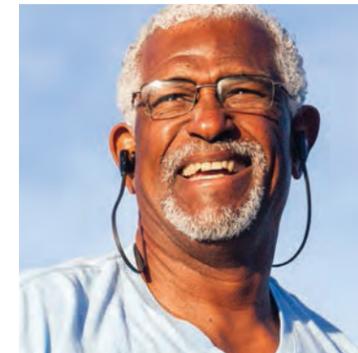
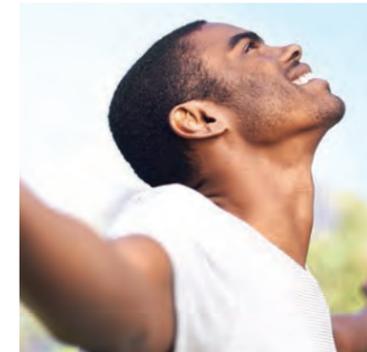


MEADOWLANDS TRANSPORTATION BROKERAGE CORPORATION  
D/B/A EZ RIDE

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A BRIEF HISTORY OF THE

# Meadowlands Transportation Brokerage Corporation



## A NON-PROFIT PUBLIC-PRIVATE PARTNERSHIP

In the aftermath of the gas crisis, the Meadowlands Transportation Brokerage Corporation was incorporated in 1983 as a not for profit, public-private partnership to improve access, reduce congestion and promote economic growth by working with business and government agencies to address the employee commuting challenges in Northern New Jersey.

The charter members were the Port Authority of New York & New Jersey, New Jersey Turnpike Authority, New Jersey Sports & Exposition Authority, New Jersey Meadowlands Commission, New Jersey Department of Transportation and the Meadowlands Regional Chamber of Commerce.

The Meadowlands Transportation Brokerage Corporation did business as “Meadowlink” and was the first Transportation Management Association (TMA) in the state of New Jersey.

## THE EZ RIDE BRAND

The Meadowlink name tied the agency’s identity to the geographic

area around the Meadowlands. As the agency expanded to an area beyond the Meadowlands, it began using the name EZ Ride, which shifted attention from its geographic base to the service it provided.

The EZ Ride name stuck and in 2005, it became the primary brand identification of the Meadowlands Transportation Brokerage Corporation.

EZ Ride’s services are convenient and cost effective because they are integrated – a one stop for all your transportation needs that include carpools, vanpools, shuttles, transportation for older adults and people with disabilities, and bike and pedestrian programs.

## OUR ACHIEVEMENTS

In 2008, EZ Ride was presented with the Outstanding Transportation Management Association (TMA) Award by the Association for Commuter Transportation (ACT). The award is presented to the TMA that best uses its public/private partnerships to achieve local or regional transportation goals.

The Community Transportation Association of America (CTAA) recognized EZ Ride as the 2013 Urban Community Transportation System of the Year. The award recognizes excellence by urban transportation systems in serving the needs of people in their communities. EZ Ride was selected for “innovative and creative collaborations throughout its service area which includes most of New Jersey’s most populous counties.” The transportation programs that serve seniors and individuals with special needs were highlighted as being especially innovative.

Today, EZ Ride manages New Jersey’s largest carpool, vanpool and shuttle services for businesses, colleges, universities, and municipalities. EZ Ride operates a mixed fleet of minibuses, vans, and sedans that provide more than 700,000 passenger trips each year.



EZ Ride staff promoting shuttle services at the New Jersey Apartment Association Expo 2018 in Atlantic City.



## Contents

Message from the Chair	6
<b>Rides that Change Lives...</b>	
For Commuters Accessing Public Transit	8
For Children Walking and Biking	12
For Riders with Disabilities	16
For Older Adults and Low-Income Workers	20
For Commuters Needing Affordable Transportation	24
Board of Directors	25
EZ Ride Program Contacts	26



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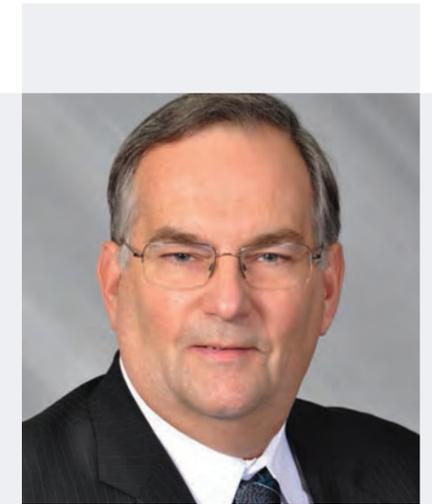
## Mission

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

## MESSAGE FROM THE CHAIR

# Moving Forward

## The Next 35 Years: Leaving the Past, Managing the Present, Creating the Future



**Perry E. Frenzel, P.E., P.P.**  
Chairman

Principal Associate,  
PNJ/Frenzel Assoc., LLC

September 24, 2018

**On behalf of the riders we serve, thank you for an awesome 35 years--it's been a terrific ride!**

At this 35th anniversary of EZ Ride, it is fitting to read the tea leaves and plan for serving our future riders. Forecasting is always risky as we try to construct the future with the tools we know today. But act we must--making important decisions based on incomplete information and innovations and disruptions not yet known, because the future is shaped by what we do and don't do, today.

### THE NEW CUSTOMER

Who will our customers be 35 years from now? By 2053, we expect a large demographic shift in the United States; the youngest surviving "baby boomers" will be 89 years of age. The new cyber generations--call them X, Y or Z--will be leading our society, and promoting their own values and priorities.

