

ANNUAL REPORT 2017

ReThink: Community Transportation



CELEBRATING
35
YEARS
1983 ★ 2018





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OUR MISSION

Implement transportation programs and services that enhance the quality of life, regional mobility and economic opportunity for people in our area.

ReThink: Community Transportation

January 29, 2018



To the trustees, leaders, staff and friends of EZ Ride,

Building a high-impact nonprofit is more than just building a great team; it is about partnering with other organizations and individuals to create greater impact than we ever could achieve alone.

For EZ Ride, 2017 embarked on new innovations in community transportation, advancing our mission of improving the quality of life of New Jersey residents. Community transportation in its many forms is the key to enabling community cohesiveness, building healthy communities, supporting local businesses, ensuring transit equity and financial sustainability, providing access to jobs and a whole lot more. We are partnering with community stakeholders, transportation providers and funding agencies as an important part of this process. We also sought the assistance of the Community Transportation Association of America (CTAA) to help us learn more about potential options and to implement a pilot program in Asbury Park. Our goal is to replicate the program in other communities.

In April 2017, we launched Ryde4Life, our membership based transportation program to help older adults in New Jersey access safe, flexible and affordable transportation, partnering with foundations, government agencies and transportation network companies (TNC) such as Lyft and Uber. The program bridges the transportation gap and the digital divide, which are the two pressing concerns as tech-driven transportation services complement or even replace existing public ones. Our members do not need a smart phone to access the service. Instead, they can use their cell phones to call an EZ Ride Coordinator to get them a ride in real time. We will be able to add other transportation providers in the future.

Walking and biking are other important components of community transportation and help to build a culture of health in our communities. We are fortunate to have received grants from the Robert Wood Johnson Foundation, New Jersey Healthy Communities Network, New Jersey Prevention Network and the New Jersey Healthy Corner Store Initiative to implement walking,

biking and community wellness programs in Asbury Park, Bloomfield, Long Branch, Orange, Plainfield and Fanwood-Scotch Plains.

Shuttle services continue to be our core business, accounting for more than two-thirds of our revenue. Last year, we successfully implemented our capital program, replacing 25 of our 30 minibuses that provide about 2,000 rides on a typical day. We also launched our first senior shuttle for the township of Montclair. A shortage of parking at our facility prevents us from ramping up our shuttle program, and we are still on the hunt for suitable space to accommodate our plans for expansion.

More than 100 riders with reduced mobility, mostly from Monmouth County, participate in our Flex-T program, and the total number of rides has surged by more than a third from 14,000 to 18,500. We are pleased to receive eight handicap-accessible minivans from NJ Transit. These will join the three MV-1 accessible vehicles that we received in 2014 to accommodate the growing ridership.

None of this would have been possible without the help and support of our Trustees, and we appreciate their leadership. I would like to welcome our new Trustees: Sandra Bleckman from Fairleigh Dickinson University, Scott Bogren from the Community Transportation Association of America (CTAA), Sal Gentile from Hartz Mountain, Kent Hansen from Pro Bono Partnership and Jim Kirkos from the Meadowlands Regional Chamber of Commerce (MRCC).

The transportation industry is changing at warp speed, and the relevance of any organization depends on its ability to adapt to the new world. In a 1997 Harvard Business Review article with the propitious title, "The Living Company," Arie de Geus declared: "In the future, the ability to learn faster than competitors may be the only sustainable competitive advantage." I am pleased to report that our staff is trying to do just that.

Respectfully,

A handwritten signature in black ink, appearing to read "Perry Frenzel". The signature is fluid and cursive, with the first name "Perry" and last name "Frenzel" clearly distinguishable.

Perry Frenzel, Chairman



ReThink: EZ Ride Marketing

Technological advancements have provided EZ Ride with the capability to improve and evolve its services, and new online communications strategies have emerged to support them.

In response, EZ Ride has introduced several new marketing platforms to brand its services and reach stakeholders and constituencies in each of its operating verticals:

Website

EZ Ride launched its new website in late 2017, reorganizing information to create intuitive navigation and enhanced online tools to:

- Allow streamlined online registration for Ryde4life and other services
- Facilitate interaction with EZ Ride personnel
- Promote events
- Capture news and social media appearances



Marketing Strategy, Publicity and Social Media Visibility

As a result of a marketing assessment, EZ Ride identified a need to improve awareness of its services in order to increase esteem and attract new prospective customers and strategic partners. We commenced a public relations and social media campaign to engage audiences about EZ Ride's activities and establish a leadership profile around transportation issues.

