The
MORRIS COUNTY
Human Services Transportation
Coordination Plan

April 2008

Stakeholder Group
Responsible for increasing coordination between human services and transportation agencies within Morris County.

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Angela Vance, *Hope House*
Helen Wolfmeyer, *Morris County Division of Community Development*

Steering Committee
Morris County formed a sub-committee to keep plan in motion when stakeholder meetings are not in session.

Jeff Bashe, *TransOptions*
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Executive Summary

Executive Order 13330, signed by President Bush in 2005, mandated the coordination of all human service transportation. A plan is to be developed to reduce service duplication, service gaps, customer inefficiencies, and a lack of cohesion among transportation agencies. New Jersey has delegated all twenty-one counties to develop plans in coordination with NJ TRANSIT.

Morris County has many diverse transportation services, but coordination among these services is lacking. If savings is possible through coordination, the savings can be reinvested to expand transportation services throughout the county. Coordination also achieves increased efficiencies and provides mobility and accessibility to a greater number of individuals.

Morris County's Human Services Transportation Coordination Plan (HSTCP) will contribute to two broader plans made on regional and state levels. The North Jersey Transportation Planning Authority (NJTPA), the county's regional Metropolitan Planning Organization (MPO), will integrate Morris County's HSTCP with the plans of its other members, which include New Jersey's twelve northern counties, as well as Jersey City and Newark. They will be developing a regional human services transportation coordination plan, which will be incorporated into NJ TRANSIT's state plan. The goal of this regional plan is to identify and fulfill Morris County's human services transportation needs through coordination.

Morris County will also submit its plan to NJ TRANSIT for incorporation in the New Jersey Plan, which will be submitted to the Federal Transit Administration (FTA). Currently, most agencies and non-profit organizations operate on an isolated level. It is extremely difficult to carry out transportation needs if communication among services is minimal. It is imperative that agencies interact with one another in order to meet their transportation needs. Morris County's Human Services Transportation Coordination Plan hopes to identify, locate, and satisfy the needs of its residents in order to produce the most efficient human services transportation network available.

The following document is Part I of the HSCTP. Part I serves as a fundamental outline for future planning of human service transportation funding. Part I contains a generous amount of background information; comprised of census data, inventories, maps, tables, and observations that correspond with each. The overall purpose of this document is to lay the foundation for what type of human services transportation exists in Morris County.

Part II of the HSCTP, which is planned to be completed by mid-September, will contain a detailed analysis of the needs, gaps, and strategies for coordination among human service transportation. Part I and Part II will eventually resemble a project ranking system, which will be the tool used for future human service transportation funding.

Although the plan is broken into two sections with due dates, the HSCTP is considered to be on-going document. The plan will be continuously updated and revised depending on current transportation needs, adding a massive inventory of transportation available in the county.

Morris County's Census Information & Demographics

The Federal Department of Health and Human Services (DHHS) defines human services as "protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves."[1] Morris County concluded that the human services population should be comprised of elderly, disabled, and low-income individuals.

In order to develop a transportation coordination plan for the human services population, census information and demographics need to be carefully examined to ensure the proper allocation of transportation services. Below are two tables, which break down census information needed for plan.

Table 1 consists of the elderly and disabled population. For clarification, disabled individuals include mental and physical disabilities and elderly is defined as anyone 65 and older. The table is further broken down by institutionalized and non-institutionalized citizens. Institutionalized citizens include anyone living in nursing homes, hospices, or schools for the handicapped. It is important to include these individuals because they make up a large part of the human services population.

Table 1:
Elderly, Disabled, and Institutionalized Population

Morris County	Population	% of Morris County's Population (470,212)
65 and older and *not* disabled (non-institutionalized citizens)	34,622	7.4%
65 and older *and* disabled (non-institutionalized citizens)	16,962	3.6%
Disabled and younger than 65 (non-institutionalized citizens)	41,913	9%
Institutionalized Citizens (nursing homes, hospices…etc)	5,972	1.3%
Total	**99,469**	**21.3%**

U.S. Census Bureau 2000 [2]

- 21.3% of Morris County's population is either elderly, disabled, institutionalized or both and would be eligible for specialized transportation. Specialized transportation is transportation that is easily accessible to these individuals; whether it is lift-equipped vehicles, point-to-point drop-offs and pick-ups, or fixed route services.

Table 2 (on the following page) takes a closer look at the elderly population in New Jersey. Since we are using 2000 Census data, we included anyone 55 and older considering they are in their 60's presently. This age group is the fastest growing demographic nationwide; therefore more services will need to be provided to meet transportation demands, such as medical appointments and food shopping. Table 2 also

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[1] The Department of Health and Human Services
[2] United States Census Bureau: *2000 Table P1, P8, P42*

displays the 16-55 age group to demonstrate just how rapidly the elderly population is growing compared to all other populations.

Table 2:
New Jersey's 65 and older Population Progression

New Jersey's Age Groups	1990 Population	2000 Population	% Change in Population Group
Age 55 and older	1,751,223	2,130,447	22%
Ages 16 – 54	4,376,547	4,683,962	7%
Ages 15 and below	1,602,418	1,868,879	16.5%

U.S. Census Bureau 1990 & 2000[3]

- The table shows a 22% increase in individuals 55 and older over the last census decade, which is significant compared to the younger adult population of 16 – 55 year olds, as well as the 15 and below age group.

- The strain on transportation resources will soon take place with the baby boomer generation aging. Not only is our 55 and older age group growing, but our 80 and older age group is growing as well. By 2030, the number of older people in the United States will grow from 35 million to 70 million; and one in eight of those over 65 will be over the age of 85.[4] Morris County will not be exempt from this trend.

Another group to consider in the HSTCP is low-income households. Low-income can be defined multiple ways depending on location and government standards. We choose to look at the New Jersey Council on Affordable Housing (COAH) standards. COAH is a statewide benchmark for defining very low, low, moderate, and median income in the state. COAH has a long history of income thresholds that New Jersey municipalities utilize to comply with affordable housing requirements. Using COAH as our standard will provide consistency and accuracy throughout the county and the state. For further clarification, a household is defined as "all the persons who occupy a housing unit. A housing unit is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied as separate living quarters.[5]"

COAH has defined a low-income one-person household, living in Morris County, as anyone earning less than $28,105 a year. The number of households in Morris County earning less than $28,105 is 23,195 (approximately 15% of households). Assuming that not all of the 23,195 households are single-person residences, these numbers are extremely conservative. COAH's standard for a low-income four-person household in Morris County is any household earning $40,150 a year or less. The number of Morris County households earning less than $40,150, which includes those earning less than $28,105 as well, is 34,733 (approximately 20% of households). Therefore, presumably the number of low-income households in Morris County falls somewhere between 15% and 20%.

[3] United States Census Bureau: *1990 & 2000 Table P011 and P12, respectively*

[4] American Association of State Highway and Transportation Officials: http://www.transportation1.org/tiflreport/demographic.html

[5] United States Census Bureau: *State and County Quick Facts http://quickfacts.census.gov/qfd/meta/long_HSD310200.htm*

Furthermore, COAH's standards for a 'very low-income' four-person household earns less than $24,090. Morris County has 20,533 (12%) households living below these standards.

Having a privately owned automobile may not be an option for many of these households. Reliable, consistent transportation needs to be available in order to meet the needs of Morris County's low-income sector.

Morris County's Morris Area Paratransit Service (MAPS) Statistics

Morris County's elderly and disabled transportation agency is MAPS, *Morris Area Paratransit Service.* The program serves all municipalities within Morris County except for Jefferson Township, which has its own Dial-a-Ride subsidized by MAPS; as well as Butler, Pequannock, Riverdale, Kinnelon, and Lincoln Park, which serve the Five-Town Dial-a-Ride system. Those five towns receive funding through MAPS.

Looking at the table below, the majority of trips provided by MAPS are for medical purposes. As the older population continues to grow, the number of medical trips will increase.

Table 3:
Morris County: MAPS/5 Town Dial-a-Ride/Jefferson
Ridership Figures and Destinations
(represented by number of trips)

Year	Medical	Competitive Employment (receive pay)	Non-Competitive Employment (workshops, seminars…etc)	Recreational	Education	Shopping	Other	Total
2000	**32,136**	12,082	25,811	6,854	1,113	20,779	11,456	110,231
2001	**32,314**	12,839	23,496	7,138	1,078	22,592	12,308	111,765
2002	**32,464**	13,673	25,766	6,346	1,138	19,744	13,314	112,445
2003	**35,644**	12,054	26,095	5,362	1,837	16,999	12,400	110,391
2004	**39,580**	13,984	25,632	5,747	1,560	17,821	14,268	118,592
2005	**30,056**	14,025	27,165	6,300	1,175	18,130	13,726	110,577
2006	**41,706**	15,580	26,790	5,635	750	20,765	14,453	125,679

Countywide Service Data 2000-2006[6]

Previous studies have demonstrated similar results regarding medical-related transportation. The United Way of Morris County, whose mission is to 'improve lives by mobilizing the caring power of communities,' performed a similar study regarding transportation in 2005.[7] Of those consumers who reported that transportation impacts their ability to access key services, the activities most impacted by the lack of transportation according to the United Way of Morris County 2005 Community Transportation Survey Report are:

- Medical Care 55%
- Shopping 54%
- Employment 50%
- Social Services 35%

With the lack of transportation to medical services being over 50%, it is critical that Morris County expand services to those who truly need it.

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[6] Provided by Morris County Division on Aging, Disabilities & Veterans
[7] United Way of Morris County Mission Statement http://www.uwmorris.org/about/aboutmission.html

Table 4:
Morris County: MAPS Unmet Need by Year

Year	Number of trips denied to riders
2000	922
2001	975
2002	737
2003	1,530
2004	611
2005	623
2006	740

Countywide Service Data 2000-2006[8]

According to the table, on average, 900 riders a year are denied service on MAPS. This does not include the individuals who no longer call the service, assuming they cannot receive a ride because they have been denied once before. Thus, the number should be higher. The major reason why callers are denied rides is lack of availability, since MAPS is running at full capacity. MAPS is currently collecting supplementary detailed data regarding denied riders to have a better idea of what needs to be changed.

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[8] Provided by Morris County Division on Aging, Disabilities & Veterans

Geographic Representations and Explanations

Although census information and tables are useful in determining the make-up of Morris County's Human Services population, visual representation is beneficial to clarify where transportation is most needed. A number of maps have been created through the county's Geographic Information Systems (GIS) to provide a layout of the current transit situation in Morris County.

Existing Transportation Resources

Listed below are the majority of transportation providers in Morris County. To note, these are only agencies who have responded to the survey; therefore, more services do exist.

Table 5
Existing Human Service-Related Transportation

Program	Purpose
Morris County Paratransit System (MAPS)	Transportation service for senior citizens & disabled
Morris on the Move (MOM)	Commuting service for low-income residents under the Job Access Reverse Commute (JARC) funding.
Morris/Sussex/Warren Employment & Training Services	On demand service primarily for agency's client under the Transportation Assisted for Needy Families (TANF) funding.
33 Municipal Dial-a-Ride Operations	Special transportation services offered by municipalities serving mainly elderly and disabled individuals
Access Link	A transportation service offered by NJ TRANSIT for the elderly and disabled
Morris View Transportation	Transports individuals to and from Morris View Nursing home
Morris County Nutrition Project	Provide weekday fixed-route schedule for agency's cliental
Mental Health Association of Morris County	Reserved transportation service for disabled & mentally ill patients
The Arc/Morris County Chapter	Provide transportation to agency's cliental with disabilities
Employment Horizons	Provide weekday service for agency's cliental
Metro Transport	Reserved transportation service for agency's cliental
Saint Clares Health System	Reserved transportation for agency's cliental
Hope House	Reserved transportation for agency's disabled
American Cancer Society	Reserved transportation for agency's cliental
DAWN Center for Independent Living	Reserved transportation for disabled & mentally ill patients
Morris County Office of Temporary Assistance	Mental/health-related transportation for agency's cliental
Morris/Sussex/Warren Employment & Training Services	On demand service, primarily for agency's client (TANF)
Victoria Mews Assisted Living	Reserved transportation for agency's cliental
Family Service of Morris County	Provide elderly transportation for agency's cliental
Head Start Community Program of Morris County, Inc.	Provide transportation for child care and day care cliental
Homeless Solution, Inc.	Provide transportation for social service-related activities
Interfaith Council for Homeless Families of Morris County	Provides transportation for low-income individuals
The Rose House	Provide transportation to agency's cliental with disabilities
Madison Senior Center	Provide transportation for elderly living in Madison, NJ
Daughters of Israel Metro Transport	Provide human service-related transportation to Jewish Community Center
Center for Evaluation and Counseling	Provide transportation for all human service population
Capital Care Inc.	Private company providing medical/rehabilitation-related transportation

Table 6
Existing General Transportation

Program	Purpose
Colonial Coach	*One 32-passenger bus serving residents of Morris County*
Morris County Metro Bus Lines (MCM)	*Seven bus lines, 3 rural routes, 4 urban routes, serving the residents of Morris County*
CoachUSA	*For-profit transportation service, offering rides throughout the northern New Jersey region and New York City*
Lakeland Bus Lines	*For-profit transportation service, offering rides throughout the northern New Jersey region and New York City*
NJ TRANSIT Rail Lines	*Morris County has two rail lines operated by NJ TRANSIT, the Morris and Essex Line and the Montclair-Boonton Line. Both serve passenger rail service from Dover, New Jersey to New York City.*
NJ TRANSIT Bus Lines	*Eight bus lines serving residents going in and out of Morris County.*
TransOptions: Last Mile Shuttle Program	*Provides transportation from rail stations to major corporate locations.*

MORRIS COUNTY PROGRESS AND STATUS

APRIL 2, 2007:

On April 2, 2007, the Morris County Division of Transportation held the first stakeholder's group meeting in Morristown, New Jersey. Representatives from human services, hospitals, volunteer organizations, agencies for the disabled, NJ TRANSIT, assisted living homes, and the county's Transportation Management Association (*TransOptions)* joined together to discuss the current status of our coordination with one another.

