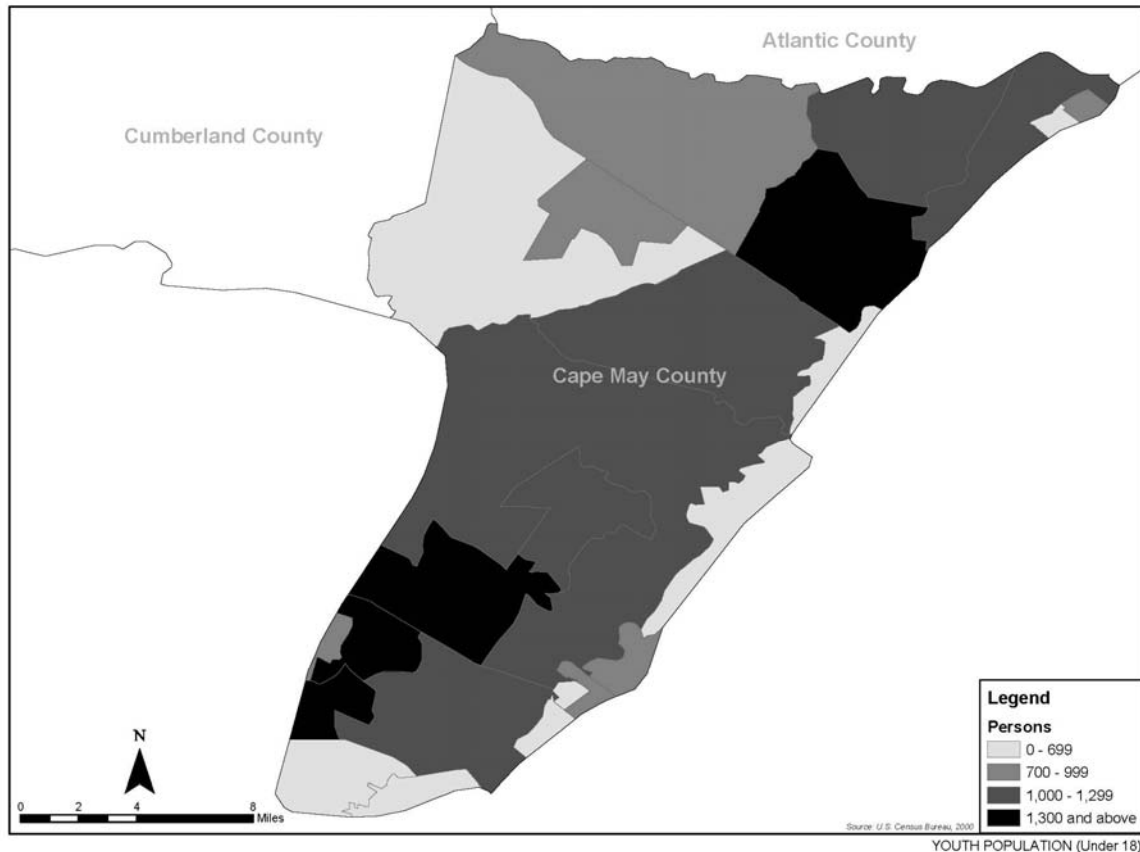
The tracts with the largest percent of the population living at or below the poverty level are in Wildwood, Woodbine, North Wildwood, Ocean City, Rio Grande and Burleigh where 10.0 percent or more of the population lives at or below the poverty level. Persons at or below the poverty level comprise less than 10.0 of the population in the remaining tracts in the county. This is shown in Figure 13.

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



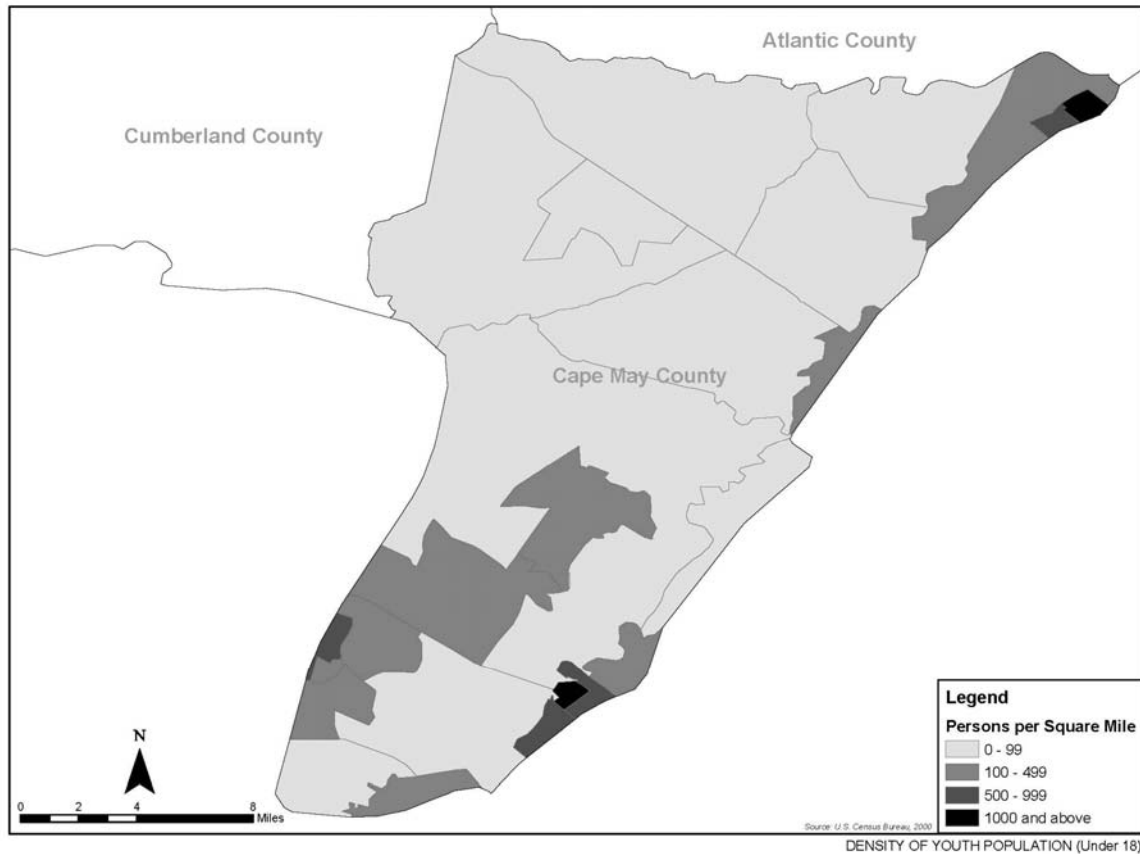
**Youth Population** - The youth population (persons under 18 years old) is another group which generally relies more heavily than the general public on public or human service transportation services, as many are unable to drive legally or have no access to a car. The 2000 U.S. Census showed that there were 22,826 persons under the age of 18 in Cape May County which represents 22.3 percent of the county population. Figure 14 shows the overall number of youth in each tract throughout the county. The highest numbers of youth are located in tracts in the central portion of the county in Upper, Dennis, Middle and Lower Townships as well as Rio Grande, Burleigh and North Cape May.

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



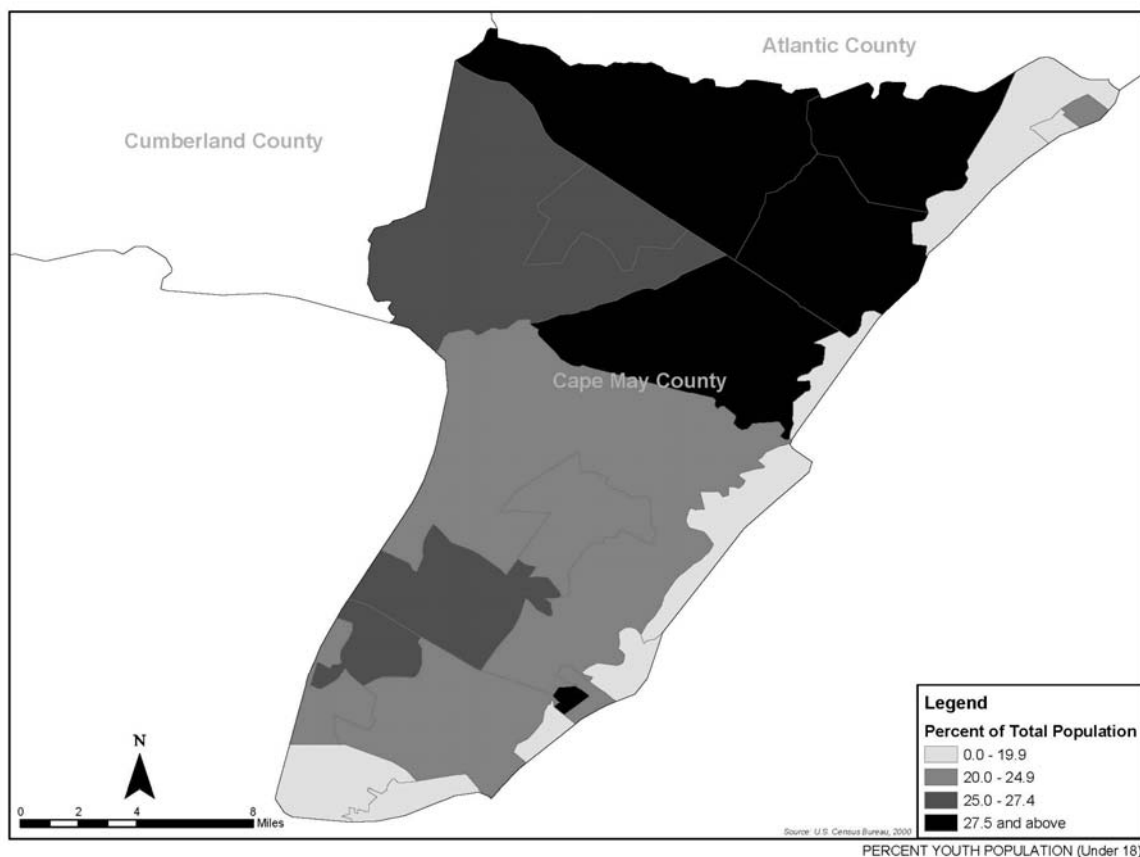
However, on a density basis, the highest densities of youth exist in the shoreline communities of Ocean City, Wildwood and Wildwood Crest where densities of youth population are 500 persons per square mile or higher. This is shown in Figure 15.

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



The tracts with the highest percentage of youth population are located in Upper and Dennis Townships as well as Wildwood where the youth population comprises 27.0 percent or more of the tract population. The youth population in other areas of Dennis Township, Rio Grande, Burleigh and Villas comprises between 25.0 and 27.4 percent of the tract population. Throughout the remainder of the county, the youth population comprises less than 25.0 of the tract population. Figure 16 demonstrates this pattern.

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



## **Economic Indicators**

The need for and the nature of the public and human service transportation in an area also depends on certain economic factors including the size and density of the labor force residing in the area as well as the amount of employment in the area and the density of the employment. Related to these measures are the commuting patterns and habits of both the labor force and the employees in a given area. The information used to understand these commuting patterns and

habits is commonly referred to as journey to work data by the U.S. Census Bureau. It is essential to understand the labor force, employment and journey to work factors when planning for employment related transportation services. This section analyzes these factors for Cape May 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 Cape May County. The labor force is distributed throughout the county with most tracts containing more than 1,500 members of the labor force. The tracts with the highest number of members of the labor force (i.e., 2,500 or more) are in Ocean City, Rio Grande, Burleigh and North Cape May.

**Figure 17  
Labor Force**

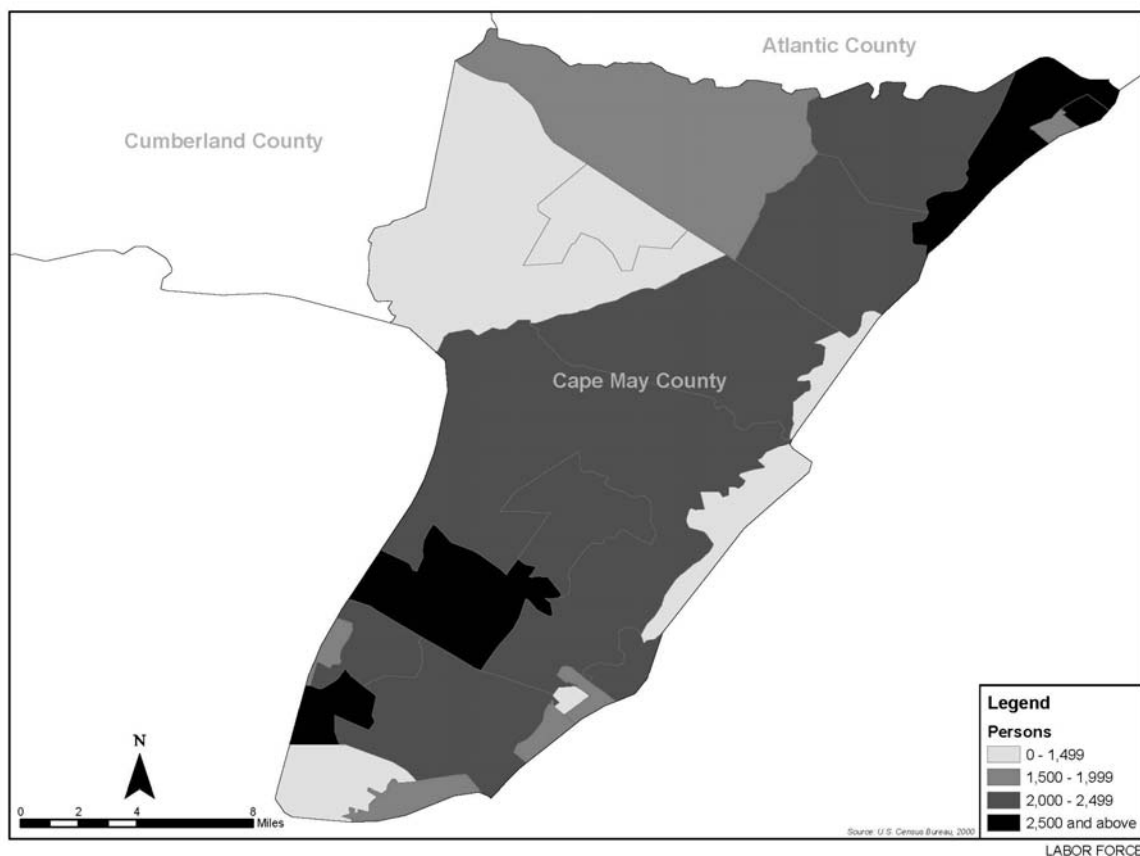
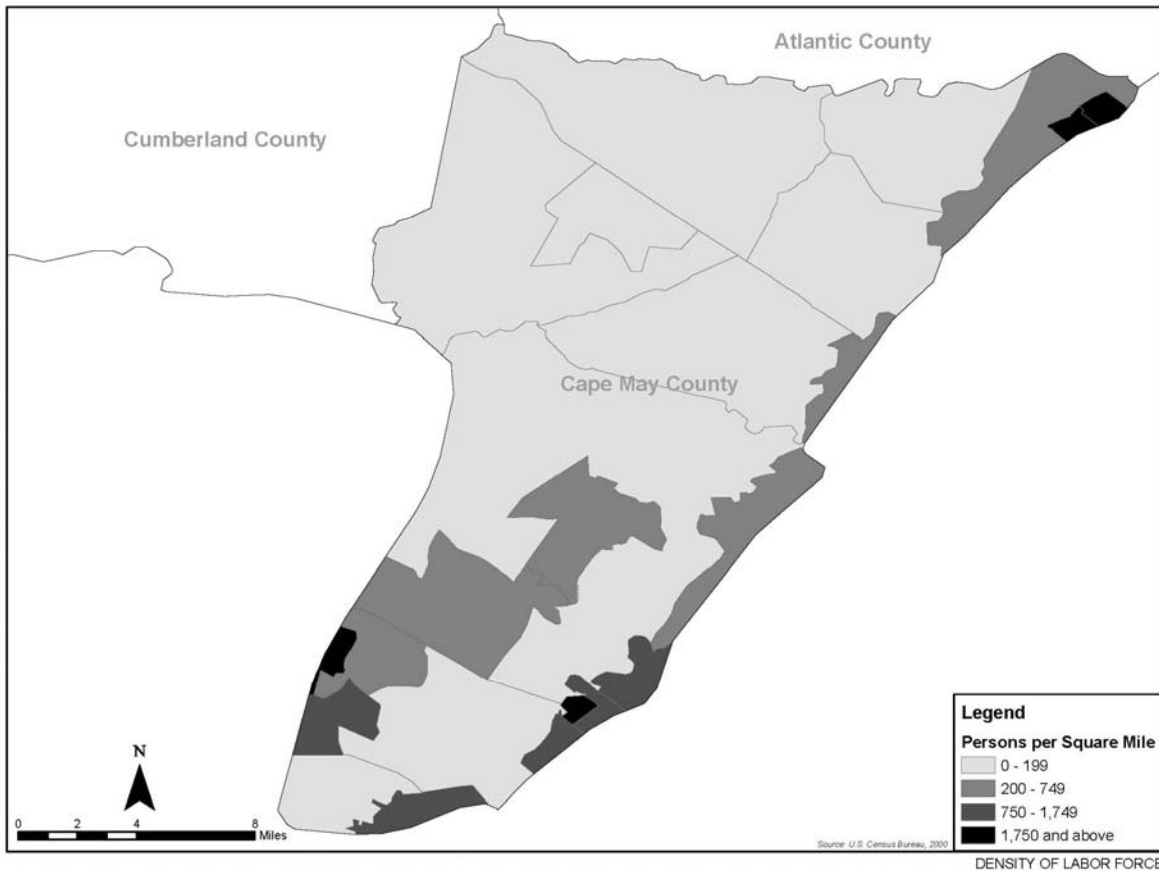




Figure 18 shows the density of the labor force. The heaviest densities of labor force exist in the shore communities of Ocean City, Wildwood, Cape May and North Cape May where there are at least 750 members of the labor force per square mile.

