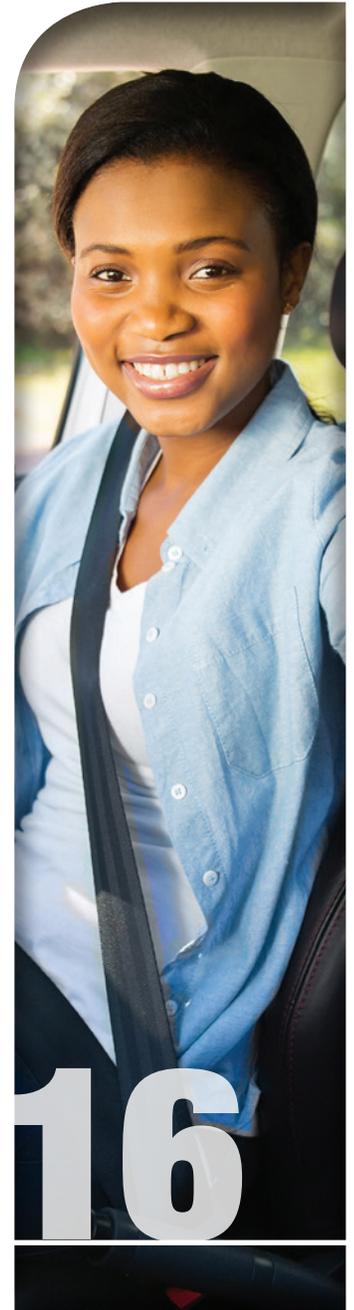
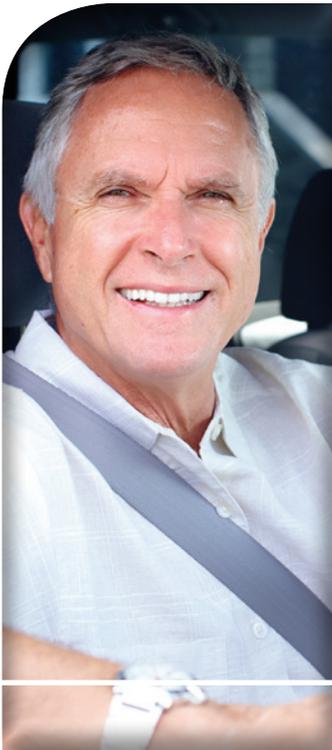


Raising The Bar



2016



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OUR MISSION

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

Letter from the Chairman

Dear Friends,

For several years, I have had the pleasure of watching EZ Ride staff and volunteers take on challenges and raise the bar to provide affordable transportation services for those who need it the most: entry-level workers, older adults and people with disabilities. The year 2016 has been no different, as we continue to work closely with our partners to expand and improve our services.

For example, EZ Ride launched four new shuttle routes this past year and annual total shuttle ridership has increased by 14 percent from 570,000 to 650,000 passenger trips. The shuttle fleet has been revamped with 25 new minibuses and all the vehicles are equipped with new mobile data terminals (MDTs) and cellphones.

In addition, our efforts to improve bike and pedestrian services have resulted in new grants from the Robert Wood Johnson Foundation and New Jersey Healthy Communities Network, and now EZ Ride serves about 50 different communities in the state.

Our partnership with the New Jersey Division of Developmental Disabilities to provide rides for people with disabilities has helped enhance the visibility of the program and increase the annual total ridership from 10,000 to 14,000 passenger trips.

Our senior transportation program, however, has faced the challenge of a volunteer driver shortage. To address this issue, EZ Ride is exploring partnership options with transportation network companies such as Uber and Lyft to provide rides and meet the growing demand.

As a result of our continuing expansion over the last few years, EZ Ride has outgrown its office site in Wood-Ridge. Efforts have been under way to move to a newly renovated, four-acre site in Clifton. The site will include in-house vehicle maintenance and inspection facilities to help reduce operating costs. The added space will allow for a larger fleet of vehicles to meet the increasing demand for shuttle services. The new office space will also accommodate more staff to expand services, especially in Essex, Union and Passaic counties.

We have benefited from the significant contributions of our corporate partners and from leaders in the municipalities and schools that we serve. These individuals and the institutions they represent have allowed us to implement transportation and safety programs that make a difference to corporate employees and community residents. We are proud to honor these inspirational "Champions for Change" in this year's award ceremony.

We are also grateful to our Trustees for their dedication to the goals we strive to achieve. Their guidance and support over these many years have helped shape this incredibly unique and creative organization and allowed it to flourish.

With their continued support and the efforts of our dedicated staff, we look forward to raising the bar even higher in 2017.



Perry Frenzel
Chairman

RAISING THE BAR... to Help Seniors Get Around

With more Americans aging, providing the elderly with safe, dependable and affordable transportation is a growing challenge. We initiated our EZ-Ride senior transportation program about a decade ago to help address this issue in northern New Jersey.

Meeting a Growing Need

As seniors reach a certain age, they become less able to drive and more dependent on transport services. Getting around town to run errands, visit doctors and connect with friends and family becomes increasingly important to maintaining a healthy lifestyle and combating loneliness and depression.

The challenge of helping seniors successfully "age in place" is likely to continue to gain importance. For example, the U.S. Census Bureau projected that the nation's 65-and-older population will reach 83.7 million in the year 2050, almost double in size from the 2012 level of 43.1 million. Changes in the age structure in America are influencing healthcare services and providers, national and local policymakers and businesses seeking to anticipate the effects that the changing demographics may have on their services.

Dwindling Funds

In the Garden State, free senior transportation is available at the county and municipal level. As for funding, 8.5 percent of the state's casino revenue goes for senior and special transportation at the county level. However, with the declining fortunes of the casino industry, the funding was cut in half from \$37 million in 2008 to \$18.2 million in 2014 with an additional 8 percent reduction in 2016.