The stakeholder's group completed the *Self Assessment Tool for Communities* set forth by NJ TRANSIT. The *Self Assessment Tool for Communities* included twenty-six questions that measured the coordination among the transportation agencies. There were five sections with one question that summarized every section. The summary results are as follows:

Section 1: Making Things Happen by Working Together
🔑Needs to Begin   👥 ==Needs Substantial Action== ↻ Needs Some Action ⌗ Done Well

Section 2: Taking Stock of Community Needs and Moving Forward
🔑==Needs to Begin==   👥 Needs Substantial Action ↻ Needs Some Action ⌗ Done Well

Section 3: Putting Customers First
🔑==Needs to Begin==   👥 Needs Substantial Action ↻ Needs Some Action ⌗ Done Well

Section 4: Adapting Funding for Greater Mobility
🔑==Needs to Begin==   👥 Needs Substantial Action ↻ Needs Some Action ⌗ Done Well

Section 5: Moving People Efficiently
🔑==Needs to Begin==   👥 Needs Substantial Action ↻ Needs Some Action ⌗ Done Well

Conclusion: "Needs to Begin" appeared in four of the five sections; thus, Morris County is at the very beginning stages of the coordination process and will need to make significant progress to get this plan underway.
See Appendix A for detailed results

After completing the *Self Assessment Tool*, the group further discussed how to improve the communication among agencies. It was unanimously agreed that this stakeholder's meeting was the first step to enhancing interaction between organizations.

A list was drafted of service providers and other organizations seeking transportation for their clients for the distribution of the survey. The survey, as part of

the Human Services Transportation Coordination Plan, was distributed by email or hardcopy throughout the county to non-profit organizations, for-profit transportation services, agencies receiving government-funded vehicles, human services groups, and organizations in the need of transportation. NJ TRANSIT developed a survey, which TransOptions modified. TransOptions also generated an electronic survey to have a more efficient process of data collection. Further detail on the actual survey will be discussed later in the plan.

April 3rd - April 27th 2007

Morris County's stakeholder's group continued to contribute names to the list of service providers and organizations seeking transportation for their clients. Edits, revisions, and additions were made during this month's period.

April 12, 2007

Robert Koska, Director of Local Programs & Minibus Support and Service Planning & Development from NJ TRANSIT, held a public forum at the TransAction Conference in Atlantic City where New Jersey counties' progress was discussed. Koska stated that the first part of the plan was due June 15th 2007 and the plan should lay out the future foundation of how each county is going to better coordinate human services with one another.

April 23, 2007

A letter explaining the purpose of the Human Services Transportation Coordination Plan was sent out to all agencies that would receive the survey. Morris County had Freeholder Director, Margaret Nordstrom, sign the letter urging agencies to complete the survey. *See Appendix B*

April 30, 2007

The list of service providers, human services organizations, and agencies in need of transportation was compiled and completed. *See Appendix C*

May 10, 2007

The letter was sent out with the internet link that would guide the participants to the electronic survey. Participants had until May 31, 2007 to complete the survey.

May 23, 2007

The county sent out an additional email to all agencies on the distribution list reminding everyone that the survey is due May 31st. The email spurred more responses.

May 31, 2007

All survey results were collected by TransOptions, the county's Transportation Management Agency (TMA).

June 8, 2007

The results were tabulated by TransOptions.

June 11, 2007

A small meeting was held between Jeff Bashe from TransOptions, Morris County Division of Transportation and Robert Koska from NJ TRANSIT, to discuss the primary results of the survey. We received 34 respondents thus far and will keep the online survey posted for any other surveys that may come in late.

June 12, 2007

A draft of the first part of the HSTCP was sent out to all stakeholders for review. Comments were presented at the next stakeholder's meeting.

June 19, 2007

The second HSCTP stakeholder's meeting was held at the Morris County Department of Planning, Development and Technology at 2:00 pm to discuss the current status of the plan. A small sub-committee was formed to keep communication about this plan active throughout the year.

July 25, 2007

The plan was introduced and reviewed at the Morris County's Freeholder Public Meeting.

July 26, 2007

The plan was submitted to NJ TRANSIT via Robert Koska.

July, August, and September of 2007

Further analysis of the survey results will be reviewed. Part II of the plan, a more comprehensive look at needs, gaps, priority, and strategy, will be drafted.

Brief Overview of Survey Results

Of the 123 agencies that received notification of the survey, 53 responded; giving us a 43% response rate. Listed below are tables, charts, and observations based on the responses we have received thus far. To note, we are awaiting more survey responses in the next few weeks and we will go into greater detail of the survey results in Part II of the HSTCP.

Table 7 displays the types of agencies that have answered our survey. Also, this information is will tell us who did *not* fill out the survey and perhaps help Morris County focus on agencies that need to be informed about this plan.

Table 7
Type of Agencies that Responded to Survey

Number of Respondents	Type of Agency
14 (26% of respondents)	Municipal Government Agencies
3 (6%)	County Government Agencies
1 (2%)	State Government
6 (11%)	Private, Non-Profit Transportation Companies
3 (6%)	Private, For-Profit Transportation Companies
24 (45%)	Private, Non-Profit Human Service Agencies
2 (4%)	Did not answer this question

- Looking at the table, there is a good mix of agencies that responded. A diverse response is critical for a coordinated plan.

- Three for-profit transportation agencies in Morris County answered the survey, which is surprising, yet is a good sign for the county. For-profit agencies have little incentive to involve themselves in this coordination plan. But seeing as though the majority of for-profit transportation companies have answered the survey shows coordination is quite possible, even among private businesses.

Table 8 (on the following page) goes into further detail, asking the types of services the agencies provide. This table informs Morris County where the majority of riders are going and help determine future planning.

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Table 8
Types of Services within Agencies

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Number of Respondents	Type of Service
13 (24.5% of respondents)	Medical/Dental
14 (26.4%)	Job/Employment Training
15 (28.3%)	Recreation
9 (17%)	Adult Day Care
5 (9.4%)	Welfare/Public Assistance
5 (9.4%)	Veterans Services
6 (11.3%)	Child Day Care
13 (24.5%)	Rehabilitation Services
14 (26.4%)	Counseling (Behavioral Substance Abuse, etc.)
10 (18.9%)	Nutrition/Meals
7 (13.2%)	Residential Care
32 (60.4%)	Transportation

- Noticeably the numbers add up to over 100%. Agencies were told to check all services that apply; therefore, some agencies checked off multiple services.

- Besides transportation being the largest service provided by these agencies, medical, employment, and recreation closely followed.

Table 9 considers the type of population which these agencies serve. This table will help determine where future funding is needed the most.

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Table 9
Type of Population the Agency Serves

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Number of Respondents	Population Sector
17 (32.1% of respondents)	General Public
30 (56.6%)	Senior Citizens
16 (30.2%)	Children
12 (22.6%)	Veterans
25 (47.2%)	Physical Disability
15 (28.3%)	Unemployed
24 (45.3%)	Low Income
25 (47.2%)	Mental or Cognitive Disability
11 (20.8%)	Substance Abusers
19 (35.8%)	Visually Impaired
2 (3.8%)	No Reply

- Senior Citizens are Morris County's biggest group of cliental served, with disabled residents coming in second. These groups will only grow as our baby boomer population ages and our elderly group lives longer.

- As mentioned before, MAPS, the biggest provider in elderly and disabled transportation, which is at maximum capacity, will not have enough services to provide what the numbers are suggestions.

Brief Overview of Survey Results cont…

Common problems with transportation services are listed below, in order of significance.

Major transportation obstacles for clients:
- No evening service (66%)
- No weekend service (64%)
- Limited space/no service (55%)
- Provider restrictions on trip purpose (49%)
- Restrictions crossing county/municipal lines (43%)
- High cost of available service (28%)
- Age restrictions for available services (21%)
- No accessible services for people with disabilities (19%)

Other issues:
- 34% of agencies feel that more than 50% of their clients have unmet transportation needs
- 56.6% of customers have to take a private vehicle (self drive, family, friend) to drive them to a particular agency
- 24.4% of customers have to take a taxi or car services to get to a particular agency
- 56% of agencies limit transportation services only to their clients

Next Steps: Outline for Part II of HSTCP

The Morris County Departments of Planning, Development & Technology, Human Services, and Senior, Disability and Veteran Services, Trans-Options, and the Stakeholder's of the HSTCP will come together to further analyze the results of the survey and draft part II of the plan. Morris County will also set up a sub-committee that will continually keep this plan in motion.

Following is an outline of Part II of the HSTCP:

First: Indentify Appropriate Goals

- Analysis of all data presented in Part I of the plan will be completed.

- The identified needs and gaps will be compiled into several general goals.

- These goals will be developed keeping in mind those areas over which the County has control.

- All goals will be developed within the established Framework for Action.

- Goals will be prioritized based on need.

Second: Development of Goal Objectives

- Implementation objectives will be developed for each goal.

- Each objective will identify a specific action necessary for successful achievement of the corresponding goal.

- Various County divisions will be incorporated into the objectives such as but not limited to; MAPS, Division on Aging, Office of Temporary Assistance, and Long Term Care.

- Each objective will be measurable and subject to modification as needed.

Third: Establish Goal Time Frames

- A time frame of Short Term or Long Term will be assigned to each objective.

- Short Term objectives are those which we anticipate can be accomplished within one year.

- Long Term objectives are those which we anticipate will take longer than one year to accomplish.

Fourth: Identification of Next Steps

- Implementation of objectives will begin.

- Ongoing meetings of sub-committee and Stakeholders will review progress and make modifications as needed.

- Expand focus to agencies outside of County control.

Where does that leave us?

As seen above, the outline is broken down into four sections: identification of goals, development of objectives, establishment of time frames, and next steps. This breakdown will be extremely helpful in moving forward within the County towards achievement of overall coordination. The information in the four sections will help produce a project prioritization which will be a valuable tool in establishment of future funding structures.

PART II

<u>INTRODUCTION</u>

The Development of the Morris County Human Services Transportation Coordination Plan has focused on identification and analysis of the needs and gaps that currently exist in transportation services in the County. The County Departments of Planning, Development & Technology, Human Services, and Senior, Disability & Veteran Services, have worked together with the community stakeholders to accomplish Part I of the plan. Using the Framework for Action, developed by the Federal Transportation Administration, the clear need for coordination and readiness for implementation was established. The compilation and analysis of demographic data and available resources inventory, in addition to the Framework, provides the infrastructure for the development of goals, objectives and implementation strategies.

The steering committee met several times from September 2007 through April 2008. Mary Jo Buchanan, Director of the Morris County Department of Human Services, was added to this committee. The focus of these meetings was development of Part II of the plan. The Department of Planning, Development & Technology was the key department involved in gathering, compiling, and preparing all of the data presented in Part I. The steering committee collectively analyzed the data to identify gaps in service.