**Figure 18  
Density of Labor Force**



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

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

<b>From Cape May County To:</b>	<b>Total Commuters</b>	<b>Total Commute by Public Transportation</b>	<b>Percent Commute by Public Transportation</b>
Cape May County, NJ	31,415	480	1.53
Atlantic County, NJ	7,455	205	2.75
Cumberland County, NJ	1,095	4	0.37
Philadelphia, PA	710	40	5.63
Camden County, NJ	580	0	0.00

Source: CTPP 2000 Part 3 – Journey to Work Table

The most common work commute for Cape May County residents is to work locations within Cape May County. The second and third most common commuting destinations are the neighboring counties of Atlantic and Cumberland. The fourth and fifth are Philadelphia, Pennsylvania and Camden County in the western part of the state. Table 10 also shows that 480 Cape May County residents commute to work locations in Cape May County and 250 residents commute to Atlantic County use public transportation to make their work trip. Only a minimal number of those commuting to the other counties use public transportation for that purpose.

Table 11 provides information for each municipality in Cape May County and lists the top five municipalities to which the labor force residing in that municipality commutes. The data shows that for almost every municipality in Cape May County, the five most common commute destination municipalities are also in Cape May County with Middle and Lower Townships being among the most common commuting destinations for most municipalities. The most common commuting destination outside of Cape May County is Atlantic City in neighboring Atlantic County where there is a concentration of the casino industry. Ocean City, in the northern part of the county, has the highest level of labor force commuting to destinations outside of Cape May County. Three of the top five most common commuting destinations for residents in Ocean City are Atlantic City, Somers Point and Egg Harbor, all in Atlantic County. A total of 1,785 residents of Ocean City commute to these three Atlantic County municipalities.

The other aspect of the commuting habits of the Cape May County labor force is the mode of transportation that they use to make their commute. Table 10 and Table 11 show the level of transit use for the most common commuting patterns is minimal among the labor force in Cape May County. In view of the density of development and the limited transit network, it is not surprising that utilization of public transportation is relatively low. Figure 19 shows the number of people in the labor force within each tract that commute to work using public transportation. It should be noted that people who commute using a taxi are included in this group. It is important to include people who commute by taxi since they are a potential target market for public and human service transportation services.

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

Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
Avalon Borough	Avalon Bor.	Cape May	275	0
	Middle Twp.	Cape May	150	0
	Stone Harbor Bor.	Cape May	35	0
	Lower Twp.	Cape May	30	0
	N/A	New Castle, DE	30	0
	Philadelphia	Philadelphia, PA	30	4
Cape May	Cape May	Cape May	735	0
	Middle Twp.	Cape May	155	0
	Lower Twp.	Cape May	125	0
	Wildwood	Cape May	55	0
	Vineland	Cumberland	45	0
Cape May Point Bor.	Cape May	Cape May	15	0
	Middle Twp.	Cape May	10	0
	Avalon Bor.	Cape May	4	0
	Cape May Point Bor.	Cape May	4	0
	West Cape May	Cape May	4	0
	Woodbine Bor.	Cape May	4	0
	Millville	Cumberland	4	0
	Vineland	Cumberland	4	0
	N/A	New Castle, DE	4	0
Dennis Twp.	Middle Twp.	Cape May	605	0
	Dennis Twp.	Cape May	490	0
	Sea Isle City	Cape May	200	0
	Upper Twp.	Cape May	185	0
	Atlantic City	Atlantic	170	0
Lower Twp.	Lower Twp.	Cape May	2,305	30
	Middle Twp.	Cape May	2,290	45
	Cape May	Cape May	1,255	15
	Wildwood	Cape May	585	40
	Atlantic City	Atlantic	295	25
Middle Twp.	Middle Twp.	Cape May	3,095	40
	Lower Twp.	Cape May	610	4
	Wildwood	Cape May	390	10
	Cape May City	Cape May	300	4
	Dennis Twp.	Cape May	275	0
North Wildwood	North Wildwood	Cape May	405	0
	Wildwood	Cape May	295	4
	Cape May	Cape May	105	0
	Avalon Bor.	Cape May	80	0
	Lower Twp.	Cape May	70	0
	Wildwood Crest Bor.	Cape May	70	0

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

Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
Ocean City	Ocean City	Cape May	2,555	4
	Atlantic City	Atlantic	905	35
	Somers Point	Atlantic	450	30
	Egg Harbor City	Atlantic	430	4
	Middle Twp.	Cape May	285	10
Sea Isle City	Sea Isle City	Cape May	480	0
	Atlantic City	Atlantic	70	0
	Upper Twp.	Cape May	65	0
	Middle Twp.	Cape May	55	0
	Egg Harbor City	Atlantic	50	0
	Dennis Twp.	Cape May	50	0
Stone Harbor Bor.	Stone Harbor Bor.	Cape May	145	0
	Middle Twp.	Cape May	85	0
	Philadelphia	Philadelphia, PA	25	8
	Lower Twp.	Cape May	20	0
	Avalon Bor.	Cape May	15	0
	Wildwood	Cape May	15	0
Upper Twp.	Upper Twp.	Cape May	1,105	0
	Ocean City	Cape May	740	4
	Middle Twp.	Cape May	635	15
	Atlantic City	Atlantic	525	0
	Egg Harbor City	Atlantic	485	0
West Cape May Bor.	Cape May	Cape May	155	0
	Middle Twp.	Cape May	80	4
	West Cape May Bor.	Cape May	70	0
	Lower Twp.	Cape May	55	0
	Atlantic City	Atlantic	20	4
West Wildwood Bor.	Middle Twp.	Cape May	40	0
	Wildwood	Cape May	35	0
	Wildwood Crest	Cape May	15	0
	Philadelphia	Philadelphia, PA	15	0
	West Wildwood Bor.	Cape May	10	0
Wildwood	Wildwood	Cape May	695	4
	Middle Twp.	Cape May	355	80
	Lower Twp.	Cape May	155	20
	Wildwood Crest	Cape May	150	0
	North Wildwood	Cape May	120	4
Wildwood Crest Bor.	Middle Twp.	Cape May	355	0
	Wildwood Crest Bor.	Cape May	275	0
	Wildwood City	Cape May	235	0
	Lower Twp.	Cape May	135	0
	North Wildwood City	Cape May	125	0
Woodbine Bor.	Woodbine Bor.	Cape May	360	0

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Residence Location	Employment Location		Total Workers	Commute by Transit
	Municipality	County		
	Middle Twp.	Cape May	110	0
	Dennis Twp.	Cape May	75	0
	Atlantic City	Atlantic	35	4
	Lower Twp.	Cape May	30	0
	Upper Twp.	Cape May	30	0

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

The tracts with the highest number of people in the labor force commuting by public transportation are in Cape May County are in parts of Ocean City and Villas where over 100 residents commute by public transportation. There are between 50 and 99 members of the labor force commuting by public transportation in tracts in Wildwood, Rio Grande, Burleigh and North Cape May. Fewer than 50 residents commute via public transportation in the remaining tracts in the county. These numbers show that public transportation is not a common mode of choice for Cape May County residents' commute to work.

**Figure 19  
Transit Trips by Labor Force**

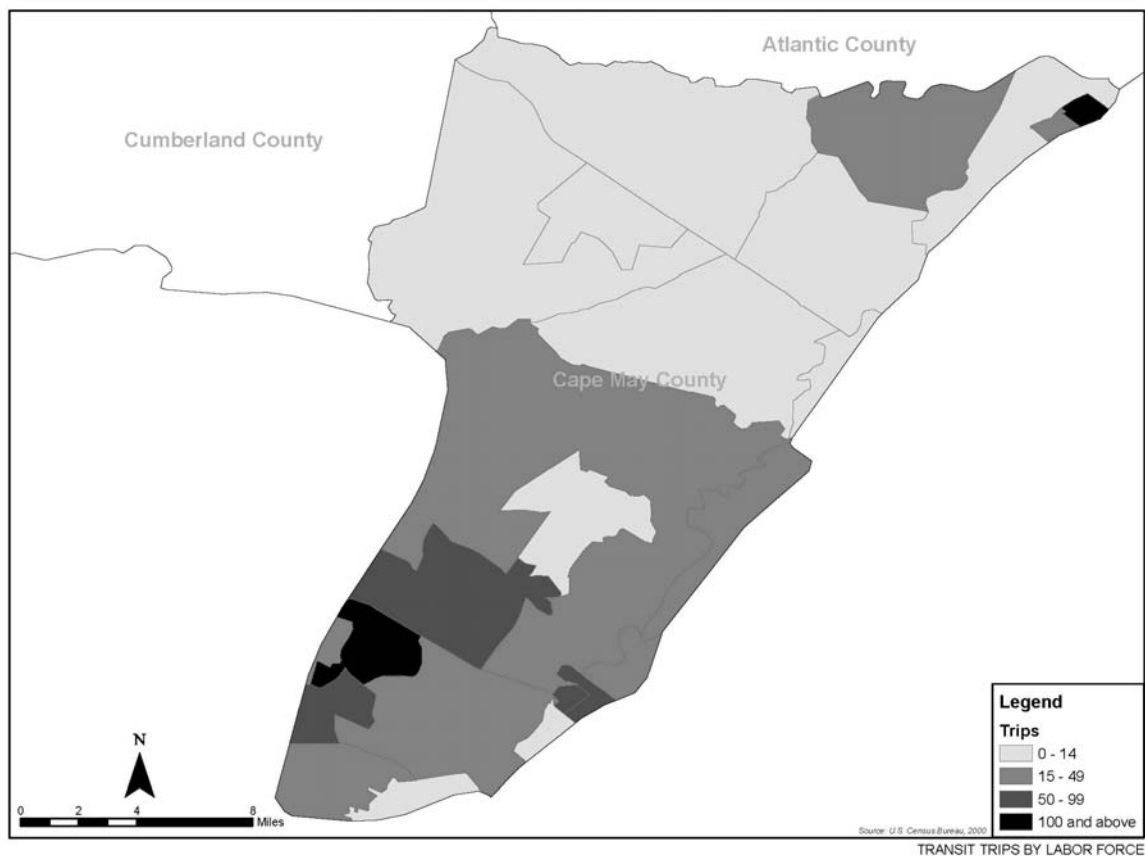
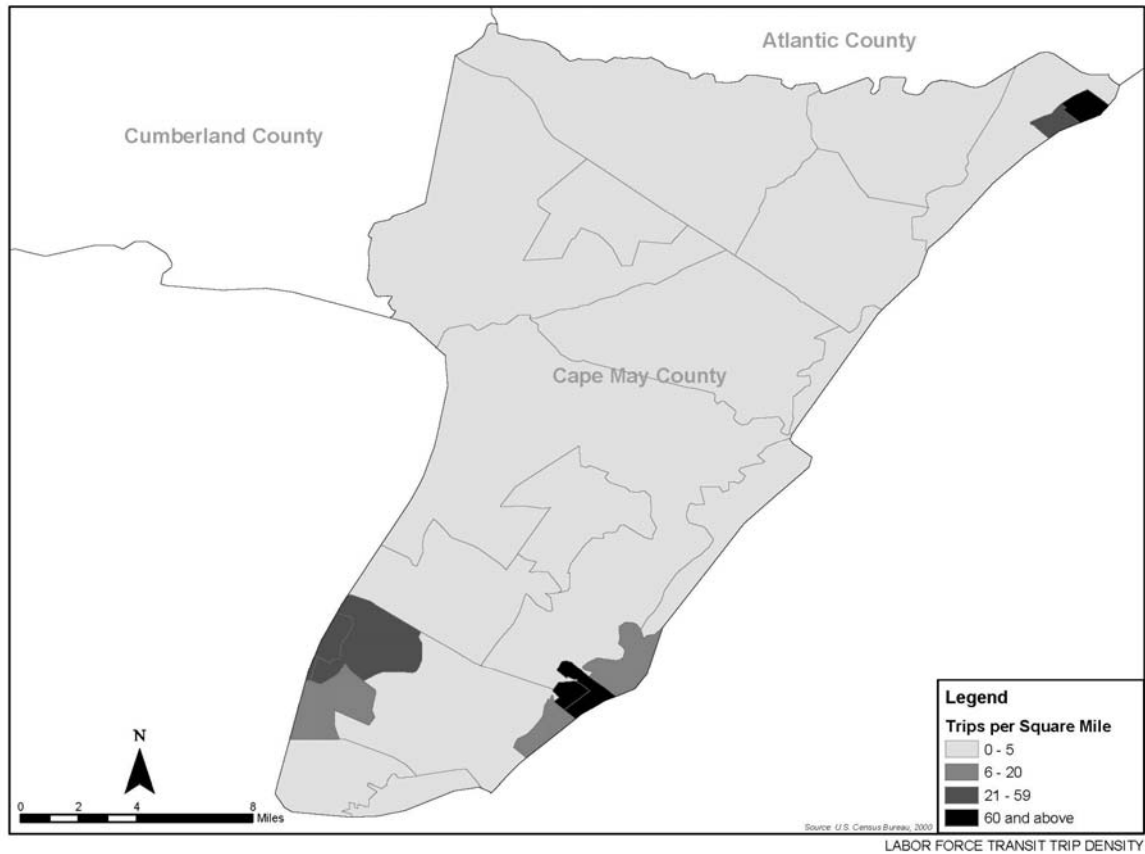


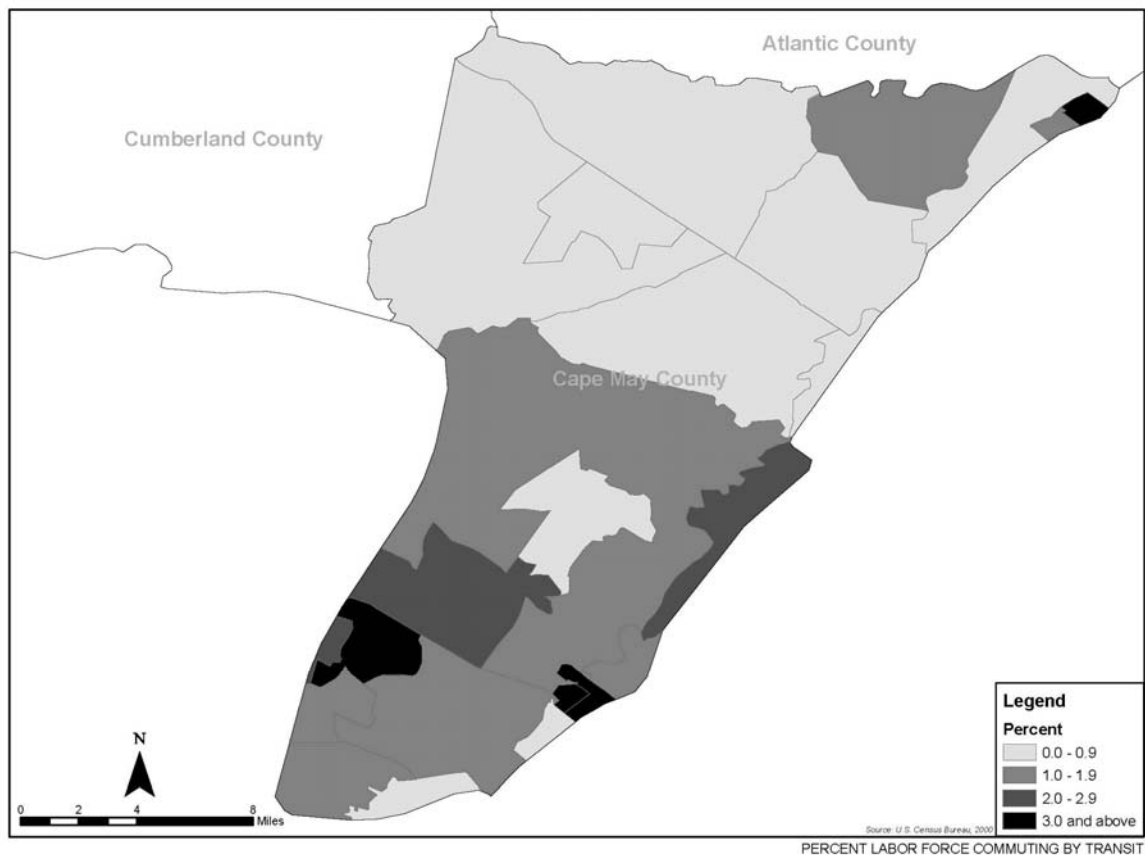
Figure 20 shows the density of labor force commuting by public transportation for each census tract. The highest densities of labor force commuting by public transportation are in Ocean City, Wildwood and Villas.

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



The tracts in which the highest percentage of labor force commuting by transit are in areas of Ocean City, Wildwood and Villas where at least three percent of the labor force make their commute using public transportation. Less than three percent of the labor force commutes by public transportation from the remaining tracts in the county. Again, these figures show that public transportation is not a significant mode of choice for Cape May County residents in the work commute. This is shown in Figure 21.

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





**Employment** – Employment in a census tract is defined by the Census as the number of persons identifying a work location in the tract. Again, this data is derived from the long form of the Census issued to one in six households. Figure 22 illustrates the distribution of employment throughout the county. There are more than 2,500 persons working in tracts within Ocean City, Middle Township, Lower Township, Cape May Court House and Cape May. There are between 1,300 and 2,499 persons working in certain tracts of Ocean City, Woodbine, Rio Grande, Burleigh, Wildwood, Stone Harbor and Avalon. Fewer than 1,300 persons work in the remaining tracts throughout the county.