Municipal transportation, where available, is restricted to trips within a town and to specific routes and schedules. Additionally, the services at the municipal and county level are offered using minibuses, but most seniors aged 85 and over find it difficult - if not impossible - to climb up the steps and into the bus. In addition, taxis tend to be too costly for many older adults living on fixed incomes.

Filling the Gap

We launched our EZ Ride senior transportation program with a grant from the National Center for Senior Transportation (NCST). In later years, it has been funded in part by the Beverly Foundation and the Henry and Marilyn Taub Foundation, and currently by NJ Transit. We designed the program to fill the gap in senior transportation for "quality-of-life" trips, such as visiting a friend or relative or going to the movies or the hair salon. But half of all trips have ended up being used for medical purposes.

Our transport service employs a team of paid and volunteer drivers who operate from our three regional offices to serve parts of Bergen, Passaic, Essex, Union and Monmouth counties. Seniors are required to reserve their rides preferably two days in advance and pay an annual membership fee of \$15, a nominal pickup fee of \$2.50 and a mileage fee of \$1 per mile for rides less than 10 miles. The mileage fee increases to \$1.25 for trips beyond that distance.

The program operates weekdays from 8 am to 4 pm, with drivers riding Honda Accords fitted with cameras to monitor their performance. They also use a tablet computer and cellphone to enhance navigation and communication with the regional office.

Our drivers provide passengers with curb-to-curb service.

Keeping Seniors Connected

Marcia Salkowitz from Hackensack in Bergen County has taken more than 130 rides from EZ Ride over the past two years. She uses these personalized cars primarily to get her to medical appointments, as well as some leisure activities including shopping and recreation.

"I first saw a write-up about EZ Ride in our local community paper," she explains. She asked a few friends about it, "and one in particular said they had a great experience." When she heard EZ Ride became available in her local area, she signed up. "I chose EZ Ride because I loved the billing setup. I really like that I don't have to give a stranger money and that I can just pay the bill from the comfort of my home. Other services don't offer that option. I also love how courteous everyone is from the driver to the people on the phone."

Another attractive benefit to Marcia was price, but she also admits, "what keeps me coming back is the quality and customer service. I love being able to use a personal car vs. a van or a bus." She goes on to say, "I love EZ Ride. It's fairly simple to get the appointments ahead of time, the drivers are always nice, and customer service goes above and beyond to help me with my request."

Reliable, reputable service is also important to her: "If I can use three words, it would be a TOP GRADE SERVICE. I am more relaxed about being able to make my important appointments. I know EZ Ride is reliable so I automatically go to you first to schedule in advance. A lot of other companies don't offer the option to schedule an important ride a month or a few weeks in advance. It can be stressful trying to tie down transportation for an appointment that took more than a month to get.

EZ Ride Senior Transportation Trends

RIDER

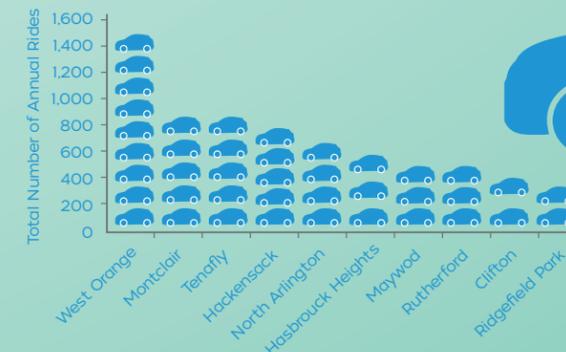


Total Active Riders.....	450
Percent of Women Riders.....	80%
Average Age of Rider.....	80 Years

RIDES

Total Annual Rides Provided by EZ Ride.....	15,000	Average Trip Length.....	4 Miles
Average Annual Number of Rides per Rider.....	30	Average Trip Time.....	20 Minutes
Average Spending on EZ Ride Service per Rider per Year.....	\$200	Highest Number of Rides Taken by A Rider.....	400

Top 10 Communities by Number of Rides



VOLUNTEER DRIVERS



Total Number of Volunteer Drivers.....	25
Total Volunteer Hours.....	6,000
Dollar Value of Volunteer Hours.....	\$65,000

COST ALLOCATION PER RIDE



“EZ Ride has been a blessing and a great addition to my life. Thank you.”

Marcia Salkowitz
Senior Transportation Member



“I have tried everything from taxi to buses and nothing is more soothing to the nerves than using a personalized car. I can get a ride without the hustle and bustle of having to ride with a large crowd of people.”

She adds, “I already have recommended you to my family and friends. I am so pleased with the service, the people and the fact that I get to use a personalized car. EZ Ride has been a blessing and a great addition to my life. Thank you.”

Volunteer Drivers Make the Difference

Our more than 25 volunteer drivers are the heart and soul of our senior transportation program. Many of them are “young” seniors themselves and their commitment comes from a desire to help others. They have to meet the same strict standards as our paid drivers including a clean driving record a background check and passing a driving test.

Long-time EZ Ride volunteer Joanne Condon was recently honored with the “Volunteer of the Year” award by the New Jersey Council on Special Transportation (NJCOST), an association that advocates for transportation services for senior citizens, individuals with disabilities and low-income people. Joanne started volunteering for EZ Ride five years ago. She devotes every Thursday to driving seniors to where they need to go. Her approach to volunteering is simple and direct. “I’m retired, I have the time and I enjoy helping people. I like that EZ Ride gives a level of independence to people who no longer drive. It lets them get a little bit of their lives back.” Joanne also volunteers for the Hackensack University Medical Center’s Hospital Elder Life Program where she makes bedside visits to older patients, and she also cooks for Meals with a Mission.

Looking Ahead

Recruiting volunteer drivers and raising funds for our EZ Ride senior transportation service remain a challenge. However, we are investigating ways to address these hurdles and enhance the program through technology and partnerships.

