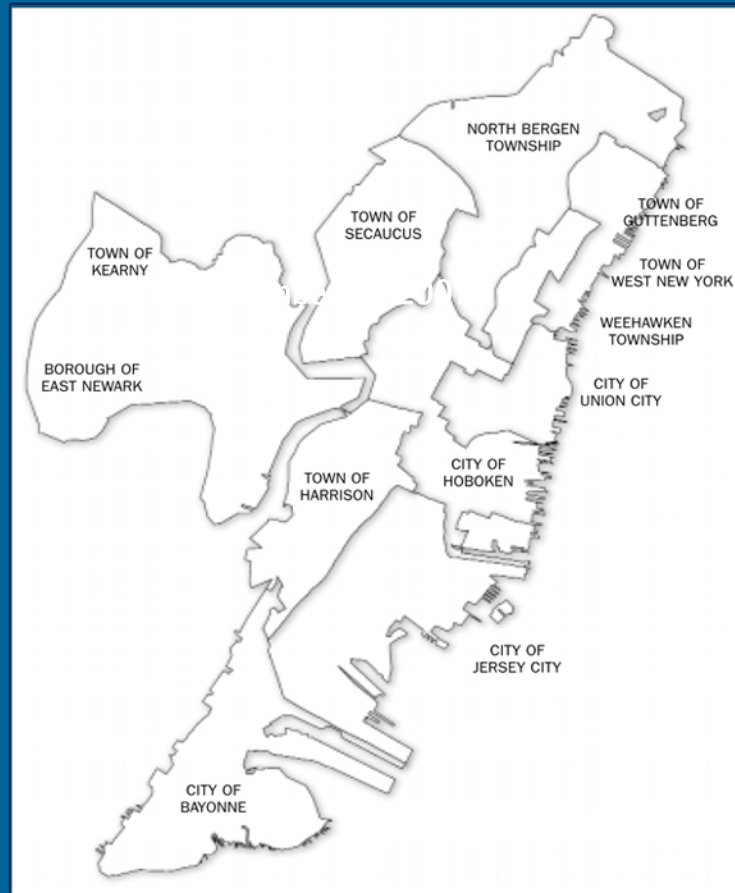


# HUDSON COUNTY

# Human Services Transportation Coordination Plan



## FINAL PLAN



September 2008

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consulting associates

with Urbitran Associates, Inc.

## Table of Contents

	Page
<b>Chapter 1: Project Overview .....</b>	<b>1</b>
Introduction .....	1
Plan Organization .....	1
SAFETEA-LU Planning Requirements.....	2
Federal Coordination Efforts .....	5
Federal Inter-Agency Coordinating Council on Access and Mobility .....	5
Coordination in New Jersey .....	7
Plan Importance.....	8
<b>Chapter 2: Project Methodology/Approach.....</b>	<b>9</b>
Literature Review .....	9
Stakeholder Involvement and Public Outreach .....	10
Demographic Profile .....	14
Existing Public Transit and Community Transportation Services.....	14
Key Findings/Needs Assessment .....	14
Development and Prioritization of Coordination Strategies.....	15
Development of Implementation Plan .....	15
<b>Chapter 3: Demographic Profile .....</b>	<b>16</b>
Introduction .....	16
Overview of Hudson County .....	16
Demographic Profile of Hudson County.....	19
Definitions of Target Populations .....	20
Analysis of Target Populations.....	21
Older Adults .....	23
Persons with Physical Disabilities .....	26
Persons with Sensory Disabilities .....	29
Persons with Mental Disabilities.....	32
Households Below the Poverty Level.....	35
Additional Indicators for Person with Lower Income .....	38
Carless Households.....	41
Potential Need Analysis .....	44
<b>Chapter 4: Public Transit Services, Taxis and Community Transportation Services .....</b>	<b>47</b>
Summary of Public Transit Services in Hudson County.....	47
Inventory of Community Transportation Providers.....	54
<b>Chapter 5: Key Findings.....</b>	<b>63</b>
Access to Trip Generators .....	63
Unmet Needs .....	66
Summary of Key Findings .....	68
<b>Chapter 6: Coordination Strategies to Address Service Redundancies, Service Gaps, and Unmet Needs in Hudson County .....</b>	<b>71</b>
Introduction .....	71
Shorter Term Strategies.....	71
Longer Term Strategies .....	83
Service Improvements .....	89

Strategies that Improve Physical Access .....	91
Information Technology .....	94
Evaluation Criteria and Strategy Prioritization.....	97
<b>Chapter 7: Implementation of Prioritized Strategies .....</b>	<b>100</b>
Introduction .....	100
High Priority Strategies .....	100
Medium Priority Strategies.....	104
Next Steps .....	107
<b>Appendix A Stakeholder/Public Outreach Materials</b>	
<b>Appendix B Community Transportation Program Provider Survey</b>	
<b>Appendix C Description of Community Transportation Program</b>	
<b>Appendix D Major Trip Generators</b>	

## Table of Figures

	<b>Page</b>
Table 2.1 Stakeholder Advisory Committee.....	11
Figure 3.1 Hudson County Municipalities and Road Network.....	17
Figure 3.2 Fixed-Route Transit Service in Hudson County.....	18
Table 3.1: Total Population by Municipality .....	19
Table 3.2: Poverty Thresholds (in Annual Dollars) by Family Size and Number of Related Children Under 18 Years Old: 1999 .....	22
Table 3.3: Older Adult Population and Corresponding Density - Top Ten Census Tracts (2000).....	23
Figure 3.3 Persons 60+ Years per Block Group (2000).....	24
Figure 3.4 Persons 60+ Years Density per Block Group (2000).....	25
Table 3.4: Persons with Physical Disabilities and Corresponding Density - Top Ten Census Tracts (2000) .....	26
Figure 3.5 Persons with Physical Disabilities per Block Group (2000) .....	27
Figure 3.6 Persons with Physical Disabilities Density per Block Group (2000) .....	28
Table 3.5: Persons with a Sensory Disability and Corresponding Density - Top Ten Census Tracts (2000) .....	29
Figure 3.7 Persons with Sensory Disabilities per Block Group (2000) .....	30
Figure 3.8 Persons with Sensory Disabilities Density per Block Group (2000).....	31
Table 3.6: Persons with a Mental Disability and Corresponding Density -- Top Ten Census Tracts (2000) .....	32
Figure 3.9 Persons with Mental Disabilities per Block Group (2000).....	33
Figure 3.10 Persons with Mental Disabilities Density per Block Group (2000).....	34
Table 3.7: Households in Poverty and Corresponding Density -- Top Ten Block Groups (2000) .....	35
Figure 3.11 Households in Poverty per Block Group (2000) .....	36
Figure 3.12 Households in Poverty Density per Block Group (2000) .....	37
Figure 3.13 TANF/Medicaid Clients by ZIP Code (2007).....	39
Figure 3.14 Nutrition Program (NPA) Clients by ZIP Code (2007) .....	39
Figure 3.14 Nutrition Program (NPA) Clients by ZIP Code (2007) .....	40
Table 3.8: Carless Households and Corresponding Density - Top Ten Census Tracts (2000) ..	41
Figure 3.15 Carless Households per Block Group (2000) .....	42
Figure 3.16 Carless Households Density per Block Group (2000) .....	43
Table 3.9: Aggregate Point Totals by Municipality .....	44
Figure 3.17 Potential Need Index .....	46
Table 4.1: Taxi Companies by Municipality (2008) .....	53
Table 4.1: Taxi Companies by Municipality (2008) - continued .....	54
Table 4.2: Inventory of Community Transportation Providers Serving Hudson County.....	56
Table 4.2: Inventory of Community Transportation Providers Serving Hudson County (Continued).....	57
Table 4.3: Medicaid NEMT MAV and Lower Mode Providers (serving Hudson County) .....	58
Figure 4.2 Community Transportation Providers' Service Areas .....	59
Figure 5.1 Major Trip Generators in Hudson County.....	65
Figure 6.1 Summary of Preferred Strategies by Groupings.....	98
Figure 6.2 Rankings of Preferred Strategies.....	99

# Chapter 1: Project Overview

## Introduction

This Public Transit - Human Services Transportation Plan (PT-HST) for Hudson County is one of 21 coordination plans that have been prepared for each County in the State. This project stems in large part from Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, commonly referred to as SAFETEA-LU, the federal transportation act, which requires that such a plan be in place before services and transportation providers in the region may access certain specific funding programs offered by the Federal Transit Administration (FTA).

As is described further in this report, these federal planning requirements specify that designated recipients of certain sources of funds administered by the FTA must certify that projects funded with those federal dollars are derived from a coordinated plan. In New Jersey, NJ Transit is the designated recipient for funds subject to this plan. The projects covered under these funding programs are intended to improve the mobility of individuals who are disabled, elderly, or have limited incomes. This plan thus focuses on identifying the unmet needs specific to those three population groups as well as identifying strategies to meet their unmet needs.

## Plan Organization

This Hudson County report is organized in seven chapters, as described below:

**Chapter 1 Project Overview** presents an overview of the project, the SAFETEA-LU federal planning requirements, a summary of the principal funding sources covered under these requirements, and other federal coordination initiatives.

**Chapter 2 Project Methodology** summarizes the steps taken and the methodologies used to prepare the Coordinated Plan. It provides a description of the process, from initial contact through final plan. This chapter also notes key documents related to public transportation planning in Hudson County that have helped inform the effort.

**Chapter 3 Demographic Profile** includes a demographic profile of Hudson County. This information establishes the framework for better understanding the local characteristics of the County, with a focus on the three population groups subject to this plan: older adults, persons with disabilities, and people with limited incomes.

**Chapter 4 Public Transit Services, Taxis and Community Transportation Services** documents the array of public transit services, jitneys, taxis and community transportation services that already exist in Hudson County. These services include publicly and privately operated fixed-route services as well as community transportation services provided or sponsored by NJ Transit, Hudson County, individual municipalities, and human services agencies. For the purposes of this study, “community transportation services” include any public or private transportation service that focuses on the travel needs of the three target populations: older adults, persons with disabilities, and persons with lower incomes. These services and programs were identified through review of existing documents, local stakeholder interviews, and a survey.

**Chapter 5 Key Findings** identifies major destinations for the three population groups, temporal and geographic gaps, and areas where service duplication exists. Much of the information

incorporated into this chapter was identified through the stakeholder interviews and the survey. The development of key findings also benefited from a review of existing documents and plans that provide information on existing services and the need to improve them. These findings were further refined with input from the stakeholder workshop, customer focus groups, and the Stakeholder Advisory Committee. Input will also be elicited from the general public through the open house and through the project website.

**Chapter 6 Coordination Strategies** presents coordination strategies to address service gaps and unmet transportation needs. It also presents the results of the workshop/open house where the public and stakeholders were asked to review and, based on some suggested evaluation criteria, prioritize these preliminary strategies.

**Chapter 7 Implementation of Prioritized Strategies** discusses key implementation considerations for the most highly-ranked strategies. A potential project sponsor is identified, along with potential sources of funds, and an overall assessment of how implementation of these strategies could address service gaps and redundancies identified in Chapter 5.

There are four appendices:

- Appendix A: Stakeholder / Public Outreach Materials
- Appendix B: Community Transportation Program Provider Survey and Survey List
- Appendix C: Descriptions of Community Transportation Programs
- Appendix D: Major Trip Generators

## SAFETEA-LU Planning Requirements

On August 10, 2005, President Bush signed SAFETEA-LU into law, authorizing the provision of \$286.4 billion in guaranteed funding for federal surface transportation programs over six years through Fiscal year 2009, including \$52.6 billion for federal transit programs.

Starting in Fiscal Year 2007, projects funded through three programs in SAFETEA-LU, including the Job Access and Reverse Commute Program (JARC, Section 5316), New Freedom (Section 5317) and the Formula Program for Elderly Individuals and Individuals with Disabilities (Section 5310) are required to be derived from a locally developed, coordinated public transit-human services transportation plan. SAFETEA-LU guidance issued by the FTA indicates that the plan should be a “unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of individuals with disabilities, older adults, and individuals with limited income, laying out strategies for meeting these needs, and prioritizing services.”<sup>1</sup>

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<sup>1</sup> Federal Register: March 15, 2006 (Volume 71, Number 50, page 13458)

The FTA issued three program circulars, effective May 1, 2007, to provide guidance on the administration of the three programs subject to this planning requirement. These circulars can be accessed through the following websites:

Elderly Individuals & Individuals with Disabilities	<a href="http://www.fta.dot.gov/laws/circulars/leg_reg_6622.html">http://www.fta.dot.gov/laws/circulars/leg_reg_6622.html</a>
Job Access and Reverse Commute	<a href="http://www.fta.dot.gov/laws/circulars/leg_reg_6623.html">http://www.fta.dot.gov/laws/circulars/leg_reg_6623.html</a>
New Freedom Program	<a href="http://www.fta.dot.gov/laws/circulars/leg_reg_6624.html">http://www.fta.dot.gov/laws/circulars/leg_reg_6624.html</a>

## FTA Funding Programs

The three FTA funding programs covered under the SAFETEA-LU coordinated planning requirements are summarized below:

- **FTA Section 5310 (Transportation for Individuals who are Elderly and Individuals with Disabilities)** – This program provides formula funding to states for capital projects to assist in meeting the transportation needs of the elderly and persons with disabilities. This funding, available to public entities and private, not for profit entities involved in transporting seniors and persons with disabilities, has historically been used for the purchase of accessible vehicles used for such services. Section 5310 may also be used for contracting under specific conditions.
- **FTA Section 5316 (Job Access and Reverse Commute Program /JARC)** –The JARC program provides formula funding for projects that assist eligible low-income individuals with transportation services they may need to access jobs and other employment-related activities (such as educational opportunities or training that directly contributes to job attainment.) JARC has now become a formula program with a process being developed for evaluating potential projects.
- **FTA Section 5317 (New Freedom Program)** –The New Freedom program provides formula funding for new public transportation services and service alternatives for disabled persons beyond those required by the American with Disabilities Act (ADA), assisting individuals with disabilities with transportation to and from employment, among other services. The New Freedom grant program provides additional tools to overcome existing barriers facing persons with disabilities seeking integration into the work force and full participation in society. Examples of new public transportation services beyond ADA requirements include spatial or temporal expansion of service beyond what is minimally required, the provision of same-day service; door-through-door service; vehicles and equipment that accommodate larger mobility aids; feeder services; accessibility improvements at non-key stations; and travel training. Examples of new *alternatives* include purchasing of accessible vehicles for new accessible taxi, ridesharing and/or vanpooling programs; administration of new voucher programs; supporting new volunteer driver/aide programs; and supporting new mobility management and coordination programs among public transportation providers and other human service agencies providing transportation.

## **Required SAFETEA-LU Coordination Plan Elements**

SAFETEA-LU requires that projects funded from these three programs be derived from a locally developed, coordinated public transit-human service transportation plan. The stated goal is to maximize the three programs' collective coverage by minimizing duplication of services, also noting that the plan should be developed through a process that includes representatives of public, private and not-for-profit transportation and human services providers, and participation by the public.

The final FTA guidelines for the Sections 5310, 5316, and 5317 programs define a coordination plan as one that must include, at a minimum:

- an assessment that identifies public, private, and non-profit entities that currently provide transportation services to persons with disabilities, older adults, and people with low incomes, and the availability of those services
- an assessment of transportation needs for persons with disabilities, older adults, and persons with low incomes, and gaps in service; this assessment may be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts
- strategies and/or activities to address the identified gaps and achieve efficiencies in service delivery
- relative priorities for implementation based on resources, time, and feasibility for implementing specific strategies/activities identified

The proposed guidelines note that the coordination plan may incorporate additional activities offered under other programs sponsored by federal, state, and local agencies.

Accordingly, the FTA is placing increasing importance on coordinating its wide range of transportation resources as a means of creating viable transportation networks in communities for all travelers. The intent of crafting a coordinated plan is to increase efficiencies in order to enhance transportation services. Hence, while the FTA is requiring communities to develop a single coordinated plan for the three funding programs above, it is also encouraging communities to develop one coordinated plan for a broader set of transportation programs. The benefit of enhancing coordinated transportation service systems is to break down the "stovepipe" or "silo" transportation systems that often only address the transportation needs of one specific group of riders, and to create economies of scale by eliminating or reducing service duplication while meeting stated service quality standards.

SAFETEA-LU provides both the impetus and "a place at the table" for all stakeholders, including those whose transportation services are funded through other federal sources, to build a coordinated plan and ultimately a service delivery system that addresses the needs of target populations. Recognizing that there are unique needs within each of the three target populations, the functional transportation needs are often more similar than not. Even in cases where unique needs exist, they are typically shared among one or more subsets of the population.



## Federal Coordination Efforts

Coordination can enhance transportation access, minimize duplication of services, and facilitate cost-effective solutions with available resources. Enhanced coordination also results in joint ownership and oversight of service delivery by both human service and transportation service agencies. The requirements of SAFETEA-LU build upon previous federal initiatives intended to enhance social service transportation coordination. Among these are:

- **Presidential Executive Order:** In February 2004, President Bush signed an Executive Order establishing an Interagency Transportation Coordinating Council on Access and Mobility to focus 10 federal agencies on coordinating community transportation services. Executive Order 13330 may be found at [www.whitehouse.gov/news/releases/2004/02/20040224-9.html](http://www.whitehouse.gov/news/releases/2004/02/20040224-9.html). Elements of the Executive Order are also discussed below.
- **United We Ride's Framework for Action:** The Framework for Action is a self-assessment tool that states and communities can use to identify areas of success and highlight the actions still needed to improve the coordination of human service transportation. This tool has been developed through the United We Ride initiative sponsored by FTA, and can be found on FTA's website: [http://www.unitedweride.gov/1\\_81\\_ENG\\_HTML.htm](http://www.unitedweride.gov/1_81_ENG_HTML.htm)
- **Previous Research:** Numerous studies and reports have documented the benefits of enhanced coordination efforts among federal programs that fund or sponsor transportation for their clients.<sup>2</sup>

## Federal Inter-Agency Coordinating Council on Access and Mobility

Presidential Executive Order 13330 on the Coordination of Human Service Programs, issued by the President on February 24, 2004, created an interdepartmental Federal Interagency Coordinating Council on Access and Mobility (CCAM) to undertake collective and individual departmental actions to reduce duplication among federally-funded human service transportation services, increase the efficient delivery of such services and expand transportation access for older adults, persons with disabilities, persons with low incomes, children and other disadvantaged populations within their own communities.

In concert with this Executive Order, the CCAM in October 2006 issued two policy statements requiring federal agencies that are involved in human service transportation to (1) participate in local coordination planning; and (2) coordinate their resources in order to maximize accessibility and availability of transportation services. These policy statements are presented and discussed below.

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<sup>2</sup> Examples include United States General Accounting Office (GAO) reports to Congress entitled Transportation Disadvantaged Populations, Some Coordination Efforts Among Programs Providing Transportation, but Obstacles Persist, (June 2003) and Transportation Disadvantaged Seniors—Efforts to Enhance Senior Mobility Could Benefit From Additional Guidance and Information, (August 2004).

**Local Coordination Planning** - Consistent with the Executive Order and the SAFETEA-LU statutes requiring a locally developed, coordinated public transit human service transportation planning process, the CCAM recently adopted the following policy statements:

“Member agencies of the Federal Coordinating Council on Access and Mobility resolve that federally-assisted grantees that have significant involvement in providing resources and engage in transportation delivery should participate in a local coordinated human services transportation planning process and develop plans to achieve the objectives to reduce duplication, increase service efficiency and expand access for the transportation-disadvantaged populations as stated in Executive Order 13330. Significant involvement is defined as providing, contracting for and/or subsidizing individual transportation trips for persons with disabilities, older adults, or persons with lower incomes.”

“Members of the Federal Council on Access and Mobility will undertake actions within six months of Council adoption to accomplish Federal program grantee participation in locally-developed, coordinated public transit/human service coordinated planning processes.”

The significance of these statements is profound in that, for the first time, Federal agencies other than the Federal Transit Administration that fund community transportation services are required to participate in local coordination planning efforts.

**Vehicle Sharing** - The CCAM also stated that: “Some grantees do not permit vehicles and rides to be shared with other federally-assisted program clients or other members of the riding public. Federal grantees may attribute such restrictions to Federal requirements. This view is a misconception of Federal intent. In too many communities, this misconception results in fragmented or unavailable transportation services and unused or underutilized vehicles. Instead, federally assisted community transportation services should be seamless, comprehensive, and accessible to those who rely on them for their lives, needs, and livelihoods.” In recognition of this misconception, and consistent with Executive Order 13330, the CCAM further adopted the following policy statement.

“Member agencies of the Federal Coordinating Council on Access and Mobility resolve that Federally-assisted grantees that have significant involvement in providing resources and engage in transportation should coordinate their resources in order to maximize accessibility and availability of transportation services”

In conjunction with this announcement, the CCAM provided several examples of how this requirement may be implemented:

- Several local human service agencies may contract with a local organization that operates a van service to provide door-to-door service for their clientele. Key destinations include hospitals and other medical facilities, child care centers, senior citizen centers, selected employment sites, and prisons for family visitation purposes.
- In an area with high unemployment and no public transportation services, a community action and economic development agency, another nonprofit organization, and a community mental health center team up with the State’s Temporary Assistance for Needy Families (TANF) agency and Labor Department to start a fixed-route shuttle operation service that connects individuals to job and training sites, outpatient mental health services, and substance abuse treatment and counseling services in the area. The operation also provides a feeder service to connect clientele to public transportation

that goes into the downtown area. Each funding source pays its fair share of allowable ongoing costs in accordance with the benefit received by each party.

- State agencies that oversee TANF, Community Health Care, and Older Adult Services work together with the State Departments of Transportation and Labor to encourage employers in the area to contribute to the expansion of a local transportation system. The privately-operated system provides shuttle service to selected employment sites and curb-to-curb services to senior citizen centers, retail centers, community health centers, substance abuse treatment and counseling centers, hospitals and other locations. The service is sustained through a fare-based system, with each agency subsidizing an allocable portion of the fares for their clientele.
- Via a cost-sharing arrangement, a senior shuttle service is expanded to provide transportation for persons with disabilities working in community rehabilitation programs and to provide Medicaid non-emergency medical transportation.
- A for-profit organization receiving Head Start funds purchases specially equipped buses to transport children to and from their Head Start facility. During the idle periods, the organization rents the vehicles to another program providing transportation for seniors and persons with disabilities.

## Coordination in New Jersey

New Jersey's experience with coordination reaches back to 1984-1985 when the original legislation for the Casino Revenue Fund was approved. The Senior Citizens and Disabled Residents Transportation Assistance Program (SCDRTAP), which is funded by the Casino Revenue Fund (7.5% of the dollars collected), is designed to:

- Strengthen the County role in transportation
- Foster coordination among various county transportation programs and funding sources (Offices on Aging, Transportation and Human Services) by requiring annual applications, coordination planning, a local Citizens Advisory Committee and a local public hearing process to address the use of funds and the provision of transportation services
- Focus efforts on increasing mobility and accessibility for seniors and persons with disabilities in an effort to maintain their independence as part of the community
- NJ Transit retains 15% of the SCDRTAP funds (85% is allocated to the counties by formula) for administration of the program (maximum of 1.5%), with the balance used to fund bus and rail accessibility improvements

The specific service provided varies from county to county, but each of the 21 counties provides a transportation service for seniors and people with disabilities. Some counties have been able to secure additional grant dollars for rural transit or income-disadvantaged residents, but casino revenue is generally the largest single source of funds for these local services. Most counties provide a demand-response service where registered clients call ahead and schedule a trip for medical, nutrition, shopping, educational or any other purpose. Non-emergency medical transportation is the most significant and largest trip purpose in these systems. Some counties also provide modified fixed-route or shuttle types of services which run on a regular schedule.

Various New Jersey Counties have undertaken coordination studies since the 1980s. In response to the more recent coordinated planning requirements of SAFETEA-LU and in concert with the United We Ride initiative, all counties have been directed to prepare coordination plans in order to ensure that there is an uninterrupted flow of FTA funding -- and specially funding for FTA's Sections 5310, 5316 (JARC), and 5317 (New Freedom) programs -- to New Jersey.

## Plan Importance

Coordinated services in other New Jersey Counties and in counties, regions and states across the US have demonstrated how funding that is already utilized to operate or purchase community transportation services can be “stretched.” By improving efficiency and reducing service redundancies, coordination ultimately will enable community transportation providers in Hudson County to meet more of the growing demand and unmet need.

Development of this plan will ensure future eligibility for certain federal funding programs for services and projects that involve transportation services for persons with disabilities, older adults, and persons with lower income. The implementation of coordination strategies in Hudson County should also result in expanded mobility options for these three population groups by improving the cost efficiency of current services and reducing service redundancies.

## Chapter 2: Project Methodology/Approach

As was detailed in Chapter 1, the four required elements of a coordinated plan are:

- an assessment of current transportation services,
- an assessment of transportation needs,
- strategies, activities and/or projects to address the identified transportation needs (as well as ways to improve efficiencies), and
- implementation priorities based on funding, feasibility, time, etc.

This chapter describes the steps that were undertaken to develop these elements of Hudson County's PT-HST Coordinated Plan.

### Literature Review

The consulting team conducted a literature review of recently completed—or currently underway—planning efforts relevant to this Coordinated Plan. The purpose of this literature review is to learn about other planning activities in the County and to identify major transportation issues and concerns to ensure issues of importance are incorporated in the Coordinated Public Transit-Human Services Transportation Plan. Three documents were identified and reviewed:

- *Community Transportation Plan for Hudson County*, October 1998 – This was prepared as part of a Statewide County and Community Transportation Planning Project that focused on transportation linked with the Work First New Jersey program, but which also included planning for transportation of older adults and persons with disabilities.
- *Mercer County Human Service Transportation Coordination Plan*, June 2007 – This plan, also conducted in response to the SAFETEA-LU planning requirements was suggested by NJ Transit staff as a “model plan.”
- *Hudson County Regional Bus Circulation and Infrastructure Study*, completed by Urbitran Associates in November 2007. Some of the demographic information used in Chapter 3 was collected and mapped as part of this study. In addition, the transit summary that appears in Chapter 4 was synthesized from information collected in this study.

## Stakeholder Involvement and Public Outreach

Stakeholder involvement is an important element of this plan, and is required by SAFETEA-LU. This involved the formation of a Stakeholder Advisory Committee to guide the study. The Stakeholder Advisory Committee (SAC) was shaped to represent the interests of the three target populations and a wide geographic representation. The members of the SAC are listed in Table 2.1. This committee met monthly during the course of the project.

To get a “lay of the land” and to ensure as comprehensive an inventory of community transportation providers as possible, the Project Team conducted several initial stakeholder interviews. The interview guide used for these interviews, along with other materials used for the stakeholder involvement and public outreach effort, is found in Appendix A. A list of stakeholders interviewed included the following:

- Ed Benoit, Hudson County Office of Aging
- Eileen Calabro, Medicaid Assistance Customer Center, Camden County
- Kevin Crimmins and Jim Ostazewski, Hudson County Transcend
- Bob Koska and Tim Sharpe, New Jersey Transit
- Peggy Lanni, City of Bayonne, Office of Aging
- Catherine Macchi and Bruce Thomas, Hudson County Office of Aging
- Michael Rogers, Harrison Housing Authority
- John Sarnas, Kearny Department of Public Health
- Don Wiggins, Medicaid Assistance Customer Center, Hudson County
- Kathy Wood, Heightened Independence and Progress, Inc. (HIP)

The project also involved conducting a survey of community transportation providers. The survey instrument is found in Appendix B. The information gleaned from the survey was used to develop the inventory of community transportation services and to better understand local perceptions on coordination and unmet need. The survey instrument was developed from a survey developed by NJ Transit and other surveys developed by Nelson\Nygaard for similar projects. It included the following elements:

- Organization profile
- Transportation program profile
  - Hours of operation
  - Service area
  - Clientele
  - Trip purpose
  - Frequently served locations
- Administration/operations profile
- Financial profile
- Unmet need
- Coordination opportunities and examples of existing coordination
- Barriers to coordination
- Vehicle inventory and utilization

The survey was distributed to 40 individual members of agencies and organizations. The survey list, found in Appendix B, was developed based on a review of previous planning documents, as well as organizations identified by the Stakeholder Advisory Committee and other stakeholders interviewed. Eighteen surveys were returned, 4 of which were completed by non-transportation providers. Of the 22 unreturned surveys, 8 were confirmed as received but never returned, while three were never confirmed as received despite multiple phone calls. The

**Table 2.1 Stakeholder Advisory Committee**

Name	Title	Organization
<b>Steering Committee Members</b>		
Kevin Barry	Deputy Director	Hudson County Dept. of Roads and Public Property
Kevin Crimmins	Coordinator, Special Transportation Services	Hudson County Transcend
Harold "Bud" Demellier	Director	Hudson County Dept. of Roads and Public Property
Jay DiDomenico	Director	Hudson TMA
Junior Maldonado	Assistant Director	Hudson County Improvement Authority
Carol Ann Wilson	Director	Hudson County Dept. of Health and Human Services
<b>Other Hudson County Staff</b>		
Ed Benoit	Executive Director	Hudson County Office of Aging
Barry Dugan	Director	Hudson County Veterans Affairs
Jeff Dublin	Chair (also Chair, Transportation Committee)	Hudson County Board of Chosen Freeholders
Marion Listwan		Hudson County Office of Aging
Steve Marks	Director	Hudson County Planning Department
Catherine Macchi	Senior Affairs Coordinator	Hudson County Office of Aging
Jim Ostaszewski	Assistant Director	Hudson County Transcend
<b>State Organizations</b>		
Angelica Harrison	Director, Hudson County Welfare	NJ Dept of Human Services / Welfare
Robert Knapp	Deputy Director, Hudson County Welfare	NJ Dept of Human Services / Welfare
Ben Lopez	Department Director	Hudson County Division of Welfare
Larry Goodhart	Assistant Administrative Supervisor	Hudson County Division of Welfare
Tim Sharpe	Regional Program Administrator, Local Programs	NJ Transit
Don Wiggins	Director	Hudson Medical Assistance Customer Center
<b>Private Non-Profit Agencies with County-Wide Catchment Areas</b>		
Dan Altilio	Director	United Way of Hudson County
Maria Gomez	Executive Assistant	United Way of Hudson County
Lesley Moore	Division Director, Children and Family Services	Catholic Charities of the Archdiocese of Newark
Simona Ovanezian	Director, Finances and Human Resources	HOPES
Eliu Rivera	Executive Director	PACO
Sandra Vasquez	Executive Director	The Arc of Hudson County
Eleanor Watson	President & CEO	The Urban League of Hudson County
Ora Welch	Executive Director	HOPES
Kathy Wood	Executive Director	Hudson County Heightened Independence and Progress, Inc. (HIP)

Name	Title	Organization
<b>Local Municipalities and Organizations</b>		
Linda Cecchini	Supervisor of Transportation	North Bergen Special Transportation
David Drumeler	Administrator	Town of Secaucus
Paulette Eberle	Chairperson	Hudson Co. Transcend Citizens Advisory Committee
Larry Eccleston	Division Director	City of Jersey City, DHHS. Division of Senior Affairs
Carmela Facchini	Director	Township of Weehawken, Senior Department
Kathy Gonde	Assistant Director	Township of Weehawken, Senior Department
Peggy Lanni	Director	City of Bayonne, Office of Aging
Christopher Irizarry	CEO	Northern Hudson Community Action Corporation
Randy Krivanek	Director, Facility	Christ Hospital
Rafael Mata	Senior Associate	Janus Solutions
Harry Melendez	Director	City of Jersey City, DHHS
Mike Rodgers	Executive Director	Harrison Housing Authority
John Sarnas	Health Officer	Town of Kearny
Jim Sheridan	Transportation	Town of Secaucus
Eleanor Tiefenworth	Director	Bayonne Economic Opportunity Foundation
Vin Urgola	Director of Operations	North Hudson Community Action Corporation



remaining 11 surveys were not returned because the recipient organization did not provide or sponsor transportation services (4) or because another survey recipient was responsible for information about the service (7).

The following 14 organizations completed and returned the survey questionnaire:

- Bayonne Economic Opportunity Foundation
- Christ Hospital
- City of Hoboken
- HOPES Inc.
- Hudson County Department of Family Services
- Hudson County Transcend (Office of Senior Citizen & Disabled Resident Assistance)
- Jersey City Division of Senior Citizen Affairs
- Meadowlands Hospital
- NJ Transit/Access Link
- North Bergen Special Transportation
- Town of Harrison
- United Cerebral Palsy of Hudson
- Urban League
- Weehawken Senior Citizens Department

Responses were also received from four organizations that do not provide transportation yet were able to provide relevant information and feedback concerning the coordination of services.

- Bayonne Office of Aging (provided service in past, now contracts with Transcend)
- United Way of Hudson County (contracts through HUD grant for transportation to three emergency homeless shelters on cold nights)
- North Hudson Community Action Plan
- Hudson Community Enterprises

After the initial set of findings was developed, a combined stakeholder workshop and general public “open house” was held at Hudson County Community College’s Culinary Institute on May 8, 2008. The purpose of these events was to ensure that the findings were accurate. Both events yielded input which improved the accuracy of the inventory.

- **Stakeholder Workshop** - Approximately 50 stakeholders were invited to the workshop; the list reflected both members of the Stakeholder Advisory Committee and those that participated (and were invited to participate) in the provider survey. There were 25 attendees.
- **Open House** – This event, open to the general public, was advertised through the local media (print, radio, TV, and the Hudson County website) and via fliers distributed by community transportation providers. There were 5 attendees.

Three focus groups of customers, respectively representing the three target population groups, were held in June and July. The purpose of these focus groups were to provide a “reality check” to our findings on unmet needs as well as get “customer” feedback on preliminary coordination strategies designed to meet those unmet needs. Six seniors, seven persons with disabilities and two persons with low-income participated in the focus groups.

Project products and deliverables were placed on the website for public review.

The contact sheet for the Stakeholder Advisory Committee, meeting minutes, the stakeholder interview guide, and all other materials used in connection with the stakeholder / public input process are found in Appendix A.

## Demographic Profile

A demographic profile of Hudson County was prepared using US Census data, supplemented by data on TANF and Nutrition Program Participants collected during the *Hudson County Regional Bus Circulation and Infrastructure Study* (see below). This step establishes the framework for better understanding the local characteristics of the study area, with a focus on the three population groups subject to this plan: persons with disabilities, older adults, and those of low-income status. The demographic profile is incorporated in Chapter 3 of this report.

## Existing Public Transit and Community Transportation Services

This step involved documenting the range of public transit and human service transportation services that already exist in Hudson County. The summary of public transit services was borrowed from the 2007 *Hudson County Regional Bus Circulation and Infrastructure Study*. The inventory of community transportation services was developed from survey responses and stakeholder interviews. This information, along with maps, is provided in Chapter 4. Synopses of each service are provided in Appendix C.

To ensure all existing services have been identified and accurately described, the consulting team reviewed the summary of inventory with the Stakeholder Advisory Committee. Additional review was provided by stakeholders in the stakeholder workshop; by customers belonging to the three target population groups in the focus groups, and by the general public via the “open house” public information session, and via the website. .

## Key Findings/Needs Assessment

An important step in completing this plan is to identify key destinations for the three target groups and then to see how well the existing service supply accommodates those needs. Towards this end, much research was conducted to identify major demand generators and major activity centers. These destinations are listed in Appendix D.

The needs assessment then included comparing the service supply with these destinations, as well as documenting needs or gaps identified through direct consultation with and review by stakeholders via the Stakeholder Advisory Committee, stakeholder interviews, the survey, and the stakeholder workshop; by customers belonging to the three target population groups in the focus groups, and by the general public via the “open house” public information session and via the website.. The needs assessment, presented in Chapter 5 of the report, provides the basis for recognizing where—and how—service for the three population groups needs to be improved.

## Development and Prioritization of Coordination Strategies

To address each shortcoming identified in Chapter 5, coordination strategies that have been proven successful in similar settings were documented in one-page summaries. These summaries included:

- A description of the coordination strategy
- Application of the strategy within Hudson County
- Expected benefits and obstacles
- Examples of best practices that illustrate this strategy

These strategies were then grouped into short and long term strategies, and further categorized into groups of strategies such as information and information technology, alternative mobility and service options, contracting and consolidation, service improvements, and strategies that improve physical access. For each of these sub-groups, implementation issues and funding opportunities were discussed.

On June 12, 2008, these strategies were presented to stakeholders at the last meeting of the Stakeholder Advisory Committee. A draft set of general evaluation criteria was presented to the stakeholders for consideration in their preferences. Then, stakeholders were asked to indicate their preferences for prioritization. Chapter 6 presents the strategies and the findings of that exercise.

## Development of Implementation Plan

As a final step for this planning effort, an implementation plan was developed for each of the highly-ranked strategies. Specifically, this assessment identified:

- Potential lead agency or “champion” with the institutional, operational and fiscal capacity to implement the proposed strategy
- Implementation timeframe: What are the short, medium and long-term steps needed to implement the strategy?
- Potential funding sources, including potential use of SAFETEA-LU funds.

The implementation plan is presented in Chapter 7.

## Chapter 3: Demographic Profile

### Introduction

This chapter presents demographic characteristics about the three target populations: older adults, persons with disabilities, and person with lower income: a profile of where these target populations live and are concentrated. The ultimate objective of this analysis is to identify areas of the greatest need – where large numbers of the target populations live and also where the highest densities of these populations are located. Analysis is presented through summation tables and maps. Demographic data from the 2000 US Census was used to construct these tables and maps.

Because there are individuals who may be grouped into more than one of these groups, the population numbers are not additive. That being said, areas within Hudson County that have the greatest numbers and concentrations of these target populations are identified at the end of the chapter.

In Chapter 5, we will combine where the target populations live and are concentrated with the more common destinations to get a spatial sense of the most prominent trip needs. In Chapter 5 we will also compare these trip needs with the supply of public transit community transportation services (from Chapter 4) to identify unmet need. Unmet need will further be “shaped” by additional information gleaned from survey, stakeholder, and public input.

Prior to presenting the demographic characteristics of these three target populations, we present a general profile of Hudson County.

### Overview of Hudson County

Located on a peninsula between the City of Newark and New York City, Hudson County is New Jersey’s most densely populated county. At only 46 square miles, Hudson County is also the smallest of New Hersey’s 21 counties.

Essex and Union Counties are to the west, across the Hackensack River, Passaic River, and the Newark Bay. Manhattan is to the east, across the Hudson River. Staten Island is to the south, across the Kill Van Kull. Bergen County borders Hudson County to the north.

Hudson County consists of 12 municipalities: Bayonne, East Newark, Guttenberg, Harrison, Hoboken, Jersey City, Kearny, North Bergen, Secaucus, Union City, Weehawken and West New York. Some of these municipalities are very small: seven are less than 1.5 square miles. A map of these municipalities is shown in Figure 3.1.

Hudson County’s development patterns, as well as its serving as a gateway to New York City from New Jersey, have fostered the growth of public transportation in the county. Indeed, Hudson County is served by heavy rail and light rail services and myriad local and express buses, as shown in Figure 3.2. As is illustrated, there appears to be more transit serving the eastern portion of the peninsula. While this divide is partly a function of access to New York City, it creates a stark inequality of access between the eastern and western parts of the county.

**Figure 3.1 Hudson County Municipalities and Road Network**

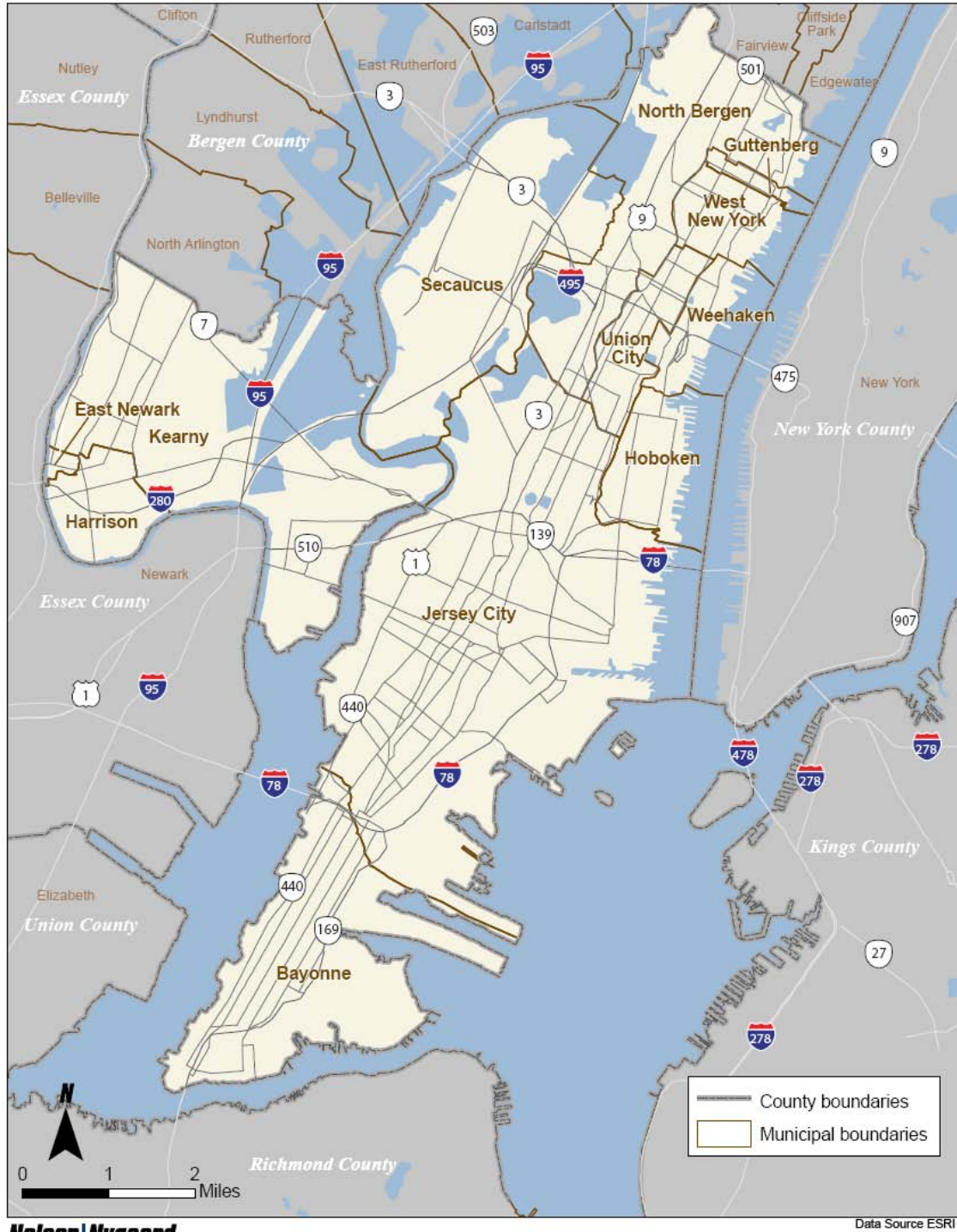
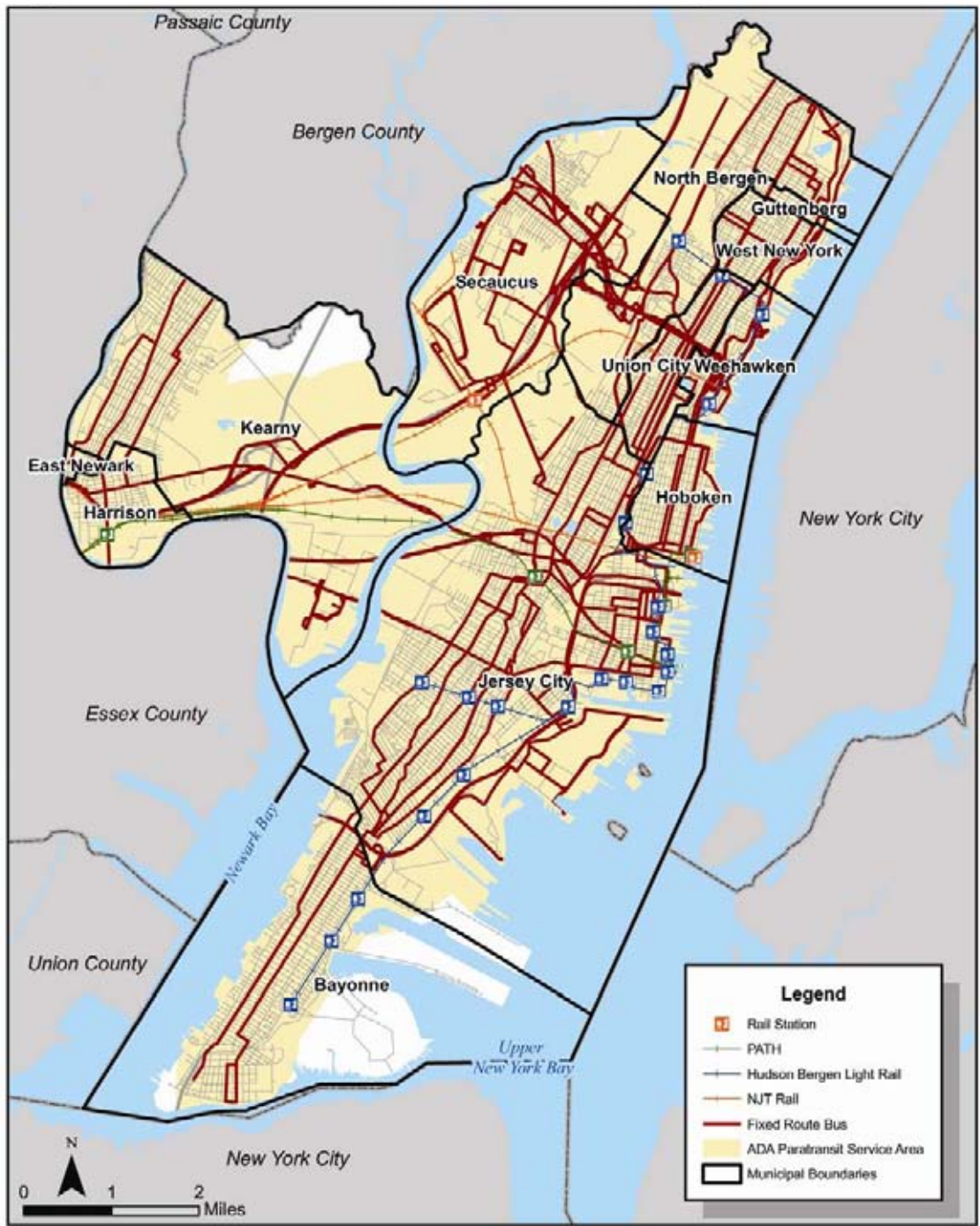


Figure 3.2 Fixed-Route Transit Service in Hudson County



ESRI, NJ Transit



The regional transportation network funnels travelers to Manhattan through Hudson County. The New Jersey Turnpike (I-95) brings travelers into Hudson County to both the Lincoln Tunnel and the Holland Tunnel, which connect New Jersey with Manhattan. The county’s three largest transit hubs, Hoboken Terminal, Exchange Place and Journal Square, are host to transit services. Hoboken is the terminus for NJ Transit’s Pascack Valley Line, Main Line, Bergen Line, Boonton Line and Morristown Line (with Gladstone and Montclair branches). From Hoboken, local residents and rail riders can transfer to the Port Authority Trans-Hudson Rail System (PATH) or ferries to reach Manhattan. Ferry services also operate to New York City from Weehawken and Jersey City. Also, the County has several stations on the PATH system, which connect travelers from Newark (and the regional rail lines that feed Newark), with mid-town and downtown Manhattan. NJ Transit’s newest line, the Hudson-Bergen Light Rail, provides fast, convenient service from Bayonne to North Bergen, passing through Jersey City, Hoboken, Weehawken, Union City and West New York. The line connects to NJ Transit buses and trains, the ferry and PATH trains.

A more detailed look at public transit services serving Hudson County is presented in Chapter 4.

## Demographic Profile of Hudson County

**Population** - The US Census Bureau’s 2000 census found Hudson County’s population to be 608,975 residents. Among the 12 municipalities, Jersey City has by far the greatest population at 240,055, four times larger than the next municipality in the list, Union City with 67,088. Other relatively large communities include Bayonne (61,842), North Bergen (58,206) and West New York (45,768). East Newark has the fewest residents at 2,377, the only municipality with a population of less than 10,000.

**Table 3.1: Total Population by Municipality**

<b>Geography</b>	<b>Total Population</b>
Bayonne	61,842
East Newark	2,377
Guttenberg	10,693
Harrison	14,424
Hoboken	38,669
Jersey City	240,055
Kearny	40,513
Secaucus	15,839
Union City	67,088
West New York	45,768
North Bergen	58,206
Weehawken	13,501
<b>Total</b>	<b>608,975</b>

Source: US Census 2000

Number of block groups contained 427

Households contained 230,698

Housing Units 230,546

Note: Since some areas of Hudson County are not designated as a municipality or town, the total sum of the 12 listed municipalities does not equal 608,975.

**Changes in Population** - Hudson County's population has been decreasing since 1930. In 1930, the population was 690,730. By 1980, the population had decreased to 556,972 (-19%). However, estimates for 2006 have Hudson County gaining 16,800 residents, an increase of 4.8 percent, compared to the 2000 population.

**Population Density** - Hudson County is by far the densest county in New Jersey, with 13,043 persons per square mile. This figure is double that of the next closest county, Essex, with 6,285 persons per square mile, and more than ten times that of New Jersey as a whole, with an average population density of 1,134 persons per square mile. Housing units reflect a similar pattern, with 5,154 per square mile in Hudson County and 446 units per square mile in all of New Jersey.

**Population Age** - With a median age of 33.6 years old, Hudson County is slightly younger than New Jersey as a whole, median age 36.7 years. Accordingly, its senior population is only 11.4% compared to New Jersey's 13.2%. The population between 18 and 65 years old accounts for 77.4% of Hudson County's population, compared to only 75.2% for New Jersey.

**Income** - Median household income in Hudson County (in 1999 dollars) is \$40,293, slightly less than US median of \$41,994, and considerably less than New Jersey's median of \$55,146. Similarly, per capita income is \$21,154 compared to New Jersey's \$27,006 as a whole.

**Employment** - Sixty-one percent of Hudson County's population is in the labor force, a figure slightly lower than both New Jersey and United States averages of 64.2% and 63.9%, respectively. Dominant industries include Management, professional and related occupations, which captures 32% of the workforce in Hudson County. Sales and office occupations account for another 29%, and production, transportation and material moving occupations make up 17%. Service occupations, government workers and manufacturing occupations account for 15%, 12% and 11% respectively. Construction, extraction and maintenance makes up 6%, and agriculture and farming, fishing and forestry account for less than 1% each.

## Definitions of Target Populations

The rest of this chapter takes a closer look at the characteristics of the target populations that largely comprise the customer base for community transportation services. The population groups analyzed here are those that may have greater transportation needs. These include:

- **Older Adults** – Defined as 60 years of age and older.
- **Persons with Disabilities** – Definitions of “people with disabilities” vary from agency to agency, and this affects who is considered eligible for services.<sup>3</sup> The US Census identifies six disability categories: physical, sensory, mental, going outside of the home, self-care and employment. For the purpose of this study, each of the first three categories are reviewed. Note that The US Census Bureau defines a **sensory** disability as “blindness, deafness, or a severe vision or hearing impairment.” The US Census Bureau defines a **mental** disability as having “a learning, remembering, or concentrating condition lasting 6 months or more that made it difficult to perform certain activities.”

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<sup>3</sup> The Americans with Disabilities Act provides comprehensive civil rights protection for ‘qualified individuals with disabilities.’ An individual with a disability, according to the ADA, is a person who has either: a physical or mental impairment that substantially limits one or more of his/her major life activities; a record of such impairment; or regard as having such an impairment.



The US Census gathers data on persons with a mental disability for the population of 5 years and older.

- **Persons with Lower Income** – For this population, number of households below the poverty level will be used as a surrogate measure. For this assessment, we used the current poverty definition from the US Census, which takes into account the size of the household and number of children under the age of 18. This is shown in Table 3.2 on the following page. This data is also compared with more recent data on **TANF clients** and **Nutrition Program**<sup>4</sup> clients for a relevance check.

These target populations are consistent with the customer base for current and future services and programs funded by FTA sections 5310, 5316 and 5317. In addition, information is also presented on **Carless Households** (from the US Census) to identify “other” persons who are transit-dependent.

## Analysis of Target Populations

In the sections that follow, each population group is discussed in turn, including tables and maps for both population size and population density. In addition, each includes a table showing the 10 census tracts with the largest populations in absolute numbers.

While the US Census Bureau intends block groups to be consistent in population size, rates of residential development and abandonment can lead to skewing. Similarly, block groups that are geographically large can result in skewing. For instance, there may be a relatively large number of individuals in a block group, but they are dispersed over a large area. Block group area and population size may play out in other ways that are hard to make out with maps alone. In a geographically small block group with a small population, a single housing development for seniors or other target populations could easily skew the statistics.

As no single map or analysis can represent all of these details, two sets of maps are presented for each population group. The first shows relative numbers of a population group within each block group. The second shows relative densities per acre of the target group.

As previously mentioned, many individuals in the target population groups have characteristics of several of the target groups. This analysis does not net out individuals that qualify in multiple target groups; as individuals or households may be in multiple groups. However, there is a map at the end of the chapter that identify the areas of the county that do collectively have the greatest needs in terms of incidence and densities of the collective populations and households. Because this map reflects numbers where individuals that qualify in multiple target groups are not netted out, the map illustrates a slightly higher need than is probably the case.

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<sup>4</sup> Hudson County Division of Welfare, 2007

**Table 3.2: Poverty Thresholds (in Annual Dollars) by Family Size and Number of Related Children Under 18 Years Old: 1999**

Size of family unit	Weighted average threshold	Related children under 18 years								
		None	One	Two	Three	Four	Five	Six	Seven	Eight or more
One person	\$8,501									
Under 65 years	\$8,667	\$8,667								
65 years and over	\$7,990	\$7,990								
Two people	\$10,869									
Householder under 65 years	\$11,214	\$11,156	\$11,483							
Householder 65 years and over	\$10,075	\$10,072	\$11,440							
Three	\$13,290	\$13,032	\$13,410	\$13,423						
Four	\$17,029	\$17,184	\$17,465	\$16,895	\$16,954					
Five	\$20,127	\$20,723	\$21,024	\$20,380	\$19,882	\$19,578				
Six	\$22,727	\$23,835	\$23,930	\$23,436	\$22,964	\$22,261	\$21,845			
Seven	\$25,912	\$27,425	\$27,596	\$27,006	\$26,595	\$25,828	\$24,934	\$23,953		
Eight	\$28,967	\$30,673	\$30,944	\$30,387	\$29,899	\$29,206	\$28,327	\$27,412	\$27,180	
Nine or more	\$34,417	\$36,897	\$37,076	\$36,583	\$36,169	\$35,489	\$34,554	\$33,708	\$33,499	\$32,208

Source: US Census 2000

## Older Adults

Older adults (persons 60 years of age and over) tend to be frequent users of community transportation services because they are unable or unwilling to drive and because transportation services oriented to seniors exist. Based on the definition, over 90,000 seniors lived in Hudson County in 2000. This comprises 15% of the total population.

Table 3.3 below identifies the 10 census tracts with the high absolute numbers (and corresponding densities) of older adults in Hudson County.

