



Proven Solutions.
Profound Impact.



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Mission

Implement transportation programs and services that enhance the quality of life, regional mobility, and economic opportunity for people while reducing traffic congestion and improving air quality.



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MESSAGE FROM PERRY FRENZEL, CHAIRMAN OF MEADOWLINK, 1998–2013



To the Trustees, leaders, staff and friends of Meadowlink

As 2012 draws to a close, we pause to reflect on the challenges we faced, the achievements we enjoyed and the realities of what lies ahead in 2013.

Of most significance was our successful acquisition of Trans Ware Inc. Recommended by NJ Transit, this merger brought Meadowlink \$1,640,034 in cash assets and added 37 vehicles valued at \$1,072,528 to our fleet. Our net assets more than doubled, from \$2,515,589 to \$5,510,834. Annual revenue climbed to \$5,508,458, well above the projected \$4 million. Additionally, we increased our staff strength to 100 by absorbing all of Trans Ware's employees.

This acquisition has allowed us to rethink the way we do business. As a result, we streamlined operations, expanded services and paid off the mortgage on our Wood-Ridge headquarters, providing financial relief by eliminating interest expense.

Further, it allowed us to better manage our service delivery by relocating our satellite facilities in Monmouth and Passaic counties.

Our expanding services included:

- A new shuttle service for CableVision employees in Newark.
- A shuttle from Secaucus Junction to the newly created Field Station Dinosaurs, which allowed hundreds of visitors, including many school-age children, to see more than thirty life-sized dinosaurs set against a 150 million year-old rock formation at the base of the Meadowlands.
- An expansion of the highly successful Shore EZ Ride shuttle service between the public transit stations and the beachfront communities of Asbury Park, Bradley Beach, Long Branch and Neptune.
- Safe Routes to School (SRTS) initiative in 20 different communities to encourage children to safely walk or bike to school.

We added vehicles that better suit the physical and economic needs of seniors, people with reduced mobility and lower income clients. As a result, senior citizen ridership doubled and daily ridership of people with reduced mobility increased by 83%. Similarly, we have realized a 66% increase in ridership for lower income clients.

As gasoline prices spiked during the year and the economy continued its struggle we experienced a resurgence of carpooling and vanpooling. Likewise, corporate commuter ridership increased 8%, which is substantial considering corporate cutbacks and workforce reductions.

Given the challenges of a struggling economy, these results provide a positive outlook for the immediate and long-range future. But the facts and figures are only part of the story. The other part has to do with the pride we feel in the profound impact we make on the lives of the people we serve. Because of our initiatives,

- Hundreds of seniors are able to enjoy a measure of independence under the caring eye of our volunteers.
- Lower-income clients can afford to commute to work.
- People with reduced mobility can step out of the shadows of social isolation and play a productive role in the community.
- Corporate commuters can enjoy a stress-free commute and use their time more productively.

Looking Ahead

Our record of expansion, innovation and exploration into new ventures affirms Meadowlink's vision and embodies the spirit of our mission.

In 2013 we will continue to nurture our expanding array of services across the transportation spectrum. In addition to the traditional services, we will continue to build a network of volunteer drivers who cater exclusively to the needs of senior citizens and people with reduced mobility. We will renew our interest in exploring the viability of a bike-sharing program in more densely populated areas, establish new shuttle services in North Bergen, Long Branch and Neptune, and launch a new vanpool program.

We are proud that our EZ Ride brand continues to be recognized as a symbol of convenient, stress-free mobility as it expands its footprint in additional areas of the state.

On behalf of the Meadowlink Board of Trustees, I congratulate our staff for their achievements, creative energy and dedication. I thank our Trustees for their leadership, support and commitment. And finally, I sincerely thank all of you for giving me the opportunity for these many years to serve this incredibly vital and unique organization, and to watch it grow and flourish as it has.

Respectfully,



PERRY FRENZEL

Chairman

January 28, 2013

Providing Transportation Choices for the Journey to Work

Providing Transportation Choices

For the Journey to Work

We are a nation of drivers, particularly when it comes to commuting to work. Across New Jersey, 77% of commuters – 2,909,946 people – commute alone by car. Nine percent of commuters carpool, 5% take public transportation, 7.69% walk and 0.71% ride a bike.

Apart from the obvious health and environmental effects of traffic congestion, the 2011 Urban Mobility Report published by the Texas Transportation Institute at Texas A&M University suggests that the average cost per auto commuter in the large urban areas is \$1,083, which includes 52 hours of delay and 25 gallons of gas.

As in prior years, Meadowlink worked with businesses to provide three primary commuter alternatives: Carpool, Vanpool and Shuttle programs. These programs have made a significant contribution to reducing traffic and carbon emissions. It is estimated that the use of these options has resulted in a daily reduction of 7,299 vehicle trips and 161,024 vehicle miles. In turn, this reduction has reduced Volatile Organic Compound (VOC) emissions by 73.8 Kilograms per day, Nitrogen Oxides (NOx) by 102.4 Kilograms per day and greenhouse gas (GHG) by 74,248 kilograms per day.

In addition to these reductions, Meadowlink also maintains a “transit-first policy,” which contributes to further reductions by encouraging commuters to use public transportation whenever possible.

CARPOOL PROGRAM

The Inside Story

Meadowlink’s carpool program continues to grow steadily. As a result of our efforts, commuters formed 1,328 new carpools in 2012. We signed up 4,932 clients, 12.37% more than the 4,389 clients who joined in 2011. Of these, 93.37% – 4,605 clients – signed up at one of the 133 transportation fairs we organized at corporate and university locations. The remaining 6.63% – 327 clients – applied online. Although 27 fewer transportation fairs were held (133 compared to 160 the year before) actual signups per fair increased by 10 clients – 35 per fair compared to 25 per fair during 2011.

Meadowlink continues to offer the Emergency Ride Home Program for our carpoolers, which provides up to three free rides home in case of emergency or illness. We provided a total of 83 emergency rides during the year, totaling a cost of \$10,660, approximately \$128 per ride, similar to last year’s costs.

"We commute from Easton, Pennsylvania, which is a little over an hour drive for us. By carpooling we're able to save much more money than we would if we were driving separately. It also has given us a chance to form a friendship, which goes a long way towards an enjoyable commute."

Terri Souders and Douglas Young
Symrise Inc., Teterboro



Table 1: Number of Carpools Listed by County Destination

| | Bergen | Essex | Hudson | Monmouth | Passaic | Union | Other | Total | Percent |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|---------------|-------------|
| Number of Carpoolers | 6,229 | 9,631 | 1,689 | 3,107 | 1,720 | 5,584 | 387 | 28,347 | |
| 2-Person Carpool | 1,820 | 2,932 | 502 | 802 | 497 | 1,586 | 90 | 8,229 | 70% |
| 3-Person Carpool | 509 | 638 | 148 | 214 | 161 | 433 | 37 | 2,140 | 17.5% |
| 4-Person Carpool | 288 | 423 | 103 | 5 | 110 | 308 | 24 | 1,261 | 11% |
| 5-Person Carpool | 13 | 16 | 2 | 1 | 1 | 7 | 3 | 43 | 0.5% |
| 6-Person Carpool | 22 | 9 | 3 | 15 | 4 | 4 | - | 57 | 1% |
| Total Carpools | 2,652 | 4,018 | 758 | 1,037 | 773 | 2,338 | 154 | 11,730 | 100% |
| Average Occupancy/ Carpool | 2.35 | 2.40 | 2.23 | 3.00 | 2.23 | 2.39 | 2.51 | 2.42 | |

Who's In the Pool, by Location

By far, Essex County hosts the largest share of carpools, with 9,631 riders and 4,018 carpools, as shown in **Table 1**, above. Following close behind are Bergen and Union counties, with more than 5,000 carpoolers each. Next are Monmouth, Passaic and Hudson counties. Two-person carpools account for 70% or 8,229 of our total of 11,730 carpools. Over the last three years, the average carpool occupancy rate has remained steady at about 2.4. Commuters bound for Monmouth County had the highest average vehicle occupancy at 3.0, which may be attributed to the longer commutes.

The Long and Short of It

Most carpoolers work either in the county where they live or an adjacent county. Their median commute is less than six miles. On the other end of the spectrum, Meadowlink's longest carpool travels 120 miles each way, from Fultonham, N.Y. to West Orange, N.J.

Employers and Schools Have Jumped Into the "Pool"

Employers at more than 700 locations work with Meadowlink to help their employees get to work on time and still be alert. For these businesses, we provide a range of transportation programs in addition to carpooling. But carpooling is also

appealing to colleges and universities, which contribute the largest numbers of carpoolers to Meadowlink's total number of riders. As shown in **Table 2** opposite, they include Union County College, Kean University, Bergen Community College, Rutgers University and Monmouth County College. Additionally, with the exception of Hudson County, at least one educational institution is a priority destination in each of Meadowlink's six-county service area.

The Carpool Conundrum

The census data show that New Jersey carpoolers outnumber transit riders by about 75%, making it the second-most important and popular commuting choice. Yet our database of 11,730 carpool participants amounts to only 3.54% of the 330,972 carpoolers in New Jersey. This presents an opportunity and a challenge to attract more of these carpoolers to our programs. The larger the number of participants, the greater the potential for forming new carpools, further reducing congestion and improving air quality.

Recent trends, including declining vehicle miles traveled, increasing use of public transit and shifting generational preferences toward sustainable modes of transportation, could herald a resurgence in carpooling.

Although our carpool program has enjoyed a positive trajectory, we believe that more aggressive steps can be taken to convert the “drive-alone” population into carpoolers and increase our rate of growth. Given the magnitude of the transportation challenges facing us, we believe no less an effort is warranted.

VANPOOL PROGRAM

A Different Strategy

Despite the convenience, efficiency, and savings vanpools offer, our program has experienced a decline. While vanpool formation generally correlates with workforce expansions, operational shifts and corporate relocations, the opposite conditions have prevailed over the past few years.

- **Limited Client Base & Shrinking Workforce**

While our vanpools originate from diverse locations, their destinations are concentrated primarily in two major employers. Merck and PSE&G account for 68%, or 44, of our vanpools. Last year, Merck’s acquisition of Schering Plough resulted in a reduction of three vanpools. In 2013, we anticipate a reduction of about 15 more, as the consolidation ramps up. Merck, with 31 vanpools, could be reduced to 16, which would reduce the Meadowlink vanpool fleet by 23%, from 65 to 50 vans.

- **Reduced Financial Incentives**

Vanpools have lost some of their financial appeal. In the past, during initial relocations, some employers subsidized 100% of van leases, a practice that did not continue in subsequent years.

| | No. | Employer | Total Carpoolers |
|------------------------|-----|----------------------------------|------------------|
| Bergen County | 1 | Lincoln Tech | 831 |
| | 2 | Bergen Community College | 691 |
| | 3 | Felician College | 363 |
| | 4 | Creston | 252 |
| Hudson County | 1 | R.R. Donnelly | 209 |
| | 2 | Walmart | 161 |
| | 3 | Bergen Shipping | 128 |
| | 4 | Ernst & Young | 96 |
| Passaic County | 1 | Passaic County Community College | 272 |
| | 2 | Fox Institute | 208 |
| | 3 | St. Joseph Hospital | 141 |
| | 4 | Berkeley College | 140 |
| Essex County | 1 | United | 930 |
| | 2 | Rutgers University | 855 |
| | 3 | Essex County College | 628 |
| | 4 | NJ Transit | 522 |
| Monmouth County | 1 | Monmouth County College | 522 |
| | 2 | Brookdale Community College | 496 |
| | 3 | Vonage | 196 |
| | 4 | AT&T | 141 |
| Union County | 1 | Union County College | 1,214 |
| | 2 | Kean University | 898 |
| | 3 | Jersey Gardens | 589 |
| | 4 | Walmart | 104 |

The tax benefits also appear to be declining. Based on the federal transit benefit of \$230 per month, an employee saved \$901 annually in federal taxes and the employer saved \$211 in payroll taxes. Beginning in 2012, the federal transit tax benefit is capped at \$125 per month, a 45% reduction.

The Future of Vanpooling

A limited client base, and reduced subsidies and incentives have reduced the economic appeal of vanpools. Yet other benefits – convenience, efficiency, and savings – still offer an attractive alternative to single-vehicle commuting.

By promoting these and other benefits, we believe we can adopt new strategies and bolster the program. For example, we can:

1. Identify New Corridors to Provide Vanpool Services

The future of our vanpool program hinges on providing services on corridors that do not have transit services, yet could support vanpools. Two such corridors are Jersey City to Newark, and Exit 8A on the New Jersey Turnpike to Newark. These are being explored.

2. Broaden the Client Base

A major limitation of the vanpool program was its dependence on a limited number of large employers. By providing vanpool services on major corridors we may be able to attract riders from multiple businesses, large and small, which could promote longer-term viability. We will also encourage vanpools to accept daily, weekly or monthly riders. Additionally, Meadowlink will target and

partner with non-profit organizations that specialize in job placement to make vanpools an easy option for their clients.

3. Manage the Brand

While more than 200 vanpools operate in New Jersey, they continue to be the best kept commuter secret, as the vans lack a distinct look and appeal. Meadowlink will seek to be a vanpool provider for NJ Transit. This will offer us an opportunity to wrap the vans and give them a distinct identity, while still ensuring that we can access NJ Transit subsidies for our clients. Additionally, the vans will be equipped with in-vehicle cameras and GPS systems to ensure safety and accountability.

The future success of our vanpool program could hinge on the volunteer vanpool driver and the steps we take to motivate him or her to market the program. Incentives such as free personal use of the van during evenings and weekends and gift cards to drivers and anyone

BELOW:

Unilever employees use the vanpool to commute to work on a daily basis.



who recruits riders will be explored. The driver also can have control over the route, schedule, and stops, offering a level of freedom that rivals the single-occupancy vehicle.

SHUTTLE PROGRAM

A Success Story of Over 400,000

Annual Rides

We are proud to report that in 2012, annual ridership surged past the 400,000 milestone to 412,593 passenger trips, which marked an 8% increase over trips provided during 2011. There are many reasons for this achievement, among them:

NJ Transit

NJ Transit plays a key role in our success, as most of our shuttles are designed as an extension of public transit. We help commuters complete the last of their journey – the last mile – between a transit stop and their final destination. In addition to funding support, NJ Transit allows our shuttles to use bus stops at the Secaucus Train Station and Newark Penn Station.

A Successful Merger

For more than 25 years, Meadowlink served as a broker of transportation services, using third-party providers to transport riders. That changed in 2012. With the acquisition of Trans Ware Inc., Meadowlink established its new role as a direct provider of shuttle services. The transfer yielded a fleet of 37 vehicles, mostly Ford E-450 minibuses, and increased our staff strength to 100 employees.