For example, we are studying the possibility of employing a smartphone app to lock and unlock dedicated vehicles placed in a community to make it easier for volunteers to provide the service in their local neighborhoods.

In addition, since scaling up the program would require a large numbers of drivers, we are exploring the concept of launching a pilot program with Uber, the transportation network company. The initiative would be structured to maintain the low cost of a ride. The partnership would also allow us to tap into Uber’s large network of drivers and offer rides at short notice.



The U.S. Census Bureau projected that the nation’s 65-and-older population will reach **83.7 million** in the year 2050, almost double in size from the 2012 level of **43.1 million**.

RAISING THE BAR... to Assist People with Disabilities Access Jobs

Several government agencies, research organizations and foundations such as the National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD) and the Robert Wood Johnson Foundation, report that individuals who are employed are healthier than those not employed. These findings cut across demographics, including gender, age and disability status, and assert that employment can improve health by increasing social capital, enhancing psychological well-being, providing income, and reducing the negative health impacts of economic hardship.

Historically, the unemployment rate for Americans with disabilities has been stubbornly high. In 2015, the U.S Bureau of Labor Statistics reported that the unemployment rate for persons with a disability was 10.7 percent, about twice that of those with no disability (5.1 percent). Additionally, workers with a disability were more likely to be employed part time than those with no disability. Among those with a disability, 32 percent usually worked part time, compared with 18 percent of workers without a disability.

The Kessler Foundation, a major non-profit in the field of disability, reported lack of transportation as one of the top three barriers to employment. The good news is that 42 percent of the people surveyed also reported success in overcoming this barrier.

For Americans with disabilities, transportation is a major expense, and they need it every work-day to get to work. The fact that they work fewer hours takes a bigger chunk off their already small pay-check.

The Program

EZ Ride's special transportation program for people with disabilities, called Flex-T Mobility Partner, was launched in 2008 with a grant from the Kessler Foundation. The program was initiated in Monmouth County which is home to 77 percent of our riders. More recently, the program has been expanded to serve a handful of riders in Bergen, Essex and Union counties.

Since a large number of our riders have special needs, the transportation service cannot be outsourced to transportation providers such as Uber or Lyft whose drivers may not be trained to serve them; nor can we use volunteer drivers. Service is provided by paid professional drivers who are aware of the unique individual needs of our special riders and are trained to provide it. These drivers do double duty as drivers and as a concierge while providing the ride.

EZ Ride uses a mix fleet of 13 vehicles that include Honda Odyssey min-vans, Honda Accord sedans and MV-1 wheelchair-accessible vehicles that meet

or exceed ADA guidelines. All vehicles are fitted with the same technology: tablet computers to track reservations, GPS to pinpoint the location of each vehicle, and in-vehicle cameras to document driving-related incidents.

Cost & Ridership

Riders pay an annual \$15 membership fee. Additionally, for every trip, riders pay a pick-up fee of \$2.50 and a mileage rate of \$1 per mile. For trips beyond 10-miles the mileage fee increases to \$1.25 per mile.

The full cost of a typical ride is around \$28. The federal New Freedom program helps subsidize the cost and pays about \$11; the rider pays \$9, and EZ Ride contributes \$8.

Some of our riders take more than 450 trips and spend more than \$7,000 a year.

As a qualified provider for the State of New Jersey Division of Developmental Disabilities (DDD), EZ Ride can serve New Jersey residents with developmental disabilities. The fee for transportation for these riders is paid by the State which is a great financial relief to our riders and their families. Not surprising, over the last 12-months, the total number of rides has increased by 40 percent from about 10,000 to approximately 14,000 rides.

Beyond the Numbers

Freedom, convenience, dependability and customer service are just some benefits that EZ Ride's customers describe about our special transportation program for riders with disabilities. Melanie Weisberg gives us a parent's perspective as the mother of David Weisberg who has used EZ Ride's special transportation program for riders with disabilities since 2013. David has used more than 500 trips over the past three years to take him from their home in Tenafly in Bergen County to Friendship House in Paramus and Bergen Community College in Hackensack.

"As a parent, it gives me freedom and comfort. It has been wonderful to have my son be more independent and confident. We both love the drivers and how courteous they are. The staff there is great and even the schedulers go out of their way to ensure things run smoothly," Melanie says.

She explains that she learned about EZ Ride when David went to the JCC in Tenafly and she saw one of the EZ Ride cars and read more about the service in the EZ Ride flyer. "After asking around about the company and hearing such good things, we decided to apply. Yours was the most reliable, and I felt assured that my son was going to be safe based on the fluidity of the application process."

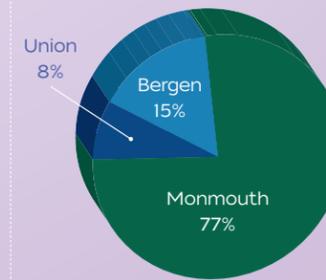
Transportation for People with Disabilities



RIDER

Total Riders.....	110
Percent of Men.....	60%
Percent of Women.....	40%

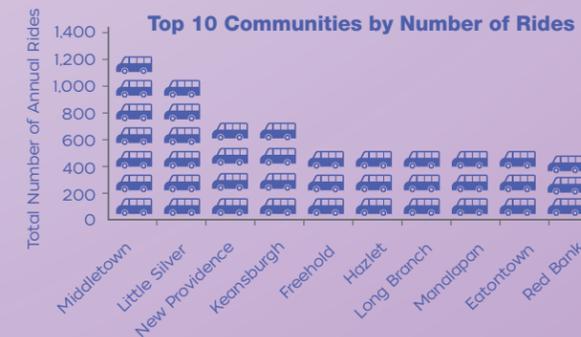
RIDES



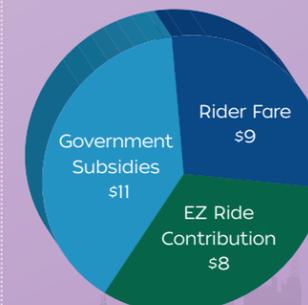
Rides by County

Total Annual Rides Provided by EZ Ride.....	14,000
Average Number of Rides per Rider.....	120
Average Spending on EZ Ride Service per Rider.....	\$1,000
Average Trip Length.....	7.5 Miles
Average Trip Time.....	20 Minutes
Highest Number of Rides Taken by a Rider.....	470
Highest Spending on EZ Ride Service by a Rider....	\$7,000

Top 10 Communities by Number of Rides



COST ALLOCATION PER RIDE



“As a parent, it gives me freedom and comfort. It has been wonderful to have my son be more independent and confident.”