**Table 3.3: Older Adult Population and Corresponding Density - Top Ten Census Tracts (2000)**

Municipality	Census Tract & Block Group	60+ Years Population	Total Population	Percent of Total Population	Area (in Acres)	60+ Years Population Density per Acre
West New York	BG 2 CT 158	1780	6107	29%	58.8	30.3
North Bergen	BG 2 CT 145	1086	4052	27%	102.4	10.6
Jersey City	BG 3 CT 9.02	873	2583	34%	32.7	26.7
North Bergen	BG 2 CT 141	761	2357	32%	302.3	2.5
Guttenberg	BG 2 CT 150	701	3390	21%	35.6	19.7
Bayonne	BG 4 CT 106	694	1394	50%	28.0	24.8
Union City	BG 2 CT 169	565	1687	33%	19.0	29.7
Jersey City	BG 2 CT 31	548	2020	27%	38.8	14.1
West New York	BG 3 CT 324	540	2083	26%	25.6	21.1
Secaucus	BG 1 CT 197	531	2059	26%	215.5	2.5

Source: US Census 2000

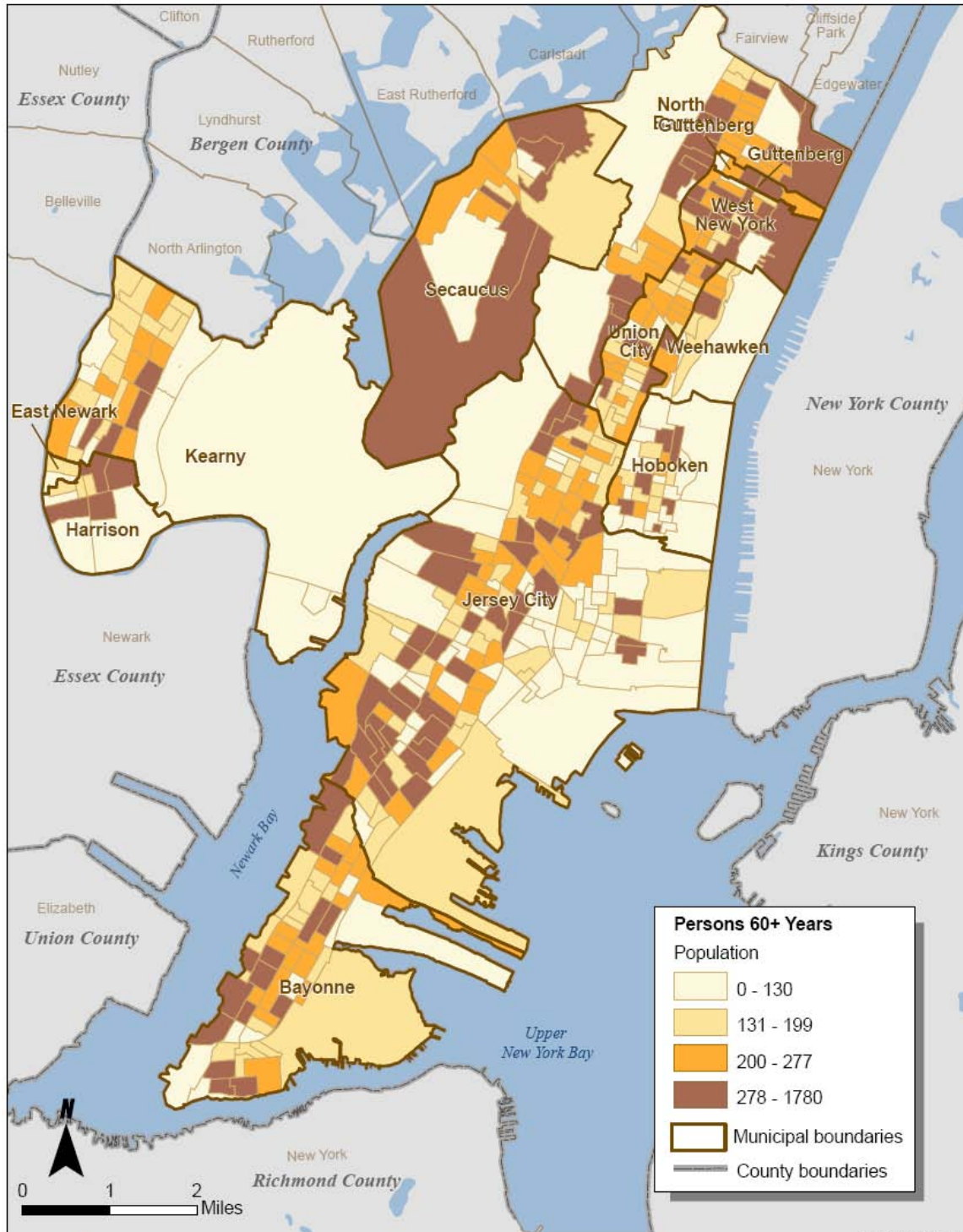
At 50 percent, Bayonne has the highest percentage of seniors as a percent of its total population. Across the county, senior population as a percentage of Total Population ranges from 21 to 43%. Senior population density per acre has a much wider range, with the lowest of the top ten beginning at 2.5 seniors per acre both in Tract 197 of Secaucus and in tract 141 of North Bergen and ranging up to 30.3 in Tract 158 of West New York. Tract 169 in Union City also has a high senior population density per acre with 29.7 seniors per acre.

Figure 3.3 shows the relative numbers of seniors in each block group, with the highest absolute numbers of seniors shown in the darkest color. The smallest absolute numbers of seniors are shown in the lightest color.

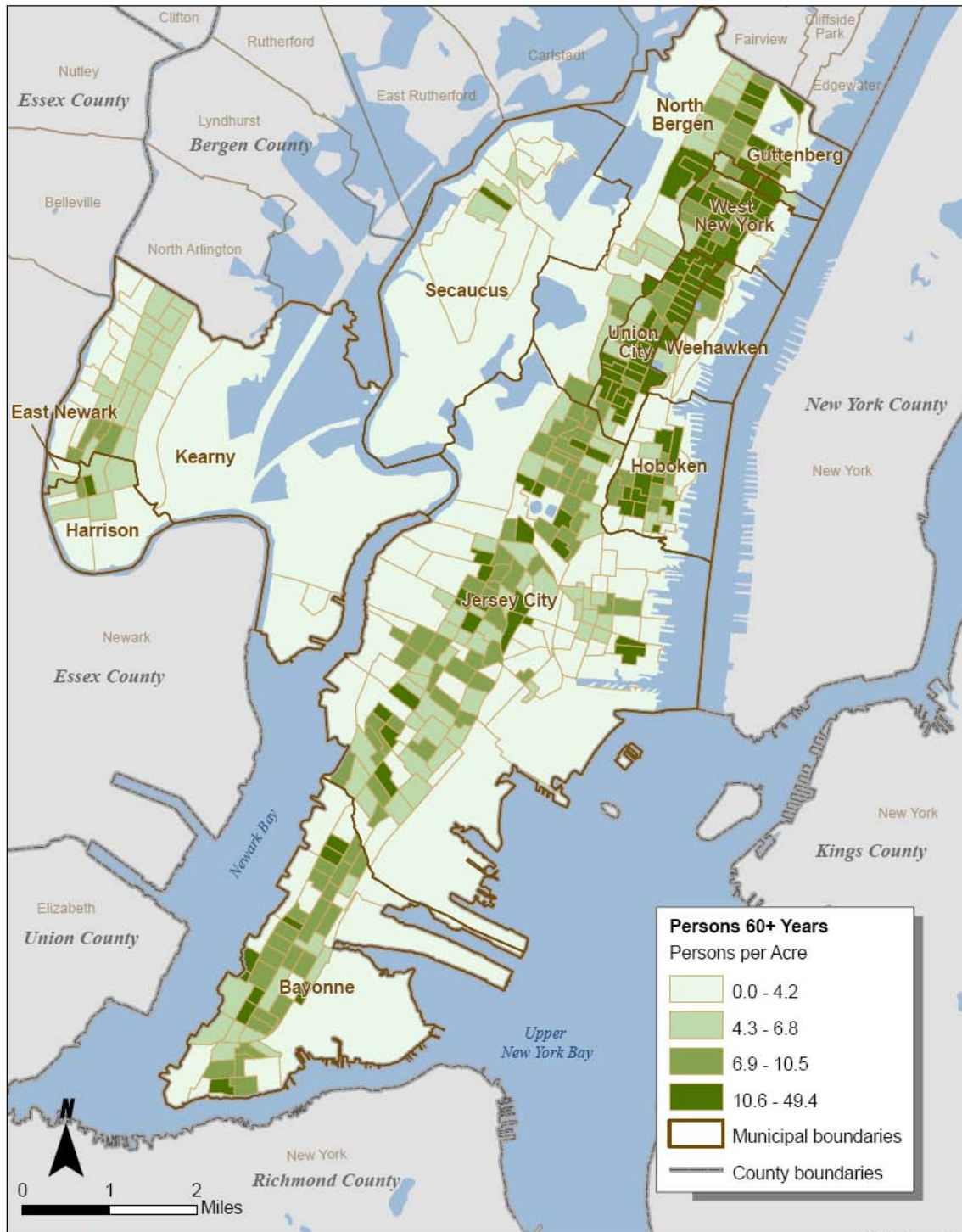
Figure 3.4 shows concentrations of seniors, with the highest densities of seniors in the darkest color, and the lowest densities in the lightest color.

Incidence of high numbers and densities of senior population can be found throughout the county, with the notable exception of Kearny. West New York, Union City and Hoboken appear to have the largest clusters of seniors.

Figure 3.3 Persons 60+ Years per Block Group (2000)



**Figure 3.4 Persons 60+ Years Density per Block Group (2000)**



**Nelson | Nygaard**  
consulting associates



## Persons with Physical Disabilities

In Hudson County, there were 43,125 individuals with a physical disability in 2000, totaling 7% of the population in the county.

Table 3.4 below identifies census tracts with high absolute numbers and densities of persons with physical disabilities.

**Table 3.4: Persons with Physical Disabilities and Corresponding Density - Top Ten Census Tracts (2000)**

Municipality	Census Tract & Block Group	Number of persons with Physical Disabilities	Total Population	Percent of Total Population	Area (in Acres)	Physical Disabilities Density per Acre
West New York	BG 2 CT 158	931	6107	15%	58.8	15.8
North Bergen	BG 2 CT 145	515	4052	13%	102.4	5.0
Bayonne	BG 4 CT 106	395	1394	28%	28.0	14.1
Jersey City	BG 3 CT 41.01	384	2919	13%	25.9	14.8
Jersey City	BG 1 CT 44	338	2266	15%	40.4	8.4
Jersey City	BG 3 CT 9.02	333	2583	13%	32.7	10.2
Jersey City	BG 1 CT 52	288	3252	9%	57.3	5.0
Guttenberg	BG 2 CT 150	279	3390	8%	35.6	7.8
Hoboken	BG 1 CT 187	272	4055	7%	27.9	9.7
Union City	BG 2 CT 169	253	1687	15%	19.0	13.3

Source: US Census 2000

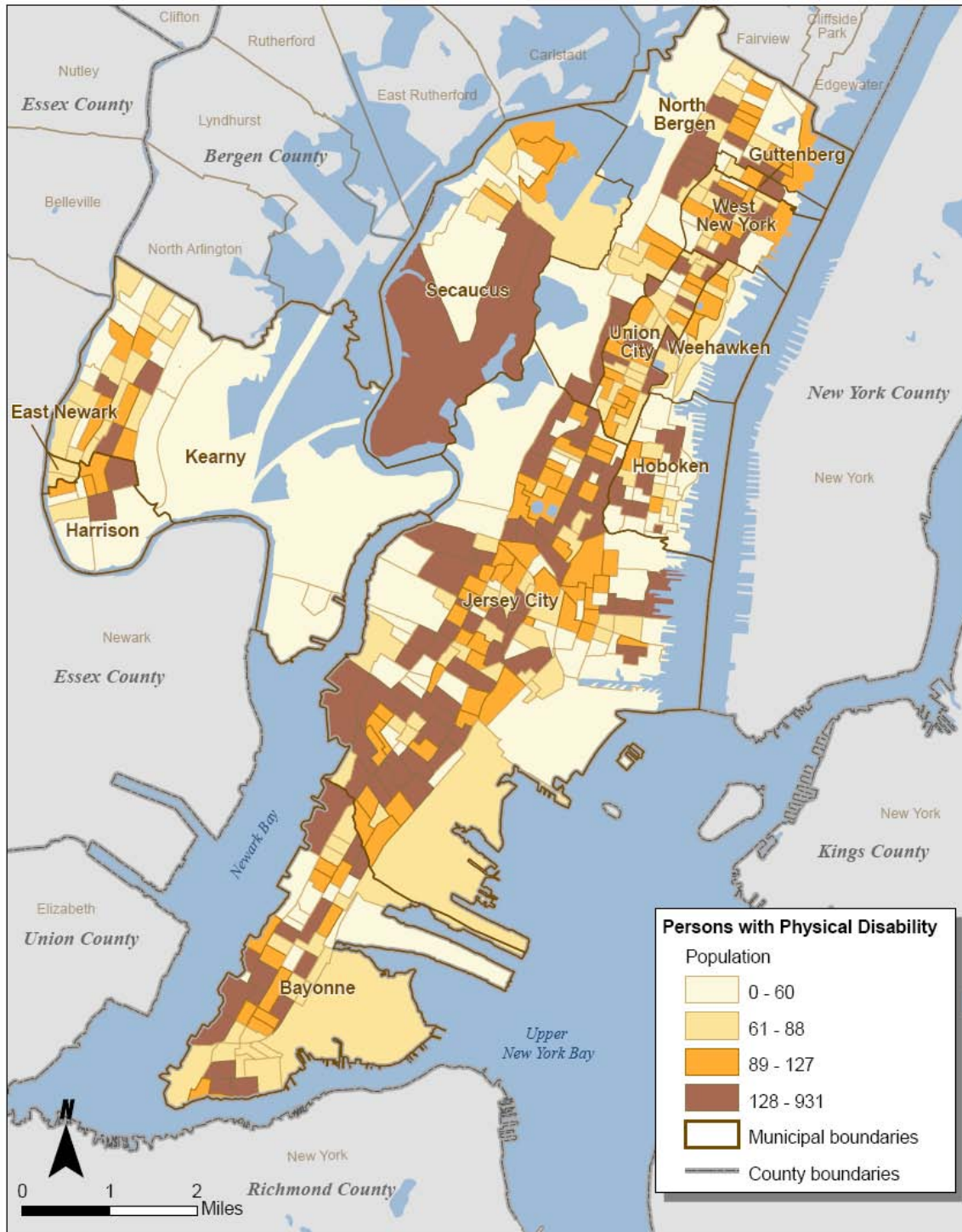
As shown above, Tract 158 in West New York had the highest number of individuals with 931, and Tract 106 in Bayonne the largest percentage of total population, with 28%. Within the top ten tracts, densities per acre ranged from 5 persons with physical disabilities per acre in both North Bergen and Tract 52 in Jersey City, to a high of 15.8, in West New York.

Figure 3.5 shows the relative numbers of persons with physical disabilities in each block group, with the highest absolute numbers shown in the darkest color. The smallest absolute numbers are shown in the lightest color.

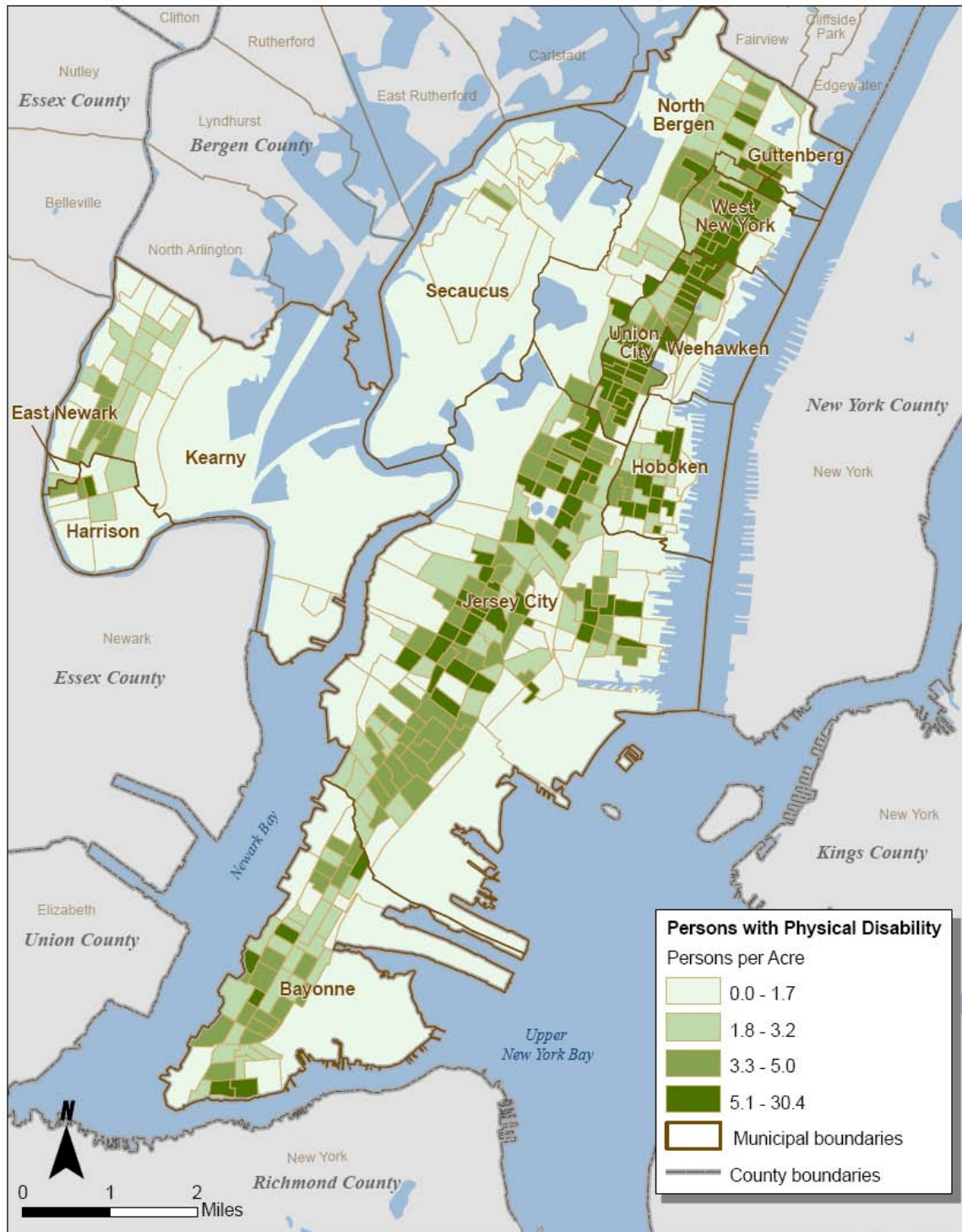
Figure 3.6 shows concentrations of persons with physical disabilities, with the highest densities shown in the darkest color, and the lowest densities in the lightest color.

Areas both with high numbers and high densities of persons with physical disabilities are scattered throughout the county. West New York and Union City appear on the density map with the largest clusters of persons with physical disabilities per acre. The distribution of persons with physical disabilities appears to be very similar to the distribution of older adults.

**Figure 3.5 Persons with Physical Disabilities per Block Group (2000)**



**Figure 3.6 Persons with Physical Disabilities Density per Block Group (2000)**



ESRI, Census SF3



## Persons with Sensory Disabilities

Hudson County is home to 17,714 individuals with a sensory disability, comprising 3% of the population.

Table 3.5 below identifies census tracts with high absolute numbers and densities of persons with sensory disabilities.

**Table 3.5: Persons with a Sensory Disability and Corresponding Density - Top Ten Census Tracts (2000)**

Municipality	Census Tract & Block Group	Number of persons with Sensory Disabilities	Total Population	Percent of Total Population	Area (in Acres)	Sensory Disabilities Density per Acre
West New York	BG 2 CT 158	357	6107	6%	58.8	6.1
North Bergen	BG 2 CT 145	298	4052	7%	102.4	2.9
Jersey City	BG 3 CT 41.01	279	2919	10%	25.9	10.8
Jersey City	BG 3 CT 9.02	220	2583	9%	32.7	6.7
Bayonne'	BG 4 CT 106	152	1394	11%	28.0	5.4
Jersey City	BG 5 CT 28	141	733	19%	9.2	15.2
North Bergen	BG 3 CT 148	136	3020	5%	73.3	1.9
Hoboken	BG 1 CT 191	131	1458	9%	17.4	7.5
Jersey City	BG 2 CT 38	119	3188	4%	36.1	3.3
Harrison	BG 1 CT 135	117	2294	5%	74.9	1.6

Source: US Census 2000

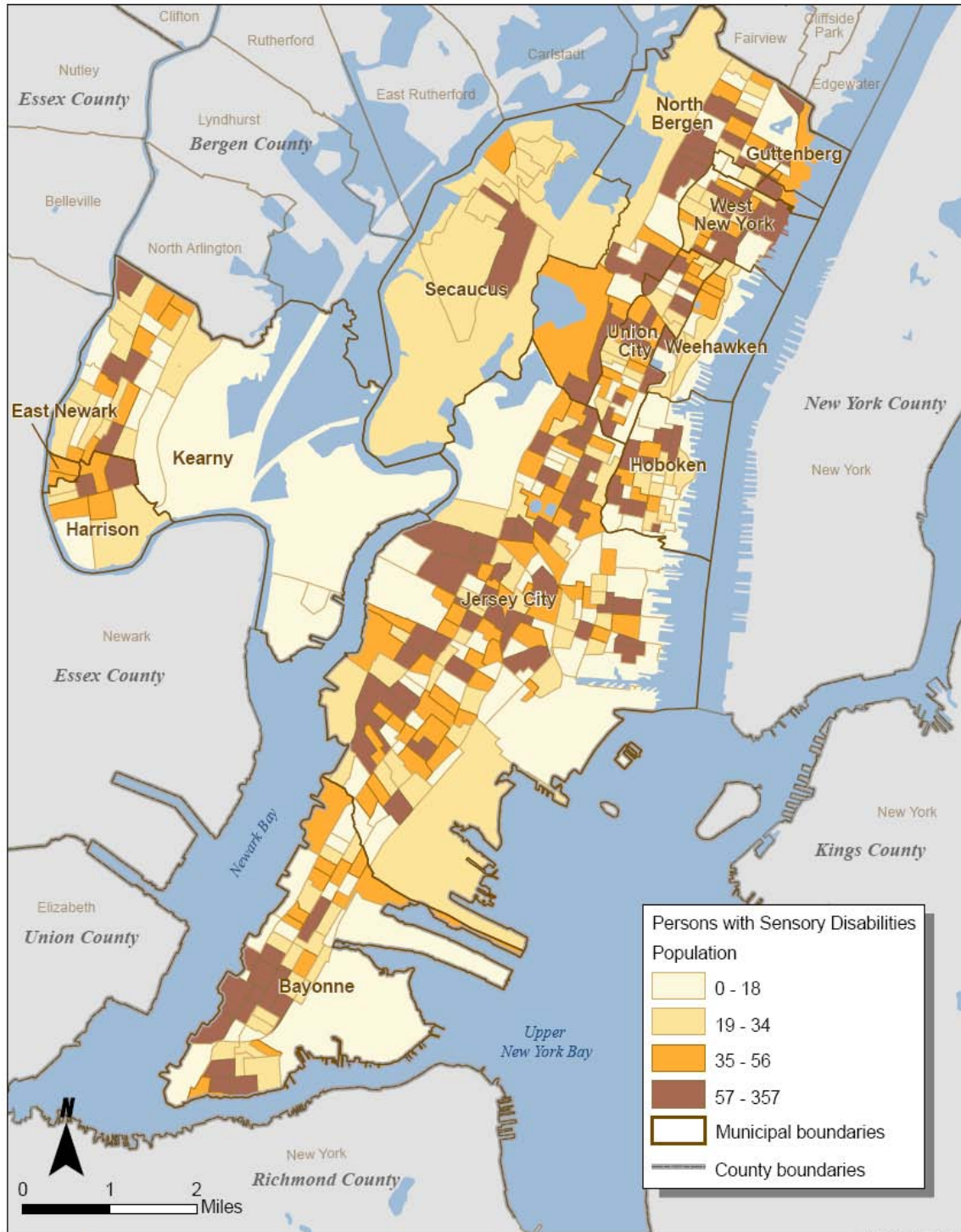
Tract 158 in West New York had the highest number of individuals with a sensory disability, but one of the lowest percentages of total population in the top ten list. Tract 28 in Jersey City had the highest density of sensory disabilities per acre of any other area, with 15.2 individuals per acre.

Figure 3.7 shows the relative numbers of persons with sensory disabilities in each block group, with the highest absolute numbers shown in the darkest color. The smallest absolute numbers are shown in the lightest color.

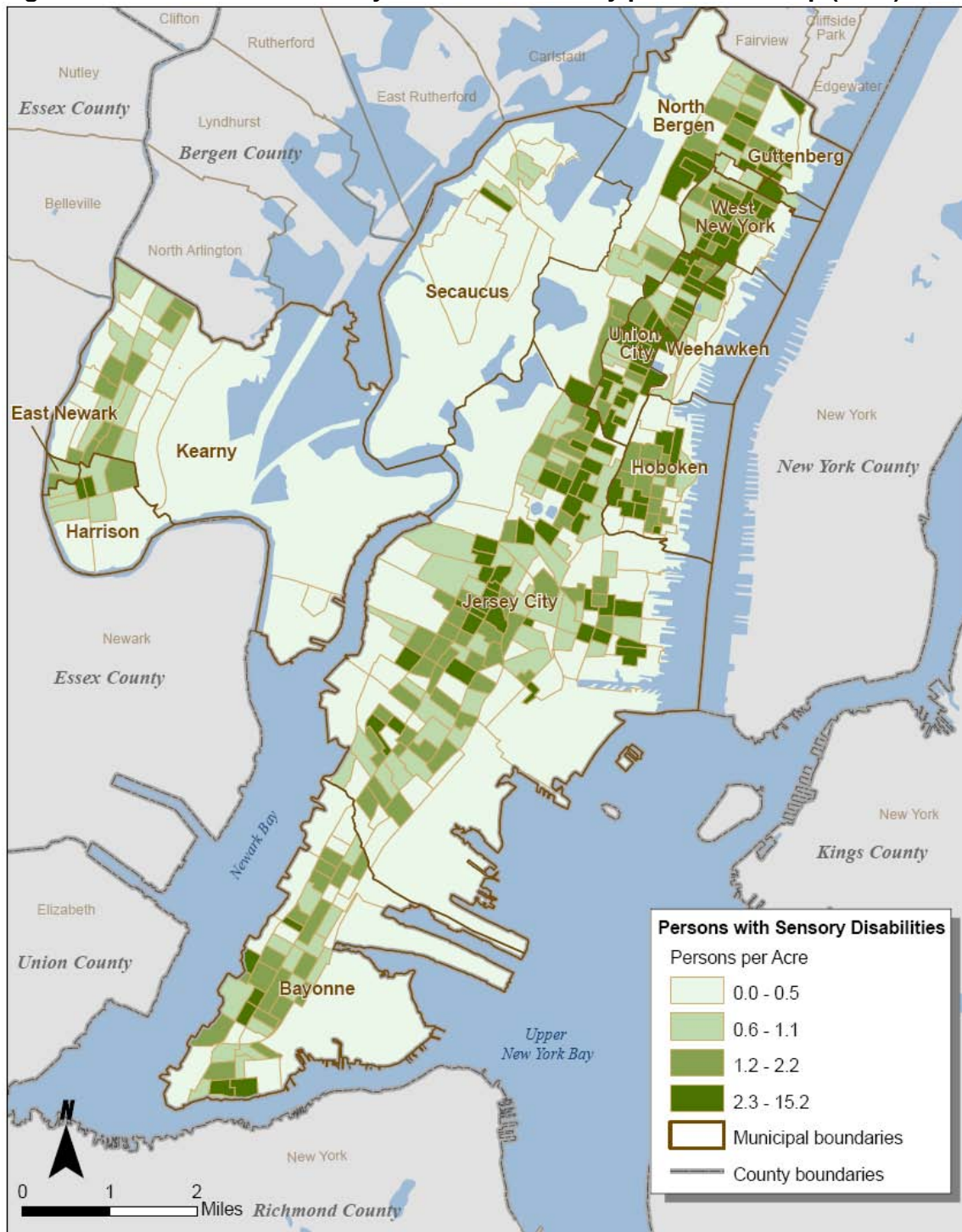
Figure 3.8 shows concentrations of persons with sensory disabilities, with the highest densities shown in the darkest color, and the lowest densities in the lightest color.

The distribution and of persons with sensory disabilities is similar to the distribution of persons with physical disabilities, especially in western and northern Hudson. The distribution of persons with sensory disabilities is not as broad as persons with physical disabilities in Secaucus, Jersey City and Bayonne. Meanwhile, the concentrations of these two populations are almost identical.

**Figure 3.7 Persons with Sensory Disabilities per Block Group (2000)**



**Figure 3.8 Persons with Sensory Disabilities Density per Block Group (2000)**



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consulting associates

ESRI, Census SF3

## Persons with Mental Disabilities

Persons with a mental disability comprise the second smallest target population in Hudson County, with 24,050 individuals identified as having a mental disability. This group represents 4% of the overall population.

Table 3.6 below identifies the census tracts with the highest absolute numbers (and corresponding densities) of persons with sensory disabilities.

**Table 3.6: Persons with a Mental Disability and Corresponding Density -- Top Ten Census Tracts (2000)**

Municipality	Census Tract & Block Group	Number of persons with Mental Disabilities	Total Population	Percent of Total Population	Area (in Acres)	Mental Disabilities Density per Acre
West New York	BG 2 CT 158	493	6107	8%	58.8	8.4
Jersey City	BG 1 CT 18	298	1922	16%	30.6	9.7
Jersey City	BG 2 CT 9.02	277	1672	17%	26.9	10.3
Jersey City	BG 1 CT 27	265	4638	6%	137.9	1.9
North Bergen	BG 2 CT 145	219	4052	5%	102.4	2.1
Jersey City	BG 3 CT 41.01	198	2919	7%	25.9	7.7
Jersey City	BG 1 CT 26	186	1567	12%	38.7	4.8
Jersey City	BG 2 CT 18	178	2261	8%	22.2	8.0
West New York	BG 2 CT 156	171	2021	8%	16.7	10.3
Hoboken	BG 3 CT 190	169	2770	6%	30.2	5.6

Source: US Census 2000

In some areas, such as Tracts 18 and 9.02 in Jersey City, the percentage of total reached as high as 16% and 17%, respectively. Most densities are below 10 individuals per acre, with only two tracts, 9.02 in Jersey City and 156 in West New York, with 10.3 persons per acre. These two tracts have the highest density of people with persons with mental/cognitive disabilities.

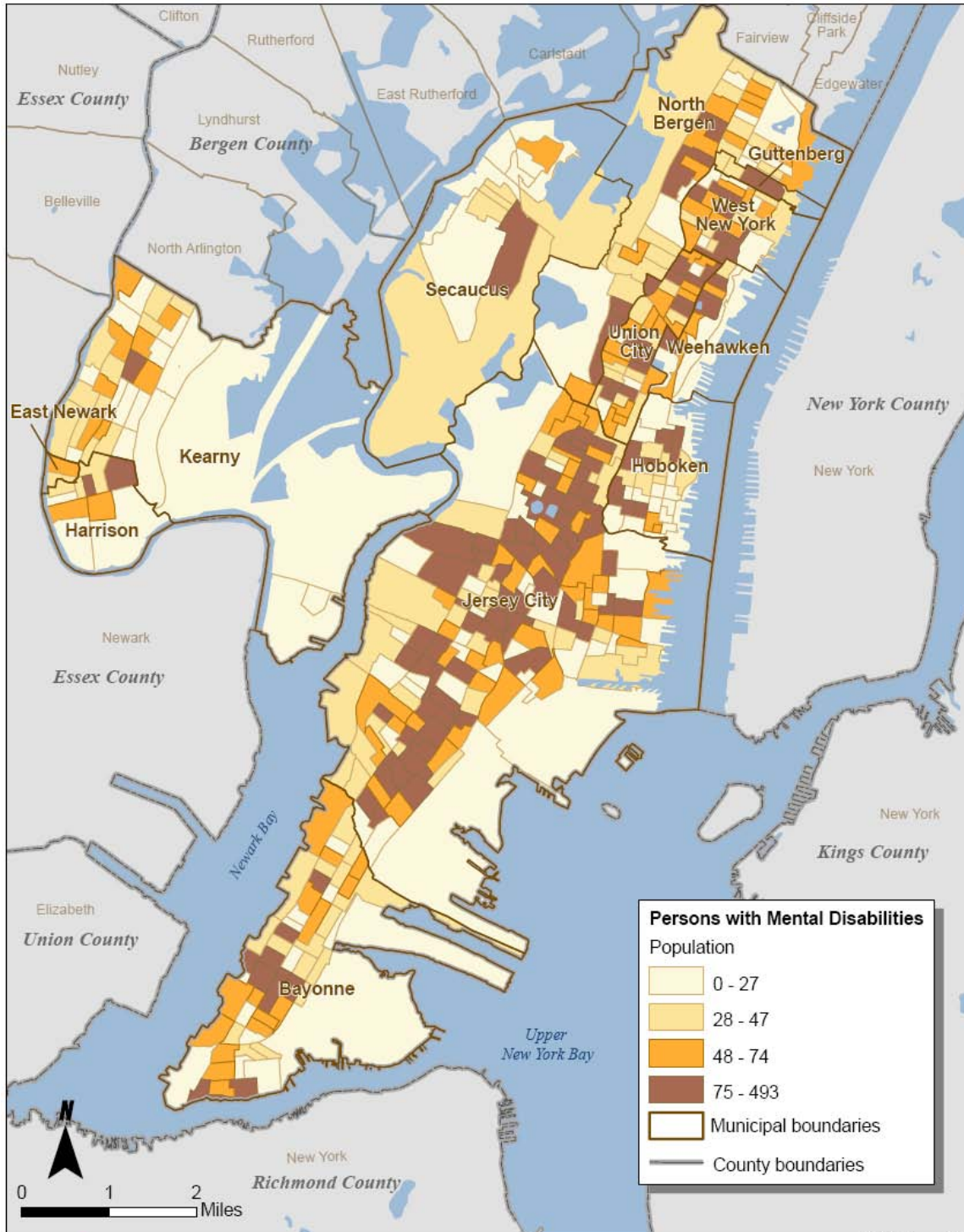
Figure 3.9 shows the relative numbers of persons with mental disabilities in each block group, with the highest absolute numbers shown in the darkest color. The smallest absolute numbers are shown in the lightest color.

Figure 3.10 shows concentrations of persons with mental disabilities, with the highest densities shown in the darkest color, and the lowest densities in the lightest color.

Similar to the other categories of persons with disabilities, persons with mental disabilities are scattered throughout the county, with densities fairly even spaced, clustering above Jersey City and between Union City and West New York.

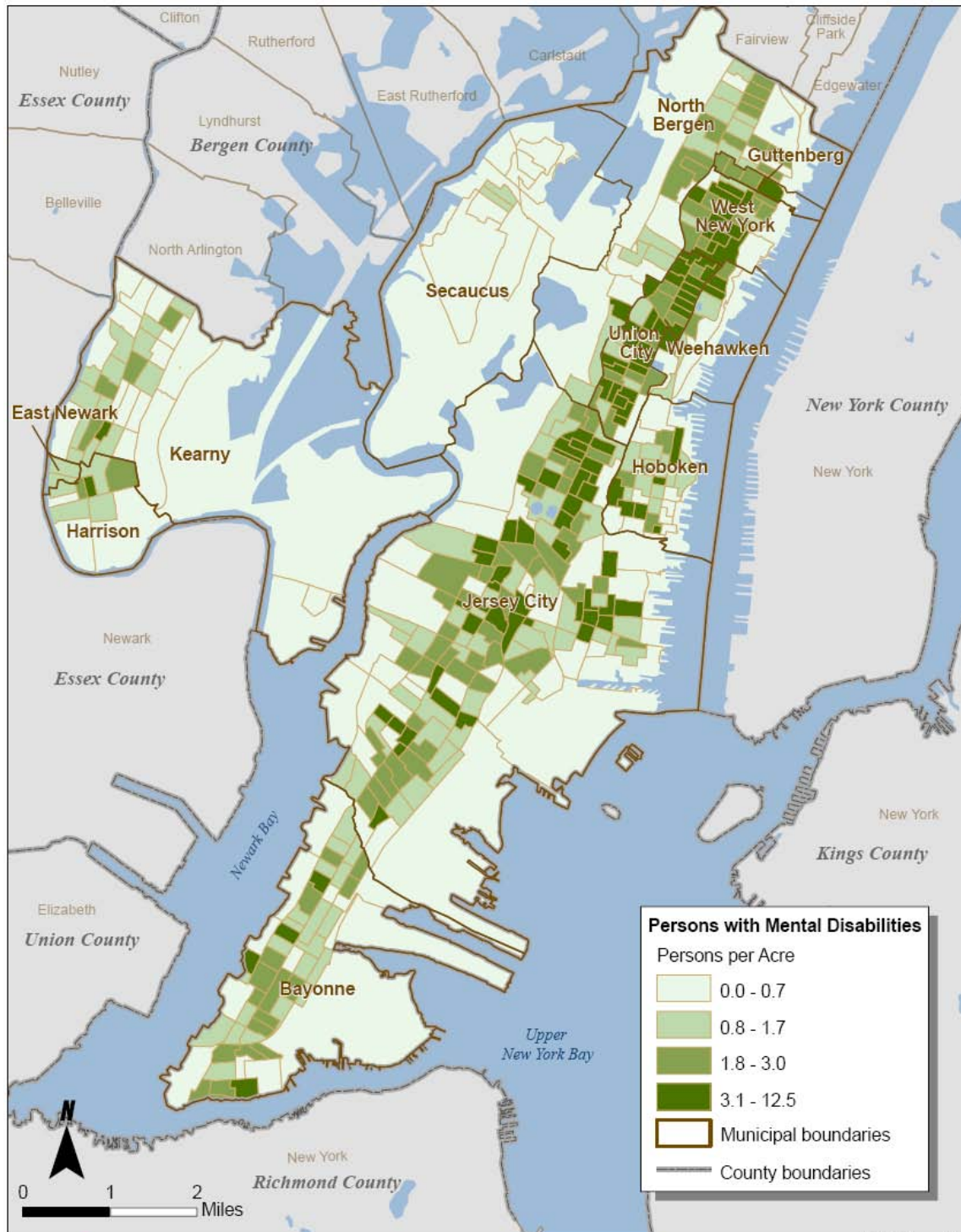


**Figure 3.9 Persons with Mental Disabilities per Block Group (2000)**



ESRI, Census SF3

**Figure 3.10 Persons with Mental Disabilities Density per Block Group (2000)**



**Nelson Nygaard**  
consulting associates

ESRI, Census SF3

## Households Below the Poverty Level

In Hudson County, the number of households below the poverty line totaled 35,287 in 2000. This reflects 15% of the total number of households in Hudson County. This percentage is more than double the rate of New Jersey, which only has 6.3%.

Table 3.7 below identifies the census tracts with the highest absolute numbers (and corresponding densities) of households below the poverty level.

**Table 3.7: Households in Poverty and Corresponding Density -- Top Ten Block Groups (2000)**

Municipality	Census Tract & Block Group	Households in Poverty	Total Households	Percent of Total Households	Area (in Acres)	Households in poverty Density per Acre
West New York	BG 2 CT 158	626	2523	25%	58.8	10.6
Jersey City	BG 1 CT 27	562	1526	37%	137.9	4.1
North Bergen	BG 2 CT 145	420	1797	23%	102.4	4.1
Jersey City	BG 3 CT 9.02	381	1455	26%	32.7	11.7
Hoboken	BG 3 CT 190	374	960	39%	30.2	12.4
Bayonne	BG 4 CT 106	369	922	40%	28.0	13.2
Jersey City	BG 3 CT 41.01	347	1263	27%	25.9	13.4
Jersey City	BG 4 CT 33	332	686	48%	70.7	4.7
Jersey City	BG 1 CT 44	306	780	39%	40.4	7.6
Jersey City	BG 2 CT 17	305	1019	30%	151.7	2.0

Source: US Census 2000

Tract 158 in West New York has the highest absolute number of households in poverty. As a percentage of total population, however, Tract 33 in Jersey City is the highest, with nearly 50% of its households living below the poverty level. In fact, Jersey City has six of the 10 top ten Census tracts with the highest numbers of households.

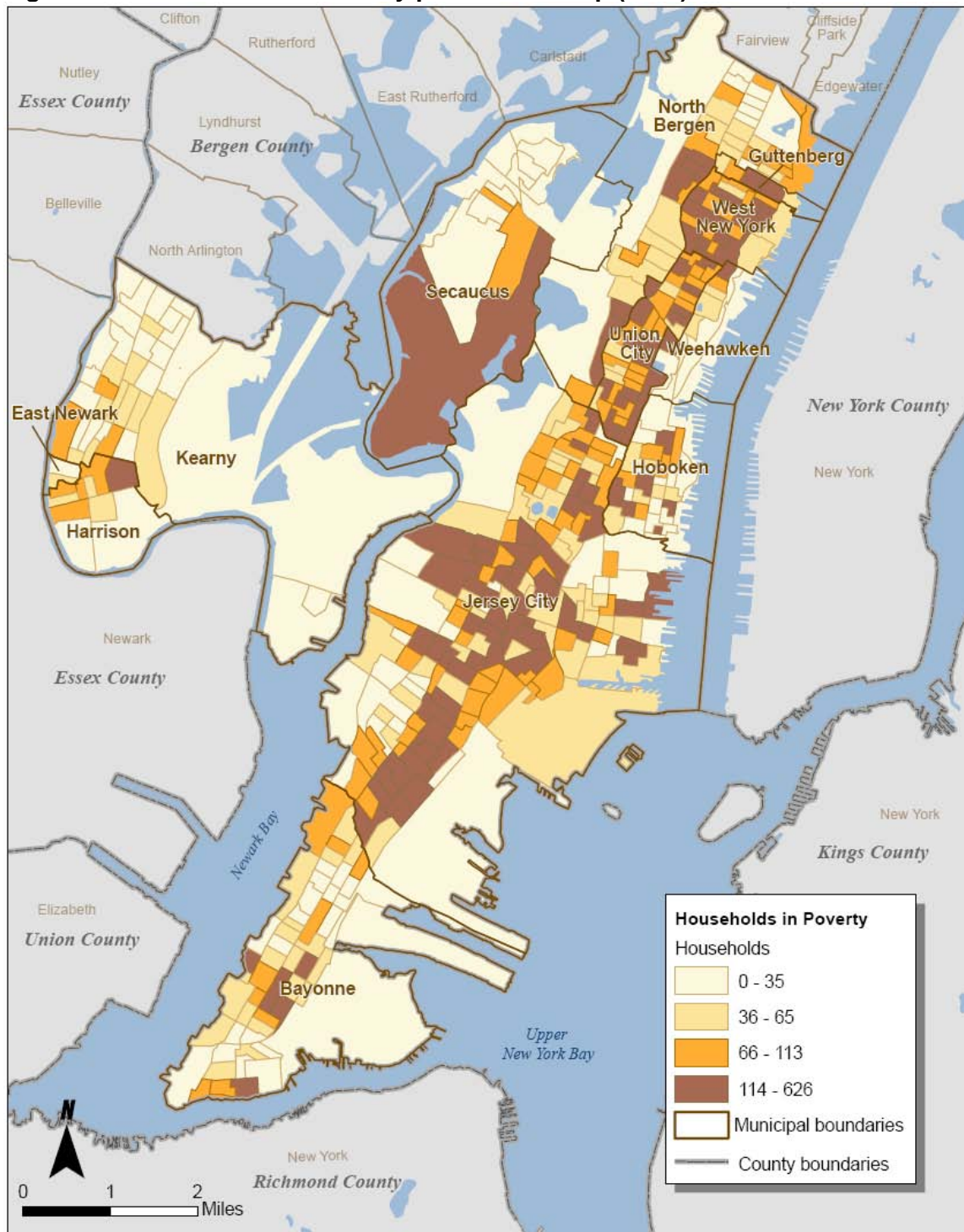
Figure 3.11 shows the relative numbers of households in poverty in each block group, with the highest absolute numbers shown in the darkest color. The smallest absolute numbers are shown in the lightest color.

Figure 3.12 shows concentrations of households in poverty, with the highest densities shown in the darkest color, and the lowest densities in the lightest color.

The maps show that the highest sheer numbers of households are in Jersey City, with a large block along the main eastern axis just below Jersey City. West New York has high numbers as well as a large cluster of density of households living in poverty. This density continues in a contiguous corridor from West New York down through Union City and to the edge of Hoboken.



**Figure 3.11 Households in Poverty per Block Group (2000)**

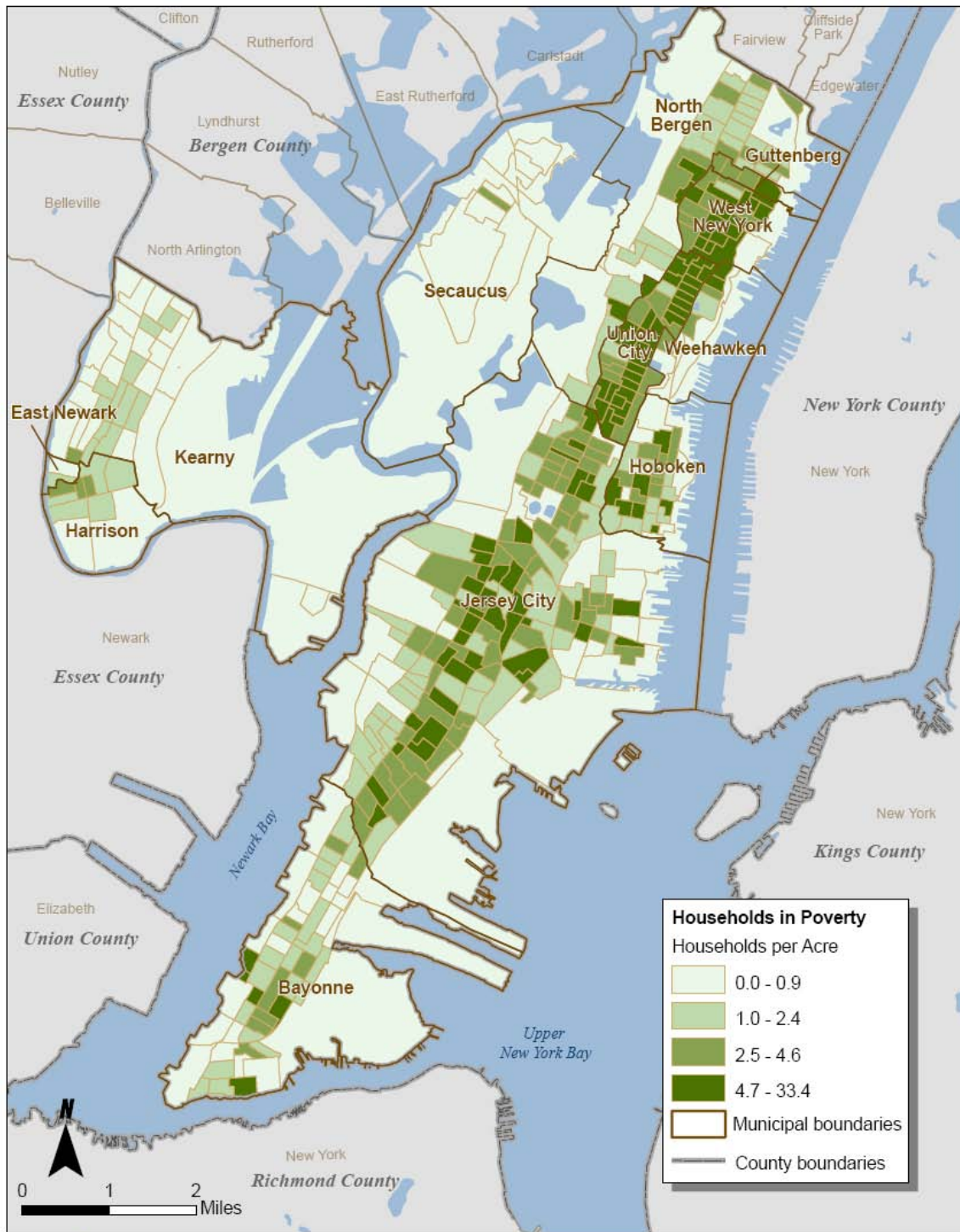


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consulting associates

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**Figure 3.12 Households in Poverty Density per Block Group (2000)**

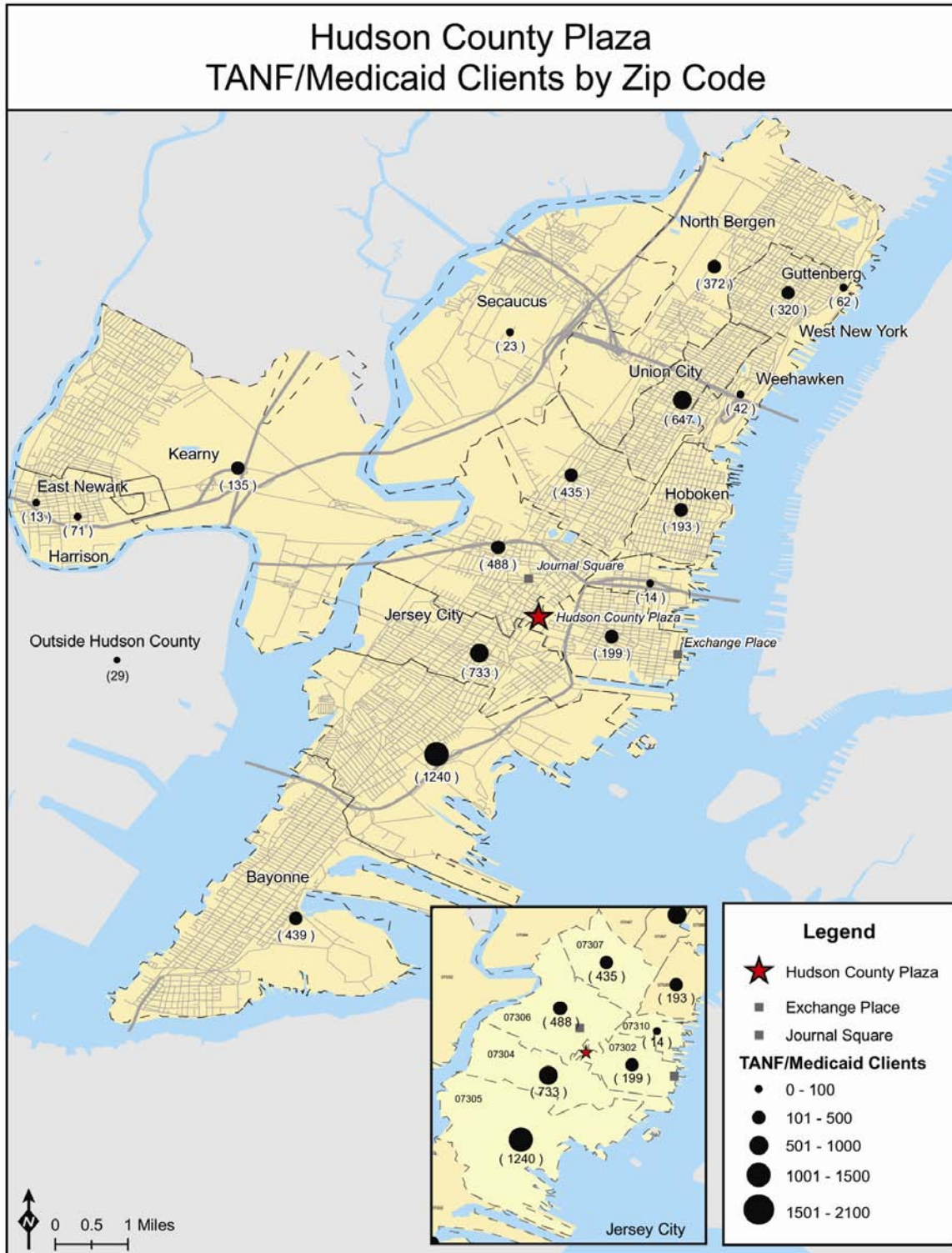


## Additional Indicators for Person with Lower Income

Additional and more recent data on Hudson County clients of two programs that historically have served persons on lower income were reviewed in order to determine whether the information on households in poverty for the year 2000 had significantly changed. These two programs are Temporary Assistance for Needy Families (TANF) and Nutrition Programs (NPA). This data was already collected and mapped as part of Urbitran's *Hudson County Regional Bus Circulation and Infrastructure Study* from 2007. These two maps are presented in Figures 3.13 and 3.14, respectively.

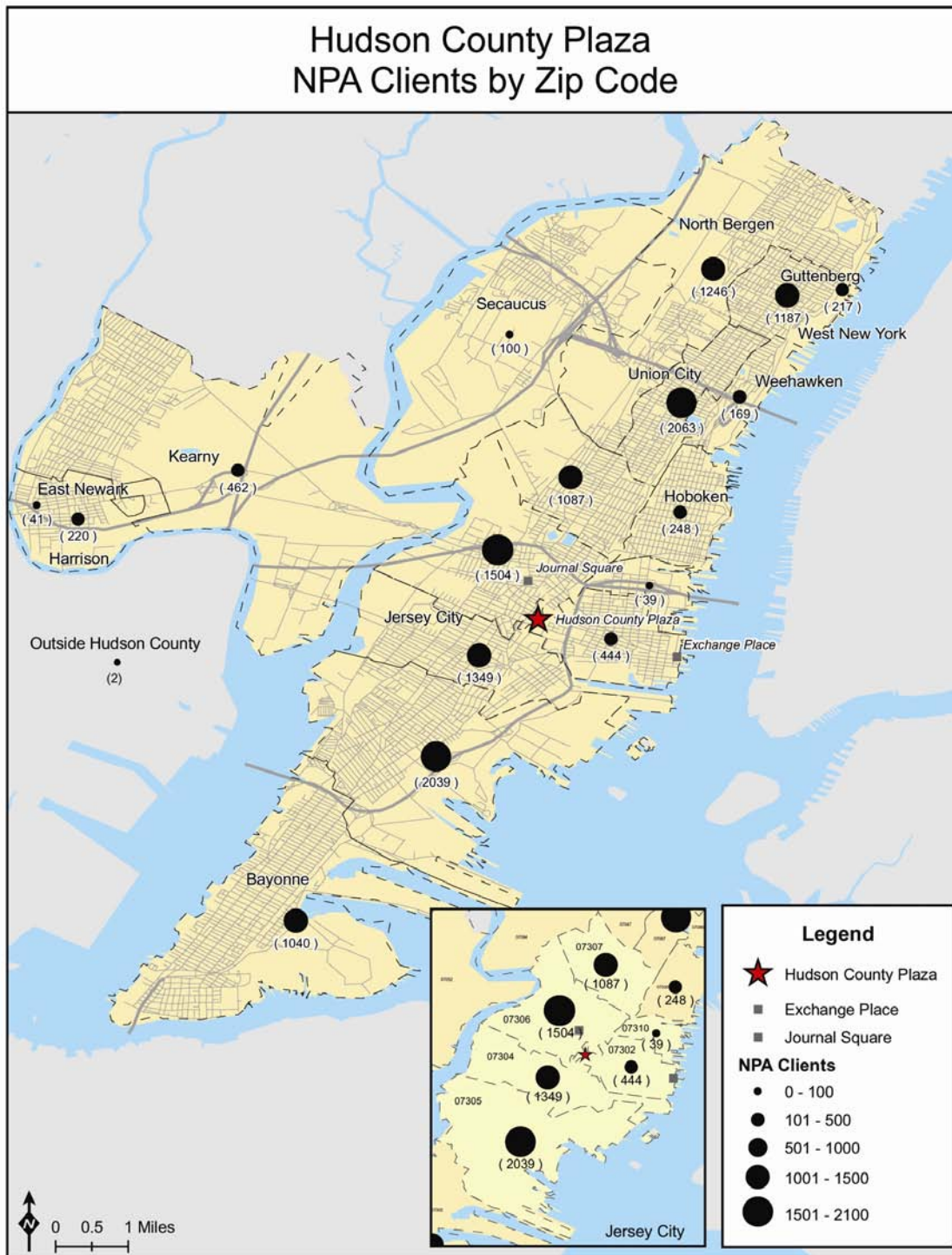
It is important to note that these maps show participation only on the ZIP Code level, and not by block group. Therefore, the information in these maps is on coarser grain than the maps in Figures 3.11 and 3.12. With that caveat, maps reveal a similar pattern of low-income individuals and families across the county, with the highest numbers in Jersey City, Bayonne and Union City. The maps differ slightly only in Kearny, where there are few households in poverty, but where there a significant number of TANF and NPA clients.

Figure 3.13 TANF/Medicaid Clients by ZIP Code (2007)





**Figure 3.14 Nutrition Program (NPA) Clients by ZIP Code (2007)**



## Carless Households

While there are many carless households in Hudson County with household members who are not dependent on community transportation, it is important to look at these households in comparison to the other target populations to see if there is a correlation. It is surmised that there are a significant number of carless households with members who rely on public transportation – either by choice or because of affordability.

Hudson County contains 80,912 carless households, 35% of its total number of housing units, as compared to the 15% of the households in poverty.

Table 3.8 below identifies the census tracts with the highest absolute numbers (and corresponding densities) of carless households.