The committee agreed that Part II of the plan would focus on filling these gaps and unmet transportation needs through coordination of services. The Departments of Senior, Disability, & Veteran Services and Human Services regularly work with providers of transportation for the Human Services Population. These departments serve as the hub of client transportation in the County and they have transportation programs within their departments, including the largest provider of transportation in the County, the MAPS program. Since they have worked closely with community transportation providers they are aware of the day to day challenges faced by the providers. For instance, most provider transportation is specific to their clients and programming leaving little time for alternate vehicle use. In addition, there are significant barriers to having providers share their transportation. These barriers include funding and donor restrictions, liability, insurance costs and staffing. Considering this established relationship with providers, and familiarity with the needs and gaps in service, it was decided that the Departments of Senior, Disability, & Veteran Services and Human Services would take the lead in developing Part II of the plan.

With this in mind, it is critical for the County, which is the major provider of transportation to the Human Service Population, to first pursue internal coordination. We must first fully develop the County transportation infra-structure before integrating community providers into the plan. Therefore, Part II of the plan focuses on strategy development and implementation in those areas under the control of the County.

GOAL 1: EXPAND ACCESSIBLE INTRA COUNTY TRANSPORTATION CAPACITY TO MEET GENERAL GROWING DEMAND FOR SERVICE.

As identified in Part I of this plan, senior citizens are the largest cliental served in the County with disabled residents following in second place. MAPS, which is the largest provider of transportation for both of these populations, is currently functioning at maximum capacity. As baby boomers age and the elderly life span increases, the need will only continue to grow.

With this in mind it is logical that our first goal should focus on the expansion of accessible intra county transportation. To accomplish this goal we must first expand and strengthen the existing infrastructure. The proper office space, software and other analysis tools are critical components of meeting this first goal. Once these elements are in place we can move on to prioritizing and expanding services.

GOAL	OBJECTIVE	SHORT/LONG TERM
Expand accessible intra county transportation capacity to meet a general growing demand for service.	Identify suitable and expandable office space to relocate MAPS which will provide for increased infrastructure potential and position and administrative capacity for future expansion.	Short Term
	Identify, research, purchase and integrate scheduling software capable of handling expanded service and reporting requirements.	Long Term
	Review existing County transportation services to identify consolidation opportunities with the goal of maximizing the use of resources under County control.	Long Term
	Review trip type data and prioritize types of transportation service offered. Priority trips should include those considered to be essential such as dialysis and medical, whereas employment and shopping may be less critical. Develop a scale to make these assessments for consideration in scheduling.	Short Term
	Make transportation services available to NFP's and adult communities during off hours on a fee for service basis.	Short Term

GOAL 2: MEET AN EVER INCREASING SERVICE DEMAND FOR MEDICAL APPOINTMENTS.

The majority of trips provided by MAPS are for medical purposes. More than 50% of Morris County consumers are unable, or have great difficulty accessing, key medical services due to the lack of transportation. While medical necessity is given priority, it is not currently possible to approve all ride requests since MAPS is already operating at full capacity.

In order to meet the medical transportation needs of the Human service population, we must focus on creative alternatives to the current service. The first step is data collection with the intent of identifying common medical locations. Once this information is obtained we can reach out to those common providers to explore various consolidation efforts such as grouped appointments and expansion of hours.

Meet an ever increasing service demand for medical appointments.	Gather client data with regard to medical appointments to identify common locations and appointment times.	Short Term
	Consider working with major medical groups and offices to look at the possibility of grouping appointments.	Long Term
	Expand service times to accommodate after hours appointments and on weekends, especially for dialysis.	Long Term

GOAL 3: SERVICE COORDINATION OPPORTUNITIES

Before we can consider coordination on a large scale, we must first ensure that all possible intra county transportation consolidation has been identified and accomplished. MAPS has been clearly identified as the largest provider of County transportation in Part I of this plan. We will now formally designate MAPS as the primary provider of transportation to the human service population in the County. This will facilitate movement towards centralization of transportation services through one office. We will start with smaller consolidation efforts involving Morris View Nursing Home, the WHEELS Program, Adult Daycare Program, and Nutrition Program Clients. Consolidating these separate transportation programs into MAPS will allow for more efficient use of staff and vehicles.

We will also look further into other County Departments that are affected by transportation issues such as the Office of Temporary Assistance. This will require involvement of NJ Transit to discuss re-route requests which will be needed to facilitate the best coordination of services. Finally, we will track and trend all collected ride denial information to identify barriers to consolidation, (see attached addendum)
.

Service Coordination Opportunities	Designate MAPS as the primary transportation division of the County and attempt to allow for central coordination of all services through one office.	Long Term
	Transfer the transportation division of the Morris View Nursing Home to MAPS which will provide for 5 additional staff members and vehicles whose service will be coordinated through this central transportation division. Assume responsibility for Adult Daycare transportation. Have Morris View staff schedule transportation through MAPS office. Downtime can be identified and drivers can be used for other trips in between.	Short Term
	Transfer the WHEELS program from Aging to MAPS which will provide for 2 additional drivers and vehicles. Have case managers schedule transportation needs through MAPS office. Downtime can be identified and drivers can be used for other tips in between.	Short Term
	Identify other consolidation opportunities such as the Medicaid transportation required by the Office of Temporary Assistance. Identify potential revenue enhancements.	Long Term
	Utilize MAPS for the transportation of Nutrition Clients to Congregate Centers.	Short Term
	Make re-route request of NJ Transit for better coordination of their fixed routes.	Long Term
	Gather, track and analyze MAPS service denial information in order to identify barriers to service.	Short Term

GOAL 4: PROMOTE THE COORDINATION OF COMMUNITY SERVICE TRANSPORTATION PROVIDERS AND PROVIDE RESOURCES WHERE POSSIBLE.

Current transportation services within the County consist of an assortment of various services, lacking in coordination. In order to meet the identified needs and gaps in transportation services, coordination of community service transportation providers is imperative. The first step in attempting to promote coordination must be communication based. Communication among providers will be facilitated and promoted via periodic meetings of all providers who choose to participate in the transportation consortium. Ultimately, centralized trip coordination will create the greatest efficiencies and will expand services to fill existing gaps.

Participation in the transportation consortium will qualify those municipalities and NFP's for potential funding awards through SCADRTAP Funds. Central coordination of transportation services could also lead to consistency in other areas of service such as rider fares. A universal sliding scale fee will be explored. All coordination efforts will be identified and explained thoroughly on the Department web site.

Promote the coordination of community service transportation providers and provide resources where possible.	Facilitate the ability for local providers to communicate through central coordination and provide feeder type trips for clients requiring service outside of their service area.	Long Term
	Promote coordination through periodic meetings of all municipalities and NFP's who desire to continue to or seek to participate in the transportation consortium.	Short Term
	Provide incentive funding for municipalities and NFP's who demonstrate the ability to provide coordinated transportation services to their communities though the award of SCDARTAP Funding.	Short Term
	Consider modifying and coordinating the fare policy for these providers to ensure consistency with the MAPS services.	Long Term
	Utilize the department Web Site to provide additional resources and coordination efforts between these agencies and with the MAPS program.	Short Term

GOAL 5: ENHANCE TRAINING AND AWARENESS EFFORTS

Coordination and consistency efforts must also consider the drivers of all participating vehicles. Current driver training is handled individually by each provider. Standardized driver training will provide the necessary specialized training necessary for the health and safety of the senior and disabled population. These training programs should also be extended to include customer service training for *all* transportation staff. The development of a universal Driver Protocol Handbook will serve to ensure consistency among driver services.

Additional education efforts will target area mobility case managers regarding available services. The Department Web Site and Educational Panels will be used to expand outreach efforts. Community outreach will be an ongoing process which will be kept current at all times. It is a critical aspect to the success of the coordination plan.

Enhance training and awareness efforts.	Standardize driver training and provide specialized training in the area of mobility and the identification of unsafe and/or unhealthy environmental issues regarding the senior and disabled population.	Long Term
	Develop a Driver Protocol Handbook to become the basis for driver procedures.	Short Term
	Develop and provide mandatory customer service training for all transportation staff.	Short Term
	Provide service education for area mobility case managers.	Short Term
	Enhance the use of the department Web Site to provide additional transportation information to providers, organizations and clients. Consider the automation of request for service through the ability to make on-line requests.	Long Term
	Increase outreach efforts through use of Educational Panels to highlight services and opportunities.	Short Term
	Explore with County Risk Management the possibility of sharing the County defensive driving course with Community Providers.	Short Term

GOAL 6: IDENTIFY ADDITIONAL REVENUE SOURCES TO INCREASE AND ENHANCE SERVICE ABILITIES.

Funding is a key element in the success of this plan and achievement of established goals. In addition to the evident funding sources we must consistently work towards identifying new funding sources. New funding sources will serve to expand existing service. The development of a client sliding scale fee and the identification of new grants are two examples of this.

In addition to funding sources internal flexibility is needed to provide expanded services without incurring additional cost. We will work with involved collective bargaining units to modify staff schedules and provide weekend and evening coverage without the use of overtime. While this effort could take some time to work through, we are confident that with a collaborative effort a positive outcome can be reached.

Identify additional revenue sources to increase and enhance service abilities.	Consider the implementation of a sliding scale fee for clients of the MAPS systems. The type of ride and the client resources should be considered during its development.	Long Term
	Identify new grants and other sources of funding for future expansion of service.	Long Term
	Work with collective bargaining units to modify the staff schedules to allow for increased coverage without triggering the overtime provisions in a contract.	Long Term
	Explore the ability to provide weekend and evening rides without the added overtime and other community service centers.	Long Term
	Create fixed route type services to link County Offices to "Not for Profit Mall" to be located at the Central Avenue Complex in Greystone Park.	Long Term
	Explore possibility of sharing County gas services with Community Providers at County gas rates.	Long Term

CONCLUSION

As described in Part II of the Plan, a multitude of objectives have been developed to meet the needs of the Human Service Population in Morris County. The needs and gaps identified in Part I were carefully considered when developing these strategies. In addition, this Plan is consistent with the requirements of the "Safe, Accountable, Flexible, and Efficient Transportation Equity Act – A Legacy for Users" (SAFETEA-LU). This bill requires participation in a local transportation service coordination plan for agencies to remain eligible for funding under several Federal Transit Administration grant programs. In New Jersey, a coordination plan is also required to remain eligible for funds through the Senior Citizens and Disabled Resident Transportation Assistance Program, (SCDRTAP). This Plan also meets these requirements.

While we believe all of the documented goals and objectives are attainable within the short and long term time frames indicated, they are subject to modification as we proceed. All identified Stakeholders will be provided with a copy of the Plan and a meeting will be scheduled for June 2008 to discuss the Plan and its progress to that point. Additional meetings will be planned throughout the year.

NEXT STEPS

As we begin to move forward with implementation of the stated objectives, we must concurrently consider the next phase of the plan. The focus of Part II was to establish coordination of those areas within the control of the County. Our next step in this plan is to broaden this focus to include Community Transportation Providers. This will include Municipal Government Agencies, Private Non-Profit Transportation Companies, Private Non-Profit Human Service Agencies and Private For-Profit Transportation Companies.

Using the returned survey results as a base we will analyze the following areas and develop corresponding goals and objectives:

First: Identify Unmet Need
Questions in survey pertaining to topic:

A15	"What percentage of your clients have unmet transportation needs critical to human services and other daily activities?"
A16	"Does your organization provide passenger transportation services of any type?"
B25	"Do you maintain a waiting list?"
B25a	"What is the typical number of people on your waiting list?"
B26	"Have you received transportation requests that your agency was unable to accommodate?"
B26a	"Please identify the primary reason you were unable to provide the service?"
B27	"Are there frequent requests for transportation to specific destinations that your agency does not provide service to?"
B27a	"Please identify what the destinations are."

These questions directly help determine the *where, why,* and *how much* of unmet transportation need there is in the county. The '*where*' will be represented through maps, which will visibly be easier to locate unmet need. The '*how much*' will be ranked in table format. Ranking '*how much'* unmet need there is will enable the county to focus on the most troublesome spots in transportation. The '*why'* is the most complex and crucial part of the plan. Listing the reasons for *why* there is unmet need clarifies exactly what our responsibilities are concerning this entire program.

Second: Locating gaps in Morris County
Questions in survey pertaining to topic:

A2	"What services does your agency provide?"
A3	"What population segments does your agency serve?"
A12a	"Check all municipalities which you service."
A13	"What are the transportation obstacles your customers face?"
B4	"Who is eligible to receive the transportation services your organization provides?"

B2   "When are your transportation services available?"