Melanie Weisberg
Parent of David Weisberg



When choosing EZ Ride over another provider, which she felt was not as “reliable when it comes to timing,” this parent admits, “pricing comes second to dependability; it is most important to me and having a person that my son feels safe and confident with is priceless. It gave David independence and confidence and it gave me a great portion of my freedom back as a parent. I no longer am a prisoner to my watch. I can feel confident David is taken care of.” Summing up EZ Ride’s service, Melanie calls it “Wonderful, Fun, Reliable.” She adds, “I definitely love EZ Ride. They provide safe transportation in an affordable way with personalized service. You have truly given me a great portion of my freedom back. As a parent you’ve allowed me to have freedom to live my life without worry and feeling confident that my son is covered.”

John Keynton has been participating in the EZ Ride special transportation program for riders with disabilities since 2015. To transport him to his rehabilitation care in Wall Township, the New Jersey Division of Developmental Disabilities pays for his transportation service.

He previously used a for-profit transportation provider in Monmouth County but since his support coordinator hooked him up with EZ Ride last year, John’s experience improved: “I love working with EZ Ride because you guys have more availability and I like your cars better,” he laughs. He goes on to explain, “EZ Ride has more updated technology with the use of tablets for GPS and use of sedans. I also really like EZ Ride because having them drive me gives me a lot more time to do what I like to do.” At the same time, John admits, “I can also go to work without having my dad drive me.”

John sums up his experience with EZ Ride as “Greatness and Dependable. I love working with the drivers; they’re professional, courteous and always on time.” He continues, “If people need good service, they should be referred to EZ Ride.”

The Road Ahead

We continue to grapple with the financial sustainability of the program as we try to balance affordability with actual costs. Our financial goal is to bridge the \$8 deficit that we incur for every ride that we provide. Most federal funding programs cover only up to 50 percent of the total cost after deducting the revenue from fares. Organizations such as EZ Ride are required to raise the remaining 50 percent from other sources. The two funding options that we would like to explore are conducting an annual fundraising campaign to cover the deficit in the program and forging partnerships with other non-profits that deal with human service programming and need transportation services.

Financial constraints aside, the continuing success of the program indicates that over the next 12 months, the total number of rides will increase by another 40 percent from 14,000 to approximately 20,000 rides. Great are the challenges; greater are the opportunities to make a difference.



Not surprising,
over the last
12 months,
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rides has
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from about
10,000 to
approximately
14,000 rides.

RAISING THE BAR... to Expand Safe Walking, Biking and Transit

These are exciting times to be working with communities to make walking, biking and transit easier and more inviting. EZ Ride serves approximately 50 different communities in the state. We help communities make it easier for kids to walk and bike to school and adults to store their bikes at transit centers. We are working to create walking and bicycling infrastructure that is appealing for everyone of all ages, from 8 years old to 80 and beyond. We want to create more opportunities for adults and children to be active, make healthy choices and choose to bike, walk and use transit, and we partner with a number of public and private sector partners to provide the following programs/ services:

1. **School Kids** - Safe Routes to School (SRTS) Program
2. **Adults** - Bike Lockers, Transit Information and Safety Programs

1. School Kids - Safe Routes to School (SRTS) Program

SRTS is a federal, state and local effort to enable and encourage children, including those with disabilities, to walk and bicycle to school. SRTS facilitates the planning, development and implementation of projects that improve safety and air quality, as well as reduce traffic and fuel consumption around schools. The goals of the SRTS Program are to encourage more students to walk and bike to school where it is safe to do so and to improve the areas where it is not safe. The SRTS Non-Infrastructure Program is a partnership between the State of New Jersey, the NJ SRTS Resource Center and New Jersey's eight Transportation Management Associations (TMAs).

TMAs such as EZ Ride are funded and mobilized to work with schools and communities within their coverage areas to implement events and programs that promote walking and biking to school for elementary and middle school students of all abilities and backgrounds. Of the more than 850 schools in our service area of Bergen, Essex, Union, Passaic and Monmouth counties, we are focused on 200 schools in 23 disadvantaged communities. We were fortunate to work with 65 different organizations last year, which included schools, municipalities, police departments, libraries and non-profits.

Over the past two years, EZ Ride has been working with the Plainfield School District in Union County to promote SRTS. Gloria Montealegre, Community Relations Liaison, says, "EZ Ride is a gem: professional, efficient, and the programs speak to children and adults and are well delivered. It's genius the way you use interactive presentation materials, props and visuals to involve kids and make it fun. Your presentations and activities about biking and walking have reinforced the health messages we teach in school. It's also an incredible asset to work with a funded entity."

2. Adults - Bike Lockers + Transit Displays + Safety Programs

NJ Transit's Bike Locker program is designed to support commuters who live too far to walk to the train station and find bicycling an attractive alternative. The bike lockers provide better security and protection during inclement weather than bike racks. They are also inexpensive and available to commuters for a nominal monthly rent of \$7.50. EZ Ride manages 72 bike lockers at six train stations: Cranford, Rahway, Roselle Park, Summit, Maplewood and Westfield. Additionally, as part of our efforts to encourage people to use public transit, we maintain about 2,000 transit displays at various locations and distribute about 200,000 transit schedules annually.