Expansion

Employees from more than 300 companies participate in our shuttle programs. Shuttle trips

“There are seven of us that vanpool from Middlesex County up to Northern Bergen County every day. Saving money is the number one reason we vanpool. Tolls alone cost \$165 per month, add the price of gas and it’s at least \$370 per month, never mind the wear and tear on our cars. We cut our individual cost by two thirds. That’s a big savings!

Besides saving money, we share driving. It’s tiring to drive back and forth to work every day by yourself. This way if it’s not your turn to drive, you can take a nap, read a book or magazine, do some work, or just chat with your fellow vanpoolers. It makes the commute go faster. Another great thing is that we can use the HOV lanes on the NJ Turnpike, which can shorten the trip since the lane moves faster.

If one of us has to work late, we rely on Meadowlink’s Emergency Ride Home for a ride home.

Vanpooling works for us!

.....

Pat Sullivan
Unilever Vanpool Coordinator

also include lower-income clients attending job training workshops and work-related activities.

During 2012 Meadowlink launched two new shuttle programs, one to serve Cablevision employees in Newark and another to transport visitors to the recently opened Field Station Dinosaurs attraction in Secaucus, which allowed hundreds of visitors, including many school-age children, to see more than thirty life-sized dinosaurs set against a 150-million-year-old rock formation at the base of the Meadowlands.

Ridership on our EZ Ride Shorelink shuttles increased, allowing us to expand services, connecting the public transit stations and the

beachfront communities of Long Branch, Asbury Park, Neptune and Bradley Beach.

Funding

Public and private-sector funds are used to provide shuttle services. On the public sector side, we receive federal Congestion Mitigation and Air Quality (CMAQ), Job Access and Reverse Commute (JARC) and New Freedom funds. These public sector funds require a 25% to 50% private sector match.

The annual revenue for our shuttle service programs in 2012 was \$3,414,378, which accounts for 61.98% of Meadowlink's total revenue. It excludes charter services and services provided using vans and cars, estimated to be an additional \$309,993. The primary source of funds for our shuttle programs was:

| Public Sector | |
|-------------------|--------------------|
| Grants: | \$470,537 |
| Fee for Service: | \$2,039,829 |
| Sub-Total: | \$2,510,366 |
| Private Sector | |
| Grants: | \$ 42,350 |
| Fee for Service: | \$861,662 |
| Sub-Total: | \$904,012 |

As shown, fees are our primary source of revenue, generating \$2,901,491 and accounting for 84.98% of all shuttle revenue.

Vehicles & Technology

A fleet of 20 to 25 passenger Ford E-450 minibuses provides most of our shuttle service. These vehicles are neither too small nor too large, allowing flexibility, easy access and fast service. Vehicles are replaced every three years to minimize maintenance expense and keep service reliable. Branded with the EZ Ride

logo, shuttle buses are our most visible form of advertising and help to promote our services.

Technology plays a major role in the success of our shuttle programs. Technological features in our shuttles include:

- Global Positioning (GPS) devices, Mobile Data Terminals and in-vehicle cameras, which help to improve reliability and quality of the service overall. The GPS units are extremely practical and help to identify problems as they happen, allowing us to maintain our schedules.
- In-vehicle cameras can be turned on manually or automatically by any driving-related incident. This allows us to monitor activity and ensure safety for passengers and drivers alike.
- Exclusive software programs are used to track vehicle maintenance.
- On-line scheduling and dispatching services have been automated using web-based software.

Operational Cost

During 2012, the Meadowlink fleet fluctuated between 18 and 26 mini-buses. On average, each vehicle traveled 35,016 miles, for a fleet total of 735,348 miles. The total vehicle revenue miles account for 63.95% or 470,270 miles, which suggests that about a third of our mileage was attributed to "deadhead miles," the distance traveled between our office and the first or the last pick up location.

Total vehicle revenue hours were 43,030 or 83.41% of the total 51,587. The fleet consumed 105,233 gallons of fuel at a cost of \$378,011 or \$3.59 per gallon. Other vehicle-related expenses included annual depreciation estimated at

\$316,567, fleet insurance at \$130,640 and maintenance, tolls and other vehicle-related costs of \$181,803. The total vehicle-related expense is estimated at \$1,007,021.

The number of mini-bus operators and dispatchers ranged from 49 to 56, with an average of 50. The direct total salary cost was \$1,084,081. Benefits and other related expenses were \$76,071, for a total of \$1,160,152.

Ridership Costs

In 2012, we provided 412,593 passenger trips, which marked an 8% increase over the 381,050 trips provided during 2011. Most of the trips – 96.29% or 397,294 trips – were provided on weekdays. The remaining 3.71% were provided on weekends.

According to the 2010 National Transit Database (NTD), the operating expense per unlinked passenger trip was \$29.3 for demand response services and \$3.18 for bus. This does not take into consideration the government subsidies provided to the operator, such as capital

equipment, rent-free facility, subsidized fuel, etc. Meadowlink’s cost per passenger trip is \$8.28, which is all-inclusive and has no subsidies built in.

The total cost to our funders for providing our shuttle service was \$3,414,378 or \$79.35 per vehicle revenue hour. The 412,593 passenger trips provided with 43,030 vehicle revenue hours suggest 9.59 passenger trips per vehicle revenue hour.

Increased Efficiency

As **Figure 1** (next page) shows, quarterly revenue from the shuttle programs dropped nearly \$200,000 in the second quarter and has remained at that level for the rest of the year. The increased revenue in the first quarter was due to the Shorelink and the Liberty State Park shuttles that operate only in the summer.

The average revenue per passenger trip has decreased from \$8.82 in the first quarter to \$6.83 in the fourth but this is offset by passenger trip volume. This graph represents an 8.8% rise in passenger rides over four quarters. Direct operating costs that only include driver and vehicle related costs have remained relatively constant.

Opportunities for Growth

We believe that the public transit system in New Jersey will evolve into a network of primary and secondary transit hubs, with high-speed service between them. At the same time, the transit service on local roads will decrease, increasing the demand for shuttle service between employment centers, residential locations and transit hubs.

“When Ernst & Young employees travel from our New York City location to Secaucus, NJ to attend training at our conference center, they usually travel during peak commuting hours. The Harmon Meadow EZ Ride Shuttle to/from the Secaucus train station offers professional and dependable service and provide a quicker alternative in returning to city...”

Our tag line is ‘Quality in Everything We Do.’ It is a reflection of how we conduct business. It is a compliment to EZ Ride that our employees have become accustomed to receiving the same.”

.....
 Joseph S. Pyryt
 Meadowlands Director of Administration
 Ernst & Young, LaLP

Figure 1: Comparison of Quarterly Revenues, Direct Operating Costs and Passenger Trips - 2012



Secaucus Junction and Newark Penn Station are obvious examples of high-frequency train service. We anticipate a similar resurgence of high-speed bus service on major corridors, such as Route 3 and Route 17, which could encourage the launch of new shuttles to link these services.

Overall, the success of our shuttle programs will depend on our ability to build public-private partnerships to control costs and increase access to public transit. Looking ahead, we believe opportunities exist to provide new services that address unmet needs, such as the following:

- A Long Branch Shuttle to link Monmouth University and Pier Village to the Long Branch train station.

- A Route 66 Shuttle to link the Route 66 business corridor and outlets to the Asbury Park train station.
- A Route 3 Shuttle to link businesses along the Route 3 corridor to the Secaucus train station.
- A Carlstadt/Moonachie Shuttle to link businesses on the Route 120 corridor with the Secaucus train station.

Our vision is to shape the future, not simply to survive. By maintaining a modern fleet, continuing to invest in technology and exploring opportunities for new markets and sustainable programs, Meadowlink will continue to transform its core shuttle services and deliver on its brand promise to provide efficient, reliable transportation services to the state’s most densely populated areas.

OPPOSITE:
EZ Ride shuttles connect commuters with Secaucus Junction Train Station, stopping there every 15 – 20 minutes.



ezride

SEATS 25
NO STANDEES

ezride

1.866.208.1307

www.ezride.org

OPERATOR: TRANS WARE INC.
S DOT 1240002 NJ MVC 55098

Going the Distance to Empower Seniors Age in Place

No Better Time Than Now

Our senior population is projected to grow in the coming years. As this population ages, more seniors will be facing mobility challenges due to age-related issues. They will find it difficult to move around freely and to engage in normal activities. Many of them may give up driving and, with it, the freedom they enjoyed throughout their lives. As a result, they may experience increased loneliness and depression. To many seniors who wish to remain in their homes, the thought of becoming dependent on family and friends is an unwelcome prospect. That is why easy access to affordable transportation is critical to seniors. Meadowlink has an opportunity to empower these seniors and help them retain the independence they so richly deserve. A look at the statistics may help strengthen our resolve to respond with urgency to this growing need.

Growth of Senior Population

Thanks to advances in science and medicine, senior citizens are living and remaining active longer than ever before. The senior population in the United States has doubled in the last 12 years and is projected to peak in 2030 at 71.5 million, one in every five Americans. New Jersey alone will see a 60% increase in senior citizens.

The Surface Transportation Policy Project (2004) suggests that a 75-year old today is

likely to experience six to ten years as a non-driver. And according to the USDOT and Bureau of Transportation Statistics, non-drivers make 50% fewer shopping trips, 65% fewer social trips and 15% fewer medical trips. This means about 54% of non-drivers will stay home due to lack of transportation, which helps to demonstrate the critical need for providing them with transportation alternatives.

Roadblocks to Mobility

Unfortunately, without help these seniors would be forced to face the stark realities of aging and economics. To many seniors, a car is a symbol of freedom. Their extreme reluctance to “give up the keys” is understandable. However, for many seniors, especially those over the age of 75, age-related issues such as weakening sensory perception, vision problems and slower reaction time make driving a difficult and potentially dangerous prospect.

Economics poses another problem. According to AAA, it can cost up to \$4,200 a year to own a car. This means that for those seniors who “give up the keys,” it would still cost about \$11 a day to have a car sitting in their driveway. It is a financial drain they cannot afford, especially when they are living on a limited income.

**Community Cars Program:
Necessity or Moral Imperative?**

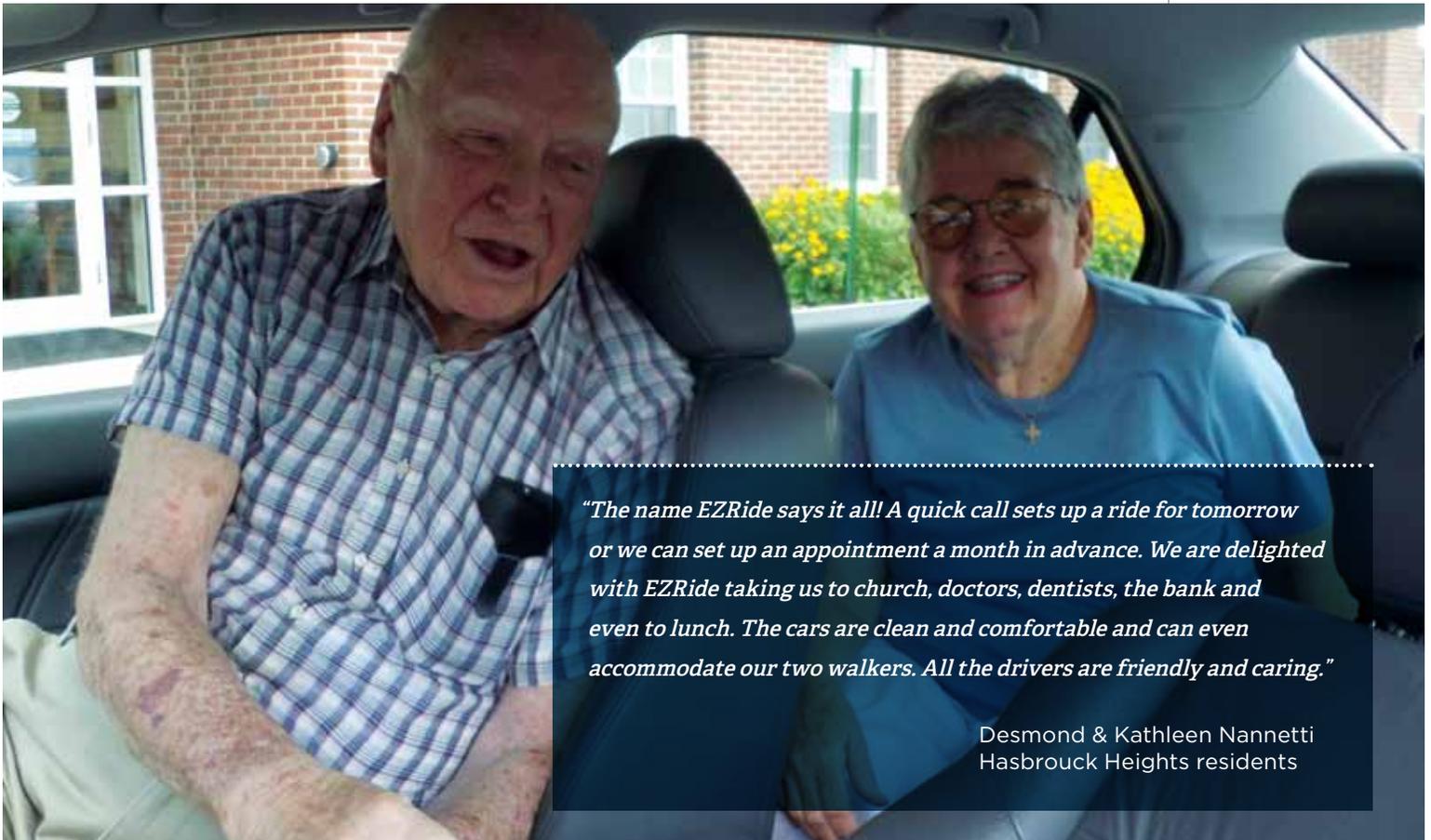
Meadowlink recognizes the challenges seniors face. That is why we developed the *Community Cars* program. Given the future growth of our senior population, expanding the program is not only a necessity but could also be seen as a moral imperative. The *Community Cars* program provides affordable transportation and helps seniors continue to take part in their communities. We are confident the program will go a long way to help seniors achieve self-reliance and independence.

While much of *Community Cars*' clients use the service to visit doctors and medical facilities, they are by no means the majority. In 2012, 53% of all rides were for non-medical purposes: to visit friends, go to the bank, shop for groceries, see a movie and visit the mall or local community centers.

Community Cars now serves seniors in six counties: Bergen, Essex, Hudson, Monmouth, Passaic, and Union and works to provide them with a measure of independence at the most affordable prices available. Providing a service more flexible than public transportation at rates far lower than taxis, *Community Cars* provides seniors with an affordable alternative that helps them retain their freedom.