Locating the gaps involves looking for what *hasn't* been answered to the above questions. For example, A3's "What population segments does your agency serve?"-the population segments that are not answered could be a possible 'gap' that the county has overlooked. A spreadsheet, along with a map, will be produced to determine exactly where the gaps are located.

Third: Collect Data on Transportation Vehicles
Questions in survey pertaining to topic:

B1   "What type of transportation service(s) do you provide?"
B2   "When are your transportation service(s) available?"
B3   "Please indicate your transportation service hours."
B28   "Indicate the type of vehicles and quantity of vehicles you operate."
B29   "Indicate the number of lift-equipped vehicles in your fleet."

These questions are basic, but very necessary for coordination. The vehicle data will describe what is available to the county. From this data we can derive what vehicles are not in operation at certain times of the day and what type of vehicles are available to other services.

Fourth: Specifics Concerning Vehicle Usage
Questions in survey pertaining to topic:

B7   "Do you charge a fare for transportation service?"
B7a   "How much do you charge?"
B16   "What is your current total annual budget for Transportation Administrative Expenses?"
B17   "What is your current total annual budget for Transportation Operating Expenses?"
B18   "What is your current total annual budget for Transportation Capital Expenses?"
B19   "Indicate the funding sources for only your transportation services."

These questions pertain to the logistics and specifics of vehicle usage. The results to these questions will indicate whether or not coordination is physically possible among transportation services.

Fifth: Are Services Willing to Coordinate with One Another?
Questions in survey pertaining to topic:

C2   "Are your transportation services coordinated in any other way with the transportation services of other agencies?"

C3   "Would your organization be interested in providing transportation services, or more transportation services, under the contract of another agency or agencies?"

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 your service met your needs?"

Responses to the questions above are more qualitative-based in relation to the other questions asked in this survey. How people reply to this section will identify if the agencies of Morris County are willing to cooperate and collaborate with one another. Responses to this section will determine how hard Morris County will work in order to open communication.

FRAMEWORK FOR ACTION:

BUILDING THE FULLY COORDINATED TRANSPORTATION SYSTEM

A Self Assessment Tool for Communities

Section 1: Making Things Happen by Working Together

Driving Factor: Individuals and organizations are catalysts for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all.

❑ **1. Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?**

Decision Helpers

✔ Leaders in human services agencies and public transportation have acknowledged that the existing network of transportation services is not yet sufficiently efficient, cost effective, or flexible enough to meet the mobility needs of people in the community or region.

> *Using Decision Helpers*
> Circle statements that apply to your situation to help determine your progress. The more positive statements that you can identify describing your system will indicate that a higher rating is appropriate.

✔ A clear and inspiring vision statement for improved service and resource management through coordination is supported by all partners and is regularly revisited to ensure its vitality.

✔ The vision drives planning and action.

Progress Rating (circle one rating that best describes your program)

🗝Needs to Begin 🙊 <mark>Needs Substantial Action</mark> ↻ Needs Some Action 🔔 Done Well

❑ **2. Is a governing framework in place that brings together providers, agencies, and consumers? Are there clear guidelines that all embrace?**

Decision Helpers

✔ A shared decision-making body such as a coalition, lead agency, advisory board, and/or working group is taking a leadership role.

✔ The shared decision-making body includes public and private transportation providers,non-profit human services agencies, health providers, employment providers, and consumers.

✔ Those at the table are clear about and comfortable with the decision-making process, whether it is based on consensus or majority rule.

✔ Roles and responsibilities are outlined in a formal, written agreement.

✔ The shared decision-making group communicates effectively with those not at the table.

✔ The group meets regularly, establishes strategic and measurable goals and objectives, follows a work plan, and regularly evaluates its progress and performance.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   🐵 <mark>**Needs Substantial Action**</mark>   ↻ **Needs Some Action**   🔍 **Done Well**

❑ **3. Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?**

Decision Helpers

✔ The shared decision-making body covers an appropriate area, such as a region, and maintains collaborative working relationships with neighboring areas and with human service and state transportation agencies.

✔ The relationships are used to address service issues such as ensuring transportation services can cross jurisdictional boundaries, customers have access to easy transfer points, and that service is provided to individuals where transportation gaps exist or when people are too frail to use public transportation.

✔ The relationships are also used to work on policy and financial issues to create a framework that enhances coordination.

Progress Rating (circle one rating that best describes your program)

🔑 <mark>**Needs to Begin**</mark>   🐵 **Needs Substantial Action**   ↻ **Needs Some Action**   🔍 **Done Well**

❑ **4. Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?**

Decision Helpers

✔ The shared decision-making body has sustained support for coordination by calculating and communicating the specific benefits to community stakeholders.

✔ Elected officials, agency administrators, and community leaders have been active in coordinated transportation services planning.

✔ It is widely recognized and accepted that transportation must be integrated into community initiatives related to aging, disability, job training, and health care and services to low-income persons.

✔ Community leaders provide sufficient staff and budget and provide leadership on policy initiatives to support coordination efforts.

Progress Rating (circle one rating that best describes your program)

🔑 <mark>**Needs to Begin**</mark>   👥 **Needs Substantial Action** ↻ **Needs Some Action** ☼ **Done Well**

❏ **5. Is there positive momentum? Is there growing interest in and commitment to coordinate human service transportation trips and maximize resources?**

Decision Helpers

✔ Participation in and budget support for coordination initiatives are regularly increasing.

✔ Agencies are actively working together to ensure that service information, routes, and vehicles are coordinated; funding deployment is coordinated; and policies allow for better resource management and increased ridership.

✔ Momentum has been maintained even through difficult events such as budget crises and changes in leadership.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   👥 <mark>**Needs Substantial Action**</mark> ↻ **Needs Some Action** ☼ **Done Well**

Section 1: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Making Things Happen by Working Together* is:

🔑 **Needs to Begin**   👥 <mark>**Needs Substantial Action**</mark> ↻ **Needs Some Action** ☼ **Done Well**

Notes: _____

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Section 2: Taking Stock of Community Needs and Moving Forward

Driving Factor: A completed and regularly updated community transportation assessment process identifies assets, expenditures, services provided, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It assesses the capacity of human service agencies to coordinate transportation services. The assessment is used for planning and action.

❏ **6. Is there an inventory of community transportation resources and programs that fund transportation services?**

Decision Helpers

✔ All entities in the region that buy, sell, or use transportation services have been identified.

✔ The inventory encompasses public transit systems, community non-profits, churches, schools, and private providers such as taxis.

✔ Transportation services provided by different federally funded programs such as Meals on Wheels, Medicaid, Head Start, Vocational Rehab Services, Independent Living Programs, employment services, and other programs have been identified and their scope of services catalogued.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   👥 <mark>**Needs Substantial Action**</mark>   ↻ **Needs Some Action**   🔆 **Done Well**

❑   **7. Is there a process for identifying duplication of services, underused assets, and service gaps?**

Decision Helpers

✔ All entities providing transportation service in the region have been surveyed and information has been collected on geographic areas serviced, spending for transportation, types and number of trips provided, hours of operation, cost per trip, sources of funds, number and types of vehicles, number of trips per day/hour, and type of maintenance.
✔ Agencies providing travel training and eligibility assessments have been identified.   ✔ The data has been analyzed to assess service duplication, underutilized assets, and inefficient service delivery.
✔ The data and the analysis have been shared with the decision- making body, community leaders, and others to drive and enhance coordination efforts.
✔ The data is regularly updated to ensure its ongoing value.

Progress Rating (circle one rating that best describes your program)

🔑 <mark>**Needs to Begin**</mark>   👥 **Needs Substantial Action**   ↻ **Needs Some Action**   🔆 **Done Well**

❑   **8. Are the specific transportation needs of various target populations well documented?**

Decision Helpers

✔ Information and data that outlines the needs and expectations of individuals with disabilities, older adults, youth, job seekers and persons with low-incomes has been collected.
✔ Non-users of transit have been asked through surveys, focus groups, or similar means to identify what characteristics would make transit an attractive choice.
✔ Major health and human service agencies have been asked through surveys, focus groups, or similar means to articulate what would motivate their clients to ride public transit.
✔ The data has been analyzed and used by the shared decision-making body to drive the coordination planning process.

Progress Rating (circle one rating that best describes your program)

🔑 <mark>**Needs to Begin**</mark>   👥 **Needs Substantial Action**   ↻ **Needs Some Action**   🔆 **Done Well**

❑   **9. Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?**

Decision Helpers

  ✔ The current use of transportation technology by transportation providers, service agencies, and advocacy groups for scheduling, dispatching, reservations, billing, and reporting has been assessed.
  ✔ Research has been conducted on ways in which investments in transportation technology can improve services and/or reduce costs.
  ✔ The survey and research data has guided decision making about adopting new technologies.
  ✔ The local provider is investigating ways, such as pooled acquisition, to help transportation providers, service agencies, and advocacy groups acquire transportation services technology.
  ✔ Ongoing discussions about using technology for coordinated transportation are conducted through list serves, face-to-face forums, and other means among providers and client agencies.

Progress Rating (circle one rating that best describes your program)

  ☼ **Need to Begin** 🐵 **Needs Significant Action** ↻ **Needs Some Action** 🔑**Done Well**

❑ **10. Are transportation line items included in the annual budgets for all human service programs that provide transportation services?**

Decision Helpers

  ✔ Each human services agency participating in transportation coordination has listed transportation costs as a separate item in its budget to facilitate a strategic planning process for transportation services.
  ✔ These agencies have completed an analysis of how improved coordination can extend their current transportation resources and/or reduce the amount of funds spent on transportation

Progress Rating (circle one rating that best describes your program)

  🔑**Needs to Begin** 🐵 **Needs Substantial Action** ↻ **Needs Some Action** ☼ **Done Well**

❑ **11. Have transportation users and other stakeholders participated in the community transportation assessment process?**

Decision Helpers

  ✔ Stakeholder groups throughout the community have been systematically included in the assessment process through meetings, surveys, focus groups, and other means.
  ✔ Customers representing people with disabilities, older adults, and low-income populations serve on work groups and are actively engaged in the assessment and planning process.

Progress Rating (circle one rating that best describes your program)

  🔑**Needs to Begin** 🐵 **Needs Substantial Action** ↻ **Needs Some Action** ☼ **Done Well**

❑ **12. Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?**

Decision Helpers

  ✔ A regularly updated strategic plan or similar document has tangible goals and objectives, timelines, and methods for measuring performance and evaluating benefits.
  ✔ The mission and program goals are sufficiently long-range, comprehensive, and compelling to transcend changes in leadership or circumstances, conflicts over power and control of resources, and competing goals or personalities.
  ✔ Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among all stakeholders.
  ✔ *Progress Rating* (circle one rating that best describes your program)

🔑 <mark>**Needs to Begin**</mark>   👥 **Needs Substantial Action** ↻ **Needs Some Action** ⏰ **Done Well**

❑ **13. Is clear data systematically gathered on core performance issues such as cost per delivered trip, ridership, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?**

Decision Helpers

  ✔ Operations planning and service planning are priorities in our system.
  ✔ Data in core performance areas is collected, disseminated, and analyzed.
  ✔ In addition to typical reviews, there are efforts to lower costs and improve performance through exploring new and creative means to provide services.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   👥 **Needs Substantial Action** ↻ <mark>**Needs Some Action**</mark> ⏰ **Done Well**

❑ **14. Is the plan for human services transportation coordination linked to and supported by other plans such as the Regional Transportation Plan, State Transportation Improvement Plan, human service program plans, and other state and local plans?**

Decision Helpers

  ✔ Human service agency representatives participate in transportation planning together with metropolitan or rural planning organizations, taking full advantage of their resources and coordination expertise.
  ✔ The cross-participation has created a set of mutually supportive and linked plans that actively strengthen coordination efforts.

Progress Rating (circle one rating that best describes your program)

🔑 <mark>**Needs to Begin**</mark>   👥 **Needs Substantial Action** ↻ **Needs Some Action** ⏰ **Done Well**

❑ **15. Is data being collected on the benefits of coordination? Are the results communicated strategically?**

Decision Helpers

  ⌣ To maintain support for transportation coordination, the benefits of coordination are routinely documented and communicated to community leaders and the public.
  ⌣ The number of individuals that receive transportation services, the types of services they receive, and the costs associated with those services are all tracked.
  ⌣ There is also a focus on collecting information on the economic and quality of life benefits of connecting people to jobs, health care, education, training, and social support networks.
  ⌣ The results are regularly published and disseminated for community members, elected officials, and agency leadership.
  ⌣ Presentations are made throughout the year at local committee meetings to help agencies and organizations recognize the needs and the opportunities for coordinated transportation services.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🐢 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Section 2: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Taking Stock of Community Needs and Moving Forward* is:

🔑**Needs to Begin**   🐢 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Notes: _____
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Section 3: Putting Customers First

Driving Factor: Customers including people with disabilities, older adults, and low-income riders have a convenient and accessible means of accessing information about transportation services. They are regularly engaged in the evaluation of services and identification of needs.