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

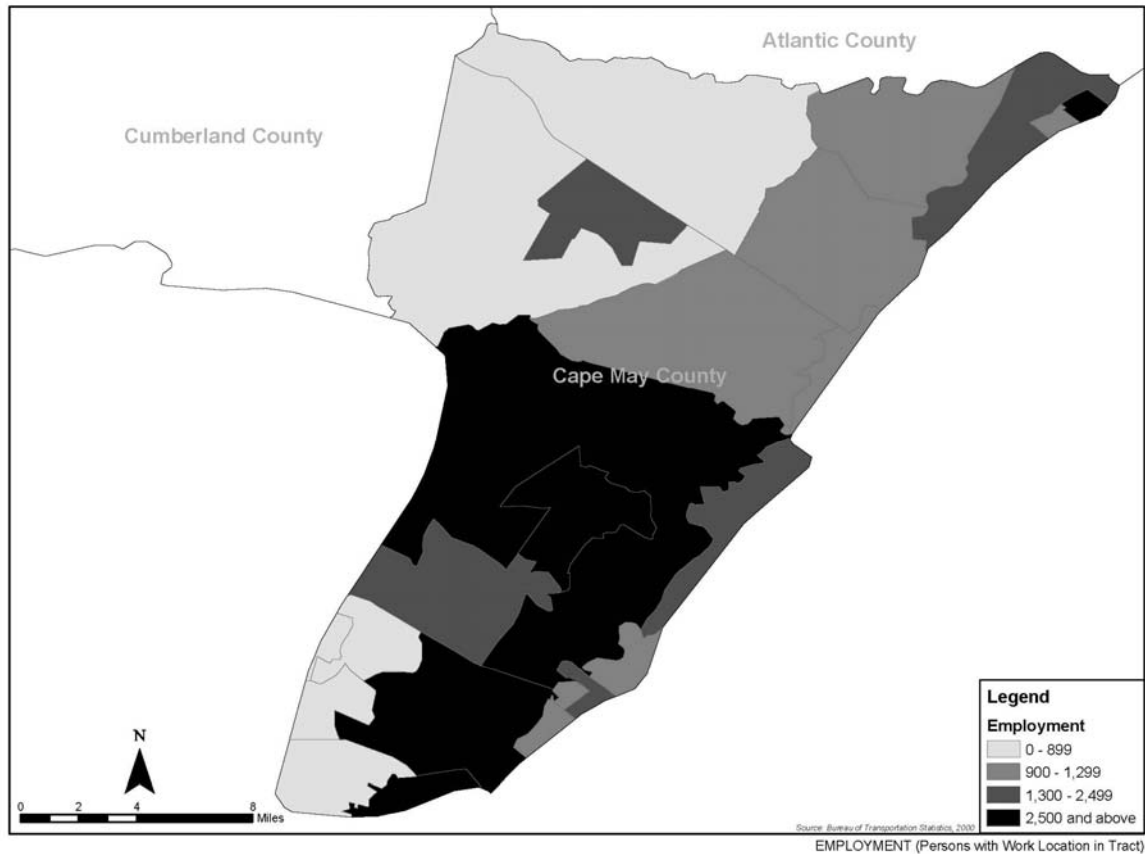


Figure 23 shows the density of employment in each tract. The heaviest densities of employment exist in the tracts in Ocean City and Wildwood where there are 1,500 or more persons working in the tract per square mile. There are employment densities of between 600 and 1,499 in tracts in North Wildwood, Wildwood Crest and Cape May. Due to the fact that these are shore communities, much of this work may be seasonal. The remainder of the county has employment densities of less than 600 persons working per square mile.

**Figure 23  
Density of Employment**

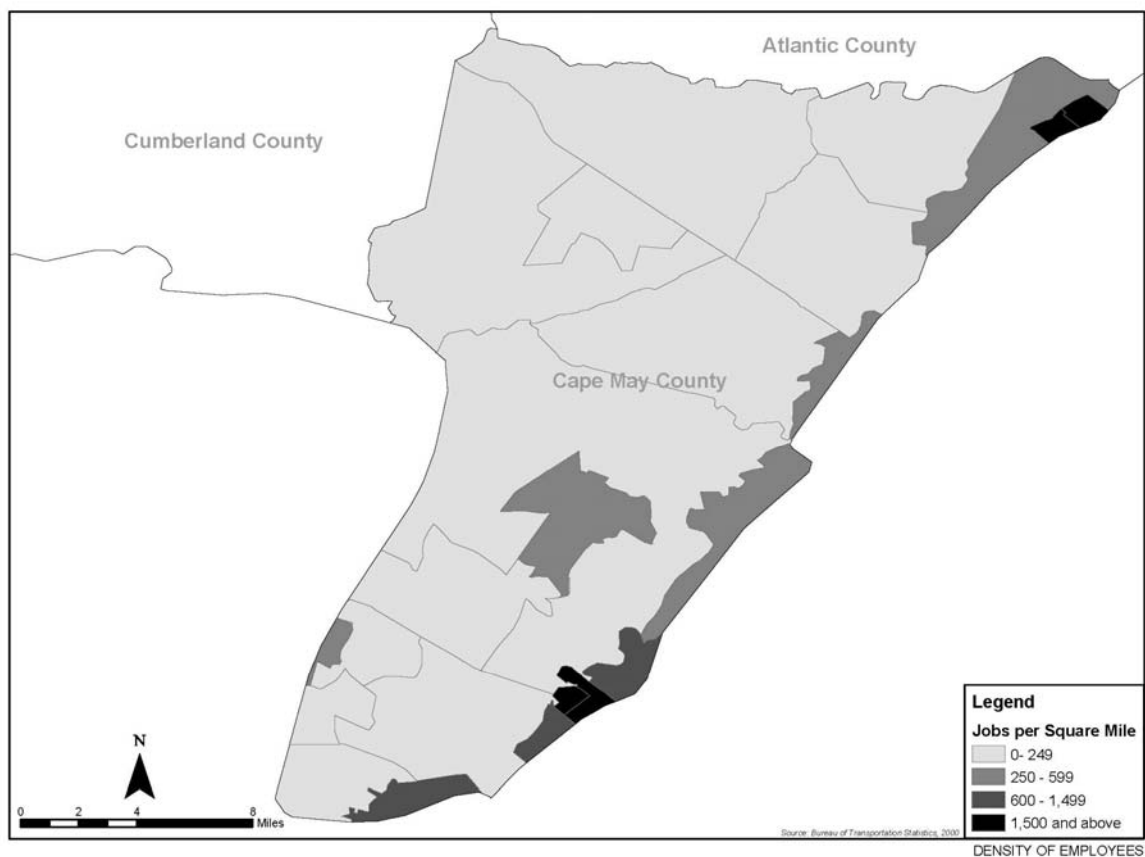


Table 12 provides trend data for employment within each municipality in Cape May County. U.S. Census data shows that employment in the county increased by 3,358 jobs over the decade which represents an increase of 9.6 percent. The number of jobs located in all but four Cape May County municipalities increased between 1990 and 2000. The municipality which gained the most employment was Middle Township which added 2,364 jobs over the decade, an increase of 31.7 percent over the 1990 level. Lower Township added 1,516 jobs which

represents an increase of 54.7 percent. The municipality which lost the most employment was Cape May which lost 2,091 jobs over the decade, a decrease of 37.1 percent.

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

<b>Municipality</b>	<b>1990 Employment</b>	<b>2000 Employment</b>	<b>Employment Change 1990-2000</b>	<b>Percent Change 1990-2000</b>
Avalon Borough	1,202	1,360	158	13.1
Cape May	5,641	3,550	(2,091)	(37.1)
Cape May Point Borough	111	4	(107)	(96.4)
Dennis Township	1,456	1,930	474	32.6
Lower Township	2,774	4,290	1,516	54.7
Middle Township	7,446	9,810	2,364	31.7
North Wildwood	875	1,175	300	34.3
Ocean City	5,243	5,375	132	2.5
Sea Isle City	825	1,220	395	47.9
Stone Harbor Borough	886	960	74	8.4
Upper Township	2,522	2,590	68	2.7
West Cape May Borough	173	270	97	56.1
West Wildwood Borough	32	50	18	56.3
Wildwood	3,088	2,975	(113)	(3.7)
Wildwood Crest Borough	830	965	135	16.3
Woodbine Borough	1,852	1,790	(62)	(3.3)
<b>Total</b>	<b>34,956</b>	<b>38,314</b>	<b>3,358</b>	<b>9.6</b>

Source: U.S. Census

Table 12 provides the year 2000 employment numbers gathered by the SJTPO for each municipality as well as the 2010 employment projections prepared by SJTPO. The year 2000 employment figures are not the same as the U.S. Census employment figures presented in Table 4 since the census numbers are based on a sample whereas the SJTPO data is based on an 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 Cape May County will add 3,745 jobs between 2000 and 2010 which represents a 9.4 percent increase. Much of this increase is projected to occur in Cape May, Lower Township, Middle Township and Upper Township which combined will add 2,931 jobs over the decade. This represents 78.3 percent of the projected increase.

**Table 13  
2010 Employment Projections by Municipality**

<b>Municipality</b>	<b>2000 Employment</b>	<b>Projected 2010 Employment</b>	<b>Employment Change 2000-2010</b>	<b>Percent Change 2000-2010</b>
Avalon Borough	1,458	1,525	67	4.6
Cape May	4,528	5,065	540	11.9
Cape May Point Borough	63	59	(4)	(6.3)
Dennis Township	1,168	1,368	200	17.1
Lower Township	2,603	3,736	1,133	43.5
Middle Township	8,766	9,536	770	8.8
North Wildwood	1,980	2,016	36	1.8
Ocean City	5,695	5,716	21	0.4
Sea Isle City	1,152	1,228	76	6.6
Stone Harbor Borough	1,251	1,432	181	14.5
Upper Township	2,636	3,124	488	18.5
West Cape May Borough	152	184	32	21.1
West Wildwood Borough	55	71	16	29.1
Wildwood	4,575	4,617	42	0.9
Wildwood Crest Borough	2,093	2,284	191	9.1
Woodbine Borough	1,840	1,796	(44)	(2.4)
<b>Total</b>	<b>40,012</b>	<b>43,757</b>	<b>3,745</b>	<b>9.4</b>

Source: SJTPO Employment Projections

Table 14 provides information for each municipality in Cape May County and lists the top five municipalities from which employees commute. The data shows that for almost every municipality in Cape May County, the five most common commute origin municipalities are also in Cape May County with Middle and Lower Townships being among the five most common commuting origin municipalities for most municipalities in the county. Ocean City has the highest number of employees commuting into the municipality from origins outside of Cape May County. A total of 650 employees commute into Ocean City from either Egg Harbor Township or Somers Point, both in Atlantic County. Woodbine Borough also has 300 employees commuting into the municipality from either Millville or Vineland in Cumberland County.

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

Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
Avalon Bor.	Avalon Bor.	Cape May	275	0
	Middle Twp.	Cape May	225	0
	Lower Twp.	Cape May	165	0
	Dennis Twp.	Cape May	140	0
	North Wildwood	Cape May	80	0
Cape May	Lower Twp.	Cape May	1,255	15
	Cape May	Cape May	735	0
	Middle Twp.	Cape May	300	4
	West Cape May Bor.	Cape May	155	0
	North Wildwood	Cape May	105	0
Cape May Point Bor.	Cape May Point Bor.	Cape May	4	0
Dennis Twp.	Dennis Twp.	Cape May	490	0
	Middle Twp.	Cape May	275	0
	Upper Twp.	Cape May	250	0
	Lower Twp.	Cape May	145	25
	Woodbine Bor.	Cape May	75	0
Lower Twp.	Lower Twp.	Cape May	2,305	30
	Middle Twp.	Cape May	610	4
	Wildwood	Cape May	155	20
	Upper Twp.	Cape May	130	0
Middle Twp.	Middle Twp.	Cape May	3,095	40
	Lower Twp.	Cape May	2,290	45
	Upper Twp.	Cape May	635	15
	Dennis Twp.	Cape May	605	0
	North Wildwood	Cape May	420	10
North Wildwood	North Wildwood	Cape May	405	0
	Lower Twp.	Cape May	200	0
	Middle Twp.	Cape May	125	0
	Wildwood	Cape May	125	4
	Wildwood Crest Bor.	Cape May	120	4
Ocean City	Ocean City	Cape May	2,555	4
	Upper Twp.	Cape May	740	4
	Egg Harbor Twp.	Atlantic	330	0
	Somers Point	Atlantic	320	0
	Middle Twp.	Cape May	160	0
Sea Isle City	Sea Isle City	Cape May	480	0
	Dennis Twp.	Cape May	200	0
	Upper Twp.	Cape May	95	4
	Middle Twp.	Cape May	70	0
	Ocean City	Cape May	65	0
Stone Harbor Bor.	Middle Twp.	Cape May	245	0

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Employment Location	Residence Location		Total Workers	Commute by Transit
	Municipality	County		
	Lower Twp.	Cape May	150	0
	Stone Harbor Bor.	Cape May	145	0
	Dennis Twp.	Cape May	55	0
	North Wildwood	Cape May	55	0
Upper Twp.	Upper Twp.	Cape May	1,105	0
	Ocean City	Cape May	230	0
	Dennis Twp.	Cape May	185	0
	Middle Twp.	Cape May	130	0
	Egg Harbor Twp.	Atlantic	125	0
West Wildwood Bor.	Wildwood	Cape May	20	0
	Vineland	Cumberland	10	0
	East Nottingham Twp.	Chester, PA	10	0
	West Wildwood Bor.	Cape May	10	0
	Maurice River Twp.	Cumberland	4	0
Wildwood	Wildwood	Cape May	695	4
	Lower Twp.	Cape May	585	40
	Middle Twp.	Cape May	390	10
	North Wildwood	Cape May	295	4
	Wildwood Crest Bor.	Cape May	235	0
Wildwood Crest Bor.	Wildwood Crest Bor.	Cape May	275	0
	Lower Twp.	Cape May	185	0
	Wildwood	Cape May	150	0
	Middle Twp.	Cape May	115	0
	North Wildwood	Cape May	70	0
Woodbine Bor.	Woodbine Bor.	Cape May	360	0
	Middle Twp.	Cape May	190	4
	Millville	Cumberland	175	0
	Lower Twp.	Cape May	135	0
	Vineland	Cumberland	125	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 Cape May County is the mode of transportation that they use to make their commute. Table 14 shows that the level of commuting by public transportation is minimal for the most common commuting patterns for those employed in Cape May County. Figure 24 shows the number of persons working within each tract that commute using public transportation. Again, this number includes persons who commute using a taxi. The tracts with the highest number of employees commuting by public transportation are in Middle Township, Cape May and areas of Ocean City where 50 or more employees commute by public transportation. Throughout the remainder of the county, fewer than 50 employees commute by public transportation. This demonstrates that public transportation is not a common commuting mode of choice in any area of the county.