**Table 3.8: Carless Households and Corresponding Density - Top Ten Census Tracts (2000)**

Municipality	Census Tract & Block Group	Carless Housing Units	Total Housing Units	Percent of Total Housing Units	Area (in Acres)	Carless Housing Units Density per Acre
Jersey City	BG 2 CT 16.02	1158	3191	36%	241.8	4.8
West New York	BG 2 CT 158	1135	2473	46%	58.8	19.3
North Bergen	BG 2 CT 145	861	1832	47%	102.4	8.4
Jersey City	BG 1 CT 27	828	1537	54%	137.9	6.0
Jersey City	BG 3 CT 9.02	827	1514	55%	32.7	25.3
Guttenberg	BG 2 CT 150	664	1503	44%	35.6	18.6
Hoboken	BG 3 CT 190	622	941	66%	30.2	20.6
Jersey City	BG 2 CT 38	609	1645	37%	36.1	16.9
Hoboken	BG 1 CT 187	604	1997	30%	27.9	21.6
West New York	BG 2 CT 152	599	1517	39%	29.0	20.6

Source: US Census 2000

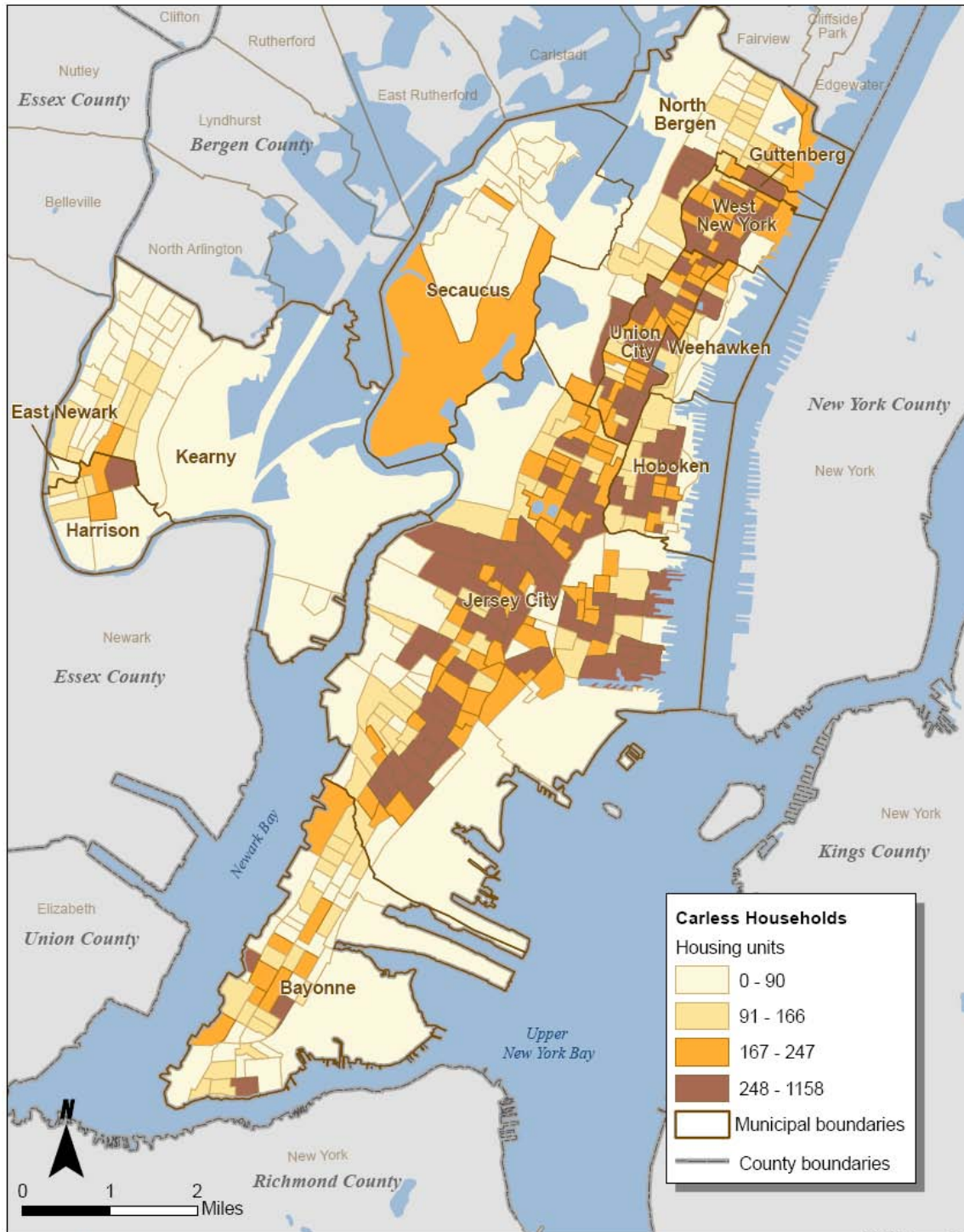
As shown above, there were three census tracts in which the percentage of housing units with zero cars was above 50%. The highest percentage at 66% was in Tract 190 in Hoboken. The other two were in Jersey City.

Figure 3.15 shows the relative numbers of carless households in each block group, with the highest absolute numbers shown in the darkest color. The smallest absolute numbers are shown in the lightest color.

Figure 3.16 shows concentrations of carless households, with the highest densities shown in the darkest color, and the lowest densities in the lightest color.

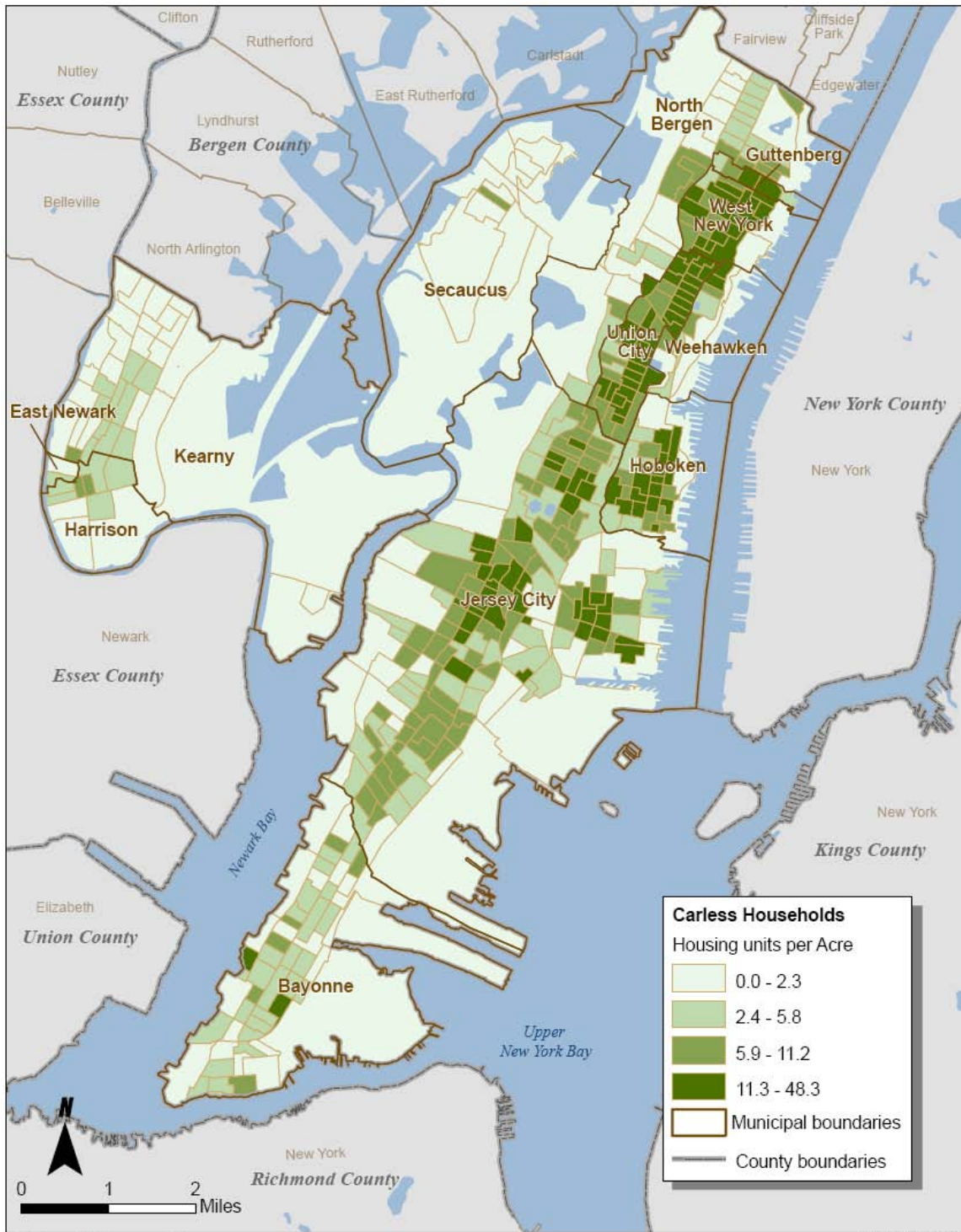
The maps show that Jersey City has the largest cluster of sheer numbers of carless households. However, the density map reveals that West New York and Union City have the largest clusters of high density block groups of carless households per acre.

**Figure 3.15 Carless Households per Block Group (2000)**





**Figure 3.16 Carless Households Density per Block Group (2000)**



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ESRI, Census SF3

## Potential Need Analysis

Areas that have higher concentrations of persons who likely need services would likely indicate places where community transportation services should be further analyzed for expansion or inclusion.

In previous sections, maps have indicated the number and concentration of target group populations in Hudson County by block group. For the purpose of this analysis, block groups were assigned a score between 1 and 4 based on its quartile for target population group. The scores were then summed into an index that indicates the combined likelihood that a block group includes a concentration of individuals who would likely benefit from the provision of community transportation services.

A block group in the bottom quartile for each of the six individual population groups would receive the lowest possible score of six on the combined index (1 x 6 categories). A block group in the highest quartile on each of the measures would have the highest possible score of 24 (4 x 6 categories). Most block groups will fall in the middle range.

Table 3.9 shows the number of block groups within each municipality grouped by the number of points scored overall. The table indicates that some municipalities contain few block groups with a high need, whereas others contain a higher number of block groups that have a high need.

**Table 3.9: Aggregate Point Totals by Municipality**

<b>Municipality</b>	<b>Total Block Groups</b>	<b>Block Groups with 6-8 Points</b>	<b>Block Groups with 9-12 Points</b>	<b>Block Groups with 13-16 Points</b>	<b>Block Groups with 17-18 Points</b>	<b>Block Groups with 19-20 Points</b>	<b>Block Groups with 21-23 Points</b>	<b>Block Groups with 24 Points</b>
Bayonne	54	9	10	16	10	5	3	1
East Newark	2	0	1	1	0	0	0	0
Guttenberg	5	0	1	2	0	1	0	1
Harrison	10	2	3	3	0	1	1	0
Hoboken	30	5	5	6	4	3	4	3
Jersey City	161	20	24	27	28	28	28	6
Kearny	35	14	12	7	2	0	0	0
North Bergen	38	7	5	12	6	4	4	0
Secaucus	13	11	1	0	0	1	0	0
Union City	44	0	1	4	2	5	19	13
Weehawken	10	3	1	1	1	1	3	0
West New York	25	2	0	3	2	3	10	5
<b>Total</b>	<b>427</b>	<b>73</b>	<b>64</b>	<b>82</b>	<b>55</b>	<b>52</b>	<b>72</b>	<b>29</b>

Source: Nelson\Nygaard and US Census 2000

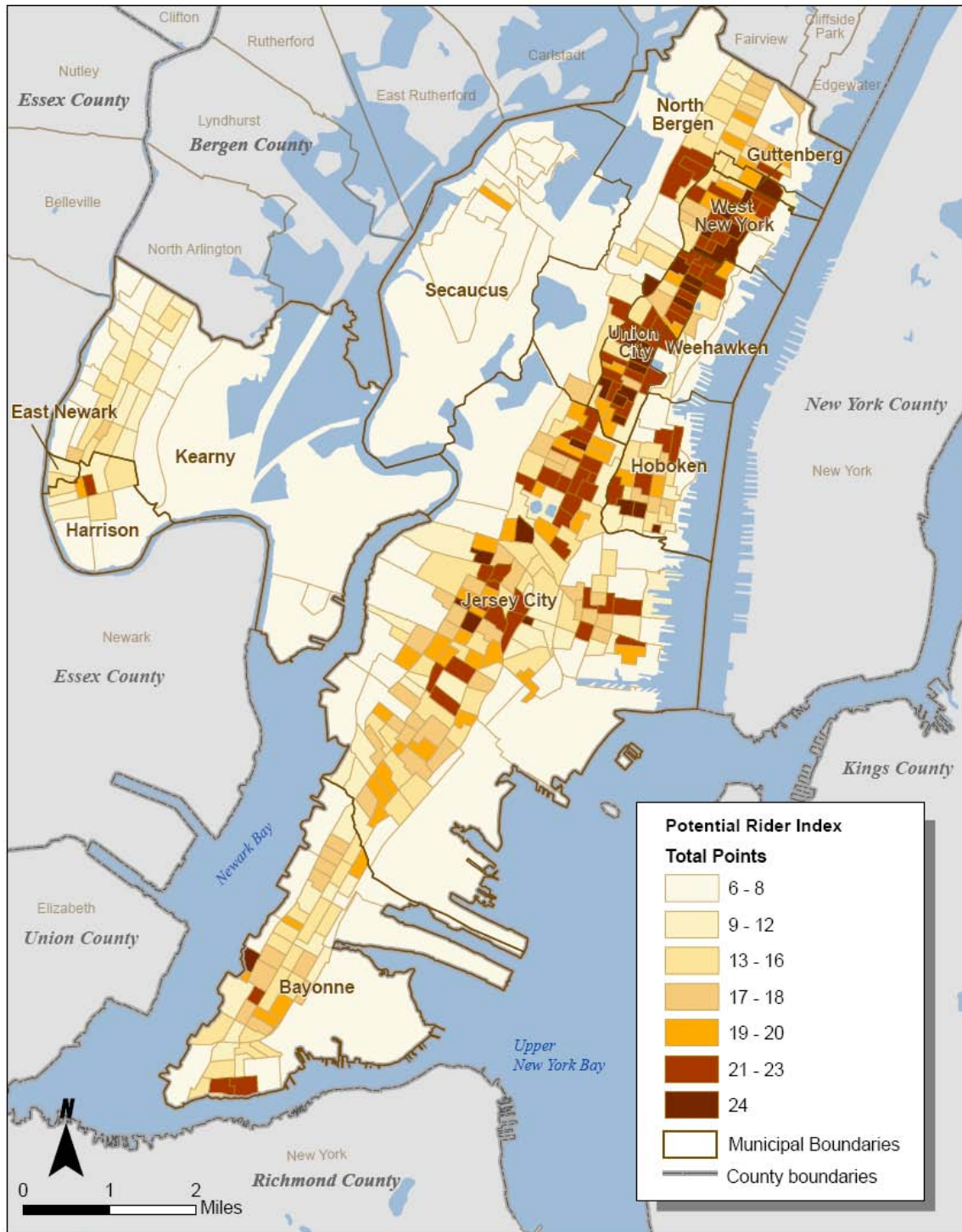


Figure 3.17 maps this need index, called the “Potential Rider Index.” The map represents these areas of highest need with darker colors and areas where need may not be as great with lighter colors. Areas with the highest potential need are West New York and Union City. Guttenberg, Hoboken and Jersey City also have high indexes in certain block groups. Need is generally concentrated along this eastern axis, especially in the northern section. Importantly, however, there are isolated block groups with high need indexes in areas far from this concentrated eastern corridor such as East Newark and Bayonne.

This type of rating analysis can be informative; however, it should be qualified. Because density is the primary control, the densest residential areas automatically receive the highest scores. Another issue arises from multiple correlations within the population characteristics. For instance, carlessness is correlated with poverty, as is age. Age is also correlated with disabilities. Not surprisingly, as we have noted, the distribution of persons with disabilities is very similar to the distribution of seniors. Furthermore, dense urban residential areas are often lower-income areas.

This initial data provides a broad-brush analysis of Hudson County and is meant only to identify stark gaps in service. Careful outreach to the target populations is imperative to determining service needs. Since demographics alone cannot tell the story, input from local experts as well as survey analysis will be important tools for filling in the missing pieces.

**Figure 3.17 Potential Need Index**



## Chapter 4: Public Transit Services, Taxis and Community Transportation Services

This chapter presents a summary of fixed-route public transit services, jitneys and taxis companies that serve Hudson County and an inventory of community transportation services. As mentioned earlier, for the purposes of this study, “community transportation services” include any public or private transportation service that focuses on the travel needs of the three target populations: older adults, persons with disabilities, and persons with lower incomes. This might include, for example, Access Link as NJ Transit’s ADA complementary paratransit service, Hudson County Transcend as the county paratransit service that provides demand-responsive transportation to older adults and persons with disabilities, other senior vans operated by senior centers or municipalities, human service agency transportation services, Medicaid non-emergency transportation services, and existing NJ Transit JARC routes, among others.

### Summary of Public Transit Services in Hudson County

This section provides a review of existing transit services in Hudson County, focusing on primary bus corridors and key transportation hubs. A description of the type of transit service (bus, rail, ferry) is provided, followed by characteristics of transit corridors and hubs.

#### **Local and Regional Bus Services**

**Fixed Route Bus Service** - Regarding bus service, the largest operator in Hudson County is NJ Transit, which operates 44 regular interstate and intrastate routes throughout the county. Most routes collect passengers from the northern, western and southern areas and bring them to one of the three main intermodal hubs in the county, or through the Lincoln Tunnel to the Port Authority Bus Terminal in Manhattan.

Other operators include Coach USA/Red and Tan, Coach USA/Trans-Hudson Express, Coach USA/Staten Island Express, Coach USA/ShortLine, DeCamp, Bergen IBOA, Broadway IBOA, Montgomery and Westside, and Academy Express. NY Waterway also provides feeder bus service for its ferries between New Jersey and New York.

Fixed route bus service in Hudson County serves a variety of markets throughout Hudson County, including purely local travel, intra-state travel in New Jersey, and interstate travel to New York. Similarly, major travel corridors within Hudson County host different combinations of these services. Hudson County’s major transit corridors and hubs will be discussed in greater detail in subsequent sections.

**JARC-Funded Services** – Job Access Reverse Commute (JARC) funding is used to augment fixed route service on specific NJ Transit bus lines. The Hudson County Department of Family Services uses JARC funding to purchase extended service hours on NJ Transit routes 2 (Secaucus-Journal Square), 85 (Mill Creek-Harmon Meadow-Hoboken), and 129 (Harmon Cove-Secaucus-New York), which connects the Harmon Meadow and/or Mill Creek commercial areas in Secaucus to Jersey City, Union City, or Hoboken. The purpose of extended JARC service is to provide greater access to employment outside of traditional commercial and employment cores. The service hour or route extensions funded through JARC are designed

specifically to enhance employment access, however these services are open to the general public at all times and are not distinguishable from other NJ Transit routes.

### **Other Transit Services**

A variety of transit modes exists throughout Hudson County, New Jersey's most densely populated county and trans-Hudson neighbor to New York City. The county's three largest transit hubs, Hoboken Terminal, Exchange Place and Journal Square, are host to transit services including:

- Port Authority Trans-Hudson Heavy Rail line (PATH train)
- Hudson-Bergen Light Rail (operated by NJ Transit)
- NJ Transit Commuter Rail
- NY Waterway, NY Water Taxi ferries
- Additional bus operators (commuter, interstate)

**PATH** - The Port Authority of New York and New Jersey (PANYNJ) operates heavy rail/subway service on the Port Authority Trans-Hudson line (PATH). Four rail lines connect New Jersey and New York: World Trade Center to Newark, World Trade Center to Hoboken, 33rd Street to Hoboken, and 33rd Street to Journal Square. During late nights and weekends, the service pattern is modified to provide service on two lines; World Trade Center to Newark, and 33rd Street to Journal Square via Hoboken.

Out of a total of 13 PATH stations, six are located in Hudson County including four in Jersey City (Exchange Place, Pavonia-Newport, Grove Street, and Journal Square), one in Hoboken, and one in Harrison. Most of the major intermodal centers in Hudson County are located at PATH stations. These intermodal terminals include connections to and from buses, jitneys, commuter rail, and light rail.

**NJ Transit Commuter Rail** - NJ Transit commuter rail serves two stations in Hudson County, the Frank R. Lautenberg Rail Station (Secaucus Junction) and Hoboken Terminal. The two stations in Hudson County serve two different purposes. Secaucus Junction is primarily a transfer station between the various lines operating out of New York Penn Station and Hoboken. The Hoboken Terminal is a terminal station that brings commuters from various parts of New Jersey into Hudson County, with connections into Manhattan via the PATH or ferry services.

**Commuter Bus** - Commuter buses are operated by a combination of public and private operators, serving different purposes depending on where in the county they are operating. Commuter bus operations are designed to provide longer distance service during peak commuting periods bringing people from residential areas to major job locations. The operators include NJ Transit, Academy Express, Coach USA-Short Line, Coach USA-Staten Island Express, and DeCamp.

The major destinations in Hudson County for commuter bus service include Journal Square, Exchange Place and Hoboken, which are served by NJ Transit, Academy Express, and Coach USA-Staten Island Express commuter operations. The 30<sup>th</sup>/31<sup>st</sup> Street corridor in Union City effectively functions as a service road corridor for I-495 into Manhattan. The corridor is served by numerous operators including NJ Transit and DeCamp, providing connections from Hudson County to Passaic and Bergen Counties, as well as New York City. DeCamp also operates a

commuter service from Harrison and Kearny into New York, while Coach USA-Short Line operates a commuter service from Secaucus into New York.

**Hudson Bergen Light Rail** - The Hudson Bergen Light Rail is a regional rail service in Hudson County operated by NJ Transit. It provides rail service between Bayonne, Jersey City, Hoboken, Union City, Weehawken, and North Bergen. Three service configurations make up the Hudson Bergen Light Rail: Bayonne to Hoboken, Tonnelle Avenue to Hoboken, and Tonnelle Avenue to West Side Avenue.

Light rail stations in Hudson County include (from north to south) Tonnelle Avenue, Bergenline Avenue, Port Imperial, Lincoln Harbor, 9<sup>th</sup> Street-Congress Street, 2<sup>nd</sup> Street, Hoboken Terminal, Pavonia-Newport, Harsimus Cove, Harborside Financial Center, Exchange Place, Essex Street, Marin Boulevard, Jersey Avenue, Liberty State Park, Garfield Avenue, Martin Luther King Drive, West Side Avenue, Richard Street, Danforth Avenue, 45<sup>th</sup> Street, 34<sup>th</sup> Street, and 22<sup>nd</sup> Street.

The system is designed to feed the employment, retail and residential developments of downtown Jersey City (Exchange Place, Pavonia-Newport) and Hoboken, while providing an efficient transit link between the various Hudson County municipalities it serves. With the system's introduction, NJ Transit reconfigured many local bus routes in north/south corridors such as Bergenline and Kennedy Avenues. Several routes that served the length of the Hudson County "spine" now terminate in Union City at or near the Bergenline Avenue light rail station, encouraging transfers between the bus and light rail systems rather than through travel on the local bus network.

**Ferry Service** - Ferryboat services in Hudson County connect the waterfront areas in Jersey City, Hoboken and Weehawken with Manhattan. Service is operated by NY Waterway and NY Water Taxi, both private operators. Ferry terminals are located Port Liberte, Liberty Harbor, Warren Street, Paulus Hook, Harborside Pier (Jersey City), Hoboken North and South Piers (Hoboken), Lincoln Harbor, and Port Imperial (Weehawken). Ferries provide service to Manhattan's World Financial Center, Pier 11/Wall Street, and Midtown/West 39<sup>th</sup> Street.

### **Regional Transit Centers**

Given the dependence of the population on multi-modal transit options, heavy bus activity is found primarily along routes that connect to the main intermodal hubs, as well as near smaller connection locations. These services are discussed below.

**Hoboken Terminal** - Hoboken Terminal, an NJ Transit commuter rail terminal, is served by nine NJ Transit bus routes and two Coach USA routes, as well as the PATH, Hudson Bergen Light Rail, and ferry services. Buses arrive at the station via Washington Street, which runs north-south near the Hudson River, or via Newark Avenue and Observer Highway, which connect to the west. The Hoboken Terminal is served by bus connections to North Bergen (22, 23, 89), Secaucus (85), Union City (22x), and southern Jersey City (87), as well as connections to NYC (126) and commuter suburbs further south (64, 68).

**Exchange Place** - Eight NJ Transit buses provide service to Exchange Place, as do two Academy buses, one Coach USA bus and one Montgomery and Westside bus. Buses arrive on Montgomery Street, which is oriented east-west and provides access to the Exchange Place station. From Montgomery Street, buses predominantly travel north on Marin Boulevard to connect to Newark Avenue and points further west or north. Alternatively, buses can access

Exchange Place via Washington Street, which provides connection to Grand Street and Journal Square to the southwest. The Exchange Place station is serviced by bus connections to Newark (1, 43), Bayonne and southern Jersey City (81, 80), Union City (82), North Bergen (84) and commuter suburbs further south (64, 68).

**Journal Square** - Journal Square serves as the major bus transit hub in Hudson County, with 17 routes and over 45,000 riders. The station features off-street bus lanes and platforms and serves the PATH 33<sup>rd</sup> Street and WTC lines. Bus traffic is heavy on the four roads that border Journal Square: Sip Avenue to the south, JFK Boulevard to the west, Pavonia Avenue to the north and Summit Avenue to the east. The bus bays are located off of Sip Avenue.

Most bus traffic to and from Journal Square is concentrated along the major north-south thoroughfares, with JFK Boulevard and Summit Avenue north of the station, and Bergen Avenue and JFK Boulevard to the south. Buses serving Journal square provide connections to Newark (1), Secaucus (2), southern Jersey City (80, 87), Hackensack (83), North Bergen (84, 88), New York City (125) and commuter suburbs further south (64, 67). In addition, some routes continue on to Exchange Place (1, 80, and 64) or Hoboken Terminal (87).

### **Other Intermodal Hubs**

Other significant intermodal hubs serviced by NJ Transit and other bus operators include Grove Street and Bergenline Avenue. Grove Street, located adjacent to Jersey City's City Hall, provides connection to the PATH. Though located in close proximity to Exchange Place, the Grove Street Station is also served by the Hoboken/33<sup>rd</sup> Street branch in addition to World Trade Center service. The Grove Street Station is accessed by buses via Newark Ave and Marin Boulevard, as they travel from Exchange Place to points west, or vice versa. Grove Street is serviced by NJ Transit Routes 43, 64, 68, 80, 81, and 82.

The transit hub at the Bergenline Avenue station of the Hudson Bergen Light Rail allows bus travelers from the northern reaches of the county and beyond to transfer from the bus to the quicker Light Rail system in order to reach major hubs at Hoboken Terminal and Exchange Place. Buses traveling north-south along JFK Boulevard, Bergenline Avenue or New York Avenue stop at 49<sup>th</sup> Street (either on Bergenline Avenue or in the dedicated bus loop at the station) to provide access to the Hudson Bergen Light Rail. This hub is serviced by NJ Transit Routes 22, 84, 88, 89, 154, 156, 159 and 181.

Further south, the intersection of the Route 495 and Bergenline Avenue corridors represents another major transfer location for local and regional bus services. Heavy bus volumes use 30<sup>th</sup> and 31<sup>st</sup> Streets in Union City to pick up and drop off passengers along routes that travel the Route 495 corridor, typically to and from New York via the Lincoln Tunnel. In addition to through routes traveling east/west, a number of interstate bus routes switch from the north/south corridors such as Bergenline Avenue to Route 495 and the service roads. Increasingly, local bus passengers are also transferring to westbound services along 31<sup>st</sup> Street to access job sites in western Hudson County as well as Bergen and Passaic Counties.

The Port Imperial ferry terminal in northern Weehawken hosts three NY Waterway ferry services to Manhattan: Midtown/W. 39<sup>th</sup> Street, World Financial Center, and Pier 11/Wall Street. Transit connections to the ferry terminal are provided by NJ Transit bus routes 23, 158, and 159, as well as the Hudson Bergen Light Rail (Port Imperial). NY Waterway also provides limited feeder bus service for ticket holders to nearby waterfront communities such as Jacobs Ferry, The Landings, and Riverbend.

In North Bergen, Bergenline Avenue at the west side of James J. Braddock North Hudson Park serves as a major bus stop and layover location for local and regional buses operated by NJ Transit. This area, frequently referred to as Nungessers, is a gateway to Hudson County for numerous Bergen County routes bound for lower Hudson County or New York City. The area is also a busy area for jitney van activity serving the Bergenline Avenue corridor.

Table 4.1 identifies the principal transit corridors in Hudson County. For each corridor, the following data provides a snapshot of current weekday transit activity:

- Corridor – Defined according to the single road most associated with the route of the bus service(s).
- Average Daily Ridership – An average weekday ridership volume for all trips operating on the corridor, in both directions. This ridership figure includes passengers counted for the entire length of a route, not only the portion operating on the corridor in question.
- Peak Trips per Hour – The number of trips on the corridor during the busiest hour of service in the peak-direction.
- Mid-day Trips per Hour – The average number of trips on the corridor in an hour between 10am-2pm in both travel directions.

Importantly, the definition of many corridors requires some degree of generalization, as bus routes often deviate from a primary street either change course or rejoin the original street after serving a particular location. For example, NJ Transit routes in Bayonne operate briefly on Broadway but are not considered to serve the entire Broadway corridor as the Broadway IBOA service does. Furthermore, a specific street/corridor may be served at different points by different bus routes, as well as for a single route for its entire length. Bergenline Avenue, for example, hosts bus routes from northern Hudson County that join I-495 to New York City, routes that continue south to Jersey City, and routes from New York that turn south from I-495. In this case, the corridor definition includes all three types of services even though not all three travel the entire length.

### **Jitney Operators**

In addition to the myriad transit services provided by public and private operators in Hudson County, an increasing number of smaller “jitney” van operators compete for customers on local streets. The jitney services cater to the large immigrant population of Hudson County municipalities such as Union City, Jersey City, or West New York. Smaller vans operate more frequently than many traditional fixed route bus services and focus on transit hubs such as Journal Square and key corridors including Bergenline Avenue, Boulevard East, and JFK Boulevard. The Newport Mall in Jersey City is also a major destination for jitney operators, as well as a de-factor layover and staging area for several services.

Jitney operators offer services within Hudson County, to New York City, and increasingly to other New Jersey destinations such as Patterson in Passaic County. Fixed route operators such as NJ Transit acknowledge that jitney operators, once seen strictly as competitors, have begun to address gaps in the regional transit network, primarily in terms of service frequency. Nonetheless, concerns abound that many jitney operators do not adhere to state regulations for transit carriers, operate in unsafe manner or with substandard equipment, and contribute to traffic congestion and conflicts in an already crowded and difficult operating environment.



Companies operating jitney services in and through Hudson County include Spanish Transportation, Sphynx, Pyramid, Vanessa, Fuji, J&T Tours, Community Lines, Express Service, Airport Service of NJ, and Ashley Transportation. In several cases, individual jitney van companies are owned/operated by parent companies, such as Express Service (Spanish Transportation) and Airport Service of NJ (Pyramid).

### **Taxi Companies**

Taxi services are generally available throughout Hudson County, with individual operators registered in the individual municipalities. Only East Newark and Guttenberg, the two smallest municipalities in the county, do not have taxi services registered locally. Table 4.1 provides an inventory of all registered taxi companies.

**Table 4.1: Taxi Companies by Municipality (2008)**

Municipality	Taxi Companies
Bayonne	A-1 Carma Taxi & Limo Archie's Cab & Van Service Bayonne City Yellow Cab Campbell Taxi Bayonne City Taxi Association Whitey's Cab Company A-1 Taxi
Harrison	Harrison Cab Inc
Hoboken	A-1 Carma Taxi & Limo Services AAA Taxi & Limousine Service Action Cab Service Best Taxi Hoboken A-1 Taxi Hoboken Quick Service Radio Taxi Hoboken Taxi Indian Way Jersey City Cab United Taxi
Jersey City	A-1 Carma Taxi & Limo Services A-1 Taxi AAA Taxi & Limousine Service Abe Taxi Ace Taxi & Livery Action Cab Service Bergen City Grove Taxi Central Heights Taxi Exchange Place Taxi Greenville Taxi & Limo Grove Taxi Hudson City Taxi Service King Taxi Marian Express Corp Prince Car & Limousine Service State Taxi Company Station Taxi United Taxi and Limo Service Yellow Cab Terminal Yellow Taxi
Kearny	Belleville Cab Metropolitan Cab Schuyler Cab Company
North Bergen	Metro Taxi Mid Town Taxi Peoples Livery Service Buddys Taxi General Taxi Royal Taxi JJ Taxi Super Taxi Incorporated

**Table 4.1: Taxi Companies by Municipality (2008) - continued**

Municipality	Taxi Companies
Secaucus	Access Limo & Cab Service Phoenix Taxi Secaucus Taxi Service
Union City	Best Taxi & Leasins Company Dugan's Taxi Service Express Limo & Taxi Service G & L Taxi Service General Taxi Secaucus Taxi Super Taxi Incorporated
Weehawken	AAA Taxi & Limousine Service Champion Taxi North Bergen Taxi Secaucus Taxi Union City Taxi Weehawken Taxi Service
West New York	Good Taxi Inc Reilly's Radio Cabs Inc Super Taxi Incorporated

## Inventory of Community Transportation Providers

### Overview

This section presents an inventory of existing community transportation services. At the end of the section, there is a summary of service gaps and duplication, and of existing coordination. Much of the information that was used to generate this inventory came from the stakeholder interviews and survey effort (See Chapter 2). The stakeholder interview guides are found in Appendix A, while the survey instrument is found in Appendix B.

There are 19 community transportation service providers serving Hudson County for which operating data were available. These providers are identified, along with key service characteristics below in Table 4.2. The primary public operators are Hudson County Transcend, with 40 vehicles, and NJ Transit's Access Link with 35 vehicles. United Cerebral Palsy of Hudson County also operates a substantial vehicle fleet (20 vehicles); however, this service is available only to clients of the organization. Other service providers operate fleets of one to eight vehicles.

Until recently, there were also two other providers (Bayonne Office of Aging and Christ Hospital in Jersey City) that were operating service but have since ceased operations due to funding constraints. In both of these cases, they have worked to ensure continued mobility for their constituents by coordinating efforts with Hudson County Transcend to take over certain trips and even transfer ownership and operation of vehicles.

In addition to these operators, there is a separate transportation system for Medicaid recipients, not only in Hudson County, but covering the state. Under Title XIX, Medicaid recipients (who

generally fall into the population of persons with lower incomes) are covered for certain medical services, and sometimes for “non-emergent” (non-emergency) transportation to/from those medical services. These services are administered in New Jersey by a combination of Unisys, the state’s Medicaid Management Information System (MMIS) contractor, the regional Medicaid Assistance Customer Center (MACC) -- there are seven MACCs that cover New Jersey -- which fall under the Division of Medical Assistance of the NJ Department of Human Services, and the County Board of Social Services (with the exception of Hudson and Essex Counties).

Pertinent to this coordination study, there are two levels of non-emergent medical transportation (NEMT). Table 4.3 provides a list of MAV and Lower Mode operators.

1. Medical Assistance Vehicle (MAV) service, which generally is provided with an accessible van and drivers trained in specific passenger assistance techniques, and
2. Lower mode service, which can include taxis, livery operators, public transit, volunteer drivers, friend/family drivers, etc. Taxis and livery operators work on a demand-responsive basis; use of public transit is generally accomplished via transit passes or reimbursement; and private autos driven by family and friends are generally reimbursed on a mileage basis. Rate information is further discussed below.

Lower Mode, is essentially livery (not-metered, black car) service. In Hudson County this service is administered by the Hudson MACC, whereas most other counties in New Jersey rely on County BSS. The Hudson MACC contracts with these carriers, with payment rates established by Unisys. Like MAV service, recipients arrange service directly with the carrier. The provider then checks eligibility through Unisys and bills Unisys for service delivered. HMOs do not typically provide or arrange for Lower Mode service for member recipients; instead, they direct their members to the Hudson MACC.

### **Service Areas**

As detailed in Table 4.2 and illustrated in Figure 4.2, the service areas of organizations providing transportation in Hudson County vary. Several providers offer transportation to their customers throughout Hudson County and occasionally to regional destinations in Bergen or Essex Counties, while others are restricted to local municipalities or within a specific range of their facilities.

The primary county-wide service providers are NJ Transit’s Access Link paratransit service and Hudson County Transcend, both of which provide demand response service with fleets of 30+ vehicles. Medicaid non-emergency medical transportation is also available county-wide for approved clients. Other organizations and municipalities, including the Town of Harrison and HOPES Inc. in Hoboken, operate services that may travel county-wide, yet are essentially based locally within those municipalities. Certain organizations provide county-wide transportation but to a more specific clientele, such as the Urban League and United Cerebral Palsy of Hudson County.

Municipalities such as the Cities of Bayonne and Hoboken and Towns of North Bergen and Weehawken operate their own services that are limited either to their municipal borders, or may travel within northern Hudson County (north of Journal Square and excluding West Hudson).

Specific facilities such as Meadowlands and Christ Hospitals operate limited service for hospital patients only. Meadowlands Hospital serves all of Hudson County, while Christ Hospital has limited its service area to Jersey City.

**Table 4.2: Inventory of Community Transportation Providers Serving Hudson County**

Service	Service Area	Service Hours	Eligible Riders	Eligible Trip Purposes	Vehicle Fleet Size
<b>County-wide or Beyond</b>					
Access Link (NJ Transit's ADA paratransit service)	95% of County (3/4 mile from NJ Transit fixed routes)	Same as NJ Transit fixed routes, e.g., M-F, 5:00 to 24:00 Sa-Su, 5:00-20:00	ADA paratransit eligible	All	35
Catholic Charities - Archdiocese of Newark	County-wide and beyond	Not specified	Catholic Charities program clients	Program related	Not specified
Clara Maass Continuing Care at Kearny	County-wide	Not specified	Clara Maass clients	All	1
County of Hudson Area Agency on Aging	County-wide	M-F 9:00-17:00	Residents of Hudson County: seniors (60+)	Medical, nutrition, shopping, employment, and social services	Not specified
Harrison, Town of	County-wide and beyond	M-F, 8:30-16:30 Sa, 17:00-19:00	Residents of Harrison	All	2
HOPES Inc.	County-wide	M-F, 9:00-17:00	Residents of Hoboken: seniors (60+)	Medical, nutrition, social services, shopping	Not specified
Hudson County Department of Family Services	County-wide	M-F, 8:30-16:30	TANF clients, income-eligible clients	Education, employment, social services, outreach	3
Hudson County Transcend	County-wide; also 2 runs to NYC (below 7th) on Tue/Fri; 3 runs to VAMC (E. Orange) on Tue/Wed/Thu; daily trips to University Hospital (Newark), and Holy Name Hospital (Teaneck); and daily employment trips to Newark	M-F, 6:30-21:00 Sa, 7:00-16:00 (dialysis trips only on Saturdays)	Residents of Hudson County: seniors (60+), persons with disabilities, and clients of sponsoring agencies	Weekdays: All trip purposes Saturdays: limited dialysis trips only	40
Meadowlands Hospital	County-wide	M-F, 5:30-15:30	Hospital patients	Medical	Not specified
Medicaid NEMT (MAV and Lower Mode)	County-wide and beyond	All hours, all days	Medicaid recipients approved for MAV or Lower Mode service	Medical (to covered medical appointments)	See Table 4.4
The Arc of Hudson County	County-wide and beyond	M-F 8:00-15:00	Arc of Hudson County clients	recreation, employment, and program related activities	3
United Cerebral Palsy of Hudson County	County-wide and beyond	M-F, 8:00-20:30 Sa, 7:30-17:30	UCP Customers/clients	Medical, recreation, social services	20
Urban League	County-wide	By appointment	Urban League customers	Family visits/court-ordered visitation	3

**Table 4.2: Inventory of Community Transportation Providers Serving Hudson County (Continued)**

<b>Service</b>	<b>Service Area</b>	<b>Service Hours</b>	<b>Eligible Riders</b>	<b>Eligible Trip Purposes</b>	<b>Vehicle Fleet Size</b>
<b>Within Hudson County</b>					
Bayonne Economic Opportunity Foundation	City of Bayonne	M-F, 8:30-16:00	Residents of Bayonne	Nutrition, shopping/personal	1
Christ Hospital	Jersey City	M-F, 6:00-10:00 and 16:00-19:00	Hospital patients	Medical	2
Hoboken, City of	City of Hoboken	M-F, 7:00-21:00 Sa, 11:00-15:00	Residents of Hoboken	All	5
Jersey City Department of Senior Citizen Affairs	45 minute radius, excluding out of state	M-F, 8:30-23:00 Sa-Su, as needed	Residents of Jersey City: seniors (60+), senior groups and organizations within Jersey City	All	2
Kearny, Town of	10 mile radius of Kearny	M-F 5:00-16:00 Sa-Su 8:00-13:00	Residents of Kearny: seniors (60+)	shopping, social, and medical	5
North Bergen Special Transportation	Hudson County with the exception of Harrison, Kearny, Bayonne, and Jersey City south of Journal Square, and parts of Bergen County.	M-F, 9:00-16:00	Residents of North Bergen: seniors (55+) or persons with disabilities	All	8
Weehawken Senior Citizens Department	Hudson County north of Journal Square	M-F, 9:00-16:00	Residents of Weehawken: seniors (60+) or persons with disabilities	All	2



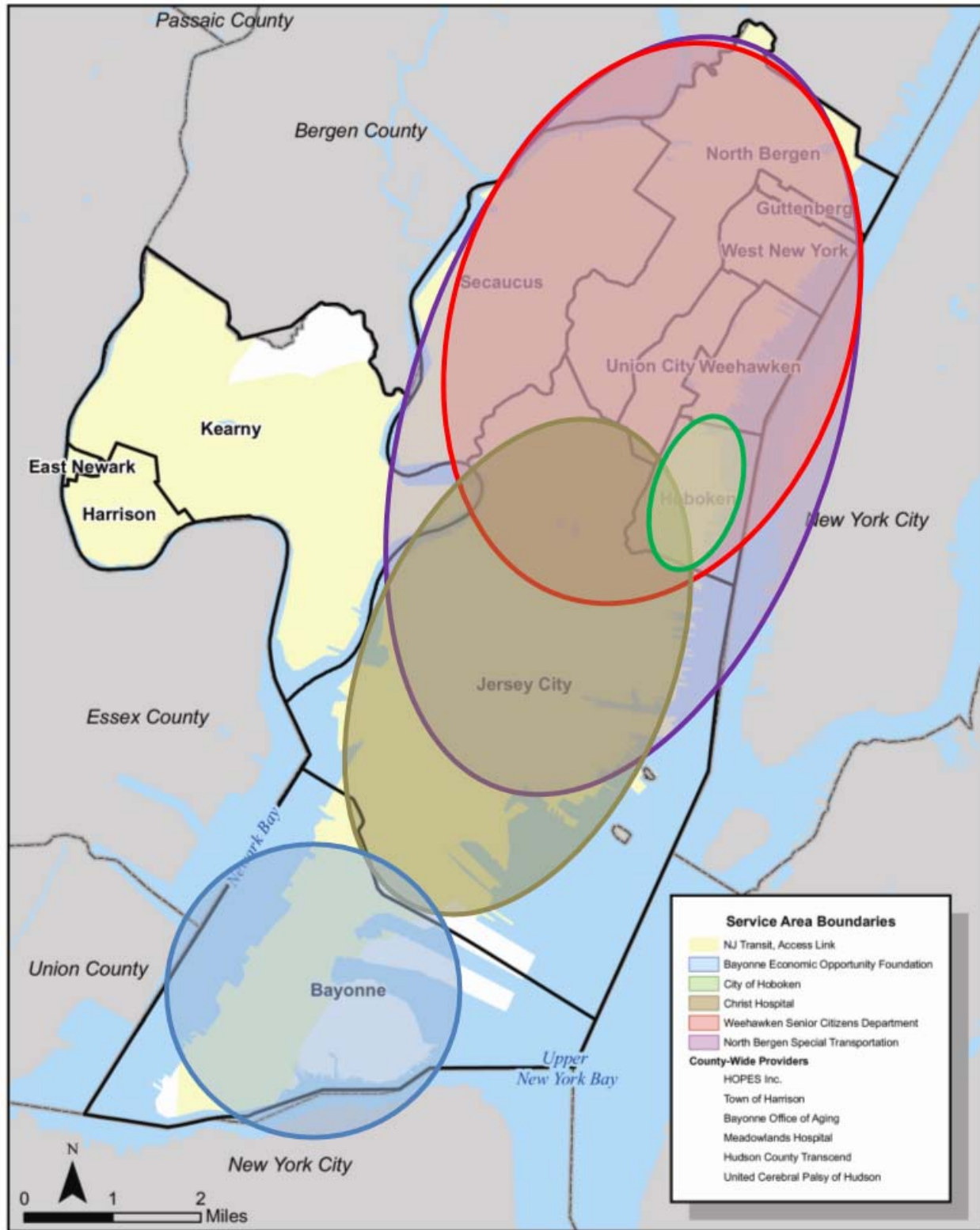
**Table 4.3: Medicaid NEMT MAV and Lower Mode Providers (serving Hudson County)**

<b>Transportation Provider</b>	<b>Base Location</b>	<b>Medicaid Service Type</b>
AA Medical Transportation*	Clinton	Medical Assistance Vehicle (MAV)
AA Veterans	North Bergen	Medical Assistance Vehicle (MAV)
Adamo Medical Service*	Totowa	Medical Assistance Vehicle (MAV)
Alana Medical Invalid Coach	Jersey City	Medical Assistance Vehicle (MAV)
All American **	Jersey City	Lower Mode
All Week	Jersey City	Lower Mode
Amal Invalid Coach*	Summit	Medical Assistance Vehicle (MAV)
Amb-U-Car	Jersey City	Medical Assistance Vehicle (MAV)
AmCare	Jersey City	Medical Assistance Vehicle (MAV)
Apollo Medical Transport	Jersey City	Medical Assistance Vehicle (MAV)
A&S Invalid Coach	Jersey City	Medical Assistance Vehicle (MAV)
Best Way*	Newark	Medical Assistance Vehicle (MAV)
Careway Invalid Coach	Jersey City	Medical Assistance Vehicle (MAV)
Liberty Care	Secaucus	Medical Assistance Vehicle (MAV)
Lynari Invalid Coach	Jersey City	Medical Assistance Vehicle (MAV)
Outreach Medical Services	Jersey City	Medical Assistance Vehicle (MAV)
Prime Mobility Assist Vehicle	Jersey City	Medical Assistance Vehicle (MAV)
Sammy Transportation*	Newark	Lower Mode
Shariff Transportation*	Jersey City	Lower Mode
Tatook Mobility Assistance	Jersey City	Medical Assistance Vehicle (MAV)
Top Transportation	Jersey City	MAV and Lower Mode
Unicare Invalid Coach	Jersey City	Medical Assistance Vehicle (MAV)

\* Companies based outside Hudson County

\*\* Currently suspended, pending review

**Figure 4.2 Community Transportation Providers' Service Areas**



ESRI, NJ Transit, Transit Service Providers

## **Service Hours**

Most organizations offer transportation service during business hours, with a few services offering service on weekdays before 8:30am and after 5pm. Access Link's paratransit service is operated in relation to the fixed route bus service and light rail service hours. Most fixed route services in Hudson County operate extensive hours, typically between 5am and 12am, although some limited services may operate more restrictive schedules. Access Link mirrors the hours of the longest service span on a given route/corridor.

Medicaid NEMT service is technically a 24/7 service, although most of the medical trips are made during regular business hours on weekdays. A noticeable exception is recurring service to a dialysis appointment on Saturday. Christ Hospital splits service between an AM and PM shift (6-10am, 4-7pm) to provide both early morning and evening service, however the hospital's only transportation service offered at present is for patients; senior citizen transportation is no longer provided.

In addition to Access Link and Medicaid NEMT, a select few agencies offer service on Saturdays. The Town of Harrison offers evening Saturday service from 5-7pm, the City of Hoboken offers Saturday afternoon service from 11am-3pm, and the Town of Kearny offers Saturday morning service from 8am-1pm. Hudson County Transcend and United Cerebral Palsy of Hudson both offer Saturday service from the early morning until late afternoon.

There is no service on Sunday with the exception of Jersey City Division of Senior Citizen Affairs which offers Sunday service on an as-needed basis, Town of Kearny which offers Sunday morning service, and Access Link and Medicaid NEMT service which both offer extensive Sunday service.

## **Eligible Riders and Trip Purposes**

Trip purposes for community transportation customers and clients vary, yet certain trip types are offered by a number of operators. Some providers, such as NJ Transit's Access Link and the City of Hoboken, offer transportation for any trip purpose for eligible customers. For other organizations, healthcare and shopping trips were the most common responses, although transportation was not necessarily limited to these activities. Other trip purposes include recreation, education, social services, employment, and nutrition and congregate meals.

While organizations like NJ Transit and Medicaid require riders to be pre-certified as eligible (and in the case of Access Link, pre-registered as a user), all have restrictions on who can use the service. Almost all services were restricted by residency, although in a few cases this was as broad as Hudson County. Many services were restricted to senior citizens and/or the disabled. United Cerebral Palsy, Catholic Charities - Archdiocese of Newark, The Arc of Hudson County, and Clara Maass Continuing Care at Kearny require riders to be customers/clients, Christ Hospital and Meadowlands Hospital only serve their patients, and Hudson County Department of Family Services only serves TANF clients with active cases or employed/income eligible clients riding NJ Transit.

## **Gaps in Service**

The summary of service providers in Hudson County provides insight into the gaps in service that exist, relative to geographic coverage, hours of service, and trip purpose. These service gaps can also be assessed relative to the three target populations identified in this report: older adults, persons with disabilities, and persons with lower income.

For older adults, service coverage is fairly comprehensive throughout Hudson County from a geographic perspective. Hours of service, however, are limited for most providers to weekday business hours (e.g., 8:30am to 4:30pm). Hudson County Transcend provides service until 9pm, but later evening service remains scarce, as does weekend service.

The same issue of service hours exists for disabled and lower income customers, particularly those needing service outside of Hudson County Transcend's service hours and on weekends. However, NJ Transit offers fixed route bus service in many areas of Hudson County later in the evening and throughout the Weekend, all of which is provided with accessible vehicles. Funding sources such as JARC have helped augment existing services to provide new connections to employment or extend service hours.

For customers needing additional assistance or greater mobility assistance, Access Link provides service commensurate with the fixed route operations. Out of county transportation is limited to specific trip purposes, typically medical trips provided by select agencies.

In surveys and during stakeholder interviews, various representatives from municipalities in West Hudson (Harrison, Kearny, Secaucus) indicated a lack of service availability and connectivity with Jersey City and the county's more central municipalities. While Hudson County Transcend is a county-wide operator and places no restrictions on geographic service area within the county, it is evident that a more aggressive marketing and public awareness campaign is necessary to make these services more widely recognizable and available to all county residents.

Importantly, while the gaps in service identified are relatively limited, the service coverage for the three target populations does not necessarily preclude the possibility of unmet needs due to factors such as scheduling efficiency and vehicle/system capacity.

## **Service Redundancies**

Redundancies do exist in service, particularly for older adults in Hudson County. With transportation available from NJ Transit's Access Link, Hudson County Transcend, and local municipalities including Harrison, Hoboken, Kearny, Weehawken, North Bergen, and Jersey City, as well as Medicaid services, county-wide and local providers offer a variety of options to senior citizens (particularly during weekday business hours).

Within municipalities that provide transportation for all residents (e.g., Bayonne, Hoboken, Harrison), service redundancies can be seen particularly among transportation services and programs that focus on older adults and persons with disabilities. The umbrella services for these two groups are ADA eligible Access Link trips and trips provided by Hudson County Transcend, both of which are county-wide and offer the longest spans of service. Any services provided at the local level are in effect provided above and beyond the comprehensive programs already available.

However, it is important to note again that service duplication may in effect help fill gaps that exist in system capacity, particularly in West Hudson. This will be evaluated in greater detail in Chapter 5: Key Findings.

Fewer redundancies exist concerning transportation for lower income persons. Specific organizations such as the Hudson County Department of Family Services and the Urban League provide income-eligible transportation, yet the vast majority of service available for lower income residents is provided by NJ Transit. NJ Transit's coverage of Hudson County is extensive, including the Hudson Bergen Light Rail, while PATH trains and ferry services also connect Hudson County to Newark and New York City.

### **Existing Coordination Efforts**

Six of the nineteen survey respondents are currently providing transportation for other organizations. North Bergen Special Transportation, a municipal agency, provides transportation for church outings, school day trips, and senior citizen day trips. HOPES Inc., a private, non-profit community action agency in Hoboken, accepts referrals from the Hoboken Senior Citizens transportation program, and provides 2,900 trips under contract with County of Hudson Area Agency on Aging. There were three additional survey respondents providing transportation under contract with County of Hudson Area Agency on Aging, they include the Town of Harrison which provides 55,000 trips, Christ Hospital which provides 35,800 trips, and the Town of Kearny which provides 2,607 trips.

Hudson County Transcend provides three contract services, including demand response service for medical and nutrition trips for the City of Bayonne. This service was operated by the City of Bayonne until November 2007; the City has since transferred vehicles to Hudson County Transcend and provides \$100,000 to cover the cost of 15,000 contracted trips. Demand response service is also provided for medical trips and some nutrition trips for the Hudson County Office on Aging, which provides \$200,000 in funding for these trips. Finally, Transcend operates weekly scheduled trips to the Veterans Administration hospital under a \$20,000 contract.

Additional examples of coordination include North Bergen Special Transportation's information and referral sharing, use of shared backup vehicles, shared maintenance, and driver sharing. Hudson County Transcend also takes advantage of shared resources within Hudson County, including joint training, shared vehicle maintenance, shared use of vehicles, and trip sharing. For example, defensive driving courses are conducted with other Hudson County departments, some vehicle repairs are made by mechanics from other departments, and vehicles are sometimes loaned to other agencies or municipalities.



## Chapter 5: Key Findings

This chapter summarizes the key findings of the need -- and unmet need -- for community transportation services in Hudson County. These key findings were developed in part by comparing the supply of transit service and community transportation services with common origins and destinations of the three target populations. The supply of transit service and community transportation services is summarized in Chapter 4 and in further detail in this chapter. Common origins for the three target populations are identified at the end of Chapter 3. Common destinations for the three target populations (major trip generators) are identified below. Perceptions of unmet need were also elicited in the stakeholder interviews and the survey. These perceptions are also summarized in this chapter.

### Access to Trip Generators

Figure 5.1 illustrates major trip generators throughout Hudson County reflecting types of destinations are likely to be visited by the study target populations. These include hospitals, senior centers and adult day care centers, major employers, employment training centers, and child care facilities. These destinations were identified through Internet searches, US Census data, local observation, and input from stakeholders and survey respondents. A corresponding list of trip generators is provided in Appendix D.

The majority of these locations fall along the north/south spine of Hudson County, which is also best served by fixed route bus service and other public transit including PATH rail service and the Hudson Bergen Light Rail. Furthermore, Access Link ADA paratransit service serves almost the entirety of the county. Most trip generators also fall within the service areas of local municipalities, particularly in the case of senior centers, given that municipal services are frequently oriented to older adults.

Survey responses from various agencies also noted destinations outside of Hudson County, some of which are served by Transcend or local providers when feasible, or more typically by Access Link for ADA-eligible riders. Additionally, bus and rail service provided by NJ Transit and other carriers provides out-of-county options for residents able to use these services.

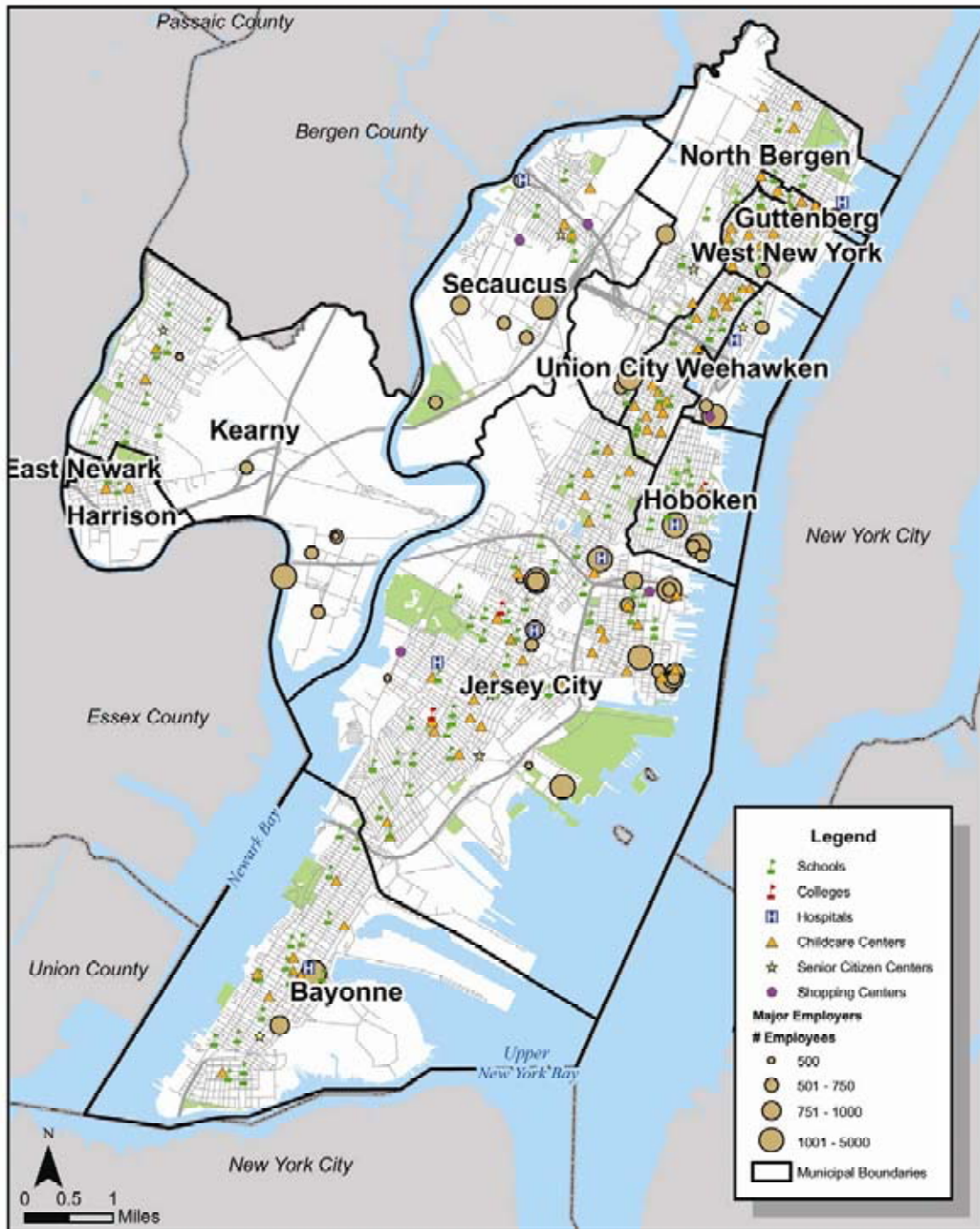
These trip generators are also viewed within the context of demographic patterns described in Chapter 3: Demographic Profile. The majority of Hudson County's population, including the three target populations, is concentrated in the spine from Bayonne to North Bergen, with additional population in the West Hudson municipalities. These areas of highest population (and population density) represent trip origins for residents seeking destinations such as employment, social services, medical facilities, or social/recreation opportunities. Thus, when compared to the trip generators displayed on Figure 5.1 and discussion of key facilities and destinations through stakeholder meetings, the services available from public and private providers are assessed for their effectiveness.