Although our service is available to anyone over 60, the majority of our clients are in their early eighties, a figure that has held steady since 2008. Seniors at this age are less able to leave their houses and nearly half of our clients have specific issues with mobility.

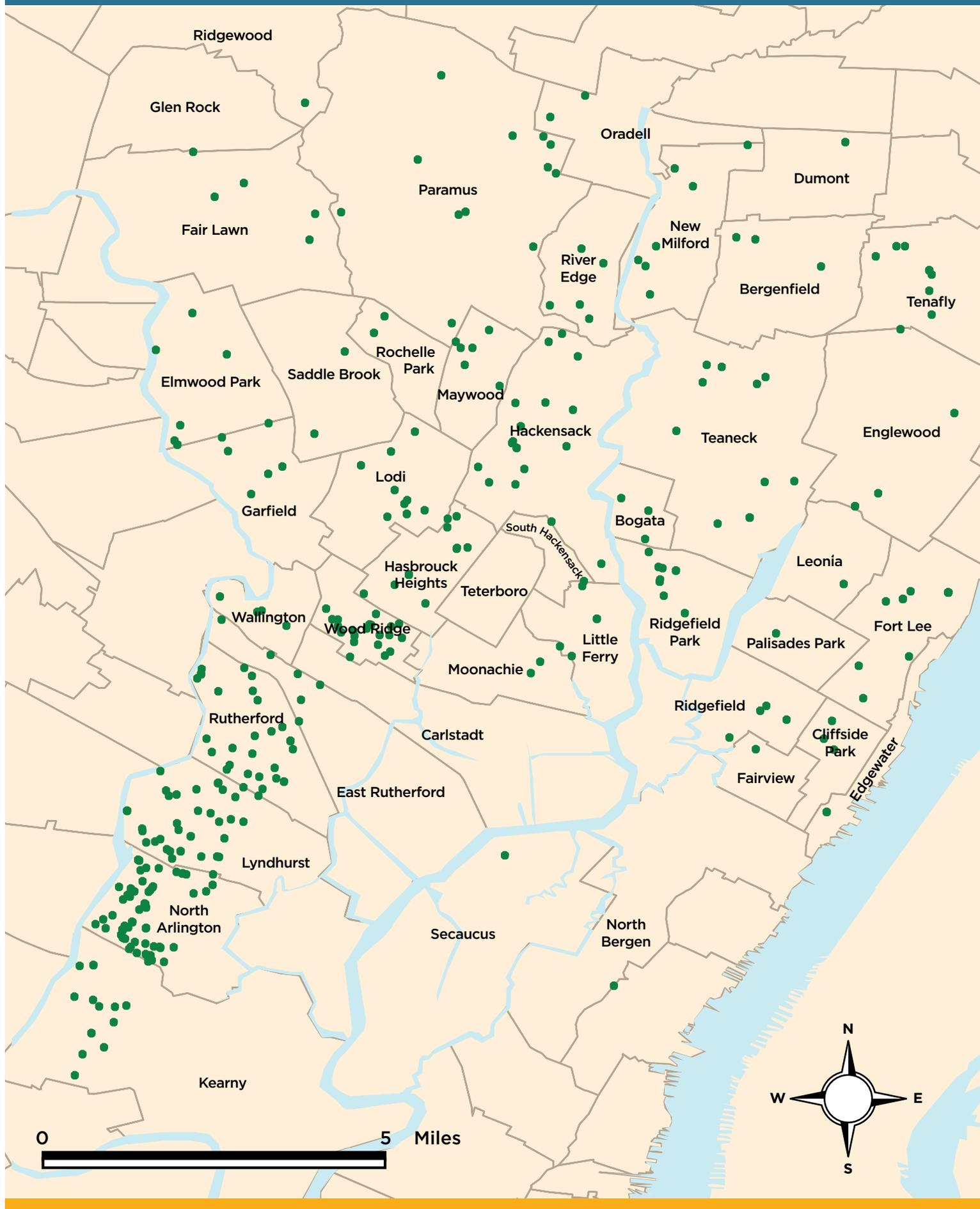
The sense of freedom offered by *Community Cars* can brighten their outlook, while allowing them to avoid the financial burden of owning a car.



"The name EZRide says it all! A quick call sets up a ride for tomorrow or we can set up an appointment a month in advance. We are delighted with EZRide taking us to church, doctors, dentists, the bank and even to lunch. The cars are clean and comfortable and can even accommodate our two walkers. All the drivers are friendly and caring."

Desmond & Kathleen Nannetti
Hasbrouck Heights residents

Figure 2: Map Showing Residential Locations of *Community Cars* Clients in Bergen/Hudson County Fiscal Year 2012



Thanks to *Community Cars*, many of these seniors are able to go where they like and continue to lead normal lives.

A Spike in Popularity

Over the last twelve months in Bergen and Hudson counties, *Community Cars* ridership has tripled, concurrent with the growth of the senior population. *Community Cars* now serves more than 300 clients in 43 communities in Bergen County alone and the numbers continue to increase. As shown in **Figure 2**, our largest concentration of members is in southern Bergen County.

In 2008, total rides for the entire year amounted to 200. In 2009, rides averaged 200 a month. In 2011, the monthly total rose to 300 and by June 2012, *Community Cars* was providing 700 rides per month. Rides provided during the four months of March through June 2012 accounted for 47% of all rides provided during the entire year!

In July 2011, approximately half of our customers were regular riders, while the other half used *Community Cars* once or twice a year for emergencies and special occasions. By June 2012, only one third of our registered customers rode with us regularly. A narrowing customer based coupled with increasing ridership suggests that they use the service with even greater frequency than in the past.

Of all current registered riders, 36 have been with the program since 2008. The program saw a steady net growth of approximately 30 clients per year until 2011. During 2012, the number of new riders spiked to 84 and 72 of them remain with the program. During the first six months of 2012, we have accepted more than 180 new

customers. The number continues to rise as more and more people hear about our service.

Community Cars Garners Funding from Multiple Foundations

Meadowlink is very proud of its *Community Cars* program and the recognition it has earned over the past few years.

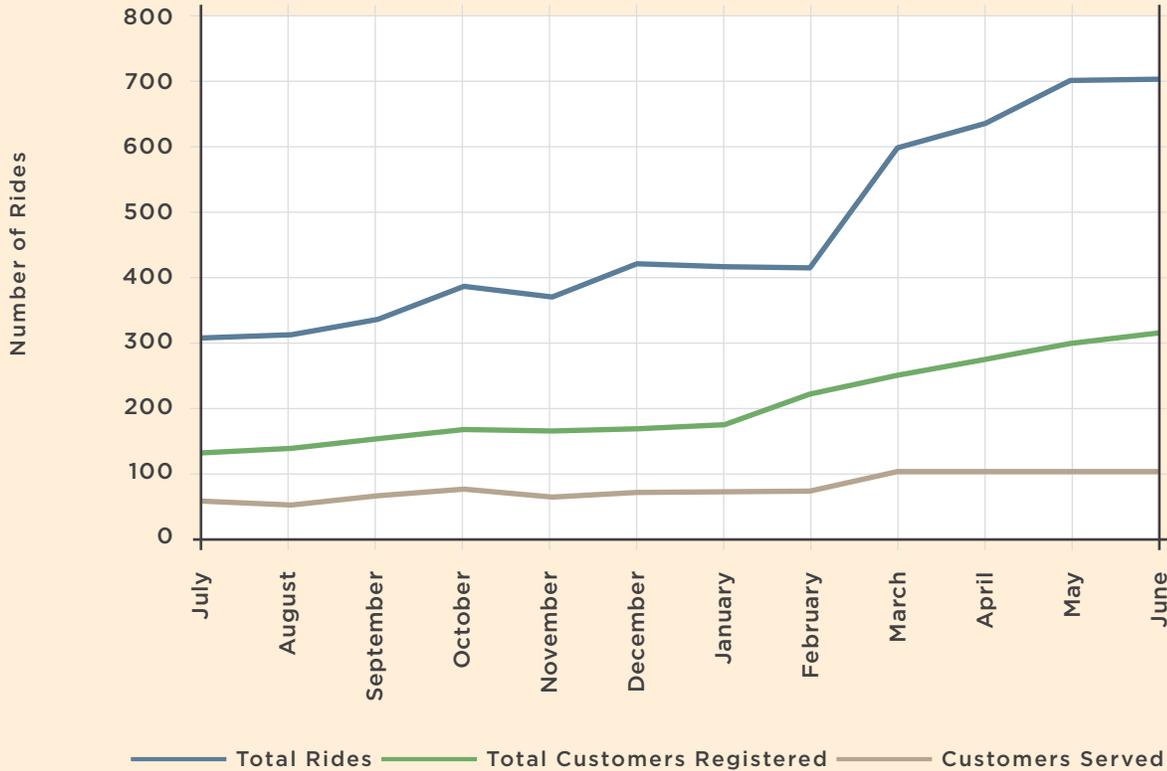
As early as 2008, the National Center of Senior Transportation recognized the combined benefits of the program and provided the seed funding to launch the program. Subsequently, the Beverly Foundation awarded the program its STAR of Excellence in 2010 for Supplementary Transportation Programs for seniors. In 2012, the Henry and Marilyn Taub Foundation provided funding to launch a marketing campaign for the program in Bergen and Passaic counties.

In High Demand

The ridership and popularity of the *Community Cars* program had been steadily rising since its inception in 2008. But when an article appeared in the Bergen Record in March 2012, membership spiked within the month. As shown in **Figure 3**, next page, this growth continued and in the five months since then, *Community Cars* has provided more than twice its usual rides. The popularity of this program is still growing and next year is likely to be our busiest yet.

The large increase in rides is almost entirely due to the influx of new customers. The average regular customer schedules between four-to-six rides per month. While this average hasn't changed much since *Community Cars* has been in operation, some of our more frequent riders schedule as many as 28 rides per month.

Figure 3: Comparison of Total Rides Provided, Customers Registered, and Customers Served (2011-2012 Fiscal Year)



However, in a recent survey, the majority of our riders voiced only one complaint: “Difficult to schedule rides!” This difficulty is due to the huge increase in demand and the limited number of volunteer drivers. The rate of growth inspired by media coverage suggests that the demand for this service is significant. Increased capacity will be needed to fill the need and marketing activity will be required to inform people how to access the service.

LESSONS LEARNED

Consolidation

The first important lesson we learned this year is the need to consolidate. In earlier months, fewer rides were provided but at greater distances (**Figure 4**), because many riders wanted to travel outside of our service range. This proved to be an inefficient use of resources, as it kept the vehicles in use for longer periods for fewer

riders. In response, we narrowed our service area to better serve more clients in less time. As shown in **Figure 4**, this has proven to be an effective strategy, as average miles have decreased, fuel costs have also decreased and we have served more riders with greater frequency.

Peak Hours

Perhaps not surprisingly, *Community Cars* ridership conforms to a pattern of peak hours. As shown in **Figure 5**, between 9 a.m. and 10 a.m., 25% to 30% of all outgoing rides take place, while returning rides occur between the hours of 2 p.m. and 4 p.m. All told, 60% of outgoing rides occur before noon and more than 70% of all return rides occur after noon. On an average of 500 rides per month, up to 70 rides can be scheduled for the intervals between 9 a.m. and 10 a.m. and between 2 p.m. and 4 p.m. .

Figure 4: Comparison of Total Mileage, Fuel Expenses, and Rides Provided (2011-2012 Fiscal Year)

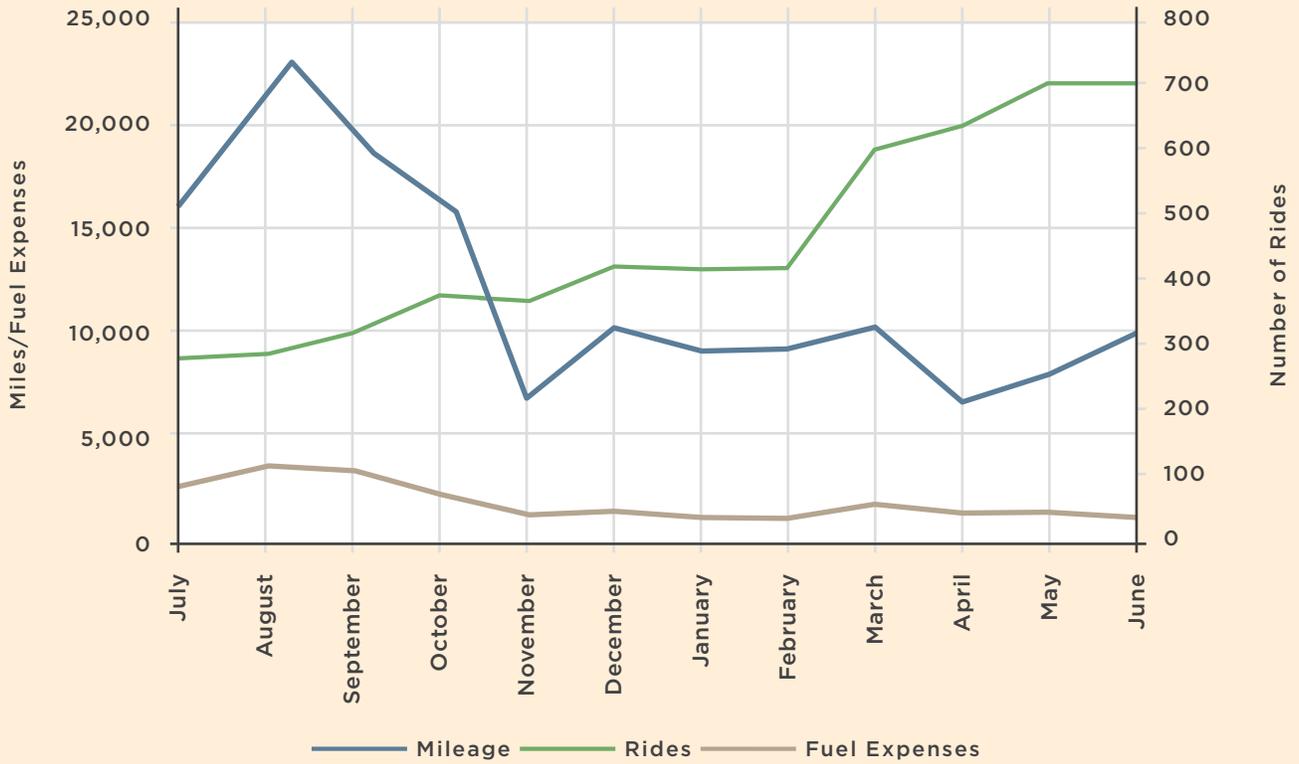
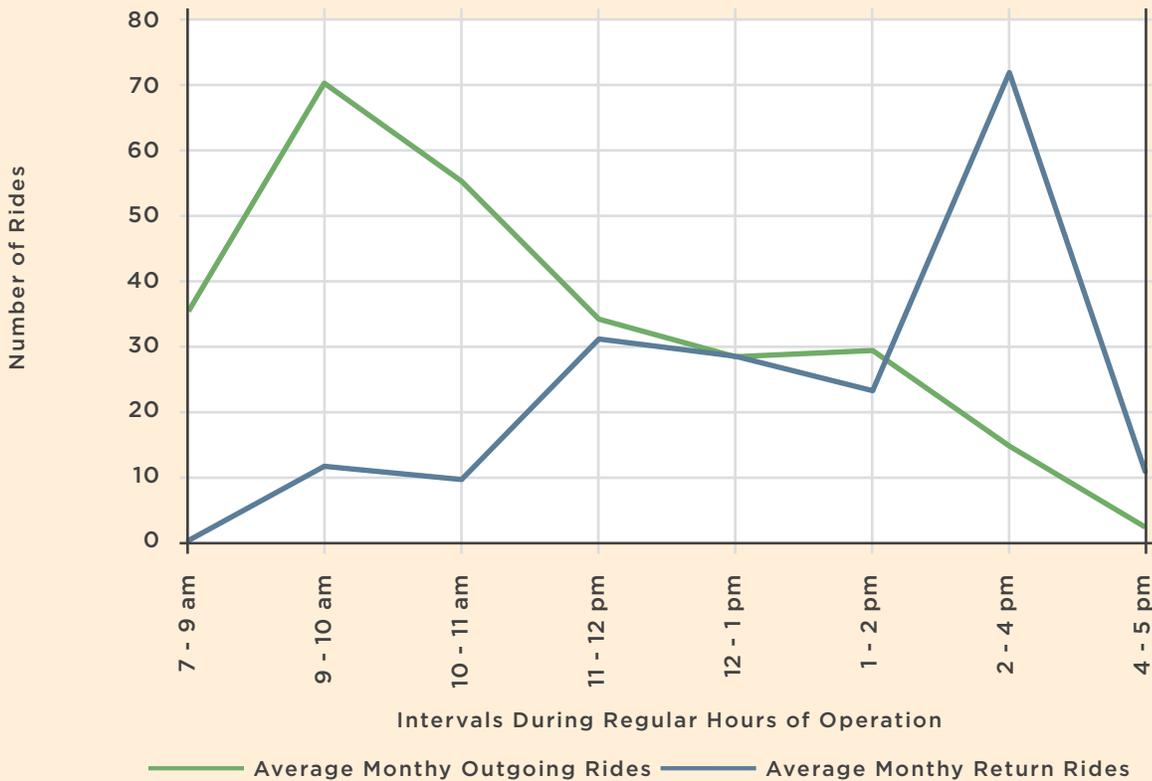