❑ **16. Does the transportation system have an array of user-friendly and accessible information sources?**

Decision Helpers

✔ Information about transportation services and options is easy to obtain in our community.
✔ There is a "one-stop" resource such as a toll-free number or a Web site where consumers can obtain information about service and schedules and make reservations regardless of provider.
✔ There are "mobility managers" within human service agencies that advise their clients about transportation options.
✔ Information is accessible and can be obtained in electronic, Braille, or large-print formats.
✔ Customer representatives are available to assist first time users or people needing extra help.
✔ The system is designed for the general public as well as for people with special needs and clients of human service agencies.
✔ Technology is used effectively to enable and support information systems.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   🐵 **Needs Substantial Action**   ↻ **Needs Some Action**   ☼ **Done Well**

❑ **17. Are travel training and consumer education programs available on an ongoing basis?**

Decision Helpers

✔ Persons with disabilities and others can avail themselves of travel training programs to learn how to safely ride public transportation.
✔ There are transitional programs for older adults and others that help individuals recognize and feel comfortable with alternative transportation options if and when they are not able to drive a car.
✔ Consumer education programs are available to help new or potential riders learn how to use the system, including learning how to read a schedule, how to identify the bus number, how to pay the fare, where to wait for the bus, and other key skills.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   🐵 **Needs Substantial Action**   ↻ **Needs Some Action**   ☼ **Done Well**

❑ **18. Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?**

Decision Helpers

⌄ Regardless of the funding source for each particular trip, the customer or client uses the same payment mechanism each time.

⌄ If there is a fixed route system, a transit pass has been implemented to encourage riders to choose lower-cost fixed route services. The billing process is transparent to the consumer.

⌄ The seamless payment system enables customers to choose appropriate cost-effective transportation services.

⌄ These payment systems may include universal payment cards, fare cards, and similar mechanisms.

⌄ Up-to-date technology is being used to support and manage this system.

Progress Rating (circle one rating that best describes your program)

🔑 <mark>Needs to Begin</mark>   🐾 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **19. Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?**

Decision Helpers

⌄ Customer input was gathered during the planning and needs assessment process through town meetings, surveys, focus groups, or similar means.

⌄ Consumer representatives are active members of advisory and other work groups. In addition, a customer service-monitoring program provides information for a yearly "report card" or similar status report.

⌄ Customers are encouraged to submit suggestions, complaints, and compliments. Actions are taken on complaints within 24 hours of receiving them.

Progress Rating (circle one rating that best describes your program)

🔑<mark>Needs to Begin</mark>   🐾 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **20. Are marketing and communications programs used to build awareness and encourage greater use of the services?**

Decision Helpers

⌄ There are active marketing and communications programs that promote the ease and accessibility of coordinated transportation services.

⌄ The programs use an array of media such as direct marketing, public service announcements, advertisements in local newspapers, and articles and notices in newsletters of various community organizations.

⌄ Information is also disseminated through human service agencies, employment specialists, health care providers, civic organizations, and churches.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 <mark>**Needs Substantial Action**</mark>   ↻ **Needs Some Action**   🔔 **Done Well**

Section 3: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of ***Putting Customers First*** is:

🔑<mark>**Need to Begin**</mark>   👥 **Needs Significant Action**   ↻ **Needs Some Action**   🔔 **Done Well**

Notes: _____

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Section 4: Adapting Funding for Greater Mobility

Driving Factor: Innovative accounting procedures are often employed to support transportation services by combining various state, federal, and local funds. This strategy creates customer friendly payment systems while maintaining consistent reporting and accounting procedures across programs.

❑ **21. Is there a strategy for systematic tracking of financial data across programs?**

Decision Helpers

ᵛ Systems have been created to enable the tracking and sharing of financial data across programs.
ᵛ Participating agencies have agreed on common measurements and definitions to support the tracking system.
ᵛ Up-to-date technology is being used to support and manage this system.

Progress Rating (circle one rating that best describes your program)

🔑 **Needs to Begin**   🐵 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

❑ **22. Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?**

Decision Helpers

ᵛ A technology interface has been implemented that allows transportation providers to track clients from multiple agencies and funding sources and submit both the report and the bill electronically to the appropriate agency.
ᵛ The system effectively supports grant monitoring and reporting requirements.

Progress Rating (circle one rating that best describes your program)
🔑 **Needs to Begin**   🐵 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Section 4: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of ***Adapting Funding for Greater Mobility*** is:

🔑 **Needs to Begin**   🐵 **Needs Substantial Action** ↻ **Needs Some Action** 🔔 **Done Well**

Notes: _____

_____

Section 5: Moving People Efficiently

Driving Factors: *Multimodal and multi-provider transportation networks are being created that are seamless for the customer but operationally and organizationally sound for the providers.*

❑ **23. Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?**

Decision Helpers

˅ A system to coordinate numerous transportation providers, such as a brokerage, has been established.

˅ Providers, such as public transit agencies, taxi and other private paratransit operators, school transportation operators, nonprofit faith and community based organizations,and human service non-profit agencies, are systematically engaged and blended with informal transportation providers (recognizing that the most cost effective travel for some may be paying a neighbor for mileage) to create an array of flexible services for the customer.

˅ The "broker" identifies the most cost effective transportation provider appropriate to the client's needs, schedules the trip, dispatches the services, bills the appropriate funding source, and tracks the utilization and data associated with the trips.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🐛 **Needs Substantial Action**   ↻ **Needs Some Action**   ⏰ **Done Well**

❑ **24. Are support services coordinated to lower costs and ease management burdens?**

Decision Helpers

˅ Systematic studies have been completed in our communities which have led to the coordination of essential support services for transportation providers.

˅ These may include joint purchasing and/or leasing of equipment and facilities; shared maintenance facilities; maintaining a single phone number for customers; maintaining a shared internet information system; using a single or coordinated fare mechanism; sustaining coordinated reservation, dispatching, scheduling, and payment systems; or establishing a single entity to provide human service transportation to all participating human service agencies.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   🐛 **Needs Substantial Action**   ↻ **Needs Some Action**   ⏰ **Done Well**

❑ **25. Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?**

Decision Helpers

˅ Agency case managers and mobility managers find it easy to schedule regular and one-time trips for their clients through a centralized dispatch system or a similar mechanism appropriate to your locale.

✔ Agency clients and the general public can easily schedule trips using the dispatch system.

✔ The dispatchers can help agencies and individuals wisely choose from available transportation alternatives.

✔ There are also mechanisms, such as transit passes, to reduce dependency on individualized services.

✔ Technology is used to enhance overall dispatch services, including communication with drivers and passengers, scheduling and mapping routes, locating vehicles, and other critical aspects.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** ⚐ **Done Well**

❑   **26. Have facilities been located to promote safe, seamless, and cost-effective transportation services?**

Decision Helpers

✔ Location decisions for common destinations such as the offices where clients are served have taken transportation issues into account.

✔ Services are co-located or near to each other to reduce transportation needs. ✔ Pickup locations, which can be used by any transportation provider, are safe and accessible.

Progress Rating (circle one rating that best describes your program)

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** ⚐ **Done Well**

Section 5: Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Moving People Efficiently* is:

🔑**Needs to Begin**   👥 **Needs Substantial Action** ↻ **Needs Some Action** ⚐ **Done Well**

Notes: _____

_____

# FRAMEWORK FOR ACTION:

Overall Community Self-Assessment

You have completed Step 1 of the Community Self-Assessment. The five sections highlighted in the questionnaire represent the core elements of building a fully coordinated transportation system.

This questionnaire was designed to help you see the big picture of your community's overall progress. Take a moment to review the evaluations you made at the end of each section and make a note of them on this page. By doing so, you will create an at-a-glance summary of your individual assessment that identifies areas where your system is working well and areas that can be improved.

Section 1: Making Things Happen by Working Together
Needs to Begin   Needs Substantial Action   Needs Some Action   Done Well

Section 2: Taking Stock of Community Needs and Moving Forward
Needs to Begin   Needs Substantial Action   Needs Some Action   Done Well

Section 3: Putting Customers First
Needs to Begin   Needs Substantial Action   Needs Some Action   Done Well

Section 4: Adapting Funding for Greater Mobility
Needs to Begin   Needs Substantial Action   Needs Some Action   Done Well

Section 5: Moving People Efficiently
Needs to Begin   Needs Substantial Action   Needs Some Action   Done Well

Notes_____
_____
_____

Next Steps

The next step of the assessment process is to share and discuss your evaluations with your partners. A group leader who can guide the next steps of the assessment and action planning process will facilitate the meeting. The goal of the meeting will be to clarify the results of the assessments as a group, establish priorities, and develop an action plan. The next steps will involve implementing the actions and moving you farther down the road to a fully coordinated transportation system.

A step-by-step **Facilitator's Guide** to *Building the Fully Coordinated Transportation System* and other resources are available on the Federal Coordination Council on Access and Mobility web site: http://www.fta.dot.gov/CCAM/www/index.html or www.ccam.gov.

Appendix B

MORRIS COUNTY BOARD OF CHOSEN FREEHOLDERS

Director
Margaret Nordstrom

Deputy Director
John Inglesino

Douglas R. Cabana
Frank J. Druetzler
Cecilia G. Laureys
John J. Murphy
Jack J. Schrier

County Counsel
Ronald Kevitz

County Administrator
John Bonanni

Clerk of the Board
Ilene St. John

May 11, 2007

Dear Morris County Transportation Agencies, Non-Profit Organizations, and Human Services:

The County of Morris is developing a Human Services Transportation Coordination Plan in response to President Bush's Executive Order 13330, stating the need to consolidate all human services transportation. The order was issued because of a lack of coordination among transportation providers that has resulted in service duplication, service gaps, and customer confusion. As a result, the Federal Transit Administration (FTA) has released guidelines requiring all states to create a Human Services Transportation Coordination Plan to address these issues.

A major component to the Human Services Transportation Coordination Plan is a survey that will be distributed throughout the state of New Jersey. The survey will identify unmet transportation needs, the number of vehicles within the county, and the duplication of services.

There are three particular types of agencies that will be completing this survey: human service organizations receiving federal funding for their vehicles and wish to continue this funding, transportation agencies (non-profit and for-profit) not receiving federal funding for their vehicles, and organizations needing transportation for their clients.

TransOptions, the County's Transportation Management Association, is assisting the County with the required survey. They have made the survey available at:

http://snaponline.snapsurveys.com/surveylogin.asp?k=117856319464

Please follow the instructions at that site, and we ask that the survey be completed by May 31, 2007. If you wish to submit the survey via hard copy, or if you have questions answering any part of the survey, please contact Jeff Bashe (jdbashe@transoptions.org) or Cindy Reuther (creuther@transoptions.org) at TransOptions. They can also be reached at (973) 267-7600.

Your cooperation and assistance are greatly appreciated. Thank you.

Sincerely,

Margaret Nordstrom

Margaret Nordstrom,
Freeholder Director

Offices in Administration & Records Building, Court Street, Morristown, New Jersey 07963-0900 Phone: (973) 285-6010 Fax: (973) 539-6466

Appendix C

BOARD OF CHOSEN FREEHOLDERS

MORRIS COUNTY, NEW JERSEY

Resolution No. _____

Adopted: July 25, 2007

WHEREAS, the County of Morris is required to develop a Human Services Transportation Coordination Plan in accordance with Executive Order 13330 signed by President Bush in 2005; and

WHEREAS, Morris County is required to participate in New Jersey's effort to coordinate services and submit this document to NJ TRANSIT to become part of the state-wide plan; and

WHEREAS, the objective of the plan is to reduce service duplication, service gaps, customer inefficiencies, and the lack of coordination among transportation agencies; and

WHEREAS, Morris County's Division of Transportation Management, in coordination with the Morris County Department of Human Services, and the Department of Senior, Disability and Veteran Services have collaborated to develop Part I of the required plan; and

WHEREAS, the document reflects Morris County's continuing efforts to increase coordination between human services and transportation agencies creating the foundation for a seamless, efficient human service transportation network.