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

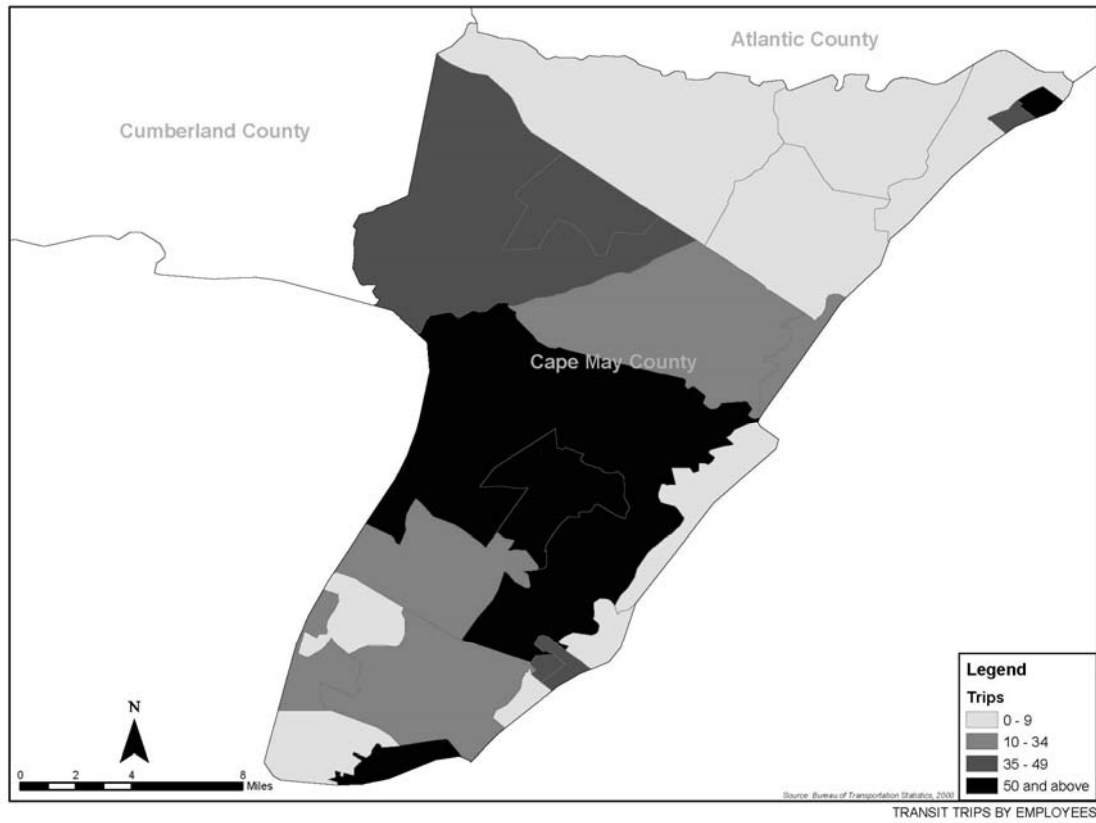
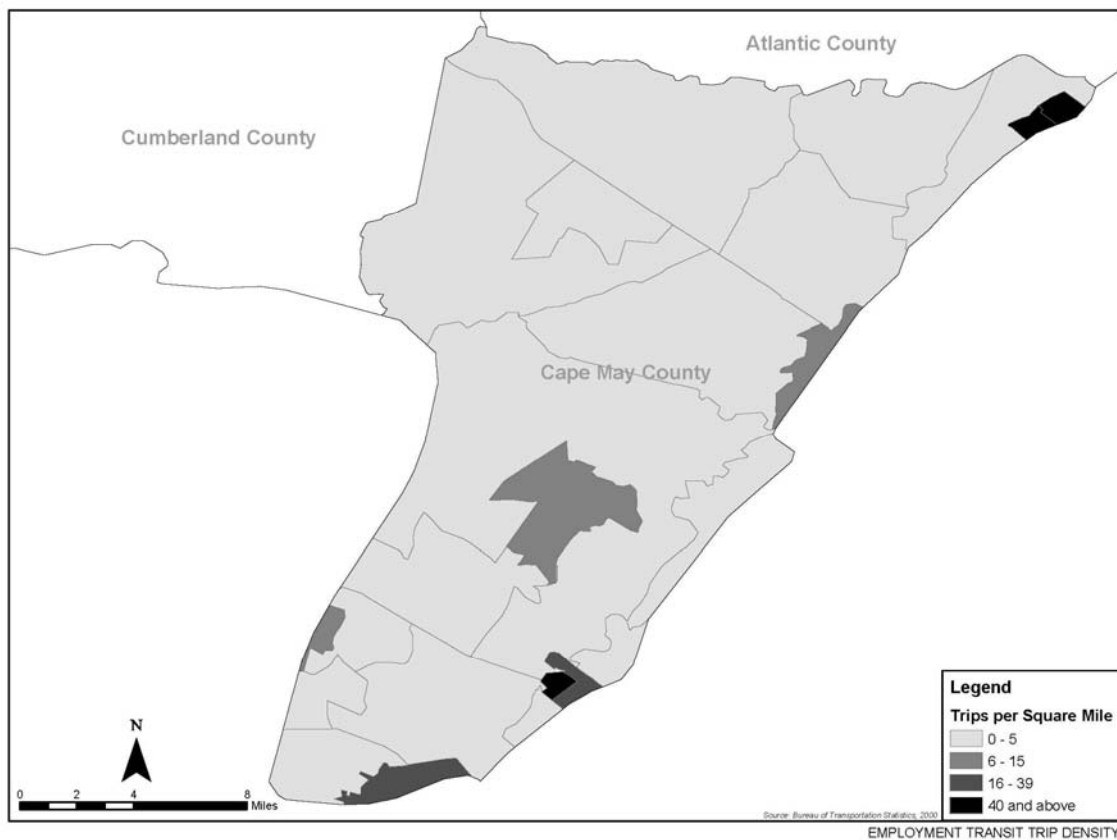


Figure 25 shows the density of employees commuting by public transportation for each census tract. The highest densities of employees commuting by public transportation are in Ocean City, Wildwood and Cape May where there are at least 16 employees commuting by public transportation per square mile. Areas of Villas, Cape May Court House and Sea Isle City have densities between 6 and 15 employees commuting by public transportation per square mile. The remaining tracts throughout the county have densities less than 6 employees commuting by public transportation per square mile.

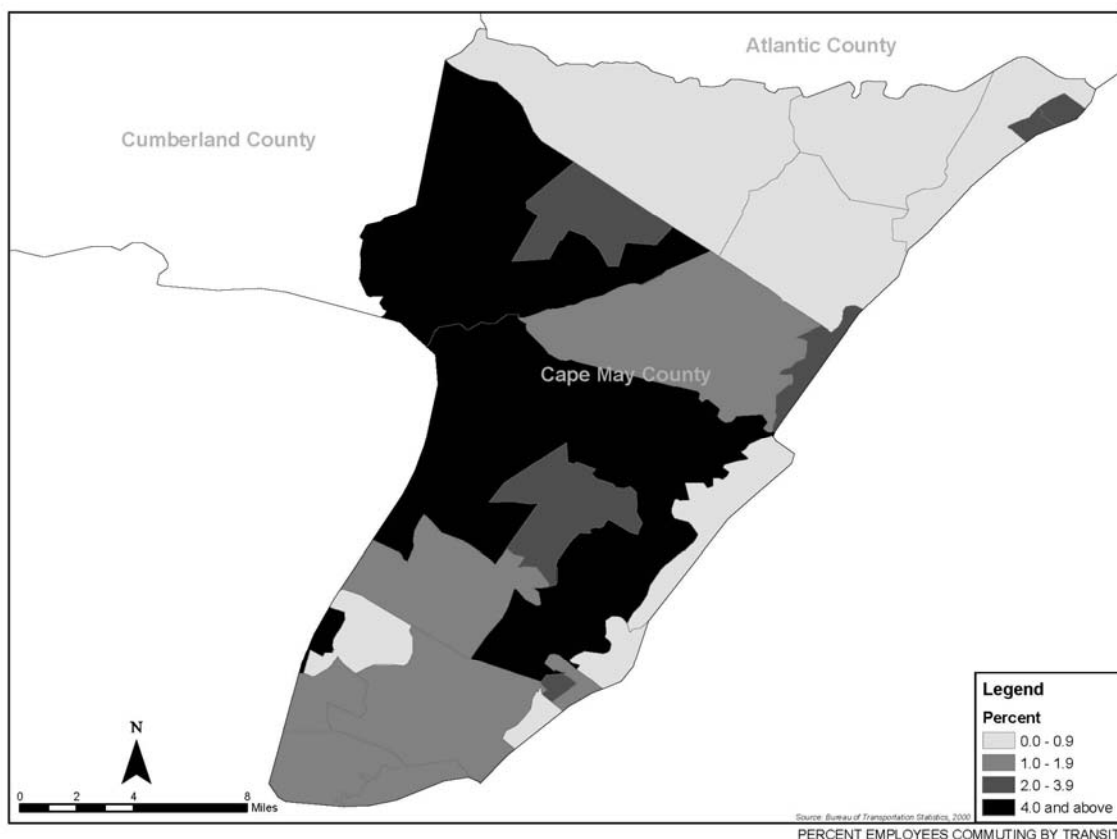
**Figure 25**  
**Employment Transit Trip Density**





The tracts in which the highest level of employees commuting by transit are in Middle and Dennis Townships where at least four percent of the employees commute using public transportation. Between 2.0 and 3.9 percent of the employees in parts of Ocean City, Wildwood, Cape May Court House, Woodbine and Sea Isle City commute by public transportation. Throughout the remainder of the county, less than 2.0 percent of employees commute using public transportation. Again, these figures show that transit is not a significant mode of choice for those working in Cape May County. Figure 26 demonstrates this pattern.

**Figure 26**  
**Percent Employees Commuting by Transit**



## Major Generators

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

care and senior citizen facilities and educational facilities (colleges and vocational/technical schools). Therefore, as part of this public and human service transportation analysis, it is necessary to assemble a comprehensive inventory of the destinations in the service area which fall into these categories. This type of inventory is provided in Table 15 and Table 16.

For the purposes of this analysis, a major employer was defined as an employer with over 50 employees at one site. Shopping centers are those with at least 100,000 square feet of leased space. All hospitals, senior care and academic facilities have been included.

Table 15 shows that the major employment sites in Cape May County are distributed throughout numerous municipalities. The largest concentration of major employers is in Cape May Court House which is the location of nine of the 27 sites listed. Nursing homes/medical facilities as well as retail establishments comprise a significant portion of the major employers in the county.

**Table 15  
Major Employers**

<b>Site</b>	<b>Location</b>	<b>Category</b>
Woodbine Development Center	Woodbine	State Government
Burdette Tomlin Hospital	Cape May Court House	Hospital
Cape May County	Cape May Court House	County Government
ACME Markets	Ocean City, Seaville, Cape May, Cape May Court House (2), Wildwood, North Cape May, Sea Isle City	Grocery Supermarket
Shop Rite	Rio Grande	Grocery Supermarket
City of North Wildwood	North Wildwood	Municipal Government
Atlantic City Electric	Cape May Court House	Utility
Crest Haven Nursing & Rehab Center	Cape May Court House	Nursing/Convalescent
Ocean View Center	Ocean View	Nursing/Convalescent
Middle Township	Cape May Court House	Municipal Government
Lobster House	Cape May	Restaurant
Jersey Cape Diagnostic & Opp. Center	Cape May Court House	Human Service Agency
Wildwood Linen Supply	Wildwood Crest	Linen Service

<b>Site</b>	<b>Location</b>	<b>Category</b>
Snows/Doxsee, Inc.	Cape May	Seafood Canning
Super Fresh	Cape May, North Wildwood, Ocean City	Grocery Supermarket
Home Depot	Burleigh	Home Products
Lowe's Home Improvement	Rio Grande	Home Products
Atlantic/Cape May Community College	Cape May Court House	Educational Institution

Source: Cape May County Planning Department

Table 16 lists the major generators in other categories including job training centers, hospitals, nursing/assisted living facilities, senior centers, adult day care facilities, retail centers and colleges/technical schools. Many of these generators are concentrated in Cape May Court House, Wildwood or Rio Grande which are the locations of 23 of the 35 generators listed

**Table 16  
Other Major Generators**

<b>Site</b>	<b>Location</b>	<b>Category</b>
Robins Nest	Rio Grande	Job Training Center
Job Connection	Wildwood	Job Training Center
New Jersey Employment Services	Wildwood	Job Training Center
Burdette Tomlin Hospital	Cape May Court House	Hospital
Wesley Shores	Ocean City	Nursing/Assisted Living
Ocean View Center	Ocean View	Nursing/Assisted Living
Oceana Rehabilitation & Nursing	Cape May Court House	Nursing/Assisted Living
Crest Haven Nursing & Rehabilitation	Cape May Court House	Nursing/Assisted Living
Court House Convalescent & Rehab	Cape May Court House	Nursing/Assisted Living
Loyalton	Cape May Court House	Nursing/Assisted Living
Chapin House	Rio Grande	Nursing/Assisted Living
Victoria Commons Retirement Comm.	North Cape May	Nursing/Assisted Living
Victorian Towers	Cape May	Nursing/Assisted Living
Sandman Towers	Wildwood	Nursing/Assisted Living

<b>Site</b>	<b>Location</b>	<b>Category</b>
Lions Center	Wildwood	Nursing/Assisted Living
Marina Bay Towers	Wildwood	Nursing/Assisted Living
Bayview Manor	Ocean City	Nursing/Assisted Living
Howard Stainton Center	Ocean City	Senior Center
Lower Cape Senior Center	Villas	Senior Center
Mid-County Nutrition Center	Cape May Court House	Senior Center
North Wildwood Senior Center	North Wildwood	Senior Center
Upper Township Senior Center	Palermo	Senior Center
Dennis Township Senior Center	South Dennis	Senior Center
Middle Township Senior Center	Cape May Court House	Senior Center
Magnolia Adult Day Care	Cape May Court House	Adult Day Care
Senior Adult Care	Cape May Court House	Adult Day Care
North Cape May Shopping Center	North Cape May	Retail Center
Grande Center	Rio Grande	Retail Center
Shop-Rite Plaza	Rio Grande	Retail Center
K-Mart Center	Rio Grande	Retail Center
Village Shoppes	Rio Grande	Retail Center
ACME Center	Cape May Court House	Retail Center
Seaville Shopping Center	Seaville	Retail Center
Atlantic Cape Community College	Cape May Court House	College/Trade School
Cape May County Technical School	Cape May Court House	College/Trade School

Source: Cape May County Planning Department

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

## **Summary**

This interim report 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 Upper, Middle and Lower Townships. Employment projections show that the majority of the new jobs created between 2000 and 2010 will also occur in these three municipalities along with Cape May. The geographic distribution analyses of senior citizens, youth, persons with mobility impairments and low income households show that these groups are dispersed throughout the county with the highest densities located in Ocean City, Wildwood, Villas and Woodbine. The analysis suggests that sufficient densities of overall and target populations do not exist in enough areas of the county to support traditional, frequent fixed route service year round. However, the analysis does show that sufficient transit needs exist for some type of flexible fixed route or demand responsive public or human service transportation service throughout most of the county.

## **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 Cape May County Self Assessment, the SJTPO requested that the county lead person, Kathleen Belles of Fare Free Transportation, 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 Cape May Court House. A total of 22 stakeholders attended. As part of this presentation, the Self Assessment for Cape May County was reviewed with the group and finalized. Table 17 lists the participants.

Table 18 presents the results of the Self Assessment effort for Cape May 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 “done well” is whether or not data is currently gathered and used to assess performance. This was rated as done well because Fare Free Transportation, which is the largest 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 Significant Action”. This was apparent in reviewing the data collected through the provider survey which was presented in the Existing Transportation System report.

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

**Table 17  
Cape May County Stakeholders**

<b>Name</b>	<b>Organization</b>
Kathleen Belles	Fare Free Transportation
Martin Teller	Cape May County Planning Department
Ginny Tomlin	Cape May County Veterans Office
Krista Richards	Victoria Commons
Dick Colosi	Cape May County Department of Health
Gini Moss	Cape May County Department of Health
Ron Jost	LCAC
George Plewa	JCDTOC, Inc.
Mia Gannon	Crest Haven Nursing and Rehab
Rita Brooks	Courthouse Convalescent
Linda Lindsay	Crest Haven Nursing and Rehab
Beth Bozzelli	Cape May County Department of Aging
Brad Rosenthal	Cape May County Administration
Eric Richards	Cape May County Board of Social Services
Sarah Matthews	ARC of Cape May
Dick Adelizzi	Five Mile Beach Bus Company
Elaine Makowski	Cape May County Human Services
Joe Fahy	Cape May County Board of Social Services
John Hainsworth	Cross County Connection
Ronda Urkowitz	Cross County Connection
David Rodriguez	Puerto Rican Action Committee
Les Varga	South Jersey Transportation Planning Organization

**Table 18  
Self-Assessment**

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



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 Cape May County. Through the assessment process, the stakeholders indicated that while 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 Cape May 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 Cape May 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 Cape May County. This included fixed route, flexible fixed route and demand responsive services. The current network of services is characterized by one operator, NJ Transit, providing a limited amount of fixed route service to certain municipalities and twelve other organizations providing flexible fixed route or demand responsive services throughout the county. The data used to describe the flexible fixed route and demand responsive services in Cape May 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 Cape May Court House. A total of 22 stakeholders attended representing local transportation service providers, elected/government officials and social service providers who have a "stake" in the mobility of their clients or the county population as a whole. The agenda for the meeting included a review and discussion of the United We Ride Self Assessment for Cape May County.

As part of this discussion, the Self Assessment was finalized. The forum also included an open group discussion regarding current and future gaps between services provided and the mobility needs of target populations. The stakeholders expressed the opinion that, given the current funding situation, the highest service priority will be to maintain the services that are currently being provided. Beyond that, the stakeholders identified specific needs for new or expanded service. Meeting these additional service needs, of course, would be contingent on new funding sources. In addition, the stakeholders also provided their opinions regarding the most advisable option for service coordination. The stakeholders expressed the opinion that Fare Free Transportation should act as the lead agency in a consolidated or 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 *Cape May County Community Transportation Plan* 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 general purpose public transportation service open to the general public. Many of these related to the limited evening and weekend service options as well as the sparse nature of service in the western and northern sections of the county such as in Woodbine. In addition to service needs, the *Community Transportation Plan* also made recommendations for organization of human service transportation in the county.

The plan recommended the development of what it termed a partial brokerage system in the near term with the eventual development of a full brokerage system. As part of the partial brokerage system, it was recommended that Fare Free Transportation take responsibility for the transportation function for the County Board of Social Services as well as Access Link. In the interim, Fare Free Transportation has assumed responsibility for the transportation function of the Board of Social Services as well as other county agencies and non-profit organizations. NJ Transit continues to use regional contractors to operate all Access Link service in Cape May 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 Cape May 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. Cape May County contains 255.2 square miles of land area. With a total population of 102,326, the county has an overall population density of 401 persons per square mile.

While the overall population density is 401 persons per square mile, the population of certain municipalities is concentrated in much smaller areas than others. The shoreline communities as well as Villas have population densities over 2,000 persons per square mile. The remainder of the county is characterized by population densities of less than 2,000 persons per square mile with much of the northwestern portion of the county having densities of less than 1,000 persons per square mile. This would indicate that traditional frequent fixed route services would only be viable in a limited number of areas of Cape May County, with demand response and flexible fixed routes being the appropriate model for the remaining communities.

**Service Area Demographics** - The analysis of population trends in Cape May 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 Upper, Middle and Lower Townships. Employment projections show that the majority of the new jobs created between 2000 and 2010 will also occur in these three municipalities along with Cape May. 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 Ocean City, Wildwood, Villas and Woodbine. The analysis suggests that sufficient densities of overall and target populations do not exist in enough areas of the county to support traditional frequent fixed route service year round. However, the analysis does show that sufficient transit needs exist for some type of flexible fixed route or demand responsive public or human service transportation service throughout most of the county.

The analysis also showed that seniors comprise a significantly higher percentage of the Cape May County population than the statewide average. The 2000 U.S. Census shows that there are 26,606 persons age 60 and over in Cape May County. This represents 26.0 percent of the overall county population. This is 51.1 percent higher than the statewide average of 17.2 percent. Public transportation services will be a key component in allowing area seniors to "age

in place” and maintain independence. Public and human service transportation services are critical in connecting seniors with medical facilities, grocery stores, retail areas and social events among other destinations. Due to mobility problems experienced by many seniors, door to door type services are important in meeting this transportation need.