Figure 5: Average Number of Rides Per Hour Per Month (2011-2012 Fiscal Year)



Technology

We have been experimenting with non-hybrid vehicles and various fixes for our battery issues, and it has been a challenge. Our experiments with solar battery chargers proved less than satisfactory and we are now investing in dual-battery technologies. Having a second battery in the car solves the problem of drainage over weekends, but there have been other bumps along the way. For example, our cars' systems were getting overloaded from being connected to two batteries causing equipment burn out. We will continue to explore new technology to address these issues.

Sustainability

In the last 12-months, the *Community Cars* program that was launched in 2008 in Bergen County has been expanded to Essex, Hudson, Monmouth, Passaic and Union counties. Bergen County accounts for 80% of the client base. A review of the finances of the program in Bergen County shows that the annual vehicle-related-cost of the program was \$64,712. Since the program uses volunteer drivers, there are no costs associated with drivers. Also excluded are the costs related to staffing, customer service and management, since they are paid by other sources.

1. Capital Intensive Program:

The fixed cost for the program accounts for 82% of the expenses. Capital cost for vehicles account for 42%; insurance 22%; reservation system 13%; in-vehicle cameras and the GPS tracking system 5%.

2. Limited Flexibility for Operator:

Variable costs amount to 18% of total costs, or \$11,565. Of this, 10% or \$6,182 is allocated to fuel and repairs; 7% or \$4,783 goes toward maintenance; and 1% or \$600 covers miscellaneous expenses.

3. Efficient Usage of Resources:

The program provided 5,833 trips, at a cost of \$11.09 per trip. The fare box revenue covers 53% or \$34,463 of the total costs. The financial viability and future growth of the *Community Cars* program hinge on Meadowlink's ability to secure capital to purchase additional vehicles, which as stated above, account for 42% of total program costs. The ability to acquire new vehicles, coupled with the fare box revenue, could cover 95% of service costs.

To address the remaining 5%, we believe we could generate new revenue, with no effect on fixed cost, by extending weekday hours and adding weekend hours, particularly on Saturdays. Positive customer reaction to these ideas indicates that such an extension of hours would yield very positive results.

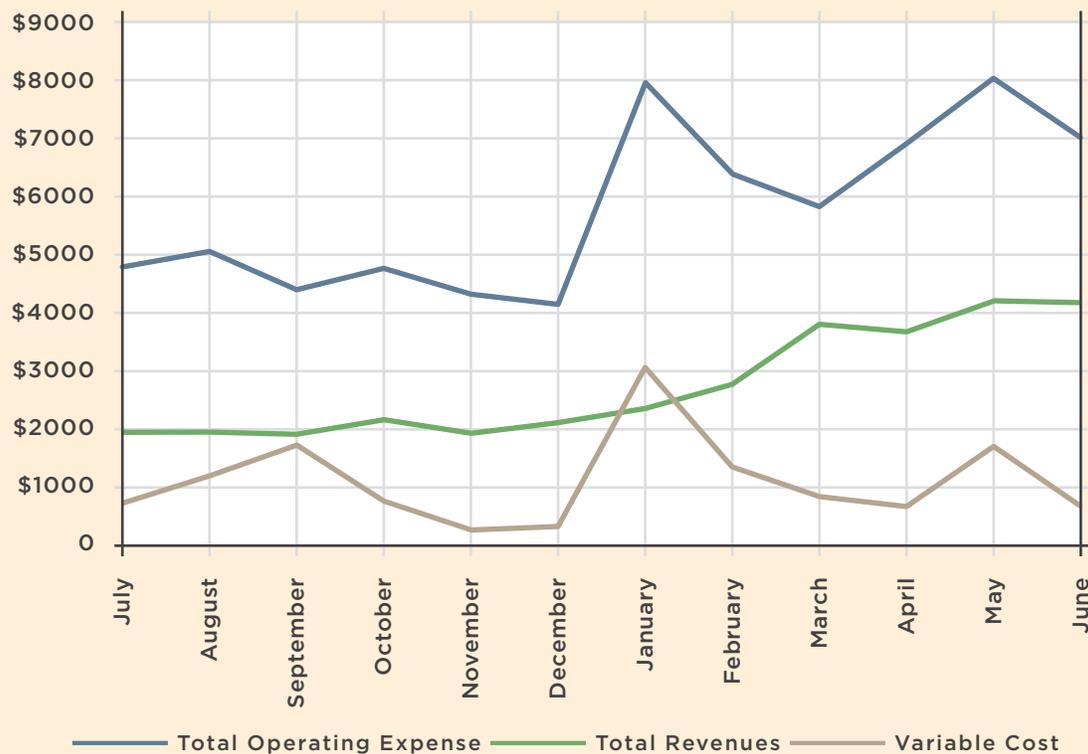
As shown in **Figure 6**, our total revenue covered variable costs in real time for the last fiscal year, except for the spike in January. The more telling issue here, however, is that while variable costs returned to normal after February, total operating costs appear to be rising. This means that our total fixed cost has risen by nearly one third. The most expensive component of the fixed cost is the cost of the vehicles. If we can succeed in having a foundation or company provide new vehicles, the program would become far more sustainable.

FOCUS ON THE FUTURE

Extension of Service

In order to better serve our customers' needs and derive even greater use of our cars, we have been considering extending hours during evenings and weekends, as discussed in the section on Sustainability. According to our

Figure 6: Comparison of Total Operating Expense, Revenues, and Variable Cost (2011-2012 Fiscal Year)



recent survey, two thirds of our clients are likely to use our service if it were offered between 4 p.m. and 6 p.m. More than half of those interviewed also said they would be likely or very likely to use *Community Cars* on Saturday. Using the cars on weekends would generate more revenue and would have the added benefit of preventing battery drain, which occurs when vehicles are not in use. In addition, it could present a useful structure for the incremental increase of service to eventually being offered on Sundays.

According to our survey, more than a quarter of those interviewed still rely heavily on friends and family for frequent rides, sometimes on a daily basis. By extending our service hours, we would also provide relief to these caretakers. For a similar variable cost per day, we would be able to serve the major portion of our clients, while improving the return on investment in our cars.

Local Partnerships

Community Cars is about building local relationships that benefit the community at large. A major priority of *Community Cars* for the coming year is to strengthen its partnership with local foundations and businesses, which could help increase our service capacity, funding and equipment. The recent grant we secured from the Henry and Marilyn Taub Foundation will go a long way in benefiting the program. We also plan to create opportunities for businesses to sponsor rides. We believe that strengthening our ties with local and national foundations is the way forward.

We are also soliciting aid of the car rental companies, as some of them focus on building community ties and making charitable contributions, both monetary and automotive.

We believe that their goals are very much aligned with our own and that they may serve as

valuable partners in helping to increase mobility for senior citizens in the areas we serve.

Getting to Know Our Customers

We recently obtained helpful information from a phone survey of our clients, with a return rate of about 50%. We asked questions relating to their demographics, quality of mobility, overall health, transportation circumstances regarding public and private options, and information about their finances and budgeting.

Nearly 44% learned about *Community Cars* through a senior group or community center. Most of the remainder heard about the program through friends and family. We also learned that 30% of clients interviewed still drive and own a car and that very few of them had any idea how much that was costing them per month. Many said that they were “free” or gave numbers under \$100 a month. According to AAA, most seniors have no idea how much their cars cost them each month.

Apart from *Community Cars*, 30% of riders use no other methods of transportation. Eight percent use taxis, 16% use a personal car or county bus system and 26% rely on friends and family. Most use these services from one-to-three times per month. Many, especially those who rely on family and friends, do so 7-to-10 times per month.

More than 40% of clients have a specific condition that limits their mobility. The majority of these have arthritis, joint, leg, and back issues and have trouble walking. Many of them rely on canes and walkers. The next two most common issues that restrict mobility are vision and heart conditions.

In terms of expanding our services, 51% responded that they would be likely or very likely to use *Community Cars* if it offered service between 4 p.m. and 6 p.m. on weekdays. Clients were less enthusiastic about 6 p.m. to 8 p.m. time slot but nearly a quarter of them expressed interest. The notion of a Saturday service was also popular, as 44% responded favorably to it. Sunday was less popular, as most are with their families or going to church on Sundays.

In general, the vast majority of responses to customer service were very positive. There were a few complaints about communication issues with some drivers, difficulty receiving a ride and with our policy requiring customers to call so far in advance. When asked if they would recommend the service, all but one said “yes.” About 62% said they were “very satisfied.” Five riders said they were “somewhat dissatisfied” because of personal experiences, such as, “it was difficult to get in touch with the office,” or that “the office failed to call them back” when they were told to expect a call. A few customers complained about our pricing, saying it is confusing or too high.

Conclusion

The popularity of our *Community Cars* program is indicative of the growing demand for an efficient and reliable alternative transportation option for seniors. More importantly, it underscores the urgent need to ramp up our efforts. Such an effort must include gaining insights into the specific needs of seniors, segmenting the market to optimize service value, allocating sufficient resources, investing in technology and assessing the practical challenges of transporting seniors.

Our past experience in administering the senior transportation services has given us the ability to deal with these issues. The single greatest need that requires our attention is the recruitment of volunteer drivers to meet the increasing demand for our services.

Volunteer drivers make the program viable, as the enormous financial burden of paying drivers would render it unaffordable. We also believe the idea of “paying” to help seniors undermines the spirit of volunteerism. Our mission calls on us to transform the lives of people and the communities they live in for the better. To succeed, we must do more than just build a program or organization. We must build a MOVEMENT.

BELOW:

Some of EZ Ride's many volunteer drivers, together with Meadowlink staff.

Special Thanks to Volunteer Staff

Volunteer Drivers represent a critical ingredient in the program's success. Recruiting and advertising for volunteers has always been

our top priority. To retain existing volunteers, we implemented a reward and appreciation program, which allows them to earn transferrable rides for every hour of work they log. To make volunteerism attractive, we host an annual dinner ceremony to recognize and reward their service. Despite these efforts, it remains difficult to find people with enough time to volunteer and a shortage of drivers remains a major constraint in program expansion.

Our wonderful staff of volunteer drivers is the mainstay of the *Community Cars* project. Without them, this service would not exist, and so many seniors would remain isolated and immobile. They perform an incredibly valuable service to their communities, and we are very grateful to them. In 2012, our volunteer drivers logged 4,300 hours, an impressive feat by any measure.



Reaching Out To People With Reduced Mobility

At the heart of Meadowlink's mission is a very simple but lofty ideal: to improve the lives of the people we serve. Our shuttles and cars emblazoned with the EZ Ride logo, meandering through the streets of cities and townships, are more than just vehicles transporting people from one place to another. We carry their dreams, hopes and aspirations. We serve as the bridge that connects them with one another. We help them form social bonds and fulfill the basic needs of life in general. To say we are in the business of offering mobility solutions is not only an oversimplification of the underlying issues, but a violation of the very essence of our mission. The services we provide to various segments of the population affect their lives at a deeper level. This is especially true in the case of people with reduced mobility, who are unable to drive or move around independently due to mental or physical disabilities.

No Easy Task

In today's "connected" world, it may be hard for us to believe there are those who are "disconnected". The sad truth is there are so many among us who have physical or mental disabilities that prevent them from driving or moving independently. Lack of transportation is a huge obstacle to overcome, both financially and logistically. Additionally, the lack of transportation options reduces their access to employment opportunities.

According to the Bureau of Labor Statistics, in 2011, the unemployment rate among those working without disabilities was 8.7% while it was 15% among those with disabilities. This helps illustrate how much more difficult it can be to attain gainful employment when living with a disability. For people living with a disability, the consequences of lack of transportation go beyond employment needs. They may lead to social isolation and mental health problems.

Teeing Off With Flex-T

Meadowlink launched the Flex-T Mobility Partner program in November, 2009. As the name suggests, Flex-T provides flexibly scheduled transportation. To meet the special needs of those with disabilities and mobility issues, we hand-picked drivers who are caring, capable and responsible, and also used vehicles with features that provide easy accessibility.