NOW, THEREFORE, BE IT RESOLVED by the Board of Chosen Freeholders of the County of Morris in the State of New Jersey as follows:

1.   The Board of Chosen Freeholders directs the Morris County Division of Transportation Management to submit the Morris County Human Services Transportation Coordination Plan - Part I to NJ TRANSIT.

2.   This resolution shall take effect immediately.

I hereby certify the above to be a true copy of a resolution adopted by the Board of Chosen Freeholders of the County Of Morris at a regular meeting held on July 25, 2007.

_____
CLERK OF THE BOARD

Appendix D

Below is the list of transportation providers, agencies possibility seeking transportation, and human service organizations that received notification of the survey:

Non-Profits
Access Link
The Housing Partnership
Interfaith Council for Homeless Families, Morris County
Interfaith Food Pantry
Jersey Battered Women's Service (JBWS)
Lakeland Hills Family YMCA
Madison Area YMCA
Morris Center YMCA
West Morris Area YMCA
Mendham Area Senior Housing Corp (MASH)
Mental Health Association of Morris County
Family Service of Morris County
Roxbury Day Care Center, Inc.
Salvation Army - Morristown Corps
Wind of Spirit Immigrant Resource Center
HeadStart Community Program of Morris County
Homeless Solutions, Inc.
Morristown Neighborhood House Assn.
Mrs. Wilson's Halfway House/Alfre, Inc.
NewBridge Services, Inc.
UCP of Northern, Central and Southern NJ
TransOptions, Inc. (Last Mile Shuttle)
TransOptions, Inc. -Regional Travel Concierge Program
TransOptions, Inc. Ride Provide
St. Clare's Health Syatems
Atlantic Health System - Morristown Memorial Hospital
American Red Cross - Colonial Crossroads Chapter
Patient and Family Services/Northwest NJ Region
P. G. Chambers School
Chilton Hospital
County College of Morris
Ada Budrick Child Care and Learning Center
Big Brothers and Big Sisters
Children on the Green
Collinsville Child Care Center
Dover Child Care Center, Inc.

El Primer Paso, Ltd.
Madison Day Care Center, Inc.
Madison Senior Center
Market Street Mission, Inc.
NJ Foundation for the Blind, Inc.
Roxbury Day Care Center, Inc.
Seeing Eye, Inc., The
The Women's Center at CCM

Municipal Dial-a-rides
Boonton Town
Boonton Township (Montville Dial-A-Ride)
Butler Boro (Five Town Dial-A-Ride)

Chatham Boro & Chatham Township

Chester Boro, Chester Township, & Washington
Township
Denville Township
Dover
East Hanover
Hanover Township
Jefferson Township
Kinnelon (Five Town Dial-A Ride)
Lincoln Park (Five Town Dial-A Ride)
Long Hill
Madison
Mendham Boro & Mendham Township
Mine Hill
Montville (Montville Dial-A-Ride)
Morris Plains
Morris Township & Morristown (Colonial Coach)
Morristown (Senior Transportation)
Mt. Arlington

Mt. Olive

Netcong
Parsippany-Troy Hills (Medical Bus)
Parsippany-Troy Hills (Senior Citizen Bus)
Parsippany-Troy Hills (Fixed Route System)
Pequannock (Five Town Dial-A Ride)
Randolph
Riverdale (Five Town Dial-A- Ride)
Rockaway Boro
Rockaway Township
Roxbury Township
Washington Township (Chester Boro, Chester
Township)

Wharton

Agencies receiving 5310 vehicles
Dial-a-ride
Greystone Hospital
Allegro School
Senior Citizen Transportation
The ARC/Morris Co. Chapter NJ
Visiting Nurse Association of Northern NJ
Morris Co. Org. for Hipanic Affairs
Catholic Social Services Hope House
Cheshire Home, Inc
American Red Cross of NW NJ
Jewish Family Services
DAWN, Inc. (Disabled Advocates Working for
Northwest)
The Rose House
Community Hope, Inc
Employment Horizons

Human Services
Morris County Division on Aging, Disabilities &
Veterans (MAPS; nutrition; Wheels; etc.)
MAPS
Morris View Transportation
Nutriention Transportation
Morris View Nursing Home
Morris County Office of Temporary Assistance
(ride subsidies & taxi fares)
M/S/W Employment and Training Services
Morris MOM + On Demand Shuttle

For-Profits
Colonial Coach
Community Coach
Baldwin Oaks Senior Citizens Apartments
Birthright, Inc.
Lakeland Bus Lines
Bumble Bee Taxi & Limo Inc
Taxi Service
P & P Taxi Svc Inc
Morristown Taxi
Morris County Metro - PABCO
Roger's Taxi Service
Northwest Medical Transport

Assisted Living Homes
Merry Heart
Victoria Mews Assisted Living
Juniper Village at Chatham
Heath Village
The Chelsea at Montville
Care One at Madison Avenue
Spring Hills at Morristown
Sunrise Assisted Living/Morris Plains
Merry Heart Nursing Home
CareOne in Parsippany

Appendix E
Below is a complete list of the type of vehicle(s) each municipal dial-a-ride holds. As the Human Services Transportation Coordination Plan expands, more detailed lists such as the one below will help produce a thorough inventory of all human services vehicles in Morris County.

Municipality	Fleet of Vehicles
Town of Boonton	(1) 2001 Dodge Minivan
Boonton Twp & Montville Twp	(1) 1996 Ford Mini-Bus (1) 1998 Eldorado Aero Elite Bus (1) 1999 Dodge Minivan (1) 2005 Ford Taurus Wagon
Butler, Kinnelon, Lincoln Park, Pequannock Twp	(1) 1996 MAPS bus (1) 2001 Ford Crown Van (2) 2003 Ford Crown Van (1) 2004 Ford Mini Bus: 22 passenger (1) 2003 Ford Mini Bus: 18 passenger (1) 1999 Ford Taurus Station Wagon (1) 1999 Ford Mini Bus: 10 passenger (1) 2003 Ford Mini Bus: 8 passenger (1) 2006 Dodge Mini Van: 7 passenger (1) 2006 Ford Mini Van: 11 passenger
Chatham Twp and Chatham Boro	(1) Mini Bus
Chester Twp, Chester Boro, Washington Twp	(1) 2002 Ford sedan (1) 2002 Ford mini-bus: 16 passenger w/lift (1) 1990 Bluebird Bus: 22 passenger w/o lift
Denville	(1) 2005 Ford Van
Dover	(1) 2006 Passenger Bus: 14 passenger
East Hanover	(1) 1994 Ford Van: 12 passenger (1) 2003 Chevy Passenger Bus: 16 passenger (1) 2000 Plymouth Minivan w/chair and ramp (1) 1994 Caprice Passenger Car
Hanover Twp	(1) 2000 Ford Taurus (1) 1996 Dodge Maxi Van w/lift
Jefferson Twp	(1) 2006 Van: 20 passenger w/lift (1) 2006 Van: 13 passenger w/lift (1) 2005 Van: 14 passenger w/lift (1) 2004 Car: 5 passenger (1) 2005 Car: 5 passenger (1) 2004 Car: 5 passenger
Long Hill Twp	(1) 2000 Bus: 16 passenger w/ 2 lifts
Madison	(1) 2004 Ford Econoline Supreme

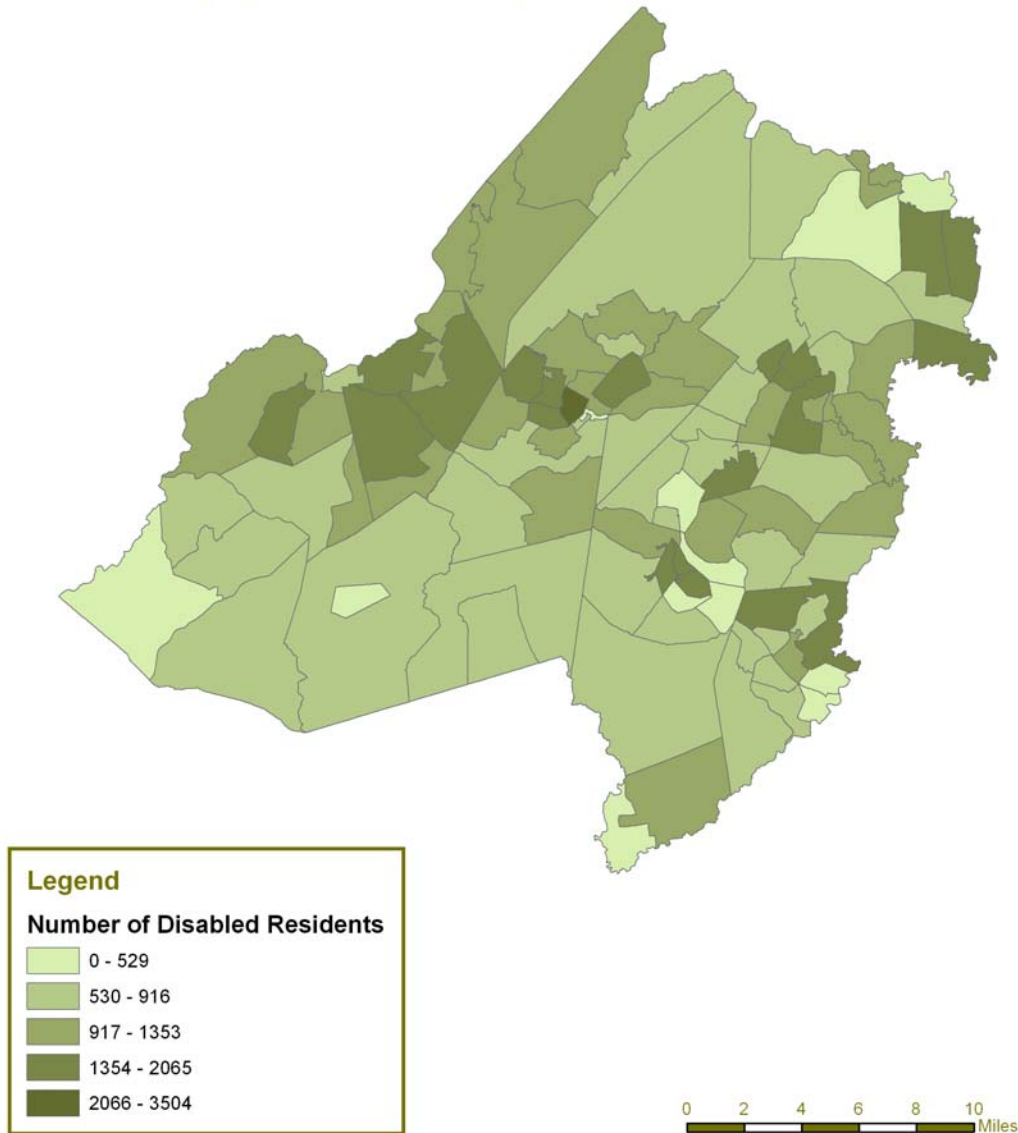|	
Mendham Boro & Twp	(1) 2006 Ford Bus w/lift
Mine Hill Twp	(1) Bus w/lift (1) Car: 5 passenger
Morris Plains Boro	(1) 2004 Dodge Caravan (1) 1999 Dodge Ram Van
Morristown	(1) 2001 Bus: 11 passenger (1) 1983 Dodge Caravan Van
Town of Morristown: *Colonial Coach* Town of Morristown cont…	(1) 2006 Passenger Bus: 32 passenger w/lift (1) 1995 Bluebird Passenger Bus: 2 passenger
Mount Arlington	(1) Ford E-450
Mount Olive Twp	(1) 2004 Ford Bus: 32 passenger (1) 2001 Ford Van: 15 passenger (1) 1999 Ford Crown Victoria: 4 passenger
Netcong	(1) 2003 Ford Bus w/lift
Parsippany-Troy Hills	(1) Dodge Van (1) Dodge Van w/lift
Parsippany-Troy Hills Twp	(1) 1997 Goshen Coach (1) 2002 Ford E-450 (1) 1995 Genesis/Amtram
Randolph	(1) Passenger Bus: 12 passenger w/ 2 lifts (1) Passenger Bus: 24 passenger
Rockaway Boro	(1) 2002 Ford Bus
Rockaway Twp	(1) 1998 Ford Bus (1) 2002 Ford Bus (1) 1996 Ford Bus (1) 1995 Ford Bus (1) 2003 Dodge Caravan (1) 1992 Chevy Caprice
Roxbury Twp	(1) 1997 Bluebird (1) 2005 Ford
Wharton	(1) 1994 Bus: 18 passenger w/ 2 lifts