**Access to Employment** – Journey to work data presented in the Service Area Characteristics report shows that the most common commute destinations for the Cape May County labor force are employment sites within Cape May County. On a municipal level, the five most common commute destination municipalities are also in Cape May County with Middle and Lower Townships being among the most common commuting destinations for the labor force of most Cape May County municipalities. This should continue to be the case for the foreseeable future when considering that, based on projections, the majority of the new jobs created in Cape May County between 2000 and 2010 will be located in Upper, Middle and Lower Townships along with Cape May. It was noted in the stakeholder forum that Woodbine Borough, which is located in the northwestern part of the county, has a high concentration of low income households and limited access to employment based transportation services to these employment locations within the county as well as major employers outside the county.

The most common commuting destination for the Cape May County labor force outside of Cape May County is Atlantic City in neighboring Atlantic County. Atlantic City, with the presence of the hotel and casino industry, acts as the major employment center for the southeastern New Jersey region. This will continue to be so with the planned expansions of various casinos. It was noted in the stakeholder forum that persons living in the eastern portion of the county have more access to transportation options into Atlantic City, but the commute using public transportation to Atlantic City from Woodbine is inconvenient. Currently, Woodbine residents using public transportation must travel to Millville and transfer to another bus route for service to Atlantic City.

Another issue regarding employment based transportation services is that many people using these services must also make a stop at day care centers as part of their work commute. In Cape May County, public transportation services do not run frequently enough to allow a commuter to stop at a day care center, drop off their children and then take the next bus to complete their commute. Any services designed to facilitate work based transportation should attempt to address this issue.

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

It was also noted that there is limited opportunities for members of the general public to use services outside of certain areas of the county and many of the client based services only allow transportation for specific trip purposes. Therefore, there are limited general purpose transportation options for the general public. One example provided was the need for people in Woodbine to travel to Wildwood where many of the employment training and services are located. Fare Free Transportation's flexible fixed route does allow for this connection through two round trips three days per week, but this often does not provide the flexibility required to access needed services. Other limitations noted as part of the stakeholder forum was a lack of capacity on NJ Transit fixed route services during the summer months.

**Potential for Greater Coordination** - While the hours and eligibility of the current services are limited, the flexible fixed route and demand responsive services that are currently operated by the various providers represent a relatively large transportation system. A total demand response service network of 144 vehicles offers approximately 76,000 vehicle hours and provides 240,000 passenger trips annually. Given this level of activity, it would seem that there are opportunities for greater coordination of these services which could lead to a higher level of availability and expanded mobility options.

It should be noted that Cape May County already has a partially consolidated system with various organizations contracting with Fare Free Transportation to operate the transportation services that they provide. Stakeholders participating in the forum voiced the opinion that Cape May County should migrate towards a broker or a single agency model with Fare Free Transportation acting as the nucleus of the system.

**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 12 organizations currently offering demand responsive transportation services in Cape May County along with NJ Transit fixed route service. The most effective way to determine if there is redundancy between services is to examine the detailed records of passenger pick ups and drop offs by location and time of day. However, only one or two providers in Cape May 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 reports 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** - Findings from the stakeholder forum indicated a lack of awareness among the general public of the transportation services available in Cape May County. This could indicate that there are potential users who are not riding the current services because they are unaware of their availability. This has a negative effect on the productivity of the various services. One reason for this lack of awareness could be partly due to confusion among the general public regarding which agency provides public and human service transportation and for whom. Also, it was noted in the stakeholder forum that there is no single source of information regarding available services and that the current providers do not have information about each other's services. This was identified as a primary step in the coordination process by stakeholders participating in the forum.

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

### **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 Cape May County. The range of alternatives models that could be employed for organizing the current services includes five basic organizational scenarios. These are: (1) multiple independent transportation providers and operators; (2) creation of a coordinating committee between some or all of the current service providers; (3) consolidation of functions into one or more agencies (partial consolidation); (4) consolidation of all functions into a single agency responsible for the oversight and administration of all public (non NJ Transit) and human service transportation in Cape May County (full consolidation); and (5) creation of a brokered system.

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

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

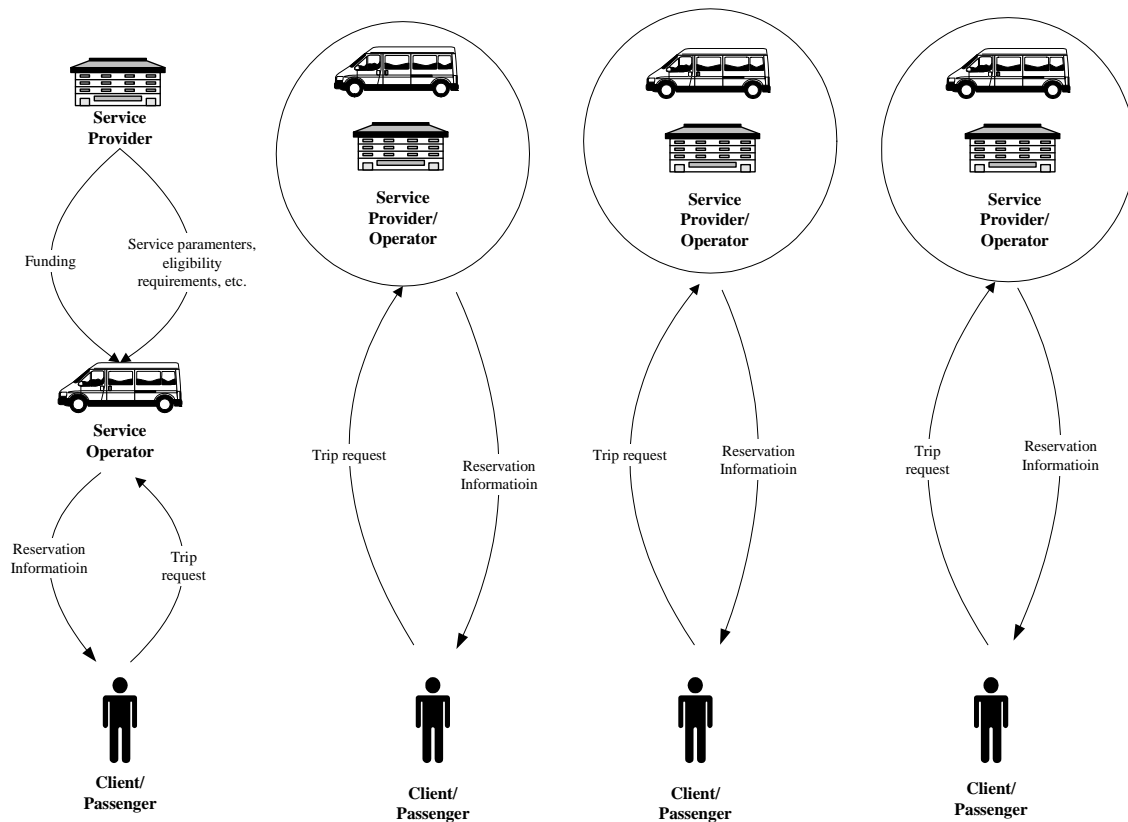


**Multiple Independent Providers and Operators** - Under the first scenario, the network of services would continue with several separate organizations providing public and human service transportation services in Cape May County. Under this model, the various service providers either operate their own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

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

Figure 27 graphically depicts the functioning of this model.

**Figure 27**  
**Multiple Independent Providers and Operators**

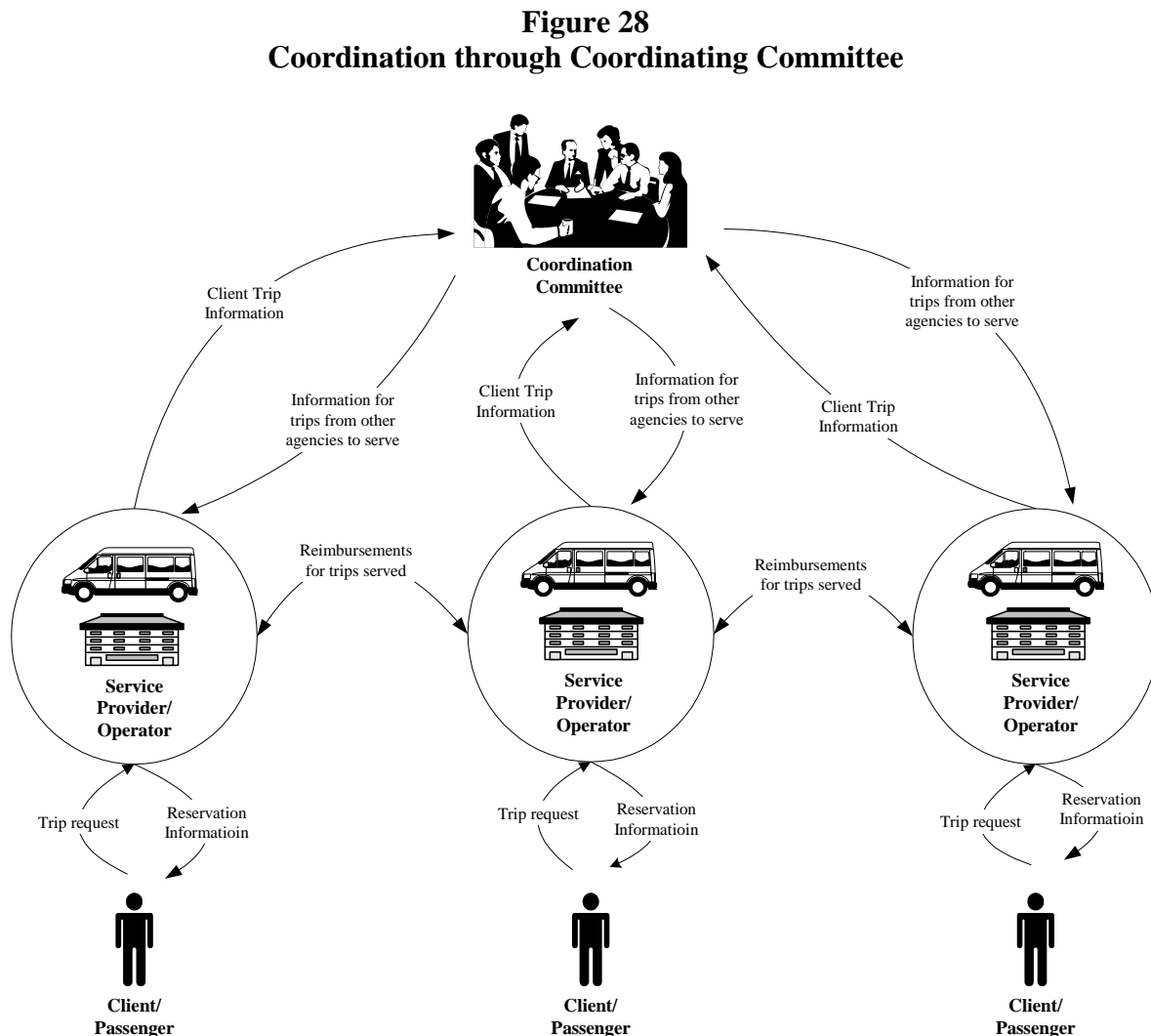


**Coordinating Committee** - To gain some efficiencies and respond to some of the issues and needs identified, this scenario would have organizations informally coordinating their activities in one or more of the major functional areas involved in providing public transportation services. This alternative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

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

Reimbursement for service operated would be handled independent of the coordinating committee.

Figure 28 graphically depicts the functioning of this model.



Coordination in this context would not change the participating organization's structures since they would continue to have primary responsibility for all functional areas involved in transportation. Accordingly, the ability of this model to make fundamental policy changes is limited to those areas which are informally negotiated between the agencies involved in the process. The ability to increase accountability would also be limited since coordination does not

include a single oversight group. Also, this organizational framework does not provide meaningful gains in the ability to expand service and respond to new markets.

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

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

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

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

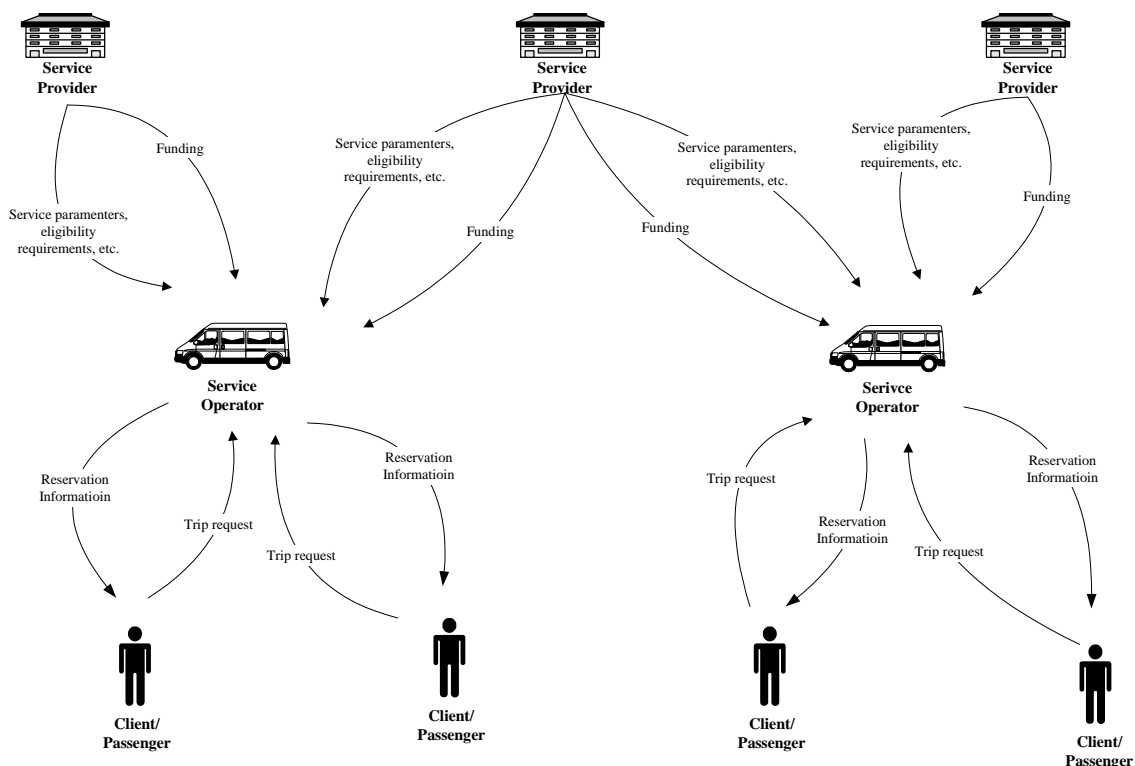
As coordination efforts and functions increase, the benefits will become apparent. One way to measure the benefits of coordination would be to calculate the cost per trip and cost per mile for each of the current services. As trips increase, the per trip ratios should show an improvement through better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

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

that addressing the shortfalls in the current system may require expanded funding regardless of the level of coordination efforts.

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

**Figure 29  
Partial Consolidation**



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

transportation administration and operation through one of the designated organizations or have their transportation funding go directly to the designated transportation organization. To some extent, this is the model that currently exists in Cape May County, with many of the providers relying on Fare Free Transportation to handle all transportation functions. Agencies such as the Cape May County Board of Social Services or the Department of Aging still receive and administer their own transportation funding and then purchase service for their clients through Fare Free Transportation.

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

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

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

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

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

This alternative would improve the county's ability to respond to identified service gaps such as weekend service or a greater span of service. While these fundamental policy changes are subject to funding, this alternative provides an organization capable of responding to the increased service needs and providing a greater level of transit mobility to all residents of Cape May County.

**Consolidation into a Single Entity** - This alternative calls for all transportation activities to be performed by a single entity. The current partially fragmented approach would be discontinued with all existing service providers eliminating their transportation function. In turn, they would concentrate on their core responsibility, to provide human services or medical services to their specific client groups. Due to the magnitude of the change, a single entity system in Cape May 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.

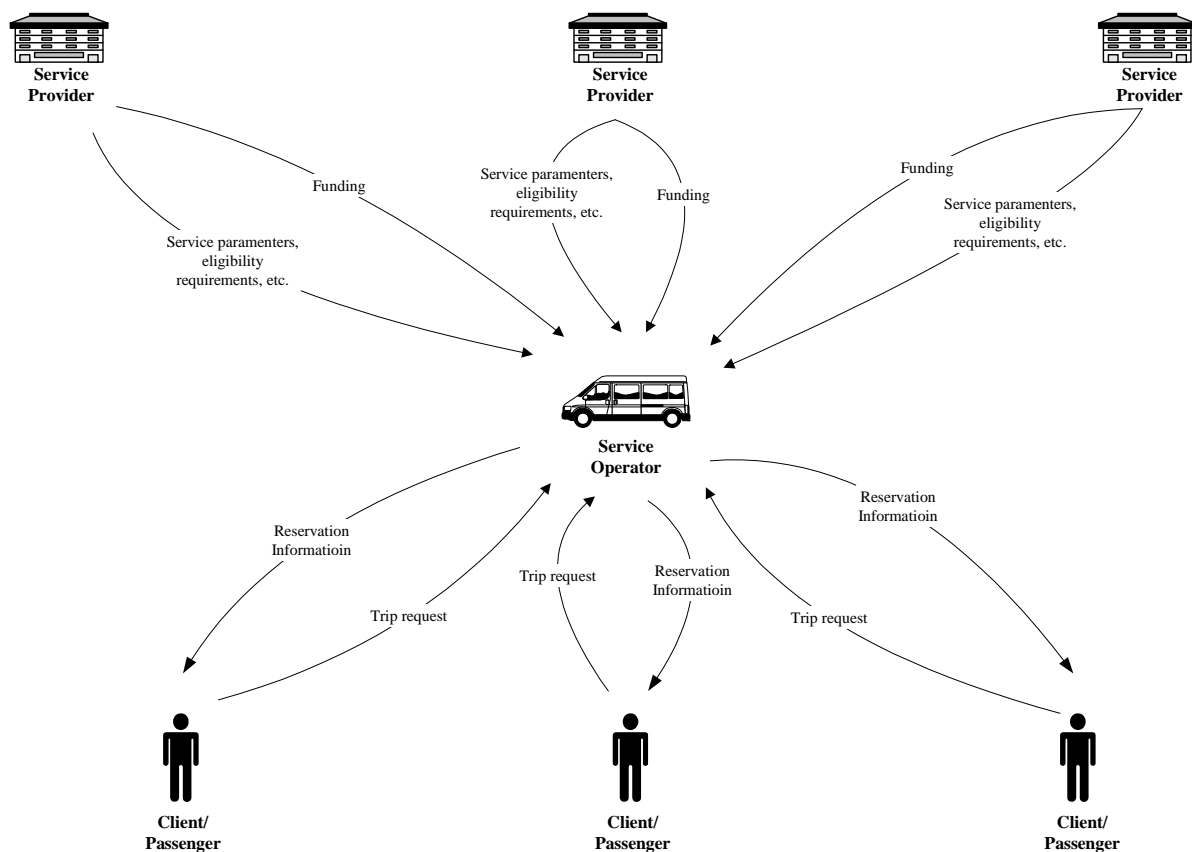
This alternative would create fundamental changes in the overall transportation structure in Cape May County. This consolidated system could respond not only to the policy changes which are important for program success in the future, but will also establish consistent operating parameters which will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

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

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

Figure 30 graphically depicts the functioning of this model.