Most clients use Flex-T service regularly to get to and from work. It is a measure of how important this service is, especially when we see it in the context of rising unemployment rates among people with disabilities. The client base for Flex-T is quite consolidated.

In Monmouth County, there are only 38 clients, but they are near daily users of this service, and accrue on average more than 770 rides per



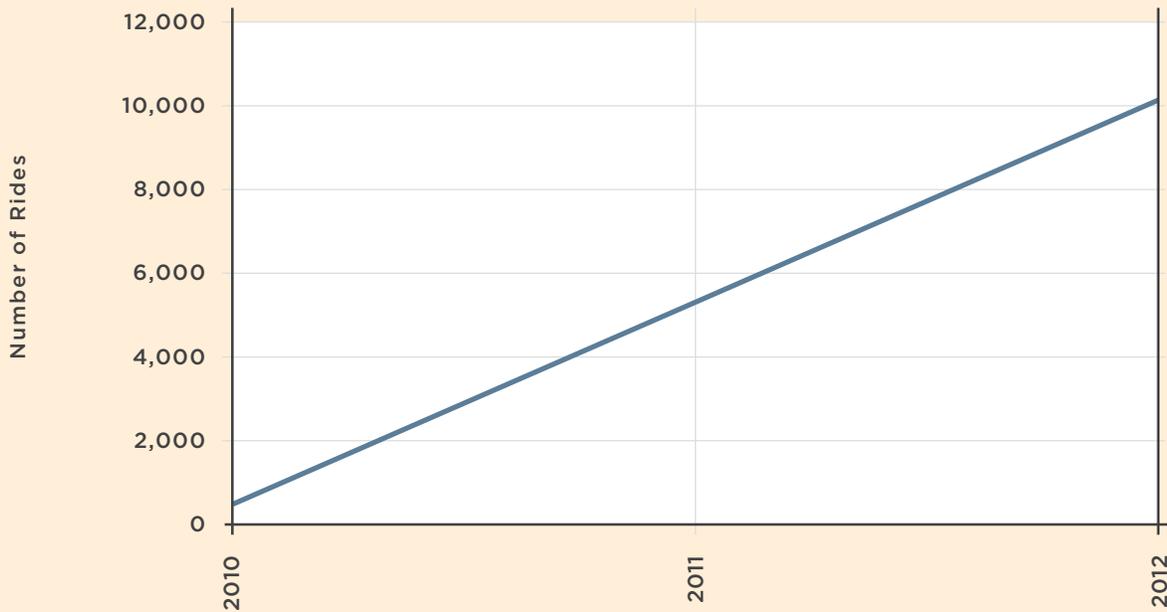
month. Last year, the total rides in Monmouth County alone were 9,277. These few clients account for 91% of all the Flex-T rides. Flex-T clients account for more rides per month on average than other comparable programs with triple the number of clients! By providing the all-important transportation, this program not only helps improve the quality of life for clients with reduced mobility, but also provides them access to the job market and boosts employment rates.

Unprecedented Growth

The Flex-T program has experienced incredible growth in the short time it has been around. In 2010, we provided 637 rides for the whole year. In 2011, this number jumped up to 5,531 (an eight fold increase!). This year, we broke 10,100 rides, still doubling our ridership. The demand for this program is clearly there, and we only have around 55 clients all told. There is still enormous potential for this service as our pilot programs in

ABOVE:

Salvatore Vincitore and Michael Warchal, Monmouth County residents, use the Flex-T Program 5 days a week to get to and from work.

Figure 7: Total Rides Provided by the Flex-T Program (2010-2012)

Essex/Union and Bergen/Hudson counties pick up speed. There are three clients in Essex/Union County who use the service five days a week. The graph above, **Figure 7**, shows the incredible speed at which the program has been growing.

While it seems too good to be true, the above graph of rides provided over the last three years gives us an almost perfectly linear growth. This indicates a very steady rate of growth per year, which doesn't show any sign of slowing down. In fact, if the program does as well in other areas as it has in Monmouth, the overall program growth will be even higher. The popularity and the success of this program did not go unnoticed.

Flex-T: Acclaimed as a Model to Emulate

The Flex-T program has received recognition from the Alan M. Voorhees Transportation Center (VTC) at Rutgers University. Out of 186 community transit agencies surveyed across the

nation, Meadowlink's Flex-T Program was rated among the five best model programs for serving clients with disabilities. VTC recommends this model to other organizations working in New Jersey and suggests that the program should be an integral part of the New Jersey county coordinated systems.

Fruitful Coalition

An important factor in the success of the program has been the close partnerships we have developed and maintained, especially with the Kessler Foundation. Without their help this program would not have seen the light of the day. In this regard, the pivotal role played by the ARC of Monmouth County, Water and Sims, Center for Vocational Rehabilitation (CVR) and the MOCEANS Center for Independent Living, who all currently support and aid this program, cannot be overstated. Partnerships with these organizations provided us access to clients who use our services.

Our robust relationship with the Monmouth County Office on Disabilities and Monmouth County Department of Transportation helped us a great deal in our marketing and driver recruitment efforts that are essential for the program's growth and expansion. Without the necessary marketing, we would not be able to meet the great demand that clearly exists for this service. Without drivers, we would not be able to provide as many rides as we currently do.

A CHANGE IN METHODOLOGY

Driver Recruitment

Until the end of 2011, the Flex-T program used volunteer riders to provide transportation to

our clients with reduced mobility. However, providing more than 700 rides per month is demanding and it can be difficult to maintain a ready group of drivers without the incentive of pay. This forced us to consider other options.

As a result, to meet the growing demand for drivers, in 2012 we began recruiting "paid drivers" to work with our special needs customers. Although with this move, we were able to provide excellent services to all our clients, it had some unintended consequences.

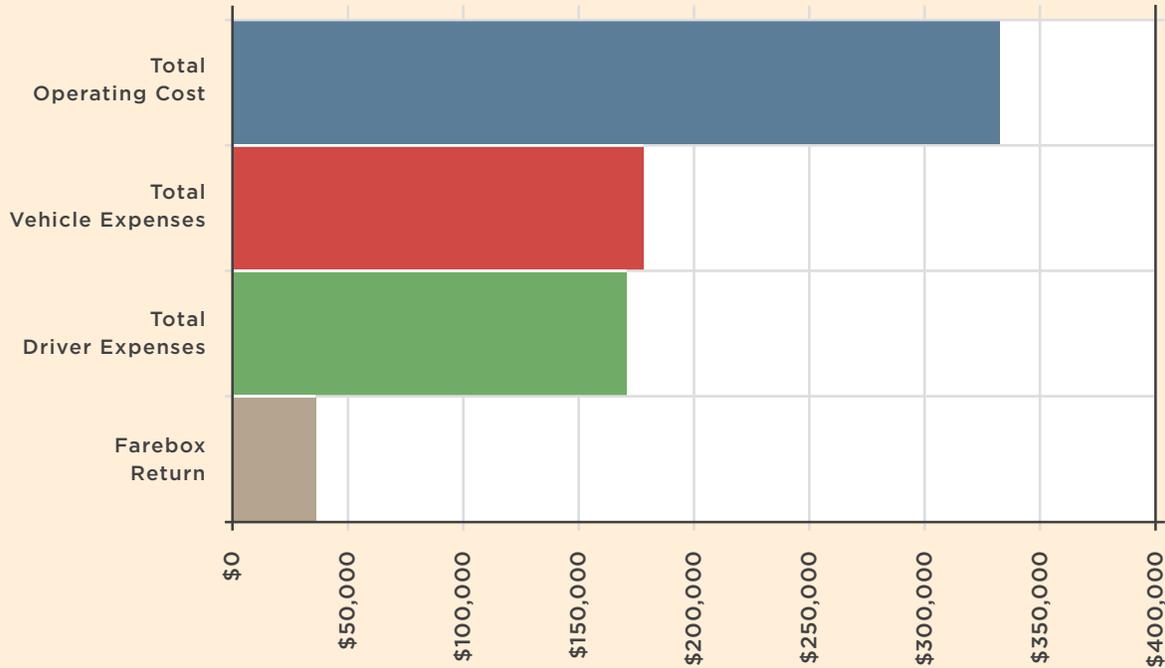
The introduction of "paid drivers" has significantly increased the program's operating costs. Driver expenses account for 49% of

BELOW:

Two of our Union County clients use the service to travel to Somerset County.



Figure 8: Comparison of Program Costs and Farebox Return of the Flex-T Program Fiscal Year 2012



the total operating cost of the program. The other 51% are vehicle related costs. Due to this huge financial burden, it has become apparent that using “paid drivers” is no longer a viable option. As a result, Meadowlink, with the help from many partners, is currently mounting aggressive efforts to recruit more volunteers. The contributions of volunteer drivers add enormous value in terms of our mission values and the future growth of the program. For our clients with reduced mobility, volunteers are more than just a driver. Our volunteer drivers are care-givers, companions and friends who help them make new social connections and lead a fuller and richer life. However, given the program’s phenomenal growth in recent years, an all-volunteer army of drivers alone may not be enough to meet the demand for this service.

There may come a time at some point in the future that it will become necessary for us to recruit a few “paid drivers” to add to the roster of volunteers.

Streamlining With Technology

The introduction of PTMS software for dispatching and scheduling is another welcome change we made last year. This software has been very helpful in streamlining our efforts and has greatly improved the program’s efficiency by allowing us to schedule a greater volume of rides at a greater speed. Considering our client base and how often this service is used, it is advantageous to be able to schedule rides at once and set up a long term schedule for our customers.

The Challenge

The Flex-T program is in high demand as evidenced by the growing ridership over the last 3-years. Our challenge is to balance the affordability of the program and its financial sustainability.

Affordability

Our clients are highly-motivated and are more than willing to do their share. We have few trip cancellations and issues with payment. However, even the nominal pick-up fee of \$2.50 and the mileage fee of \$0.55 per mile are not always affordable. The average ride costs \$6.59. Most of clients work at entry-level and part-time jobs and can ill-afford to pay more.

Sustainability

The total cost of providing transportation services for our clients is estimated to be \$335,342. Based on our current pricing model we recover about 20% of the actual cost per trip from the rider. The balance is paid for by a combination of public and private sector funds. The funding from the private sector is limited and is likely to be expended in the next 12-months.

As shown in **Figure 8**, driver-related expenses account for 49% of the operational cost of the program amounting to \$164,456. Based on our current expenses using paid drivers, the cost per ride for this program is \$32.96. The ideal solution would be to replace all paid drivers with unpaid volunteers. This step alone could reduce the total cost of the program by half, and the cost per ride from \$32.96 to \$16.80.

Looking Ahead

With the sheer volume of rides that must be provided, it is difficult to find enough qualified

volunteers who can work effectively with people with reduced mobility. A substantial part of our efforts and funding will go into launching an aggressive marketing campaign to raise awareness of this program and to attract and recruit as many volunteers as needed. In addition, we will also promote our incentive rewards program.

There are a number of funding avenues available including NJ Transit's New Freedom Funds. The New Freedom program provides funding to help cover the operational costs of innovative transportation service that provide a significant benefit to clients with disabilities beyond the established public transit services. The program provides funding for both operational and capital needs, and requires a 50% and 20% match respectively. The Flex-T Mobility Partner Program is uniquely suited to this kind of funding, as it provides a much-needed service to this population that is currently underserved.

As we have in the past, we will continue to work with county and municipal partners to facilitate the Flex-T service. We are also looking into new partners, especially in the Bergen/Hudson and Essex/Union areas to help with our growing pilot programs in these areas.

"The EZ Ride – Flex T program has been extremely helpful in transporting my special needs adult son to and from his work center. He looks forward to his ride every morning. Rudy, the driver who transports my son is kind, caring, and patient gentleman. EZ-Ride has been very reliable, efficient, and their rates are reasonable.

Thank you."

.....
The Subramaniam Family
New Providence

Promoting Healthy Living Through Biking and Walking

OPPOSITE: **Walking the Walk**

Meadowlink staff helped teach bicycle safety skills at the Bike Rodeo event in Glen Rock, NJ

Meadowlink is all about creating choices and opportunities. In addition to providing a wide range of motorized transportation alternatives, we believe it is time to increase our emphasis on non-motorized options and we have been adding to the programs that encourage non-motorized transportation. Our ability to provide programs has been limited due to fiscal constraints, red tape, car focused federal and state policies, and bureaucratic barriers.

Considering the magnitude of the challenges ahead of us, our initiatives may seem like baby steps. But we believe they are the steps in the right direction. This belief is what motivates us to channel all our resources and expertise towards creating choices for walking and biking for all our communities.

Muscle-Powered Transportation

We believe such programs would contribute to relieving the burden on our already overloaded transportation system. Recent transportation research shows, in no uncertain terms, that the time is right for encouraging these alternative methods.

- 52% of Americans want to bike more than they do now
- 55% of Americans would prefer to drive less and walk more

About 1/3 of Americans do not drive.

This group includes:

- Older people who don't drive
- All children under 17
- Some people with disabilities
- Many low income people who cannot afford a car
- Those that prefer a car-free lifestyle

Today, there are more and more people walking and biking. And the idea of "complete streets" which are streets that accommodate all users, not just motorized users is taking hold among many communities who are investing heavily in them.

Non-motorized transportation like biking and walking can also help solve the mobility challenges of people who do not or cannot drive. While its potential to dramatically reduce traffic congestion and enhance air quality is undeniable, the health benefits that can be derived from biking and walking are compelling.

Non-Motorized Transportation: A Prescription For Childhood Obesity

The staggering statistics alone must be good enough reason to vigorously promote biking and walking. Most of us know the childhood obesity has become an American epidemic. Today about 1 in 3 children and youth (ages 2-19) in the



United States are already overweight or obese. Overweight kids are more likely to become overweight adults. Some experts believe that if obesity among kids continues to increase at this rate, our current generation could become the first in American history to live shorter lives than their parents.¹ Most kids aren't getting the physical activity they need. It is recommended that children get 60 minutes of physical activity on most, preferably all, days of the week.²

- 55% of New Jerseyans are obese or overweight, 60% of adults, 15% of kids³
- New Jersey has the highest incidence in the nation of obesity among low-income kids aged 2-5 Years⁴
- Half of the trips in America can be completed within a 20-minute bike ride, and a quarter of trips are within a 20-minute walk; modest increases in bicycling and walking could lead to an annual reduction of 70 billion miles of automobile travel. More substantial increases could lead to the avoidance of 200 billion miles per year⁵

To offer another perspective, according to a new study from the Centers for Disease Control and Prevention (CDC), the health cost of obesity in the United States is as high as \$145 billion annually. Health concerns triggered by poor air quality paint an even a bleaker picture as evidenced by the sharp increase in asthma rates among children.