Search Optimization and Online Marketing Services

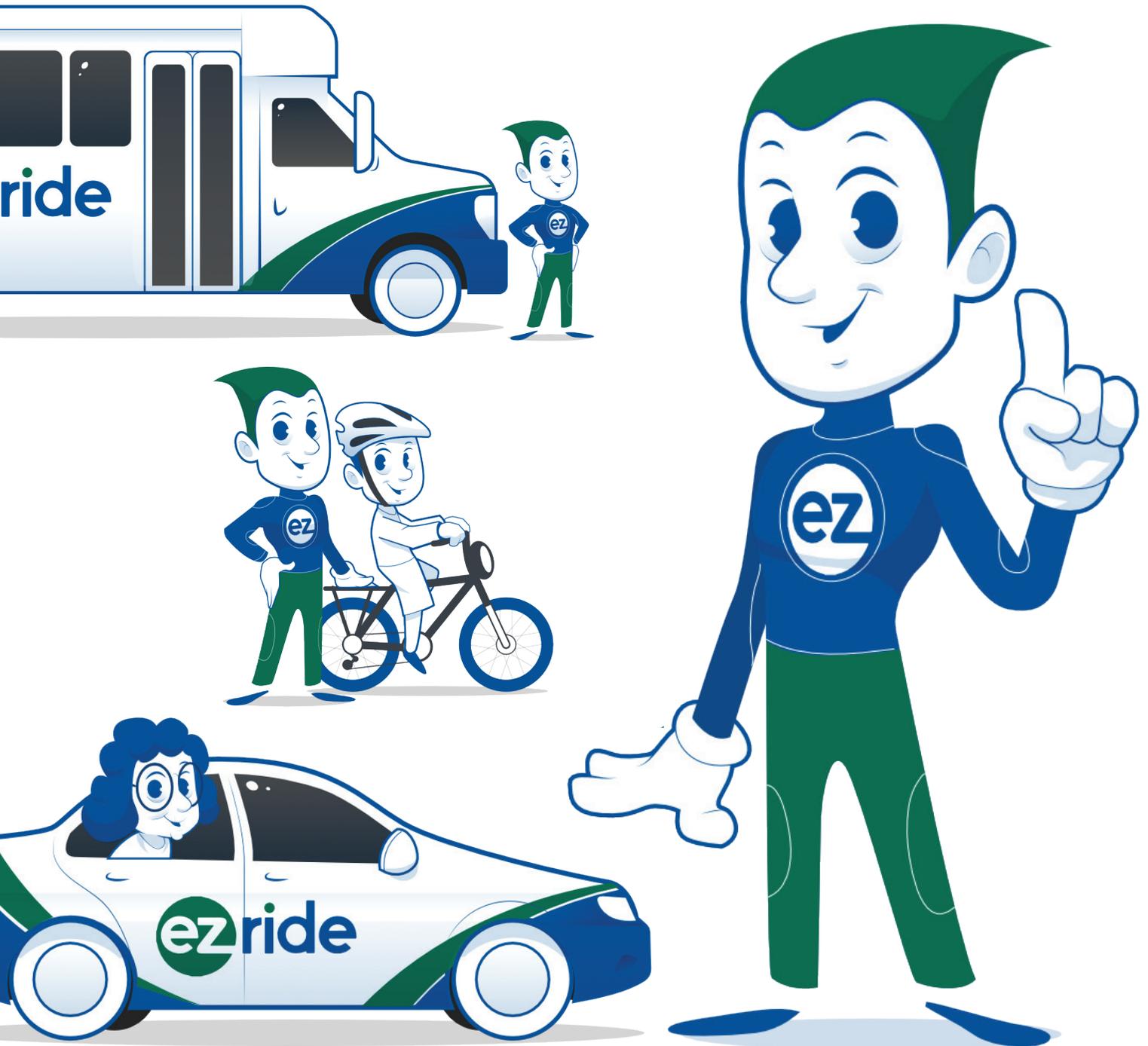
EZ Ride increased its marketing presence in 2017 and will launch several online promotional campaigns in 2018, including the following:

- Search engine optimization and registration programs to improve performance on Google and other search platforms
- Facebook, YouTube, Google and other online advertising outlets, which represent a rich opportunity to introduce Ryde4life and perhaps other EZ Ride services through forced-video views and other advertising



Meet Ezra!