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



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



These are restrictions and limitations that were identified in regards to the current demand responsive system. Also, accountability would be greatly enhanced. From a customer service standpoint, it is important to note that the client/passengers would be able to access all public and human service transportation services by calling one organization.

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

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

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

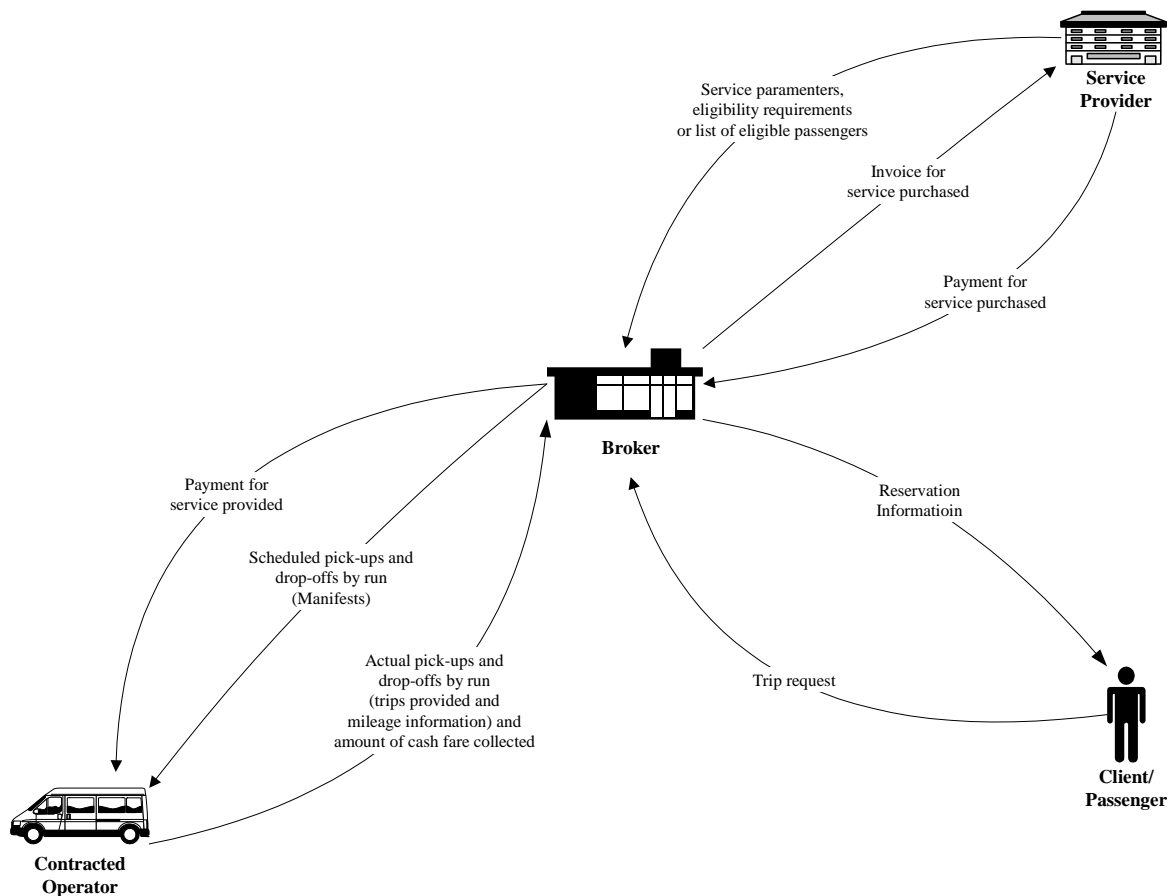
The brokered system would create significant changes in the transportation structure by offering the current service providers various options for offering transportation services to their clients. Under the current model, most service providers in the county also act as service operators. Under the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

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

Another advantage to the brokered system is that public transportation would be managed by a professional team of transit managers. All of these factors will greatly enhance the accountability of the system overall.

Figure 31 graphically depicts the functioning of this model.

**Figure 31  
Demand Responsive Broker System**



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

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

The presence of the brokered system would allow various agencies and non-profit organizations to secure funding for various transportation needs by demonstrating the cost efficiencies gained through purchasing service through the brokered system. Organizations seeking funding to meet a transportation need will be able to show that they had no need to administer and operate a transportation system or purchase and maintain vehicles. The established brokered system would act as a selling point in the effort to secure funding. As with the consolidated system, the brokered system would be a more effective voice in securing funds since it would serve a number of groups and constituencies.

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

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

**Review of Organizational Models** - This section provided descriptions for the potential models under which the various public and human service transportation services offered in Cape May 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 *Cape May County Community Transportation Plan* completed in 1998 and updated in 2002 recommended the development of what it termed a partial brokerage system in the near term. As part of the partial brokerage system, it was recommended that Fare Free Transportation take responsibility for the transportation function for various organizations that were providing service at the time. What the 1998 document termed a partial brokerage would fall into the category of a partially consolidated system as presented in this document. This recommendation has been realized with Fare Free transportation assuming responsibility of the transportation function of various county agencies and other non-profit organizations in the county.

The 1998 plan also recommended the eventual development of a brokerage system under which Fare Free Transportation would act as the broker and use itself and other local

organizations such as Five Mile Beach Bus Company, PRAC and Belleplain as contracted operators.

## **Identified Service Gaps and Alternatives**

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

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

- **Shared Ride** – Residents of Cape May 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 Cape May County support the conclusion that traditional fixed route would not be the most appropriate model for the area. Utilizing the various demand responsive models, alternatives to address the identified service gaps include:

- The lack of evening and weekend service on routes other than NJ Transit’s fixed route services was identified as an issue with the current system. The hours of operation of Fare Free Transportation’s route deviation service could be expanded to provide evening and weekend hours. Another alternative is for Fare Free Transportation to offer general public demand responsive service throughout the county during the evenings and weekends.
- Limited access to public transportation for the general public, especially outside of the shore communities was identified as a service gap. Woodbine was the most often mentioned community in terms of service needs. The frequency of service on Fare

Free Transportation's route deviation service could be enhanced to offer more mobility options to residents of communities that are not served by NJ Transit's fixed route services.

- It was noted that the connection between Woodbine and Atlantic City for employment purposes is inconvenient. Woodbine residents must travel to Millville and transfer to routes serving Atlantic City. One alternative to address this gap would be to introduce a demand responsive feeder service that acts as a demand response service in the Woodbine area then is scheduled to meet NJ Transit's Route 552 at a site such as the Ocean View Park & Ride. The route would then meet Route 552 buses returning from Atlantic City at the Park & Ride and bring passengers to their homes in the Woodbine area. This service could also be designed in such a way as to allow passengers to make stops at day care centers as part of the trip. Another model which may address this issue effectively is to refer residents to the Cross County Connection for the purpose of forming vanpools between Woodbine and Atlantic City.

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

## **Summary**

This chapter provided a description of the various alternatives for the coordination of public and human service transportation service in Cape May 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 Cape May County (full consolidation); and (5) creation of a broker system. The limitations and potential benefits of each model were discussed.

In addition, this report 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 Cape May 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 Cape May 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 Cape May Court House 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 Cape May Herald. 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. In addition to the stakeholders who attended the first forum, the second forum was attended by Terri Hirschhorn represented NJ Department of Human Services as well Mary Hadley and Al Dominguez representing NJ Transit/Access Link.

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

## **Coordination Recommendations**

The analyses performed along with the stakeholder input showed that while some consolidation of services has occurred in Cape May County, there is opportunity for greater coordination efforts. Along with efficiency gains, greater coordination could help to address some of the gaps between current mobility needs and services offered that were identified through the planning process. In addition, the lack of a single source of public information regarding the services available was identified as a weakness of the current network of services. Along with meeting these deficiencies, the future organization of public and human service transportation services in Cape May 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 Cape May County should be compatible with the transportation goals of the county and the various county supported programs. In addition, when feasible, modifications should be consistent with recommendations of previous planning documents.



The 1998 *Community Transportation Plan* for Cape May County recommended that various county provided services be consolidated under Fare Free Transportation and that Fare Free should act as the lead agency in continuing the coordination process leading to a brokered system. This was reiterated in the 2002 plan update. This recommendation was pursued and various county transportation programs have been consolidated under Fare Free.

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 with Fare Free Transportation acting as the broker. The establishment of brokered system could effectively 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 which could help to minimize cost and enhance financial efficiency.

To continue the coordination process, Fare Free Transportation 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 such as:

- creating policies and procedures for the eventual brokered system; and
- 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 will include deciding whether Fare Free, the Committee or another provider in the county will pursue particular funding sources. 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 Cape May County. Fare Free Transportation 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 Fare Free Transportation had the most up to date information regarding the transportation service they provide. Fare Free Transportation'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 Fare Free 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 Fare Free Transportation to perform these functions.

The 1998 *Community Transportation Plan* had also recommended that Fare Free Transportation assume responsibility for the Access Link program in the county. This has not occurred and NJ Transit continues to administer this program on a regional basis through the use of third party contractors. Due to the nature of Access Link service and the limited number of trips provided in Cape May County, there would be little benefit to Fare Free assuming responsibility for this program. However, as a coordinated system emerges in Cape May County, trip data should be examined to determine the potential for greater coordination with Access Link. Many Access Link trips are inter-county in nature and most current county providers may not choose to operate those trips. However, there may be potential to use the local coordinated system to serve some in-county Access Link trips. Scheduling and reimbursement procedures would need to be arranged between the coordinated system in the county and the contracted Access Link operator in the region.

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

## **Coordination Timeline**

To satisfy the requirements of United We Ride, it will be necessary to establish a proposed schedule of milestones that will be reached in terms of establishing the 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** – Fare Free Transportation will become the centralized source for information regarding public and human service transportation available in Cape May County. Fare Free’s customer service number will be publicized as such.
- **Fall 2008** – The Coordinated Planning Committee will establish quality of service and customer service training parameters for the operation of service under the brokered system.
- **Spring 2009** – The Coordinated Planning Committee will establish parameters for the implementation of the broker system such as the rate schedule to be charged to service providers for trips operated. Fare Free Transportation will solicit bids from local transportation carriers to act as contracted operators in the brokered system. Fare Free will select the operators to be used and enter into Service Agreements with these organizations.
- **Fall 2009** – Fare Free 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. Currently, Fare Free uses the scheduling software RouteMatch. In the interim, Fare Free will need to assess if this scheduling software package will be sufficient to meet the needs of the county wide brokered system and work with the Freeholders to secure funding for any needed upgrades.
- **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 or other issues. It should be noted that the time line calls for the initiation of a coordinated planning process in the short term through the official establishment of the Public and Human Service Transportation Coordinated Planning Committee.

## **Service Improvement Recommendations**

The analyses performed along with the stakeholder and public input showed that the deficiencies in the current network of public and human service transportation in Cape May County include a limited weekday and weekend span of service, a low frequency of service in certain communities for general purpose trips and limited options for employment based transportation from communities such as Woodbine. Further, most of the services are restricted to client groups rather than all residents of Cape May County. It should be recognized that only a small portion of county residents have mobility needs not currently being met. It was also noted that, given the current funding situation, the highest service priority will be to maintain the level of service on service currently provided in the county.

The various service alternatives presented in the Alternatives chapter were designed to specifically address these deficiencies which have been identified as priorities for public and human service transportation in Cape May County. Following are more detailed descriptions of these potential service improvements. Operating impacts of each service improvement have been determined including annual revenue hours, operating costs and ridership projections. Operating costs have been calculated using data provided by Fare Free Transportation to the Cross County Connection provider survey. This included the fact that Fare Free Transportation's annual budget for transportation operations is approximately \$2,007,000 and that Fare Free operates 60,320 revenue hours annually. Using these figures, an incremental cost per additional hour of \$33.27 was calculated. This figure was then used to calculate the annual operating cost impact of each of the service improvements alternatives described below. Also, Fare Free Transportation reported that they provide 217,764 passenger trips annually which indicates that the service has a productivity rate of 3.6 passengers per hour. This productivity rate was used to determine ridership projections for each potential service improvement.

**Evening and Weekend Service** – Expanding Fare Free Transportation's route deviation service to weekday evenings and weekends is a potential strategy to address this deficiency in current service. To calculate the operating impacts of this alternative, it was assumed that one evening trip would be added to each route modification route each evening Monday through Friday. There are five different route modification routes each weekday each with trip running times of approximately three hours. This would add approximately 15 hours of revenue service to the Fare Free Transportation system each weekday. Assuming 257 weekdays per year, this expansion would add approximately 3,855 revenue hours annually. The operating cost impact would be approximately \$130,000. Also, it is assumed that evening service would garner approximately 75 percent of the productivity of the daytime service. This would equal a productivity rate of 2.7 passengers per hour. Over 3,855 hours annually, a total of 10,400 passenger trips would be provided on this expanded weekday evening service.

Another potential component of this service improvement alternative is to operate two trips each on Saturday on Fare Free Transportation's modified fixed routes A and B which are both currently operated each day Monday through Friday. That would require approximately 8

hours of service each Saturday. Over 52 Saturdays per year, this would require 416 hours annually and have an operating cost impact of approximately \$13,900. Again assuming a productivity rate of 2.7 passengers per hour, this service would provide approximately 1,125 passenger trips annually.

**Expanded Coverage** – One strategy to address this identified service gap would be to provide service on Fare Free Transportation’s route deviation route in each municipality in Cape May County each weekday. Currently, not all municipalities are served by Fare Free Transportation daily. The chart below shows when and how each municipality is served under the current schedule. One suggestion, regardless of the level of coverage is to simplify the route nomenclature to be more user friendly. Currently, routes with one number do different things on different days.

**Fare Free Transportation’s  
Route Deviation Service by Municipality**

	Served by Route				
Municipality	Monday	Tuesday	Wednesday	Thursday	Friday
Avalon Borough	2	-	2	-	-
Cape May	1,3,B	1,B	3,B	1,B	1,3,B
Cape May Point Borough	-	-	3	-	1
Dennis Township	-	3	-	3	-
Lower Township	1,2,A,B	1,2,A,B	A,B	1,A,B	1,3,A,B
Middle Township	2,A,B	1,2,3,A,B	2,A,B	1,3,A,B	1,3,A,B
North Wildwood	3	2,3	-	3	-
Ocean City	2,3,A	A	2,A	A	3,A
Sea Isle City	2	-	2	-	-
Stone Harbor Borough	2	-	2	-	-
Upper Township	A	A	A	A	3,A
West Cape May Borough	-	1	3	-	1
West Wildwood Borough	3	2	-	-	-
Wildwood	3	2	-	-	-
Wildwood Crest Borough	3	2	-	-	-
Woodbine Borough	-	3	-	3	-

Operating the current Monday/Wednesday Route #2 on Tuesday, Thursday and Friday and the current Tuesday/Thursday Route #3 on Monday, Wednesday and Friday would provide daily service to almost every municipality in the county. This would require approximately 6

hours of additional service each affected day for a total of 18 additional hours per week. This represents an annual expansion of 936 hours. This would result in an annual operating cost impact of \$31,200. It is assumed that these added trips would garner the same level of productivity as the current Fare Free Transportation services, or 3.6 passengers per hour. Therefore, it is projected that these expanded services would provide approximately 3,400 passenger trips annually.

**Increased Frequency of Service** – Currently, Fare Free Transportation’s route deviation service offers one trip on each route each weekday. One strategy to address the infrequent nature of the current services available would be to expand frequencies to offer at least two route deviation trips in each community each weekday. Assuming that the above recommendation regarding making service available in each municipality each weekday is implemented, Fare Free Transportation would be operating six routes on any given weekday. Each trip on the route deviation service requires approximately three hours. Therefore, this alternative would require the addition of 18 hours of service each weekday. This represents an annual total of approximately 4,700 hours of additional service. Projected operating costs for this service alternative would be approximately \$156,000. It is assumed that these added trips would garner approximately 75 percent of the productivity level of the current Fare Free Transportation services, or 2.7 passengers per hour. Therefore, it is projected that these expanded services would provide approximately 12,700 passenger trips annually.