Map 1

**Morris County
Residents 65 and older
(by Census Tract)**

Legend

# of Residents 65 and older

	0 - 224
	225 - 422
	423 - 577
	578 - 796
	797 - 1185
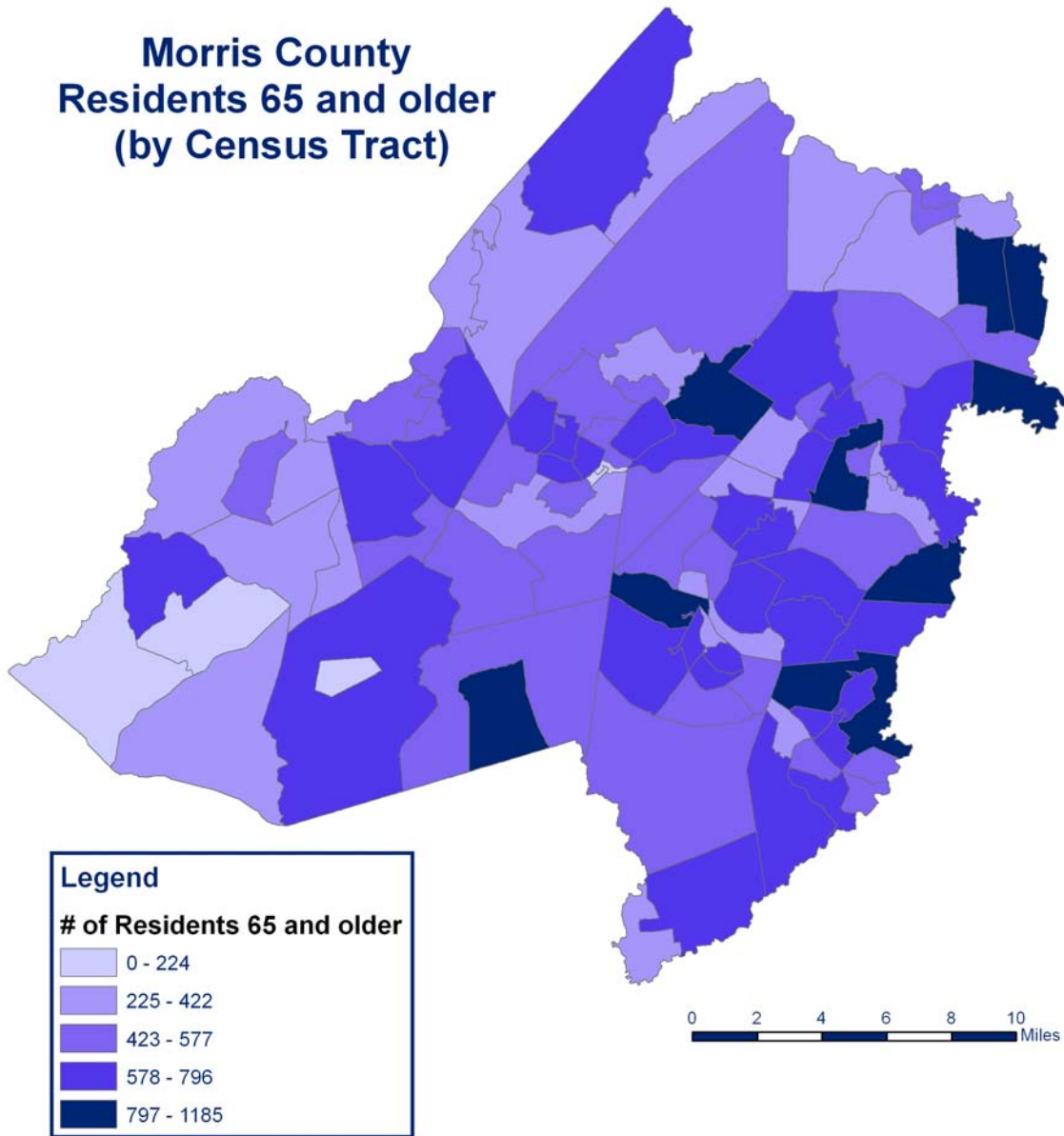
Map 1 displays the areas most concentrated with individuals who are 65 and older. The eastern half of the county holds the majority of elderly individuals in municipalities such as, Florham Park, East Hanover, Lincoln Park, and Pequannock. This map will assist in determining where demand is most likely to arise from.

Map 2

Morris County Residents with Disabilities
(by Census Tract)

Legend

Number of Disabled Residents

	0 - 529
	530 - 916
	917 - 1353
	1354 - 2065
	2066 - 3504

0 2 4 6 8 10
Miles

Map 2 presents the amount of disabled individuals in Morris County by Census Tract.
This map gives a visible image of where the majority of disabled persons live. This helps
the county to determine where the most lift-equipped transportation vehicles should
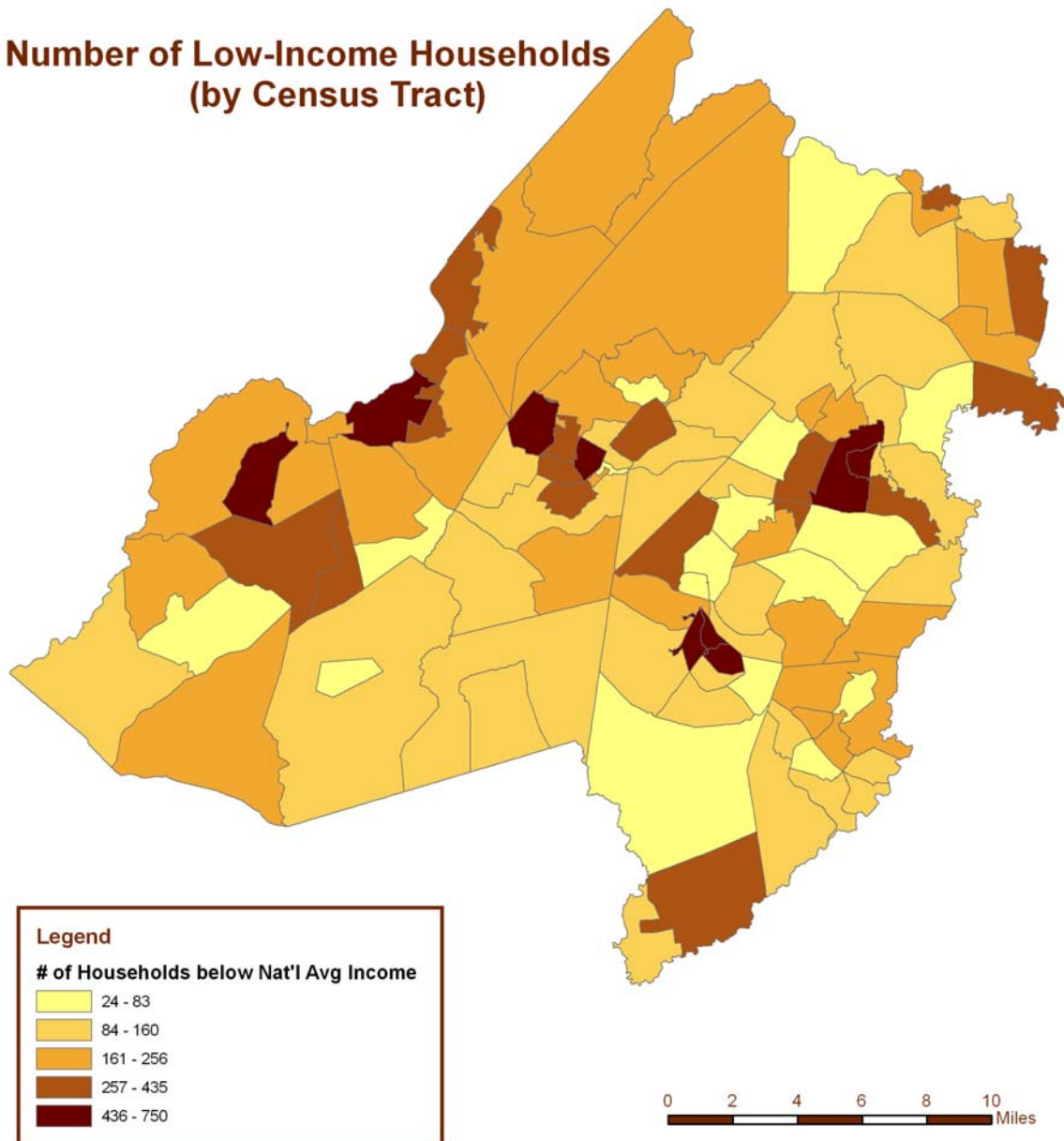travel.

Referring to the map, the majority of disabled individuals reside within parts of Dover,
Boonton, Pequannock, Florham Park, and Parsippany Troy-Hills. Although there are
disabled residents everywhere in the county, focusing on these particular municipalities

will assure the most participants for specialized transportation. With further research, other potential locations for transportation will be located.
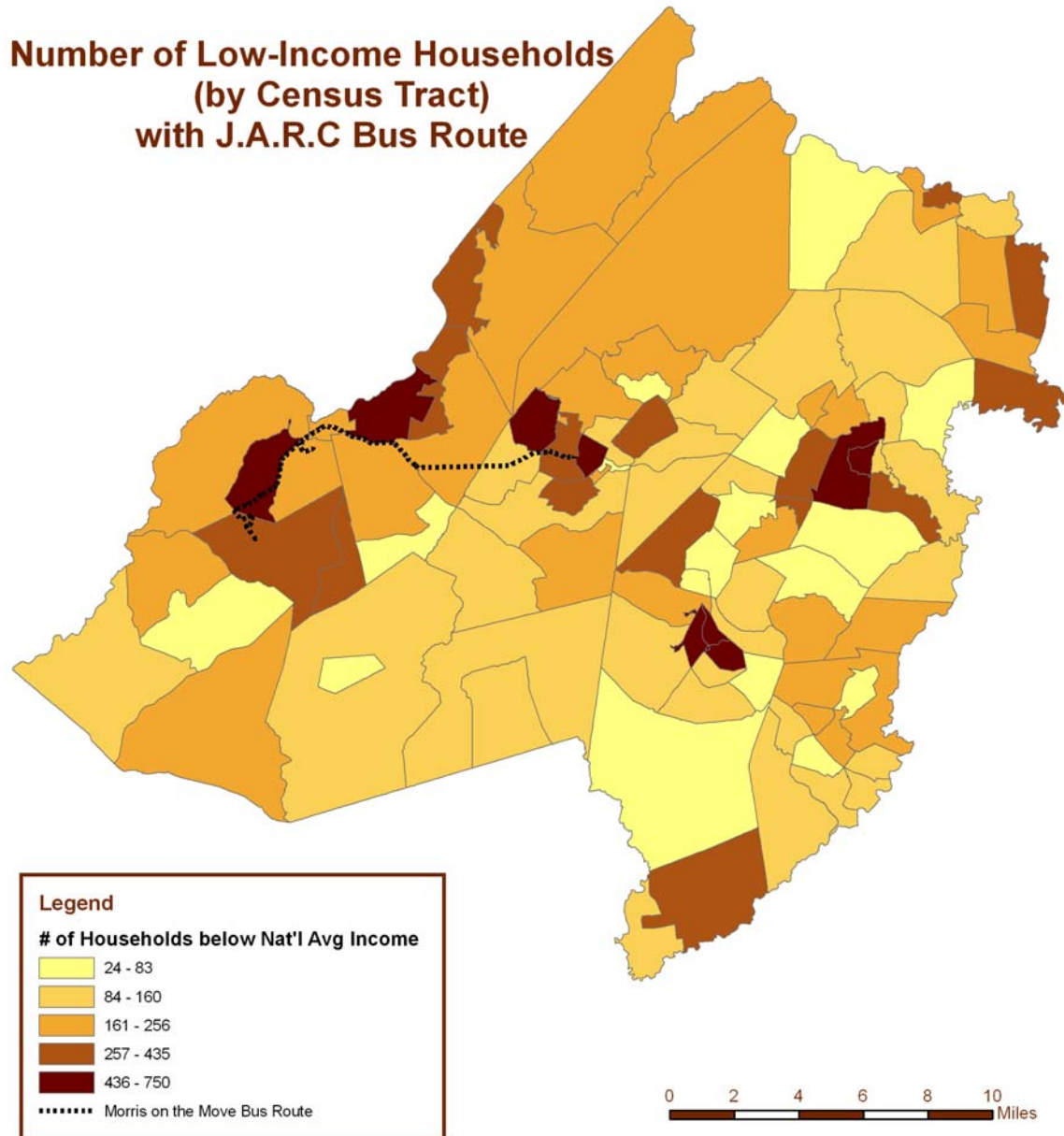
Map 3

Number of Low-Income Households
(by Census Tract)

Legend
# of Households below Nat'l Avg Income
24 - 83
84 - 160
161 - 256
257 - 435
436 - 750

0   2   4   6   8   10
Miles

Map 3 is broken down into Census Tract levels; revealing the number of Morris County householder's (below the age of 65) earning less then $39,000 a year.