EZ Ride faces separate identification issues in each of its marketing environments, in particular in differentiating its brand among constituencies who associated it with divergent programs. In order to establish a cohesive but malleable identity that it could carry through its service areas while creating additional visual value, a character named Ezra (EZ Ride Avatar) emerged from this process with a marketing strategy of representing Ezra in EZ Ride's service environments. This overcame a number of practical issues, including creating a set of icons related to the EZ Ride services when creating social media posts: now, Ezra tells the story standing next to the vehicle or riding in it.





ReThink: Transportation for Older Adults

Helping older adults successfully “age in place” has become an imperative for institutions and corporations alike as they address the doubling in size of our nation’s 65-and-older population from 43.1 million in 2012 to 83.7 million in 2050. In April 2017, EZ Ride partnered with Lyft and Uber to launch Ryde4Life program addressing both the “transportation gaps” and the “digital divide” caused by technology-resistant or challenged populations. Ryde4life and other private, tech-driven transportation services will overcome these obstacles and complement or even replace existing public transportation options.

Our riders do not need a data plan or even a smartphone to access the service. Instead, they contact an EZ Ride Coordinator using a cell phone to help them

get a ride provided by Lyft or Uber. The system can also add other transportation providers who can provide their service information online.

We provide the rides in real time, and no reservation is required. This statewide transportation program currently offers rides to individuals age 50 and over, Monday through Friday from 8 a.m. to 8 p.m., and plans to extend the days and hours of service shortly.

WHAT MAKES IT DIFFERENT?

1. We help identify the lowest cost transportation provider for every ride.
2. Smart phones are not required.
3. Live interaction with our coordinators to arrange every ride.

WHAT'S NEXT?

In addition to older adults, Ryde4Life effectively meets the transportation needs of other target groups such as lower income riders and veterans and, to a limited extent, can serve people with disabilities. Utilization rates are very sensitive to price and we have embarked on an effort to raise funds that will allow us to subsidize the cost for eligible riders. On July 1st, we rolled out a pilot program to serve lower income riders in the City of Asbury Park that provides a subsidy to cover 50 percent of the cost of a ride, allowing them to access healthcare and shopping opportunities from which they otherwise would have been excluded.

Marketing the program to the individual rider is a challenge due to our limited budget. Since 50 percent of all trips are for medical purposes, we plan to partner with healthcare related organizations including hospitals, clinics and insurance companies as well as senior centers, businesses and government agencies serving older adults to expand our customer base. Additionally, we will partner with municipalities whose residents could benefit from the program.

Success in the senior medical space will provide us with a base of satisfied customers that we can convert to broader use.

We are aware that we need to build a sense of community with our riders. More than half of older adults are active on Facebook, and we have started a Facebook page and an advertisement campaign to keep our riders informed about the program. A major limitation of the digital campaign is that less than half of our current riders have an email address.

Over the next 12-months, we intend to implement three major initiatives:

- Customized software to link with Lyft and Uber websites and automate the request for a ride
- Enhanced security by using PayPal to store information and make credit card transactions
- Streamlined billing to generate monthly statement of rides

Based on demand, we will expand the service to include trips to and from New York and Pennsylvania. Our goal for the statewide Ryde4Life program is to provide about 100,000 rides annually for older adults.

Rider Spotlight

Gloria Jenkins



Gloria Jenkins from Bogota, member since June 2012

Gloria Jenkins is one of our new riders. She was born in Jamaica and lived in London and Canada before moving to the United States and settling in Bogota, NJ. A former registered nurse (RN) at Bronx-Lebanon Hospital Center, she is active in her nursing sorority as well as her church and other community activities.

Gloria mostly uses the Ryde4Life program to attend aquatic therapy sessions. She says, “I like the independence to come and go on my own without having to count on my family. My conversations with the drivers are always interesting and I feel that I am in good hands. In fact, some of the drivers even have candy and water for their passengers.” She adds “I am pleased that I do not have to deal with paying the drivers and the folks at EZ Ride take care of the billing.” She looks forward to the upcoming extended hours and hopes that the Ryde4Life service will soon be available for her to go to church on Sundays.