**Woodbine to Atlantic City Commuter Service** – The implementation of a demand response feeder service from Woodbine to Ocean View Park & Ride is a potential strategy to address the identified need to facilitate the work commute between Woodbine and Atlantic City. Under this alternative, a vehicle would operate on a demand responsive basis in Woodbine and then proceed to the Ocean View Park & Ride where it would be scheduled to meet NJ Transit’s Route 552 for service to Atlantic City. For return trips, the demand response feeder bus would meet arriving NJ Transit buses on Route 552 at the Ocean View Park & Ride, proceed to Woodbine and operate on a demand responsive basis to bring passengers home. The service would also be designed to allow passengers to make intermediate stops at day care facilities. Assuming that the route would offer four one way trips between Woodbine and the Ocean View Park & Ride and that each trip would require approximately two hours, this service alternative would require eight hours of service each weekday. This represents an annual total of approximately 2,100 additional hours of service. The projected operating cost for this service alternative would be approximately \$70,000. It is assumed that this service would garner a productivity rate equal to approximately 60 percent of the productivity on Fare Free Transportation’s current route deviation services, or 2.2 passengers per hour. At this productivity rate, it is projected that this proposed service would provide 4,600 passenger trips annually.

Another strategy to address this identified deficiency would be to refer commuters to the Cross County Connection’s vanpool program. This type of commute pattern could potentially be better served through the establishment of vanpools. Using vanpools to serve this need would

have no operating impact on the Cape May network of public and human service transportation services.

The implementation of the services alternatives described above would address the deficiencies of the current system that were identified as priorities through the planning process. It should be noted, however, that it will be the responsibility of the Public and Human Service Transportation Coordinated Planning Committee to identify the service 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.

## 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 Cape May continue the process of service coordination with the eventual goal of establishing a brokered transit system under the administration of Fare Free Transportation. This process was recommended in Cape May County's 1998 *Community Transportation Plan* and 2002 update and was initiated by various county providers 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 provide the county with an ongoing coordinated planning process which is required as part of the United We Ride initiative. This chapter identified specific issues for this committee to address to facilitate the establishment of 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 proposal as listed below. While these proposals represent potential strategies for addressing the identified gaps in services, it will be the responsibility of the Coordinated Planning Committee to identify the service and operator that will ultimately be used to address these needs.

<b>Proposal</b>	<b>Annual Operating Costs (\$)</b>
Evening/Weekend Service	130,000
Expanded Coverage	31,200
Increased Frequency	156,000
Woodbine – Atlantic City Commuter	70,000
<b>Total</b>	<b>387,200</b>



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

# **APPENDIX A**

**CROSS COUNTY CONNECTION  
CAPE MAY COUNTY  
SERVICE PROVIDER SURVEY SUMMARY**

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	A0b	A0c	A0d	A0e	A0f	A0g	A0h	A0i	A0j	A1a
Organization Name:	Address:	City:	County:	Zip Code:	Contact Person:	Title:	Phone Number:	Fax Number:	Email Address:	Specify Other:
Belleplain Emergency Corp	138 Washington Street	Belleplain	New Jersey	08270	William H. King Sr.	CEO	609-861-5250	609-861-2288	chiefbec@comcast.org	Emergency and Non Emergency Ambulance, Handicap Van and Coach. (MAVT)
Cape Counseling Services Inc.	128 Crest Haven Dr.	Cape May Court House	Cape May County	08210	Sandra Robertson	Program Manager, Human Resources	609-413-0014 x 13	609-465-3372	srobertson@capecounseling.org	
Cape May County Board of Social Services	4005 Route 9 South	Rio Grande	Cape May	08242	Eric J. Rickards	Systems Analyst	(609)886-6200x226	(609)889-9332	erickard@oel.state.nj.us	Welfare Board
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	
Eastern Shore Nursing and Rehabilitation Center	1419 Rt 9 N	Cape May Court House	Cape May County	08210	Zenaida Sagun	Administrator	609-465-2260	609-465-2682	ZSagun@hospicom.com	Private, Non Profit. Skill Nursing Facility
Fare Free Transportation	4 Moore Road DN 626	Cape May Court House	Cape May	08210	Kathleen Belles	Director	609 889-7812	609 889-7696	kbelles@co.cape-may.nj.us	
Five Mile Beach Bus Company	821 Shunpike Rd	N. Cape May	Cape May	08204	Richard Adelizzi	President	(609) 884-0450	(609) 884-5980		
Jersey Cape Diagnostic Training and Opportunity Center, Inc	4 Moore Rd.		Cape May		George Plewa	Executive Director	609-465-4117	609-465-3899		
Magnolia Adult Day Services and Courthouse Convalescent Center	144 Magnolia Drive	Cape May Court House	Cape May County	08210	Rita Brooks	Assistant director adult day	609-465-5416	609-465-4577	RitaBrooks@courthousecov.com	Nursing Home/Rehabilitation-Adult Day Service
North Cape Center	700 Town Bank,	North Cape May	Cape May	08204	Karen Hoffman	Administrator	609-898-8899	609-898-8923		nursing and rehabilitation center
Puerto Rican Action Committee of Southern New Jersey	114 East Main St.	Penns Grove	Cape May County	08069	David Rodriguez	Executive Director	856-299-5800	856-299-3276	drprac@verizon.net	
The Arc of Cape May County	822 Route 47/PO Box 255	South Dennis	Cape May	08245	Sarah Matthews	Executive Assistant	609-861-7100	609-861-0591	sarah@arcofcapemay.org	
The Shores at Wesley Manor	2201 Bay Ave	Ocean City	Cape May	08226	Susan clark	Social Worker	(609) 399-8505	(609) 391-8411	sclark@theshores-umh.org	Assisted Living, long term day care community (non-profit)
Victoria Commons Assisted Living	610 Townbank Road	North Cape May	Cape May	08204	Krista Rickards	Customer Relations Director	609-898-0044	609-898-9644	krista.rickards@genesishcc.com	Assisted Living Community
Wesley by the Bay	2419 Bay Ave.	Ocean City	Cape May County	08226	Deede Bolger	Affordable Housing Administrator	609-399-8505	609-391-8411	dbolger@theshores-umh.org	Affordable Housing for Seniors

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	A2a	A3a	A4	A4a	A5	A5b
Organization Name:	Specify Other:	Specify Other:	A4. Approximately how many customers does your agency service in a year?	Does this number include duplicated or non-duplicated customers?	1. Facility Name:	Address:
Belleplain Emergency Corp	Medical Transportation	Emergency Services	28,903	Yes	Belleplain Emergency Corp	138 Washington Street Belleplain, New Jersey 08270
Cape Counseling Services Inc.		Elderly min age 65+/ Youth ages-children and adolescents Other-adults 18-70+	5000	unduplicated	Cape Counseling Services Inc.	128 Crest Haven Rd. Cape May Court House NJ 08210
Cape May County Board of Social Services	Social Services, Medicaid, Food Stamps		9700	non-duplicated	Board of Social Services	4005 Route 9 South Rio Grande, NJ 08242
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		Easter Seals Rio Grande	1304 Route 47 unit Z Rio Grande, NJ 08242
Eastern Shore Nursing and Rehabilitation Center	Nursing care, transportation	Those needing subacute and long term care services	120	duplicated	Eastern Shore Nrsng and Rehab.	1419 Rt 9N Cape May Court House, NJ 08210
Fare Free Transportation	Transportation		217,764	duplicated	Fare Free Transportation Offices	1287 Langley Road Erma, NJ 08204
Five Mile Beach Bus Company	Transportation	Youth: School Age	200,000		Trolley Barn	821 Shunpike Rd, N. Cape May
Jersey Cape Diagnostic Training and Opportunity Center, Inc		Welfare recipients	200-250	non-duplicated	JCDTOC, INC	
Magnolia Adult Day Services and Courthouse Convalescent Center	Transportation	Elderly min age: 18 with disabilities	2,180	duplicated	Court House Conv. Center	144 Magnolia Drive CMCH NJ 08210
North Cape Center	Nursing and Rehabilitation Center	Elderly; min age 65-85	570	some duplicated		
Puerto Rican Action Committee of Southern New Jersey	Transportation, emergency services			2000-8000 transportation/ 300-400 social services	Puerto Rican Action Committee	114 E. Main St. Penns Grove NJ 08069
The Arc of Cape May County	Respite		388	some duplicated	Residential Programs	12 different addresses
The Shores at Wesley Manor		elderly min age - 65	260+	duplicated	The Shores at Wesley Manner	2201 Bay Ave, Ocean City
Victoria Commons Assisted Living	Assisted Living Services				Victoria Commons Assisted Living	610 Townbank Road North Cape May, NJ 08204
Wesley by the Bay	Housing only	Elderly over age 62	60	residents	Wesley by the Bay	2419 Bay Ave, Ocean City NJ 08226

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	A5c	A5d	A5e	A5f	A5g	A5h
Organization Name:	Description of Services Provided:	2. Facility Name:	Address:	Description of Services Provided:	3. Facility Name:	Address:
Belleplain Emergency Corp	This address is our base of operation. We provide medical transportation.					
Cape Counseling Services Inc.	Full range clinical behavioral health	CCS	217 N.main st., Cape May Court House, NJ 08210	Integrated clinical care management	CCS	5 South Main St. Cape May Court House, NJ 08210
Cape May County Board of Social Services	TANF (welfare), Food Stamps, General Assistance, Medicaid, Veteran's Bureau, Department of Aging, Social Services, Child Support and Investigations.					
Easter Seals New Jersey	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	Persons with developmental disabilities are provided services in a community based setting.		
Eastern Shore Nursing and Rehabilitation Center	Subacute and Long Term Nursing Care					
Fare Free Transportation	Bus Garage, Administration offices, dispatch, and scheduling					
Five Mile Beach Bus Company	Transit, Charter, and Contract Services					
Jersey Cape Diagnostic Training and Opportunity Center, Inc		ESN				
Magnolia Adult Day Services and Courthouse Convalescent Center	transportation clients to and from home, appointments for facility	Magnolia Adult Day Services	144 Magnolia Drive CMCH NJ 08210			
North Cape Center						
Puerto Rican Action Committee of Southern New Jersey	Transportation, translation, emergency services	Prac	604 Franklin St. Woodbine, NJ	Transportation, translation, emergency services		
The Arc of Cape May County	permanent residential care	Respite Programs	3 different residential addresses and numerous private homes where services are provided in the	Crisis/Respite relief for caregivers of persons with developmental disabilities	Recreation	various locations annually
The Shores at Wesley Manor	accommodations, meals, nursing services, transportation.					
Victoria Commons Assisted Living						
Wesley by the Bay	Housing					

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	A5i	A6	A6a	A6c	A6d	A6e	A6f
Organization Name:	Description of Services Provided:	Administration Offices (Monday-Friday):	Administration Offices (Saturday):	Administration Offices (Sunday):	Programs (Monday-Friday):	Programs (Saturday):	Programs (Sunday):
Belleplain Emergency Corp		0800hr.-1600hr.(disp. 24 hr.)	Dispatch 24 hr.	Dispatch 24 hr	24/7	24/7	24/7
Cape Counseling Services Inc.	Family preservation and in home services	8:00am-5:30pm			8:30am-9:00pm		
Cape May County Board of Social Services		8:30am - 4:30pm	n/a	n/a	8:30am - 4:30pm	n/a	n/a
Easter Seals New Jersey		8:30 - 4:30	none	none	8:30- 4:00	none	none
Eastern Shore Nursing and Rehabilitation Center		9:00am-5:00pm	as needed	as needed			
Fare Free Transportation		7:00 am - 7:00 p.m	N/A	N/A	6:30 am - 7:00 pm	special requests only	special requests only
Five Mile Beach Bus Company		8am - 6pm	8am - 6pm	8am - 12pm	6am - 4pm	6am - 4pm	6am - 4pm (seasonal)
Jersey Cape Diagnostic Training and Opportunity Center, Inc		8:30AM-4:00PM			8:30AM-4:00PM		
Magnolia Adult Day Services and Courthouse Convalescent Center		8:00am-4:00pm			8:00am-4:00pm		
North Cape Center		8:00am-5:00pm					
Puerto Rican Action Committee of Southern New Jersey		8:30am-4:30pm			8:30am-4:30pm		
The Arc of Cape May County	recreation program for individuals with mental retardation	M-F, 9-5	none - pager access	none - pager access	(recreation) Wed. & Fri. 7-9 pm	(respite drop off) 12-4	(recreation) 10-12
The Shores at Wesley Manor		9am - 5pm			9am - 8pm	9am -8pm	9am
Victoria Commons Assisted Living		4-Aug					
Wesley by the Bay		8:00am-5:00pm					

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	A6g	A6h	A6i	A7
Organization Name:	Other (Monday-Friday):	Other (Saturday):	Other(Sunday):	What are the Geographic Boundaries of your Service Area?
Belleplain Emergency Corp				Cape May, Cumberland and Atlantic County
Cape Counseling Services Inc.				Cape May county
Cape May County Board of Social Services				The County of Cape May.
Easter Seals New Jersey				Within Cape May and Atlantic counties
Eastern Shore Nursing and Rehabilitation Center	8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm	We accept clients from primarily local/tri county area but they may come from anywhere or with/out the state pending need
Fare Free Transportation				Cape May County, limited service to Atlantic Co, Camden, Philadelphia, and Wilmington, Delaware
Five Mile Beach Bus Company				New Jersey, Eastern PA, Delaware
Jersey Cape Diagnostic Training and Opportunity Center, Inc				Cape May County only
Magnolia Adult Day Services and Courthouse Convalescent Center				Cape May County/ some Atlantic County appts.
North Cape Center				
Puerto Rican Action Committee of Southern New Jersey				DYFS-Transportation-Burlington, Camden, Gloucester, Salem, Cumberland, Cape May and Atlantic counties. Occasionally transportations are done outside these areas as well as supportive services. Social services-Salem,Cumberland, Cape May, and Atlantic counties.
The Arc of Cape May County				Cape May County (respite however is from throughout the state)
The Shores at Wesley Manor	24 hours care, nursing, meals	24 hours care, nursing, meals	24 hours care, nursing, meals	Ocean City
Victoria Commons Assisted Living				Cape May County
Wesley by the Bay				

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	A8
Organization Name:	Will Expanded or Improved Statewide Services Benefit your Organization or Customers?
Belleplain Emergency Corp	Unsure
Cape Counseling Services Inc.	Transportation to the agency's partial care programs, both adult and child. Transportation is needed to pick up consumers in the northern part of the county (Ocean city) and southern part of the county- Wildwood and western part of the county-Woolbine/ Petersburg. Times per day vary: early am and late afternoon (8:00am-10:00am and 2:00pm-5:00pm. Drivers and vans are needed so clinical and case management staff do not have to assume this additional responsibility. Consumers also need transportation to medical appointments during the day.(Times vary)
Cape May County Board of Social Services	More transportation is needed in the Woodbine area of Cape May County. Specifically, out of Woodbine in the morning to the Rio Grande and Wildwood areas and return to Woodbine from these areas in the late afternoon early evening. Areas north of the Court House section of the county (Dennis and Upper Townships) have minimum transportation to the southern end of the County, most of their available transportation goes north. The bus routes that are available in the Southern half of the county are infrequent and do not always address the needs of our clients. i.e. stopping at or near daycare facilities. The towns of Villas and North Cape May need more frequent service to transport them into the Rio Grande area and back.
Easter Seals New Jersey	Door to door services for persons with disabilities to be transported to work, medical appointments, and other recreational outings
Eastern Shore Nursing and Rehabilitation Center	For families who visit-weekend transportation and buses that would run and past the part of Rt 9 for those coming from Millville, Somers Point areas.
Fare Free Transportation	More service is needed in the Woodbine/Dennis areas to Cape May Court House/Rio Grande/Wildwood areas; additional service is needed in the summer months from all areas of the County to the Wildwood and Ocean City areas for employment; weekend service; and additional evening service.
Five Mile Beach Bus Company	
Jersey Cape Diagnostic Training and Opportunity Center, Inc	As on demand service that could take them to training sites and other social services
Magnolia Adult Day Services and Courthouse Convalescent Center	We are in need of new vehicles for the facility, 2 of our vehicles are very high mileage which results in costly repairs
North Cape Center	Transportation via wheelchair van to local doctors offices-cape may county
Puerto Rican Action Committee of Southern New Jersey	Additional transportation for employment within and outside the county.
The Arc of Cape May County	We are only able to provide a limited amount of transportation for our recreation program. We have two mini busses and one van available to us for this purpose and can only accommodate four persons using wheelchairs. This is extremely limited for the community. To utilize Access Link, a person with a disability could possibly wait 40 minutes for transportation at a designated locale near to their home. This would prohibit their ability to arrive in a timely manner and to depart in safe manner (someone would have to wait with the individual in the evening to ensure their pick up within the 40 minute window). Additionally, the county provides Fare Free transportation, but this is not conducive to punctually arriving at doctor and social services appointments. The amount of time it takes to go from Rio Grande to the Crest Haven complex (health department and other services) is near one hour on NJ Transit and the frequency of the schedules does not allow for any convenience to the rider.
The Shores at Wesley Manor	Door to door service from Fare-Free buses. Pickup at the shores, especially during the week rather than walking a couple of blocks to get the bus. Public transportation (bus) for employees to get to and from work - Bus depot 10 blocks away.
Victoria Commons Assisted Living	My residents need transportation for doctors appointments, lab work, etc. when our bus/van is not available. They need transportation out of the county to some of these appointments. They need late afternoon and early evening transportation.
Wesley by the Bay	Fare free transportation