EZ Ride also works with employers, universities, schools, townships and community leaders to inform and educate the community about pedestrian and bicycle safety issues, as well as child passenger safety, distracted driving, alcohol awareness and seat belt use awareness.

Making a Safer and Healthier Difference in Asbury Park



EZ Ride has been partnering with the New Jersey Department of Transportation (NJDOT) to provide Safe Routes to School (SRTS) programs to schools and municipalities.

As the organization responsible for implementing the SRTS program in Monmouth County, EZ Ride has led many programs over the past five years to support SRTS in the City of Asbury Park, which is just one example of a disadvantaged community targeted by the NJDOT and EZ Ride for implementing the SRTS program.

In October 2013, EZ Ride participated in a roadway safety audit on Memorial Drive in Asbury Park. The audit identified the need to conduct walkability audits and school travel plans for K-8 schools as many children crossed Memorial Drive to go to school.

Over the next two years, EZ Ride worked with the elementary schools and introduced pedestrian safety presentations and walk-to-school days. In Fall 2015, EZ Ride began working with the Asbury Park School Health Council to bring SRTS programs and education to the local elementary school community. In 2016, EZ Ride participated in the Super Safe Summer Initiative, Asbury Park Community Spring Fair and National Night Out events.

Last year the Asbury Park School Health Council leadership also decided to expand its mission and to form a collaborative coalition of multi-sector partners to focus on reducing barriers to health in the entire community of Asbury Park. What started as a

Raising the Bar for Better Biking, Walking and Transit



KIDS: Safe Routes to School (SRTS) Program

	Year			Year	
	2015	2016		2015	2016
Pedestrian Safety Presentations.....	32	44	Poster Contests.....	2	4
Students Attended.....	7,317	8,487	Student Contestants.....	83	198
Bike Safety Presentations.....	-	7	Walk Assessments.....	6	8
Students Attended.....	-	734	Walk to School Days.....	119	110
Bike Rodeos.....	24	30	SRTS Awardees.....	64	49
Students Attended.....	618	724	School Travel Plans.....	2	12
			Helmets Distributed.....	552	814

ADULTS: Bike Lockers + Transit Information + Safety Programs

 Bike Lockers.....	72	(Cranford, Rahway, Roselle Park, Summit, Maplewood, Westfield)
 Transit Displays.....	2,000	
 Transit Schedules.....	200,000	
 Safety Fairs.....	34	
 Safety Brochures.....	1,700	



“The EZ Ride team assisted us greatly with technical assistance and people power to prepare the School Travel Plan report and the grant application.”

Michele Alonso
Director of Planning
& Development
City of Asbury Park



mission to only increase physical activity and nutrition education in the schools has grown to a broader mission to use policy and environmental change to prevent chronic disease and improve community health. Goals are to reduce community health barriers by increasing access to healthier foods and physical activity, improving transportation access, improving neighborhood safety, and access to healthcare.

The coalition has grown significantly with more than 32 member organizations and over 90 individual members and has also adopted a new name, the Alliance for a Healthier Asbury Park, with a distinct logo that signifies the partnership and commitment by the multi-sector coalition members. EZ Ride is one of the coalition's lead organizations and on behalf of the coalition applied for a Robert Wood Johnson Foundation Building a Culture of Health award to get training and grant funds to develop a Blueprint for Action to reduce community health barriers.

This year EZ Ride was awarded a \$200,000 four-year grant from the Robert Wood Johnson Foundation through its New Jersey Health Initiatives (NJHI) program. The grant supports the Alliance for a Healthier Asbury Park coalition. While prior work was focused on promoting healthy eating and encouraging physical activity to prevent obesity and chronic disease, this grant will allow the work to expand into other areas that impact community health such as neighborhood safety and access to transportation, higher education, job training, and affordable housing.

Michele Alonso, PP/AICP, Director of Planning and Redevelopment for the City of Asbury Park, has been working with EZ Ride over the past year to improve safety in the community and launch several Safe Routes to School (SRTS) programs, including conducting walkability assessments, obtaining an SRTS Infrastructure grant and implementing the Street Smart NJ campaign. She states that The EZ Ride team assisted us greatly with technical assistance and people power to prepare the School Travel Plan report and the grant application. They also contacted the City to carry out the Street Smart safety campaign in Asbury Park and provided materials and support to carry out a successful summer campaign. We are working together now to plan a full Street Smart NJ campaign for the City of Asbury Park. Our experience has been excellent, collaborative and supportive.”

What's Next?

In 2016, EZ Ride was awarded three grants totaling \$60,000 from the New Jersey Healthy Communities Network (NJHCN) for programs that will promote healthy eating and physical activity in Long Branch, Plainfield and Fanwood-Scotch Plains through December 2017. The strategies include funding community gardens and corner store partnerships to provide more access to fresh produce and healthier foods. Additionally, we will promote walking and biking in these communities by implementing SRTS programs and conducting walkability assessments.



We were fortunate to work with 65 different organizations last year, which included schools, municipalities, police departments, libraries and non-profits.

RAISING THE BAR... to Revive Ridesharing

What is Ridesharing?

Ridesharing typically includes carpooling and vanpooling. Carpooling involves grouping travelers into a private automobile, while vanpooling entails individuals sharing a ride in a van.

A vanpool transports generally between 7 and 15 passengers - from a common origin to a common destination, most often to an employer or workplace. One person serves as the driver and coordinator and leases the van from an approved vanpool company that provides the vehicle, maintenance, insurance and road side assistance. The cost of leasing and operating the van is shared by all the riders which make it a relatively inexpensive way to commute: about \$6 per day per person for a 40-mile round-trip commute.

Ridesharing became popular during the 1970s as a response to the high energy prices caused by the 1973 oil crisis and the 1979 energy crisis. It resulted in the creation of non-profit Transportation Management Associations (TMAS) such as EZ Ride that were funded by a combination of public and private sector funds to facilitate the formation of carpools and vanpools to help employees with the journey to work.