Sparing No Effort to Translate Our Vision Into Reality

The ill effects of our over-reliance on motorized transportation go beyond just the financial drain and chronic health problems. Development of pedestrian and bicycle infrastructure was

neglected for the most part because of our car-centric culture. Increased volume in motorized transportation clogged up our roads creating unsafe conditions for biking and walking.

Against this background, it is more important than ever for Meadowlink to assist communities to make bicycling and walking truly viable transportation options and instilling active lifestyle habits, especially in our youth. In the past, Meadowlink has helped provide walking and biking options by supporting the emerging bicycle culture in northern New Jersey, spreading the word about safe routes to school, providing bicycle and pedestrian safety training and supporting "complete streets" efforts.

Creating a Cycling Culture

In 2012, Meadowlink continued existing programs to support bicycle commuting and are working on some new and exciting initiatives.

Bicycle Locker Program

In partnership with New Jersey Transit, Meadowlink supports bicycle commuting by managing 72 bike lockers at six train stations. These lockers provide a safe place to store bikes for commuters. While this program was affected due to a heightened level of security, there is new enthusiasm for the program and Meadowlink will be working with New Jersey Transit to enhance and expand the program.

1. <http://www.healthiergeneration.org/about.aspx?id=3439>

2. US Depts. of Health and Human Services and Agriculture, 2005

3. <http://www.cdc.gov/brfss/dataused.htm>

4. CDC: Pediatric Nutrition Surveillance System (PedNSS)

5. 2008 Active Transportation for America Report
http://www.railstotrails.org/resources/documents/whatwedo/atfa/ATFA_20081020.pdf

Bicycle Advocacy

Meadowlink has been working with communities and with NJDOT to promote the construction of new bicycle facilities. We support the complete streets movement in New Jersey and are ready to assist communities if they wish to make improvements to make streets safer for bicycles. In addition, Meadowlink provides a variety of bicycle skills and safety training programs including bicycle rodeos, skills training and bicycle safety lessons. We can run these programs but we encourage a “train the trainers” approach so that community leaders can learn these skills and techniques to run their own programs.

Bicycle Skills

Meadowlink is making a commitment to bicycling by making sure key employees are properly trained. Three Meadowlink employees have passed the League of American Bicyclists “Traffic Skills 101” course and will become Licensed Certified Instructors (LCI) in the coming year. These qualified instructors will then form the bulwark of our growing bike training program.

Bikeshare

Thanks to a grant from the North Jersey Transportation Planning Authority, Meadowlink will soon launch a pilot bikeshare program in New Jersey. We have been working hard to make sure the program will be cost effective, sustainable and able to grow as the demand increases. This program has huge potential in the future and our hope is to be the bikeshare provider for New Jersey. The pilot program will be in Newark, connecting the educational institutions (Rutgers and NJIT) with transit hubs and downtown locations where most trips for students are short in distance as well as in

time. Additionally, bikeshare is envisioned as a way to provide “last mile” service so that those using transit can finish their commute. Bicycles are picked up at one place and left at another. We are working closely with NJTPA, NJ Transit, Rutgers-Newark and the City of Newark to implement this program.

Safe Routes to School (SRTS)

Meadowlink has partnered with NJDOT and the Voorhees Transportation Center at Rutgers University to provide SRTS programs to schools and communities in five counties – Bergen, Essex, Monmouth, Passaic and Union. This is a pilot program that utilizes Transportation Management Associations (TMAs) such as Meadowlink in the state to reach out and provide services. The program began in September 2011 and has been an undisputed success! Meadowlink has a unique challenge in that we have over 700 schools in our area that could benefit from SRTS programs.

Disadvantaged Communities

Prioritizing where to focus our efforts is essential. One of the major goals of the program is to assist underserved and/or disadvantaged communities. In 2011, we reached out to a number of schools in disadvantaged communities and provided services in Garfield, East Orange, Newark, and Paterson. All of these communities will be areas of concentration next year in getting kids walking and biking.

We provide a variety of programs to schools or communities that encourage children to walk or bike safely to school. The goal is to establish healthy, active lifestyles at a young age to prevent childhood obesity and improve overall health. The programs include guiding activities such as bicycle skills events, bike and/or



"Meadowlink has been invaluable on Mointclair's Safe Routes to School project, working with students, and gathering information from parents and staffers on the barriers to walking and biking to school."

Alex Kent
Safe Routes to School Coordinator
Montclair Township

OPPOSITE:

Montclair elementary students participating in a Walkability Assessment around their school led by Meadowlink staff.

pedestrian safety training, bicycle rodeos, and “train the trainer” events. We also help schools and communities to assess conditions, identify obstacles and recommend programs and improvements to make walking and biking safer.

We have developed strong relationships with communities in all five counties and focused on working with disadvantaged communities. In the first year of the program we launched programs at 20 schools as listed below:

Bergen County: Maywood, Glen Rock, Pascack Valley, Ridgewood, Garfield

Essex County: Newark, Montclair, West Orange, East Orange, Maplewood

Passaic County: Paterson

Monmouth County: Red Bank, Farmingdale, Belmar, Freehold, Asbury Park, Neptune Township

Union County: Mountainside, Garwood, Elizabeth

We also established on-going relationships with an additional 10 schools that would be part of our SRTS program next year. Two programs in Newark and Montclair are regional in nature and involve 10 schools in each community.

Newark SRTS

Under a special initiative, Meadowlink is working with local non-profits and the Newark office of the school superintendent to help develop strategies for increasing safe walking at several public schools. This program was envisioned to include community and neighborhood groups to develop school travel plans as a strategy to sustain the programs beyond the initial project. Although the initial grant application for the project was submitted in 2008, Meadowlink did

not receive the authorization to move forward until late 2011. The delay forced us to review the original scope of work with the partners identified in 2008. In some cases, partnerships are forming and support for the project is growing. The Newark public school district, office of the superintendent, is very interested and we are reaching out to the other organizations.

Montclair SRTS

Meadowlink is working on a project team to develop school travel plans for 10 schools in Montclair. The funding for this project is a separate SRTS grant. The project began in the fall of 2012 and will continue through the spring of 2013. Meadowlink’s role is to coordinate the project with each school, conduct student activities, interview school officials, participate in school workshops and continue SRTS activities as needed.

Building Partnerships

In the United States, decreasing childhood obesity and promoting healthy lifestyles for children is an imperative. There are many groups and organizations working toward the common goal. Meadowlink has been working with the following organizations to coordinate and complement our mutual efforts:

- New Jersey Safe Kids
- Alliance for a Healthier Generation
- Statewide Education Organizing Committee (SEOC)
- Groundworks Elizabeth
- Health Improvement Coalition of Monmouth County
- Monmouth County Regional Health Commission

- SRTS National Partnership
- Pedestrian Injury Prevention Partnership (PIPP)
- Pascack Valley Sustainability Group
- Scholars Training And Enrichment Program (STEP) Through the Center for Applied Infrastructure Technology (CAIT) at Rutgers
- North Jersey Transportation Planning Authority
- Tri-State Transportation Campaign
- New Jersey Department of Transportation
- Voorhees Transportation Center, Rutgers University

Funding Status

The last year was primarily focused on setting up programs, establishing relationships and outreach. Because of the success of the program, our budget for next year has increased.

While we currently have federal grant support for SRTS, federal funding will become more difficult and competitive in the future. With the passage of the new transportation funding authorization, Map-21, the SRTS program is no longer a specifically earmarked program and will have to compete for funding with other transportation enhancement funding. We are optimistic that, as our efforts make an impact in schools and communities in our region, SRTS funding will be a priority.

Measuring Success

Since this was the first year of a pilot program, measuring success is a challenge. As mentioned, in this first year, we engaged heavily in relationship building, outreach, training and program development. The New Jersey statewide SRTS coalition has been developing a

strategic plan for the future and establishing quantifiable measures of success is a priority of that effort.

Meadowlink has received feedback that NJDOT and FHWA are very pleased with the progress of the SRTS pilot program in the first year. For this year, we have been very successful as demonstrated by the following activities and outreach:

- Participated in training and outreach to over 700 students in the region
- Reached out and had preliminary discussions on potential programs with 10 schools and 10 communities
- Developed programs for walking school buses, bicycle skills training, bike rodeos, pedestrian safety and bike safety
- Established relationships with 15 state-wide or regional agencies doing similar or complementary work
- Developed an ambitious work program for the 2012-13 SRTS program year
- Distributed over 200 helmets to children who did not previously have them

Highway and Traffic Safety Training

As a complement to the SRTS work, Meadowlink has also committed to provide safety training to even broader audiences. The Highway and Traffic Safety (HTS) program allows Meadowlink to provide bicycle, pedestrian and driver safety training to adults. The HTS mission is to create safe roadways for all users, and to eliminate fatalities on New Jersey roadways. Their partnerships with agencies like Meadowlink provide funding to educate and build awareness about safe habits.

Promising Future

The future is bright for Meadowlink's bicycle and pedestrian programs. With double the amount of SRTS funding, we can reach further and have more of an impact in our region. Our SRTS efforts will concentrate on reaching out to at least two disadvantaged communities in each county and to attempt to develop school district-wide, on-going programs. We plan to expand in communities where we have already worked and will target new communities for outreach.

2013 will be the year of bikeshare in the Meadowlink region. The goal is to select a system and vendor, design the system, have the system components manufactured and placed for the first phase of the project and to develop the internal structure to adequately

manage the system. Once a pilot program is in place, we can begin to look at other areas in the region to implement this exciting new mode of transportation.

In partnership with NJ Transit, Meadowlink plans to reinvigorate the bike locker program. We want to make sure that the existing lockers are being efficiently used and new lockers placed at stations where they are needed.

Meadowlink's commitment to self-powered transportation is evident in our bike and pedestrian programs. We look forward to expanding these efforts through education, building new programs and furthering our development of partnerships toward a common goal of safe streets for all.

BELOW:

Over 50 schools in the Meadowlink region participated in the International Walk to School Day – group of kids walking to school in West Orange



A Day at the Beach Is a Walk in the Park Now

It is common knowledge that New Jersey with its beautiful beaches, shimmering oceans, lush state parks, historic sites and thriving cultural arts is one of the premier tourist destinations. Visitors from all over, in-state, out-of-state and international, flock to the Garden State every year to enjoy its riches. They are an invaluable asset to our state. They help tourism flourish, create new employment opportunities and boost our economy.

Tourism's Economic Impact on New Jersey

In 2011, domestic visits to New Jersey jumped 14.6 percent, representing an increase in domestic trip volume from roughly 68 million visitors in 2010 to 80 million visitors in 2011. Out-of-state visitors, which drive New Jersey tourism revenue, accounted for 64 percent of all tourism revenue, followed by resident/in-state (25 percent), and international visitors (9 percent).

Equally important, tourism-related employment began to recover in 2011, directly supporting 312,000 jobs and \$9.56 billion in wages and salaries last year. When combined with indirect and induced jobs, the total climbs to 486,000, or nearly 10 percent of all New Jersey jobs.

These figures clearly illustrate the important role of visitors in sustaining the economic health of our state. The challenge for Meadowlink is

to find better ways to attract more visitors, enhance their experience and keep them coming back for more of what our state has to offer.

Despite the memories of initial set backs we experienced with our Airport Express last year, we put our shoulders to wheel and went full steam ahead with transportation options for New Jersey visitors.

Expanded Shorelink Shuttle to the Jersey Shore

Historically, we have offered services for residents-commuters, older adults, clients with lower income or clients with reduced mobility. They have used our services. They know about us and the services we offer. When it comes to visitors, it is a different story. We are on unfamiliar ground.

What if a visitor to New Jersey wanted to “check out” the home of “The Boss” Bruce Springstein in Asbury Park? Or wants to go surfing in Bradley Beach? Or felt like taking a leisurely walk along the two mile boardwalk in Long Branch? There are thousands of visitors who seek these simple pleasures. What do we do to help them realize their needs? Meadowlink offered a transportation choice that would offer these visitors comfort, convenience and above all a pleasant experience.



For the first time in 2011, we launched Shorelink shuttle services specifically targeted at the visitors which continued on successfully until 2012 under the same name. Now we rebranded it as the Shore EZRide Jitney and expanded the service to include Long Branch, along with Asbury Park, Bradley Beach and Ocean Grove. Belmar opted out of the program. The shuttle route was designed to connect the train stations at Asbury Park, Bradley Beach and Long Branch with various stops along the beach front and Main Street.

Hundreds of visitors now use the train and our Shore EZRide Jitney to get to the beaches. The service helped them avoid beach traffic and relieve congestion on our highways.

There *IS* Such a Thing as a Free Ride!

The program, in its second year of operation, has more than doubled the average daily ridership from 50 to 125, thanks to two major initiatives. The first was the Shore EZ Ride coupon and the second was our outreach campaign that used Ambassadors. The coupon that offered

ABOVE:
A beachgoer takes advantage of a Shore EZRide Shuttle to beat the heat in the summer months.

transit riders a free ride on the Jitney was well received. And the outreach campaign that placed Ambassadors at the train station for encouraging visitors to take advantage of the shuttle also was very effective and yielded positive results.

Other measures also helped make this service a success. To gain early momentum Meadowlink made the decision to launch the service ahead of schedule on May 25, instead of on the scheduled July 1 launch date, and ended the service earlier on Labor Day, September 3, 2012. To maximize ridership we expanded service hours from 9:00 a.m. to 11:00 p.m. on Friday, Saturday and Sunday and eliminated the Thursday service.

Four wheel-chair accessible shuttle buses – two from Long Branch and one each from Asbury Park and Bradley Beach – with overhead storage bins and extra storage space in the rear were put in to service for a nominal fee of \$1/trip.

The federal Congestion Mitigation and Air Quality (CMAQ) program provides 75% of the funds for the program. The remainder 25% is provided by the local communities. 2013 will mark the third year of service for the program and the final year of federal funding.

Shuttle to Jurassic Period

Set amongst the background of the New Jersey Meadowlands and located atop a 150 million year old rock formation, the Field Station Dinosaurs in Secaucus is a prehistoric wonderland, just a mere 9 minutes from New York City. It features the largest collection (more than 30) of animatronic dinosaurs ever made including a ninety-foot *Argentinosaurus*. As

though this is not enough, these mechanical marvels are brought to life everyday by world class engineers, roboticists and artists.

Meadowlink realized that Field Station Dinosaurs has a huge potential for being the magnet for attracting all visitors, young and old alike. We acted quickly and put in operation exclusive shuttle services from the Secaucus Junction Train Station to this 20-acre Laurel Park attraction.

“We are pleased to partner with Meadowlink to help our visitors get to the site from the Secaucus train station. It will be especially beneficial for the younger children who may not be able to walk from the train station to the site” said Jayme Powers, VP & Chief Operating Officer of Field Station Dinosaurs.