Over the three-month period from April 1, 2017 to June 30, 2017, a total of more than 200 riders from 80 different municipalities have signed up to participate in the program. About 80 percent of our riders are women, and the average and median age of our riders is 81 years.

Only two communities – Hackensack and West Orange – have more than 10 participants each, and in the remaining 80 communities, participation is in the single digits. West Orange and Montclair account for 20 percent of the total 700+ trips so far. Participation in the program has increased in the more affluent communities of Cresskill, Bogota and Manalapan, and along with West Orange and Montclair, account for the largest number of rides.

The average trip length is about four miles and takes approximately 21 minutes to complete. It costs the rider about \$11, which includes the \$1 administrative fee charged by us.



ReThink: Transportation for Riders with Disabilities

The United States is home to more than 54 million people with disabilities and transportation is often cited as a major barrier by people with disabilities, especially those who are seeking employment.

EZ Ride launched the Flex-T Mobility program in 2009 in Monmouth County with a grant from the Kessler Foundation to provide rides for people with reduced mobility. The program has grown and now serves more

than 100 riders, mostly in Monmouth County, with a few in Bergen, Essex and Union counties. The initial concept was to use volunteer drivers, but we found it extremely hard to recruit enough volunteers meeting our tough selection criteria. Therefore, we were forced us to replace volunteer drivers with professional drivers who are trained to meet the challenges of serving riders with more demanding needs.

GROWING DEMAND

While the number of customers is limited, about 87 percent of the trips taken are for employment or education and training, which occur on almost a daily basis. As a result, the average client receives more than 160 rides over the year, and some take as many as 400 trips. The total number of rides provided has significantly increased over the last two years from about 10,000 in 2015 to 18,000 in 2017.

DISPERSED ORIGINS AND DESTINATIONS

Our 100+ Flex-T customers live in approximately 50 different towns and travel to different and often distant employment and training destinations, such as the ARC of Monmouth in Tinton Falls and Long Branch, OASIS (Ongoing Autistic Success in Society) in Middletown, Young Chefs Academy in Marlboro, and PrimeTime Centers (PTC) in Brick, Carteret and Eatontown.

The large number of origins and destinations makes it difficult for our clients to share a ride, and if they do, it increases the time they spend in the car traveling. Currently, the average trip length is about 7.7 miles and takes about 24 minutes. We try to limit the time spent traveling by using a larger fleet of vehicles and more drivers, which increases the cost. EZ Ride uses a fleet of 18 vehicles – six sedans and 12 minivans – to serve our riders.

FUNDING PARTNERS

EZ Ride is a qualified provider for the New Jersey Division of Developmental Disabilities (DDD) which

provides funding for services that assist adults with intellectual and developmental disabilities to live as independently as possible. About half of our customers qualify for support from DDD.

NJ Transit provides limited funding through the New Freedom Program to support our operating costs for this program. Additionally, we have received five handicap accessible vehicles that are used to provide rides for our customers in this program.

Notwithstanding the support that we receive from NJ Transit and that the customers receive from DDD, our program incurs a loss of about \$3 per trip.

SIMPLIFIED BILLING

To simplify our billing operations, we now require our non-DDD clients to provide us with a credit/debit card. Similar to E-Z Pass, we initially deduct \$50 from the credit/debit card to open the account and fund the rides. When the account balance drops to \$25 or below, we replenish the account balance by adding \$50 from the credit/debit card. All active members receive a monthly statement of rides provided and their associated costs. Additionally, we have adopted a flat mileage fee of \$2.40/mile for all rides.

EZ Ride works closely with DDD clients and their support coordinators to ensure they are aware of the price change and are getting the transportation they need. We appreciate our riders' continued participation in our Flex-T program and look forward to serving their transportation needs into the future.

Rider Spotlight

Gary Schrader

Gary Schrader, who lives in Wall Township and was diagnosed by UMDNJ with a high-functioning pervasive developmental disorder (on the autism spectrum) when he was nine years old, has used our Flex-T program since June 2016. His parents first learned he was eligible for benefits, including transportation, when they visited PrimeTime Center and learned about his annual budget and Flex-T services.