- **Senior Centers and Adult Day Care Centers** – Senior centers and adult day care centers are located throughout Hudson County. Some of these include the C Line Senior Services, East Newark Senior Citizen Center, Kearny Senior Citizens Department, North Bergen Senior Citizens Nutrition Center, Post Road Gardens Senior Citizens Center, Secaucus Senior Citizen Center, Senior Spirit Adult Medical Center, and Sunflower Adult Day Care Center. Most of these are accessible by fixed route transit, Hudson County Transcend,

Access Link (for seniors who are also eligible for ADA paratransit), and municipal paratransit services such as the Jersey City Division of Senior Affairs, North Bergen Special Transportation, the Weehawken Senior Citizens Department, and the services operated by the Town of Kearny and the Town of Harrison.

- **Hospitals and Medical Centers** – The hospitals and medical centers within Hudson County include the Bayonne Medical Center, Christ Hospital, Greenville Hospital, Jersey City Medical Center, Meadowlands Hospital Medical Center, Palisades Medical Center, St. Mary Hospital, and Clara Maass Hospital-West Hudson Division (formerly West Hudson Hospital). University Hospital in Newark, as well as several hospitals in Manhattan are also major destinations. Virtually all of these medical facilities are served by fixed route transit, Access Link, Transcend, and of course Medicaid NEMT, as well as by municipal-based community transportation services that have a county-wide reach. The latter include the Town of Harrison, Jersey City Division of Senior Citizen Affairs, and the Weehawken Senior Citizens Department. Hudson County Transcend also provides daily service to University Hospital in Newark, and more limited service to the VA Medical Center in East Orange, Holy Name Hospital in Teaneck, and to the numerous Manhattan hospitals south of 70th Street. In addition, Bayonne Medical Center, Christ Hospital, Meadowlands Hospital Medical Center and Palisades Hospital all provide limited transportation for their respective patients.
- **Shopping Centers** – Major shopping centers in Hudson County include Newport Centre Mall and Metro Plaza in Jersey City, Hudson Mall in Jersey City, the Mall at Mill Creek, Harmon Cove Outlet Center in Secaucus, and the Shops at Lincoln Harbor in Weehawken. All of these shopping centers throughout the county are accessible by public transportation as well as by Access Link, Transcend, and the municipal-based community transportation services mentioned above.
- **Schools and Colleges** – Educational institutions such as New Jersey City University, the Chubb Institute, Saint Peter’s College, and Hudson County Community College in Jersey City, as well as Stevens Institute of Technology in Hoboken are served by transit in a similar fashion, including Access Link and Transcend for eligible customers, and some of the municipal-based community transportation services mentioned above.
- **Major Employers** – Major employment sites in Hudson County are served by existing fixed route transit (bus), PATH and Hudson Bergen Light Rail services. With the exception of industrial sites in Kearny and the commercial/warehouse facilities in the Harmon Cove area of Secaucus, most major employers fall along the north/south spine where bus service is most prevalent. Community transportation services open to the general public can also be used to reach employers; these residency restricted services are provided by the City of Hoboken, Town of Harrison, and Bayonne Economic Opportunity Foundation.
- **Employment Training Sites** – In addition to the educational institutions above there are a number of employment training and job search assistance programs throughout the County. One-Stop Career Centers are located in Jersey City, Bayonne, and Union City, and the Catholic Charities of the Archdiocese of Newark also provides employment services throughout Hudson County. In addition Jersey City is served by Jersey City Job Services, Hudson Community Enterprises, and Urban League, and HOPES Inc. located in Hoboken, and The Arc of Hudson County in Union City also provide employment services.

Figure 5.1 Major Trip Generators in Hudson County



ESRI, ParentLink Information Service, Hudson County Economic Development Corporation

- **Childcare Centers** – Child care sites, which are often linked with work trips for persons with lower income, are also located in typically residential areas throughout the county. From a geographic perspective, most would be accessible by fixed route bus service, however parents using transit often face time and logistical constraints of making multiple trips (e.g., dropping a child at daycare on the way to work). In this case, persons with lower incomes dependent on transit for employment and additional trips such as childcare may face constraints if they do not qualify for local demand-response services that serve the general public (e.g. those listed above in ‘Major Employers’)

## Unmet Needs

The summary of service providers (Table 4.2) in Hudson County provides insight into the gaps in service that exist, relative to geographic coverage, hours of service, and trip purpose. These service gaps can also be assessed relative to the three target populations identified in this report: older adults, persons with disabilities, and persons with lower income.

The provision of public transit services that cater to all three target populations is fairly extensive in Hudson County. Moreover, there are several county-wide community transportation services that include Hudson County Transcend, Hudson County Department of Family Services, County of Hudson Area Agency on Aging, and NJ Transit - Access Link. To a large extent, the local municipal-based transportation services that augment these county-wide services are somewhat redundant – in a spatial and temporal sense but not necessarily from a capacity perspective, while human service agency client transportation programs also are somewhat redundant.

With these services in mind, and looking at the communities where members of the three target population groups live and travel to, we do not see many service gaps in terms of being able to access different points within Hudson County. While some of the local services (e.g., City of Hoboken, Town of Harrison, Bayonne Economic Opportunity Foundation, HOPES Inc. [Hoboken], County of Hudson Area Agency on Aging, Jersey City Division of Senior Citizen Affairs, and Town of Kearny) do not provide service beyond city boundaries, there are other county-wide services that can accommodate such trips. This is especially true with older adults and persons with disabilities. And, as mentioned above, persons with lower income who wish to access employment can generally do so via an extensive transit service network. Of this latter group, Medicaid recipients also have accessible vehicle carriers and livery service (in addition to NJ Transit passes) available to them for covered NEMT trips.

So, while the spatial limitations are few, temporal and capacity issues are problematic for some of the target population groups:

- **Older Adults** – For older adults, Transcend provides weekday service until 9:00 pm, and Saturday service until 4:00 pm. Beyond Transcend, hours of service are limited for most providers to weekday business hours (e.g., 8:30am to 4:30pm). Hence, older adults wishing to travel on Saturday evenings and Sundays have no other alternative but fixed-route services, which may be beyond their capabilities. Two local services partially fill this gap: (1) the service operated by the Town of Harrison that provides demand-responsive service (for town residents only) on Saturday evenings from 5:00 to 7:00 pm; and (2) the service operated by the Jersey City Department of Senior Citizen Affairs which provides service to senior residents of Jersey City on weekdays through 11:00pm and on weekends as needed. However in both cases, these services only have 2

vehicles, and so availability is limited. Hudson County Transcend provides service until 9pm, but later evening service remains scarce, as does weekend service (particularly Sundays).

- **Persons with Disabilities** – Persons with disabilities rely on Access Link (ADA only) and Transcend to get around the county (and, in the case of Access Link, beyond). Access Link is generally available within most route corridors well into the weekday evening – in many corridors through midnight – and on weekends through 10:00 pm. Thus, it is only the persons with disabilities who do not qualify for ADA paratransit who are otherwise constrained by Transcend and the Town of Harrison service hours. (See above.).
- **Persons with Lower Income** – In addition to the fixed route transit services that serve the County (Including a few JARC routes identified in Chapter 3), persons with lower income only have a few demand-response options. These include the municipal-based services that are open to all residents in Bayonne, Harrison, and Hoboken. In all three of these cases, however, service hours are limited. Bayonne provides service on weekdays only from 8:30 am to 4:00 pm. Harrison provides service on weekdays from 8:30 to 4:30 and on Saturdays from 5:00pm to 7:00 pm. Hoboken provides service on weekdays from 7:00 am to 9:00 pm and on Saturdays from 11:00 am to 3:00pm. Fixed route transit is extensive throughout Hudson County, connecting residential communities with employment sites throughout the county. Local services provided by municipalities do not provide service beyond the span of service of fixed route buses, yet these options may improve mobility for some residents.

While Hudson County Transcend is a county-wide operator and places no restrictions on geographic service area within the county, it is evident that a more aggressive marketing and public awareness campaign is necessary to make these services more widely recognizable and available to all county residents. Whether capacity constraints are real or perceived, it is clear that Transcend is not seen as a primary provider in West Hudson. Concerns about Transcend's capacity constraints (and five-day reservation period) in the past may have played a part in local municipalities' decisions to establish their own services. Indeed, in the survey response and during stakeholder interviews and stakeholder workshop, stakeholders from West Hudson indicated a lack of service availability and connectivity with Jersey City and the other municipalities along county's eastern spine. At the same time, they also indicated that the trips taken by the three target populations living in West Hudson focus on demand generators in Essex County.

Importantly, while the gaps in service identified are relatively limited, the service coverage for the three target populations does not necessarily preclude the possibility of unmet needs due to factors such as scheduling efficiency and vehicle/system capacity. There were several surveys that mentioned capacity constraints, but these were typically associated with the local services that have smaller fleets (between 1 and 5 vehicles). Thus, trip needs that develop with less notice and that cannot be handled by Transcend within its normal operating policies can sometimes be handled by these local services, recognizing again that some have a limited number of vehicles.

In terms of capacity constraints, 10 of the survey respondents would like to expand their service levels to keep up with increasing demand, while others would like to expand their service days and hours (evenings, weekends), eligible trip purposes (shopping, recreation, access to employment, etc.), level of driver assistance, and service area for medical trips (beyond Hudson

County). For Hudson County Transcend, a challenge will be to accurately determine if a pattern of trip denials exists and use this information to best address where additional service may be needed and how a reservation window of fewer than five days can be accommodated.

## Summary of Key Findings

Gaps in service throughout Hudson County are relatively minimal, but nevertheless acutely felt by the groups that are underserved because of temporal and geographic service boundaries. Coordination would address inability to meet customer demand, yet very few of the providers are currently coordinating service with others to expand their capacity and breadth of service. A better integrated community transportation system would capitalize on the assets of each organization to meet customer needs and increase efficiencies. This viewpoint seems to be shared by operators as the great majority of service providers strongly perceive there to be real and tangible benefits of better coordinated delivery of services.

### Barriers to Coordination

The lack of both systematic and organization-to-organization coordination can be explained by a number of factors. Survey respondents specifically cited the following barriers:

- Liability and insurance concerns pertaining to shared use of vehicles (5 respondents)
- Restrictions placed on the use of vehicles [trip purpose, clientele] (5 respondents)
- Turf issues among providers (4 respondents)
- Need for increased funding (4 respondents)
- Unique characteristics/inability to mix client populations in vehicles (3 respondents)
- Need for more accessible vehicles (1 respondent)
- Lack of knowledge of available services (1 respondent)
- Data sharing/connectivity (1 respondent)
- Levels of service [door-to-door vs. curb-to-curb] (1 respondent)
- Statutory barriers to pooling funds (1 respondent)

These barriers are both overlapping and compounding. Administratively a lack of funds leads to competition and turf issues among providers. In addition, funding restrictions on vehicle use limits the extent to which agencies can coordinate existing services. Operationally, high levels of demand, non-accessible vehicles, and an inability or lack of interest in mixing client populations in vehicles have prevented additional or coordinated ridership. To overcome such barriers some survey respondents explicitly suggested that a more centralized system or agency is needed to coordinate transportation services and information. The County's current operation without such a system is an overarching theme in the administrative and operating barriers noted above.

While most operators were able to identify some of the barriers to coordination few identified other organizations with which they would like to coordinate. This reflects the core obstacle to coordination, which is isolated operation. With funding, and management issues aside, operators are simply not able to identify what organizations they could coordinate with because they are not aware of what other services are being provided. Stakeholder meetings conducted throughout the completion of this study have been the first time that many community transportation stakeholders have met each other since the study was last conducted ten years ago. There being no formal structure of communication or support, operators must take coordination and associated regulatory and funding challenges upon themselves. With few examples in the County to use as precedents, and the rigors of daily operations, community



transportation providers reported almost no interest in providing transportation services under contract to another agency or purchasing transportation from another agency.

### **Opportunities for Coordination**

Stakeholders have identified both a need for coordination, and a firm belief in its benefits, yet existing coordination is extremely limited. Local initiatives to provide transportation to residents represent an important component of the community transportation network in Hudson County, but at the same time pose certain natural barriers to coordination when funding and eligibility concerns are restricted to each municipality. Hudson County Transcend, conversely, is the county's primary provider and covers all municipalities. Coordination opportunities between Transcend and local providers may depend largely on appropriate marketing and awareness of services, as well as current limitations all providers face in terms of span of service and vehicle capacity.

Within Hudson County, community transportation providers have the potential to increase both coordination of client transportation as well as administrative/operational coordination of information and services. Respondents identified the following elements and enhancements as necessary to overcome existing coordination barriers:

- Better coordination of resources and planning
  - A central agency to coordinate all transportation and provide information
  - Centralized systems or automated interfaces (scheduling software, AVL, etc. with shared access)
- More accessibility resources
  - More accessible vehicles
  - Accessible taxicabs
  - Assisted transportation for the frail and medical patients
- More accessible information about services
  - Advertising in different languages in libraries, clinics, and hospitals
- Increased service
  - Increased demand responsive service
  - Continuity and connectivity of services
- Communication of funding sources and levels

While examples of existing coordination are somewhat limited, many respondents believe that the desire to better coordinate services and share resources does exist within their communities. The barriers to better coordination such as liability, funding flexibility, and eligibility require a concerted effort from all parties to identify specific, practical means of sharing resources.

In coordinating trips there are four areas of overlap that should be considered: client eligibility, geographic client pool, destination boundaries, and hours of operation. These criteria can be used to coordinate similar services to meet growing demand and increase efficiencies, or for dissimilar service to expand upon existing operations. Many service providers have encountered service requests that they could not accommodate because of the volume of requests or restricted geographic or temporal service boundaries. The coordination of services would meet the demand for both more and varied community transportation that has been documented by existing providers.

The majority of service providers indicated that if they could expand their programs they would provide more service, as is, to keep up with the increasing demand. While funding might not be available to expand service, coordination with similar services could have the same effect. For instance, there are currently multiple providers serving the disabled population throughout the County, these services may be overlapping and have the potential for greater efficiencies.

County-wide services overlap with all other services of the same client type and are best suited for coordination of similar services. While a number of providers offer transportation for local residents throughout the County, few services will both pick up and drop off persons throughout the county. The true county-wide providers are Hudson County Transcend, Hudson County Department of Family Services, County of Hudson Area Agency on Aging, and NJ Transit - Access Link.

In addition to the County and State level service providers some private non-profit organizations and hospitals operate service county-wide. These services are restricted to the organizations customers, but could potentially be purchased by other organizations/municipalities. These providers are Meadowlands Hospital, United Cerebral Palsy of Hudson, Christ Hospital, and Catholic Charities – Archdiocese of Newark.

There is also potential for providers of disparate service to coordinate by mixing client types, expanding the geographic client pool, or expanding destination boundaries. For instance there are county-wide providers serving the elderly population who could also be serving the disabled, as many other community transportation services already do. In addition some dissimilar services that offer different hours of operations or serve different destinations might want to coordinate as-is service to expand operations. These forms of coordination would address the demand for varied service that providers are often unable to accommodate.

Beyond trip sharing there are other ways in which administration and operations can be coordinated. Currently North Bergen Special Transportation and Hudson County Transcend are two service providers coordinating with other organizations through vehicle sharing, maintenance facilities, and training. Location and administrative issues such as funding restrictions will most likely determine where potential for such coordination lies.

# Chapter 6: Coordination Strategies to Address Service Redundancies, Service Gaps, and Unmet Needs in Hudson County

## Introduction

This chapter provides an overview of coordination and mobility strategies that offer potential application to Hudson County. The strategies have been grouped based on likely implementation timeframe: (1) short term strategies that could reasonably be implemented between six to twelve months (or less) once financial resources are in-hand and (2) longer term strategies that require more than one year to implement. Within each of these sections, we further categorized strategies into groups of strategies, and discuss implementation issues and funding opportunities for each group. The strategies themselves are presented as one-page overviews that include: (1) a description of the strategy; (2) applications of the strategy within Hudson County; (3) expected benefits; (4) obstacles; and (5) examples of best practices that illustrate the strategy.

The shorter-term strategies and longer-term strategies are presented in Sections 6.2 and 6.3 respectively. Section 6.4 discusses the outcome of the prioritization exercise undertaken by local stakeholders.

## Shorter Term Strategies

We identified nine coordination strategies that could likely be implemented in a six to twelve month timeframe, once financial resources are awarded. These short term strategies are further grouped into the following categories:

- Information and information technology;
- Alternative mobility and service options; and

### **Information and Information Technology**

There are two short term strategies that use information and technology to support or improve coordination. These two strategies involve centralizing information and utilizing tools that improve productivity.

#### **Implementation and Service Delivery**

The key challenges associated with such strategies include establishing support and buy-in from decision makers and partnering organizations, and preparing for “real-world” repercussions as information is applied and incorporated into everyday operations. This is true for tools that improve productivity and centralize information across counties.

Developing, implementing, and maintaining a centralized directory of community transportation resources brings additional challenges because there are a significant number of services operating in Hudson County, each of which has unique characteristics. In addition, many services will change their service parameters over time.

While any number of agencies likely have the capacity and skills to prepare a directory, best practice models show that the directories are most effective when prepared by a reliable

organization with a county-wide/regional scope and reputation, as well as a proven ability to partner with counties, municipalities, and other public and private community transportation operators and sponsors. For the directory to be successful, the project sponsor ideally would commit to updating and maintaining the directory for a specified period of time. An ideal organization would also have the capacity to obtain private sector and/or institutional support, through donations or advertisements, to help off-set costs associated with preparing and updating the directory.

## **Funding**

Information and information technology strategies require less investment and can usually be completed with staff resources. This is particularly true for the Non-Dedicated Vehicle Model, a tool for improving productivity. Software to run this model can be downloaded free-of-charge from the Transportation Research Board website<sup>5</sup> or use the following link [http://www.trb.org/news/blurb\\_detail.asp?id=8717](http://www.trb.org/news/blurb_detail.asp?id=8717).

As the primary purpose of a centralized transportation information resource is to enhance consumer knowledge of existing services, creation of a transportation directory would be an allowable mobility management expense. All major FTA programs will permit mobility management expenses, including:

- Section 5307 (Urban formula program)
- Section 5309 (Major Capital)
- Section 5310 (Elderly and Persons with Disabilities Program)
- Section 5311 (Non-urbanized Area Formula Program – Kendall County only)
- Section 5316 (JARC)
- Section 5317 (New Freedom)

The federal share of mobility management costs may not exceed 80% of the net cost of the activity.

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<sup>5</sup> Go to the [www.trb.org](http://www.trb.org) website, click on “Publications,” then click on “By Series”, scroll down to the TCRP section to locate all TCRP publications, then click on “TCRP Reports,” and then scroll down to and click on Report 121.

## Centralized Information

**Create a comprehensive directory of available community transportation services for each individual county and/or for multiple counties. Ideally the centralized information will be available in multiple languages and formats, including potentially web-based or telephone formats.**

### Expected Benefits

- Improves access to available services locally
- Can support and facilitate inter-county travel
- Benefits general public and agency-sponsored clients

### Potential Obstacles and Challenges

- Requires lead organization to take responsibility for a county-level directory
- On-going maintenance / updating is time-consuming

### Application for Hudson County

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The county has never had a centralized directory of community transportation services that can be accessed by the general public or by human service agencies. At the May 8 Stakeholder Workshop, it was suggested that the United Way of Hudson County might take the lead on this. This strategy would qualify under the New Freedom funding program.

### Examples of Best Practices

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**Hard Copy Directory.** Access Services, Inc., serving as Los Angeles County's Consolidated Transportation Service Agency (CTSA), publishes the Directory of Specialized Transportation Services. This is a comprehensive compilation of service and eligibility information on some 200 social service, public, medical, and commercial agencies offering transportation services within Los Angeles County.

**Telephone Referral.** Since 1992, Access Services, Inc. has also provided a telephone referral service called RIDEINFO that provides callers with quick and accurate referrals to over 200 public, private, and human service specialized transportation providers in Los Angeles County.

**Website Directory.** The transit information website created by the North Texas Transit Cooperation Association for the Dallas/Fort Worth area is a searchable directory of regional transit providers with basic contact and service information provided for each county or each region.

**Multilingual Directory.** The Toronto Transit Commission (TTC) offers multi-language transit information in more than **70** languages. Information can be obtained on-line or by telephone.

## Tools that Improve Productivity

Paratransit operations are frequently called upon to increase service productivity and improve cost efficiency and then reinvest “savings” into expanded service. Two operational concepts that focus on improving productivity and cost efficiency but that have not been widely adopted by paratransit operators include: (1) crafting a dedicated vehicle run structure that better matches the temporal demand profile; and (2) assigning to non-dedicated vehicles (e.g., taxis, Medicaid NEMT providers) trips that otherwise reduce the productivity of the dedicated fleet. These concepts are not standard practice among paratransit operators because no reliable tools are available. A new Excel-based software application has been designed to help with these two needs. This free software is available in TCRP Report 121 on the TRB website.

### Expected Benefits

- Increasing service productivity provides efficiencies that can be harnessed to expand service
- Examine different operating scenarios
- Reduce paratransit service costs

### Potential Obstacles and Challenges

- New tool needs refinement
- Need internal buy-in from planning and operations staff
- Requires staff resources to learn model, and to collect, format, and enter data
- Requires non-dedicated vehicle providers with additional capacity
- Rates of NDV providers may be prohibitive

### Application for Hudson County

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Transcend’s RouteMatch software does not suggest run start and end times; this is still a manual process. An analysis needs to be performed to compare the temporal demand profile with the supply of service to determine if the dedicated run structure can be improved and whether the use of non-dedicated service providers can lead to further gains in efficiency. The TCRP Report 121 software enables users to perform this analysis.

### Examples of Best Practices

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**Non-Dedicated Vehicle (NDV) Model.** The Non-Dedicated Vehicle (NDV) model was developed as part of TCRP Project B-30, now available with its user manual included in TCRP Report 121 Toolkit. This excel-based model, which is available free-of-charge from the TRB website, uses service information and data readily available for local parameters, such as driver/vehicle shifts, local labor practices (work shifts), driver costs, pay premiums for difficult shifts, operating and cost data, passenger trip length distributions, driver/vehicle run start and end times, passenger demand data by time of day, and availability and cost of non-dedicated vehicles.

**Pomona Valley Transit Authority.** PVTA’s Get About service uses a taxi company to improve the productivity of its dedicated fleet and in doing so, minimizes the overall cost per trip. The optimal point for PVTA: 84% of its trips are assigned to its dedicated vehicle service contractor, while 16% of its trips are assigned to the taxi company. The latter set of trips is mostly made up of peak overflow trips and out-of-the way trips at the perimeters of Get About’s service area.



## **Alternative Mobility and Service Options**

The short term coordination strategies include opportunities to introduce new services or types of services as a way to expand mobility options for the target population. They primarily rely on existing resources and most would not (as individual strategies) require significant operational resources. They include:

- Establishing/Expanding Volunteer Driver/Escort Programs;
- Establishing/Expanding Taxi Subsidy Programs;
- Introducing Community Bus;
- Introducing Flexible Transit Services;
- Introducing Agency/Employment Tripper Services; and
- Expanding Reverse Commute Strategies.

### **Implementation and Service Delivery**

Although these strategies include a variety of options and service designs, national best practice models have many common attributes among implementation models. Each of these mobility strategies is best viewed (and implemented) as part of a portfolio of services, which work together to enhance mobility and accessibility, rather than as individual solutions.

Any service improvement or change, for example, increases its chances for success by (1) including end users in service design; (2) developing a communication and outreach strategy to educate and inform users about the new service or service change and (3) collecting and, as necessary, acting upon feedback after the improvement has been available for a few months.

### **Funding**

The proposed strategies in this section represent a diverse group of transportation options that lend themselves to both traditional and non-traditional funding options. Programs aimed at the development or expansion of volunteer/escort services have benefited from community based efforts to attract local foundation and/or faith based organizational funding. Flexible transit services and other community based transit service options are candidates for traditional FTA and existing (local) transit funding mechanisms. These types of service are also potential candidates for New Freedom funding if the service can enhance mobility for persons with disabilities. Shuttle services to suburban employment trip generators may make suitable candidates for JARC funding. Similarly, expanded reverse commute projects are typical of the types of services that have historically been funded under the JARC program. Additionally, local organizations should not overlook the potential for developing partnerships with local and state one-stop centers to develop unique funding arrangements.

## Volunteer Driver/Escort Programs

**Volunteer driver programs typically provide mileage reimbursement to individuals that operate their own vehicles when they take individuals to medical appointments or other services. Volunteer escort programs provide volunteers (sometimes called “Bus Buddies,” to accompany riders to/from their destination on transit or paratransit.**

### Expected Benefits

- Provide service to riders who may otherwise be unreachable and/or are too costly to serve
- Increase schedule flexibility and reduce costs
- Develop program advocates in community
- Volunteers can provide physical and emotional support to riders;
- Most volunteer drivers are limited to ambulatory passengers

### Potential Obstacles and Challenges

- Recruiting and retaining volunteers can be challenging and requires on-going effort/attention;
- Some shifts are hard to cover with volunteers
- Fuel costs and vehicle insurance can be prohibitive; may need to increase reimbursement rates
- Insurance coverage may limit participation

### Application for Hudson County

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Volunteer driver programs have long been a staple of senior transportation programs, churches and faith-based organizations, and human service agencies in urban settings. Many counties rely on volunteers to get seniors and others to agency programs and services, food shopping, religious services and personal activities such as banking, lifelong learning, and personal shopping. Volunteer drivers often can provide a much higher level of assistance and a “personal touch” absent from other modes. If a Mobility Manager is established for Hudson County, the use of volunteer drivers and/or the coordination of volunteer driver programs might be explored.

### Examples of Best Practices

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**Ride Connection** in Portland, Oregon is a non-profit, community service organization run for and by older adults that developed a volunteer driver program to meet the special needs of older adults. Ride Connection includes a network of over thirty agencies and over 370 volunteers providing in excess of 358,000 annual rides to 10,500 individuals, and is considered one of the best volunteer transportation services on the west coast.

**Escorted Transportation Services Northwest (ETS/NW)** in the Northwest Suburbs of Chicago uses volunteers to pick up clients at their homes, provide escort to the appointment, wait during their appointment, and return the client home.

**The Beverly Foundation.** The Beverly Foundation has a database of almost 400 volunteer driver programs reflecting a variety of models. Examples of different models include the TRIP Volunteer Friends model in Riverside, CA; the Ride Connection volunteer driver and brokerage program organized by Tri-Met in Portland, Oregon; the YCCAC paratransit service in York County, Maine that includes a volunteer driver program; the West Austin Caregiver program organized by an interfaith community and linked to seven programs in the Greater Austin (Texas) area; and the Independent Transportation Network model in Portland, Maine.

## Taxi Subsidy Programs

Taxi subsidy programs typically involve an arrangement between a sponsoring organization (or its agent) and a participating taxi company or companies. These programs accept and accommodate requests from sponsored customers, clients, or residents and/or accept vouchers provided by the sponsoring organization to riders as partial payment for the trip. Most taxi subsidy programs focus on seniors and/or persons with disabilities residing within the sponsoring municipality (or agency service area), but some are available to general public residents as well. Human service agencies that employ this strategy generally limited taxi subsidies to agency clientele or program participants.

### Expected Benefits

- Provide same-day service
- Effective for unanticipated travel and evening and weekend hours
- Effective for trips outside of service area
- Offer way to set/control subsidy per trip

### Potential Obstacles and Challenges

- Dearth of accessible taxicabs
- Requires good communication among all parties
- Need to establish fraud-protection mechanisms

### Application for Hudson County

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For Hudson County, a taxi subsidy program may be a low-cost way to serve trips at times beyond the service hours of community transportation services in the county. There is no shortage of taxicabs: Hudson County has 59 taxi companies that serve one or more of its municipalities; only a few of the municipalities would appear to be unserved by taxicabs. Taxi companies are most interested in such a program where the programs can deliver a steady stream of business and where the administrative requirements are not too cumbersome for the driver and the company. As part of such a program, the County or NJ Transit may wish to acquire accessible taxi vehicle(s) and provide them to the taxi companies that participate in the program.

### Examples of Best Practices

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**The DuPage County (IL) Pilot II Subsidized Taxi Service** is a nearly county-wide, user-side taxi subsidy program. Each sponsor (municipalities and human service agencies) defines its eligibility criteria and decides how much to charge for a voucher/coupon that is worth \$5.00 towards a taxi fare. Service is available countywide 24 hours per day, 365 days per year.

**Regional Transportation District (RTD)** in Denver established the access-a-Cab service in response to a high denial rate on paratransit services and to reduce the per trip cost of its ADA paratransit service. Customers call RTD's ADA paratransit call center to request a trip, which cost a flat \$7.00.

**Linn County, IA.** Linn County uses taxis to provide CABS service to residents when the regular paratransit service is not operating. With Cedar Rapid's Transit Department, the County acquired an accessible taxi and provided it to the taxi contractor resulting in 250 (new) w/c trips per month.

**Soldotna-Kenai, AK.** The ILC in Homer started an accessible taxi subsidy program in 1996, with FTA 5310 funding, and with AAA Alaska Cab as its partner. The program was so

successful that the cab company purchased three additional accessible cabs. In 2005, the program, which served 14,000 trips in 2005, has been transferred to the Central Area Rural Transportation System.

## Community Bus Routes

**Community bus routes, also known as “service routes,” are fixed-route, fixed-schedule transit routes. They have a number of features that distinguish them from regular fixed-route bus routes; primarily that the routes and level of service are designed around the origins and destinations and needs of older adults and persons with disabilities.**

**Community bus routes can be an effective way to divert paratransit users to a lower subsidy per trip service that also provides more convenience (no request required). While designed to address local circulation needs of these target populations, these routes also can connect with more regional services (bus/rail). Community bus routes typically use small, low floor buses able to operate on neighborhood streets, enter driveways and parking lots. The focus is on front-door convenience at the expense of direct routing. Emphasis is on convenience, ease of use, and highly-personalized driver service.**

### Expected Benefits

- Enhanced travel options, especially in areas that lack fixed-route service
- Increases traveler independence
- Potential to streamline major arterial/regional fixed-route service
- May reduce demand for paratransit services

### Potential Obstacles

- Funds must be secured for capital, administrative and operating expenses
- Need to develop service, implementation and marketing plan

### Application in Hudson County

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Community bus routes have the greatest applicability and success rate in medium to high-density areas with local, short-distanced demand generators, and in communities where they can link high density housing to shopping, medical, and public services. In suburban communities, community bus routes can also be used to connect concentrations of seniors and/or people with disabilities with nearby shopping and medical areas, and to rail stations. Such a strategy might be applicable to neighborhoods in West Hudson that are not well connected to the eastern part of the county by NJ Transit buses. Service might be provided a few days a week initially to assess the level of demand and could expand to daily service as the demand builds.

### Overview of Best Practices

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**Broward County (Florida) Transit** established community bus routes in 15 communities to (1) provide more and more convenient mobility options for seniors and persons with disabilities; (2) divert ADA paratransit trips to a less costly service; and (3) streamline regional services. The operation has been successful in achieving all of these goals.

The **Chicago Department of Aging’s (CDOA) Senior Shuttle** service is a weekly services that links various senior residences to participating grocery stores. Partial funding is provided by the grocery stores.

## Flexible Transit Services

A flex route is a route that has specific time points, but that can go “off route” (up to a certain distance) between those time points in order to pick up or drop off people at their homes or other locations. Flexible transit services usually fall into two categories: (1) Route deviation - the bus operates along a fixed route with a fixed schedule but may deviate to pick-up or drop off customers within a certain distance from the route, returning to the route at or as near as possible to the point of exit, before continuing on the route; and (2) Point deviation - the bus may operate along any path to serve “in-between” requests, as long as the bus gets to the next scheduled bus stop on time.

### Expected Benefits

- Provide an alternative service in less-densely populated areas where fixed-routes are not feasible
- Expands service coverage without ADA paratransit obligation
- Can be used to test demand and build ridership for eventual fixed-route service

### Potential Obstacles and Challenges

- More complicated than fixed-route for operators and dispatchers
- More difficult to stay on schedule
- Requires educating passengers
- Need to study and evaluate costs differentials between flex and fixed route services

### Application for Hudson County

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In Hudson County, flexible transit would appear to be most appropriate in some of the lower-density areas, e.g., in West Hudson.

### Examples of Best Practices

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**Omni Ride** in Stafford and Prince William Counties in Northern Virginia was implemented because (1) the service area’s suburban densities could not support fixed-route service; (2) there was no major focus of travel (origins and destinations were dispersed); (3) the viability of fixed-route service was limited by the road network and lack of sidewalks; and (4) there were limitations on available funding.

**Morgantown, WV.** Mountain Line Transit serving Morgantown, West Virginia has seventeen routes that deviate on request for persons with disabilities. This deviation service was introduced to replace a prior system of separate fixed-route and ADA paratransit services.



## Agency/Employment “Tripper” Services

Regular “tripper” service typically involves the scheduled deviation of fixed-route buses in order to accommodate the needs of school students and personnel at key bell times only. These stops become part of the routes’ schedules. The only other real qualifier for this “tripper” service is that these buses must be open to the general public.

Using this type of service as a template, some transit systems have provided tripper service to human service agencies or employment centers that are located near, but not on routes, but only during specific or peak times (when clients or employees are going to/from these destinations). Sometimes, only a minor deviation may be needed, e.g., to let off or pick-up agency clients on the agency side of a busy street.

### Expected Benefits

- Reduce demand for paratransit service and lower system wide costs
- Increase service options and improve mobility

### Potential Obstacles and Challenges

- Requires multi-agency agreement on service characteristics, cost sharing, etc.
- Other obstacles may arise depending on time and distance associated with service change.

### Application for Hudson County

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Opportunities for agency/employment tripper services in Hudson County might include scheduled trips to facilities such as the new Hudson County Plaza, senior centers, hospitals, or job training classes or to coincide with class schedules, event times or clinic times. Adding these specialized trips could help improve route productivity and offer members of the target populations a transportation alternative that does not require scheduling rides or higher fares. These agency/employment tripper routes may also reduce demand for paratransit services.

### Examples of In-State and National Best Practices

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The Lane Transit District (LTD) in Lane County, Oregon has a route that makes a scheduled deviation to Goodwill Industries at key times when there is a lot of demand from riders with disabilities. The transit staff at Lane Transit worked closely with the Goodwill staff on timing, and keeps in contact with Goodwill to make sure that any changes in program start and end times are accommodated. LTD staff report that 7,750 trips are served per year.

## Reverse Commute Strategies

**Reverse commuting is a strategy to link people with job opportunities in the suburbs. One of the primary reasons for high inner-city unemployment is the fact that many lower wage scale or entry-level jobs are increasingly being created in the suburbs. This “spatial mismatch” between where workers live and where/when jobs are located calls for innovative transit solutions. Some possible strategies include creating new reverse fixed routes or new shuttle services linking stations or hubs to employment sites/areas and reverse-commute vanpools, plus strategies such as guaranteed ride home services and child transportation services.**

### Expected Benefits

- Opens suburban job markets to urban residents, especially transit-dependent individuals
- Partnerships with employers may provide opportunities to reduce costs
- Eligibility for Job Access Reverse Commute (JARC) funding

### Potential Obstacles

- Most strategies can be relatively easily implemented but require financing
- Reverse commute strategies may require partnerships with employers

### Application in Hudson County

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Feeder shuttle service to/from rail stations is a major component of the transit network in Hudson County, although there are some locations where shuttle service or bus routes could better address reverse commute needs. The concept of reverse-commute vanpools may also be applicable. In these cases vanpool riders would take the train to a station and then take a van to their job.

### Overview of Best Practices

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**New Reverse-Commute Fixed-Route.** In 2001 the Los Angeles Metropolitan Transportation Authority (MTA) initiated a successful express bus service that starts in downtown in the mornings and travels to the San Fernando Valley suburbs.

**Feeder/Distributor Shuttles at Suburban Chicago Rail Stations.** Metra operates the P-8 free shuttle from an origin within ¼-mile of a non-accessible station to the next accessible station, enabling persons with disabilities access to the rail services.

**Reverse-Commute Vanpools in Philadelphia.** The Philadelphia Unemployment Project (PUP) operates a reverse commute vanpool program. PUP pays for gas and insurance; vans are driven by vanpool members.

**Guaranteed Ride Home.** In the Washington DC area, Commuter Connections offers free services such as regional ride matching and Guaranteed Ride Home programs.

**Child Transportation Services.** The Chattanooga Area Regional Transportation Authority (CARTA) provides demand-response transit service to day care facilities and to schools. Vans are equipped with on-board monitors to protect young children traveling to and from day care without parents.

## Longer Term Strategies

We identified ten coordination strategies that have a longer implementation time frame and would likely require twelve months or more to implement. The strategies are grouped into the following four categories:

- Contracting and consolidation
- Service improvements
- Strategies that improve physical access
- Information technology

### **Contracting and Consolidation**

Among the longer term strategies, five pertain to techniques associated with changing current business practices. The contracting and consolidation strategies work to create cost-efficiencies by sharing services, purchasing power and administrative resources. They include:

- Joint purchasing
- Sharing resources
- Contracting with agency operators
- Contracting with common service providers
- Consolidating functions.

### **Implementation and Service Delivery**

Generally speaking, contracting, purchasing and consolidation issues require a longer implementation time frame due to time associated with changing business practices and developing agreement and contractual terms across independent agencies. Once these agreements are in place, implementation can be achieved within three to six months. An exception to this is consolidating service delivery functions; successful implementation of this strategy requires not only legal and contractual agreements but also new physical, technological and personnel systems.

### **Funding**

In most cases funding for contracting and consolidation issues is available through the larger federal grant programs; indeed most federal programs are designed to reward grant applications that demonstrate how additional services can be purchased by utilizing existing capacity of existing operations.

Contracting and consolidation strategies by definition offer business models that seek to maximize existing funding. This principle is further evidenced with new regulations regarding local match requirements under most FTA programs. When a coordination program involves the provision of service under contract, the revenues earned by the FTA-funded service provider may be used as local match (as opposed to fare box and related income), even if the source of the contract funds are from another federal program.

## Joint Purchasing

**Joint purchasing focuses on coordinating functions commonly undertaken by multiple organizations as a way to achieve greater cost efficiency and eliminate redundant activities. Community transportation operators could consolidate vehicle maintenance, purchase of insurance, driver training, and substance abuse testing services. Through group purchasing of common products or services, participating entities may increase purchasing power, and receive preferential service and prices.**

### **Expected Benefits**

- Agency level cost savings
- More consistent operating procedures
- Shares administrative functions rather than resources or services, therefore, may be more easily implemented
- Opportunity to build and develop trust across agencies

### **Potential Obstacles and Challenges**

- Requires lead agency to champion
- Administrative costs to lead agency may be prohibitive
- Some agencies may have entrenched procurement/purchasing requirements
- Joint purchase of some items may require large initial expenditure

### **Application for Hudson County**

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NJ Transit, through its 5310 Program, has effectively implemented joint purchasing of vehicles and in years past computer hardware/software. For other organizations, opportunities for sharing resources are wide-open, especially among agencies that are funded by a common source. Specific strategies applicable to both human service agencies and municipal providers may include bulk fuel purchases and/or group insurance.

### **Examples of Best Practices**

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**Maintenance.** DARTS in Dakota County, MN established a Vehicle Maintenance Services (VMS) subsidiary that maintains vehicles for 80-90 organizations. This program provides reasonably priced, high quality maintenance services to others, and offsets maintenance costs for DARTS.

**Fuel.** The Kanawha Valley Regional Transit Authority (KRT) in Charleston, WV implemented a bulk purchase fuel program that allowed tax exempt public and private nonprofit entities receiving FTA funds to purchase lower cost fuel from KRT.

**Insurance.** In Washington State, the Non-Profit Insurance Program (NPIP) administers a Joint Insurance Purchasing program. NPIP members jointly purchase insurance and claims adjustment, risk management consulting, and loss prevention services. Primary benefits are lower insurance premiums and stable access to the insurance market.

**Computer Hardware and Software.** DARTS also orchestrated the joint purchase of Trapeze upgrades and new hardware for several of its counterpart county-based providers serving other suburban counties in the Twin Cities area.

## Sharing Resources

**This strategy involves the shared purchase and/or use of resources such as vehicles and facilities; support services such as software, driver training, drug testing, program management; and policies, procedures, and implementation plans.**

### Expected Benefits

- Lower per trip costs
- Increased vehicle productivity
- Improved service quality
- Lower overall capital costs for some organizations

### Potential Obstacles and Challenges

- Requires lead agency to champion
- Turf issues associated with sharing vehicles due to high costs of purchasing, operating and maintaining vehicles
- Reluctance to share agency funded vehicles
- Concerns about liability and insurance
- Requires quality control, monitoring and cost allocation systems

### Application for Hudson County

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There are several community transportation operators in Hudson County that provide transportation services to ensure individuals can participate in specific programs. Oftentimes, vehicles used by these types of programs have “downtime” when vehicles are not in operation. By sharing resources, program sponsors may use 5310 vehicles (for example) to transport clients if the down-time is complimentary. There is no reason why a county-wide approach to sharing certain resources could not be attempted. In addition, a broader use of Transcend’s RouteMatch by other community transportation could pave the way to future coordination/consolidation

### Examples of Best Practices

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**Vehicle Sharing.** DARTS in Dakota County, MN, shares the operation of a Section 5310 vehicle with the City of Farmington Senior Center and St. Michael’s Church. DARTS applied for the 5310 vehicle, paid the local match, and pays insurance and maintenance costs. DARTS operates the vehicle Monday through Thursday. The City of Farmington Senior Center operates the vehicle on Fridays and for special after hours and weekend events, providing the driver and paying for fuel and a maintenance and insurance fee. St. Michael’s Church operates the vehicle on weekends using volunteer drivers; they pay for the fuel. All drivers operating the vehicle must complete DARTS drivers’ training program and be certified by DARTS.

**Software Sharing.** DARTS also allows other community transportation service providers to use of its paratransit scheduling software via a multiple-site license of Trapeze PASS. One organization, The Elder Ride, accepted DARTS’ offer and now rents Trapeze PASS from DARTS.

## Contracting with Agency Operators

**Contracting with agency operators involves taking advantage of down-time associated with some services and using this excess capacity to satisfy unmet demand at other organizations. Accordingly, those needing to expand capacity could purchase service from human service agency operators with idle vehicles or excess capacity.**

### Expected Benefits

- Increased efficiency in service delivery
- Lower per trip costs
- Maximizes fleet utilization
- Increased revenues for organizations that “sell” excess capacity
- Improved service quality for clients through increased service options

### Potential Obstacles and Challenges

- Concern among existing ADA service providers who may be reluctant to give up a portion of the market
- Ensuring potential agency contractors are familiar with ADA regulations such that the services are administered according to agency standards.

### Application for Hudson County

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One way for Transcend to expand service without incurring the capital cost or procurement time associated with obtaining new vehicles is to contract with existing agency operators. UCP, for example, has a fairly large fleet of 20 vehicles. Transcend may be able to utilize UCP, depending of course on vehicle availability, as a “band-aid” approach to keeping up with demand until additional vehicles can be obtained, or as a way to handle unexpected surges in demand, or to address those next day trip request in West Hudson that it sometimes has difficulty serving. Such an auxiliary contractor might also help improve Transcend’s productivity while providing an additional source of revenue for the agency operator.

There are also existing examples of municipalities (Bayonne) and hospitals/agencies (VA) purchasing service from Transcend. Several municipalities, agencies, and hospitals have their transportation program. There may be some efficiencies to be gained by purchasing service from the same organization – Transcend – rather than having completely different services. See also Consolidating Functions.

### Examples of Best Practices

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**Norwalk, CT.** In Norwalk, to meet its ADA paratransit obligation, the Norwalk Transit District (NTD) utilizes external resources before expanding to its directly-operated fleet. NTD accordingly contracted with five different agencies to provide ADA service, filling unused capacity on the contracting agency vehicles. This has resulted in lower rates per hour for NTD and creates revenue for subcontractors as vehicles would otherwise be idle.

**Boston, MA.** In Boston, the MBTA contracts with four operators to provide ADA paratransit service. One operator, the Greater Lynn Senior Services (GLSS), is allowed by the MBTA to co-mingle ADA paratransit trips with its own senior trips, creating service efficiencies through shared rides. In return, the MBTA gets a preferred per trip rate for ADA paratransit service.



## Contracting with Common Service Providers

**Sponsoring agencies using common non-dedicated service providers may allow the co-mingling of their customers/clients between agencies as long as service standards are not violated. By allowing co-mingling of their riders, the sponsoring agencies get preferential rates. The characteristic of this strategy that distinguishes it from a more consolidated approach is that one or more sponsors have uncoordinated, separate contracts with a common vendor.**

### Expected Benefits

- Increase efficiency of vehicle operations
- Decreases the cost per trip
- Increases service capacity

### Potential Obstacles and Challenges

- Requires strict policy directive from administering agency and adoption of policy by participating agencies
- Requires administrative oversight, performance monitoring and fraud control efforts

### Application for Hudson County

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In Hudson County, there is currently no co-mingling of Medicaid non-emergency medical transportation (NEMT) with other community transportation services. There are, however, numerous private, for-profit contractors that provide NEMT. It seems logical that these carriers could be harnessed for other types of community transportation, especially since many provide MAV (accessible) service. Yet another strategy that holds promise is to certify Transcend as an MAV provider for Medicaid, especially given the precedents in some other New Jersey counties (see below).

### Examples of Best Practices

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**New Jersey.** The county-based systems in three of New Jersey counties (Gloucester, Middlesex, and Monmouth) are certified as Medical Assistance Vehicle (MAV) service providers, as certified by Unisys, the state's Medicaid Management Information System contractor. Hence, Medicaid recipient in these counties may call these county based systems for eligible rides, and the systems then bill Unisys based on the state MAV rates.

**Dakota County, MN.** In Dakota County, MN, compatible ADA, senior, job access and group-home trips sponsored by different agencies through separate contracts with DARTS, are co-mingled on DARTS vehicles, rather than being served by four different fleets.

**Boulder County, CO.** In the Denver metropolitan area, LogistiCare, the regional Medicaid broker, allows its clients' non-emergency medical transportation trips to be co-mingled with other trips sponsored through other contracts with one of its vendors, Special Transit, that serves Boulder.

## Consolidating Functions

**The consolidation or merger of various operating functions under a single operating entity is considered the highest level of transit coordination. The two most common approaches are (1) to consolidate call center functions (reservations, scheduling, and even dispatching) under a call center manager or broker; and (2) to consolidate call center functions plus some or all of the service delivery functions.**

### Expected Benefits

- Creates cost-efficiencies by consolidated trip reservations and scheduling staff
- Maximizes opportunities for ride sharing
- Improves service delivery and customer satisfaction
- Potentially provides leverage to securing additional federal funding
- Cost savings translate into increased service

### Potential Obstacles and Challenges

- Requires champion agency to take on consolidation and support idea
- Once implemented, requires leadership, on-going attention and committed staff
- Turfism issues arise over service quality, lost of control and “place” in community
- Requires project governance, cost allocation/reimbursement models and service delivery standards

### Application for Hudson County

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While potentially more complicated to organize, there is already a centralized service in Transcend that represents the building block for this strategy. It is quite possible that other community transportation services could tap into one or more of Transcend’s functional capabilities. It is also possible that other community transportation providers, following the lead of the VA and the City of Bayonne, may wish to purchase service through Transcend, as opposed to operating a “parallel” service.

### Examples of Best Practices

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**Consolidated Call Center Functions.** The Senior Transportation Connection (STC) in Cleveland, Ohio is a central entity managing and coordinating countywide delivery of transportation services. STC routes trips and assigns trips to the appropriate provider. Trip orders are conveyed by fax or electronically to contract providers.

**Consolidated Service Delivery (Centralized Model).** In DuPage County, Pace’s operations contractor, Veolia Transportation, manages the call center and operates a dedicated fleet, taking reservations for both ADA and Dial-A-Ride customers and scheduling them onto its fleet, co-mingling the trips when it is efficient to do so.

**Consolidated Service Delivery (Decentralized Model).** The Port Authority of Allegheny County (PAT) in Pittsburgh contracts with Veolia Transportation as a broker. Veolia, in turn, contracts with private and non-profit carriers who perform reservations, scheduling, and dispatching for distinct service areas. Customers are assigned to carriers based on their zone and all trips are co-mingled; fares are also dependant on zone and use scrip and cashless fares.

## Service Improvements

Strategies to improve service convenience can have a profound impact on customer mobility. While we referenced service improvements as a single strategy, there are in reality a variety of techniques and methods to enhance customer convenience including:

- Expanding the days and/or hours of service;
- Expanding the service area for pick-ups and drop-offs and/or adding destinations;
- Providing door-to-door assistance (as compared with curb-to-curb assistance) globally throughout the county; and
- Offering same day service by reducing the advance notification period.

### **Implementation and Service Delivery**

Among the most significant implementation challenges associated with any service improvements are funding and commitment. Many transit providers are reluctant to take on the additional costs associated with new services without reliable, sustainable funding sources. Once funding is secured, however, most transit providers have the skills and tools to improve and expand services. We have categorized this strategy as a longer term strategy recognizing the time associated with increasing operational capacity.

### **Funding**

As discussed, an essential component of implementing service improvements is identifying and securing reliable and sustainable funding. This is true for new and/or expanded service. Unlike capital projects with largely fixed implementation costs, service improvements require on-going funding sources. Some of the best practices which have been able to offer high levels of service typically are able to do so by either identifying a reliable local funding source such as state, municipal or institutional funds and/or by charging higher fees for premium services. Some of the non-FTA funding sources that may be examined for their potential to support service improvements include:

- Other federal programs – The Federal Interagency Coordinating Council on Access and Mobility has identified 64 federal programs that support passenger transportation; 56 of these programs are administered by seven departments exclusive of the Department of Transportation.
- Community foundations – A number of service projects use foundation grants as seed or start-up funding for coordination projects, especially programs that can demonstrate expanded mobility for specific target populations.
- Local membership cooperatives – In some parts of the country, communities have worked together to form membership cooperatives to participate in the design, implementation and funding of community transportation services.

## Improving Service Convenience

**Strategies to improve service convenience can have a profound impact on customer mobility. They include; (1) Temporal expansion of service – expanding the days and/or hours of service; (2) Spatial expansion of service – expanding the service area for pick-ups and drop-offs, and/or adding destinations beyond the established pick-up area; (3) Upgrading level of driver assistance – providing door-to-door assistance; and (4) Same-day service – reducing the notification period to enable same-day requests.**

### Expected Benefits

- Enhance customer accessibility, mobility and convenience
- Provide opportunities to additional mobility options and greater ease of travel

### Potential Obstacles and Challenges

- Expanding service convenience requires additional financial resources.
- Requires educating and training staff and customers to maximize benefits associated with cost
- Expanded driver assistance may encounter liability, training, union and service issues

### Application for Hudson County

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There are potential applications for each of the customer convenience strategies in Hudson County, especially temporal expansion of service hours to weekday evenings and weekends.

### Examples of Best Practices

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**Temporal expansion of service.** The Alameda-Contra Costa Transit Authority (AC Transit) extended the hours and days-of-week operations for five bus routes connecting low-income areas of Oakland with employment centers near the Oakland International Airport and downtown.

**Spatial and temporal expansion of service, and upgrading level of driver assistance (door-to-door).** Special Transportation Services (STS) in Miami/Dade County, Florida, and ACCESS in Pittsburgh/Allegheny County, Pennsylvania are brokered paratransit services that provide county-wide ADA paratransit services beyond the required ¾-mile corridors.

**Upgrading level of driver assistance (door-through-door).** Metro Mobility, serving the Twin Cities in Minnesota, provides transportation for people with disabilities on a "first-door-through-first-door" basis.

**Spatial expansion and same-day “premium” service.** The Santa Clara Valley (California) Transportation Authority’s (VTA) ADA paratransit service provides one-way trips within the service area for \$3.50/trip. Premium service (travel outside the service area, same-day service and open-ended returns) is available for a surcharge.

## Strategies that Improve Physical Access

Strategies associated with improving accessibility involve making infrastructure improvements to transit and inter-modal stations that permit a wider spectrum of the population to physically access these locations. We have identified two strategies that involve improving accessibility of non-key rail stations and at fixed-route bus stops.

### **Implementation and Service Delivery**

Making physical changes to non-key rail stations and/or fixed-route bus stops requires considerable planning to ensure the project is designed, funded and executed effectively and efficiently. This is especially true if improvements require construction that will inconvenience existing travelers or otherwise disrupts existing service schedules. Physical improvements are also expensive.

National best practice models demonstrate that accessibility improvements require considerable commitment and leadership on the part of the lead agency and on-going public education and outreach. Companion public education campaigns should initially focus on informing existing travelers about project timelines and goals. Subsequent education campaigns must target populations and markets to which the projects are directed.

### **Funding**

Making accessibility improvements to transit and inter-modal stations not designated as key stations is considered to meet the eligibility for New Freedom funds, so long as the projects are clearly intended to remove barriers that would otherwise have remained. One key factor in determining eligibility of New Freedom funds for these types of enhancements is that the project did not have an identified funding source as of August 10, 2005, as evidenced by inclusion in the Transportation Improvement Plan (TIP) or the STIP. In other words, if not for the New Freedom Program, these projects would not have consideration for funding and proposed service enhancements would not be available for individuals with disabilities.

In addition, several other FTA programs permit accessibility improvements including:

- Section 5307 (Urban formula program)
- Section 5309 (Capital)
- Section 5310 (Elderly and Persons with Disabilities Program)

Most FTA programs permit a higher rate of federal participation (90%) in the incremental costs of mobility enhancement projects.

## Accessibility Improvements at Non-Key Rail Stations

**Making accessibility improvements to transit and inter-modal stations not designated as key stations is considered to meet the eligibility for New Freedom funds, so long as the projects are clearly intended to remove barriers that would otherwise have remained.**

**In many situations, improving the accessibility of non-key stations in a service area may play a significant role in easing the travel burden for people with disabilities. Non-key stations are much more likely to be “partially accessible” due to their location and traffic volume as compared to key stations. However, often it is the non-key station that is most critical to the travel pattern of these transportation disadvantaged individuals.**

### Expected Benefits

- Increases mobility and travel options for persons with disabilities
- Reduces demand for ADA paratransit service and improves system-wide costs

### Potential Obstacles

- Improvements are typically expensive
- Long lead time with potential for disruptions to existing service and travelers

### Application in Hudson County

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Two PATH rail stations in New Jersey, Grove Street and Harrison, are not fully accessible. Elevators are available in the remaining New Jersey stations as well as terminal stations in New York (33<sup>rd</sup> Street, World Trade Center). NJ Transit’s rail stations in Secaucus and Hoboken are accessible, as are all stations on the Hudson Bergen Light Rail system.

### Examples of Best Practices

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**Boston.** The Massachusetts Bay Transportation Authority (MBTA) started working toward achieving station accessibility in 1990. Since that time, MBTA has made 73 of its 80 key stations accessible, allocated the construction funds for the remaining seven, and has begun making dozens of non-key stations accessible as part of station modernization projects. In 2006 the MBTA entered an agreement with the Boston Center for Independent Living that called for increased funding for elevator improvements, accelerated purchases of low-floor buses and buses with lifts, management and training initiatives, and new public address systems.

## Improving Access to Fixed-Route Bus Stops

Improving the accessibility of and access to fixed-route bus stops involves first examining bus stops (and especially those used or potentially used by significant numbers of older adults and/or persons with disabilities) and evaluating if improvements could help make stops more accessible. Potential infrastructure improvements may include removing barriers on sidewalks, improving or adding sidewalks, adding curb cuts, adding or improving pedestrian crossing and signals (including audible signals and countdown signals), and adding signage, lighting, benches, shelters, and other pedestrian enhancements, especially in the vicinity of bus stops. In addition, technological solutions akin to way-finding devices might help blind people locate bus stops.

### Expected Benefits

- Encourage use of fixed-route system
- Reduce reliance on paratransit service
- Secondary impacts associated with community development and enhanced safety

### Potential Obstacles and Challenges

- Physical improvements require financing and typically have a long lead time
- Many improvements require prioritization, funding and commitment from local authorities.

### Application for Hudson County

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Improving accessibility around fixed-route transit services has two key applications in Hudson County. First, there are undoubtedly several transit stops where accessibility could be enhanced with improved infrastructure. In many cases, stops may also benefit from improved maintenance. Second, in the rapidly growing areas, new development and fixed-route services should incorporate transit-oriented design principles and accessibility standards to ensure new development is safely and easily accessed by all members of the community. The application of this concept probably makes the most sense for new employers, new human service agencies and new residential developments. New development and the fixed-route services that are introduced to serve them should incorporate transit-oriented design principles and accessibility standards to ensure that (1) residents can get to new employment sites and services; and (2) residents of new residential development have access to public transportation.