The shuttle service was provided using one mini-bus from May to November primarily on weekends between the hours of 9:30 a.m. and 6:00 p.m. Additionally, service was provided on all 7-days of the week during the holidays from June 21 to September 4. The shuttle provided a total of 7,953 rides over 101 days for an average of 79 rides a day.

Looking Ahead

In 2013, we intend to continue providing shuttle services to the Jersey Shore and to Field Station Dinosaurs in Secaucus. We also intend to explore two new markets, transportation services for special events at hotels located far from major transit hubs and transportation services to and from New York City on weekends. We hope to work with travel agents and event planners to explore these new venues.

OPPOSITE:

Perry Frenzel,
Meadowlink
Chairman, greets
T-Rex at the
Field Station
Dinosaurs Park.



Expanding Horizons for Lower Income Commuters

Expanding Horizons for Lower Income Commuters

Transportation is expensive. It is the second largest expense for American households, costing more than food, clothing, and healthcare. Housing is the only category that exceeds transportation as expenditure. Americans spent an average of 18 cents of every dollar on transportation, with the poorest fifth of families spending more 40 cents of their take home pay on transportation.

Lack of affordable transportation is one of the major barriers that prevent lower income clients from obtaining employment. While the majority of these clients live in urban areas, the jobs they seek are mostly located in the suburbs. From the transportation point of view, this geographic mismatch is a serious concern for most adult clients, who are often single mothers with children under school age and no access to a car. Traditional transportation options like carpools, vanpools or shuttles do not work. Most of the clients do not own a car. Vanpools and shuttles also do not work as their worksites are far too dispersed to aggregate demand and provide cost effective service. Transit services are largely non-existent during those hours or at the locations where they are needed. In this regard, transportation that should serve as a bridge to help them move from welfare to work becomes a barrier to a brighter future.

In 2012, Meadowlink provided transportation services for lower income commuters in multiple counties.

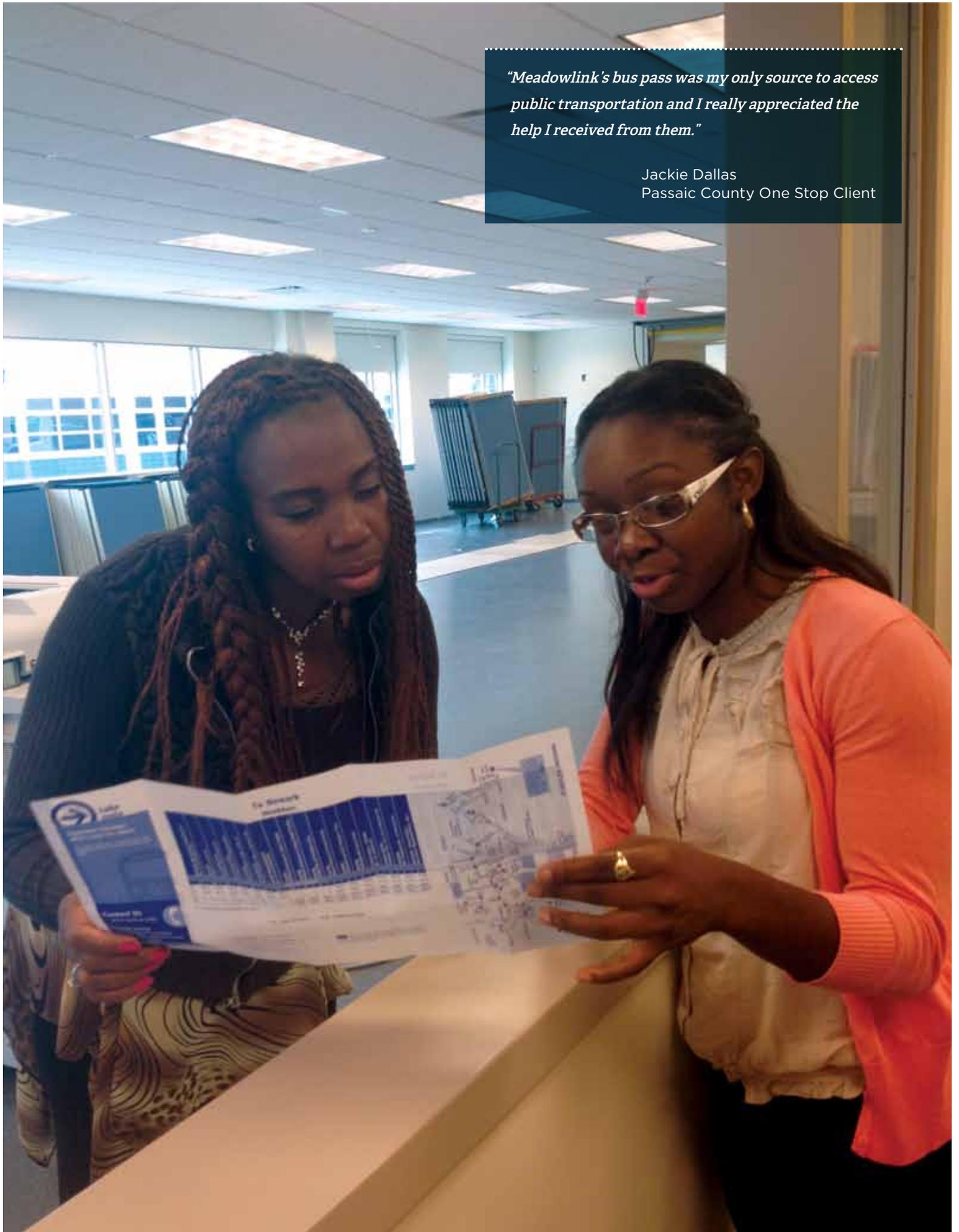
Essex County:

Meadowlink manages the WAVE shuttle program in Essex County that helps clients commute between the Essex County One Stop Career Center in East Orange and various support and training agencies in Essex County. The service operates weekdays using four mini-buses between the hours of 8:00 a.m. and 4:30 p.m. The program provided 106,474 passenger trips which was a 9.87% increase from the 96,907 trips provided in the previous year.

We also provided three other shuttle services, Essex Night Owl, Route-10 and the Fairfield/West Caldwell shuttle that are targeted to serve an entry level work force. The Essex Night Owl serves residents of Newark, East Orange, Orange and Irvington between the hours of 1:00 a.m. and 5:00 a.m., seven days a week. It connects passengers to and from their residences to Newark Penn Station to meet PATH and NJ TRANSIT services. In 2012, a fleet of five mini-buses provided 36,035 rides which was 8.35% more than the 33,259 rides provided in the previous year.

"Meadowlink's bus pass was my only source to access public transportation and I really appreciated the help I received from them."

Jackie Dallas
Passaic County One Stop Client



The Route 10 Shuttle uses two mini-buses to meet NJ TRANSIT's #73 bus line. It serves a 5.5 mile long corridor but the route-deviated service sometimes results in trips that are almost 13-miles long. We provided 14,080 trips down 10.93% from the 15,807 trips in the previous year to about 50 different businesses, primarily in East Hanover and Whippany in Morris County.

The Fairfield/ West Caldwell Shuttle uses two mini-buses to link riders using NJ TRANSIT's #71 and #29 bus line to various employment sites. The service is offered during peak commute hours. In 2012 the shuttle provided 14,314 trips down 13.86% from the 16,618 trips provided in 2011.

Monmouth County:

We launched the EZ LINK transportation program in July of 2011 to provide transportation for lower income commuters to access job training and employment. A network of non-profit service providers and county agencies referred clients to Meadowlink.

The program provides transportation using a fleet of vans/sedans and served clients with 2,720 trips throughout the county. The number of trips was more than double the 1,051 trips provided in 2011. A large number of the trips were from the western part of the county that has little or no public transportation. Some of the trips were over 40-miles long from places like Cream Ridge to Red Bank.

Passaic County:

Since 2001, Meadowlink in partnership with the county successfully established and operated the first Transportation Counseling Center for Passaic County Work First customers. The Counseling Center is centrally located to

provide "walk-in" service to customers seeking information and assistance about transportation options - on an "on-demand" basis - in downtown Paterson, in the heart of Passaic County. Networks of non-profit human service organizations that serve lower income clients refer them to Meadowlink for transportation assistance.

In 2012, we assisted 7,132 clients including 3,289 walk-ins and 3,843 on the phone. We distributed 634 bus passes and 5,038 bus tickets that far exceeded the 207 bus passes and 1,321 bus tickets distributed in 2011. The increase was largely due to a new program initiated by the county. We also distributed 101,680 bus and train schedules and hosted 107 information sessions about our services in English and Spanish at various agencies that were attended by 3,843 clients.

Meadowlink also operates the Wayne-Fairfield-West Caldwell Shuttle along the Route 46 corridor. Two mini-buses operate from the Willowbrook Mall during the peak periods, five days a week. The shuttle links employment locations with NJ TRANSIT bus services at the Mall. The service provided 23,153 passenger trips.

Union County:

Meadowlink operates the Elizabeth-Newark Airport Shuttle. It is modeled on the line of the Essex Night Owl and provides shuttle services between the hours of 1:00 a.m. and 5:00 a.m., seven days a week. It connects residents living in the City of Elizabeth with employers at Newark Airport. Two mini-buses were used to provide 10,066 rides with week-day median ridership exceeding 40.

The Challenge

In 2012, we provided a total of 206,842 passenger trips for lower income commuters in Essex, Monmouth, Passaic and Union counties at a cost of about \$2,032,899. The cost per passenger trip was \$9.83. The cost of the service was paid for by a combination of government funds at the county, state and federal level. There was no contribution from the private sector for these programs.

Projected budget cuts at the federal, state and local levels will have a major impact on the financial viability of these programs. The cuts come at a time when demand is rising. In fact, at least one program was suspended due to overwhelming demand and inadequate funding.

BELOW:

A Route 10 Shuttle rider uses the service to link with NJ TRANSIT's Bus #73 for the journey to work.



MEADOWLINK STAFF

EXECUTIVES

Krishna Murthy
Executive Director

Avnish Gupta
Assistant Executive
Director

OPERATIONS & CUSTOMER SERVICE**Bergen/Hudson County**

Kinga Skora
Regional Manager

Jodian Brown
Transportation
Coordinator -
Community Cars

Joji Sai
Transportation
Coordinator -
Community Cars

Stephen Culpepper
Transportation
Coordinator -
Carpools/Vanpools

Michael Jensen
Transportation
Coordinator -
Public Transit

Essex/Union County

Ellie Ferrer
Regional Manager

Diana Soares
Transportation
Coordinator

Passaic County

Sjockier Jackson
Regional Manager

Monmouth County

Wendy Arias
Regional Manager

Joyce Quintana
Transportation
Coordinator -
Flex-T Program

Pamela Hughes
Transportation
Coordinator -
Volunteer Program

Safe Routes to School

Nora Shepard
Regional Safe Routes
to School Coordinator

Blythe Eaman
Assistant Manager -
Safe Routes to
School Program

Shuttle Operations

Cesar Gomez
Assistant Manager -
Shuttle Operations

Michael Parra
Transportation
Coordinator - Shuttles

Mark Logan
Safety & Training
Coordinator

Jessica Lehr
Transportation
Coordinator -
Customer Service

MARKETING & SALES

Katherine Marshall
Graphic Design
Coordinator

Pradeep Kumar
Marketing Coordinator

Dennis Marco
Public Relations
Coordinator

QUALITY CONTROL**Finance**

Carole F. Swanstrom
Manager - Accounts
Payable

Nicole Neri
Assistant Manager -
Accounts Receivable

Veronica Almonte
Accounting Assistant

Wajiha Hinnawi
Accounting Assistant

Human Resources

Shayling Kenworthy
Assistant Manager -
HR

PART-TIME EMPLOYEES

Tania Rosario

Rose Heitmann
Shanieka Brown

Ronnie Tutela
Arlene Infante

Edwin Martinez
Jade Watson

Constance Shelley
Carlos Solano

Raina Figueroa
Latora Alston

Maria Melendez
Daniel Provitera

SHUTTLE OPERATIONS DISPATCHERS & DRIVERS**Dispatchers**

Blanca E. Colon
Marquette
Henderson,
Linda Maxwell
Akiesha McLendon
Henry F. Naklen
Joseph Nicholl
Javier Olivares
Erinel Pagan
Julio A. Rodriguez

Full-Time Drivers

Arias, Ana G.
Arvelo, Maximina
Marissa Carter
Jacques W. Coq
Carlos J. Echeverria
Marisol Flores
Eddy Georges
Maria D. Giraldo
Luz A. Jaramillo
Rosa Lopez
Cecilia Pagan
Sonia A. Rodriguez
Mark T. Sturdivant
Adalid Tapia
Dave Vazquez
Carlos Bernal
Raymond Davis

Part-Time Drivers

John Bonanno
George Brown
Abel Chuquiruna
George Cirelli
Guemps Dieurilus
Pashel Hightower
Marsha Holts
Charles Jackson
Marcus Jones
Jose Liriano
William McGee
Robert McRae

Roy Moodie
Johnnie Moore
Hernan Munoz
Orestes Parrado
Albertina Penton
Julie Primus
Josephine Reyes
Johnny Rollins
Edward Salzhauer
Teodoro Segovia
William Snider
Oscar Tavera
Lewis Wilkes
Renee Yarbrough

**COMMUNITY CARS
& FLEX-T PROGRAM
VOLUNTEER DRIVERS**

Bergen-Hudson

Bob Martinelli
Joeseeph Martone
Ralph Valente
Juan Carnicer
Craig McKim
Javier Chica
Tom Pissturo
Murthy Arisetty
Andrzej Grzelak

Joanne Condon
John Stapleton
Patrick Chow
Zohrab Kaboyan

Essex-Union

Rudolf Ball
Kelvin Hunt
Linda Baily
William Morris
Shoan Smith

Monmouth County

Jimmy Caravella

BELOW:

Meadowlink Staff
at the 2012 Annual
Employee Event





Financial Statements

Statements of Financial Position

| Assets | June 30, 2012 | June 30, 2011 |
|---------------------------------------------------------------------------------------|--------------------|--------------------|
| Current Assets | | |
| Cash and Cash Equivalents | \$930,114 | \$178,123 |
| Accounts Receivable (Less Allowance for Doubtful Accounts of \$-0- and \$-0-) | \$225,315 | \$142,012 |
| Grants Receivable - Federal Awards | \$1,057,720 | \$602,519 |
| Grants Receivable - Other | \$149,036 | \$192,267 |
| Prepaid Expenses - Other. | \$63,498 | \$1,827 |
| Total Current Assets | \$2,425,683 | \$1,116,748 |
| Property and Equipment Net of Accumulated | | |
| Depreciation of \$776,509 and \$273,579 | \$3,406,146 | \$1,875,361 |
| Other Assets | | |
| Escrow Deposit for Building | - | \$50,000 |
| Lease of Acquisition Costs - Net of Accumulated Amortization of \$14,575 and \$14,575 | - | - |
| Security Deposit | \$4,314 | \$756 |
| Total Other Assets | \$4,314 | \$50,756 |
| Total Assets | \$5,836,143 | \$3,042,865 |