Gary has taken nearly 150 trips with us over the past year to various destinations in Eatontown such as Family Resource Associates (FRA), Five Star Aquatics, an indoor swimming pool facility, and PrimeTime Center for training and education. He is enrolled in two different programs at FRA and PTC where he learns life, social and vocational skills as well as academics.

The Flex-T program enables Gary to be more independent. His parents also appreciate that the rides are on time and accommodate Gary's needs. Gary's mother, Linda, says, "I like using EZ Ride. I'm comfortable with the people in the office and the drivers. They are very accommodating to our needs."

Gary's growing independence is epitomized by his participation in Monster Jam events. An avid fan of Monster trucks for more than 13 years, Gary has attended events in Las Vegas as well as Florida, Indianapolis and St. Louis.

Lisa Miller of Disability Services Advocacy based in South River, NJ, is one of many support coordinators who help people with disabilities, like Gary and their families, create a plan of care and an individualized budget, and access the support services needed to implement the plan. She also meets regularly with clients and their families to review outcomes and goals. Lisa says, "Access to transportation is a civil



Gary Schrader with his mother from Wall Township, member since June 2016

right. It is a prerequisite to access jobs, opportunity and a better quality of life. We are pleased to work with EZ Ride to help our clients like Gary Schrader access transportation and make a difference in his life." Her in-depth knowledge of the changing DDD funding landscape has also helped her clients, as well as EZ Ride, negotiate the financial hurdles in the process.

PrimeTime Center in Eatontown is a private day school approved by the NJ Department of Education to provide enhanced alternative programs to the public school district for students with disabling conditions. The school's educational programs provide individualized, holistic approaches to meeting the functional and behavior needs of their students. EZ Ride has 10 riders who rely on Flex-T to take advantage of the school's programs. As one of Gary's PrimeTime teachers notes, "EZ Ride always gets him to and from his program on time."



ReThink: Walking & Bicycling

Today, people of all ages, income groups and fitness levels use walking and bicycling for everyday travel, recreation and getting to and from work. EZ Ride's Bicycle & Pedestrian team strives to help communities in Bergen, Essex, Monmouth, Passaic and Union counties promote health and safe walking and biking by being a resource to inform students and residents about walking and bicycling safety; identify funding sources; and conduct walkability/bikeability assessments and education and enforcement campaigns in partnership with the local police to improve safety in the community. Additionally, in disadvantaged communities, we educate students about the importance of healthy eating and promote access to healthier food options.

We partner with public funding agencies including North Jersey Transportation Planning Authority (NJTPA), New Jersey Department of Transportation (NJDOT), NJ Transit, NJ Division of Highway Traffic Safety (NJDHTS) and private foundations to implement programs with catchy names such as Safe Routes to School (SRTS), Street Smart NJ (SSNJ), Get Active NJ, and the New Jersey Healthy Corner Store Initiative (NJ HCSI). In 2017, we worked with more than 50 schools and 100 local partners in 40 different communities, including Asbury Park, Bloomfield, Elizabeth, Fanwood-Scotch Plains, Long Branch, Orange and Plainfield, to implement bicycle and pedestrian programs. We also manage bike lockers at six train stations for commuters who ride their bicycles to the station and take the train to work.



Dewitt D. Barlow Elementary School students in Plainfield celebrate Walk to School Day in October 2017 with Mayor Adrian O. Mapp, Acting Superintendent Dr. Caryn D. Cooper and Principal Wilson Aponte

Community Spotlight

BUILDING A CULTURE OF HEALTH IN THE CITY OF PLAINFIELD

In 2015, the estimated median income in Plainfield was \$55,729, which was 23 percent lower than the statewide median of \$72,222. The city is currently home to 15 public and four charter schools. The Plainfield school district is one of 31 “School Development Authority (SDA) Districts” (former Abbott districts) statewide, which require the State to cover all costs of school building and renovation projects under the supervision of the New Jersey Schools Development Authority.

THE SITUATION

Pedestrian and bicycle safety is a concern in Plainfield. For the period from 2005 to 2015, there were 494 collisions involving pedestrians in Plainfield, accounting for 12 percent of the 4,091 pedestrian crashes in Union County, and 107, or 21.6 percent, involved children who usually were on their way to or from school. A student travel mode tally conducted in the Spring of 2016 at eight of the 19 schools suggested that approximately 20 percent of students walked and 1 percent bicycled to school.