By 2010, declining oil prices, cheaper and more reliable cars, and longer commutes to corporate parks in the suburbs resulted in the number of people ridesharing to about 10% of the commute market. It became associated with the inconveniences of neighbors' inflexible schedules, awkward reimbursements and a lack of privacy.

In 2016, EZ Ride continued to promote ridesharing by holding more than 120 transportation events at workplaces and colleges. It resulted in adding 4,500 commuters to the Rideshare database of approximately 35,000 commuters seeking to share a ride, which included more than 14,500 carpoolers and 400 vanpoolers. A large number of our carpool participants are students who are seeking a low-cost commute to attend classes, and there is a significant turnover in carpool participation as students finish school and pursue jobs in other areas.

Dr. Simone, Dean of Academics, Eastwick College, explains, "More than 300 students have benefited from using EZ Ride's service to form carpools and attend classes at our campus in Hackensack. Easy access to our campus helps in recruiting students."

Prerequisite for Success of Vanpools

The key factor for a successful vanpool program in New Jersey comes down to support from specific employers - the larger the firm, the greater the involvement in and success with vanpooling.

At EZ Ride, the largest number of vanpools is with PSE&G and Merck who together account for 29 vans - more than 75 percent of our total vanpools. They are a continuing legacy of a distant past when an employer subsidized vanpools because it helped reduce parking costs, retain employees, earn tax benefits and meet commute trip reduction and sustainability goals.

Shorter commutes do not always encourage vanpooling, as coordinating the commute with multiple riders is time consuming and adds to the travel time. More than 80 percent of our vanpools originate from Middlesex, Ocean, Monmouth, Hunterdon and Somerset counties, and they travel more than 40 miles to Merck in Rahway or PSE&G in Newark. Our most successful vanpool has a 70-mile one-way trip from Brick to Newark.

The Rider Experience

Some riders have been participating in the vanpool program for almost 30 years. Many heard about the program from co-workers. They report their overall experience is good and they appreciate the fact that they get to save money and build a relationship with their co-workers, but they also recognize they have to sacrifice flexibility when participating in a vanpool.

Generally, riders take turns driving, so typically one drives every fifth day. Everyone has their perspective of what good driving is so it can be nerve-racking to ride along with more aggressive drivers in the group. Additionally, not all the riders enjoy driving but they are willing to do their share.

Vanpooling has become a substitute for public transit. As one rider put it, "What are my other options? All said and done, vanpooling is a nice, sanitary way to deal with the lack of transit because it is predictable and affordable."

Daniel Dirocco works at Merck in Rahway and is the coordinator of a vanpool that transports 10 people who meet daily at a central location, Whitehouse Station, in Hunterdon County, to save time. The one-way trip to Rahway is 35-40 miles and takes approximately an hour, depending on the route taken and traffic. Dan along with four or five people drive one day a week and the others ride along. He says, "Before the vanpool program, there was virtually no other way to get to work aside from driving. Riding in the vanpool takes a lot of the stress out of the commute. I'm able to read or finish up paperwork while commuting, and not having to deal with traffic is a big bonus."

He also likes the emergency ride home program that provides the vanpooler a free ride home in case of an emergency, when the ride home in the vanpool is not an option.

Vanpool Savings and Benefits



ENVIRONMENTAL BENEFITS

Number of Vanpools..... **38**

Number of Vanpool Riders... **370**

Average daily round-trip..... **80** Miles

REDUCED CONGESTION

Assumed Average Vehicle Occupancy..... **1.2**

Number of vehicles reduced (daily)..... **277**

Number of vehicle trips reduced (daily)..... **554**

(www.epa.gov/energy/greenhouse-gas-equivalencies-calculator)

REDUCED EMISSIONS

Reduction in annual mileage traveled by single occupant vehicle..... **5.57** Million Miles

Annual Fuel Savings (25 mpg)..... **223,100** Gallons

Dollar Value of Fuel Saved..... **\$446,208**

Potential CO2 emissions reduced... **1,983** Metric Tons



FINANCIAL INCENTIVES & SAVINGS

INTERNAL REVENUE SERVICE (IRS)

Public Transportation Subsidy Program Allows workers to use pre-tax earnings to pay for a vanpool commute

Up to a maximum of **\$255/** month

NJ TRANSIT

Subsidy for each Vanpool..... **\$175/** Month

Subsidy for using HOV Lane..... **\$150/** Month

EZ RIDE

Empty seat subsidy for new vanpools..... **\$75/** empty seat

Guaranteed ride home for emergencies..... **3 free** rides/ year

INDIVIDUAL SAVINGS

Annual Cost of Driving Alone **\$11,491**
(Using IRS mileage rate of \$0.57/ mile)

Estimated Annual Cost in a Vanpool..... **\$1,500**

Estimated Annual Savings..... **\$9,900**

Beyond the financial savings, the passengers in a vanpool avoid the stress of driving and can work, read the newspaper, listen to music or just relax.

“Before the vanpool program, there was virtually no other way to get to work aside from driving.”

Daniel Dirocco
Merck, Rahway Vanpooler



Economics of Ridesharing

The biggest factor in people joining a carpool or a vanpool is cost, dictated by the price of gasoline. Unlike the cost of the vehicle which is viewed by most commuters as a sunk cost, paying for gas at the pump is something that is visible and iterative and generates a visceral reaction. Over the last few years, the glut in the oil industry and resulting low price of gas resulted in a steady decline in ridesharing. All that could change as the global gas price steadily increases to \$50 a barrel and a new gas tax is levied in New Jersey.

In October 2016, both houses of the New Jersey state legislature voted to approve a 23 cent gas tax hike, which will mark the state's first gas price increase in three decades. The tax per gallon will be 37.5 cents a gallon -- up from 14.5 cents. The tax increase would bring New Jersey gas prices roughly in line with the national average of \$2.23 a gallon. AAA has estimated that an additional 23 cents a gallon at the pump will cost the average driver about \$170 more a year.