### Examples of In-State and National Best Practices

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**Easter Seals Project ACTION's** Bus Stop Accessibility and Safety Toolkit has helped transit agencies develop an inventory of bus stops, assess the accessibility and safety of each bus stop and access to that bus stop, and create an action plan to address shortcomings.

**Tehama County, CA.** The transit system in rural Tehama County is currently using the toolkit as part of a study to develop Bus Stop Standards policies and plans for their system.

**Tampa, FL.** HART in the Tampa area has recently used this toolkit to put together such an inventory.

**Dallas, TX.** DART in Dallas is in the process of surveying all of its bus stops, including taking a photograph of each stop location.



## Information Technology

Technological tools that aim to support and enhance public transit and human service transportation services develop alongside new coordination strategies and hence are eligible for funding under some of the federal programs. Our list of relevant strategies includes a series of technological tools; the two with a longer implementation timeframe are tools that improve data integrity; and tools that support live dispatch.

### **Implementation and Service Delivery**

The most significant obstacle associated with implementing new technology, especially in cases where new technology is being developed, is training staff to operate and manage the technology as well as integrating new systems with older technologies. Similar with other strategies, best practice models suggest that implementation must be done carefully, especially when consumers are involved. Technological projects are likewise best achieved by demonstrating success on a smaller scale, learning from and building on success before implementing new tools system-wide.

Other implementation lessons involve ensuring front-line staff and end-users are involved throughout the project, including design and testing and that all potential users are sufficiently trained in the system. Many operators experienced with implementing new technology also underscore the importance of allocating sufficient time for new technologies to be developed, examined and fully tested before bringing them into the main stream.

### **Funding**

Hardware and software that support coordination strategies are eligible for capital funding (requiring a 20% local match) under the New Freedom program.

## Tools that Improve Data Integrity, Fare Collection, Cost Sharing/Allocation, Billing/Reporting, and Transfers

**MDT/AVL Technology** - Incorporating mobile data terminals (MDTs) and automatic vehicle locating system (AVL) technology into paratransit services to track vehicle movements.

**Automated Cost Allocation of Co-Mingled Trips** - Automated cost allocation of co-mingled trips involves tracking the live (or “real”) travel time or mileage for each trip.

**Centralized Fare Collection** - Allow centralized fare accounts to be maintained for each customer (individual or agency) with fares collected automatically as trips are taken.

**Smart Card Technology** - Client and eligibility information could be stored on a card, which is swiped in (or held in proximity of) a reader as riders board and exit the vehicles

### Expected Benefits

- Improved system management and reduced administrative costs
- Increased service efficiency and enhanced service delivery

### Potential Obstacles and Challenges

- Start up costs may be significant
- Requires training staff to operate and manage technology
- Must integrate new and old systems

### Application for Hudson County

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Transcend has recently acquired some of these tools.

### Examples of In-State and National Best Practices

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**MDT/AVL Technology and Trip Sponsorship.** The ADA/Dial-A-Ride and Ride DuPage services in DuPage County utilize a version of Trapeze (supplied by Pace) in conjunction with MDT/AVL capabilities that automatically record the location and arrival and departure times of vehicles.

**Automated Cost Allocation.** Outreach, the ADA paratransit broker in Santa Clara County, California uses a version of Trapeze that allocates shared trip mileage among sponsors.

**Centralized Fare Collection.** The MBTA in Boston, Massachusetts and Outreach in Santa Clara County have a centralized fare collection system for its ADA paratransit customers.

**Smart Card Technology.** The Client Referral, Ridership, and Financial Tracking (CRAFT) system in New Mexico provides flexible reporting capabilities that support the reporting requirements of various agencies.

## Tools that Support Live Dispatch

**Live dispatch refers to automated dispatching systems. Such systems are critical for large paratransit services wanting to allow for same-day travel requests; one of the most frequent unmet needs cited in the workshops. Live dispatch, especially for large systems, necessitates a software system that incorporates reservations and scheduling capabilities with current or predicted vehicle location information. Information may be transmitted to the system via MDT/AVL equipment to facilitate dynamic, “live” dispatching of unscheduled trips to vehicles.**

### Expected Benefits

- Live dispatch enables same-day shared ride service
- Increases service efficiency and reduces cost
- Offers method to replace unproductive bus routes

### Potential Obstacles

- System requires significant cost
- May further increase costs by increasing service demand
- Requires investment in staff training
- Requires agency-wide buy-in

### Application in Hudson County

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The primary application of live dispatch in Hudson County is if Transcend migrates from advance requests to same-day. Another potential application would be conducting demonstration sites for the software, starting in areas with unproductive fixed-route service, or where fixed-route service does not exist because it would likely not be productive. In such an instance, the Call-n-Ride system (see below) may be appropriate.

### Examples of Best Practices

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**Digital Dispatch System.** Some Access Services contractors in Los Angeles, California use a live dispatch system called Digital Dispatch System or DDS, on several of their vehicles providing ADA paratransit service. DDS dispatches unassigned trips to vehicles based on their location and current assignments.

**Call-n-Ride (CnR).** The Regional Transportation District (RTD) in Denver has established 14 neighborhood-based same-day/immediate-request, general public dial-a-ride services. These services are in locations that are approximately 4 by 6 miles in area and that can not support fixed-route service. To date, CnR service requests have gone right to the driver’s cell phone. In response to higher demand, the RTD has commissioned software to enable multiple CnR vehicles to operate in a service area in a way that is transparent to the user (single phone number) and streamline trip requests, scheduling, and system management.

## Evaluation Criteria and Strategy Prioritization

The strategies above were presented to stakeholders at the June 10 (and final) meeting of the project's Stakeholder Advisory Committee. Stakeholders were also provided with a hardcopy of each strategy overview.

Prior to beginning the prioritization exercise, stakeholders were presented with the following set of suggested evaluation criteria. This set of criteria was developed for this purpose in view of the fact that NJ Transit had not yet compiled its own set of evaluation criteria for selecting project proposals for 5316 and 5317 funding.

### **Suggested Evaluation Criteria for Prioritization Strategies**

#### **1. How well does the strategy address transportation gaps? It should...**

- Provide service in a “stranded” geographic area
- Serve a significant number of unserved or underserved people
- Improve mobility of low-income, elderly, persons with disabilities
- Increase level of service
- Preserve and protect existing services

#### **2. How likely is successful implementation? It should...**

- Be eligible for SAFTEA-LU or other grant funding
- Result in efficient use of available resources
- Have a potential sponsor with the operational capacity
- Be sustainable beyond the grant period

#### **3. Will the strategy build upon existing services? It should...**

- Avoid duplication and promote coordination of services
- Encourage participation of local stakeholders

After these criteria were presented and discussed, stakeholders were “tasked” to indicate their preferences for strategies with these criteria in mind. All the strategies listed in Sections 6.2 and 6.3 were written out on posters around the room. Armed with five dot stickers, each stakeholder was directed to affix a dot sticker next to the strategies that they believed are most important to pursue.

The outcome of this exercise is shown in Figures 6.1 and 6.2. For shorter term strategies, centralized information and tools that improve productivity received the most dots. Sharing resources received the most dots under longer term strategies.

**Figure 6.1 Summary of Preferred Strategies by Groupings**

<b>Time</b>	<b>Topic</b>	<b>Strategy</b>	<b>Votes</b>
<b>Shorter Term Strategies</b>	Information & Information Technology	Centralized Information	6
		Tools that Improve Productivity	5
	Alternative Mobility and Service Options	Volunteer Driver/Escort Programs	1
		Taxi Subsidy Programs	3
		Community Bus Routes	1
		Flexible Transit Services	1
		Agency/Employment "Tripper" Services	1
Reverse Commute Strategies	0		
<b>Longer Term Strategies</b>	Contracting & Consolidation	Joint Purchasing	0
		Sharing Resources	5
		Contracting with Agency Operators	1
		Contracting with Common Service Providers	0
		Consolidating Functions	0
	Service Improvements	Expanding the Days and/or Hours of Service	3
		Expanding the Service Area and/or Adding Destinations	1
		Providing Door-to-Door Assistance	0
		Offering Same-Day Service	2
	Strategies that Improve Physical Access	Accessibility Improvements at Non-Key Rail Stations	0
		Improving Access to Fixed Route Bus Stops	2
	Information Technology	Tools that Improve Data Integrity, Cost Sharing/Allocation, and Billing/Reporting	3
		Tools that Support Live Dispatch	0

**Figure 6.2 Rankings of Preferred Strategies**

<b>Shorter Term Strategies</b>	<b>Votes</b>
Centralized Information	6
Tools that Improve Productivity	5
Taxi Subsidy Programs	3
Volunteer Driver/Escort Programs	1
Community Bus Routes	1
Flexible Transit Services	1
Agency/Employment "Tripper" Services	1
Reverse Commute Strategies	0
<b>Longer Term Strategies</b>	<b>Votes</b>
Sharing Resources	5
Expanding the Days and/or Hours of Service	3
Tools that Improve Data Integrity, Cost Sharing/Allocation, and Billing/Reporting	3
Offering Same-Day Service	2
Improving Access to Fixed Route Bus Stops	2
Contracting with Agency Operators	1
Expanding the Service Area and/or Adding Destinations	1
Joint Purchasing	0
Contracting with Common Service Providers	0
Consolidating Functions	0
Providing Door-to-Door Assistance	0
Accessibility Improvements at Non-Key Rail Stations	0
Tools that Support Live Dispatch	0

# Chapter 7: Implementation of Prioritized Strategies

## Introduction

Three high priority strategies and three medium priority strategies were identified for Hudson County. These included:

### High Priority Strategies

Centralize Information  
Productivity-Improving Software  
Sharing Resources

### Medium Priority Strategies

Establish Taxi Subsidy Program  
Expand Service Days/Hours  
Software/hardware that enhances data integrity and supports cost allocation

In addition to the six high/medium priority strategies, eight additional strategies were selected as desirable, albeit less so than the others above. These strategies are considered important, yet less critical than the top six. There are also a number of other worthy strategies outlined in Chapter 6 that are not included here. The reason is simply to narrow the list in order not to overwhelm those who will implement this plan and scatter their efforts. Certainly, if an opportunity arises to take on some of the strategies not mentioned in this chapter, it should not be overlooked simply because the strategy is not ranked high priority here.

The sections below address what needs to be done to move forward the more highly ranked strategies identified in Chapter 6. Several interrelated activities and decisions need to be addressed to begin implementing the strategies. They are discussed in the following sections, and include:

- Potential lead agency or “champion” with the institutional, operational and fiscal capacity to implement the proposed strategy
- Implementation timeframe: What are the short, medium and long-term steps needed to implement the strategy?
- Potential funding sources, including potential use of SAFETEA-LU funds.

## High Priority Strategies

### **Centralize Information on Community Transportation Services**

Hudson County has never had a centralized directory of community transportation services that can be accessed by the general public or by human service agencies. To establish a central repository of information was voted as the top priority among the stakeholders, as there was not one stakeholder who knew all of the services identified in the inventory of community transportation services found in Chapter 4. Ideally, such a centralized source of information can be made available in multiple languages and formats. At the very least, a hard copy resource guide could be printed annually if not semi-annually. And, if it is available in hard copy format, it



can be made available on a website as well. Local stakeholders felt that such a directory should also be accessible via telephone, and that a “triage” approach (a few basic questions) might help the user narrow down his/her search. With such a centralized source of information, it was reasoned that it would be easier for stakeholders and their clients, constituents, and customers to access services locally, which will lead to overall improved mobility.

While any number of agencies likely have the capacity and skills to prepare a directory, best practice models show that the directories are most effective when prepared by a reliable organization with a county-wide/regional scope and reputation, as well as a proven ability to partner with counties, municipalities, and other public and private community transportation operators and sponsors. For the directory to be successful, the project leader ideally would commit to updating and maintaining the directory for a specified period of time and a specified frequency. An ideal organization would also have the capacity to obtain private sector and/or institutional support, through donations or advertisements, to help off-set costs associated with preparing and updating the directory. With these thoughts in mind, there are two potential leads who could take on the responsibility of establishing and maintaining a centralized directory of community transportation services:

- The United Way of Hudson County – suggested by a United Way representative at the May 8 Stakeholder Workshop; since United Way already has a referral service for human services; adding community transportation services may not be a hardship.
- Hudson County Transcend – as the most prominent provider of community transportation service in the County

Implementation of such a strategy could likely be done in a 3 to 6 month timeframe, possibly longer depending on the technologies used. Probably the most expedient approach would be to produce a hardcopy of the directory as a first step or phase, using the inventory in Chapter 4 as a point of departure. Such a directory could be replicated on the Hudson County and/or United Way website. Armed with Hudson County Transcend call-takers and/or United Way staffers could easily provide referrals to the appropriate service. An automated approach to referrals via a telephone / website set of triage questions could represent a Phase 2 to the effort.

With the inventory being done so recently (Chapter 4), it probably will not be that time-consuming to establish the directory. It will be necessary to update the directory at least twice per year. This can be done by (a) confirming the contact for each service; and (b) sending the current listing to the contact and requesting that the contact indicate any changes and return the revised listing.

Possible funding sources include the County and the United Way, and local foundations. Such an endeavor may also be eligible for FTA Section 5316, New Freedom Program funds, especially if it is couched as a resource available through a Mobility Manager hired by the lead organization. (A Mobility Manager is discussed more below.) At least for Phase 1, the expense will largely be labor, and perhaps printing and postage for hard-copy directories.

## **Productivity-Improving Software**

Hudson County Transcend recently installed a paratransit MIS/scheduling software system called RouteMatch as means of tracking/reporting data and automating the reservations, scheduling, and dispatch functions. Such scheduling systems require a significant amount of parameter tweaking up front in order to get the system to mirror traveling times on the route and

to fine-tune decision -making policies that the system will make in the scheduling process. On one hand, automating the scheduling process will improve staff and may improve service productivity by matching together rideshareable trips in an expedient manner. However, nothing has a more significant impact on service productivity than a run structure that matches the temporal curve of the demand profile. And the structuring of start and end times of Transcend runs at Transcend is still done manually. Now that RouteMatch is installed, Transcend staff can export trip data to develop the demand profile for each day of the week (of a sample week) and compare that against the run structure to see if there are any time periods where there is a mismatch of supply and trips, and hence to see where some efficiencies may be gained.

Another operational concept, the use of non-dedicated service providers to augment the dedicated fleet operations, has also been shown to increase the productivity of the dedicated fleet while minimizing the overall cost per trip.

There is finally a software tool that can help with both such analyses. The Non-Dedicated Vehicle (NDV) model was developed for the TCRP Report 121 Toolkit. This excel-based model, which is available free-of-charge from the TRB website, uses service information and data readily available for local parameters, such as driver/vehicle shifts, local labor practices (work shifts), driver costs, pay premiums for difficult shifts, operating and cost data, passenger trip length distributions, driver/vehicle run start and end times, passenger demand data by time of day, and availability and cost of non-dedicated vehicles.

The strategy is thus to utilize the software to see if any efficiencies can be had by re-structuring Transcend's run structure and/or by utilizing some existing agency or for-profit carriers to carry trips that would otherwise reduce the productivity of the system. Any gains in efficiency (a lowering of over-all cost per trip) can then be translated into providing more service with the current funding. The use of existing resources further helps spread the overall funding dollar.

The obvious lead for this strategy is Hudson County Transcend, although NJ Transit's Access Link might benefit from this software and analyses as well.

The implementation time-frame for this strategy is also 3 to 6 months. It will take staff resources to learn model, and to collect, format, and enter data. If the model results point to run re-structuring, such re-structuring must wait until the next driver pick to implement. Moreover, if the model results point to the use of a non-dedicated service provider or providers, the effort to figure out with the carrier whether the carrier does have available vehicles when they would be needed, and then to negotiate a rate and contract and work out any pre-requisite training, the daily logistics, and monthly reporting would easily take 6 months.

As with the first strategy, the major expenditure involved in this strategy is staff labor. If such an assignment is rolled into the job of a Mobility Manager (with the promise that any efficiencies identified would be translated into expanded service for Transcend patrons, there is a possibility that FTA Section 5317 funding could be used to cover the labor used to undertake this analysis (and subsequent experimentation of the revised run structure and service mix in RouteMatch), and negotiations with existing carriers. If any additional hardware or software (Excel) is needed, Section 5310 can be used for such a capital purchase.

## Sharing Resources

As noted in Chapter 4, there are several community transportation operators in Hudson County that provide community transportation services. Some of the larger programs include Transcend, Access Link, and United Cerebral Palsy. Additionally, there are several smaller programs with fleet sizes of 8 vehicles or fewer. All of these services have similar support needs such as driver training, safety training, drug testing, and maintenance, as well as software for data tracking and reporting and for the larger services, for reservations, scheduling, and dispatching. All of these programs also have service policies, procedures, and practices that guide the operation of the service. And finally, there are the vehicles themselves some of which undoubtedly are potentially available when they are not in operation or being maintained.

Given the commonalities of support, this strategy involves sharing information (policies, procedures, and practices), staff and resources (especially involved in support functions), and possibly the vehicles as well.

There are three primary benefits of implementing such a strategy. First, by sharing information, individual programs can better themselves by taking the “best of the best.” Second, as various programs grow in commonalities, the stage is set for the possibility of future coordination if not consolidation because of similar policies; agencies will be more likely to purchase service from one another, if not from a consolidated program. Third, individual programs may avail themselves of potentially higher quality service and lower costs, thus being able to stretch their funding dollar and potentially offer more service without the need for additional funding.

The obvious lead for this is Hudson County Transcend. Potential partners include NJ Transit (or its contractor), United Cerebral Palsy, other community transportation providers serving Hudson County, and potentially Medicaid contractors as well.

Implementation of such strategies can range from immediate to six months or more. Formation of Hudson County Community Transportation Coordinating Council, composed of (at least) the organizations represented on the study’s Stakeholder Advisory Committee, could serve as a forum for the presentation and sharing of policies, procedures, and practices. In fact, this committee could set, as a goal, common practices in driver training curriculum and safety training, with classes open to drivers of community transportation services represented on the council. The next step might be to coordinate the provision of maintenance, potentially out of the County garage that currently maintains the Transcend fleet (or through a maintenance vendor co-purchased by a group of local community transportation providers). This follows the example of DARTS in Dakota County, MN, a private, non-profit carrier that maintains vehicles for 80-90 organizations. It is possible that FTA Section 5310 funds could be used for capital purchases associated with bolstering maintenance equipment needed to support a coordinated vehicle maintenance effort.

The sharing of software is also a possibility, again following DARTS’ lead where it makes its software available to others via a multiple-site license. In effect, organizations who would otherwise not be able to afford RouteMatch may be able to “rent” a piece of Transcend’s RouteMatch via a multi-site license. The example in Minnesota is with another software product. The first step for Hudson County would be to determine, through the Coordinating Council, who might be interested in “renting” and if there is interest, to determine from RouteMatch whether a multi-site license is possible. Through this strategy, smaller community transportation providers that may not be able to afford such software may now be able to access such software. Transcend gets another local source of revenue that it can use (at the

very least) to offset the additional cost of a multi-site license. The local source of revenue can also be used as a local match for federal funding sources. And, the more providers using the same software, the easier it will be to (1) compare statistics and (2) to purchase service from one another if not consolidate services in the future. FTA section 5310 and 5317 could be tapped to acquire the multi-site license.

Lastly, the Hudson County Community Transportation Coordinating Council may wish to adopt a policy of only endorsing future Section 5310 vehicle applications that include elements of coordination, including vehicle sharing. Moreover, another role for the Mobility Manager might be to organize when existing vehicles are available for use by other organizations represented on the Council. Conditions for use must include meeting common insurance coverage and drivers taking the common driver training and safety courses.

## Medium Priority Strategies

### **Establish a Taxi Subsidy Program**

There is a vast supply of taxi companies that serve Hudson County, 59 taxi companies that serve one or more of its municipalities. This strategy involves tapping into this resource. Taxi subsidy programs typically involve an arrangement between one or more sponsoring organizations and a participating taxi company or companies. Under such a program, customers, clients, or residents may take a taxi trip at a discount.

There are several ways to effect the discount and control budget. Discounts can be effected by selling vouchers at a discount and/or by providing trips of up to a certain length (meter reading) where the customer pays a nominal fare, after which the customer is responsible for any additional fare. A sponsoring organization can control its budget by limiting the number of trips a person may take (per day, week, or month) or that can be taken on the system (per day), the latter in effect a first come first service basis.

Fraud goes hand in hand with voucher systems and where rides are requested directly between the rider and the taxi company (or taxi driver). The more fraud, the more administrative labor is required to monitor activity (unless the amount of fraud is estimated to be less the administrative cost.) The more fraud-free and low monitoring systems typically involve trips being requested through the same call center as paratransit trips.

Most taxi subsidy programs focus on seniors and/or persons with disabilities residing within the sponsoring municipality (or agency service area), but some are available to general public residents as well (if the municipality is willing to sponsor such trips). Human service agencies that employ this strategy generally limited taxi subsidies to agency clientele or program participants.

A taxi subsidy program in Hudson County would serve as a low-cost way to serve paratransit trips at times beyond the service hours of community transportation services in the county. Thus, it might serve as a way to “test” the demand in these time periods. If the demand materializes, its significance may argue for the expansion of more traditional paratransit into these time periods. That being said, a taxi subsidy programs also provides an additional mobility option for sponsored individuals - that being same-day if not immediate response service, as well as taxi service beyond their current services’ boundaries and service hours.

The lead for such an endeavor most likely would appear to be Hudson County Transcend, although there is no reason why other municipalities and human service agencies could not be partnering sponsors (for their own constituents and clients).

Taxi companies are most interested in such a program where the programs can deliver a steady stream of business and where the administrative requirements are not too cumbersome for the driver and the company. Thus, the more trips requested through the program, the more interest there will be among taxi companies. Taxi drivers are another thing. At the very least, it is important that taxi drivers come out whole, i.e., do not lose anything by participating in the program. Otherwise, the drivers (independent contractors) will be reluctant to pick up such trips.

While the taxi resources are vast in Hudson County, there are no accessible taxis in service. As part of establishing such a program, the County and/or NJ Transit may wish to acquire accessible taxi vehicle(s) and provide them to the taxi companies that participate in the program. Either Section 5310 or 5317 funding could be used for such a purpose.

## **Expand Service Days and Hours**

Many of the prioritized strategies are designed to effect efficiencies that can be used to stretch funding to enable the expansion of service, especially to weekday evenings and weekend days when community transportation service is in short supply for seniors and persons with disabilities. That said, there are also some funding sources that can finance the temporal expansion of service, although not a sustained basis.

Beyond Transcend, hours of service are limited for most providers to weekday business hours (e.g., 8:30am to 4:30pm). Hence, older adults wishing to travel on Saturday evenings and Sundays have very few paratransit alternatives, and most of those are local. And not county-wide. And while Access Link is generally available within most route corridors well into the weekday evening – in many corridors through midnight – and on weekends through 10:00 pm, this service is unavailable for persons with disabilities who are not ADA eligible. Meanwhile, persons with lower income only have a few demand-response options, other than those municipal services that are available to all residents of those municipalities. Still, they do not accommodate late shifts.

The need to expand service to weekday evenings and weekend days appears to be clear. On one hand, the implementation of a taxi subsidy system will help test the demand, but that demand is somewhat skewed because it includes same-day, immediate response trips. Thus, an expansion of Transcend paratransit, with or without the establishment of a taxi subsidy program, may be more appropriate to accommodate that need.

As the countywide provider of paratransit for seniors and persons with disabilities, it would make sense for Hudson County Transcend to lead such an effort.

Funding could come from a myriad of sources. In recent years, Transcend has not utilized all the funding available to it from Senior Citizens and Disabled Residents Transportation Assistance Program (SCDRTAP). FTA 5310 and 5317 grants could be used for such service. And, if there was a job access component to this service expansion (for persons who require accessible service to access late shift jobs, for example) such an expansion would be eligible for FTA 5316 (JARC) funding.

Once sufficient funding is secured, implementation of service could probably be implemented within 3 to 6 months. Various related elements that would need to be planned include

establishing the appropriate number of shifts to accommodate evening service (see the TCRP Report 21 software above), and assigning drivers, dispatchers, and road supervisors to cover that shift. It may be necessary to recruit and train new employees to accommodate the expanded level of service.

## **Software/Hardware to Support Coordination**

Hudson County Transcend recently upgraded its automated capabilities with the purchase and installation of RouteMatch. In addition to providing automated with help key functions such as reservations, scheduling, manifest preparation, dispatching, and reporting, it serves as the foundation for additional capabilities. One of the next steps in the evolution of automation for Transcend is to add Mobile Data Terminals and Automated Vehicle Location capabilities to the system. These additions will help provide additional tools to Transcend's dispatchers and drivers, and enhance the integrity of the data collected.

Looking ahead to where additional municipalities and organizations may wish to purchase service from Transcend, Hudson County needs to be in position to ensure these prospective sponsors that the rate they will be charged is a fair one, and that they are paying for the trips of their constituents or clients and not subsidizing other trips.

There are two capabilities that hence need to be added to Transcend's MIS. The first is software that helps an organization with cost allocation, ensuring that all costs are included in a unit rate that is charged. There are Excel-based products available that do this, and help establish for the organization a per trip rate, per mile rate, or per hour rate that reflect fully allocated rates. Without such software, Transcend can still figure out a rate structure for each sponsor, by taking a statistically relevant sample of trips of that sponsor (or if there are none available, for trips that are similar) and manually calculating the average operating cost for those trips. This average cost would then be added to the average cost for administration (total administrative cost divided by total number of trips) to arrive at a sponsorship rate. That said, the use of excel applications makes that job easier.

The second key function is to determine, within RouteMatch, how trips that are eligible for more than one funding source are to be funded. To a large extent, this will involve a policy decision on the part of the County to determine whether or not there is a funder of first resort, of last resort, and/or whether dually-eligible trips are divided evenly among the possible funding programs. Ultimately, federal and state funding program policies and reporting requirements may influence that decision. Equally important though is that Transcend has an automated way to help determine trip sponsorship for a given trip or that it provides enough information to the reservation agent to determine trip sponsorship.

RouteMatch currently has the capabilities to assign to a trip a sponsorship code; however, it does not have the capabilities suggest in the above paragraph. This kind of automation is almost essential as a pre-requisite to further coordination. Such capabilities could be funded through the Section 5310 program, and possibly through the Section 5317 program.

Here again, it makes sense for Hudson County to take the lead. However, it may make sense for the Hudson County Community Transportation Council – or at the very least, prospective sponsor-partners to – to become involved in the rate setting analyses, the development of the subsequent rate structure, and policies which affect cost sharing.

Some of the analyses could be done in a 1 to 3 month time frame. The time table for readying RouteMatch to better support cost sharing decisions would likely take longer, and of course is at the discretion of the company that sells the software.

## **7.4 Establish a Mobility Manager**

Rather than selecting individual strategies to pursue, Hudson County could consider applying for funding from JARC, New Freedom, or Section 5310 funds for a Mobility Manager. This source requires a 20% local match. The Mobility Manager would be a full- or part-time staff position housed in a lead agency to oversee local coordination efforts that are “packaged” under the Mobility Manager.

One of the high priority strategies—assisting in the creation and maintenance of a centralized repository of information about community transportation services—could be tasks for a Mobility Manager. The Mobility Manager could also help establish, if not oversee, the taxi subsidy program, one of the medium priority strategies, and possibly a volunteer driver/escort program, one of the low-priority strategies.

A first step in implementation will be to determine where the Mobility Manager will be housed, to draw up a job description, and to apply for funds in an upcoming SAFETEA-LU application cycle. Such a staff position could be placed under Hudson County Transcend or the County planning department, as the umbrella agency with planning responsibilities.

## **Next Steps**

The initial impetus for this plan is to meet federal requirements in order to apply for SAFTEA-LU funds: Section 5310, JARC, and New Freedom programs. However, the plan can be much more than a supporting document for funds. It can be a blueprint for programs and projects that will increase the mobility of older adults, people with disabilities, and low-income individuals. By increasing mobility for these targeted populations, the mobility of all Hudson County residents will be increased as well.

Community leaders and citizens who participated in the development of this Coordinated Public Transit-Human Services Plan can use it to take transportation in the county to a new level. It can be a basis for greater communication and coordination between the transportation profession and the social service profession. To do that, the plan should be adopted or at least endorsed by the study Steering Committee and the Stakeholder Advisory Committee.

Suggested as next steps are (1) the formation of a Hudson County Community Transportation Coordination Committee and (2) the identification of the lead agency / champion that will pursue each of the high and medium priority strategies. With continued focus on the issues and solutions raised in this plan, senior, disabled, and low-income residents of Hudson County will surely benefit.



# APPENDIX A

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## STAKEHOLDER/PUBLIC OUTREACH MATERIALS

Dear Colleague:

Hudson County is embarking on a planning effort to identify and recommend county-wide and local strategies to enhance mobility for the region's older adults, persons with disabilities and individuals with lower incomes by encouraging the most effective use of available community transportation services.

This planning effort needs individuals with your background and expertise to help shape this plan for the future and to guide our consulting team. The ultimate result will be a Public Transit-Human Service Transportation Coordination Plan for Hudson County that will frame future decisions about planning and funding of services.

The SAFETEA-LU federal transportation act requires that such a plan is in place before services and transportation providers in the region may access certain specific funding programs offered by the Federal Transit Administration. Thus, your participation in this effort is necessary in order to ensure that current and future transportation services in Hudson County benefit from this funding.

The planning effort is also driven by current coordination successes within the state and nationally. These success stories have demonstrated how the funding that is already utilized to operate or purchase community transportation services for county residents can be "stretched" by implementing coordination strategies. By improving efficiency and reducing service redundancies, coordination ultimately allows you to do more with the available funding, including expanding service to meet more of the growing demand and unmet need. Your participation in the plan process will ensure that your organization is represented and reflected in the plan.

To facilitate ongoing communication between you and other stakeholders in Hudson County with our consulting team, led by Nelson\Nygaard Consulting Associates, **we are forming a Stakeholder Advisory Committee on which we would like you to participate.** This committee will meet on a monthly basis through June and will serve as a forum for gathering and sharing information about available services, determining unmet needs and gaps in services, unveiling issues and concerns, devising potential strategies, presenting information, and building consensus on the most appropriate future actions. The exact date and times of these meetings will be determined at the first meeting.

With your participation, the consulting team will be able to better verify findings and collect feedback continuously as the process unfolds. What you bring to the discussion will drive the process: your first-hand experience in enhancing the mobility of your clients, your understanding of local conditions and issues, and your ideas for the future. Based on your input, the input of other transportation and human service agency service providers, public officials, and advocacy organizations, the consulting team will develop policies and recommendations for the future to help fund and stretch the funding of transportation services that focus on the elderly, disabled and low-income populations in our County. Your participation on the Stakeholder Advisory Committee will feed directly back toward creating outcomes that will be maximally effective, informed, and appropriate.

The organizational meeting of the Stakeholder Advisory is scheduled for February 14<sup>th</sup>, 10:30 am at 595 County Ave. Secaucus N.J. 07094 Building 1 Basement Conference Room. Please have you or your designee respond in an email to Kevin Crimmins to confirm your participation. Thank you in advance. I look forward to working with you. Should you have any questions in

the interim, please do not hesitate to contact Kevin Crimmins at 201-271-4306 or e-mail at [kcrimmins@hudsoncountynj.org](mailto:kcrimmins@hudsoncountynj.org).

Sincerely,  
Thomas A. DeGise  
County Executive

## **Hudson County Coordinated Public Transit - Human Services Transportation Plan**

### **Stakeholder Advisory Committee Meeting #1 Minutes February 14, 2008**

The consulting team of Nelson\Nygaard (NN) and Urbitran, along with host Hudson County, gathered together a group of invited stakeholders to form a Stakeholder Advisory Committee (SAC) and to go over the work plan of the study and discuss next steps. Following are minutes from the meeting, which took place from 10:30-noon on Feb. 14, 2008.

Will Rodman, Nelson\Nygaard' project manager, briefly went over the project's importance: specifically, to assure eligibility for FTA Section 5310, 5316, and 5317 funds for county and local transportation programs by developing a Coordinated Public Transit-Human Services Transportation Plan for Hudson County. Developing a coordinated public transit and human services transportation plan satisfies SAFETEA-LU federal requirements to ensure continued funding. The basic template for such a coordination project entails creating an inventory of community transportation services, identifying any service redundancies and unmet needs, formulating transportation program strategies specific to the locality under study, and prioritizing these strategies. Some coordination may already be going on in Hudson County. Strategies range from the simple to the complex, from simply sharing information between providers to sharing vehicles and staff. Coordination strategies are not intended as a way of decreasing budgets but as a means to increase efficiency and free up resources to expand service spatially or temporally, or to accommodate more trip types or provide a higher level of service.

Also required as part of this planning process, the SAFETEA-LU regulations also require extensive participation from stakeholders and the general public. To comply with this regulation, the project will include oversight from a Steering Committee, the establishment of a Stakeholder Advisory Committee, which will be meeting monthly, a series of stakeholder interviews; a survey of transportation providers and relevant agencies; two rounds of workshops/public information meetings, and three focus groups of customers from three target population groups: persons with disabilities, older adults, and persons with low income. The first workshop will take place when the consultant team has its initial set of findings on existing services, needs, and draft strategies. The second workshop will take place after the draft final has been completed.

And as a way of furthering public awareness of the project, Will recommended establishing a project web page on the County's web site, with NN providing the content and the county webmaster creating the site. Kevin Barry of Hudson County said a web site is a good idea, and doable.

The Stakeholder Advisory Group agreed to meet monthly on the second Thursday of each month on March 13, April 10, May 8, and June 12 at 10:30 AM.

NN and Urbitran are currently taking on Task 3, which involves reviewing past studies, interviewing stakeholders, developing the survey an survey list, gathering Census data, and data on trip origins and destinations. After gathering this data, the consulting team will begin developing the inventory of services and agency resources – number of trips provided, costs, funding source, vehicles available, and other data; and then comparing the supply of services to the needs of the three target population groups in order to identify unmet needs and service

redundancies. Speaking of past studies, Will asked Carol Wilson for a copy of a CD of the previous Hudson County coordination final report, conducted 10 years ago, specifically because her version the maps, and his does not.

Project challenges include the aggressive timeline, which aims to complete the project in mid-June. Another challenge lies in organizing the two rounds of workshops and three focus groups, which take a lot of lead time to organize and publicize. To get the maximum amount of public input, notice must be posted well in advance through press releases, web posts, and advertisements.

The role of the SAC will be to guide and advise the consultant team, review materials, and help out with the workshops and encouraging stakeholder participation.

Each deliverable will be reviewed by Kevin Crimmins and then distributed to the SAC for comments. Comments should then forward comments on to Kevin Crimmins. Kevin will consolidate all comments into one, non-conflicting set, and forward them back to Will for incorporation into the documents. The tight timeframe of the project means that the SAC will only have one or two weeks to review each deliverable.

Once NN comes up with strategies, the team and SAC together will prioritize strategies. One method of prioritizing strategies may involve the “Coordination Game,” an exercise NN recently successfully debuted during a similar project in Wisconsin. The game involves making up a one-page summary listing the pros, cons, costs, and gains of each strategy and assigning a certain number of pennies (the cost) to each strategy. Participants provided with a certain amount of coins can clearly understand the trade-offs involved in picking one strategy over another, as well as combining “funds” with other participants in order to afford a particular strategy..

In terms of composition, there was a discussion on “missing” individuals, both those that had been invited and were not present, and those that the SAC felt should also be on the committee, and who had not been invited. Will asked the group if anyone who should be represented is missing, noting that invitations had been sent out to organizations who provide or fund transportation to the three target populations (older adults, persons with disabilities, persons with low income) as well as advocacy agencies representing the three populations. IN addition, there was an attempt to also attain a representative geographic balance by inviting state, county, and local public officials, as well as private organizations that had, as their catchment areas, the county or locality within the county. The ensuing discussion included the following:

Steven: Jersey City

Bob: Only 6 of the 12 municipalities are represented

Kevin: All were invited

Will: Invitations to the SAC took a two-pronged approach: we sent letters to those agencies we felt were critical to participate, and then sent letters to all the mayors.

Bob: The county executives are the only people who can prod the mayors.

Kevin: The mayor from East Newark could not make the meeting today, but does want to participate.

Mike: Most of the cities have senior centers.

Will: Some senior centers are operating transportation with help from Title III or 5310 grants, but we figured that those agencies are usually a part of city or county government and will be represented in the SAC by government officials.

Peggy: She represents a senior center but hers does not operate transportation. There are lots of centers in the county that could be used as sites.

Will: If there are other centers in the county involved in providing transportation (either directly or through purchasing service) can she please send names to Will?

Will: Is there anyone representing Medicaid? It provides non-emergency medical trips.

Kevin: Larry represents Medicaid.

Will: State has regional offices for Medicaid, so we should find the agency who authorizes these trips.

Kathy: There's no one person within Medicaid who approves all transportation requests because a lot of people are in HMOs, and if so the HMO approves the request.

Will: Is there a prominent HMO for Hudson County?

Larry: No, there are a lot of HMOs.

Will: So some people are double enrolled in Medicaid and a various HMO. Some people ask for non-emergency transportation through an HMO. Others are enrolled in Medicaid only and call the carrier directly. (General agreement yes.) Non-emergency medical trips are a very important piece of the transportation picture, since Medicaid recipients are usually low-income, and the high volumes of Medicaid non-emergency trips means that they have a significant impact on efficiency if mixed in with other trips.

Ed: CARE managers are ideal to contact for information about the Medicaid picture because they deal with Medicaid waivers and Title III.

Paulette: May know a piece of the puzzle.

Paulette: One group not represented is a senior advocacy group from the non-government side.

Will: Transportation consumers will be definitely included in the public workshops as well as possibly the focus groups. Are there a senior advocacy organization, such as a counterpart to HIP?

Carol: She will find someone from the Senior Advisory Committee.

Will read from the list of committee members from the last human services transportation plan, created 10 years ago.

1. Urban League – Invited/No-Show. Carol will contact Eleanor Watson.
2. Hudson County Improvement Authority – Not Needed
3. Hudson County Workforce Investment Board – Present (Kathy and Ben sit on the board)
4. Hudson County Welfare – Present (Ben)
5. NJ Transit – Present (Tim)
6. Hudson County Engineering – Not Needed
7. TMA – Present (Jay)
8. Office of the County Executive – Kevin will invite
9. NJ DOT – Not Needed
10. NJ Department of Human Services – Should be invited – Terry Gershwin is contact
11. Transcend – Present (Kevin & Jim)
12. Jersey City Department of Economic Opportunity – Might not exist anymore
13. Jersey City Department of Human Services – Invited/No-Show. Carol will contact Harry Melendez.
14. Hudson County Department of Health and Human Services – Present (Carol)

Vin: What about the Port Authority? Carol will get a contact through the county executive.

Tim: Should we include faith-based organizations?

Kathy: Episcopal community development group should be included as well as Catholic organization.

Will: Does the county have any volunteer driver programs?

Carol: The Red Cross did, but stopped three years ago.

Will: United Way?

Kevin: Invited/No-Show

Will: We'll circulate a list of all those invited and notate whether they showed up or not.

Tim: Should we include any for-profit providers?

Homework assignments were doled out to SAC members to recruit those missing members.

Chris Henry from Urbitran then described what he has learned so far through his review of previous studies and interviews with stakeholders. He would like to finish interviewing stakeholders by 2.22 if possible.

Chris mentioned that Transcend is clearly the major paratransit operator in the county, but capacity has been stretched by additional riders from Bayonne and the closing Christ Hospital in Jersey City. People feel that a service gap, rather than a redundancy, exists in the County. Many smaller organizations also run service on a few vehicles, and we are trying to figure out what's out there and what, if any, coordination already exists. For example, Hoboken and Kearny have their own community shuttles – how do those relate to Transcend? The capacity constraints at Transcend result in trip prioritization issues. Clearly, emergency medical trips like dialysis get handled first, but then a clear hierarchy does not exist for handling non-emergency trips. Figuring out where and when gaps in Transcend exist and what populations are unserved will be critical. From an administrative standpoint, the closure of Christ Hospital presents a problem for services that rely on local matching funds. Other issues include a lack of knowledge of transportation options beyond Transcend, eligibility requirements, and the logistics of utilizing taxis (which are usually not accessible vehicles) to provide overflow assistance. Overall, we need more input from the low-income third of the equation.

Will read out the seven major unmet transportation needs as identified from the 10-year-old previous report and noted which ones have been achieved.

1. Older adults' demand for transportation exceeds capacity.
  - a. *Still an issue*
2. Medicaid lower mode vehicles (non-accessible vans, cars) limited
3. Low income persons need off-hours service to access employment.
  - a. *Ben says his department now runs three lines to Secaucus and the Meadowlands off-hours*
4. Low income persons need better transit information
  - a. *Still an issue*
5. Cost of transfer between bus companies a major barrier
6. Need more convenient child care
  - a. *Ben provides a shuttle for qualifying people*
7. Jitneys
  - a. *These illegal vehicles are not safe, and should be put out of business.*



Will read the 12 recommendations from the previous study and noted whether the recommendation has been implemented.

1. Expand Transcend
2. Establish a subcommittee to work with Medicaid
3. Transit work pass – Yes
4. Increase transit to Secaucus – Yes
5. Establish Hudson County TMA – Yes
6. Develop Hudson County transit map – Yes
7. Support public timetables for private bus
8. Computerized transit matching system – *Note that Transcend has purchased computerized paratransit scheduler*
9. Encourage NJT to purchase low-floor buses
10. Implement Jitney task force recommendations
11. Child care and transportation link
12. Expand reduced fare program – Yes

**SAC Meeting #1 Attendees**

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Phone #</b>	<b>E-Mail</b>
Linda Cecchini	Sup. Trans.	North Bergen Special Transportation	201-869-9595	<a href="mailto:Linda.cecchini@gmail.com">Linda.cecchini@gmail.com</a>
Randy Krivanek	Dir. Facility	Christ Hospital	201-271-4311	<a href="mailto:rkrivanek@christhospital.org">rkrivanek@christhospital.org</a>
Vin Urgola	Dir of Operations	North Hudson Community Action Corporation	201-697-7627	<a href="mailto:vinu@ghcac.org">vinu@ghcac.org</a>
John Sarnas	Health Officer	Town of Kearny	201-997-0600	<a href="mailto:jsarnas@kearnynj.org">jsarnas@kearnynj.org</a>
Mike Rodgers	Exec. Dir.	Harrison Housing Authority	973-483-1488 x12	<a href="mailto:mrodgers@harrisonhousing.com">mrodgers@harrisonhousing.com</a>
David Drumeler	Secaucus Admin	Secaucus	201-330-2008	<a href="mailto:ddrumeler@secaucus.net">ddrumeler@secaucus.net</a>
Peggy Lanni	Exec. Dir.	City of Bayonne	201-858-6142	<a href="mailto:planni@bayonne-ooa.com">planni@bayonne-ooa.com</a>
Eleanor Trefemberth	Director	Bayonne Economic Opportunity Foundation	201-437-7222	<a href="mailto:admin@beof.org">admin@beof.org</a>
Jay DiDomenico	Dir. Of Ops.	Hudson TMA	201-792-2825 x2	<a href="mailto:jayd@hudsontma.org">jayd@hudsontma.org</a>
Jim Sheridan	Transportation	Town of Secaucus	201-330-2082	<a href="http://www.secaucus.org">www.secaucus.org</a>
Kathy Wood	Director	Hip	201-533-4407	<a href="mailto:Kwood.hud@hipcil.org">Kwood.hud@hipcil.org</a>
Paulette Erble	Chair of CAC	Transcend		<a href="mailto:perble@comcast.net">perble@comcast.net</a>
Kevin Barry	Deputy Dir.	Roads & Public Property	201-558-7033	<a href="mailto:kbarry@hcnj.us">kbarry@hcnj.us</a>
Carol Ann Wilson	Dir. HCDHHS	County DHHS	201-371-4311	<a href="mailto:cwilson@hcnj.us">cwilson@hcnj.us</a>
Rafael Mata	Sr. Assoc.	Janus Solutions	609-466-0200	<a href="mailto:rmata@janussolutions.com">rmata@janussolutions.com</a>
Ben Lopez	Dir. Family Services	Dept. of Family Services	201-533-2433	<a href="mailto:blopez@oel.state.nj.us">blopez@oel.state.nj.us</a>
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Larry Goodhart	Asst. Adm. Sup.	Hudson County Division of Welfare	201-420-3108	<a href="mailto:lgoodhar@oel.state.nj.us">lgoodhar@oel.state.nj.us</a>
Tim Sharpe	Regional Program Administrator	NJ Transit	973-491-8884	<a href="mailto:tsharpe@njtransit.com">tsharpe@njtransit.com</a>
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Ed Benoit	Director	Hudson County Office on Aging		
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# **Hudson County Coordinated Public Transit - Human Services Transportation Plan**

## **Stakeholder Advisory Committee Meeting #2 Minutes March 13, 2008**

### **Handouts**

SAC Contact List, Survey, List of Survey Recipients, partial draft of Existing Conditions Report (demographic patterns), partial draft of Supply of Public Transit and Community Transportation Services (summary of public transit services).

### **Project Recap**

New members on the Stakeholder Advisory Committee were asked to introduce themselves. For the benefit of these new members, Will Rodman of Nelson\Nygaard briefly recapped the project and its purpose, and provided them with hard copy of the project summary and work plan. IN short, Will stressed that SAFETEA-LU requires special coordination planning activities in order for a program to receive federal funding through FTA Section 5310, 5316 (JARC), 5317 (New Freedom) funding programs, and that in New Jersey, all counties have developed a public transportation and human services transportation coordination plan except for Hudson County.

Again for the benefit of the new members, Will worked backward from the end product of the study, noting that the coordination strategies that the consulting team develops in conjunction with input from the SAC, other stakeholders and the public will stem from specific unmet needs and other shortcomings in Hudson County that are identified. For unmet need, the consulting team will be focusing on the customer base of community transportation services that are funded by FTA funding programs – older adults, persons with disabilities, and persons with low income. By comparing the travel needs of these three target population with currently provided public and community transportation, unmet needs will be unveiled. Additional input on unmet needs will be gathered from the survey of community transportation providers that is currently underway, and the stakeholder workshops / public meetings and focus groups that will take place in late April / early May.

Products leading up to the final plan are to include an inventory of community transportation services, an existing conditions report which will evidence trip needs from the three target population groups, an identification of unmet needs, and finally a set of strategies to address those unmet needs and other identified shortcomings. Again for the newcomers, Will revisited the role of the SAC: to review these materials and provide comments, assist with the public participation process, and help prioritize strategies.

### **Survey**

The first major effort is the survey of community transportation providers. The survey instrument was developed in part from NJ Transit's survey and in part from other surveys Nelson\Nygaard has used on other coordination projects. Will briefly went over the survey's parts: a front list of definitions, organization profile, description of the transportation program provided, perceptions on unmet need and coordination, and a map to show each organizations' service area. The current list contains 32 names to which the survey was based on providers

listed in previous studies; providers identified in various stakeholder interviews the consulting team has already conducted; and the list of Section 5310 funding recipients in Hudson County (obtained from NJ Transit). Will asked the SAC members to look through the list of survey recipients to identify others who should be included please let us know.

### **Work Status on Existing Conditions Report: Mapping/Analyzing Demographic Data**

Will mentioned that the team would normally wait until starting on the existing conditions report until after the findings from the survey have been synthesized, but that given the fast time frame of this project, the team went ahead and produced a partial draft of the first part of the existing conditions report – that which focused on demographic data available from the census, as a surrogate for trip origins for each of the target population groups.

Will summarized the findings thus far, giving a general description of the county, and noting that, as of the 2000 Census, the county had a population of just over 600,000; and that the population has begun increasing after decades of decline, rising an estimated 4.8 percent from 2000 to 2006. Hudson County is the smallest, densest county in New Jersey. Will added that the County's average median income is significantly lower than the rest of the state and that the percent of population in the labor force is also slightly lower than the state and national averages.

Will noted that the team broke down the three target populations as follows:

#### Older Adults

- Adults over age 65

#### Persons with Disabilities

- People with sensory disabilities
- People with physical disabilities
- People with mental/cognitive disabilities

#### Persons with Lower Incomes & Transit Dependent Individuals

- Households below the poverty level
- Households without access to a vehicle

Will mentioned that these totals were not aggregated, as they do overlap. Many people fall into more than one category.

Kathy W.: The draft Existing Conditions Report makes no mention of what major destinations are not accessible.

Will: This has not yet been done, but will be. The existing conditions report will also include information about destinations – this is upcoming in the project. The inventory of transportation services will also address accessibility. And then, by comparing those two parts, we will see where unmet need exists.

Will mentioned that the demographic statistics for each of the 6 data sets above include both the number of people per block group and census tract as well as the density per acre for each block group and census tract. Will then summarized the major findings:

- Within the county, the senior population (nearly 70,000) represents 11 percent of the total, with Bayonne containing the most seniors – 43 percent of total population. In terms of density of seniors, the number of adults over 65 by acre in the top 10 census tracts ranges from 1.7 in West New York to 23.8 in Union City. Incidence of high numbers and densities of senior population can be found throughout the county, with the notable exception of Kearny.
- Persons with physical disabilities (about 43,000) make up 7 percent of the county population. West New York contains the census tract with the highest number of people with disabilities. Bayonne had the census tract with the highest percentage. Densities per acre among the top 10 census tracts range from 5 in North Bergen to 15.8 in West New York.
- Persons with sensory disabilities includes those with visual or hearing impairments. This population (about 18,000) reflected 3% of the population. The census tract with the highest number of persons with sensor disabilities is in West New York and the highest percentage in Bayonne. The census tract in the top 10 with the highest density was found in Jersey City.
- Persons with mental or cognitive disabilities (about 24,000) makes up 4 percent of county population. The census tract with the highest numbers is in West New York. The census tract with the highest percent is in Jersey City. The census tracts with the highest density of people with persons with mental/cognitive disabilities are found in Jersey City and West New York.
- The distribution of persons with disabilities is very similar to the distribution of seniors.
- The highest number of households living in poverty occurs in West New York and Jersey City. Both Jersey City and Bayonne contain census tracts with the highest percentages and densities of persons living in poverty.
- To determine the number of persons with low income, we used the definition of poverty level given out by the US Census. The county contains 81,000 carless households, representing 35 percent of the population. Among the top 10 census tracts, the highest number of carless households is in both Jersey City and West New York. The highest census tracts by percentage and density are in Jersey City and Bayonne.
- The maps of carless households and persons with low income by density are very similar.

Will then described the process undertaken by the team to identify general need that across all the population groups. This was done through a point-based analysis. Will explained that each map's population can be divided into quartiles. Each tract was then assigned 1 to 4 points per population based on its quartiles – thus a tract with the lowest quartile of a target population receives a 1, and so forth. Thus each tract could be assigned a total of 6 to 24 points, as the team considered 6 population groups.

This point analysis revealed that Jersey City, West New York, and Union City have the highest potential need and West Hudson County and Secaucus have lowest need. Surveys and

interviews, however, show us that West Hudson County feels neglected in transportation and other services. Will made the point that demographics alone only tell part of the story.

Angelica: Census numbers are old. Do they take into account Medicaid? SSI? She can get us data by ZIP code for TANF, food stamps, and general assistance recipients. The data is not necessarily better, but different. Things have changed since 2000 – populations have shifted.

Steve: Last year Chris Henry at Urbitran did a county bus circulation study using all of Angelica's data. This data has already been plotted.

Will: I will check with Chris and we will compare that data with the data that we have already collected and analyzed for Persons with Low-Income to see if shifts in need among this population have changed, and either way, will include this comparison in the report.

Will then asked the SAC members to please review the draft document and get any comments to Kevin.

Will mentioned that the next steps will be to identify major destinations for these groups within and outside of Hudson County. This will come from the survey, previous studies, and internet searches.

### **Work Status on Inventory of Public Transit and Community Transportation Services**

Will reported that work had also begun on the inventory, noting that the information on community transportation services has not been synthesized from the survey yet because the survey effort is still incomplete. In the meantime, however, a draft summary of public transit services, based on the Urbitran Study, was developed (and was included in the handouts). Will then listed the transit services, corridors, and transit centers that were included in the summary, and asked the SAC to please review the summary and get back comments to Kevin.

### **Stakeholder Workshop / Public Information Meeting and Customer Focus Groups**

Will mentioned that, as part of the public participation effort, the team will be conducting a combined stakeholder workshop / public information meeting in either late April or early May, with customer focus groups to occur a week or two later. Will added that the focus groups would likely be held in different places commonly attended by the target group, e.g., a large senior center for the older adults focus group, and perhaps HIP (a Center for Independent Living) for the persons with disabilities focus group.

Will then asked the SAC if there were any good places to hold the workshop, noting in particular that the facility needed to be generally accessible by public transportation and be ADA accessible, and be large enough to accommodate 30-50 people.

Steve: The community college built a new culinary building at Journal Square. Eric Friedman is the facility manager.

This information is to be passed along to Kevin, who will pass along contact information to the consulting team. Urbitran will be responsible for securing this location and a date. Once they have nailed this down, they will begin on securing places for the focus groups.

## **Recap of Next Steps**

The team's upcoming work will include follow-ups with survey participants and producing an inventory of community transportation services. The inventory will include information from the survey and maps. There will be a one-to two page summary of each provider.

Concurrent to that effort will be finishing the existing conditions report as previously discussed. Then the team will begin compare need (travel patterns) with the services to identify unmet need.

Kathy: Does this plan address implementation?

Will: Our plan comes up with a set of prioritized strategies and programs – this in itself fulfills the planning requirements of SAFETEA-LU and makes Hudson County organizations eligible for funding. Thus, proposals for projects that would be funded under the funding sources covered by SAFTE-TEA-LU would likely be favored or weighted more heavily by NJ Transit if they are in concert with this plan.

Ben: We have schedules for public transit routes funded with JARC funding.

Will: Please send them to me.

## **Next Meeting**

Next meeting: April 10 at HCIA, 574 Summit Ave

**SAC Meeting #2 Attendees**

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Phone / Fax</b>	<b>E-Mail</b>
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Stephanie Denis	Associate	Nelson\ Nygaard	212-242-2490	<a href="mailto:sdenis@nelsonnygaard.com">sdenis@nelsonnygaard.com</a>
Jay DiDomenico	Director	Hudson TMA	201-792-2825 201-795-0240	<a href="mailto:Jayd@hudsontma.org">Jayd@hudsontma.org</a>
Maria Gomez	VP	United Way of Hudson County	201-434-2625	<a href="mailto:mgomez@unitedwayofhc.org">mgomez@unitedwayofhc.org</a>
Kathy Gonde	Assistant Dir SC	Weehawken Township	201-319-6060	<a href="mailto:facchinicarmela@yahoo.com">facchinicarmela@yahoo.com</a>
Angelica M. Harrisom	Director HC Welfare	County and Borough of East Newark Welfare Medicaid		<a href="mailto:aharrison@oel.state.nj.us">aharrison@oel.state.nj.us</a>
Peggy Ianni	Director	City of Bayonne, Office of Aging	201-858-6119	<a href="mailto:planni@bayonne-ooa.com">planni@bayonne-ooa.com</a>
Robert Knapp	Dep Dir HC Welfare			<a href="mailto:rknapp@oel.state.nj.us">rknapp@oel.state.nj.us</a>
Marion Listwan	Dv BD	Hudson County office on Aging	973-484-4956	-
Ben Lopez	Director	Hudson County Welfare	201-420-3012 201-420-0343	
Steve Marks	Director	Hudson County Planning Department	(201) 217-5137 (201) 795-7856	<a href="mailto:smarks@hudsoncountynj.org">smarks@hudsoncountynj.org</a>
Rafael Mata	Sr. Assoc.	Janus Solutions	609-466-0200	<a href="mailto:rmata@janussolutions.com">rmata@janussolutions.com</a>
Lesley Moore		Catholic Charities	201-798-9956	<a href="mailto:lmoore@ccan.org">lmoore@ccan.org</a>
Jim Ostaszewski	Asst. Dir.	Transcend	201-271-4306	<a href="mailto:kcrimmins@hcnj.us">kcrimmins@hcnj.us</a>
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John Sarnas	Health Officer	Town of Kearny	201-997-0600	<a href="mailto:jsarnas@kearnynj.org">jsarnas@kearnynj.org</a>
Vin Urgola	Dir of Operations	North Hudson Community Action Corporation	201-617-7242	<a href="mailto:vinu@nhcac.org">vinu@nhcac.org</a>
Carol Ann Wilson	Director	Hudson County Department of Health and Human Services	201-271-4310 201-271-4357	<a href="mailto:cwilson@hcnj.us">cwilson@hcnj.us</a>
Kathy Wood	Executive Director	Heightened Independence and Progress, Inc. (HIP) - (CIL for Hudson Co.)	201-533-4407	<a href="mailto:kwood.hud@hipcil.org">kwood.hud@hipcil.org</a>



## Hudson County Coordinated Public Transit - Human Services Transportation Plan

### Stakeholder Advisory Committee Meeting #3 Minutes April 10, 2008

Kevin Crimmins, Hudson County's project manager for this study and Director of Hudson County Transcend, began the meeting by thanking attendees for their participation and introducing the consultants: Will Rodman, Nelson\Nygaard project manager, and Chris Henry of Urbitran.