THE GOAL

The City of Plainfield and the Plainfield School District have forged a partnership with EZ Ride and multiple stakeholders to improve bicycle and pedestrian safety and healthier food access. EZ Ride has focused its efforts on the City’s 12 elementary and middle schools with a total of more than 5,500 students. The goal is to reach students at a young age to teach and encourage safe walking and biking to school. EZ Ride established a two-year action plan with the following goals:

- Reduce the number of crashes involving pedestrians and bicyclists by at least 50 percent

- Increase the number of students who walk and bicycle to school by 35 percent
- Help secure federal grants of \$200,000 for infrastructure improvements to improve safety
- Incorporate policies that encourage walking and biking in the City’s Master plan

FORGING A PARTNERSHIP

To help accomplish these goals, EZ Ride has been working with various stakeholders and helped to convene multiple meetings to increase awareness about bicycle and pedestrian safety.

- Summer of 2015: EZ Ride partnered with numerous organizations including Plainfield Salvation Army, Union County Police Department, Union County Police’s Traffic Safety Education Program, NJ Ambassadors in Motion, AAA Northeast NJ Division, Boys and Girls Club of Plainfield, Dairy Queen, and the Voorhees Transportation Center to provide bicycle safety education to 64 local children at Salvation Army’s “Christmas in July” bicycle giveaway event.
- September 15, 2015: EZ Ride met with the Board of Education in the Plainfield Public School District to present a proposal to conduct a walkability audit for each school in conjunction with the Voorhees Transportation Center (VTC) and Rutgers University’s Bloustein School of Planning.
- November 4, 2015: The SRTS team from NJDOT, VTC and EZ Ride received approval from the Plainfield Public Schools and the City of Plainfield to move forward with developing a District Walkability Assessment and School Travel Plan.

Our Partners



The Journey



- January 2016: EZ Ride was awarded a two-year \$20,000 Healthy Communities Network Grant to implement SRTS activities; assist with the District Wide walkability audit, which could be used by township planners and civil engineers to improve the streetscape and environmental conditions to support walking and bicycling in the community; and work with community corner stores to increase access to healthier snacks and drinks for students and other customers. The Bloustein School at Rutgers University volunteered to develop the School Travel Plan (STP) as part of a Planning Studio class, and in April 2016, the District Wide School Travel Plan was completed.
- October 2016: The team identified six bodegas near the elementary schools that were ideal candidates to participate in our healthy corner store initiative and four stores agreed to be involved. These stores were given financial incentives, training to sell healthier food options, and marketing support, and in exchange, the stores agreed to offer healthy food options.
- January 2017: EZ Ride was awarded a \$5,000 Healthy Corner Store Initiative mini grant to continue our work promoting healthier food access for residents and students in local Plainfield corner stores.
- February 2017: Support has come from the Atlantic Health System, Union County Health Department, Medical Reserve Corps, Rutgers' Supplemental Nutrition Assistance Program Education (SNAP-Ed), City of Plainfield Health Department, Division of Parks and Recreation and the Office of Economic Development to provide staff and nursing assistance and health education for the Healthy Corner Store initiative and SRTS activities such as Walk to School Day events and walkability assessments.
- March 2017: Plainfield was one of 11 communities selected to receive \$304,000 in federal SRTS funding for infrastructure improvements.



**NJ Healthy
Corner Store
Initiative Mini
Grant Awarded**
\$5,000



**Safe Routes to School
Infrastructure Grant
Awarded**
\$304,000

Looking Ahead

EZ Ride recently purchased bike racks for three schools to encourage biking to school and we are actively recruiting other corner stores to partner with us to host community health events and improve access to healthier foods.

In 2018, we will continue to work on SRTS activities in the Plainfield schools and support the NJ HCSI. We are also working to encourage the City of Plainfield to pass a Complete Streets policy, to assist the School District pass a SRTS walking/ biking policy, and to increase access to fresh fruit and vegetables at local corner stores.

“We are thrilled that the City of Plainfield was awarded the 2016 Safe Routes to School Infrastructure grant. Education has many components outside of the classroom and it’s something that I am passionate about, and we take very seriously. We look forward to continuing our partnership with EZ Ride and their Bicycle & Pedestrian program team. Their efforts to support our community by partnering with corner store owners and local schools to promote healthier eating and walking/biking for our children and residents is innovative and appreciated.”