Technology's Promise

Close on the heels of the proposed gas tax increase is the announcement by Uber that it was launching UberPOOL a carpooling option that would cover the entire state of New Jersey. Uber states that you could be connected with someone traveling the same way so you can share your ride and share the cost—making your fare up to 25% less than UberX, which is the company's lowest-cost transportation option. Uber, the Transportation Network Company (TNC), has 13,000 drivers in the state of New Jersey. It is no secret that the future of carpooling almost certainly lies with a tech solution that can quickly match people to form carpools and avoid the awkward financial transactions involved in paying for the ride - which is done very effectively and efficiently by TNCs such as Uber and Lyft. It remains to be seen if Uber could breathe new life and cause an upheaval in the once static world of carpooling.

The federal definition of a vanpool mandates a volunteer driver. But many people are reluctant to drive a van with 8-12 passengers as their daily commute, especially if they are used to single-car commuting. They just want to get to work; they don't want to feel like a bus driver. Maybe if all the members were riders and a professional did the driving, the program could grow. Of course, that would increase the costs. Microtransit, which is defined as IT-enabled multi-passenger transportation using vehicles that range in size from SUVs to mini-buses with names such as Bridj in Boston and OurBus in New Jersey, aspire to do just that. They could possibly fill the niche between traditional vanpooling with a volunteer driver and public transit by providing a van with a professional driver.



Today
we run 38
vanpools down
from almost
80 in 2010.

RAISING THE BAR... for Easier Access Via Shuttles to Public Transit

Today's commuter wants choices. For office or residential locations that are not close to a bus or rail station, EZ Ride shuttles offer a safe, reliable link to public transit - an easy solution for all transit riders.

EZ Ride is one of the few non-profit public-private partnerships that focuses exclusively on providing transportation services. Organizations such as New Jersey Department of Transportation (NJDOT), NJ Transit, North Jersey Transportation Planning Authority (NJTPA) and the Port Authority of New York & New Jersey (PANYNJ) serve on our Board and help us access federal funds, where applicable.

Each weekday, EZ Ride shuttles connect major transportation hubs - such as Newark Penn Station, Secaucus Junction, Jersey City's Journal Square and the Harrison PATH station - to more than 300 area businesses, commercial areas and residential complexes, and transport approximately 2,000 riders. Operating 24/7, EZ Ride's fleet of 30 minibuses completes the final transportation link each day for commuters and fills the gap when public transit buses are not running.

At Secaucus Bus Terminal, we have two dedicated berths for the 12 EZ Ride buses that together make more than 100 trips to the Terminal and facilitate the pick-up and drop-off of nearly 1,000 riders daily. Similar access to Newark Penn Station during late night hours helps us operate our seven shuttles for the Essex Night Owl that connect residents from Newark, Orange, East Orange and Irvington with Newark Penn Station.

Our clients demand safety and reliability. EZ Ride delivers it with newer vehicles, regular maintenance, and Twitter updates on services affected by weather and traffic patterns. With our new app, riders can even find their rides and Expected Time of Arrival (ETA) on their smartphones.

Vehicles

Our vehicle fleet is the foundation of our reputation for safety and reliability. Every mini-bus is maintained with care and an eye on passenger comfort. Late model, clean vehicles, excellent insurance coverage and a laser focus on maintenance are the hallmarks of our approach to operating a top-notch fleet.

Our mini-buses are generally replaced every three to four years. The capital program to replace 25 of our 30 minibuses was launched in December 2015 and completed in August 2016. The average age of the vehicles in our fleet will be less than two-years. Our new customized vehicles are built on the Ford E450 chassis and feature ADA-compliant access.

Technology

A comprehensive digital fleet management system tracks maintenance schedules, inspections and

registration for our entire fleet. Every vehicle is equipped with GPS, an on-board camera, cell phone and a Mobile Data Terminal (MDT). Together, they ensure safety and reliability of our shuttle operations.

Marketing

Marketing drives everything at EZ Ride. From a customized shuttle wrap that serves as a "moving billboard" for our partners' brand to high-quality brochures and flyers to encourage ridership on shuttles to outreach directly to constituents, we have all the angles covered.

Growing Ridership

Success in the shuttle business is defined by one word: "ridership." Total annual shuttle ridership has increased roughly 12 percent every year from approximately 400,000 trips in 2012 to 650,000 in 2016.

More than 1,000 riders are dependent on our night shuttles, and the ridership on all of our 10 night shuttles, including the Essex Night Owl, Elizabeth Shuttle and Vitamin Shoppe Shuttle, has been especially note-worthy. Ridership on the Essex Night Owl has surged to more than 350 rides a night up from 250 a year ago, resulting in the addition of one more vehicle for a total of seven buses transporting residents of Newark, East Orange, Orange and Irvington to Newark Penn Station between the hours of 1 a.m. and 5 a.m.. The numbers are expected to peak around 400 before the end of the year. The service not only meets a critical need but at \$10 for a six-mile door-to-door trip is also cost-effective. The Elizabeth night shuttle is similar to the Essex Night Owl and links the residents of Elizabeth to Newark Airport. The Vitamin Shoppe Shuttle is a private shuttle that operates between North Bergen and the PATH station at Journal Square in Jersey City.

Four New Shuttle Routes

In addition to growing the ridership on our current routes, EZ Ride seeks opportunities to introduce new shuttle services that can build on our existing base of routes and clients. Accessing public transit remains the primary goal for all our shuttle services.

In 2016, we introduced four new or expanded shuttle services:

- Essex Night Owl - expanded to seven vehicles.
- Penhorn Drive Shuttle - links businesses on Penhorn Drive in Secaucus to the Secaucus train station.
- Challenger Road Shuttle - links businesses at the Overpeck Center in Ridgefield Park to the Secaucus train station.
- Kearny Loop - links businesses and residences along Harrison and Bergen Avenues in Kearny with the PATH station in Harrison.