The map indicates a large percentage of low-income households residing in the central part of the county. The most heavily concentrated municipalities are Mount Olive, Mt. Arlington, Wharton, Dover, Rockaway Borough, Morristown, and parts of Parsippany.
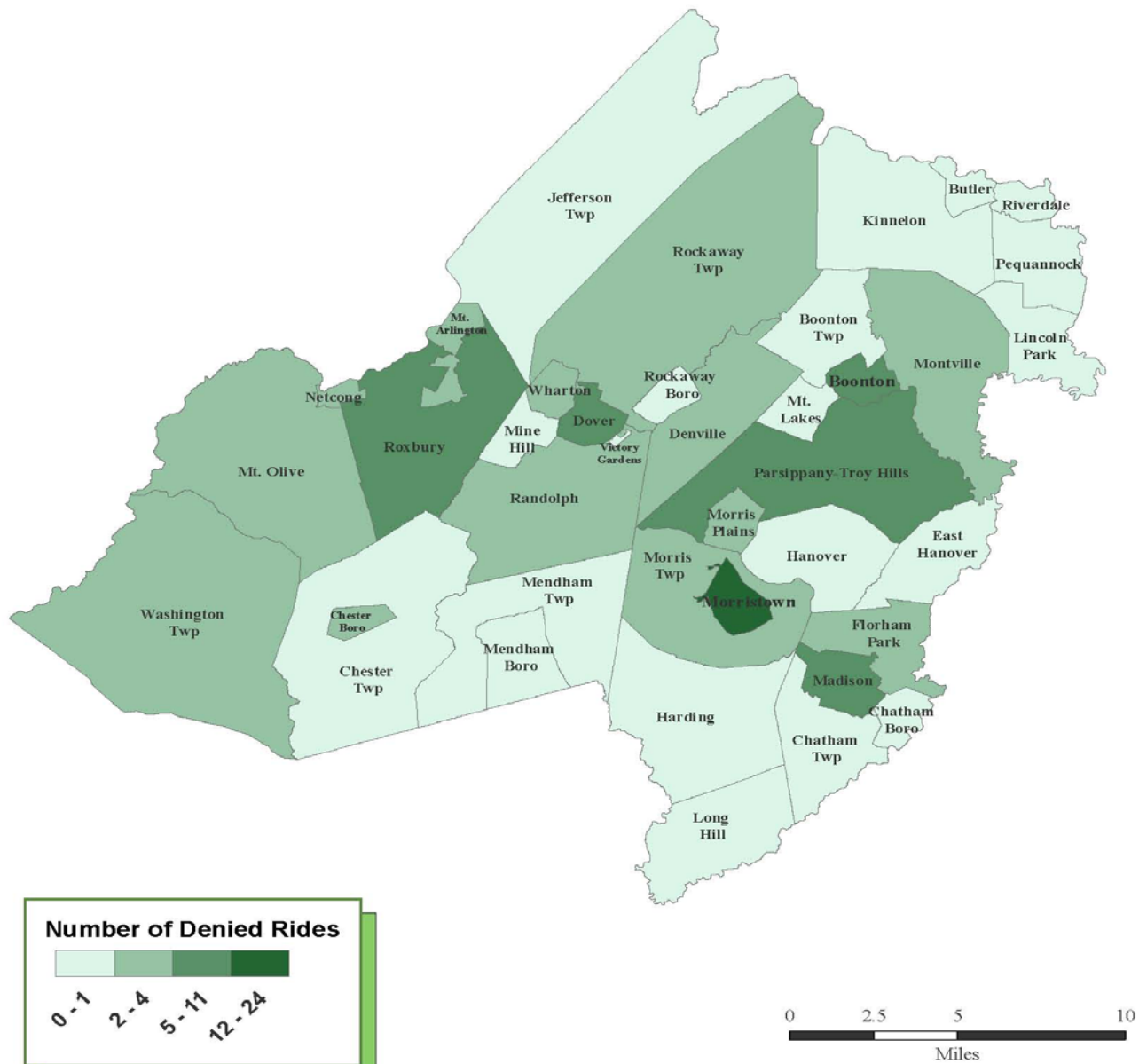
58

Map 4

Number of Low-Income Households
(by Census Tract)
with J.A.R.C Bus Route

Legend

# of Households below Nat'l Avg Income

- 24 - 83
- 84 - 160
- 161 - 256
- 257 - 435
- 436 - 750
- ••••••• Morris on the Move Bus Route
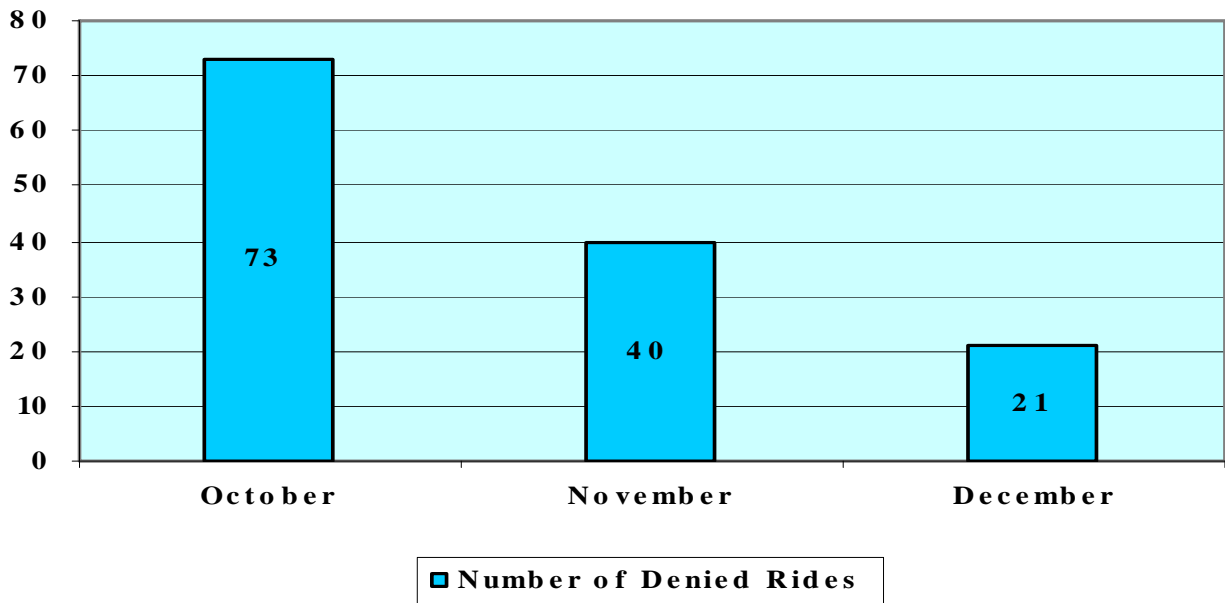
0   2   4   6   8   10
Miles

Map 4 demonstrates the same information as Map 3 with the addition of the Morris on the Move (M.O.M) bus route. M.O.M is a bus line run by the county for low-income individuals traveling to and from work. Funding for this service comes from the Job Access Reverse Commute (JARC) federal program. The ride is free of charge and is a modified fixed route; traveling along US 46 from Dover to Mount Olive and back.

Based on the characteristics of the map, the bus travels through the census tracts that would appear to benefit the most. The map also suggests census tracts eastwards of the existing route: parts of Rockaway Borough, Parsippany Troy-Hills, and Morristown in the southeast, all have a significant amount of households earning less than the national average. Reaching out to parts of these municipalities could lead to more riders. Another suggestion would be to expand the service westward towards parts of Mt. Arlington and Jefferson.
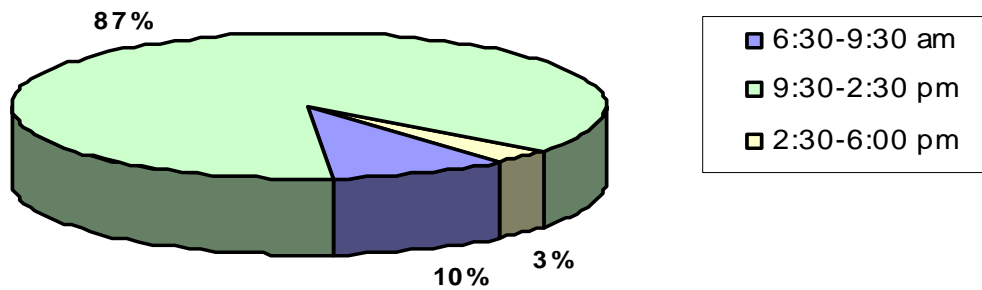
Number of Denied Rides by Municipality
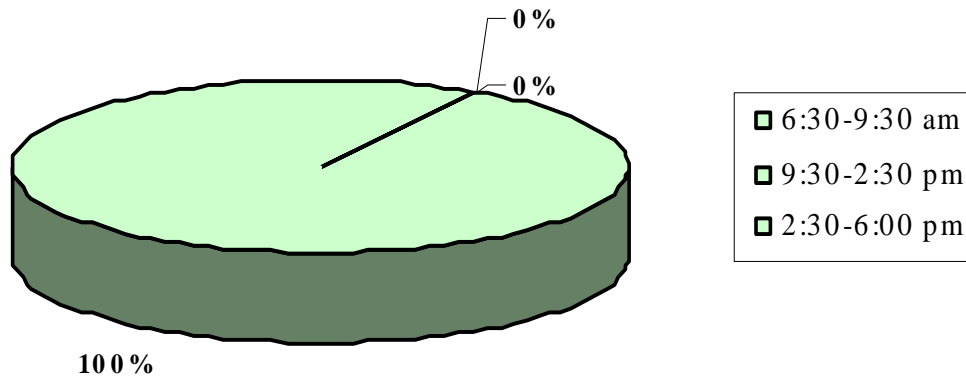## (base on rider's residence)
4th Quarter 2007

Number of Denied Rides

0 - 1   2 - 4   5 - 11   12 - 24

0   2.5   5   10

Miles

* Denial frequency may be a reflection of the higher population areas within Morris County.

Total Number of Denied Rides
(4th Quarter 2007 MAPS Figures)

October	73
November	40
December	21

■ Number of Denied Rides

Number of Denials
(based on time slot)
October 2007 MAPS Figures

87%

■ 6:30-9:30 am
■ 9:30-2:30 pm
□ 2:30-6:00 pm

10%   3%

Number of Denials
(based on time slot)
November 2007 MAPS Figures

0 %

0 %

☐ 6:30-9:30 am
☐ 9:30-2:30 pm
☐ 2:30-6:00 pm

100 %

Number of Denials
(based on time slot)
December 2007 MAPS Figures

5 %

☐ 6:30-9:30 am
☐ 9:30-2:30 pm
☐ 2:30-6:00 pm

57 %

38 %
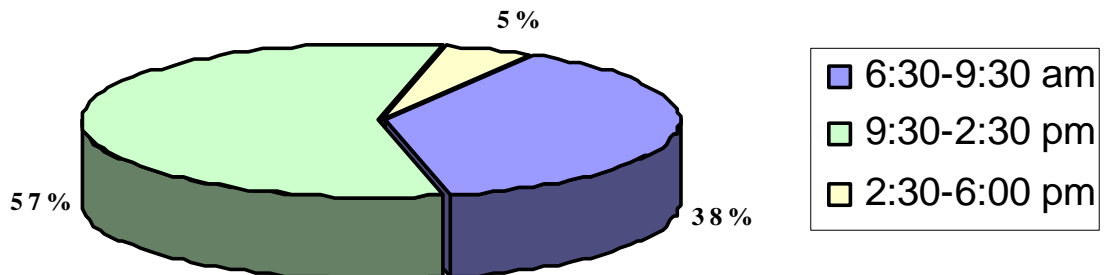
Denied Ride by Trip Purpose
4th Quarter 2007 MAPS Figures

- Medical
- Competitive Employment
- Non-Comp Employment
- Education
- Other

86%
11% 0% 1%
2%