Statements of Financial Position

| Liabilities And Net Assets | June 30, 2012 | June 30, 2011 |
|--------------------------------------------------------------|--------------------|--------------------|
| Current Liabilities | | |
| Accounts Payable | \$124,754 | \$74,389 |
| Accrued Payroll | \$99,921 | \$37,854 |
| Refundable Advance - New Jersey Department of Transportation | \$43,973 | \$14,213 |
| Current Maturities of Long Term Debt | - | \$97,424 |
| Bike Locker Key Deposits | \$3,050 | \$3,125 |
| Car Program Security Deposits | \$12,958 | \$15,189 |
| Deferred Revenue | \$40,653 | \$131,674 |
| Total Current Liabilities | \$325,309 | \$373,868 |
| Long Term Debt, Net of Current Maturities | - | \$254,159 |
| Total Liabilities | \$325,309 | \$628,027 |
| Net Assets - Unrestricted: | | |
| Board Designated - Capital Expansion | \$1,841,821 | \$1,841,821 |
| Working Capital Reserve | \$300,000 | \$300,000 |
| Unappropriated | \$3,369,013 | \$273,017 |
| Total Net Assets | \$5,510,834 | \$2,414,838 |
| Total Liabilities and Net Assets | \$5,836,143 | \$3,042,865 |

Statement of Activity Year Ended June 30, 2012

Unrestricted Net Assets

| Revenue and Support | |
|----------------------------------------------------------|--------------------|
| I. Transportation Brokerage/Services | |
| Grants | |
| Public Sector | \$620,857 |
| Private Sector | \$42,350 |
| Fees for Service | |
| Public Sector | \$2,118,929 |
| Private Sector | \$942,235 |
| Subtotal | \$3,724,371 |
| II. Transportation Information | |
| Grants | |
| Public Sector | \$1,608,087 |
| Private Sector | \$44,325 |
| Subtotal | \$1,652,403 |
| III. Transportation Management | |
| Fees for Services: Private Sector | |
| Management Services | - |
| Commuter Programs | \$89,440 |
| Rental Income | \$4,481 |
| Miscellaneous | \$2,764 |
| In-Kind Contributions | \$35,000 |
| Subtotal | \$131,685 |
| Total Unrestricted Revenue and Support | \$5,508,459 |
| Expenses | |
| Program Services | |
| Direct Transportation Brokerage | \$3,263,092 |
| Direct Transportation Information | \$1,050,084 |
| Support Services | |
| Management and General | \$811,849 |
| Total Expenses | \$5,125,025 |
| Change in Unrestricted Net Assets from Operations | \$383,434 |
| Other Changes In Net Assets | |
| Transfer of Assets from Trans Ware, Inc. | \$2,712,562 |
| Change in Unrestricted Net Assets | \$3,095,996 |
| Net Assets, Beginning of Year | \$2,414,838 |
| Net Assets, End of Year | \$5,510,834 |

Statement of Activity Year Ended June 30, 2011

Unrestricted Net Assets

| Revenue and Support | |
|----------------------------------------------------------|--------------------|
| I. Transportation Brokerage | |
| Grants | |
| Public Sector | \$700,127 |
| Private Sector | - |
| Fees for Service | |
| Public Sector | \$1,967,612 |
| Private Sector | \$804,229 |
| Subtotal | \$3,471,968 |
| II. Transportation Information | |
| Grants | |
| Public Sector | \$1,555,136 |
| Private Sector | \$101,935 |
| Subtotal | \$1,657,071 |
| III. Transportation Management | |
| Fees for Services: Private Sector | |
| Management Services | \$450,000 |
| Commuter Programs | \$66,190 |
| Rental Income | \$96,000 |
| Miscellaneous | \$1,859 |
| In-Kind Contributions | \$37,500 |
| Subtotal | \$651,549 |
| Total Unrestricted Revenue and Support | \$5,780,588 |
| Expenses | |
| Program Services | |
| Direct Transportation Brokerage | \$3,359,717 |
| Direct Transportation Information | \$1,657,071 |
| Support Services | |
| Management and General | \$509,707 |
| Total Expenses | \$5,526,495 |
| Change in Unrestricted Net Assets from Operations | \$254,093 |
| Other Changes In Net Assets | |
| Transfer of Assets from Trans Ware, Inc. | - |
| Change in Unrestricted Net Assets | \$254,093 |
| Net Assets, Beginning of Year | \$2,160,745 |
| Net Assets, End of Year | \$2,414,838 |

Statement of Functional Expenses Year Ended June 30, 2012

| Program Services | | | | |
|------------------------------------------------|------------------------------------------|-----------------------------------|------------------------|--------------------|
| Expenses | Direct Transportation Brokerage/Services | Direct Transportation Information | Management and General | Total 2012 |
| Salaries | \$17,336 | \$786,410 | \$288,941 | \$1,092,687 |
| Payroll Taxes | \$1,652 | \$74,958 | \$27,541 | \$104,151 |
| Employee Benefits | \$2,909 | \$131,983 | \$48,493 | \$183,385 |
| Total Compensation and Related Expenses | \$21,897 | \$993,351 | \$364,975 | \$1,380,223 |
| Operations | | | | |
| Transportation Costs | \$1,924,425 | - | - | \$1,924,425 |
| Driver Expense | \$646,355 | - | - | \$646,355 |
| Vehicle Expense | \$662,181 | - | - | \$662,181 |
| PC One Stop Career Center | - | \$9,451 | - | \$9,451 |
| Guaranteed Ride Home Program | - | \$7,982 | - | \$7,982 |
| Consulting | - | - | \$19,191 | \$19,191 |
| Telephone | \$8,065 | \$4,797 | \$10,605 | \$23,467 |
| Insurance | - | - | \$66,091 | \$66,091 |
| Depreciation Equipment | - | - | \$37,521 | \$37,521 |
| Bad Debt Expense | - | - | \$409 | \$409 |
| Marketing and Sales | | | | |
| Website Expenses | - | - | \$1,671 | \$1,671 |
| Printing | - | \$600 | \$2,454 | \$3,054 |
| Postage | - | \$231 | \$3,403 | \$3,634 |
| Travel and Meeting Expense | - | \$12,318 | \$24,403 | \$36,721 |
| Marketing and Consulting | - | \$13,678 | \$12,756 | \$26,434 |
| Administrative/Financial | | | | |
| Accounting Fees | - | - | \$43,513 | \$43,513 |
| Office Supplies | - | - | \$40,442 | \$40,442 |
| Copier Lease | - | - | \$6,979 | \$6,979 |
| Bank Charges | - | - | \$1,919 | \$1,919 |
| In-Kind Contributed Services | - | - | \$15,000 | \$15,000 |
| Dues and Subscriptions | - | - | \$5,308 | \$5,308 |
| Seminars and Training | - | - | \$5,945 | \$5,945 |
| PC Hardware/Software | - | - | \$4,209 | \$4,209 |
| Payroll Service Fees | \$169 | \$7,676 | \$2,821 | \$10,666 |
| Miscellaneous Expense | - | - | \$19,147 | \$19,147 |
| Interest Expense | - | - | \$19,143 | \$19,143 |
| Occupancy | | | | |
| Utilities | - | - | \$17,577 | \$17,577 |
| Real Estate Taxes | - | - | \$16,716 | \$16,716 |
| Building Maintenance | - | - | \$10,365 | \$10,365 |
| Depreciation Building | - | - | \$11,525 | \$11,525 |
| Moving Expense | - | - | \$864 | \$864 |
| Technology Expense | - | - | \$4,034 | \$4,034 |
| Rent | - | - | \$42,863 | \$42,863 |
| Overhead Allocation | - | - | - | - |
| Total Expenses | \$3,263,092 | \$1,050,084 | \$811,849 | \$5,125,025 |

Statement of Functional Expenses Year Ended June 30, 2011

| Expenses | Program Services | | Management and General | Total 2011 |
|------------------------------------------------|---------------------------------|-----------------------------------|------------------------|--------------------|
| | Direct Transportation Brokerage | Direct Transportation Information | | |
| Salaries | - | \$834,789 | \$388,784 | \$1,223,573 |
| Payroll Taxes | - | \$83,522 | \$38,899 | \$122,421 |
| Employee Benefits | - | \$134,819 | \$62,789 | \$197,608 |
| Total Compensation and Related Expenses | - | \$1,053,130 | \$490,472 | \$1,543,602 |
| Operations | | | | |
| Transportation Costs | \$3,359,717 | \$42,580 | \$32,603 | \$3,343,900 |
| Guaranteed Ride Home Program | - | \$11,270 | - | \$11,270 |
| Consulting | - | - | \$43,024 | \$43,024 |
| Employee Training Reimbursement | - | - | \$50 | \$50 |
| Telephone | - | - | \$13,625 | \$13,625 |
| Insurance | - | - | \$21,998 | \$21,998 |
| Depreciation Equipment | - | - | \$11,024 | \$11,024 |
| Empty Seat Subsidy | - | \$540 | - | \$540 |
| Bad Debt Expense | - | \$5,870 | \$3,473 | \$9,343 |
| Marketing and Sales | | | | |
| Website Expenses | - | - | \$3,471 | \$3,471 |
| Printing | - | \$19,864 | \$5,566 | \$25,430 |
| Postage | - | \$5,875 | \$2,837 | \$8,712 |
| Travel and Meeting Expense | - | \$10,646 | \$16,146 | \$26,792 |
| Marketing and Consulting | - | \$38,793 | \$2,600 | \$41,393 |
| Newsletter | - | \$9,440 | \$2,664 | \$12,104 |
| Administrative/Financial | | | | |
| Legal Fees | - | - | \$7,625 | \$7,625 |
| Accounting Fees | - | - | \$38,000 | \$38,000 |
| Office Supplies | - | - | \$24,248 | \$24,248 |
| Copier Lease | - | - | \$8,080 | \$8,080 |
| Bank Charges | - | - | \$2,152 | \$2,152 |
| In-Kind Contributed Services | - | - | \$24,531 | \$24,531 |
| Recruitment Fees | - | - | \$273 | \$273 |
| Dues and Subscriptions | - | - | \$14,848 | \$14,848 |
| Seminars and Training | - | - | \$5,035 | \$5,035 |
| PC Hardware/Software | - | - | \$2,450 | \$2,450 |
| Payroll Service Fees | - | \$20,776 | \$9,676 | \$30,452 |
| Miscellaneous Expense | - | - | \$19,958 | \$19,958 |
| Interest Expense | - | - | \$26,418 | \$26,418 |
| Occupancy | | | | |
| Utilities | - | \$4,270 | \$15,209 | \$19,479 |
| Real Estate Taxes | - | - | \$16,431 | \$16,431 |
| Building Maintenance | - | - | \$34,421 | \$34,421 |
| Depreciation Building | - | - | \$15,656 | \$15,656 |
| Rent | - | - | \$29,160 | \$29,160 |
| Overhead Allocation | - | \$434,017 | (\$434,017) | - |
| Total Expenses | \$3,359,717 | \$1,657,071 | \$509,707 | \$5,526,495 |

Statements of Cash Flows

| | Years Ended June 30, | |
|-------------------------------------------------------------|----------------------|-------------------|
| | 2012 | 2011 |
| Increase (Decrease) in Cash and Cash Equivalents | | |
| Cash Flows from Operating Activities | | |
| Cash Received from Grants, Donors and Customers | \$4,939,611 | \$5,006,376 |
| Cash Paid to Suppliers and Employees | (4,860,818) | (5,460,692) |
| Management Fees | - | \$450,000 |
| Rent Income | \$4,481 | \$96,000 |
| Other Cash Receipts | \$7,430 | \$5,220 |
| Interest Income | \$403 | \$14 |
| Interest Paid | (\$19,143) | (\$26,418) |
| Income Taxes Paid | - | - |
| Net Cash Provided by (Used in) Operating Activities | \$71,964 | \$70,500 |
| Cash Flows from Investing Activities | | |
| Purchase of Property and Equipment | (\$658,424) | (\$58,078) |
| Proceeds From Return of Escrow Deposit | \$50,000 | - |
| Net Cash Provided by (Used in) Investing Activities | (\$608,424) | (\$58,078) |
| Cash Flows from Financing Activities | | |
| Transfer of Cash From Trans Ware, Inc | \$1,640,034 | - |
| Principal Payments on Long Term Debt | (\$351,583) | (\$90,984) |
| Net Cash Provided by (Used in) Financing Activities | \$1,288,451 | (\$90,984) |
| Net (Decrease) Increase in Cash and Cash Equivalents | \$751,991 | (\$78,562) |
| Cash and Cash Equivalents at Beginning of Year | \$178,123 | \$256,685 |
| Cash and Cash Equivalents at End of Year | \$930,114 | \$178,123 |

Statements of Cash Flows

| | Years Ended June 30, | |
|-------------------------------------------------------------------------------------------------------------|----------------------|------------------|
| | 2012 | 2011 |
| Reconciliation of Change in Net Assets to Net Cash Provided by (Used in) Operating Activities | | |
| Change in Net Assets | \$383,434 | \$254,093 |
| Adjustments to Reconcile Change in Net Assets to Net Cash Provided by (Used in) Operating Activities | | |
| Depreciation and Amortization | \$220,044 | \$26,680 |
| Provision for Bad Debts | \$409 | \$9,343 |
| (Increase) Decrease in Operating Assets | | |
| Accounts Receivable | (\$83,712) | (\$69,879) |
| Grants Receivable – Federal Awards | (\$455,201) | (\$152,774) |
| Grants Receivable – Other | \$43,231 | (\$86,590) |
| Security Deposit | (\$3,558) | - |
| Other Assets | (\$10,507) | - |
| Increase (Decrease) in Operating Liabilities | | |
| Accounts Payable | \$50,365 | (\$2,680) |
| Accrued Payroll | (\$4,005) | \$4,424 |
| Accrued Payroll Taxes | (\$4,969) | - |
| Refundable Advance | \$29,760 | (\$609) |
| Deferred Revenue | (\$91,021) | \$77,531 |
| Car Program Security Deposits | (\$2,231) | \$10,461 |
| Bike Rental Deposits | (\$75) | \$500 |
| Net Cash Provided by (Used in) Operating Activities | \$71,964 | \$70,500 |
| Supplemental Schedule of Non-Cash Investing and Financing Transactions | | |
| Book Value of Net Assets & Property & Equipment Transferred from Trans Ware, Inc. | \$1,072,528 | - |

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