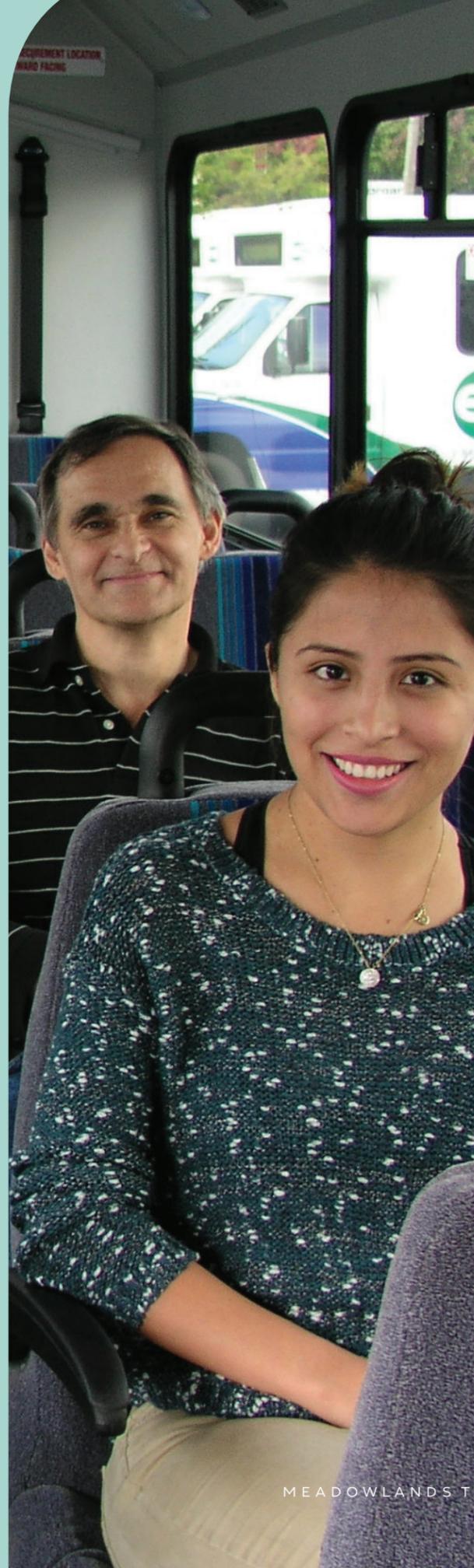
EZ Ride Shuttle Program by the Numbers



	Vehicle Fleet.....	30 Minibuses
	Number of Drivers.....	129
	Total Passenger Trips.....	650,000
	Vehicle Miles.....	1 Million Miles
	Fuel Consumed.....	165,000 Gallons
	Cost of Fuel.....	\$330,000
	Driver Salary & Benefits.....	\$1,500,000
	Vehicle Revenue Miles.....	770,000 Miles
	Shuttle Revenue.....	\$4 Million
	Average Cost/ Passenger Trip.....	\$6
	Operational Cost/ Revenue Mile.....	\$5

“I can always count on EZ Ride to deliver.”

Michael Vieira
Transportation Administrator, Essex County



The Essex County Experience

For low-income residents in Essex County, lack of transportation was a major barrier to accessing jobs. The federal Job Access and Reverse Commute (JARC) program provides funding for transportation, and in May 2002, Essex County selected three vendors including EZ Ride to provide transportation services. EZ Ride ultimately became the sole vendor for all JARC programs in Essex County - a testament to the County's satisfaction with EZ Ride's services. In recent years, EZ Ride was also awarded the Essex County contract to provide the WAVE shuttle service, involving a fleet of 4-6 shuttles to help low-income residents access multiple agencies that provide work training and work assistance in the Greater Newark Area. These programs affect the lives of 7,000 to 10,000 residents.

One program that greatly benefits residents is the Essex Night Owl, which President Obama even mentioned in one of his budget speeches. According to Michael Vieira, Coordinator for Special Transportation of Essex County, "Riders say it is a true lifesaver; they are able to get to and from work safely. One rider used to walk from Orange to Newark Penn Station to get to work and ensure his livelihood. I like to say our shuttle service is giving people a jumpstart back into life. It bridges the gap so that they can be successful and self-sufficient."

Describing the support EZ Ride provides to help him in his role, Michael explains, "County wide, I'm the only person involved in the day-to-day operations of all these transportation programs that provide about 1,000 rides a day. One person can do it because EZ Ride staff is well managed and the service is very professional. They make my life so much easier. They have always delivered in service and reliability every time. I absolutely have recommended and will continue to recommend EZ Ride," he continues. "I tell them that EZ Ride is one of the most professional companies I've ever worked with. EZ Ride makes transportation management as simple as doing the billing - that's truly all I have to do. It's wonderful to collaborate with a company where you know things are being done exactly as they need to be. I can always count on EZ Ride to deliver."

New Horizons

Weekend Services

There is a growing realization that shuttle providers such as EZ Ride are also in the hospitality business. We have to redefine our customer as everyone who sets foot on our vehicle, regardless of who paid for the service. Our job is not merely to move people safely but to engineer a positive experience where people leave with the feeling that they have been taken care of, and we are worthy of our customers' loyalty. Loyal customers seek value and are willing to pay for it. As part of that process, we intend to create a new market and develop a weekend service that links individuals with attractions in New York City, which would take advantage of our fleet of vehicles that are largely unused over the weekends. For example, residents in the Meadowlands could share a ride in our shuttle and go out to dinner before catching a Broadway show. We could also partner with restaurants and theaters.



Total annual
shuttle ridership
has increased
roughly 12
percent
every year from
approximately
400,000
trips in 2012 to
650,000
in 2016.



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