Will went over the meeting agenda and handouts provided. Handouts included an Agenda, Demographic Maps illustrating Persons with Low Income, and drafts of the Stakeholder Workshop Invitation Letter, and the press release and flyer for the "Open House" Public Information Session.

Will noted that Kevin had sent an e-mail to the SAC indicating that the drafts of Chapters 1 through 4 (the final Plan will have seven) and some of the handouts had been placed on Nelson\Nygaard's FTP site, and had included directions on how to access the FTP site. Will asked whether anybody on the SAC had had problems downloading the document. Most had been able to access these documents, but two members (Tim Sharpe and Paulette Eberle) indicated that they had had difficulties. Will promised to send them a CD with the documents. [Tim has since indicated that he is able to get on the FTP site.]

Will then went over how the Plan would be organized. Chapter 1 provides the purpose and background for the study. Chapter provides the methodology. Chapter 3 provides demographic information on the county as a whole, and the three target populations in particular. Chapter 4 provides a summary of transit services, jitneys, taxis, and an inventory of community transportation services. Will explained that the information that was used for the inventory came from the survey and additional stakeholder interviews.

Will then discussed the three chapters to come: Chapter 5 (key findings), Chapter 6 (Coordinating Strategies), and Chapter 7 (Prioritization of Strategies). Chapter 7 will focus heavily on participation from the SAC. Will noted that the draft of Chapter 5 would be completed and put on the FTP site by the end on April, as information from Chapters 3 through 5 will be presented at the Stakeholder Workshop and Open House on May 8.

The SAC members were then asked to provide comments to the draft Chapters 1 through 4 via 'track changes' function of MS Word and resave the file with a file name including their last name on the FTP site by **April 25**.

Will noted that few comments have been received on materials provided at the previous SAC meeting, and that members are encouraged to also comment on any previous materials by April 25. The review and comment on all materials by SAC members is critical to the study process and to satisfy NJ Transit and the Federal Transit Administration (FTA) that the report content is agreed upon by committee members.

The two previous comments received were: (1) the definition of “older adult” needed to be revised from 65+ to 60+; and (2) there had been 2007 data on TANF and Nutrition Program clients by zip code that had been collected and mapped by Urbitran as part of the Hudson County Bus Circulation and Infrastructure Study, and that that data should be used to verify the census data used to portray persons with lower income. In response to these suggestions, the definition was revised and new maps produced for Chapter 3. In addition, the TANF and NP maps did corroborate with the census maps, and were added to Chapter 3.

Paulette Eberle: What is the exact source of the TANF/NPA map data?

Chris: The map data was provided by the Hudson County Division of Welfare.

Paulette Eberle: Are there other ways to map low/moderate income populations (i.e., other variables)?

Will: While census data at the household level is the most common way of mapping this income information, the Project Team agreed to include the maps on TANF and NP clients because this information had already been collected and mapped, and could easily be assimilated into Chapter 3. The Project Team’s feeling is that the information thus far collected gives us a fairly accurate view of where persons with low income live, and while other information could be used to refine this, such a refinement is unnecessary for the objectives of the project and collecting and mapping that information would compromise the project budget.

Will then introduced the information that is included in Chapter 4 (Public Transit Services, Taxis, and Community Transportation Services), noting that the fixed route and other traditional transit services were discussed in the previous meeting, and that the summary on jitneys was now following the summary of transit services. New sections to Chapter 4 include a listing of taxis that serve Hudson County, and the inventory of community transportation services, much of which came from the survey effort. . Will then introduced Chris Henry to discuss the community transportation provider survey process and information gleaned from that survey.

Chris provided a summary of the results of the provider survey, noting that the provider inventory included in the draft Chapter 4 represented the results of surveys returned to date. A few additional surveys were received within the last week, and the document would be updated as more information became available.

Kevin Crimmins: We want the inventory to reflect all known providers, even if they did not complete a survey, to be as comprehensive as possible.

Chris and Will: The list of organizations that were sent a survey has been broken down into three groups: those which responded in full, those which responded in part, and those which did not respond. This list, which will be included in Appendix A of the Plan, was derived from stakeholder interviews, information from previous studies, and information provided by the SAC. In addition, information that has been used to develop the inventory thus far also includes additional information from stakeholder interviews (e.g., Medicaid.)

Kevin: I think that members of the SAC might be more successful in reaching out to the survey recipients who partially completed or failed to respond to the survey.

Chris and Will: Chris will send to Kevin (for re-distribution to the SAC) the survey list, as categorized above, along with a blank survey form.

Will: We will accept any additions up through **April 25**, so that we have time to prepare materials for the Stakeholder Workshops and Open House events on May 8. Also, please consider this is a *draft* inventory. We may receive additional information in the course of the May 8 events from the larger group of stakeholders and general public, as well as from public feedback via the project website. Such additional information can be added to the inventory.

And looking to the future beyond the study, this inventory should be considered as a work in progress and should be added to and modified over time.

Tim Sharpe: Could we include on Table 4.3 to indicate which of those vehicles are accessible.

Will: Yes, we can add a column for that to the right of fleet size. It might also be a good idea to add yet another column to indicate which vehicles are funded with FTA Section 5310 vehicles, given that that is one of the funding programs that are covered by the “driving” regulation for this study.

Chris continued to summarize the provider survey data, including discussion of those operators that provide county-wide service and those with smaller service areas. NJ Transit’s Access Link, Hudson County Transcend, United Cerebral Palsy and Medicaid non-emergency medical transportation (NEMT) services are the largest services covering all of Hudson County. Other providers may transport clients around the county but they are generally based in one municipality of multi-jurisdictional area within Hudson County. And some providers only provide service to certain locations or for certain types of trips (e.g., medical).

Seniors - Chris noted that services available for seniors were generally good from a service area perspective, particularly through Transcend, and several municipal-based services that focus on seniors. However, noticeable limitations on some of these services include weekday evenings and weekends. While there is some Saturday service available (notably from Transcend), there is virtually no paratransit service available for seniors on Sundays.

Persons with Disabilities - When looking at service areas and service hours for persons with disabilities, Access Link provides extensive coverage (within the County and beyond) for ADA-certified customers. There is also extensive fixed route transit for those who are able to access and use fixed-route transit. Transcend also provides county-wide service for persons with disabilities. There are also several other municipal-based and human service agency-specific transportation services for persons with disabilities.

Persons with Low-Income - For persons with low incomes, Chris noted that the primary way to get around for this population group is on the extensive public transit network. He also noted that the establishment of some JARC (Job Access Reverse Commute) routes, with funding administered through the Hudson County Department of Family Services, has helped extend operating hours and routes geared toward employment sites that had previously not been accessible at key times. Several JARC routes serving Secaucus, for example, are partially funded through the JARC program. Will added that there is also an extensive Medicaid NEMT network for persons with low income who qualify for Medicaid. With the help of new SAC member Don Wiggins from the local Medicaid Assistance Customer Center (MACC) office, the project Team has identified 20 MAV (accessible vehicles) providers and 5 lower mode (livery) operators who are currently providing service. MAV and Lower mode service is provided both within and beyond the county. Will added that the MACC office also distributed NJ Transit monthly passes to Medicaid recipients who travel to covered medical appointment more than twice per month.

Eligibility and trip purposes were also discussed within the context of the three target groups. Chris noted that some municipalities provide services specifically for seniors while others are open to any residents, but all municipal-based services are restricted to local residents. Access Link provides extensive service, but is limited to ADA eligible customers. Another large operator in the county is United Cerebral Palsy of Hudson County, which operates a fleet of 20 vehicles but only provides transportation for its clients.

Some gaps in service identified included evening and weekend hours for seniors and also for customers of Transcend on Sundays. Chris highlighted the fact that there are relatively few gaps exist in the county when Access Link, Transcend, and Medicaid transportation are all considered. That does not preclude the possibility of certain customers' needs being unmet (e.g., with respect to capacity constraints). The issue of Transcend service awareness and perceptions and vehicle/scheduling capacity were raised within the context of west Hudson communities.

Following the discussion of known providers, Will offered the following comments:

- The prioritized strategies that are developed through SAC and that will complete the Hudson County Coordination Plan will eventually be reviewed and considered by NJ Transit when they evaluate local proposals for funding under the Section 5310, 5316, and 5317 programs. In short, if a proposal is in concert with one or more of these strategies and helps to reduce or meet an unmet need identified in the Plan, it will likely be weighed more heavily.
- When looking at some of the service redundancies, we may consider the possibility that some local providers could purchase service through other providers. Certain efficiencies gained could enable these providers to better keep up with demand or expand service in some fashion.

Ed Benoit: I'm concerned about the definition of service area. For example, if the Harrison service is only open to town residents, shouldn't "Harrison" be the service area and not all of Hudson County?

Will: Yes and no. We've tried to show in the inventory, and in particular in the summary table Table 4.3, the difference between eligibility and service area (geographic). For the Harrison service, for example, we note that riders are limited to Harrison county residents. Perhaps a better way to do this on the table is to separate columns for eligibility, pickup service area, and drop off service area.

Paulette Eberle: Returning to the subject of taxis, we need to know the regulations in each community. For example, Jersey City requires drop down partitions between the driver and passenger, but that means a customer can't take a service dog in the taxi because there's no room on the floor. We need to work with the municipalities.

Chris: Concerning taxis, we believe that Jersey City is the only municipality with a taxi and limousine commission. We need to understand how other municipalities regulate taxis, if at all.

Will: One way to make taxis more accessible is to infuse accessible taxis into the mix. There are precedents around the country where transit agencies, municipalities, and human service agencies have purchased an accessible taxicab and provided it to a taxi company who is willing to participate in a taxi subsidy program, for example. This is an eligible use of New Freedom (Section 5317) funds. This could be one strategy that we may want to consider for Hudson County, especially given the vast number of taxi operators.

Paulette Eberle: I support the idea of accessible taxis. Maybe money is also available from community reinvestment acts and through local banks.

Will: We'll look to the SAC members to help us identify local funding sources that we might not be aware of.

Peggy Lanni and Eleanor Tiefenworth: The Veterans Administration program in Bayonne has money to transport veterans. An experiment was tried with the City in the past, using taxis to carry veterans to destinations including Manhattan. This is an example of resources that may exist within specific communities. A committee exists to designate this funding and Peggy and Eleanor will try to provide contact information to the Project Team.

## May 8 Stakeholder Workshop and Open House Events

Kevin discussed the planned May 8 Stakeholder Workshop and “Open House” public information session. The meeting will be held at the culinary school of the Hudson County Community College. The first part (from 10:30 to 12:00) will be the stakeholder workshop. Kevin noted that this will take the place of the regular SAC meeting, but will be a workshop to which a broader array of stakeholders will be invited. The purpose of the workshop will be to confirm with the stakeholders that we “got it right.” That is, is our information to date accurate, and if there is feedback we have not yet heard, we want to include this in the report. We also will take this opportunity to elicit their ideas for strategies to address unmet need and other shortcomings. The invitation list will include all SAC members and those who received a survey, as well as some private providers. A lunch will be served for the stakeholders from 12:00 noon to 12:30 pm.

From 12:30 to 1:30 pm, we will hold an Open House public information session. The purpose of this will be the same as above, but will be geared to the general public. The format will depend on how many general public show up.

Will asked SAC members to offer comments/edits on the draft invitation letter that was provided in the handout and on the project FTP site. Suggestions on media outlets are also encouraged. Will noted that we need this information **as quickly as possible**.

Peggy Lanni: What about groups with language barriers? Will there be interpreters.

Will: A note to that effect has already been added to the flyer and press release. Specifically, those needing interpreters will need to call Kevin by May 5.

Peggy Lanni: What about the general public who are unable to attend. How will they get info/get to comment?

Will: Through the website. Once feedback from the SAC has been incorporated into the document, we can put the document on the County website, and either provided a mechanism for feedback or an e-mail address to send comments.

Tim Sharpe: NJ Transit might be able to put a message advertising the Open House on the Access Link phone system. [Note: Tim later e-mailed that this is infeasible,]

Larry Eccleston: Larry offered to be the “gateway” to getting the word out in Jersey City and to pass along fliers to known reps of certain communities. He also has ministerial contacts in Jersey City.

Kevin: Sister Joanne, the contact at Palisades General, may be able to help with faith-based contacts in North Hudson

Don Wiggins – MACC can provide a list of people denied bus passes.

## Focus Groups

In mid- to late May, the Project Team will also hold three focus group sessions of 8-10 people, soliciting feedback from customers in the three target populations (older adults, persons with disabilities, and persons with lower income).

Will: The focus groups would ideally be held at facilities that focus on these populations, respectively. For example, a large senior center for older adults, and perhaps HIP for persons with disabilities.

Paulette Eberle: Paulette noted that her building, the Boyd-McGuinness Senior Citizen Building, contains both senior housing and is used as a community center, and is served by Transcend. The address is 2555 Kennedy Blvd in Jersey City.

Larry Eccleston: Larry also offered the use of facilities at the Joseph Connors Senior Center at 28 Patterson or the Maureen Collier Senior Center at 335 Bergen Avenue. Both are in Jersey City. The Joseph Connors Center does not have any parking available, and the Maureen Collier has limited parking.

Will: Would HIP be a good site for the focus group for persons with disabilities.

Kevin Crimmins: Ask Kathy Wood.

[Added later by Stephanie]: Spoke to Kathy and HIP can accommodate 10 people in its conference room at 26 Journal Square in Jersey City; however, Arc has a much larger facility.

Sandra Vasquez: Arc of Hudson County can also host for persons with disabilities. The building is located at 405 36<sup>th</sup> Street in Union City.

Will: How about a place for the focus group of persons with low income?

Larry: The Collier senior center could be used for low income and the Connors for older adults. Both locations are fine for all three target populations.

Will noted that the 8-10 members of each group should collectively have a good geographic representation. For example, it might be useful to ensure that there is a member from West Hudson in each group.

Will then asked for suggestions for person to invite to participate in the focus group by **April 25**.

### SAC Meeting #3 Attendees

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Phone #</b>	<b>E-Mail</b>
Linda Cecchini	Sup. Trans.	North Bergen Special Transportation	201-869-9595	<a href="mailto:Linda.cecchini@gmail.com">Linda.cecchini@gmail.com</a>
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Peggy Lanni	Exec. Dir.	City of Bayonne	201-858-6142	<a href="mailto:planni@bayonne-ooa.com">planni@bayonne-ooa.com</a>
Eleanor Trefemberth	Director	Bayonne Economic Opportunity Foundation	201-437-7222	<a href="mailto:admin@beof.org">admin@beof.org</a>
Larry Eccleston		Jersey City Division of Senior Affairs	201-547-5838	<a href="mailto:ecclestonl@jcnj.org">ecclestonl@jcnj.org</a>
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Kathy Wood	Director	Hip	201-533-4407	<a href="mailto:Kwood.hud@hipcil.org">Kwood.hud@hipcil.org</a>
Paulette Erble	Chair of CAC	Transcend		<a href="mailto:perble@comcast.net">perble@comcast.net</a>
Larry Goodhart	Asst. Adm. Sup.	Hudson County Division of Welfare	201-420-3108	<a href="mailto:lgoodhar@oel.state.nj.us">lgoodhar@oel.state.nj.us</a>
Lesley Moore		Catholic Charities	201-798-9957	<a href="mailto:lmoore@ccannj.org">lmoore@ccannj.org</a>
Marion Listwan		Hudson County Office on Aging	973-484-4956	
Carmela Facchini		Weehawken Senior Dept.	201-319-6060	<a href="mailto:facchinicarmela@yahoo.com">facchinicarmela@yahoo.com</a>
Tim Sharpe	Regional Program Administrator	NJ Transit	973-491-8884	<a href="mailto:tsharpe@njtransit.com">tsharpe@njtransit.com</a>
Edward Benoit	Director	Hudson County Office on Aging	201-271-4320	<a href="mailto:ebenoit@hcnj.us">ebenoit@hcnj.us</a>
Kevin Crimmins	Director	Transcend	201-271-4307	<a href="mailto:kcrimmins@hcnj.us">kcrimmins@hcnj.us</a>
Will Rodman	Principal	Nelson\ Nygaard	617-521-9405	<a href="mailto:wrodman@nelsonnygaard.com">wrodman@nelsonnygaard.com</a>
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Dear Stakeholder,

Hudson County is conducting a planning effort that is focusing on improving the coordination of public transit and human services transportation services within the County. A large part of this effort has involved – and will yet involve -- seeking important input and feedback from stakeholders, like you, in the planning effort process.

To date, the project has already sought stakeholder information in documenting/developing:

- the status of coordination planning and services,
- an inventory of available community transportation services, and
- an assessment of transportation needs of persons with disabilities, older adults, and persons with limited incomes.

Now, we need your help to verify our findings to date. We are also interested in hearing your ideas about how the coordination of community transportation services in Hudson County can be coordinated to improve efficiency and reduce service redundancies. To accomplish this, we will be conducting a stakeholder workshop on Thursday, May 8 from 10:30 am until noon at the following location:

Hudson County Community College (HCCC) Culinary Institute  
161 Newkirk St, Building E, 2<sup>nd</sup> Floor (Scott Ring Room)  
Jersey City, NJ 07306

HCCC is located at the corner of Newkirk and Sip, a short distance from the Journal Square transit hub. For those of you driving, there is commercial parking garage across the street.

As an identified stakeholder, we hope you can come and share your thoughts.

Lunch will be provided for participants at noon.

If you cannot attend the stakeholder workshop, there are two other ways to provide input. First, at the same location on the same day, there will be an “open house” public information session, at which the same information will be available, with project staff available to discuss your feedback and ideas. This open house will be held in the same location from 12:30 noon to 2 PM, following the stakeholder workshop. Second, drafts of Chapters 1-4 of our plan will soon be downloadable from <http://www.hudsoncountynj.org>. You can e-mail your comments to me at [kcrimmins@hcnj.us](mailto:kcrimmins@hcnj.us).

A flier for the open house has also been provided to you (separate attachment). Please help us by posting this flier or distributing it to your constituents, customers, clients, and all interested parties.

We hope that you can attend the stakeholder workshop, as your input is needed to help us shape the best possible coordination plan for Hudson County. Please RSVP to Kevin Crimmins at [kcrimmins@hcnj.us](mailto:kcrimmins@hcnj.us). Also, if you can also stay for the open house, great! It might be interesting to hear what the general public has to say about the findings to date.

Sincerely,

Kevin Crimmins, Director  
Hudson County Office of Senior Citizen & Disabled Resident Assistance



Date  
FOR IMMEDIATE RELEASE

Contact: Kevin Crimmins, Hudson County, 201-271-4306

**Public Asked to Share Ideas to Improve Transportation Services for Hudson County  
Older Adults, People with Disabilities and Low-Income Residents**

**Hudson County Public Transit-Human Services Transportation Coordination Plan  
Open House Public Information Session**

**Thursday, May 8, 2008, 12:30 – 2 PM**

**Hudson County Community College (HCCC) Culinary Institute  
161 Newkirk St, Building E  
Scott Ring Room (2<sup>nd</sup> Floor)  
Jersey City, NJ 07306**

**Hudson County is currently undertaking a Public Transit – Human Services Transportation Coordination Plan. The Plan’s goal is to improve mobility for county residents, and especially for older adults, persons with disabilities and persons with lower incomes by better coordinating the community transportation services that focus on these population groups.**

**As part of this planning effort, Hudson County is holding an “open house” public information session for Hudson County residents. At this open house, project planners will be available to discuss and seek a “reality check” on findings with respect to the inventory of community transportation services, the major origins and destinations of these population groups, and the extent to which these services accommodate or do not address these travel needs. The planners will also be available to discuss ideas for possible coordination strategies that could lead to improved services.**

## Coordinated Transportation Plan

For Seniors, People with Disabilities and  
Low-Income Residents of Hudson County

## Open House Public Info Session

YOU ARE INVITED TO ATTEND AN "OPEN HOUSE" PUBLIC INFO SESSION

**Thursday, May 8, 2008, 12:30 – 2 PM**

**Hudson County Community College (HCCC) Culinary Institute  
161 Newkirk St, Building E, Scott Ring Room (2<sup>nd</sup> Floor)  
Jersey City, NJ 07306**

**Near Journal Square**



Help to shape the future of transportation for seniors, people with disabilities and low-income Sample County residents.

- Learn about ongoing Human Service-Public Transportation Coordination Plan.
- Provide input about community transportation needs and priorities.
- Share your ideas about possible coordination strategies to improve mobility

For More Information

Kevin Crimmins  
Hudson County  
201-271-4306

[kcrimmins@hudsoncountynj.org](mailto:kcrimmins@hudsoncountynj.org)

Contact Kevin Crimmins at least three business days prior to workshop to request language interpretation assistance or alternative information formats at the workshop.



\*\* County Executive Tom DeGise & Board of Chosen Freeholders \*\*

**Hudson County  
Coordinated Public Transit - Human Services Transportation Plan**

## **Stakeholder Workshop Minutes May 8, 2008**

Will Rodman began the workshop by welcoming participants and going over the day's agenda. He briefly outlined the project's goals and objectives, which are to complete a planning process that will make county programs eligible for federal funding. The project also seeks to improve mobility for the three target populations. Another major outcome of the project will be a prioritized list of coordination strategies that county agencies and organizations can use to improve awareness of services, stretch funding dollars, and enable expansion of services or more mobility options.

Examples of coordination range from the simple to the complex; all are good, they are just different. Simple strategies include sharing information through a referral service or sharing policies. Organizations can share resources, such as vehicles, staff, and driver training. Joint purchasing arrangement mean an agency can bulk up its buying power by consolidating contracts for fleet maintenance, software, or hardware, for instance. Purchasing transportation service from another provider is an arrangement that the VA has with Transcend. Coordinating functions might include a common call center. The most complex of coordination strategies is consolidating operations. Adopting coordination strategies results in many benefits, including increased awareness of a service, stretching existing funding, and gaining the resources to increase service spatially or temporally.

To date, the consultant team has reviewed relevant planning documents, interviewed 10 stakeholders, formulated and hosted three meetings with the Stakeholder Advisory Committee, and surveyed community transportation providers. We have drafted chapters 1-5 of the final plan (out of seven final chapters), and the public can download chapters 1-4 directly from the Hudson County home page. Chapter 5: Key Findings, is currently under review by Kevin. Note that this project will not produce a service plan; instead, it will present a list of strategies that will be prioritized by the community.

Will went through the findings of chapter 3, which consists of a demographic profile of the three target populations. Earlier in the process, there had been some concern that Census data on person with low income was outdated, so we looked at Hudson County welfare data by ZIP code as well, which corroborated the Census findings. The rate of persons with low income in Hudson County is twice that of the state population. Both the older adult and persons with disabilities populations are concentrated in the eastern spine of the county. We then created a potential needs index based on the total density of all three populations. Block groups with the highest need occurred in Guttenberg, Hoboken, Jersey City, Union City, and West New York. Some pockets in Bayonne and Harrison also exhibited high need.

Our inventory of existing public transportation services showed that Hudson County is very well-served by public transportation. Since NJT bus routes crisscross the county, Access Link in turn ends up covering pretty much all of Hudson County. Some NJT bus routes have received JARC funds to improve coverage. In addition to bus, the county is served by two commuter-focused rail services (NJT and PATH) as well as the Hudson-Bergen Light Rail. Several municipalities and government agencies also provide transportation. We noted that in some cases, services are only provided within certain boundaries, while in other cases a service might pick up only Jersey City residents, for example, but drivers will take customers anywhere within the county.

Bob: Are you aware of the problems we've been having with Coach USA? They have cut off services in Jersey City.

Chris: Yes, we're aware.

Kevin: Bayonne Hospital used to outsource transportation to private carrier Micky McCabe. They just signed a \$300,000 contract and are considering restarting service.

We also wished to see how service coverage compared with places people need to get to, thus we mapped major trip generators for older adults and people with disabilities, which turned out to be concentrated in the northeastern part of the county and in North Bergen and Jersey City. Employment concentrations run all along the eastern spine of the county, and pockets are also spread throughout the county's municipalities.

Mike Rodgers: In West Hudson, we get better access to Newark services than Hudson County services. Are people aware that Transcend is available in West Hudson?

Larry: There are hospitals in West Hudson affiliated with Newark.

Kevin: We do go outside Hudson County to Essex on a daily basis, but there may be time restrictions.

Comment: A lot of Medicaid recipients use Essex for medical services. Medicaid is not a mandatory service – providers MAY provide transportation.

Comment: West Hudson and St. Francis Hospitals are closed.

At this point, Will invited attendees to get up and take a look at the maps and tables printed out and hanging up on the walls. Tables included: inventory of community transportation providers, list of Medicaid providers, and list of trip generators and major employers. Also on the walls were a map of public transit services, a map of community transportation coverage, and a map of demand generators.

After the group reconvened, Will asked people to bring up any major omissions.

1. Even though the West Hudson Hospital is closed, the facility is still open as a medical destination, the Claremont Medical Center.
2. Lists are missing adult day care centers like Second Home. Senior Spirit, a medical day center, owns two accessible buses and is in the process of buying two more. Angelica will send a list of day cares. (NOTE: Angelical e-mailed a list of nine such centers).
3. Specific trip generators to be added, such as the Weehawken Senior Center, were noted on tables by workshop participants.

Our findings of unmet needs thus far show that, for older adults, thorough coverage exists during the day between the existing public and community transportation providers. Little service is provided after around 5 PM, however, and no service goes past 9 PM. On Saturdays, paratransit service is limited, especially in the evening; Transcend only provides transport for dialysis patients.

Kevin: Service only for **limited** dialysis.

No service at all is provided on Sundays. Similarly, persons with disabilities have access to fairly comprehensive public and community transportation during business hours, with limited access in the evenings past 8 PM and on the weekends via Access Link. All NJT buses are accessible, which makes public transportation a valid option for those with disabilities. Although there are many taxi providers in the county, which could help fill in the service gap on nights and

weekends, none use accessible vehicles. The extensive public transportation network, as well as JARC routes, serve persons with low income. Recent expansion through JARC have helped night workers reach their jobs. Some municipal services are available to all residents, not just older adults and persons with disabilities. Also, those with low income may utilize Medicaid non-emergency transportation, which covers the county and beyond.

In summary, the public transportation network provides extensive service during the day. At nights and weekends, however, service dwindles. On Sundays, only Access Link riders can obtain transportation. Those responding to the community transportation provider survey pointed out that their services came into being to serve those trips that Transcend could not. Since the network evolved in a piecemeal fashion, on a local level, many stakeholders were unaware of the wealth of providers in existence.

Obstacles to coordinating service include several factors:

- Insurance and liability – if a provider shares trips with another agency, there's a concern that this will increase insurance costs
- Trip purpose and clientele restrictions – traditionally, funding has been distributed in stovepipe fashion. In Washington, D.C., we now have the Federal Coordinating Council on Access and Mobility, which says that if you can combine trips and funding, that's great.
- Turf issues – an agency might have a concern that it can serve its clients best, and another provider will not do the right job. Or, an organization might be concerned with branding, and view having a bus with their logo and emblem on it circulating through the community as a valuable marketing tool.
- Inability to mix client populations – while in some cases this may be an issue, a provider usually has to ability to combine clients on one vehicle.

Opportunities that will arise as a result of coordination include better awareness of services, leading to increased ridership. Information on available transportation can be centralized to become more user-friendly. Through the coordination effort, agencies also learn what other groups are doing, and can eliminate redundant or overlapping services and instead fill in service gaps or unmet needs. Coordination is already in place in many other New Jersey Counties at the agency equivalent of Transcend. Three counties are also Medicaid certified providers.

Angel: Lots of churches run vans – we could see if they want to expand service beyond Sundays.

Dan: The United Way has a 24-7 hotline called 211. It's a referral database of services and the project is also eligible for New Freedom funds. Once we have a complete list of providers, this can be uploaded into the 211 network.

Comment: The state Web site has a list of adult day care centers. They all have to provide transportation, because they all must pick up clients and take them home.

Kevin: Transcend has never been asked to provide day care trips.

Question: What about nursing homes? Answer: Nursing homes provide a very high level of service. Past experience shows that they are not interested in coordination.

Dan: OEM Jack Boms (??) committee VOAD secondary responders – how will we evacuate people with special needs? (not sure exactly how this comment went)

*NOTE: Angel sent the project team a list of adult day care centers that provide transportation after the stakeholder workshop. They included:*

1. Happy Days Adult Health Care

- 591 Montgomery St.  
Jersey City, NJ  
(201) 938-0300
2. Sunflower Adult Day Care Center  
300 Broadway  
Bayonne, NJ  
(201) 243-0666
3. Second Home  
3610 Palisade Ave.  
Union City, NJ  
(201) 864-0400
4. Rise & Shine Adult Medical Day Care  
6201 Grand Avenue  
North Bergen, NJ 07047  
(201) 869-4443
5. Casa Marito Adult Medical Day Care  
325 55th St.  
West New York, NJ  
(201) 223-6800
6. Newport (Alzheimer's)  
198 Stevens Ave.  
Jersey City, NJ  
(201) 433-9000
7. St. Ann's Home (Alzheimer's)  
198 Old Bergen Road  
Jersey City, NJ  
(201) 433-0950
8. Advanced Service Day Care  
49-51 Morton Place  
Jersey City, NJ  
(201) 209-0001
9. Senior Spirit  
675 Garfield Ave.  
Jersey City, NJ  
(201) 761-0280

## Stakeholder Workshop Attendees

Name	Phone	E-mail	Address	City, State, Zip
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Linda Cecchini	201-869-9595	<a href="mailto:linda.ceccnini@gmail.com">linda.ceccnini@gmail.com</a>	4233 Kennedy Boulevard	North Bergen, NJ 07047
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## **Hudson County Coordinated Public Transit - Human Services Transportation Plan**

### **Public Workshop Minutes May 8, 2008**

Kevin: Transcend makes two trips per week to East Orange and goes to University Hospital in Newark daily. Once per week, Transcend takes people to NYC (below 70<sup>th</sup> Street). This is not on the web site. Before, we never knew what services we could or could not provide; now, with the new reporting system, we have a better system. We need to create a new brochure to advertise. Right now, we're doing 450-500 trips per day.

Transcend gets state and county money. In a month, we'll figure out how to expand – we need to send out a message, of who we are, what we do.

Maria & Joan: We have two minibuses. These were purchased with 5310 funds. Besides medical trips, we provide a lot of extracurricular activities. Harrison people do not use Transcend; maybe four or five people from Harrison use the service. Previously (before Kevin's time) you could not get Transcend, so the town started its own service, which has been in operation for five years. The perception of Transcend as unavailable remains. Trips on the town's service have increased so much, they are becoming overbooked.

Will: Our study has found that there's lots of service duplication going on. Paratransit service costs around \$50/hour, so the more services you have covering the same territory, the more money you could use somewhere else.

Maria: We operate 80,401 runs per year on our buses and car service. We've recently been cut down to one bus.

Will: The survey says that in 2007, you provided 2,000 trips.

Maria: We operate a fixed route to the senior center, home, and shopping – there's about 20 stops on the fixed route. The bus carries 29 people. The bus now has an scanner that checks IDs during boarding. The scan started in January 2008.

Most Harrison people are going to Essex – to St. Michael's, St. James, St. Bartholomew. The bus has an actual schedule. If you need an additional car, we tell the mayor and he sends another one. No NJT routes serve the area. The ID scanner was started as a way of accurately counting riders. People can call last minute and get picked up.

Nadia: I'm from ARC. How does Transcend relate to Access Link?

Will: Access link is a civil right. The fixed route operator must provide paratransit where and when fixed routes operate. Transcend is a state program that is county specific.

Martha: It seems like her service and Kevin's overlap. She can only operate Tuesday-Friday, so maybe she could use Transcend to cover the weekend.

Will: How would you feel about a 211 United Way directory of services? Good idea, but it must be updated.



Ed Benoit: Many agencies are for-profit (like Senior Spirit). If Ed pays Senior Spirit for a trip, that trip cannot then be covered by Transcend.

Martha: Senior Spirit is all paid for by Medicaid so you must be a client.

Will: Many counties in New Jersey have coordinated paratransit services. Transcend's past poor performance has caused negative perceptions.

Will: How can we use taxis better?

Nadia: People from her organization would be interested in accessible taxis.

Will: Perhaps through a taxi subsidy program?

Ed B: But who will go out and spend money on accessible vehicles?

Will: There's a lot of money available for the capital cost of buying accessible vehicles through 5310 and New Freedom. There's both livery and taxi - a taxi is metered. The taxi subsidy can be a low cost way of handling demand until the time when we can afford increased service.

Kevin: And next year our funding is cut by \$213,000.

Joan: What if Kevin carries people on hours that others do not operate?

Kevin: Ridership doesn't make a difference. Transcend receives money through a formula applied to casino revenue.

## Public Workshop Attendees

Name	Organization	City of Residence	Contact
Joan Woods	Town of Harrison Mayor's Office	Harrison	jwood@townofharrison.com
Maria Vila	Outreach - Senior Center	Harrison	mvila@townofharrison.com
Macarena Fuentes	Hudson Community Enterprises	North Bergen	(240) 606-2122
E J Sesron		Jersey City	(201) 433-4911
Chokski Parichit	School Project		Parichit@student.fdu.edu

## **Summary of Focus Groups**

Three focus groups were conducted as part of the study to solicit feedback and discussion from users of the various community transportation providers in Hudson County. The focus groups were designed to allow for discussion among each of the three target populations: senior citizens, persons with disabilities, and persons with low income. Invitations were distributed through community groups and organizations represented on the Stakeholder Advisory Committee and most invited guests were offered transportation to the meetings.

The meetings were held at the Maureen Collier Senior Center in Jersey City (seniors), the North Hudson Community Action Corporation Health Center in Jersey City (low income), and at the offices of Hudson County Transcend in Secaucus (persons with disabilities).

### **Senior Citizens Focus Group**

There were six attendees for the senior citizens focus group, all residents of Jersey City and Kearny. For the Jersey City members, daily travel habits generally revolved around visits to the senior center and related activities. These residents use Hudson County Transcend as their primary service and expressed satisfaction with the service, particularly concerning the ease of scheduling recurring trip requests. Some participants also use NJ Transit's Access Link paratransit service.

Feedback from Kearny residents reinforced an important issue which has been voiced many times over the course of this study: municipalities in West Hudson (Kearny, Harrison, East Newark) are not extensively served by the primary county provider, Transcend. While Transcend is clearly a county-wide service and available to all residents, a perception pervades that Transcend "does not go to West Hudson". A lack of awareness of service policies and availability among West Hudson residents has perpetuated this perception, which may have developed in past years when Transcend's service was not considered as reliable as it is today.

The municipally-run services in Harrison and Kearny exist in part as a response to this difficulty in obtaining adequate service from Transcend in the past, as well as to bridge the natural geographic connection between West Hudson and Essex County (Newark, Belleville, etc.). Most medical services and non-county social services for West Hudson residents are more easily accessed in neighboring Essex County than in the eastern core of Hudson County due to geography and limited roadway access across the Meadowlands. Therefore it is natural that residents look for medical facilities, doctors offices, and so forth in nearby Newark or Belleville rather than in Jersey City.

Nonetheless, this highlights a difficulty for Transcend to fully serve Hudson County since resources for out of county trips are limited and travel distances and times are greater between West Hudson and Jersey City and the north/south spine of the county.

Concerning the local services available in Kearny, participants in the focus group spoke highly of the dial-a-ride service currently offered, but nonetheless mentioned their limited mobility during evening and weekend hours. Traditional transit (NJ Transit) does not serve some senior centers in Kearny well, or participants noted that they do not feel safe trying to access bus stops and wait on busy streets such as Schuyler Avenue, a busy truck route.

Coordination opportunities may exist between the Town of Kearny and Hudson County Transcend, whereby Transcend provides specific trips between Kearny and eastern Hudson County and the town focuses its services on local and Essex County travel (i.e., a westward focus). Participants in the focus group agreed that Transcend needs to better market its services both independently as well as through the town.

### **Persons with Disabilities Focus Group**

Seven participants were present for the disabled customer focus group held at the Hudson County Meadowview Campus facility in Secaucus. Hudson County residents with disabilities have two primary service options for transportation, Hudson County Transcend and NJ Transit's Access Link, as well as other services provided either by individual municipalities or certain organizations. Most of the participants in the focus group were familiar with both Transcend and Access Link; Transcend was used by most as their primary carrier.

Participants highlighted a number of issues facing persons with disabilities including scheduling difficulties (i.e., the challenges of predicting travel and wait times), capacity constraints of carriers, and safety and physical difficulties in accessing services. This accessibility issue is most often related to fixed route bus service where bus stops are crowded, cars parked in bus stops force bus operators to stop in the street instead of pulling to the curb, or areas where sidewalks are poorly maintained (or do not exist) at bus stops. Some customers also have more difficulty riding fixed route services when buses are very crowded.

Service hours of community transportation providers were also cited as a significant issue among participants at the focus group. On weekends, customers are often "on lockdown" when service is not available. Access Link has the longest service span of any Hudson County provider, but other services such as Transcend do not provide the same level of service in later evenings and weekends. Access to shopping and recreational travel is difficult for persons with disabilities, not to mention commuting to work.

Employment transportation remains a significant hurdle, given the reservation and scheduling requirements of demand response services. Several participants noted that they are unable to rely on Access Link for commuting purposes because travel times can be quite lengthy. Furthermore, scheduling trips is difficult due to capacity constraints, particularly during peak hours.

Focus group attendees also highlighted the importance of public information and marketing of transportation services. Many felt strongly that more county residents could take advantage of the services available if they were more familiar with the hours and availability (and eligibility requirements). Furthermore, those who are able to use traditional fixed route transit should be encouraged to do so, both for the benefits of more frequent service and flexibility, as well as the underlying importance of encouraging all providers to focus more on disabled customers' needs outside of the realm of paratransit and ADA services.

What is often most important to customers is the possibility of travel, if not the daily needs. For example, one participant spoke of a desire to take transit to the various ferry terminals in Hudson County in order to travel to New York City. Providing simple connections between various modes and operators allows residents greater freedom and flexibility in travel. This reinforces the need for all providers (all modes) to provide good public information, particularly concerning accessibility constraints and hours, frequency, and transfer opportunities.

### **Persons with Low Income Focus Group**

Persons with lower income are more likely to use traditional fixed route transit services than seniors or persons with disabilities, both from an accessibility standpoint as well as eligibility. The two participants in the study focus group indicated a wide variety of trip purposes on transit, including shopping, medical appointments, employment, and taking children to school.

One participant owned a car but still took transit to work on a regular basis due to the higher cost of driving and parking constraints. Other non-work trips were typically made by car rather than transit although not without exception. The biggest concern for participants was travel time, and the often lengthy trip times on local buses due to congestion and other factors in Hudson County. Transfers between routes or from the bus to rail services such as the Hudson Bergen Light Rail are available in a variety of locations, but transfers also add time as customers must factor in additional wait times to their schedules.

In Jersey City in particular, participants noted that morning rush hour bus services are frequently overcrowded and wait times between buses are long (or buses are too full to accept passengers, forcing customers to wait for the next bus).

Perhaps the most emphasized point of the focus group discussion was the need for better public information regarding available transit services, schedules, and hours of operation. The sense conveyed was that people are willing and able to use transit as a daily transportation mode, but lack of understanding of routes or schedules represents a considerable obstacle when an unfamiliar trip must be taken.

New users have trouble learning the transit network in Hudson County because several operators provide service and only NJ Transit makes schedule and route information readily available. Private operators in the county seldom publish timetables or maps. At the same time, some private operators have recently been forced to scale back or eliminate routes entirely, and yet little notice of these service changes reaches the riding public to allow for alternative trip planning.

Participants in the focus group suggested ways of providing better public information, including summaries of service published in phone books and the option to call a single phone number for all transit information. While more and more transit information is available on the Internet, information should be made available through a variety of channels to reach all county residents.

## **Hudson County Coordinated Public Transit - Human Services Transportation Plan**

### **Stakeholder Advisory Committee Meeting #4 Minutes June 12, 2008**

Handout: Summary of strategy sheets taken from Chapter 6 - Possible Coordination Strategies to Address Service Redundancies, Service Gaps, and Unmet Needs in Hudson County

Will began by going over the agenda and updating everyone on the status of the project. The May stakeholder workshop was well-attended with just over 20 attendees. The public workshop netted low attendance, but produced some great comments and observations. Two out of three focus groups have been completed – we still need to host one with persons with disabilities. Chapter 6 has been submitted to Kevin for review – Kevin noted that he sent out his comments on Chapter 6 just before the meeting. Chapter 7 – Action Plan for Prioritized Strategies will be the next step, then the project will be wrapped up. Hudson County received an extension from New Jersey Transit and now has until the end of July to finish the plan. The deadline for comments will be set for the end of next week (June 20).

Our inventory of services, focus groups, surveys, and analysis revealed various unmet needs for each of the three target populations. For older adults, we found extensive transit coverage already out there, with limited service on weekday evenings, Saturdays, and especially on Sundays. Similarly, persons with disabilities have access to extensive transit and paratransit, but face limited weekend service. The county has many taxi services, but none are accessible. Persons with low income have an extensive transit network available, and NJT has implemented some JARC routes. Now that the county has purchased and installed new equipment for Transcend, the county will have a much better ability to schedule trips efficiently. The software will be able to pinpoint windows of time for scheduling additional trips, which may lessen the need for municipal transportation services.

Question: Even though there is a lot of service out there, do we know if the services are actually meeting the needs?

Answer: There's a disconnect between West Hudson and the rest of the county, although many trips from West Hudson are going into Newark. There's a problem with the services being unable to accommodate next day requests.

In summary, the county has good transit coverage during the week but limited service on weekends. Municipal services popped up over the years to cover next-day trips that Transcend could not accommodate.

To address the unmet needs, we formulated a list of short and long-term strategies that can improve efficiency and stretch funding dollars to provide improved services.

#### Shorter Term Strategies

1. Centralizing Information – This might involve a directory of available services, in multiple languages and formats, to improve access to services. A challenge would be maintaining the directory and keeping it up to date. The stakeholder from the United Way offered to let the county use the UW's existing phone directory at a previous SAC

- meeting. Or, the directory could be housed with Transcend or a TMA, or the county could create the position of Mobility Manager.
2. Utilizing Tools that Improve Productivity – The Transportation Research Board has free software available that helps a transportation system’s productivity by looking at its run structure and optimizing runs. The software can also help an agency decide when to use Medicaid non-dedicated vehicles, a tactic adopted in Madison, WI. The challenge of this strategy is that someone has to take the time to enter into the software all of the system’s data for analysis.
    - a. These two strategies are low-cost and eligible for funding under 5307, 5309, 5310, and 5317. A Mobility Manager can be funded through 5317.
  3. Volunteer Driver/Escort Program – This can be a low-cost way to expand service, since volunteers use their own vehicles and the sponsor would provide mileage reimbursement; however, these programs also require continual maintenance of a volunteer pool, and there may be some insurance and liability issues to sort through. Some volunteer programs are covered through an insurance pool.
  4. Taxi Subsidy Program – The county has 59 taxi companies as well as Medicaid providers, so sponsoring agencies could provide vouchers to customers. Since taxis run at all hours, this would expand the hours of available service and provide ways of accommodating trips quickly. The county could start up this service in the beginning just to address unmet needs, such as weekday evening and weekend trips. Also, 5317 and 5316 funds, while not available on a sustained basis, are great for getting a program started and funding any initial costs, such as making taxis accessible.
  5. Community Bus Routes – In densely populated areas with high demand for paratransit, fixed-route and fixed-schedule small buses can accommodate demand. This strategy may work well to serve West Hudson, which is dense but not well-served by NJT. The goal is to transfer expensive paratransit trips onto a neighborhood fixed route.
  6. Flexible Transit Services – This strategy allows fixed routes to deviate slightly off-route to pick up or drop off customers.
  7. Agency/Employment “Tripper” Services – A “tripper” bus is a scheduled deviation that occurs at times when demand is high. For instance, this type of service is often used at schools, where a fixed route service will deviate and go to the school when students are let out for the day. Similarly, a fixed route could schedule a deviation to serve, for example, times when a senior center hosts programs.
  8. Reverse Commute Strategies – This involves linking residents to employment centers and guaranteeing a ride to transit connections. Jay DiDomenico from the TMA said that his agency does offer guaranteed ride home, but only for carpool subscribers.
    - a. Strategy 3 can be funded by local organizations or faith-based groups, while strategies 4,5, and 6 are eligible for FTA funds and possible New Freedom funds. JARC would fund commute projects.

#### Longer Term Strategies

9. Joint Purchasing – Agencies can boost buying power and lower costs by jointly purchasing goods or services. For example, two agencies in Hudson County could apply together for 5310 funding. This also helps various agencies get to know each other better and collaborate.
10. Sharing Resources – Transcend could, for example, share services with another agency like UCP. Or, if one agency has 5310 vehicles that are not in use during certain hours, another agency could share and use them. This can improve service quality and vehicle productivity. Now that Transcend has RouteMatch, the county can share this resource with others.

11. Contracting with Agency Operators – Transcend could purchase service from other operators to handle demand. This expands Transcend’s service while utilizing excess capacity that another agency has. For example, in Denver, Medicaid trips may be provided with private carriers.
12. Contracting with Common Providers – In many cases, clients may be co-mingled on the same vehicle, improving vehicle operating efficiency. For instance, the county could make use of Medicaid NEMT carriers for trips, or Transcend could become a certified Medicaid provider.
13. Consolidating Functions – Things like call centers could be consolidated into one place, which is a cost-efficient strategy that also allows for more ridesharing. Current providers could transfer some functions to Transcend.
  - a. Funding for strategies 9-13 could come from 5317 or various FTA programs, although it would require a local match.
14. Improvements to Service Convenience – Service could be expanded spatially or temporally, with a faster turnaround (same-day service), or drivers could pick up passengers at the door rather than at the curb. Door-to-door service could be funded through 5316.
  - a. Funding would come from local funding sources, community foundations, or from higher fees.
15. Accessibility Improvements at Non-Key Rail Stations – All rail stations designated as “key” must be accessible per ADA; however, improving non-key stations could increase mobility and reduce demand for paratransit. In Hudson County, making more PATH stations accessible could increase ridership.
16. Improvements in Access to Fixed-Route Bus Stops – Making fixed route service more accessible reduces demand for expensive paratransit trips. In congested areas, bus stops are constrained – sometimes, parking spaces have been installed in the bus stop area, so the bus cannot pull over to the curb. For older people and those with disabilities, it can be difficult to navigate around a parked car to board the bus. The local municipalities control the look of a bus stop, and there’s a tension between providing a full bus stop or metered parking.
17. Tools that Improve Data Integrity, Cost Sharing/Allocation, Billing, and Reporting – New technologies like MDT and AVL improve efficiency by tracking vehicles, and Smart Cards can speed boarding. In cases where agencies wish to share resources, automated cost allocation technology helps split up costs between more than one agency.
18. Tools that Support Live Dispatch – If Transcend should begin providing same-day service, it will require live dispatch technology.
  - a. Both strategy 17 and 18 can be funded through New Freedom.

Comment: The Harrison PATH station will be accessible in five years.

Next, the strategies outlined above must be prioritized. All the strategies were written out on posters around the room. Each attendee was given five dot stickers and had to pick out five strategies for the county to focus on. For shorter term strategies, centralized information and tools that improve productivity received the most dots. Sharing resources received the most dots under longer term strategies. Figure 1 and Figure 2 summarize the strategies prioritized by SAC members.

To finalize the project, Nelson\Nygaard will write up an action plan for the prioritized strategies.

**Figure A-1: Summary of Strategies and Dots**

<b>Time</b>	<b>Topic</b>	<b>Strategy</b>	<b>Dots</b>
<b>Shorter Term Strategies</b>	Information & Information Technology	Centralized Information	6
		Tools that Improve Productivity	5
	Alternative Mobility and Service Options	Volunteer Driver/Escort Programs	1
		Taxi Subsidy Programs	3
		Community Bus Routes	1
		Flexible Transit Services	1
		Agency/Employment "Tripper" Services	1
Reverse Commute Strategies	0		
<b>Longer Term Strategies</b>	Contracting & Consolidation	Joint Purchasing	0
		Sharing Resources	5
		Contracting with Agency Operators	1
		Contracting with Common Service Providers	0
		Consolidating Functions	0
	Service Improvements	Expanding the Days and/or Hours of Service	3
		Expanding the Service Area and/or Adding Destinations	1
		Providing Door-to-Door Assistance	0
		Offering Same-Day Service	2
	Strategies that Improve Physical Access	Accessibility Improvements at Non-Key Rail Stations	0
		Improving Access to Fixed Route Bus Stops	2
	Information Technology	Tools that Improve Data Integrity, Cost Sharing/Allocation, and Billing/Reporting	3
		Tools that Support Live Dispatch	0



**Figure A-2: Ranking of Strategies by Dots**

<b>Shorter Term Strategies</b>	<b>Dots</b>
Centralized Information	6
Tools that Improve Productivity	5
Taxi Subsidy Programs	3
Volunteer Driver/Escort Programs	1
Community Bus Routes	1
Flexible Transit Services	1
Agency/Employment "Tripper" Services	1
Reverse Commute Strategies	0
<b>Longer Term Strategies</b>	<b>Dots</b>
Sharing Resources	5
Expanding the Days and/or Hours of Service	3
Tools that Improve Data Integrity, Cost Sharing/Allocation, and Billing/Reporting	3
Offering Same-Day Service	2
Improving Access to Fixed Route Bus Stops	2
Contracting with Agency Operators	1
Expanding the Service Area and/or Adding Destinations	1
Joint Purchasing	0
Contracting with Common Service Providers	0
Consolidating Functions	0
Providing Door-to-Door Assistance	0
Accessibility Improvements at Non-Key Rail Stations	0
Tools that Support Live Dispatch	0

# APPENDIX B

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## COMMUNITY TRANSPORTATION PROGRAM PROVIDER SURVEY

## **HUDSON COUNTY COMMUNITY TRANSPORTATION QUESTIONNAIRE for the Hudson County Public Transit-Human Services Transportation Coordination Plan**

Hudson County is embarking on a planning effort to develop a County Plan for the Coordination of Public Transit and Human Services Transportation. Development of this plan will ensure future eligibility for certain federal funding programs for services and projects that involve transportation services for persons with disabilities, older adults, and persons with lower income. The implementation of coordination strategies should also result in expanded mobility options for these three population groups by improving the cost efficiency of current services and reducing service redundancies.

One of the first steps of the planning effort is to inventory existing community transportation programs. The term “community transportation” refers to any public, private non-profit or private for-profit service or program that provides transportation geared to the three target populations identified above. The purpose of this survey questionnaire is to identify organizations in Hudson County (and in the region) that operate, purchase, arrange for, and/or fund such services for their customer, clients, employees, or constituents in Hudson County. Your organization has been identified as a provider of community transportation services under this definition. Accordingly, your thorough completion of this survey is therefore critical to the outcome of this planning effort.

This questionnaire has thus been designed to gather information about transportation resources and needs in Hudson County. It requests information about the amount and type of transportation service that your organization may be funding or providing and/or purchasing from another company. It also asks you to identify unmet transportation needs from your customers, clients or constituents as well as opportunities for improved coordination of transportation programs and services.

The information that you and other community transportation providers who serve Hudson County provide through this survey will be used to:

1. Develop an inventory of community transportation services
2. Assess where and when these services are adequately meeting the transportation needs of the three target populations, and where there are still unmet needs
3. Develop locally-appropriate strategies to address they unmet needs

The questionnaire is organized as follows:

Part A: Profile of Your Organization's Transportation Program; to be completed by all respondents

Part B: Profile of Your Organization's Transportation Program; to be completed by all organizations that operate, purchase, arrange for, or fund transportation.

Part C: Perceptions/Assessment on Unmet Needs and Coordination; to be completed by all respondents.

Please follow the directions on the questionnaire, and complete the sections that apply to your organization. A list of definitions is provided on the next page of the questionnaire. If you have any questions or need assistance, please call Chris Henry at 212-763-4527 or email [chenry@urbitran.com](mailto:chenry@urbitran.com).

**Please return this survey by: TUESDAY, MARCH 18, 2008 to:**

Name: Chris Henry  
Agency: Urbitran Associates, Inc.  
Address: 71 W. 23<sup>rd</sup> Street  
New York, NY 10010  
Phone: (212) 763-4527  
Fax: (212) 366-6214  
Email: [chenry@urbitran.com](mailto:chenry@urbitran.com)

## Definitions

1. Fixed Route, Fixed Schedule Transportation Services – Transit service that operates over specified routes according to an established schedule. Passengers may board or be discharged at designated points along the route.
2. Modified Fixed Route, Modified Fixed Schedule Transportation Services – Transit service that operates over specified routes according to an established schedule with the driver permitted to deviate from the fixed route in order to pick up passengers. There are two types of modified fixed route services:
  - Route Deviation: The driver is permitted to deviate from the route but must return to the route at the point of demarcation.
  - Point Deviation: The only scheduled service is at certain designated time points. The driver may take any path to get from point to point to pick up other passengers as long as the scheduled time points are met.
3. Demand Responsive Transportation Service – A service characterized by flexible routes and time schedules. The pick-up and drop-off locations and the vehicle routes will vary depending on rider requests. Riders typically call or arrange service in advance.
4. Curb-to-Curb – Service is provided to the passenger's particular origin or destination. The driver offers no assistance other than operating the wheelchair lift and tie down.
5. Door-to-Door – The driver escorts the passenger to or from the vehicle and the front entrance of the building.
6. Door-through-Door – The driver escorts the passenger to or from the vehicle and the front entrance of the building.
7. Coordinated Transportation Services – A cooperative arrangement between human services agencies and/or transportation providers to combine or consolidate some or all transportation functions or activities of the different organizations, in order to improve the efficiency and effectiveness of an area's transportation system. Many types and degrees of coordination exist, from vehicle sharing or the joint procurement of equipment or services to the performance of centralized administration and other functions by a single entity acting as a transportation broker. The intended result of coordination is lower costs for participating organizations through greater efficiency, which can mean better transportation services for the region.
8. Full-time Employee – An employee who works 21 or more hours per week.
9. Part-time Employee – An employee who works less than 20 hours per week.

10. One-way Passenger Trips – A one way passenger trip consists of one person riding one way from an origin to a destination. Thus, a round trip by one person is considered as two “one way passenger trips”.
11. Vehicle Miles of Service – The total number of miles traveled by vehicles providing transportation service. For example, if three vehicles are used to provide transportation and they each travel 30,000 a given year, there would be 90,000 vehicle miles of service provided.
12. Vehicle- Hours-of Service – The total number of hours vehicles are in used to provide transportation service. For example, if three vehicles are used to provide transportation and each is in operation 40 hours a week, 52 weeks a year, there would be 6,240 vehicle hours of service provide.

## PART A - PROFILE OF YOUR ORGANIZATION

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

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

\_\_\_\_\_

City, State, Zip: \_\_\_\_\_

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

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

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

A1. Which of the following best describes your organization?

- |   |   |
|---|---|
| <input type="checkbox"/> Public Transit Agency        | <input type="checkbox"/> Public Transit Agency                      |
| <input type="checkbox"/> State Government             | <input type="checkbox"/> Private, non-profit Transportation Company |
| <input type="checkbox"/> County Government            | <input type="checkbox"/> Private, for-profit Transportation Company |
| <input type="checkbox"/> Municipal Government         | <input type="checkbox"/> Private, non-profit Human Service Agency   |
| <input type="checkbox"/> Other (Please specify) _____ |   |

A2. What services does your agency provide? (Check all that apply)

**Please attach an agency brochure if one is available.**

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

A3. What population segments does your agency serve? (Please check all that apply.)

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> General public           | <input type="checkbox"/> Unemployed                     | <input type="checkbox"/> Physical disabilities |
| <input type="checkbox"/> Elderly (over age _____) | <input type="checkbox"/> Low income                     | <input type="checkbox"/> Substance abusers     |
| <input type="checkbox"/> Youth (ages _____)       | <input type="checkbox"/> Mental or cognitive disability | <input type="checkbox"/> Visually impaired     |
| <input type="checkbox"/> Veterans                 | <input type="checkbox"/> Other _____                    |  |

A4. Approximately how many customers does your agency service in a year? \_\_\_\_\_  
Is this number duplicative or none duplicated? \_\_\_\_\_

A5. Please identify below the location(s) of your program facilities/service centers and describe the services provided at each site.

1. Facility Name: \_\_\_\_\_ Address: \_\_\_\_\_

Description of Services Provided: \_\_\_\_\_

2. Facility Name: \_\_\_\_\_ Address: \_\_\_\_\_

Description of Services Provided: \_\_\_\_\_

A6. Please indicate your agency's hours of operation (generalize the hours as necessary):

	<b>Monday -- Friday</b>	<b>Saturday</b>	<b>Sunday</b>
Administration Offices			
Programs			
Other			

A7. What are the geographic boundaries of your agency's overall service area?

\_\_\_\_\_ Hudson County (county-wide)

\_\_\_\_\_ Specific Municipalities within Hudson County: \_\_\_\_\_

\_\_\_\_\_ Other Counties: \_\_\_\_\_

\_\_\_\_\_ Other Municipalities beyond Hudson County: \_\_\_\_\_

\_\_\_\_\_ Other: \_\_\_\_\_

A8. Does your organization provide (i.e.: purchase, operate, or arrange for) passenger transportation services of any type?