- Mayor Adrian O. Mapp



ReThink: Journey to Work

It's impossible to look at American commuting habits and not see the obvious: we are still largely dependent on the automobile. According to the 2016 American Community Survey (ACS) data, more than 76 percent of Americans drive alone to work every day; 9 percent carpool; and a little over 5 percent use public transit. Over the last 10 years, even with all the roads widened, transit lines built, ride-hailing services launched, and bike share systems introduced, we're still looking at the same fundamental distribution of commuter choices. Of course, the percentages mask the fact that the population has continued to grow and the actual number of commuters has increased. Not surprisingly, congestion is pervasive during peak commute hours, and most people dislike their commutes more than just about any other activity in their lives.

In the Greater New York area, public transit plays a dominant role in the journey to work – we believe that it is the backbone of an efficient, equitable transportation system. EZ Ride embraces a transit-first policy. We maintain 2,000 commute information displays at employer work sites, local libraries and towns to share transit information. Additionally, we think that together with transit and other shared modes we can create a robust transportation ecosystem. It is in that spirit that we offer a variety of commuter solutions to augment public transportation, including carpools, vanpools and shuttles. More than 30,000 commuters participate in our carpool program and about 350 commuters travel to work in 33 vans, mostly at large companies such as Merck and PSE&G.



All in a day's work – Shoveling snow from the roof of one of our shuttle buses

Shuttle Services

Our 30+ shuttle buses connect major transit hubs such as Secaucus Junction, Newark, Harrison, Rutherford, Lyndhurst and Long Branch to more than 300 businesses in the area, transporting more than 2,000 riders daily. Shuttles are vital to increasing access to jobs, opportunity and a better quality of life. They enable commuters to utilize public transportation by providing a reliable final transportation link.

Our shuttles operate seven days a week in greater Newark and Elizabeth during late-night hours serving low-income residents with access to jobs that start after midnight when public transportation is not available. A fleet of 10 buses operate from 1 a.m. to 5 a.m., transporting about 400 residents between their homes and Newark Penn Station or Newark Airport.

In the Meadowlands, EZ Ride shuttles help commuters link with train stations at Secaucus, Lyndhurst and Rutherford. Secaucus Junction is the major transit hub in the Meadowlands where 11 of the 13 NJ Transit lines intersect. At the Secaucus Bus Terminal, EZ Ride operates from two dedicated berths for the 12 EZ Ride buses that together make

more than a 100 trips to the Terminal and facilitate the pick-up and drop-off of nearly 1,000 riders on a typical weekday. The shuttles serve businesses in Secaucus, Overpeck Center in Ridgefield Park, Meadowlands Landmark in Rutherford and The Monarch in East Rutherford. EZ Ride also offers shuttle services to Rutherford and Lyndhurst train stations in the Meadowlands, serving residents living at Vermella Lyndhurst, The Station and The Union in Lyndhurst, and employees working at businesses such as H-Mart and Barnes & Noble.

Jim Kirkos, President and CEO of the Meadowlands Regional Chamber of Commerce, says, "For businesses in the Meadowlands, the EZ Ride shuttle services augment public transit networks, reduce parking requirements, and increase overall mobility in the area. For employees it eliminates the difficulties of driving – being caught in traffic and stuck in a car or searching for scarce parking at train stations. Additionally, the savings from not having to pay for gas and repairs, not needing one car per family member, and being able to read, play games or just relax on your commute can never be overstated."



WHAT'S NEXT?

Our vision is to shape the future, not simply to survive. By maintaining a reliable, modern fleet, continuing to invest in technology and exploring opportunities for new markets and sustainable programs, EZ Ride will continue to transform its core shuttle services and deliver on its promise to provide safe and reliable access to public transit.

The advent of driverless technology gives rise to a number of interesting questions for shuttle services. We believe that driverless technology will be successful only in highly dense urban areas because the cost of roadway improvements to accommodate them would make their introduction in other areas far too expensive. However, the basic function for our shuttle service remains unchanged: access to public transit.

Officers



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James Kirkos – Chief Executive Officer, Meadowlands Regional Chamber

David Kuhn – Assistant Commissioner, New Jersey Department of Transportation

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