**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	A9	B1a1	B1b1	B1d
Organization Name:	Please state how customers get to your location:	Please provide the name(s) of your contracted operator(s):	Please provide the name(s) of your contracted operator(s):	OTHER (please specify):
Belleplain Emergency Corp	All patients are picked-up and delivered door to door.		Employees of Belleplain Emergency Corp	N/A
Cape Counseling Services Inc.	Vans or NJ transit, personal vehicles			
Cape May County Board of Social Services	Walk, Cape May County Fare Free Transportation, Rides from Friends, Bicycle, Taxi, or the walk from the Bus Stop a 1/2 mile away.		C.M. County Fare Free Trans., Lower Twp Rescue, Belleplain Emer. Corps, Cape Cab, 5 Mile Beach	
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.
Eastern Shore Nursing and Rehabilitation Center	Families use cars or fare free to visit our customers use ambulance, fare free and facility van	Belleplain rescue squad ambulance transport		
Fare Free Transportation		Five Mile Beach Electric Railway		
Five Mile Beach Bus Company				
Jersey Cape Diagnostic Training and Opportunity Center, Inc	Fare-free and self			
Magnolia Adult Day Services and Courthouse Convalescent Center	Our clients in the Adult Day Care are picked up at home and transported to our Adult Day			Our drivers are full and part time staff at the Courthouse Convalescent Center
North Cape Center	car, taxi			
Puerto Rican Action Committee of Southern New Jersey				
The Arc of Cape May County	They would have to have their own personal transportation to visit our administrative offices or utilize our recreation program. The NJ Transit bus does pass our building, but is not a designated stop.			
The Shores at Wesley Manor	car, public transportation.			
Victoria Commons Assisted Living	Most are fare free if they do not drive	Victoria Commons bus or van	Victoria Commons employees	
Wesley by the Bay				

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	B2	B2b1	B2c	B2d	B2e	B2f	B2g	B2h
Organization Name:	Transportation service begins on Mondays at:	Transportation service begins on Tuesdays at:	Transportation service begins on Wednesdays at:	Transportation service begins on Thursdays at:	Transportation service begins on Fridays at:	Transportation service begins on Saturdays at:	Transportation service begins on Sundays at:	Transportation service ends on Mondays at:
Belleplain Emergency Corp	24/7	24/7	24/7	24/7	24/7	24/7	24/7	24/7
Cape Counseling Services Inc.	7:00am	7:30am	7:00am	7:00am	7:30am			10:00pm
Cape May County Board of Social Services	7:15 AM	7:15 AM	7:15 AM	7:15 AM	7:15 AM			4:00pm
Easter Seals New Jersey	8:30 AM	8:30 AM	8:30 AM	8:30 AM	8:30 AM			4:00 PM
Eastern Shore Nursing and Rehabilitation Center	7:00am	7:00am	7:00am	7:00am	7:00am			4:00pm
Fare Free Transportation	6:30 AM	6:30 AM	6:30 AM	6:30 am	6:30 AM			6:00 PM
Five Mile Beach Bus Company								
Jersey Cape Diagnostic Training and Opportunity Center, Inc	9:00am	9:00am	9:00am	9:00am	9:00am			2:00pm
Magnolia Adult Day Services and Courthouse Convalescent Center	7:30am	7:30am	7:30am	7:30am	7:30am			3:30pm
North Cape Center								
Puerto Rican Action Committee of Southern New Jersey	9:00am	9:00am	9:00am	9:00am	9:00am			5:00pm
The Arc of Cape May County								
The Shores at Wesley Manor	8am	8am	8am	8am	8am			4pm
Victoria Commons Assisted Living	8-3:30	8-3:30	8-3:30	8-3:30	8-3:30			3:30
Wesley by the Bay								

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	B2i	B2j	B2k	B2l	B2m	B2n	B3b	B3c	B4a	B4b
Organization Name:	Transportation service ends on Tuesdays at:	Transportation service ends on Wednesdays at:	Transportation service ends on Thursdays at:	Transportation service ends on Fridays at:	Transportation service ends on Saturdays at:	Transportation service ends on Sundays at:	Days of advance notice needed:	Hours of advance notice needed:	Describe age requirements from above responses:	Other (please specify):
Belleplain Emergency Corp	24/7	24/7	24/7	24/7	24/7	24/7	1 day	24 hours		
Cape Counseling Services Inc.	10:00pm	10:00pm	10:00pm	9:30pm						Programs require transportation
Cape May County Board of Social Services	4:00pm	4:00pm	4:00pm	4:00pm			1 to 2 days			TANF (welfare), General Assistance, elderly, disabled, and medicaid clients.
Easter Seals New Jersey	4:00 PM	4:00 PM	4:00 PM	4:00 PM					over 21	
Eastern Shore Nursing and Rehabilitation Center	4:00pm	4:00pm	4:00pm	4:00pm					Only our clients: who are receiving our Nursing Care Services	
Fare Free Transportation	7:00 PM	6:00 PM	7:00 PM	6:00 PM			2 working days	same day considered	Elderly over 60; disabled any age children under 14 w/adult	some out-of-county residents w/restrictions
Five Mile Beach Bus Company									Our Agency's Clients: For Fare Service	Contract and Charter
Jersey Cape Diagnostic Training and Opportunity Center, Inc	2:00pm	2:00pm	2:00pm	2:00pm						Disabled
Magnolia Adult Day Services and Courthouse Convalescent Center	3:30pm	3:30pm	3:30pm	7:30pm				24 hours	Any persons with disabilities-18 years and older	
North Cape Center										
Puerto Rican Action Committee of Southern New Jersey	5:00pm	5:00pm	5:00pm	5:00pm			2-10 days			DYFS clients referred from DCF Regional office
The Arc of Cape May County										
The Shores at Wesley Manor	4pm	4pm	4pm	4pm					24 Clients are residents only	
Victoria Commons Assisted Living	3:30	3:30	3:30	3:30			3			
Wesley by the Bay										

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	B5a1	B5b	B5c	B5d	B5e	B5f	B5g	B5h	B5k	B5i	B5j
Organization Name:	Other:	Any type of trip need within your organization area	Health/medical	Nutrition	Social	Recreation	Education/T raining	Employment	Shopping	Social Services	Other
Belleplain Emergency Corp			100%								
Cape Counseling Services Inc.		50%	25%							25%	
Cape May County Board of Social Services			35%				35%	15%		15%	
Easter Seals New Jersey	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%		5%			50%
Eastern Shore Nursing and Rehabilitation Center			98%			1%			1%		
Fare Free Transportation		100	20	30		7	1	20		8	14
Five Mile Beach Bus Company											
Jersey Cape Diagnostic Training and Opportunity Center, Inc								100%			
Magnolia Adult Day Services and Courthouse Convalescent Center											
North Cape Center											
Puerto Rican Action Committee of Southern New Jersey											
The Arc of Cape May County											
The Shores at Wesley Manor			75%			10%			15%		
Victoria Commons Assisted Living											
Wesley by the Bay											

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	B6a	B6b	B7	B7a	B8	B8a	B9	B9a
Organization Name:	What is the fare amount?	If fare is not a flat fee, how is this amount calculated?	# of one way passenger trips in annual year (2005 or 2006):	# of one way passenger trips in a typical month:	# of vehicle miles in annual year (2005 or 2006):	# of vehicle miles in a typical month:	# of vehicle hours in annual year (2005 or 2006):	# of vehicle hours in a typical month:
Belleplain Emergency Corp		Depends on level of service	28,903	2408	n/a	n/a		
Cape Counseling Services Inc.			936	72			1872	144
Cape May County Board of Social Services			1,700	135	n/a	n/a	n/a	n/a
Easter Seals New Jersey			3680	320	192,000	16,000	11520	960
Eastern Shore Nursing and Rehabilitation Center			25	2				
Fare Free Transportation			217,764	18,147	160,575	13,381	13,410	1,118
Five Mile Beach Bus Company		Fixed routes are fares, charter and contract service is provided by arranged programs.	200,000	20,000				
Jersey Cape Diagnostic Training and Opportunity Center, Inc	NJDOT 5310 grant vehicles							
Magnolia Adult Day Services and Courthouse Convalescent Center			7,920	660	124,000	10,340	7,680	640
North Cape Center								
Puerto Rican Action Committee of Southern New Jersey	Transportation is a requirement from our funding sources.		5,970	75			31,815.35	225
The Arc of Cape May County								
The Shores at Wesley Manor	\$12 local	all other locations \$22/hour and the IRS approved mileage rate.	1580	160	14,059	1,170	2,150	57.5
Victoria Commons Assisted Living			n/a	n/a	n/a	n/a	7826	150.5
Wesley by the Bay								

**United We Ride Cape May County  
Qualitative Data**

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A0a	B10	B11	B11a	B11b	B11c	B11d	B11e	B11f	B11g	B11h
Organization Name:	What are the Geographic Limits of Your Service Area?	Managers:	Reservationists:	Schedulers:	Dispatchers:	Drivers:	Mechanics:	Other (specify):	Other (specify):	Other (specify):
Belleplain Emergency Corp	Cape May, Cumberland and Atlantic County	2		2	27	20	3	supervisor s 6	emergency medical technicians 37	office staff 8
Cape Counseling Services Inc.	Cape May County	1 full time				15 part time				
Cape May County Board of Social Services	Cape May County									
Easter Seals New Jersey	Cape May to Seaville. Atlantic City to Egg Harbor TWP.	4 f.t.				Drivers/Direct Service Staff - 16 f.t.				
Eastern Shore Nursing and Rehabilitation Center	Primarily Cape County but outside of local area as needed depending where appointment is scheduled. Philadelphia			1		1				
Fare Free Transportation	Cape May County, Wilmington, Del, Camden, Philadelphia areas, Atlantic Co, Cumberland Co	4 Full time	4 Full time	1 Full time 1 backup	2 Full time	29 full time CDL; 2 part-time CDL; 9 part-time used for mobile meal delivery only	3			
Five Mile Beach Bus Company	Fixed Routes are Cape May County only, charter and contract is all NJ, Eastern PA, and Delaware	5		2	2	20 full time; 15 part time	4	Bus Cleaner: 1 full time		
Jersey Cape Diagnostic Training and Opportunity Center, Inc	Cape May county					3-4 part time				
Magnolia Adult Day Services and Courthouse Convalescent Center	We service the area that surrounds our facility which is Cape May county	1 full time				1 full time and 4 part time				
North Cape Center										
Puerto Rican Action Committee of Southern New Jersey	DYFS-Burlington, Camden, Gloucester, Salem, Cumberland, Cape May and Atlantic counties. Occasionally referrals from outside this area.	2 full time				22 full time			5 full time (caseworkers)	
The Arc of Cape May County										
The Shores at Wesley Manor	Absecon, Pomona, Cape May Court House		2			1 full time; 1 part time				
Victoria Commons Assisted Living	Transportation is within the county only. Special arrangements need to be made if there is an out of county appointment and family can not transport.					1		2 part time		
Wesley by the Bay										

**United We Ride Cape May County  
Qualitative Data**

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A0a	B12	B12a	B12b	B12c	B13	B13a	B13b	B13c	B13d	B13e	B13f	B13g
Organization Name:	Annual budget for Transportation Administrative Expenses (\$):	Annual budget for Transportation Operating Expenses (\$):	Annual budget for Transportation Capital Expenses (\$):	TOTAL annual budget for the Transportation Program (\$):	Fares & donations (\$):	Charters, Advertising (\$):	City, Town, or Village funding (\$):	County funding (\$):	State Casino funding (\$):	Federal Transit Funding (e.g. 5310, 5311, JARC) (\$):	OAA Title III (\$):	OAA Title XX(\$):
Belleplain Emergency Corp												
Cape Counseling Services Inc.	30,000	115,883		145,883	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cape May County Board of Social Services	50,000	150,000		200,000	0	0	0	50,000	0	0	0	30,000
Easter Seals New Jersey				181,000								
Eastern Shore Nursing and Rehabilitation Center				4,918.00								
Fare Free Transportation	263,288	2,006,691	125,618	2,395,587	0	0	0	1,157,349	593,810	142,844	34,800	274,789
Five Mile Beach Bus Company												
Jersey Cape Diagnostic Training and Opportunity Center, Inc		12,0-15000		12,0-15000								
Magnolia Adult Day Services and Courthouse Convalescent Center	74,497.00	53,333.14		127,830.14								
North Cape Center												
Puerto Rican Action Committee of Southern New Jersey												
The Arc of Cape May County												
The Shores at Wesley Manor	Not separated out from overall operations				8,330							
Victoria Commons Assisted Living				n/a								
Wesley by the Bay												

**United We Ride Cape May County  
Qualitative Data**

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A0a	B13h	B13i	B13j	B13k	B13l	B13m	B13n	B13o	B14	B15	B16a	B17a
Organization Name:	Title XIX (Medicaid) (\$):	Veterans (\$):	TANF (\$):	Special Initiatives (\$):	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?
Belleplain Emergency Corp									Belleplain Emergency Corp 138 Washington Street Belleplain, New Jersey 08270	In house service	Ram / Emergency Medical Dispatch	Fleet Matic
Cape Counseling Services Inc.	n/a	n/a	n/a					n/a	Housed at various sites-not garaged	Eddies auto body and service center,	success program	
Cape May County Board of Social Services	120,000	0	0	42,000				242,000	n/a	n/a		
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.		
Eastern Shore Nursing and Rehabilitation Center								0	Kept on facility premises	Rio Grande Vesta garage		
Fare Free Transportation	0	15,000	40,000	0	137,005 PG			2,395,587	Cape May Airport, Erma	CMC Central Maintenance Cape May Airport, Erma	RouteMatch	Digital Dispatch
Five Mile Beach Bus Company									821 Shunpike Rd N. Cape May, 08204	Employees Service vehicles at our main facility		
Jersey Cape Diagnostic Training and Opportunity Center, Inc									On our lot	Private vendors, locally		
Magnolia Adult Day Services and Courthouse Convalescent Center								0	Back Parking lot on premises	Gary's Automotive/ Discount Hydraulics		
North Cape Center												
Puerto Rican Action Committee of Southern New Jersey					1,184,597	47,232			Vans are parked at the two PRAC locations. Drivers stationed in Voorhees park vans at their home.	Service stations located near the PRAC offices		Telenov GPS
The Arc of Cape May County												
The Shores at Wesley Manor				50				8380	Parked in facility lot	Wiesenthal's, Ocean city		
Victoria Commons Assisted Living								n/a	At the facility	Local service stations		
Wesley by the Bay												



**United We Ride Cape May County  
Qualitative Data**

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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:
Belleplain Emergency Corp	Nextel and FM radio		No	Only if out of our normal transport area.		
Cape Counseling Services Inc.	Cellphones		no	no		
Cape May County Board of Social Services			No available bus routes. Taxi use was cost prohibitive.			
Easter Seals New Jersey	cell phones		no	yes, personal appointments.		
Eastern Shore Nursing and Rehabilitation Center	cellphone		Yes, Either conflicting schedules for appointments or need for more medical type transport (ambulance)for safety	Yes, Anything outside scope or residents needs-we transport for medical appointmnets ; non-emergency tranfers, 200/mall trips for activities etc.		
Fare Free Transportation	2-way radios and Mobile Data Terminals	currently there is no waiting list	Out of service area	yes, areas in Central and Northern Jersey		
Five Mile Beach Bus Company			NO	No	Cape May County shared Services contracts. Many other charter customers.	
Jersey Cape Diagnostic Training and Opportunity Center, Inc			No			Fare-Free is always asked first
Magnolia Adult Day Services and Courthouse Convalescent Center	Cellphones		no	no		
North Cape Center						Fare Free Transportation, Lower Township rescue
Puerto Rican Action Committee of Southern New Jersey	Two way radios				DYFS-Contract Transportation	
The Arc of Cape May County						We utilize two drivers and vehicles from Fare Free to provide transportation for our recreation program.
The Shores at Wesley Manor	Cell Phones , Walkie Talkie		Yes, transport to dialysis at a late hour when driver not available.	Yes, if further than Absecon or Pomona		
Victoria Commons Assisted Living	cell phone		transportation outside of the county, weekend appointments or holiday appointments		Van and bus are shared with Victoria Manor nursing center	
Wesley by the Bay						

**United We Ride Cape May County  
Qualitative Data**

Response Rate = 50% (15 of 30 Surveys Returned)

A0a	C5a	C6
Organization Name:	If yes, please identify those organizations:	Identify Any Real or Perceived Barriers to Coordination:
Belleplain Emergency Corp	n/a	
Cape Counseling Services Inc.		
Cape May County Board of Social Services	New Jersey Transit	The areas that need additional services are small and would have limited usage. This makes additional routes not cost effective.
Easter Seals New Jersey		
Eastern Shore Nursing and Rehabilitation Center		
Fare Free Transportation		
Five Mile Beach Bus Company		Five Mile Beach Company welcomes this survey because we believe there has been some lack of coordination in providing 'free' vehicles to various agencies which has resulted in under-utilization of these vehicles for their intended purpose. This comes in the face of small companies, like ours, having vehicles available to provide service with CDL drivers and State inspected vehicles. The hope is that this study will result in better utilization of existing providers.
Jersey Cape Diagnostic Training and Opportunity Center, Inc		School-operated and state-owned vehicles seem reluctant to join a pool. Access link seems non-existent. NJ transit stops/routes seem too infrequent (unreasonable logistics) for use.
Magnolia Adult Day Services and Courthouse Convalescent Center		
North Cape Center	Yes, Fare Free Transportation unreliable unable to schedule resident outing with them	None
Puerto Rican Action Committee of Southern New Jersey		Weekend transportation and employment transportation. Public transportation needs to be revamped.
The Arc of Cape May County	Fare Free - to have a larger capacity to provide recreation transportation.	We are not able to expand our recreation transportation due to limited funding. Currently we are only able to provide recreation transportation through grant funding.
The Shores at Wesley Manor	Fare free transportation	
Victoria Commons Assisted Living	New Jersey Transit	Time and inconsistency with New Jersey transit.
Wesley by the Bay		