\_\_\_\_\_ Yes (Please complete Parts B & C)

\_\_\_\_\_ No (Please complete Part C)

If No, Please state how your customers get to your organization.

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**PART B. PROFILE OF YOUR ORGANIZATION’S TRANSPORTATION PROGRAM**

In this section, explain the various methods by which your organization delivers community transportation services. Exclude meal deliveries or other non-passenger transportation services that may be provided.

B1 What type of transportation service(s) do you provide (please check all that apply)?

(See the “Definitions” on page 2 if you are unsure how the type(s) of service listed below are defined.)

\_\_\_\_\_ We operate a Fixed Route, modified fix route, fixed schedule service.

\_\_\_\_\_ We contract/purchase Fixed Route, modified fixed route, fixed schedule service from an independent carrier/operator. Please provide the name(s) of your contracted operator(s):

\_\_\_\_\_

\_\_\_\_\_ We operate a Demand Responsive (flexibly routed van/sedan) service using paid drivers.

\_\_\_\_\_ We operate a Demand Responsive (flexibly routed van/sedan) services using non transportation staff as drivers.

\_\_\_\_\_ We operate a Demand Responsive (flexibly routed van/sedan) service using volunteer drivers.

\_\_\_\_\_ We contract/purchase Demand Responsive (flexibly routed van/sedan) service from an independent carrier/operator. Please provide the name(s) of your contracted operator(s):

\_\_\_\_\_

\_\_\_\_\_ We coordinate a Volunteer Driver program (volunteers driving their own vehicles).

\_\_\_\_\_ We provide subsidies/reimbursement to customers/riders who arrange for their own transportation.

\_\_\_\_\_ Other (Please specify) \_\_\_\_\_

**Please attach transportation service brochures or descriptions if they are available.**

B2 In what manner does your organization directly provide, purchase, operate, or arrange for transportation? (Check all that apply.)

Mode of Transportation	Services for the General Public	Services for _____
	<i>(Check all that apply)</i>	
a) Personal vehicles of agency staff		
b) Agency employees using agency owned fleet vehicles		
c) Pre-purchased tickets, tokens, passes for other modes of paratransit/transit		
d) Reimbursement of mileage or auto expenses paid to clients, families, or friends		
e) Volunteers		
f) Information and referral about other community transportation resources		
g) Operate own transportation program using agency owned vehicles and staff		
h) Other (Describe in space provided below)		



Please describe any other methods in which your organization delivers transportation services not previously checked in Question B2 (a through g).

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B3. Indicate your typical hours of transportation service by day: (Record AM or PM.)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Begins							
Transportation Service Ends							

B4. How do users access your transportation services?

There are no same-day or advance reservation requirements.

Users must make an advance reservations (e.g., by telephone, fax, internet, arrangement with staff or through third party, etc.)

Advance notice:  Days  Hours

We accommodate same-day service requests if space is available.

We accommodate "will-call" service requests for return trips of certain trip types (which types: ).

B5. Who is eligible to receive the transportation services your organization provides? (Please check all that apply, and attach a detailed explanation if necessary).

The General Public (any resident in our service area)

Any Elderly Person (over age ) residing in

Any Person with a Disability regardless of age, residing in

Only our Agency's customers/client - Describe:

Employment Related/ Employment Training

Other - Please specify:

B6. Must users of your transportation be pre-certified as eligible? Yes  No

B7. Must users of your system pre-register to be a user? Yes  No

B8. Identify the level of passenger assistance provided for users of your transportation service. (Check all that apply.)

- Curb-to-curb (i.e., drivers will assist passengers in and out of vehicle only).
- Door-to-door (i.e., drivers will assist passengers to the entrance of their origin or destination).
- Drivers are permitted to assist passengers with a limited number of packages.
- Drivers are permitted to passengers with an unlimited number of packages.
- We provide personal care attendants or escorts to those passengers who require such services.
- Passengers are permitted to travel with their own personal care attendants or escorts.

B9. For which of the following trip purposes does your organization provide transportation services, and what is the estimated percentage of your total transportation for each trip purpose?

- Any type of trip need within your organization's area. \_\_\_\_\_%
- Health/medical (e.g., trips to the doctor, clinic, drug store treatment center, etc.) \_\_\_\_\_%
- Nutrition programs/congregate meals (e.g., trips to a nutrition program site). \_\_\_\_\_%
- Social (e.g., visits to friends/relatives) \_\_\_\_\_%
- Recreation (e.g., trips to cultural, social, athletic events, etc.) \_\_\_\_\_%
- Education/training (e.g., trips to training centers, schools, etc.) \_\_\_\_\_%
- Employment (e.g., trips to job interview sites or places of employment, etc.) \_\_\_\_\_%
- Shopping/personal needs (trips to the mall, barber, beauty shops, etc.) \_\_\_\_\_%
- Social services (e.g. trips to social service centers, adult daycare, training, etc.) \_\_\_\_\_%
- Other - Please specify: \_\_\_\_\_ %

B10. What are the geographic limits of your transportation service area? (Please specify city limits, county limits or other applicable geographic boundaries. Attach a service area map if one is available. Indicate if service area or eligible destinations vary by customer or trip type. (See the Hudson County map at the end of this survey.)

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B11. Do you charge a fare or donation? (Please circle which.)

Yes/No  If Yes, what is the fare amount? \$\_\_\_\_\_ If fare structure is complex, explain below:

Fare structure/policy: \_\_\_\_\_

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**SERVICE STATISTICS**

For Questions B12 through B14, we are asking you to identify/estimate the annual number of annual trips, miles, and hours of service. First, we are asking that you provide the beginning and end dates of the most recent calendar or fiscal year which this data is available. Please refer to definitions on page 2, as needed.

Beginning Date: \_\_\_/\_\_\_/\_\_\_      End Date: \_\_\_/\_\_\_/\_\_\_

B12. How many annual one way passenger trips were provided for the most recent full year of service?

\_\_\_\_\_ annual one way passenger trips      \_\_\_\_\_% require an accessible vehicle

B13. How many annual vehicles miles of service were provided over this same time period (provide only if tracked internally or billed by carrier)?

\_\_\_\_\_ annual vehicle miles

B14. How many annual vehicle hours of service were provided over this same time period (provide only if tracked internally or billed by carrier)?

\_\_\_\_\_ annual vehicle hours

**STAFF INFORMATION**

B15. Indicate below the number of full time employees, part time employees and volunteer used in each of the following transportation job categories.

	Full time	Part time	Volunteer
Managers			
Reservationists			
Schedulers			
Dispatchers			
Drivers			
Mechanics			
Other (specify)			
Other (specify)			
Other (specify)			

**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
EXAMPLE	DODGE MAXIVAN	2000	ACTIVE	SECTION 16	YES	YES	8 AMBULATORY 2 WHEELCHAIR	80,000	GOOD	10/2005	YES	SECTION 16

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

**VEHICLE STORAGE AND MAINTENANCE**

B17. Where are your vehicles garaged? \_\_\_\_\_

B18. Who services your vehicles? \_\_\_\_\_ Where are they serviced? \_\_\_\_\_

**SCHEDULING AND DISPATCH SOFTWARE AND DRIVER COMMUNICATIONS**

B19. Do you use scheduling/dispatch software? Yes/No \_\_\_\_\_

If so, which program and version? \_\_\_\_\_

B20. Do you use GPS to track your vehicles? Yes/ No \_\_\_\_\_

If so, which program and version? \_\_\_\_\_

B21. Do you have voice contact with your drivers while on the road? Yes/ No \_\_\_\_\_

If so, what type of equipment? \_\_\_\_\_

**VEHICLE UTILIZATION (OPTIONAL)**

B22. In the chart below, please indicate which time periods during the day that each of your vehicles are typically in use. If vehicle utilization varies by day of the week please explain this below.

Use arrows across boxes to indicate periods of time when the vehicles are providing passenger transportation, and use "X" marks to indicate time spent traveling without passengers (for example, to and from the garaging location, or between one drop off and the next pick-up). In the example shown, the vehicle is traveling without passengers between 6:00 AM and 7:00 AM, is in use between 7:00 AM and 9:00 AM and traveling without passengers between 9:00 AM and 10:00 am, is in use between 11:00 AM and 1:00 PM, and 2:00 PM and 3:00 PM and traveling without passengers between 4:00 PM and 5:00 PM.

Please also indicate what type of trip is being provided by the vehicle during each time slot (e.g. general demand response, nutrition, dialysis, employment) by writing the type of trip in the boxes. In the example below, the vehicle is providing trips to adult day care between 7:00 AM and 8:00 AM, and between 2:00 and 4:00 PM and nutrition trips between 11:00 AM and 1:00 PM.

Vehicle Number	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 NOON	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM
EXAMPLE	X	Day Care		X		Nutrition			Day Care		X		

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**ANNUAL EXPENDITURES AND REVENUES**

For Questions B23 through B25, we are asking you to identify/estimate annual expenditures and revenues. Please supply below the beginning and end dates of the most recent calendar or fiscal year which this data is available. This should be the same 12-month period that pertains to the service statistics supplied in B12 through B-14.

Beginning Date: \_\_\_/\_\_\_/\_\_\_      End Date: \_\_\_/\_\_\_/\_\_\_

B23. What is your current total budget for the transportation services provided above?

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**      \$ \_\_\_\_\_

B24. If your agency purchases client transportation services from third parties, please complete the following table. If the third party or parties are private individuals, do not list individual names; sum all such entries in one line labeled as "private individuals."

<i>Transportation Payments Made to Third Parties for the Purchase of Transportation Services</i>			
<i>Name of Third Party</i>	<b>Total Number of Trips Purchased</b>	<b>Rate and Basis of Payment (e.g., Per Mile, Per Trip, etc.)</b>	<b>Total Amounts Paid Last Fiscal Year</b>

Note: If different rates apply to different types of trips (e.g., ambulatory trips vs. non-ambulatory trips), please specify each rate and ridership separately). Also, if rate structure incorporates more than one structure (e.g., a base rate plus a mileage-based rate), please specify accordingly.

B25. Please estimate below the anticipated revenues by sources for the above described transportation program.

Anticipated Revenues:

Fares and Donations      \$ \_\_\_\_\_  
 Charters, Advertising      \$ \_\_\_\_\_  
 City, Town, Village Funding      \$ \_\_\_\_\_  
 County Funding      \$ \_\_\_\_\_  
 State Casino Funding      \$ \_\_\_\_\_  
 Federal Transit Funding ( e.g.:5310, 5311, JARC)      \$ \_\_\_\_\_  
 OAA Title III      \$ \_\_\_\_\_  
 OAA Title XX      \$ \_\_\_\_\_  
 Title XIX (Medicaid)      \$ \_\_\_\_\_  
 Veterans      \$ \_\_\_\_\_  
 TANF      \$ \_\_\_\_\_  
 Special Initiatives      \$ \_\_\_\_\_  
 Other (please identify)      \$ \_\_\_\_\_  
 \_\_\_\_\_      \$ \_\_\_\_\_  
 \_\_\_\_\_      \$ \_\_\_\_\_  
**TOTAL Anticipated Annual Transportation Revenues**      \$ \_\_\_\_\_

**PART C – PERCEPTIONS/ASSESSMENT OF UNMET NEEDS AND COORDINATION**

**UNMET NEEDS**

C1. What are the top 5 trip demand generators for the users of your transportation service?

Name	Location	Town/City
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

C2. Have you received transportation requests that your agency has been unable to accommodate?

Yes \_\_\_ No \_\_\_ If Yes, how many requests per day/month/year (circle one) ? \_\_\_\_\_

If Yes, what type of trips and why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

C3. If you had additional resources, what type of service expansion might you envision? (Check all that apply.)

\_\_\_\_\_ Provide more service (as is) to keep up with the increasing demand.

\_\_\_\_\_ Provide service beyond our current service area to new areas/detinations?

To which areas and/or destinations? \_\_\_\_\_

For all trips or just certain types of trips? \_\_\_\_\_

Provide service at other times and/or on other days that we do not currently?

Which times or days? \_\_\_\_\_

For all trips or just certain types of trips? \_\_\_\_\_

Provide service for other customer types or trip purposes that we do not / cannot serve?

Which customer types or trip purposes? \_\_\_\_\_

\_\_\_\_\_

Provide a higher level of driver assistance (e.g., door-to-door, door-thru-door)?

For all trips or just certain types of trips? \_\_\_\_\_



**COORDINATION**

C1. Do you currently provide transportation service for other organizations?

- No
- Yes (Please note the agency name(s), type of services, and reimbursement arrangements below):

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C2. Do you purchase service from other organizations (other than for-profit carriers)?

- No
- Yes (Please note the agency name(s), type of services, and payment arrangements below)

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C3. Are your transportation services coordinated in any other way with the transportation services of other agencies?

- No
- Yes (Describe below)

- Information and referral.
- Joint procurement.
- Joint training.
- Joint dispatch.
- Shared backup vehicles.
- Shared maintenance.
- Joint use of vehicles.
- Trip sharing.
- Service consolidation.
- Service brokerage.
- Joint grant applications funding.
- Driver sharing.
- Other (Define): \_\_\_\_\_

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C3. Would your organization be interested in providing transportation services, or more transportation services, under

contract to another agency or agencies?  
 Yes     No     Maybe

C4. If you now operate your own vehicle(s), would your organization consider purchasing transportation services from another agency, assuming that the price and quality of service met your needs?  
 Yes     No     Maybe     Not Applicable

C5. Are there any specific organizations with which you feel you may be able to better coordinate transportation services?  
 No     Yes (Identify them below)

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C6. What issues, if any, have your coordination efforts encountered (check all that apply)?

- Statutory barriers to pooling funds
- Restrictions placed on the use of vehicles
- Liability/insurance concerns
- Turf issues among providers
- Billing/accounting issues
- Unique characteristics of client populations
- Other (Define): \_\_\_\_\_

C7. In your opinion, what do you see as the greatest obstacle(s) to increased coordination and mobility in your service area (check only one)?

- Statutory barriers to pooling funds
- Restrictions placed on the use of vehicles
- Liability/insurance concerns
- Turf issues among providers
- Funding
- Unique client characteristics/inability to mix clients on-board vehicles
- Other (Define): \_\_\_\_\_

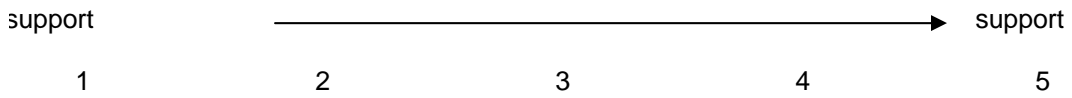
C8. In your opinion, what enhancements are most needed to improve the coordination of public transit and human service transportation in your service area?

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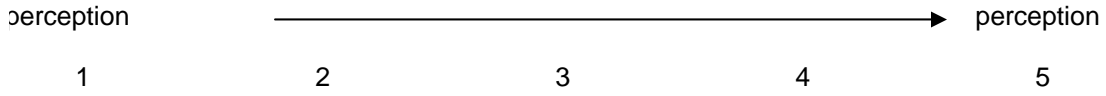
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C9. On a scale of one to five, with five being the strongest support, is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?



C10. On a scale of one to five, with five being the strongest perception, do you perceive there to be real and tangible benefits to be realized if local organizations worked together to better coordinate the delivery of services?



C11. If there are any other issues, concerns, or information relevant to this issue, please feel free to address them in the spaces below.

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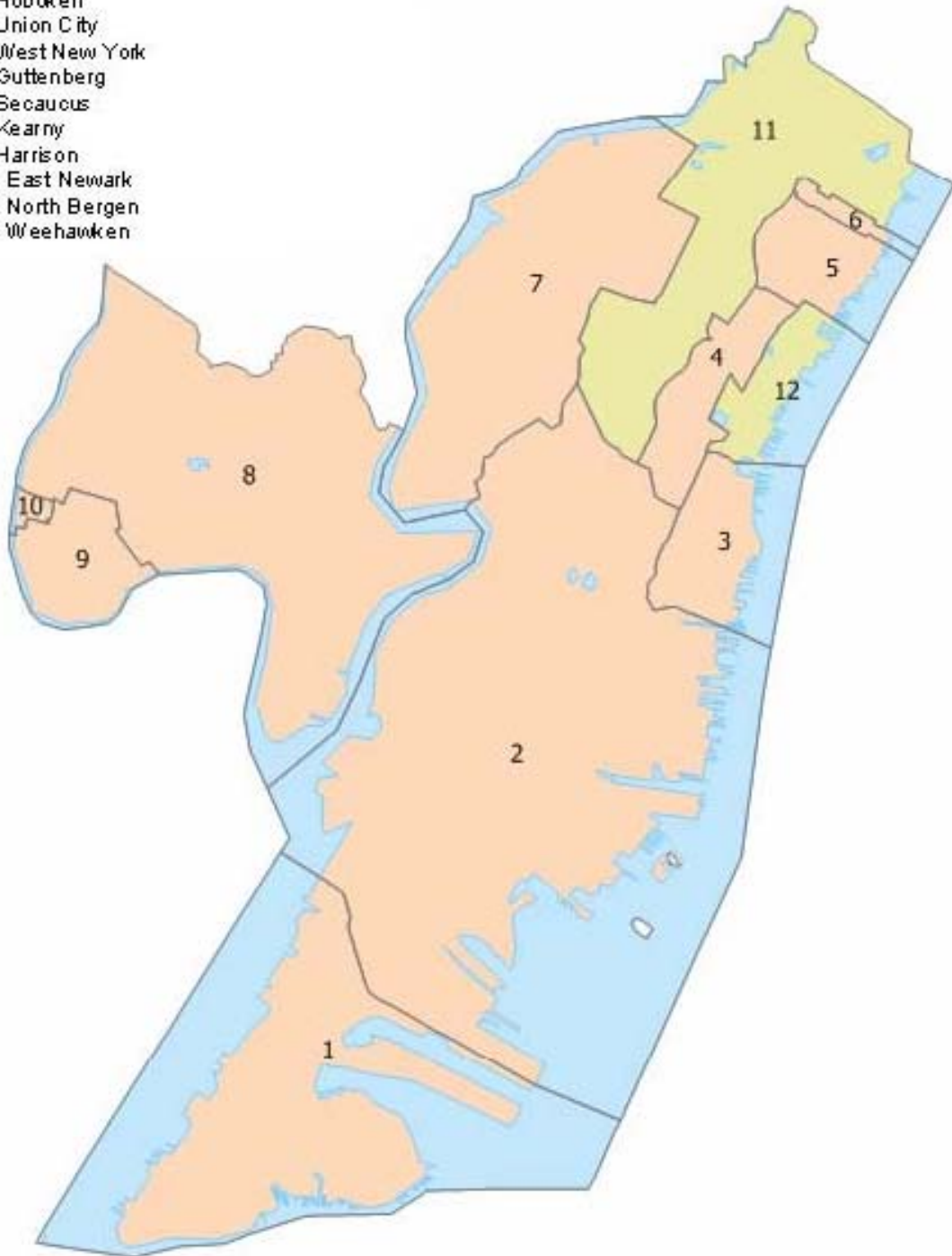
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*Thank you for your cooperation!*

Please use this map (or attach a new map) to describe your transportation service area (from Question B10).

Hudson County Municipalities

1. Bayonne
2. Jersey City
3. Hoboken
4. Union City
5. West New York
6. Guttenberg
7. Secaucus
8. Kearny
9. Harrison
10. East Newark
11. North Bergen
12. Weehawken



## **Survey Recipients**

The survey instrument was distributed to the following organizations:

Bayonne Economic Opportunity Foundation  
Bayonne Hospital  
Bayonne Office of Aging  
Catholic Charities  
Christ Hospital  
City of Hoboken  
County DHHS  
County DHHS, Office on Aging  
Dept. of Family Services  
Grace Van Vorst Church  
Harrison Housing Authority  
Harrison Senior Center  
Heightened Independence Progress (HIP)  
HOPES  
Hudson Community Enterprises  
Hudson Community Enterprises  
Hudson County Division of Welfare  
Hudson County Office of Senior Citizen & Disabled Resident Assistance  
Hudson County Transcend  
Hudson TMA  
Jersey City Medical Center  
Jersey City, DHHS  
Jersey City, Senior Affairs  
Kearny Senior Citizens Department  
Meadowlands Hospital Medical Center  
Multi Service Center  
NJ Transit  
NJ Transit - Access Link  
NJ Transit - ADA Services  
North Bergen Senior Transportation  
North Hudson Community Action Corporation  
Palisades General Hospital  
St. Joseph School for the Blind  
The Arc of Hudson County  
Town of Guttenberg  
Town of Secaucus  
Township of Weehawken  
Union City Senior Citizen Department  
United Cerebral Palsy of Hudson County  
United Way of Hudson County  
Urban League of Hudson County  
Urban League of Hudson County  
Weehawken Senior Citizens  
West New York Senior Center

# APPENDIX C

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## DESCRIPTION OF COMMUNITY TRANSPORTATION PROGRAM

## Bayonne Economic Opportunity Foundation

Eleanor Tiefenwerth - Executive Director

Bayonne Economic Opportunity Foundation, 555 Kennedy Blvd., PO Box 1032, Bayonne, NJ 07002  
201-437-7222 • 201-437-2810 • admin@beof.org

### Organization Profile

Bayonne Economic Opportunity Foundation is a private, non-profit human service agency. It provides social services, nutrition/meals, transportation, information referral, and head start services to the general public including low income, the disabled, and senior citizens. Their catchment area includes the city of Bayonne.

Bayonne Economic Opportunity Foundation operates program facilities/service centers from 555 Kennedy Blvd. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	8:30-16:30	N/A	N/A

### Transportation Program Profile

Bayonne Economic Opportunity Foundation provides demand responsive service using paid drivers. These services are provided to the general public using agency owned vehicles and staff provided by Transcend, and through information and referral about other community transportation resources.

Bayonne residents are eligible to receive transportation services. Customers access the transportation service by making reservations, same-day service requests are accommodated whenever possible. Users must be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are not charged a fare, but are asked for a .25 cent donation.

The geographic limits of the transportation service are the City of Bayonne.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	8:30-16:00	8:30-16:00	8:30-16:00	8:30-16:00	8:30-16:00	N/A

Trip purposes include nutritional programs/congregate meals, and shopping/personal needs. The top four trip demand generators are:

- 1 - Senior nutrition site - 535 Ave A, Bayonne
- 2 - Nutrition site - 16 W 4th St, Bayonne
- 3 - Cross town
- 4 - Senior Building - 24 & 50 E 21st St, Bayonne

### Administration/Operations

Bayonne Economic Opportunity Foundation transportation operations are supported by a full time staff of one driver; other staff assist in answering calls.

Bayonne Economic Opportunity Foundation's one vehicle is stored at Bayonne Base. Vehicles are serviced by Harrington's at 5th St & Blvd.

Two-way Motorolas are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

### Financial Profile

Bayonne Economic Opportunity Foundation receives funding from the City of Bayonne through a HUD Community Development Block Grant (CDBG).

### Unmet Need

Bayonne Economic Opportunity Foundation did not identify any unmet transportation needs.

### Coordination Opportunities/Existing Coordination

Currently Bayonne Economic Opportunity Foundation does not provide transportation service for other organizations. Bayonne Economic Opportunity Foundation does not purchase service from other organizations.

Bayonne Economic Opportunity Foundation is not interested in providing transportation services or more transportation services under contract to another agency, and would not consider purchasing transportation services from another agency. Bayonne Economic Opportunity Foundation would like to better coordinate transportation services with Hudson County Transcend in particular.

Bayonne Economic Opportunity Foundation believes that there is very strong support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. Bayonne Economic Opportunity Foundation very strongly perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

### Coordination Barriers

Bayonne Economic Opportunity Foundation finds that funding is the greatest obstacle to increased coordination and mobility in their service area. Because the City of Bayonne is restricted in how much funding they can give to any one agency, Bayonne Economic Opportunity Foundation must do fundraising to cover wages and benefits for their driver.



**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
1			Active	Section 16	Yes	Yes						

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

## Christ Hospital

Randall Krivanek - Director of Facilities Management  
 Christ Hospital, 176 Palisade Ave, Jersey City, NJ 07306  
 201-795-8395 • 201-795-8631 • rkrivanek@christhospital.org

### Organization Profile

Christ Hospital is a hospital. It provides health care, medical/dental, diagnosis/evaluation, nutrition/meals, and transportation services to the general public. They serve approximately 75,000 customers per year. Their catchment area includes Hudson County and other NJ counties.

Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	8:00-16:00	N/A	N/A
Programs	24 hours/day	24 hours/day	24 hours/day

### Transportation Program Profile

Christ Hospital provides demand responsive service using paid drivers. Transportation is provided to hospital patients through arrangement with the department they are receiving care from.

Only Christ Hospital patients are eligible to receive transportation services. Customers access the transportation service by making advanced reservations, however same-day service requests are accommodated if space is available and "will-call" service requests are provided for certain trip types. Users do not have to be pre-certified as eligible, and must be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered door-to-door service. The geographic limits of the transportation service are Jersey City.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	6:00-10:00, 16:00-19:00					N/A

From 1/1/2008 to 2/29/2008, 2,600 one-way passenger trips were provided, 100% of which required accessible vehicles. Vehicles traveled 26,000 miles over 3,120 vehicle hours.

Transportation is provided for trips to and from Christ Hospital within the organization's service area. The number one trip demand generator is residences in Jersey City.

### Administration/Operations

Christ Hospital transportation operations are supported by a full time staff of one manager and one driver, and a part-time staff of one driver.

Christ Hospital's two vehicles are stored at the Hospital parking lot. Vehicles are serviced by outside mechanics at Laidlaw.

Radios are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

### Financial Profile

The following financial information is reflective of 1/1/2008 - 12/31/2008:

Annual budget for:	
Transportation Administrative Expenses	\$0

Transportation Operating Expenses	\$120,000
Transportation Capital Expenses	\$0
TOTAL annual Transportation Program	\$120,000

### Unmet Need

Christ Hospital has received transportation requests that they could not accommodate from patients outside of Jersey City under the age of 60. If additional resources were available, Christ Hospital would provide service beyond their current service area to the remainder of Hudson County and for people of all ages.

### Coordination Opportunities/Existing Coordination

Currently Christ Hospital does not provide transportation service for other organizations. Christ Hospital does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

Christ Hospital is not interested in providing transportation services or more transportation services under contract to another agency, and would not consider purchasing transportation services from another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

### Coordination Barriers

In coordinating transportation Christ Hospital has encountered restrictions on transporting individuals younger than 60 years old. Christ Hospital believes that courtesy, honesty, and consistency are needed to improve coordination.

**VEHICLE UTILIZATION (OPTIONAL)**

B22. In the chart below, please indicate which time periods during the day that each of your vehicles are typically in use. If vehicle utilization varies by day of the week please explain this below.

Use arrows across boxes to indicate periods of time when the vehicles are providing passenger transportation, and use "X" marks to indicate time spent traveling without passengers (for example, to and from the garaging location, or between one drop off and the next pick-up). In the example shown, the vehicle is traveling without passengers between 6:00 AM and 7:00 AM, is in use between 7:00 AM and 9:00 AM and traveling without passengers between 9:00 AM and 10:00 am, is in use between 11:00 AM and 1:00 PM, and 2:00 PM and 3:00 PM and traveling without passengers between 4:00 PM and 5:00 PM.

Please also indicate what type of trip is being provided by the vehicle during each time slot (e.g. general demand response, nutrition, dialysis, employment) by writing the type of trip in the boxes. In the example below, the vehicle is providing trips to adult day care between 7:00 AM and 8:00 AM, and between 2:00 and 4:00 PM and nutrition trips between 11:00 AM and 1:00 PM.

Vehicle Number	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 NOON	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM
1	PICK UPS	PICK UPS	PICK UP	PICK UPS	MAIL RUN	BANK RUN		DROP OFFS					
2											DROP OFFS	DROP OFFS	DROP OFFS

Comments:

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**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
NF23320	FORD SUPREME	2004	A	INTERNAL	Y	Y	10	40000	GOOD		N	NONE
NF26060	FORD E450 PHOENIX	2006	A	INTERNAL	Y	Y	10	20000	GOOD		N	NONE

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.). Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

## City of Hoboken

John P. Pope - Director of Human Services  
 City of Hoboken, 94 Washington Street, Hoboken, NJ 07030  
 201-420-2012 • 201-239-6631 • jpoppe@hobokennj.org

### Organization Profile

City of Hoboken is a municipality. It provides transportation services to the general public and the elderly. They serve approximately 26,676 customers per year (this number is duplicative). Their catchment area includes the City of Hoboken.

Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	9:00-16:00	N/A	N/A
Programs	N/A	N/A	N/A

### Transportation Program Profile

City of Hoboken provides fixed route and demand responsive service. Bus 432 provides medical transportation by appointment, and buses 435, 433, 408, and 434 operate on a fixed route. These services are provided to the general public and seniors citizens over 55 using agency owned vehicles and staff.

All Hoboken residents are eligible to receive transportation services. Customers access the transportation service without reservation requirements. Users do not have to be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are charged a fare or donation for the service. The cost of riding is \$1.00 regular fare, seniors and children 25 cents. On bus 434 there is no fee for seniors over the age of 55 or disabled persons of any age.

Passengers are offered curb-to-curb service. The geographic limits of the transportation service are the City of Hoboken.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	7:00-21:00	7:00-21:00	7:00-21:00	7:00-21:00	7:00-21:00	11:00-15:00

From 1/1/2007 to 12/31/2007, 7,038 one-way passenger trips were provided.

Transportation for any trip purpose is provided within the organization’s service area. The top five trip demand generators are:

- 1 - Shopping, throughout Hoboken
- 2 - Shopping, Newport Mall, Jersey City
- 3 - Employment, throughout Hoboken and Path
- 4 - Education, throughout Hoboken
- 5 - Doctors visits, throughout Hoboken and other municipalities in NJ

### Administration/Operations

City of Hoboken transportation operations are supported by a full time staff of one manager, three drivers, and one secretary, and a part-time staff of two drivers.

City of Hoboken’s five vehicles are stored at City Garage, 256 Observer Hwy, Hoboken, NJ 07030. Vehicles are serviced by City mechanics at City Garage unless out of their scope/abilities and then Arcola Bus is used.

Two-way radios are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

**Financial Profile**

Annual budget for:	
Transportation Administrative Expenses	\$224,203
Transportation Operating Expenses	\$ 29,000
Transportation Capital Expenses	\$
TOTAL annual Transportation Program	\$253,203

Anticipated Revenues:	
Fares and Donations	\$ 13,432
Charters, Advertising	\$
City, Town, Village Funding	\$229,771
County Funding	\$
State Casino Funding	\$
Federal Transit Funding	\$ 10,000
OAA Title III	\$
OAA Title XX	\$
Title XIX (Medicaid)	\$
Veterans	\$
TANF	\$
Special Initiatives	\$
Other:	\$
TOTAL Anticipated Annual Transportation Revenues	\$253,203

**Unmet Need**

City of Hoboken has not received transportation requests that they could not accommodate. If additional resources were available, City of Hoboken would provide more service to keep up with increasing demand, service at other times/days to accommodate shopping, and fixed route service beyond the current service area to include Mill Creek Mall, Wal-Mart, and Secaucus, NJ.

**Coordination Opportunities/Existing Coordination**

Currently City of Hoboken does not provide transportation service for other organizations. City of Hoboken does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

City of Hoboken is not interested in providing transportation services or more transportation services under contract to another agency, and would consider purchasing transportation services from another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

City of Hoboken believes that there is support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. City of Hoboken perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

## Coordination Barriers

City of Hoboken finds that restrictions placed on the use of vehicles, liability/insurance concerns, funding, and unique client characteristics/inability to mix clients on-board vehicles are the greatest obstacle(s) to increased coordination and mobility in their service area.



**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
432	Ford E350	2003	Active	Section 5310	No	Yes	8 Ambulatory 1 Wheelchair	34247	Good			
435		2002	Active	Community Shuttle Program	No	Yes	20 Ambulatory 1 Wheelchair	55581	Good			
433	Ford E450	2007	Active	City of Hoboken	No	Yes	20 Ambulatory 2 Wheelchair	15637	Very Good			
434	Ford E450	2007	Active	City of Hoboken	No	Yes	20 Ambulatory 2 Wheelchair	10278	Very Good			
408	Ford	2002	Not yet in service	Community Shuttle Program	No	Yes	20 Ambulatory 3 Wheelchair	48716	Good			

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

## HOPES Inc.

Marisa Musachio - Director of Operations  
HOPES Inc., 124 Grand St., Hoboken, NJ 07030  
201-656-3711 x5 • 201-653-8213 • mmusachio@hopes.org

### Organization Profile

HOPES Inc. is a private, non-profit community action agency. It provides job/employment training, information referral, rehabilitation services, social services, Head Start, computer training, transportation, and senior companionship services to the general public and low income persons. They serve approximately 1,000 customers per year (this number is non-duplicated). Their catchment area includes all of Hudson County and some other municipalities outside of Hudson County for certain services.

The HOPES Inc. Central Office at 124 Grand St, Hoboken, NJ provides assisted transportation and other senior services. HOPES Inc. operates program facilities/service centers from HOPES Early Childhood Program at 301 Garden St, Hoboken, NJ 07030 where free preschool services and Head Start services are provided. In addition HOPES Family Resource Center located at 532 Jackson St, Hoboken, NJ provides social/educational support services. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	9:00-17:00	N/A	N/A
Early Childhood Program	7:30-17:30	N/A	N/A
Other	9:00-17:00	N/A	N/A

### Transportation Program Profile

HOPES Inc. provides demand responsive service using paid drivers. Transportation is provided to senior citizens using agency owned vehicles and staff. HOPES Inc also provides preschool aged children with transportation to and from Head Start.

Hoboken residents over the age of 60 are eligible to receive transportation services. Customers access the transportation service by making reservations five days in advance, however, same-day service requests are accommodated when space is available. Users must provide proof of age and residency to be pre-certified as eligible, and must complete the agency intake form to be pre-registered as a user. Passengers are not charged a fare for the service. Donations are accepted, but service is not contingent upon payment.

Passengers are offered door-to-door or curb-to-curb service, and are permitted to travel with their own personal care attendants. The geographic limits of the transportation service are within or bordering Hudson County.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00	N/A

From 1/1/2007 to 12/31/2007, 2,922 one-way passenger trips were provided. Vehicles traveled 17,141 miles over 2,300 vehicle hours.

Transportation for health/medical, nutrition programs/congregate meals, social services, and food shopping is provided within the organization's service area. Some of the top trip demand generators include:

- Hoboken Univeristy Medical Center - 308 Willow Ave, Hoboken
- Christ Hospital - 176 Palisade Ave, Jersey City
- Bayonne Hospital
- A&P - 614 Clinton St, Hoboken

- ShopRite - 900 Madison St, Hoboken
- CVS Pharmacy

**Administration/Operations**

HOPES Inc. transportation operations are supported by a full time staff of one manager, and two drivers, and a part-time staff of one maintenance person, one fiscal administrator, and one administrative assistant.

HOPES Inc.'s vehicles are stored at a private parking garage. Vehicles are serviced by an outside agency at the local service station.

Cell phones with headsets are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

**Financial Profile**

The following financial information is reflective of 1/1/2007 - 12/31/2007:

Annual budget for:	
Transportation Administrative Expenses	\$ 11,717
Transportation Operating Expenses	\$125,700
Transportation Capital Expenses	\$
TOTAL annual Transportation Program	\$137,417

Anticipated Revenues:	
Fares and Donations	\$ 125
Charters, Advertising	\$
City, Town, Village Funding	\$ 46,000
County Funding	\$
State Casino Funding	\$
Federal Transit Funding	\$
OAA Title III	\$
OAA Title XX	\$
Title XIX (Medicaid)	\$
Veterans	\$
TANF	\$
Special Initiatives	\$
Other: Community Service Block Grant (CSBG)	\$ 65,600
TOTAL Anticipated Annual Transportation Revenues	\$111,725

**Unmet Need**

HOPES Inc. has received transportation requests that they could not accommodate. They receive five requests a month for service after 17:00, on weekends, or outside of their service boundaries. If additional resources were available, HOPES Inc. would provide more service to keep up with increasing demand, service beginning at 8:00 and ending at 18:00, pickup service for Jersey City clients, and a higher level of driver assistance for clients with the greatest needs.

**Coordination Opportunities/Existing Coordination**

Currently HOPES Inc. does provide transportation service for other organizations including referrals from Hoboken Senior Citizens transportation program. HOPES Inc. does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

HOPES Inc. is interested in providing transportation services or more transportation services under contract to another agency. In particular, HOPES Inc. would like to better coordinate transportation services with City of Hoboken Transportation Program for Seniors.

HOPES Inc. believes that there is some support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. HOPES Inc. strongly perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

### Coordination Barriers

HOPES Inc. finds that liability/insurance concerns, and funding are the greatest obstacles to increased coordination and mobility in their service area.

# Hudson County Department of Family Services

Benjamin Lopez, Sr. - Department Director

Hudson County Department of Family Services, 100 Newkirk Street, Rm 708, Jersey City, NJ 07306  
201-533-2422 • 201-533-2421 • blopez@oel.state.nj.us

## Organization Profile

Hudson County Department of Family Services is a county government office. It provides social services, welfare/public assistance, job placement, job training, and transportation services to the general public, low income, TANF, GA and summer youth employment clients. They serve approximately 7,500 TANF and 4,800 GA customers per year (this number is duplicative). Their catchment area includes all of Hudson County.

Hudson County Department of Family Services operates program facilities/service centers from 87 & 100 Newkirk, Jersey City, NJ 07306 where case management, workforce development, and CWEP development services are provided. In addition Hudson County One Stop located at 4800 Broadway, 2nd Fl, Union City, NJ provides early employment initiative, case management, workforce development, DVR unemployment services, and client assessment services. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	8:30-16:30	N/A	N/A
Programs	8:30-16:30	N/A	N/A

## Transportation Program Profile

Hudson County Department of Family Services provides contracted/purchased fixed route service from NJ Transit, and operates a demand responsive service using paid drivers. Transportation is provided to TANF recipients using agency owned vehicles and staff.

TANF clients with active cases or in sanction status, and employed/income eligible clients riding NJ Transit are eligible to receive transportation services. Customers access the transportation service by making reservation one to three days in advance, however same-day service requests are accommodated if space is available. Users do not have to be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered curb-to-curb service. The geographic limits of the transportation service are Hudson County, however the Hudson County Connect Shuttle will travel outside of the county for job fairs, employment opportunities and other special events.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	N/A

From 1/1/2007 to 12/31/2007, 9,006 one-way passenger trips were provided on Hudson Connect, 0% of which required accessible vehicles. Hudson Connect shuttles traveled a total of 57,160 miles.

Trip purposes, as a percentage of total service provided, include education (40%), employment (20%), social services (20%), and outreach and client reengagement (20%).

## Administration/Operations

Hudson County Department of Family Services transportation operations are supported by a full time staff of one manager and three drivers.

Hudson County Department of Family Services's has three vehicles. Vehicles are serviced by Ford and a private company on an individual basis.

Cell phones with Nextel-Motorola direct link services are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

### Financial Profile

The following financial information is reflective of 7/1/2007 - 6/30/2008:

Annual budget for:	
Transportation Administrative Expenses	\$0
Transportation Operating Expenses	\$512,812
Transportation Capital Expenses	\$N/A
TOTAL annual Transportation Program	\$N/A

Anticipated Revenues:	
Fares and Donations	\$
Charters, Advertising	\$
City, Town, Village Funding	\$
County Funding	\$
State Casino Funding	\$
Federal Transit Funding	\$
OAA Title III	\$
OAA Title XX	\$
Title XIX (Medicaid)	\$
Veterans	\$
TANF	\$
Special Initiatives	\$
Other: Department of Family Development	\$
TOTAL Anticipated Annual Transportation Revenues	\$512,812

Payments to Third Parties for the Purchase of Transportation Services			
Name of Third Party	Total # of Trips Purchased	Rate and Basis of Payment	Total Amount Paid Last Fiscal Year
New Jersey Transit	See Attached	See Attached	\$312,812

### Unmet Need

Hudson County Department of Family Services has received transportation requests that they could not accommodate. They receive request to travel to the Greenville Section of Jersey City for NJ Transit Lines and general requests for service after 16:00. If additional resources were available, Hudson County Department of Family Services would provide service on the weekends, evenings and overnight for all employment related trips and/or some social service engagements, and service to GA clients for employment and program engagements.

### Coordination Opportunities/Existing Coordination

Currently Hudson County Department of Family Services does not provide transportation service for other organizations. Hudson County Department of Family Services does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

Hudson County Department of Family Services may be interested in providing transportation services or more transportation services under contract to another agency, and might consider purchasing

transportation services from another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

### Coordination Barriers

In coordinating transportation Hudson County Department of Family Services has encountered restrictions placed on the use of vehicles, liability/insurance concerns, turf issues among providers, and the unique characteristics of client populations. Hudson County Department of Family Services finds that restrictions place on the use of vehicles, and liability/insurance concerns are the greatest obstacle(s) to increased coordination and mobility in their service area. Hudson County Department of Family Services believes that overlapping and continuous service available to the general public and/or special populations, and increased availability of demand responsive service or carpooling are needed to improve coordination.

**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelch air lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
NA	FORD CUSTOMIZED SHUTTLE VANS	NA	ACTIVE	DFD Special Initiatives Transportation Funds	NO	YES	15 PASSENGERS	NA	GOOD	NA	NO	NA
NA	FORD CUSTOMIZED SHUTTLE VANS	NA	ACTIVE	DFD Special Initiatives Transportation Funds	NO	YES	15 PASSENGERS	NA	GOOD	NA	NO	NA
NA	FORD CUSTOMIZED SHUTTLE VANS	NA	ACTIVE	DFD Special Initiatives Transportation Funds	NO	YES	15 PASSENGERS	NA	GOOD	NA	NO	NA

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).



# Hudson County Office of Senior Citizen & Disabled Resident Assistance

Kevin Crimmins - Director  
 Hudson County Office of Senior Citizen & Disabled Resident Assistance, 595 County Ave.,  
 Secaucus, NJ 07094  
 241-271-4306 • 201-271-4360 • kcrimmins@hcnj.us

## Organization Profile

Hudson County Office of Senior Citizen & Disabled Resident Assistance is a county government office. It provides medical, and transportation services to the visually impaired, senior citizens over the age of 59, and physically, mentally or cognitively disabled persons. They serve approximately 10,000 customers per year (this number is duplicative). Their catchment area includes all of Hudson County, as well as Bergen and Essex Counties and NYC below 70th St (once a week).

Hudson County Office of Senior Citizen & Disabled Resident Assistance operates program facilities/service centers from Meadowview Campus at 595 County Ave., Secaucus, NJ 07094 where scheduling, and dispatching services are provided. An additional facility at 555 Duncan Ave, Jersey City serves as a garage for bus storage and maintenance. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	6:30-18:00	N/A	N/A
Programs	6:30-18:00	7:30-16:30	special trips

## Transportation Program Profile

Hudson County Office of Senior Citizen & Disabled Resident Assistance provides demand responsive service using paid drivers. These services are provided to the general public using agency owned vehicles and staff.

Hudson County residents over 59 and disabled persons over 18 are eligible to receive transportation services. Customers access the transportation service by making reservations five days in advance. Users do not have to be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered curb-to-curb service. The geographic limits of the transportation service are Hudson County, however, about 2% of trips are made outside of Hudson County to transport veterans to VA hospitals in Essex County and for a once a week trip to NYC.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	6:30-21:00	6:30-21:00	6:30-21:00	6:30-21:00	6:30-21:00	7:00-16:00

From 1/1/2007 to 12/31/2007, 72,000 one-way passenger trips were provided, 50% of which required accessible vehicles. Vehicles traveled 279,000 miles.

Trip purposes, as a percentage of total service provided, include health/medical (95%), social services (2%), shopping/personal needs (1%), nutrition programs/congregate meals (1%), recreation (.5%), and employment (.5%). The top five trip demand generators are:

- 1 - Christ Hospital, 176 Palisades Ave, Jersey City
- 2 - Dialysis centers, 109 Pacific Ave, Jersey City
- 3 - Dialysis centers, 1310 5th St, North Bergen
- 4 - Dialysis centers, Bayonne Hospital, Bayonne
- 5 - Hamilton Park Dialysis, 528 9th St, Jersey City

## Administration/Operations

Hudson County Office of Senior Citizen & Disabled Resident Assistance transportation operations are supported by a full time staff of one manager, three reservationists, two dispatchers, 38 drivers, one mechanic, one assistant coordinator, one supervisor, and two clerical assistants.

Hudson County Office of Senior Citizen & Disabled Resident Assistance's 40 vehicles are stored at 555 Duncan Ave, Jersey City. Vehicles are serviced by their mechanic at 555 Duncan Ave.

Radios are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

## Financial Profile

The following financial information is reflective of 1/1/2007 - 12/31/2007:

Annual budget for:	
Transportation Administrative Expenses	\$ 294,125
Transportation Operating Expenses	\$1,861,135
Transportation Capital Expenses	\$ 419,229
TOTAL annual Transportation Program	\$2,574,489

Anticipated Revenues:	
Fares and Donations	\$
Charters, Advertising	\$
City, Town, Village Funding	\$ 100,000
County Funding	\$ 581,623
State Casino Funding	\$
Federal Transit Funding	\$
OAA Title III	\$ 200,000
OAA Title XX	\$
Title XIX (Medicaid)	\$
Veterans	\$ 20,000
TANF	\$
Special Initiatives	\$
Other: SCRDTAP	\$1,992,966
TOTAL Anticipated Annual Transportation Revenues	\$2,894,589

## Unmet Need

Hudson County Office of Senior Citizen & Disabled Resident Assistance has received transportation requests that they could not accommodate. They receive about eighteen requests a month that can not be accommodated because of overbooking. If additional resources were available, Hudson County Office of Senior Citizen & Disabled Resident Assistance would provide more service to keep up with increasing demand, provide service later in the day, and provide more recreation trips such as shopping.

## Coordination Opportunities/Existing Coordination

Currently Hudson County Office of Senior Citizen & Disabled Resident Assistance does provide transportation service for other organizations including:

- City of Bayonne - Demand responsive service for medical and nutrition trips - \$100,000
- Veterans Administration - Weekly scheduled trips to VA Hospital in Essex County - \$20,000
- Office for the Aging - Demand responsive service for medical and some nutrition trips - \$200,000

Hudson County Office of Senior Citizen & Disabled Resident Assistance does not purchase service from other organizations, but does coordinate in other ways with other transportation services or agencies through joint training, shared maintenance, joint use of vehicles, and trip sharing. For example defensive driving courses are conducted with other departments, some repairs to vehicles are made by mechanics from other departments, and two vehicles are currently on loan to other agencies/municipalities.

Hudson County Office of Senior Citizen & Disabled Resident Assistance is interested in providing transportation services or more transportation services under contract to another agency, but would not consider purchasing transportation services from another agency. Hudson County Office of Senior Citizen & Disabled Resident Assistance did not mention any specific organizations which they would like to better coordinate transportation services with.

Hudson County Office of Senior Citizen & Disabled Resident Assistance very strongly perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

### Coordination Barriers

In coordinating transportation Hudson County Office of Senior Citizen & Disabled Resident Assistance has encountered turf issues among providers. Hudson County Office of Senior Citizen & Disabled Resident Assistance finds that turf issues among providers and funding are the greatest obstacles to increased coordination and mobility in their service area.

## VEHICLE INFORMATION

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
224	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	114,752	Fair	Dec 08	No	SCRDR TAP
225	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	113,749	Fair	Dec 08	No	SCRDR TAP
218	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	111,534	Fair	Dec 08	No	SCRDR TAP
243	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	107,912	Fair	Dec 08	No	SCRDR TAP
217	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	106,460	Fair	Dec 08	No	SCRDR TAP
219	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	103,782	Fair	Dec 08	No	SCRDR TAP
22	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	101,634	Fair	Dec 08	No	SCRDR TAP
223	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	101,502	Fair	Dec 08	No	SCRDR TAP
245	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	100,633	Fair	Dec 08	No	SCRDR TAP
220	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	98,365	Fair	Dec 08	No	SCRDR TAP
104	Dodge Caravan	1998	Active	SCRDR TAP	Yes	Yes	7Ambulatory	98,060	Poor	Dec 08	No	SCRDR TAP
216	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	10 Ambulatory 2WC	97,911	Fair	Dec 08	No	SCRDR TAP
241	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	92,881	Fair	Jun 09	No	SCRDR TAP
242	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	91,735	Fair	Jun 09	No	SCRDR TAP
246	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	89,906	Fair	Jun 09	No	SCRDR TAP
244	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	86,497	Fair	Jun 09	No	SCRDR TAP
248	Ford E350	2002	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	83,386	Good		No	SCRDR TAP
237	Ford E350	1996	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	83,334	Fair	Dec 08	No	SCRDR TAP
305	Ford Bus	1994	Active	SCRDR TAP	Yes	Yes	20 Ambulatory 2WC	83,011	Fair	Jun 09	No	SCRDR TAP
251	Ford E350	2002	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	77,542	Good	Dec 10	No	SCRDR TAP
249	Ford E350	2002	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	77,248	Good	Dec 10	No	SCRDR TAP
247	Ford E350	2002	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	75,882	Good	Dec 10	No	SCRDR TAP
250	Ford E350	2002	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	73,066	Good	Jun 09	No	SCRDR TAP
240	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	8 Ambulatory 2WC	69,073	Fair	Jun 09	No	SCRDR TAP
101	Dodge Caravan	2002	Active	SCRDR TAP	Yes	Yes	7Ambulatory	65,034	Good	Jun 09	No	SCRDR TAP
201	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	14 Ambulatory	50,400	Good	Jun 09	No	SCRDR TAP
202	Ford E350	1998	Active	SCRDR TAP	Yes	Yes	14 Ambulatory	49,491	Good	Jun 09	No	SCRDR TAP
236	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	12 Ambulatory 2WC	49,213	Fair	Dec 13	No	SCRDR TAP
239	Ford E350	2000	Active	SCRDR TAP	Yes	Yes	18 Ambulatory 2WC	43,166	Fair	100k miles	No	SCRDR TAP
0	Bluebird E350	1998	Active	SCRDR TAP	Yes	Yes	33 Ambulatory 2WC	30,450	Good	100k miles	No	SCRDR TAP
261	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	27,915	Very Good	Dec 13	No	SCRDR TAP
259	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	27,233	Very Good	Dec 13	No	SCRDR TAP
252	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	24,003	Very Good	Dec 13	No	SCRDR TAP
257	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	22,321	Very Good	Dec 13	No	SCRDR TAP
256	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	21,382	Very Good	Dec 13	No	SCRDR TAP
255	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	20,933	Very Good	Dec 13	No	SCRDR TAP
254	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	20,871	Very Good	Dec 13	No	SCRDR TAP
253	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	20,168	Very Good	Dec 13	No	SCRDR TAP
	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC		Very Good	Dec 13	No	SCRDR TAP
258	Ford E350	2006	Active	SCRDR TAP	Yes	Yes	6 Ambulatory 2 WC	24,007	Very Good	Dec 13	No	SCRDR TAP

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

## Jersey City Division of Senior Citizen Affairs

Larry Eccleston - Director - Division of Senior Citizen Affairs

Jersey City Division of Senior Citizen Affairs, 201 Cornelison Ave, Rm #408, Jersey City, NJ 07304  
201-547-5838 • 201-547-6818 • EcclestonL@jcnj.org

### Organization Profile

Jersey City Division of Senior Citizen Affairs is a municipal office within the Jersey City Department of Health and Human Services. The Dept of Health and Human Services provides recreation, adult day care, diagnosis/evaluation, information referral, health care, veterans services, social services, nutrition/meals, and screening services to the general public, elderly, youth, veterans, low income, substance abusers, and physically, mentally, or cognitively disabled persons. They serve approximately 10,000+ customers per year (this number is non-duplicated). Their catchment area is within Jersey City.

Jersey City Division of Senior Citizen Affairs operates program facilities/service centers from the Dept of Health & Human Services at 201 Cornelison Ave. where senior citizen meals on wheels, WIC program, immunization program, senior citizen assistance, and senior citizen activities are provided. In addition Joseph Connors Senior Citizen center located at 28 Paterson Street provides recreation, information and assistance, and hot lunch during weekdays services. The Maureen Collier Senior Citizen Center at 335 Bergen Ave also provides recreation, information and assistance, and hot lunch during weekdays. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	9:00-17:00	N/A	N/A
Programs	various	some	some
Other	24/7	N/A	N/A

### Transportation Program Profile

Jersey City Division of Senior Citizen Affairs provides fixed schedule service, and demand responsive service using paid drivers. Transportation is provided to senior citizen groups and organizations using agency owned vehicles and staff.

Jersey City residents over the age of 60, and senior citizen groups and organizations located within Jersey City are eligible to receive transportation services. Customers access the transportation service by making advanced reservations for group trips, and without reservations for shopping trips. Same-day service requests are accommodated if space is available. Users do not have to be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered driver assistance with a limited number of packages, and passengers are permitted to travel with their own personal care attendants. The geographic limits of the transportation service are within a 45 minute radius, excluding out of state trips.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	as needed	8:30-23:00	8:30-23:00	8:30-23:00	8:30-23:00	8:30-23:00	as needed

From 1/1/2007 to 12/31/2007, 35,454 one-way passenger trips were provided, 0% of which required accessible vehicles.

Trip purposes, as a percentage of total service provided, include shopping/personal needs (50%), recreation (40%), and education (10%). The top five trip demand generators are:

1 - Path Mark - 420 Grand St, Jersey City

- 2 - Shop Rite - 400 Luis Munoz Marin Blvd, Jersey City
- 3 - Senior citizen movies, Newport Mall - 30 Mall Dr W, Jersey City
- 4 - Empire Club - 136 Mehrhof Rd, Little Ferry
- 5 - Brown Stone - 351 W Broadway, Paterson

**Administration/Operations**

Jersey City Division of Senior Citizen Affairs transportation operations are supported by a full time staff of two drivers, and a part-time staff of one driver.

Jersey City Division of Senior Citizen Affairs's two vehicles are stored at Jersey City Public Works compound at Rt. 440 & Culver Ave. Vehicles are serviced by Public Works at the compound.

There is no form of voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

**Financial Profile**

The following financial information is reflective of 1/1/2008 - 12/31/2008:

Annual budget for:	
Transportation Administrative Expenses	\$
Transportation Operating Expenses	\$179,688 (does not include insurance, fuel or repairs)
Transportation Capital Expenses	\$
<b>TOTAL annual Transportation Program</b>	<b>\$179,688</b>

Anticipated Revenues:	
Fares and Donations	\$
Charters, Advertising	\$
City, Town, Village Funding	\$179,688 + insurance, fuel, and repairs
County Funding	\$
State Casino Funding	\$
Federal Transit Funding	\$
OAA Title III	\$
OAA Title XX	\$
Title XIX (Medicaid)	\$
Veterans	\$
TANF	\$
Special Initiatives	\$
Other:	\$
<b>TOTAL Anticipated Annual Transportation Revenues</b>	<b>\$179,688</b>

Payments to Third Parties for the Purchase of Transportation Services			
Name of Third Party	Total # of Trips Purchased	Rate and Basis of Payment	Total Amount Paid Last Fiscal Year
Academy Bus	136	per trip per bid	\$99,725

**Unmet Need**

Jersey City Division of Senior Citizen Affairs has received transportation requests that they could not accommodate. They receive one or two requests a month for group trips to NYC or other places in NJ where they are not comfortable sending their 10-year-old bus because of fears that it will break down.

If additional resources were available, Jersey City Division of Senior Citizen Affairs would provide more service to keep up with increasing demand, service to NYC for social and cultural group events, and rides to senior centers and nutrition sites five days a week.

### Coordination Opportunities/Existing Coordination

Currently Jersey City Division of Senior Citizen Affairs does not provide transportation service for other organizations. Jersey City Division of Senior Citizen Affairs does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

Jersey City Division of Senior Citizen Affairs is not interested in providing transportation services or more transportation services under contract to another agency, and would not consider purchasing transportation services from another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

Jersey City Division of Senior Citizen Affairs believes that there is support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. Jersey City Division of Senior Citizen Affairs somewhat perceive there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

### Coordination Barriers

In coordinating transportation Jersey City Division of Senior Citizen Affairs has encountered restrictions placed on the use of vehicles, turf issues among providers, and the unique characteristics of client populations. Jersey City Division of Senior Citizen Affairs finds that restrictions placed on the use of vehicles are the greatest obstacle to increased coordination and mobility in their service area.



**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
9483	Ford Bus	1996	Active	Municipal Capital Budget	No	No	N/A	72,337	Poor	Unknown	No	Municipal Capital Budget
9452	Int'l Eagle 3400 Bus	1196	Active	Municipal Capital Budget	No	No	N/A	56,000	Poor	Unknown	No	Municipal Capital Budget

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

**VEHICLE UTILIZATION (OPTIONAL)**

B22. In the chart below, please indicate which time periods during the day that each of your vehicles are typically in use. If vehicle utilization varies by day of the week please explain this below.

Use arrows across boxes to indicate periods of time when the vehicles are providing passenger transportation, and use "X" marks to indicate time spent traveling without passengers (for example, to and from the garaging location, or between one drop off and the next pick-up). In the example shown, the vehicle is traveling without passengers between 6:00 AM and 7:00 AM, is in use between 7:00 AM and 9:00 AM and traveling without passengers between 9:00 AM and 10:00 am, is in use between 11:00 AM and 1:00 PM, and 2:00 PM and 3:00 PM and traveling without passengers between 4:00 PM and 5:00 PM.

Please also indicate what type of trip is being provided by the vehicle during each time slot (e.g. general demand response, nutrition, dialysis, employment) by writing the type of trip in the boxes. In the example below, the vehicle is providing trips to adult day care between 7:00 AM and 8:00 AM, and between 2:00 and 4:00 PM and nutrition trips between 11:00 AM and 1:00 PM.

Vehicle Number	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 NOON	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM
9452	x	x	x	Shopping trips			x	Shopping trips					Activities
9483	x	x	x	Senior Group on outings								X	Activities

Comments:

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# Meadowlands Hospital

Georgine Gallo - Director of Community Services  
Meadowlands Hospital, 55 Meadowlands Parkway, Secaucus, NJ 07094  
201-392-3266 • 201-392-3527 • ggallo@libertyhcs.org

## Organization Profile

Meadowlands Hospital is an acute care hospital. It provides health care, rehabilitation services, screening, and transportation services to the general public. Their catchment area includes all of Hudson County.

## Transportation Program Profile

Meadowlands Hospital provides demand responsive service using paid drivers. These services are provided to the general public using agency owned vehicles and staff.

Hudson County residents are eligible to receive transportation services. Customers access the transportation service by making advanced reservations, however, same-day service requests are accommodated when space is available. For medical trips "will-call" are accommodated. Users do not have to be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered curb-to-curb service. The geographic limits of the transportation service are Hudson County.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	5:30-15:30	5:30-15:30	5:30-15:30	5:30-15:30	5:30-15:30	N/A

Transportation for trips to and from the hospital is provided within the organization's service area. The top five trip demand generators are private residences and senior housing in:

- 1 - Secaucus
- 2 - Jersey City
- 3 - Union City
- 4 - North Bergen
- 5 - Weehawken

## Administration/Operations

Meadowlands Hospital transportation operations are supported by a full time staff of one driver.

Beepers and cell phones are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

## Financial Profile

Annual budget for:	
Transportation Administrative Expenses	\$
Transportation Operating Expenses	\$13,000
Transportation Capital Expenses	\$
TOTAL annual Transportation Program	\$

### Unmet Need

Meadowlands Hospital has received transportation requests that they could not accommodate for travel to/from Bergen County. If additional resources were available, Meadowlands Hospital would provide more service (as is) to keep up with the increasing demand.

### Coordination Opportunities/Existing Coordination

Currently Meadowlands Hospital does not provide transportation service for other organizations. Meadowlands Hospital does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

Meadowlands Hospital is not interested in providing transportation services or more transportation services under contract to another agency, and would not consider purchasing transportation services from another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

### Coordination Barriers

Meadowlands Hospital did not identify any barriers to increased coordination and mobility in their service area.

## NJ Transit, Access Link

Dan O'Reilly - Assistant Director, ADA Planning & Systems  
 NJ Transit, Access Link, One Penn Plaza East, Newark, NJ 07105  
 973-491-7915 • 973-491-8707 • ccafdao@njtransit.com

### Organization Profile

NJ Transit, Access Link is a statewide ADA paratransit service. It provides ADA paratransit transportation services to ADA paratransit eligible individuals. They serve approximately 600,000 customers per year (this number is non-duplicated). Their catchment area includes 3/4 mile radius surrounding local fixed route bus and light rail service within 18 NJ counties.

NJ Transit, Access Link operates program facilities/service centers from Laidlaw Transit Services Inc. at 540 Gotham Parkway, Carlstadt, NJ 07072 where service to Region 6 (Passaic, Bergen, and Hudson) is provided. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	8:00-17:00	N/A	N/A
Field Operations, Newark	4:30-24:00	5:30-24:00	5:30-24:00
Field Operations Statewide	comparable to local fixed route bus and light rail		

### Transportation Program Profile

NJ Transit, Access Link contracts/purchases demand responsive service from an independent carrier/operator. Transportation is provided to ADA eligible persons using agency owned vehicles and contracted staff.

ADA paratransit eligible persons are eligible to receive transportation services. Customers access the transportation service by making reservations one to seven days in advance. Users must be pre-certified as eligible, and must be pre-registered to be a user. Passengers are charged a fare or donation for the service. The cost of riding is determined using automated trip itinerary planning software based on local fixed route bus and light rail services.

Passengers are offered curb-to-curb service. The geographic limits of the transportation service are 3/4 of a mile around the local fixed route service.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	Comparable to local fixed route bus & light rail services						

From 7/1/2006 to 6/30/2007, 495,072 one-way passenger trips were provided, 100% of which required accessible vehicles. Vehicles traveled 7,651,675 miles over 431,461 vehicle hours.

Transportation for any trip purpose is provided within the organization's service area. The top five trip demand generators are:

- 1 - Goodwill Harrison - 400 Worthington Ave, Harrison (1,096 trips)
- 2 - Hudson City OCC Center - 780 Montgomery St, Jersey City (941 trips)
- 3 - Newport Center Mall - 72 Mall Driver E, Jersey City (426 trips)
- 4 - Pathways to Independence - Kingsland Ave, Kearny (302 trips)
- 5 - Shoprite - Jersey City, 400 Luis Munoz Marin Blvd, Jersey City (198 Trips)

### Administration/Operations

NJ Transit, Access Link transportation operations are supported of 120 full-time employees, and four part-time employees.

Newark HQ	Region 6
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	Full time	Part time	Full time	Part time
Managers & Asst Mgrs	3		2	
Trainers/Road Supervisors			2	
Contract Specialists	4		4	
Reservationist	14			
Schedulers	5		2	
Service Controllers (Dispatchers)			6	
Service Monitors	11			
Drivers			40	4
OPS Mgr/Suprv	4			
Mechanics/ Utility			3	
Systems	3			
Office staff	1		2	
Certification	6		1	
Accessibility staff	2			
Customer Service	4			
Finance	3			
Assistant	1			
Total	61	0	59	4

NJ Transit, Access Link's thirty five vehicles are stored at Laidlaw Transit Services Inc. in Carlstadt and Sayreville. Vehicles are serviced by Laidlaw Transit Services Inc. at Laidlaw Transit Services Inc.

Nextels are used for voice contact with drivers while they are on the road. Trapeze PASS 471 Scheduling/dispatch software is used. Trapeze PASS 471 GPS software is used for tracking vehicles.

### Financial Profile

The following financial information is reflective of 7/1/2006 - 6/30/2007:

Annual budget for:	
Transportation Administrative Expenses	\$ 38,144
Transportation Operating Expenses	\$21,878,481
Transportation Capital Expenses	\$4-5 million/year
TOTAL annual Transportation Program	\$26-\$27 million/year

Payments to Third Parties for the Purchase of Transportation Services			
Name of Third Party	Total # of Trips Purchased	Rate and Basis of Payment	Total Amount Paid Last Fiscal Year
First Transit & MV Transportation	100%	fixed and variable costs	\$21,878,481

### Unmet Need

NJ Transit, Access Link has not received transportation requests that they could not accommodate. If additional resources were available, NJ Transit, Access Link would provide service for United We Ride Coordinator.

### Coordination Opportunities/Existing Coordination

Currently NJ Transit, Access Link does not provide transportation service for other organizations. NJ Transit, Access Link does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

NJ Transit, Access Link is interested in providing transportation services or more transportation services under contract to another agency, and would consider purchasing transportation services from another agency. In particular, NJ Transit, Access Link would like to better coordinate transportation services with organizations using the same or compatible scheduling software.

### Coordination Barriers

In coordinating transportation NJ Transit, Access Link has encountered data sharing/connectivity issues. NJ Transit, Access Link finds that levels of service (ie curb-to-curb vs. door-to-door) are the greatest obstacle(s) to increased coordination and mobility in their service area. NJ Transit, Access Link believes that centralized systems or automated interfaces are needed to improve coordination.

**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
AL-3041	E-350 CHAMPION	2000	IN SERVICE	State Funds	YES	YES	8A/3WC	262,268	Good	TBD	YES	State Funds
AL-6021	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	10A/3WC	152,137	Good	TBD	YES	State Funds
AL-6022	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	10A/3WC	151,356	Good	TBD	YES	State Funds
AL-6023	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	10A/3WC	133,413	Good	TBD	YES	State Funds
AL-6024	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	10A/3WC	159,220	Good	TBD	YES	State Funds
AL-6025	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	180,432	Good	TBD	YES	State Funds
AL-6026	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	184,676	Good	TBD	YES	State Funds
AL-6027	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	171,866	Good	TBD	YES	State Funds
AL-6028	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	187,008	Good	TBD	YES	State Funds
AL-6029	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	174,756	Good	TBD	YES	State Funds
AL-6030	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	172,835	Good	TBD	YES	State Funds
AL-6031	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	176,236	Good	TBD	YES	State Funds
AL-6032	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	175,157	Good	TBD	YES	State Funds
AL-6033	E-450 SUPREME	2002	IN SERVICE	State Funds	YES	YES	8A/3WC	120,431	Good	TBD	YES	State Funds
AL-3034	E-350 SUPREME	2001	IN SERVICE	State Funds	YES	YES	8A/3WC	218,519	Good	TBD	YES	State Funds
AL-6035	E-450 GOSHEN	2006	IN SERVICE	State Funds	YES	YES	8A/3WC	14,807	Good	TBD	YES	State Funds
AL-6036	E-450 GOSHEN	2006	IN SERVICE	State Funds	YES	YES	8A/3WC	10,544	Good	TBD	YES	State Funds
AL-6037	E-450 GOSHEN	2006	IN SERVICE	State Funds	YES	YES	8A/3WC	10,909	Good	TBD	YES	State Funds
AL-6038	E-450 GOSHEN	2006	IN SERVICE	State Funds	YES	YES	8A/3WC	13,039	Good	TBD	YES	State Funds
AL-6039	E-450 GOSHEN	2006	IN SERVICE	State Funds	YES	YES	8A/3WC	14,245	Good	TBD	YES	State Funds
AL-6040	E-450 GOSHEN	2006	IN SERVICE	State Funds	YES	YES	8A/3WC	1,875	Good	TBD	YES	State Funds



Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
ALS-601	CROWN VICTORIA	2000	IN SERVICE	State Funds	YES	YES	3A/0WC	174,521	Good	TBD	YES	State Funds
ALS-602	CROWN VICTORIA	2001	IN SERVICE	State Funds	YES	YES	3A/0WC	164,956	Good	TBD	YES	State Funds
ALS-603	CROWN VICTORIA	2002	IN SERVICE	State Funds	YES	YES	3A/0WC	154,416	Good	TBD	YES	State Funds
ALS-604	CROWN VICTORIA	2002	IN SERVICE	State Funds	YES	YES	3A/0WC	145,668	Good	TBD	YES	State Funds
ALS-605	CROWN VICTORIA	2002	IN SERVICE	State Funds	YES	YES	3A/0WC	162,277	Good	TBD	YES	State Funds
ALS-607	CROWN VICTORIA	2002	IN SERVICE	State Funds	YES	YES	3A/0WC	175,524	Good	TBD	YES	State Funds
ALS-608	CROWN VICTORIA	2003	IN SERVICE	State Funds	YES	YES	3A/0WC	127,627	Good	TBD	YES	State Funds
ALS-609	CROWN VICTORIA	2003	IN SERVICE	State Funds	YES	YES	3A/0WC	138,329	Good	TBD	YES	State Funds
ALS-610	CROWN VICTORIA	2005	IN SERVICE	State Funds	YES	YES	3A/0WC	52,728	Good	TBD	YES	State Funds
ALS-611	CROWN VICTORIA	2005	IN SERVICE	State Funds	YES	YES	3A/0WC	46,664	Good	TBD	YES	State Funds
ALS-514	CROWN VICTORIA	2005	IN SERVICE	State Funds	YES	YES	3A/0WC	57,926	Good	TBD	YES	State Funds
ALS-515	CROWN VICTORIA	2005	IN SERVICE	State Funds	YES	YES	3A/0WC	38,158	Good	TBD	YES	State Funds
ALS-516	CROWN VICTORIA	2005	IN SERVICE	State Funds	YES	YES	3A/0WC	49,015	Good	TBD	YES	State Funds
ALS-517	CROWN VICTORIA	2005	IN SERVICE	State Funds	YES	YES	3A/0WC	45,596	Good	TBD	YES	State Funds

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

## B-24 Vehicle Utilization for REGION 6

	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
<b>6</b>	2	3	16	19	19	20	20	17	19	20	26	24	19	19	16	17	8	7	4	3	2

Trip data from actual performed trips on Wednesday, 3 January, 2007

Total Runs: 40 [ 32 AM runs ] & [ 8 PM runs ]

Total Vehicles used: 31

Total Trips: 363 [ 220 Casual trips ] & [ 143 Subscription trips ]

Subscription percentage: 39%

DEM: Casual Trips including Add on trips and Transfers.

SUB: Subscription trips (standing order)

Data by Schedule Unit on 3/19/2008 @ 5:15:38PM

# North Bergen Special Transportation

Linda Cecchini - Supervisor of Transportation

North Bergen Special Transportation, 6800 Columbia Ave, North Bergen, NJ 07047  
201-869-9595 • 201-295-0815 • linda.cecchini@gmail.com

## Organization Profile

North Bergen Special Transportation is a municipal agency. It provides transportation, and recreation services to elderly people over 55, veterans, physically disabled people, and the visually impaired. They serve approximately 10,000+ customers per year (this number is duplicative). Their catchment area includes West New York, Guttenberg, Union City, and Jersey City within Hudson County, as well as Fairview, Cliffside, Fort Lee, Teaneck, Hackensack, Englewood, and Englewood Cliffs in Bergen County.

North Bergen Special Transportation operates program facilities/service centers from 6800 Columbus Ave, North Bergen, NJ, 07047 where medical, shopping, recreation and accessible transportation services are provided. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	8:30-15:00	N/A	N/A
Programs	9:00-15:00	11:00-18:00	8:00-20:00
Other	18:00-22:00	N/A	N/A

## Transportation Program Profile

North Bergen Special Transportation provides fixed route and demand responsive service using paid drivers. These services are provided to the general public through information about and referral to other community transportation resources. Transportation is provided to seniors and the disabled using personal vehicles of agency staff and agency-owned vehicles.

North Bergen residents who are over 55 or any persons with a disability regardless of age are eligible to receive transportation services. Customers access the transportation service by making reservations five business days in advance, however same-day service requests are accommodated when space is available. For medical trips "will-call" service requests are accommodated. Users do not have to be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered door-to-door service, drivers are permitted to assist passengers with a limited number of packages, and passengers are permitted to travel with their own personal care attendants. The geographic limits of the transportation service are within Hudson County with the exception of Bayonne, Kearny, and Harrison, and extending only as far as Greenville in Jersey City.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	9:00-16:00	9:00-16:00	9:00-16:00	9:00-16:00	9:00-16:00	N/A

From 1/1/2007 to 12/31/2007, 200 one-way passenger trips were provided, 5% of which required accessible vehicles.

Trip purposes, as a percentage of total service provided, include health/medical (40%), nutrition programs/congregate meals (10%), recreation (20%), and shopping/personal needs (30%). The top five trip demand generators are:

- 1 - Dialysis (M/W/F 9:00-10:30), 508 31st St, Union City
- 2 - Dialysis (M/W/F 9:00-10:30), 1600 Willow Ave, Hoboken
- 3 - Dialysis (M/W/F 9:00-10:00), Teaneck
- 4 - Dialysis (T/TR 9:00-10:00), 508 31st St, Union City
- 5 - Dialysis (T/TR 9:00-10:00), Holy Name Hospital, Teaneck

## Administration/Operations

North Bergen Special Transportation transportation operations are supported by a full-time staff of one manager and six drivers, and a part-time staff of one dispatcher.

North Bergen Special Transportation's eight vehicles are stored at a gated town property on West Side Ave, North Bergen, NJ. Vehicles are serviced by North Bergen staff at 6100 Tonnelle Ave, North Bergen, NJ.

Two-way radios are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is used. GPS software for tracking vehicles is not used.

## Financial Profile

All revenues come from the municipality.

## Unmet Need

North Bergen Special Transportation has received transportation requests that they could not accommodate. They receive one or two requests a month to areas outside their service boundaries such as NYC, and the VA Hospital in East Orange, NJ. If additional resources were available, North Bergen Special Transportation would provide more service to keep up with increasing demand.

## Coordination Opportunities/Existing Coordination

Currently North Bergen Special Transportation coordinates with other organizations to provide transportation for church outings, school day trips, and senior center day trips. North Bergen Special Transportation does not purchase service from other organizations, but does coordinate with other transportation services or agencies through information and referral, shared backup vehicles, shared maintenance, and driver sharing.

North Bergen Special Transportation may be interested in providing transportation services or more transportation services under contract to another agency, and might consider purchasing transportation services from another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

North Bergen Special Transportation believes that there is strong support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. North Bergen Special Transportation very strongly perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

## Coordination Barriers

North Bergen Special Transportation believes that more accessible vehicles are needed to improve coordination.

**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
	Ford Blue Bird	1996	Active	Township Funding	Yes	No	40 passenger	105060	Fair	2008	No	Township funding
	Ford El Dorado	1997	Active	Township Funding	Yes	No	25 passenger	90556	Good		No	
	Ford	1998	Spare	Township Funding	Yes	No	25 passenger	66960	Fair	2008	No	Township Funding
	Dodge	1999	Active	Township Funding	Yes	No	7 passenger	102693	Good		No	
	Dodge	2001	Active	Township Funding	Yes	No	7 passenger	74363	Excellent		No	
	Ford	2003	Active	Township Funding	Yes	No	7 passenger	41988	Excellent		No	
	GMC	2003	Active	Township Funding	Yes	No	31 passenger	40677	Excellent		No	
	Ford	2007	Active	Township Funding	Yes	No	8 ambulatory 2 wheelchair	6091	Excellent		No	

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.). Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

**VEHICLE UTILIZATION (OPTIONAL)**

B22. In the chart below, please indicate which time periods during the day that each of your vehicles are typically in use. If vehicle utilization varies by day of the week please explain this below.

Use arrows across boxes to indicate periods of time when the vehicles are providing passenger transportation, and use "X" marks to indicate time spent traveling without passengers (for example, to and from the garaging location, or between one drop off and the next pick-up). In the example shown, the vehicle is traveling without passengers between 6:00 AM and 7:00 AM, is in use between 7:00 AM and 9:00 AM and traveling without passengers between 9:00 AM and 10:00 am, is in use between 11:00 AM and 1:00 PM, and 2:00 PM and 3:00 PM and traveling without passengers between 4:00 PM and 5:00 PM.

Please also indicate what type of trip is being provided by the vehicle during each time slot (e.g. general demand response, nutrition, dialysis, employment) by writing the type of trip in the boxes. In the example below, the vehicle is providing trips to adult day care between 7:00 AM and 8:00 AM, and between 2:00 and 4:00 PM and nutrition trips between 11:00 AM and 1:00 PM.

Vehicle Number	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 NOON	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM
Van 1	x	x	Senior Transportation (medical appointments)								x	x	x
Van 2	x	x	x	Dialysis (9-10:30)	Medical Transportation		Lunch	Medical Transportation	x	x	x		
Van 3	x	x	x	Medical Transportation			Lunch	Medical Transportation	x	x	x		
Van 2	x	x	x	Dialysis (9-10:00)	Medical Transportation		Lunch	Medical Transportation	x	x	x		
Bus 40	x	x	x	Senior Shopping			Lunch	Senior Shopping		x	x	x	
Bus 31	x	x	x	Senior Activity			Lunch	Senior Activity		x	x	x	
Bus 25	x	x	x	Senior Shopping			Lunch	Senior Shopping			x	x	

Comments: \_\_\_\_\_ The daily schedules will vary from day to day and from time to time \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Town of Harrison

Michael Rodgers - Executive Director, Harrison Housing Authority  
Town of Harrison, 318 Harrison Ave, Harrison, NJ 7029  
973-483-1488 x12 • 973-483-4277 • mrodgers@harrisonhousing.org

### Organization Profile

Town of Harrison is a municipality. It provides transportation, job/employment training, recreation, information referral, welfare/public assistance, job placement, social services, nutrition/meals, and screening services to the general public, elderly, youth, unemployed, low income, physically, mentally, or cognitively disabled, and visually impaired persons. They serve approximately 9,644 customers per year (this number is duplicative). Their catchment area includes all of Hudson County (specifically Harrison and East Newark) as well as Newark, Belleville and Livingston outside of Hudson County.

Town of Harrison operates transportation related program facilities/service centers from Harrison Senior Citizens at 221 Harrison Ave, Harrison, NJ and Harrison Community Center located at 401 Warren St, Harrison, NJ. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	9:00-16:30	N/A	N/A
Programs	8:300-15:30	17:00-19:00	N/A

### Transportation Program Profile

Town of Harrison provides fixed route service, and demand responsive service for medical appointments using paid drivers and non-transportation staff as drivers. These services are provided to the general public, seniors, and the disabled using agency owned vehicles and staff.

All Harrison residents are eligible to receive transportation services. Customers access the transportation service by making reservations three days in advance, however same-day service requests are accommodated when space is available. For medical trips "will-call" service requests for return trips are accommodated. Users must be pre-certified as eligible, and must be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered door-to-door or curb-to-curb service, drivers are permitted to assist passengers with a limited number of packages, and passengers are permitted to travel with their own personal care attendants. The geographic limits of the transportation service are Hudson, Bergen, and Essex Counties, but for special occasions transportation is provided to NY, NJ and PA.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	17:00-19:00

From 1/1/2007 to 12/31/2007, 1,954 one-way passenger trips were provided, 0% of which required accessible vehicles. Vehicles traveled 15,686 miles over 17,225 vehicle hours.

Trip purposes, as a percentage of total service provided, include health/medical (40%), shopping/personal needs (20%), social services (20%), nutrition programs/congregate meals (10%), and recreation (10%). The top five trip demand generators are:

- 1 - Medical - North Hudson Community Action Corp. Community Health Centers at 110 Main Avenue, Passaic & 1116-43rd Street, North Bergen
- 2 - Nutrition
- 3 - Senior Bus Route through Harrison and Kearny
- 4 - Shopping
- 5 - Social - Holy Cross Church, 16 Church Sq, Harrison, NJ 07029 & Roosevelt Park 318 Harrison Ave, Harrison, NJ 07029

## Administration/Operations

Town of Harrison transportation operations are supported by a full time staff of one scheduler, and three drivers, and a part-time staff of one manger, one dispatcher, and one mechanic.

Town of Harrison's two vehicles are stored at 6th St, Harrison, NJ. Vehicles are serviced by DPW at the DPW Garage at 600 Essex St., Harrison, NJ.

Radios and cell phones are used for voice contact with drivers while they are on the road. custom scanner/barcode scheduling/dispatch software is used. GPS software for tracking vehicles is not used.

## Financial Profile

The following financial information is reflective of 1/1/2007 - 12/31/2007:

Annual budget for:	
Transportation Administrative Expenses	\$325,000
Transportation Operating Expenses	\$ 50,000
Transportation Capital Expenses	\$
TOTAL annual Transportation Program	\$375,000

Anticipated Revenues:	
Fares and Donations	\$
Charters, Advertising	\$
City, Town, Village Funding	\$
County Funding	\$ 54,000
State Casino Funding	\$
Federal Transit Funding	\$
OAA Title III	\$
OAA Title XX	\$
Title XIX (Medicaid)	\$
Veterans	\$
TANF	\$
Special Initiatives	\$
Other:	\$
TOTAL Anticipated Annual Transportation Revenues	\$ 54,000

## Unmet Need

Town of Harrison has received transportation requests that they could not accommodate. They receive medical transportation requests from the low income population, such as requests to go to the North Hudson Community Action Clinics for medical care. If additional resources were available, Town of Harrison would provide more service to keep up with the increasing demand, service to North Hudson Medical Clinics, and medical transportation service for the low income.

## Coordination Opportunities/Existing Coordination

Currently Town of Harrison does not provide transportation service for other organizations. Town of Harrison does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

Town of Harrison is not interested in providing transportation services or more transportation services under contract to another agency, and would not consider purchasing transportation services from



another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

Town of Harrison believes that there is strong support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. Town of Harrison very strongly perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

### Coordination Barriers

In coordinating transportation Town of Harrison has encountered geographic location issues. Town of Harrison finds that funding and lack of knowledge about other services are the greatest obstacle(s) to increased coordination and mobility in their service area. Town of Harrison believes that reinstatement of NJ Transit bus route 43, increased service levels, and NJ Transit bus passes are needed to improve coordination.

# United Cerebral Palsy of Hudson

Paul Haviland - Director of Transportation

United Cerebral Palsy of Hudson, 8814 Kennedy Blvd, North Bergen, NJ 07047

551-486-8213 • phaviland@ucpofhudsoncounty.org

## Organization Profile

United Cerebral Palsy of Hudson is a private, non-profit human service agency. It provides transportation, adult day care, and child day care services to persons with mental, cognitive or physical disabilities. Their catchment area includes municipalities within and beyond Hudson County.

## Transportation Program Profile

United Cerebral Palsy of Hudson provides demand responsive service using paid drivers. Transportation is provided to the disabled using agency owned vehicles and staff, and through reimbursement of mileage or auto expenses paid to clients, families or friends.

Only UCP of Hudson customers/clients are eligible to receive transportation services. Customers access the transportation service by making advanced reservations and users must be pre-registered.

Passengers are offered curb-to-curb service, and personal care attendants or escorts are provided for passengers who require such services. The geographic limits of the transportation service are Hudson County and some municipalities in Bergen County including Pall Park, Fort Lee, Rutherford, Wallington, and Little Ferry. Transportation for health/medical, recreation, and social services is provided within the organization's service area.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	8:00-20:30	8:00-20:30	8:00-20:30	8:00-20:30	8:00-20:30	7:30-17:30

## Administration/Operations

United Cerebral Palsy of Hudson's transportation operations are supported by a full time staff of two managers and twelve drivers, and a part-time staff of two drivers.

United Cerebral Palsy of Hudson's twenty small vans and minibuses are stored at UCP of Hudson, 8814 Kennedy Blvd, North Bergen, NJ 07047. Vehicles are serviced by various mechanics.

Cell phones are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

## Financial Profile

A significant source of funding is the Division of Developmental Disabilities. Revenues also come from grants for the provision of transportation service to other organizations.

## Unmet Need

If additional resources were available, United Cerebral Palsy of Hudson would provide service beyond their current service area and service for other customer types or trip purposes.

## Coordination Opportunities/Existing Coordination

Currently United Cerebral Palsy of Hudson does provide transportation service for other organizations. United Cerebral Palsy of Hudson does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

United Cerebral Palsy of Hudson is not interested in providing transportation services or more transportation services under contract to another agency, and would not consider purchasing transportation services from another agency. United Cerebral Palsy of Hudson did not identify any organizations which they would like to better coordinate transportation services with.

### Coordination Barriers

United Cerebral Palsy of Hudson did not identify any barriers to increased coordination and mobility in their service area.

## Urban League

Lucrece Dennis

Urban League, 253 Martin Luther King Dr., Jersey City, NJ 07305

201-451-8888 x146 • ldennis@ulohc.org

### Organization Profile

Urban League is a private, non-profit human service agency. It provides social services, counseling, job placement, information referral, child care resources, job/employment training, and transportation services to the general public including the elderly, youths, veterans, low income, unemployed, and substance abusers. They serve approximately 48,000 customers per year (this number is non-duplicated). Their catchment area includes all of Hudson County.

Urban League operates program facilities/service centers from 253 Martin Luther King Dr, Jersey City, NJ 07305. In addition, Hudson County Welfare located at 87 Newkirk St, Jersey City provides child care referral and contracting for services services. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	8:30-17:30	N/A	N/A
Programs	9:00-17:00	by appointment	by appointment

### Transportation Program Profile

Urban League provides transportation service using three agency owned minivans. Service is provided to certain customers to facilitate family visits for court ordered visitation. Vehicles are also used to transport agency clients of various contracted services.

### Unmet Need

Urban League receives requests for transportation to job interviews and inter/intra agency transportation. If additional resources were available, Urban League would provide more service to keep up with increasing demand, and provide transportation to help customers secure employment.

### Coordination Opportunities/Existing Coordination

Currently Urban League does not provide transportation service for other organizations. Urban League does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

Urban League may be interested in providing transportation services or more transportation services under contract to another agency, and might consider purchasing transportation services from another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

Urban League believes that there is strong support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. Urban League very strongly perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

### Coordination Barriers

In coordinating transportation Urban League has encountered restrictions placed on the use of vehicles. Urban League finds that statutory barriers to pooling funds, liability/insurance concerns, turf issues among providers, and funding are the greatest obstacle(s) to increased coordination and mobility in their service area. Urban League believes that communication of funding source level is needed to improve coordination. Urban League also noted that the Greenville section of Jersey City has been adversely affected by the elimination of the #16 bus route which traveled from Bayonne through Greenville and Lafayette.

# Weehawken Senior Citizens Department

Carmela Facchini - Director

Weehawken Senior Citizens Department, 201 Highwood Ave, Weehawken, NJ 07086  
201-319-6060 • 201-863-6847 • facchinicarmela@yahoo.com

## Organization Profile

Weehawken Senior Citizens Department is a municipal office. It provides recreation, information referral, transportation, and nutrition/meals services to elderly people over 60. They serve approximately 6,000-6,500 customers per year (this number is duplicative). Their catchment area includes all of Hudson County and some municipalities outside of the County on a need and availability basis.

Weehawken Senior Citizens Department operates program facilities/service centers from their Senior Nutrition Center at 201 Highwood Ave, Weehawken, NJ where transportation is dispatched and planned. Hours of operation are:

	Monday-Friday	Saturday	Sunday
Administrative Offices	9:00-16:00	N/A	N/A
Programs	specially planned		

## Transportation Program Profile

Weehawken Senior Citizens Department provides fixed route service and demand responsive service using paid drivers. Transportation is provided to seniors and the disabled using agency employees and agency owned fleet vehicles.

Senior citizens over 60 and Weehawken residents with disabilities are eligible to receive transportation services. Customers access the transportation service by making advanced reservations, however same-day service requests are accommodated when space is available. For medical trips "will-call" service requests are accommodated. Users do not have to be pre-certified as eligible, and do not have to be pre-registered to be a user. Passengers are not charged a fare or donation for the service.

Passengers are offered door-to-door service when needed, drivers are permitted to assist passengers with an unlimited number of packages, and passengers are permitted to travel with their own personal care attendants. The geographic limits of the transportation service are Hudson County and as far South as the Journal Square area.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Transportation Service Hours of Operation	N/A	9:00-16:00	9:00-16:00	9:00-16:00	9:00-16:00	9:00-16:00	N/A

Trip purposes, as a percentage of total service provided, include health/medical (30%), nutrition programs/congregate meals (5%), recreation (10%), shopping/personal needs (50%) and other (5%). The top five trip demand generators are:

- 1 - Grocery shopping, Union City & Weehawken
- 2 - Mall Shopping (Paramus Mall, Harmon Meadow, Edgewater Commons, and Willowbrook Mall)
- 3 - Medical, Hudson County
- 4 - Miscellaneous, Hudson County
- 5 - Recreation, Weehawken

## Administration/Operations

Weehawken Senior Citizens Department transportation operations are supported by a full time staff of one manger, one scheduler and two drivers, and a part-time staff of one scheduler.

Weehawken Senior Citizens Department's two vehicles are stored at the Weehawken Housing Authority lot. Vehicles are serviced by the Highpoint Garage in Union City.

Nextels are used for voice contact with drivers while they are on the road. Scheduling/dispatch software is not used. GPS software for tracking vehicles is not used.

**Financial Profile**

The following financial information is reflective of 1/1/2007 - 12/31/2007:

Annual budget for:	
Transportation Administrative Expenses	\$0
Transportation Operating Expenses	\$77,000
Transportation Capital Expenses	\$0
TOTAL annual Transportation Program	\$77,000

Anticipated Revenues:	
Fares and Donations	\$
Charters, Advertising	\$
City, Town, Village Funding	\$65,000 (Township) \$12,000 (Housing Authority)
County Funding	\$
State Casino Funding	\$
Federal Transit Funding	\$
OAA Title III	\$
OAA Title XX	\$
Title XIX (Medicaid)	\$
Veterans	\$
TANF	\$
Special Initiatives	\$
Other:	\$
TOTAL Anticipated Annual Transportation Revenues	\$77,000

**Unmet Need**

Weehawken Senior Citizens Department has received transportation requests that they could not accommodate. These requests are for medical travel to/from NYC and Bergen and Morris counties. If additional resources were available, Weehawken Senior Citizens Department would provide medical travel to NYC, Morris County, Bergen County, and medical travel on the weekends and after 16:00.

**Coordination Opportunities/Existing Coordination**

Currently Weehawken Senior Citizens Department does not provide transportation service for other organizations. Weehawken Senior Citizens Department does not purchase service from other organizations, and does not coordinate in other ways with other transportation services or agencies.

Weehawken Senior Citizens Department is not interested in providing transportation services or more transportation services under contract to another agency. There are no other specific organizations which they would like to better coordinate transportation services with.

Weehawken Senior Citizens Department believes that there is support for sustained coordinated transportation planning among elected officials, agency administrators, and other community leaders. Weehawken Senior Citizens Department perceives there to be real and tangible benefits to local organizations working together to better coordinate the delivery of services.

## Coordination Barriers

In coordinating transportation Weehawken Senior Citizens Department has encountered restrictions placed on the use of vehicles, and find that this is the greatest obstacle to increased coordination and mobility in their service area. Weehawken Senior Citizens Department believes that a central agency to coordinate all transportation and provide information, as well as private/public partnerships are needed to improve coordination.

**VEHICLE UTILIZATION (OPTIONAL)**

B22. In the chart below, please indicate which time periods during the day that each of your vehicles are typically in use. If vehicle utilization varies by day of the week please explain this below.

Use arrows across boxes to indicate periods of time when the vehicles are providing passenger transportation, and use "X" marks to indicate time spent traveling without passengers (for example, to and from the garaging location, or between one drop off and the next pick-up). In the example shown, the vehicle is traveling without passengers between 6:00 AM and 7:00 AM, is in use between 7:00 AM and 9:00 AM and traveling without passengers between 9:00 AM and 10:00 am, is in use between 11:00 AM and 1:00 PM, and 2:00 PM and 3:00 PM and traveling without passengers between 4:00 PM and 5:00 PM.

Please also indicate what type of trip is being provided by the vehicle during each time slot (e.g. general demand response, nutrition, dialysis, employment) by writing the type of trip in the boxes. In the example below, the vehicle is providing trips to adult day care between 7:00 AM and 8:00 AM, and between 2:00 and 4:00 PM and nutrition trips between 11:00 AM and 1:00 PM.

Vehicle Number	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 NOON	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM
#1 Monday	Shopping			x	x	x	x	x	x	x	x		
#1 Tues-Friday	Medical/Misc.			x	x	x	x	x	x	x	x		
#2 Tues/Thurs/Friday	Shopping			x	x	x	x	x	x	x	x		
#2 Mon/Wednesday	Medical/Misc.			x	x	x	x	x	x	x	x		

Comments:

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**VEHICLE INFORMATION**

B16. If your agency owns or leases vehicles which you use to provide transportation (or which you lease to a transportation contractor), please provide information about each vehicle in the table below. If you have recently completed a similar fleet inventory for New Jersey Transit or for another agency, you may attach a copy of that inventory in place of the following chart.

Vehicle Number or Designation	Make and Model	Model Year	Active or Spare	Funding Source	2 way radio	Wheelchair lift Yes/ No	Capacity	# of miles on vehicle	Condition	Date of retirement	MDT or GPS Equip.?	Funding source for replacement
1HVBEABM-4H359865	International L	2001	Active	Fed and housing funds	No	Yes	28 Ambulatory 2 Wheelchair	23,093	Good			
1FDXE45594 HA92326	Ford E-450	2004	Active	Fed and Housing Funds	No	Yes	20 Ambulatory 5 Wheelchair	24,700	Excellent			

Please indicate the source(s) of funding for vehicle purchases. For example: FTA/NJDOT Section 5310 or Section 5311 programs; other federal or state programs (Head Start, SS Block Grant); or other local funding (such as City or County General Funds, United Way, general agency fundraising , etc.).

Please indicate seating capacity and wheelchair capacity, if any (e.g., 10 seats with no wheelchairs; 8 seats with 2 wheelchairs).

# APPENDIX D

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## MAJOR TRIP GENERATORS

Senior Centers and Adult Day Care Centers			
Name	Street Address	Municipality	Zip
<a href="#">Post Road Gardens Senior Citizens</a>	537 Avenue A	Bayonne	07002
<a href="#">Sunflower Adult Day Care Center</a>	300 Broadway	Bayonne	07002
<a href="#">East Newark Senior Citizen Center</a>	37 President St	East Newark	07029
Harrison Senior Center	221 Harrison Ave	Harrison	07029
<a href="#">C Line Senior Services</a>	94 Union St	Jersey City	07304
Joseph Connor's Senior Center	28 Paterson St	Jersey City	07307
Maureen Collier Senior Center	335 Bergen Ave	Jersey City	07304
<a href="#">Senior Spirit Adult Medical Center</a>	675 Garfield Ave	Jersey City	07305
<a href="#">Kearny Senior Citizens Department</a>	645 Kearny Ave	Kearny	07032
<a href="#">North Bergen Senior Citizens Nutrition Center</a>	1441 45th St	North Bergen	07047
<a href="#">Secaucus Senior Citizen Center</a>	101 Centre Ave	Secaucus	07094
Weehawken Senior Center	201 Highwood Ave	Weehawken	07086

Hospitals and Medical Centers			
Name	Street Address	Municipality	Zip
Bayonne Medical Center	29 East 29th St	Bayonne	07002
Hoboken University Medical Center	308 Willow Ave	Hoboken	07030
North Hudson Community Action Corporation Health Center	124 Grand St	Hoboken	07030
Christ Hospital	176 Palisade Ave	Jersey City	07306
Horizon Health Center	714 Bergen Ave	Jersey City	07306
Jersey City Medical Center	50 Baldwin Ave	Jersey City	07304
Metropolitan Family Health Network	935 Garfield Ave	Jersey City	07304
North Hudson Community Action Corporation Health Center	1116 43 <sup>rd</sup> St	North Bergen	07047
Palisades Medical Center	7600 River Rd	North Bergen	07047
Meadowlands Hosp Medical Ctr	55 Meadowland Pkwy	Secaucus	07096
Metropolitan Family Health Network	5300 Bergenline Ave	West New York	07093
North Hudson Community Action Corporation Health Center	5301 Broadway	West New York	07093

Shopping Centers			
Name	Street Address	Municipality	Zip
<a href="#">Hudson Mall</a>	701 State Rt 440	Jersey City	07304
<a href="#">Newport Centre Mall</a>	30 Mall Dr W	Jersey City	07310
<a href="#">Harmon Cove Outlet Center</a>	20 Enterprise Ave N	Secaucus	07094
<a href="#">Mall At Mill Creek</a>	3 Mill Creek Dr	Secaucus	07094
<a href="#">Shops At Lincoln Harbor</a>	1000 Harbor Blvd	Weehawken	07086

<b>Schools and Educational Institutions</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
Donahoe School	25 E 5th St	Bayonne	07002
Harris School	135 Avenue C	Bayonne	07002
Holy Family Academy	239 Avenue A	Bayonne	07002
Lincoln Junior High School	208 Prospect Ave	Bayonne	07002
Marist High School	1241 Kennedy Blvd	Bayonne	07002
Saint Andrews School	126 Broadway	Bayonne	07002
Saint Henrys School	625 Avenue C	Bayonne	07002
School Number 12	75 W 10th St	Bayonne	07002
School Number 2	18 W 26th St	Bayonne	07002
School Number 3	95 W 31st St	Bayonne	07002
School Number 5	208 Prospect Ave	Bayonne	07002
School Number 6	25 W 38th St	Bayonne	07002
School Number 8	550 Avenue A	Bayonne	07002
School Number 9	191 Avenue B	Bayonne	07002
United Hebrew School	W 32nd St	Bayonne	07002
Washington School	Avenue B & 47th St	Bayonne	07002
Klein School	301 69th St	Guttenberg	07093
Public School 3	5401 Polk St	Guttenberg	07093
Harrison High School	800 Hamilton St	Harrison	07029
Lincoln School	430 William St	Harrison	07029
School Number 1	1 N 5th St	Harrison	07029
Washington School	1 N 5th St	Harrison	07029
Brandt School	215 9th St	Hoboken	07030
Hoboken High School	901 Clinton St	Hoboken	07030
Sacred Heart Institute	713 Washington Street	Hoboken	07030
Stevens Institute of Technology	Castle Point on the Hudson	Hoboken	07030
Wallace School	1100 Willow Ave	Hoboken	07030
Dickinson High School	2 Palisade Ave	Jersey City	07306
Hudson County Community College	161 Newkirk St	Jersey City	07306
Kennedy School	222 Mercer St	Jersey City	07302
Lincoln High School	60 Crescent Ave	Jersey City	07304
New Jersey City University	2039 Kennedy Blvd	Jersey City	07305
Our Lady of Mercy School	254 Bartholdi Ave	Jersey City	07305
Public School 12	91 Astor Pl	Jersey City	07304
Sacred Heart School	183 Bayview Ave	Jersey City	07305
Saint Aedans School	800 Bergen Ave	Jersey City	07306
Saint Aloysius Academy	2495 Kennedy Blvd	Jersey City	07304
Saint Aloysius School	721 W Side Ave	Jersey City	07306
Saint Johns School	155 North St	Jersey City	07307

<b>Schools and Educational Institutions</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
Saint Josephs School	509 Pavonia Ave	Jersey City	07306
Saint Marys School	209 3rd St	Jersey City	07302
Saint Patricks School	509 Bramhall Ave	Jersey City	07304
Saint Pauls School	193 Old Bergen Road	Jersey City	07305
Saint Peters College	2641 John F Kennedy Blvd	Jersey City	07306
School Number 1	128 Duncan Ave	Jersey City	07306
School Number 11	886 Bergen Ave	Jersey City	07306
School Number 14	153 Union St	Jersey City	07304
School Number 16	96 Sussex St	Jersey City	07302
School Number 17	600 Bergen Ave	Jersey City	07304
School Number 20	160 Danforth Ave	Jersey City	07305
School Number 22	264 Van Horne St	Jersey City	07304
School Number 23	143 Romaine Ave	Jersey City	07306
School Number 24	220 Virginia Ave	Jersey City	07304
School Number 25	3385 John F Kennedy Blvd	Jersey City	07307
School Number 27	201 North St	Jersey City	07307
School Number 28	167 Hancock Ave	Jersey City	07307
School Number 3	111 Bright St	Jersey City	07302
School Number 30	171 Seaview Ave	Jersey City	07305
School Number 34	1830 John F Kennedy Blvd	Jersey City	07305
School Number 37	158 Erie St	Jersey City	07302
School Number 38	339 Stegman Pkwy	Jersey City	07305
School Number 39	214 Plainfield Ave	Jersey City	07306
School Number 4	107 Bright Street	Jersey City	07302
School Number 40	88 Gates Ave	Jersey City	07305
School Number 41	59 Wilkinson Ave	Jersey City	07305
School Number 5	182 Merseles St	Jersey City	07302
School Number 6	100 Saint Pauls Ave	Jersey City	07306
School Number 8	96 Franklin St	Jersey City	07307
Snyder High School	239 Bergen Ave	Jersey City	07305
Franklin School	25 E 5th St	Kearny	07032
Garfield School	360 Belgrove Dr	Kearny	07032
Kearny High School	336 Devon St	Kearny	07032
Lincoln School	121 Beech St	Kearny	07032
Roosevelt School	733 Kearny Ave	Kearny	07032
Saint Stephens School	131 Midland Ave	Kearny	07032
Schuyler School	644 Forest St	Kearny	07032
Washington School	2800 Summit Ave	Kearny	07032
Franklin School	5211 Columbia Ave	North Bergen	07047

<b>Schools and Educational Institutions</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
Fulton School	7407 Hudson Ave	North Bergen	07047
Mann School	1215 83rd St	North Bergen	07047
McKinley School	3110 Liberty Ave	North Bergen	07047
School Number 7	1210 11th St	North Bergen	07047
Huber Street School	1520 Paterson Plank Rd	Secaucus	07094
Immaculate Conception School	760 Post Pl	Secaucus	07094
School Number 4	685 5th St	Secaucus	07094
Edison School	507 West St	Union City	07087
Holy Rosary Academy	501 15th St	Union City	07087
Jefferson School	3400 Palisade Ave	Union City	07087
Roosevelt School	4507 Hudson Ave	Union City	07087
Saint Anthonys School	615 8th St	Union City	07087
Union Hill High School	3800 Hudson Ave	Union City	07087
Waters School	2800 Summit Ave	Union City	07087
School Number 2	2700 Palisade Ave	Weehawken	07086
School Number 5	1 Louisa Pl	Weehawken	07086
Wilson School	80 Hauxhurst Ave	Weehawken	07086
School Number 1	6129 Madison St	West New York	07093
School Number 3	5401 Polk St	West New York	07093
School Number 5	5401 Hudson Ave	West New York	07093
Holy Family School			
Kealy School			
Saint Brigids School			
Saint Michaels School			
School Number 1			
School Number 15			
School Number 18			
School Number 6			

<b>Major Employers</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
Bayonne Hospital	29th Street Ave E	Bayonne	07002
Maidenform Inc.	154 Avenue E	Bayonne	07002
East Newark Board of Education	501 N 3 <sup>rd</sup> St	East Newark	07029
Goodwill Industries	400 Supor Blvd.	Harrison	07029
CIC International LTD	5 Marine View Plz.	Hoboken	07030
Hoboken Board of Education	310 Jefferson St	Hoboken	07030
Marsh USA INC.	121 River Street	Hoboken	07030
NJ TRANSIT CORP.	1 Hudson Pl.	Hoboken	07030
North Hudson Community Action Corp.	124 Grand St.	Hoboken	07030
St Mary Hospital	308 Willow Ave	Hoboken	07030
Stevens Institute Of Technology	1 Castle Point Terr.	Hoboken	07030
AdP Financial Information Service Inc.	2 Journal Sq.	Jersey City	07306
Bon Secours New Jersey Health System	25 McWilliams Pl.	Jersey City	07302
Credit Suisse First Boston LLC.	1 Pershing Plz.	Jersey City	07399
Equiserve Inc.	525 Washington Blvd.	Jersey City	07310
Fleet NJ Company Development Corp.	10 Exchange Pl.	Jersey City	07302
Goldman Sachs	30 Hudson St.	Jersey City	07302
Harborside Terminal	3 2 <sup>nd</sup> St	Jersey City	07311
HealthCare Staffing and Consult.	26 Journal Sq	Jersey City	07306
Horizon Health Center	714 Bergen Ave	Jersey City	07306
HSBC Bank	89 River Dr	Jersey City	07310
Hudson County Community College	161 Newkirk St	Jersey City	07306
Insurance Service Office Inc.	545 Washington Blvd.	Jersey City	07310
Jersey City Board of Education	280 Grove St	Jersey City	07302
Jersey City Medical Center Inc.	50 Grand St	Jersey City	07302
JP Morgan Chase Bank	575 Washington Blvd.	Jersey City	07310
Langer Transport Corp	420 Rt. 440	Jersey City	07305
Lehman Commercial Paper Inc.	101 Hudson St	Jersey City	07302
Liberty Health Plan Inc.	50 Baldwin Ave.	Jersey City	07304
Lord Abbett & Company	90 Hudson St,	Jersey City	07302
Merrill Lynch	15 Exchange Pl.	Jersey City	07302
National Financial Service	1000 Plaza	Jersey City	07311
Prebon Yamane (USA) Inc.	101 Hudson St.	Jersey City	07302
Provident Bank	830 Bergen Ave	Jersey City	07306
Ritter Sysco Food Service	20 Theodore Conrad Dr	Jersey City	07305
The Port Authority of NY & NJ	241 Erie Street	Jersey City	07310
Top Job Personnel Inc.	2815 Kennedy Blvd	Jersey City	07306
United States Postal Service	69 Montgomery St.	Jersey City	07302
United States Postal Service	80 County Rd	Jersey City	07097

<b>Major Employers</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
US News World Report LLC	125 Theodore Conrad Dr	Jersey City	07305
Community Corrections Corp.	Lincoln Hwy.	Kearny	07032
Dynamic Delivery Corp.	125 Pennsylvania Ave.	Kearny	07032
Gardner Asphalt Corp.	80 Jacobus Ave.	Kearny	07032
Hudson County Correctional Center	30 Hackensack Ave.	Kearny	07032
New Jersey Transit Corp.	1148 Newark Tpke.	Kearny	07032
St. George Trucking and Warehousing	123 Pennsylvania Ave.	Kearny	07032
Town of Kearny Board of Education	100 Davis Ave	Kearny	07032
United Services Inc.	462 Forest St.	Kearny	07032
United States Postal Service	100 Central Ave	Kearny	07032
Hudson Group (Hudson News)	1305 Paterson Plank Rd.	North Bergen	07047
Kmart Corporation	7373 W Side Ave.	North Bergen	07047
Liz Claiborne Inc.	1 Claiborne Ave.	North Bergen	07047
National Retail Systems Inc.	2820 16th Street	North Bergen	07047
North Bergen Board of Education	7317 Kennedy Blvd.	North Bergen	07047
North Hudson Community Action Corp.	1116 43 <sup>rd</sup> St.	North Bergen	07047
Palisades General Hospital	7600 River Rd.	North Bergen	07047
Salson Logistics Inc.	7373 W. Side Ave.	North Bergen	07047
Bowne Business Communications Inc.	215 County Ave.	Secaucus	07094
Control Construction Group	333 Meadowlands Pkwy	Secaucus	07094
FLOOR Ready Apparel, LLC.	1000 New County Rd	Secaucus	07094
Meadowlands Hospital Medical Center	Meadowlands Pkwy	Secaucus	07094
Retailers & Manufacturers Dist Marking	50 Metro Way	Secaucus	07094
United Parcel Service Inc. NY Corp	493 County Ave.	Secaucus	07094
Citicorp Data Systems Incorporated	1919 Park Ave.	Union City	07086
Marine Personnel & Provisioning Inc.	1200 Harbor Blvd.	Union City	07086
Port Imperial Ferry Corp.	Pershing Rd.	Union City	07086
Union City Board of Education	2200 John F Kennedy Jr Blvd	Union City	07086
Weehawken Twp Board of Education	53 Liberty Pl	Weehawken	07086
North Hudson Community Action Corp.	5301 Broadway	West New York	07093
West New York Board of Education	6028 Broadway	West New York	07093



<b>Childcare Center</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
Baby Boom II	14 E 27th St.	Bayonne	07002
Bayonne Pal Day Care Center	550 Avenue A	Bayonne	07002
Dee's Child Care	660 Avenue C	Bayonne	07002
Evangelical Gospel Tabernacle Child Care Center	28 W 27th St.	Bayonne	07002
Great Beginnings	68 W 5th St Ste 72	Bayonne	07002
Kimber Day Care & Learning Center	625 Avenue E Ste C	Bayonne	07002
Neighborhood Coop Nursery School	80 W 47th St.	Bayonne	07002
Pee Wee Prep	478 Avenue C	Bayonne	07002
Light & Hope Play Garden Nursery Day Care Center	42 Davis St.	Harrison	07029
The Study Hall Inc	100 Frank E Rodgers Blvd	Harrison	07029
Hoboken Kids	834 Washington St.	Hoboken	07030
Stevens Cooperative School	800 Castle Point Terrace	Hoboken	07030
The Toddler Center	708 Grand St.	Hoboken	07030
Baby University Infant/Toddler Center	219 Monticello Ave.	Jersey City	07304
Early Childhood Learning Center	2039 Kennedy Blvd.	Jersey City	07305
Family Collective Day Care	453 Martin Luther King Dr.	Jersey City	07305
First Steps Day Care Center, Inc	340 3rd St.	Jersey City	07302
Future Generation	112 Palisade Ave.	Jersey City	07306
Garden Preschool Cooperative	260 Grove St.	Jersey City	07302
Hudson Arc Milestones Child Dev	375 Monmouth St.	Jersey City	07302
It Takes A Village Pre-K	496 Ocean Ave.	Jersey City	07305
Jersey City Day Care	409 Halladay St.	Jersey City	07304
Kiddee Korner Infant Center	136 Garfield Ave.	Jersey City	07305
Kiddee Korner's Summer Program Facility	509 Bramhall Ave.	Jersey City	07304
Kidz Inn Day Care & Learning Center	73 Congress St.	Jersey City	07307
Learn & Grow Pre-School Day Care	165 Hutton St.	Jersey City	07307
Magical Years Early Learning Center	100 Charles St.	Jersey City	07307
Our Lady of Sorrows	119 Clerk St.	Jersey City	07305
Play and Learn School	2606 Kennedy Blvd.	Jersey City	07306
Precious Learning Center, Inc	138 Bergen Ave.	Jersey City	07305
River School/Patriot Learning Centers	30 Newport Pkwy.	Jersey City	07310
Salem Child Development Center	50 Clinton Ave.	Jersey City	07304
Square Ecumenical Education Center	372 Montgomery St.	Jersey City	07302
St Elizabeth Child Care Center	129 Garrison Ave.	Jersey City	07306
St John's Lutheran Nursery School	155 North St.	Jersey City	07307
St Mark Day Care Center	427 W Side Ave.	Jersey City	07304
Starting Points of Hudson County	8 Clifton Pl	Jersey City	07304
The Center of Attention	50 Baldwin Ave.	Jersey City	07304

<b>Childcare Center</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
The Children's Center at Bankers Trust	100 Plaza One	Jersey City	07311
The Growing Tree	160 5th St.	Jersey City	07302
The Nurturing Place-York Street Dev Center	81 York St.	Jersey City	07302
Tinyville Learning Center	417 Rose Ave.	Jersey City	07305
Tots World Child Care Center	122 Seaview Ave.	Jersey City	07305
Urban League of Hudson County	202 Central Ave	Jersey City	07307
The Little Neighborhood Learning Center	429 Kearny Ave.	Kearny	07032
The Tot Spot	569 Kearny Ave.	Kearny	07032
Dayspring Christian Nursery School	79th & Palisade Ave.	North Bergen	07047
Hudson County Area Vo-Tech	2000 85th St.	North Bergen	07047
Story Time Child Care Center, Inc.	8539 Kennedy Blvd.	North Bergen	07047
The Smiling Sun Learning Center	8410 4th Ave.	North Bergen	07047
Tiny Tots Child Care Center, Ltd.	7424 4th Ave.	North Bergen	07047
Tiny Tots Child Care Center, Ltd.	7424 4th Ave.	North Bergen	07047
Harmony Early Learning Center	555 Park Place	Secaucus	07094
Secaucus Day Care Center	Plaza Center Rd	Secaucus	07094
St Matthew's Nursery School	Paterson Plank Rd & Roosevelt Ave.	Secaucus	07094
Alice In Wonderland	725 17th St.	Union City	07087
Alphabets Inc	1617 West St	Union City	07087
Angels Learning Center Corp	1015 West St.	Union City	07087
Angel's Learning Center II	1315 Bergenline Ave.	Union City	07087
Day Care Center	407 23rd St.	Union City	07087
Growing Achievers Family Day Care	320 12th St.	Union City	07087
Hudson Arc Milestones Child Dev	801 Palisade Ave.	Union City	07087
Kid's Place	634 39th St.	Union City	07087
La Edad De Oro	301 45th St.	Union City	07087
Little Characters Day Care	548 36th St.	Union City	07087
Little Darlings	152 48th St.	Union City	07087
Little Garden Day Care	301 43rd St.	Union City	07087
Palisades Avenue After School Program	301 23rd St.	Union City	07087
Raquel Infant Care Center	813 11th St.	Union City	07087
Reino Magico, Inc. Day Care Center	701 Bergenline Ave.	Union City	07087
Saint Rocco's Day Care	4214 Kennedy Blvd.	Union City	07087
Spanish American Day Care	413 44th St.	Union City	07087
Studio 15 Child Care Center	427 15th St.	Union City	07087
Tiny Raindrops Day Care Center	324 29th St.	Union City	07087
Union City Day Care	219 47th St.	Union City	07087
Wonderland Child Care Center	408 40th St.	Union City	07087
Casa Rosita	527 64th St.	West New York	07093

<b>Childcare Center</b>			
<b>Name</b>	<b>Street Address</b>	<b>Municipality</b>	<b>Zip</b>
Children's Garden School & Daycare Center	7000 Kennedy Blvd E	West New York	07093
Children's Home	110 71st St.	West New York	07093
Genesis Day Care Center	6909 Bergenline Ave.	West New York	07093
Happy Land Pre-School & Kindergarten	6900 Park Ave Ste A	West New York	07093
Kids World	5818 Jefferson St.	West New York	07093
Little Angel, Inc	443 54th St.	West New York	07093
Little Learners Christian Child Care	519 59th St.	West New York	07093
Maranatha Pre-School & Kindergarten	328 68th St.	West New York	07093
Nazareth Day Care Center	5800 Palisade Ave.	West New York	07093
Scribbles Day Care	611 56th St.	West New York	07093
Small Talk Day Care	516 51st St.	West New York	07093
St Paul's Day Nursery & Learning Center	6100 Monroe Pl.	West New York	07093
Teddy Bears House	236 70th St.	West New York	07093
The Golden Age	434 61st St.	West New York	07093