By 2053, it is anticipated that single-family households will comprise more than half the population. The demand for a "24x7 live, work and play" lifestyle could make mixed-use developments and rentals the new housing norm. Most people's workday will begin when they exit their front door, not when they arrive at the office; employers will effectively be in the commute business. These cyber generation workers are already abandoning their reliance on the car in favor of a rail-centric transportation framework, which partially explains EZ Ride's success with shuttle programs linking residential complexes to train hubs. By 2053, *Ryde4Life*, which bridges the digital divide to serve older adults lacking easy familiarity with smart phones, is unlikely to be useful to these digital natives.

### MOBILITY REFRAMED

New technologies and changing consumer behaviors of the cyber

generations could converge to disrupt traditional vehicle ownership patterns, making today's transportation systems unrecognizable. By 2030, it is estimated that 25% of all U.S. miles traveled will be in "shared autonomous electric vehicles" (SAEV)--the holy grail for future mobility. Billions of dollars in transportation-related legacy assets could be rendered obsolete, and millions of jobs in the vehicle production and driving-based professions may disappear. The race is on for SAEVs, and the crowded field includes established automotive, technology and transportation companies such as BMW and Tesla, Google, Uber and Lyft, and First Transit and Keolis, as well as startups such as Easymile and Navya.

The success of the SAEV juggernaut will depend on its ability to meet customer needs more effectively and cheaply, due to the better use of assets. Although the capital cost of the SAEV is estimated to be

75% higher than the conventional internal combustion engine, operating costs will be 45% lower due to many factors: eliminating driver-related costs; reducing maintenance costs with fewer moving parts; reducing fuel costs due to electric power; reducing insurance costs due to fewer accidents; and reducing financing costs due to higher utilization.

About 15-20% of short-haul public transit ridership is expected to switch to SAEVs to take advantage of the lower cost and greater convenience. The adoption of SAEVs could be further accelerated by the acute shortage of drivers with a commercial driver's license in the U.S.

The launch of SAEVs could have a major impact on our shuttle programs; their preset routes and low speeds are ideal for our riders on the short haul last mile routes served by our shuttles. Although the adoption curve is difficult to

predict, once the concept is proven, the ramp-up will be swift.

As we consider our changing customer profile and new technologies, we are asking ourselves many questions. Where will we play on the transportation chessboard? How will we differentiate ourselves as a mobility provider? What type of new partnerships do we need? What portfolio of products will fit the anticipated market evolution? How do we reinvent ourselves as a winner?

**Ultimately, our next 35 years will be determined by how well we serve our riders.**

A handwritten signature in black ink, appearing to read 'P. Frenzel'.

Perry Frenzel, Chairman

# SHUTTLES

RIDES THAT CHANGE LIVES  
FOR COMMUTERS ACCESSING  
PUBLIC TRANSIT



**Shuttles** transport 2,000 commuters on a typical workday, linking them with train transit hubs such as Newark Penn and Secaucus Junction; the shuttles operate 24/7 serving workers on the night and off-hours shift.

Members of the shuttle team drive more than a million miles a year helping commuters' access public transit.

## THE WORLD OF NIGHT-SHIFT WORKERS IS INVISIBLE TO MOST PEOPLE, BUT MANY VITAL SERVICES RUN AROUND THE CLOCK.

For example, next-day delivery services such as FedEx and UPS don't shut down at 6 p.m., and Newark Liberty International Airport operates 24 hours a day.

Many of the jobs at overnight delivery services and the airport are entry-level positions and are inaccessible to potential employees lacking a car. Public transit is unavailable or very limited during overnight hours.

Essex County uses EZ Ride shuttle services to help their residents overcome this transportation barrier to employment. EZ Ride dispatches a fleet of eight minibuses

around midnight, with service continuing until the early morning hours. Ridership has surged to over 350 rides a night, and over 1,000 people depend on this overnight shuttle service. EZ Ride shuttle services meet a critical need while being less expensive than any other mode of transportation averaging \$10 for a six-mile ride. Managing this service is complex as routes and schedules change nightly.

Riders trust the EZ Ride shuttle service because it is dependable and predictable--shuttles run at regular intervals during defined hours, eliminating long waits. Studies show that shuttles can reduce commutes by a half hour or more, making it easier for employers to attract and retain valued employees.



### MICHAEL VIEIRA

DIRECTOR, SPECIAL TRANSPORTATION SERVICES FOR ESSEX COUNTY

“...EZ Ride is one of the most professional companies I've ever worked with...”

Director of Special Transportation Services for Essex County Michael Vieira has nothing but praise and appreciation for the EZ Ride shuttle service. “Riders say it is a true lifesaver; they are able to get to and from work safely which ensures they can be present for their jobs. One rider used to walk from Orange to Newark Penn Station to get to work and earn his livelihood. Can you imagine that? 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 be self-sufficient.

“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 using a fleet of about 16 vehicles. It is possible for one person to 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 quality and reliability, every time.

“I absolutely have recommended and will continue to recommend EZ Ride. 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.”

# Shuttles By the Numbers

## PARTNERS

**20 Partners**  
Provide \$4.5 million



## THE FLEET

**34 Minibuses**  
Less than 2 years old

**167,000 Gallons**  
Cost \$438,000

**1.2 Million Miles**  
Driven

## THE DRIVERS

**67 Shuttle**  
Team Members

**93,000 Driver Hours**

**\$2.1 Millions**  
Driver Wages

## THE RIDES

**793,000 Vehicle Revenue Miles**  
Cost \$5.63 / Revenue Mile

**625,000 Rides**  
Cost \$7 Per Ride



## CHANGING RIDERSHIP (2012-2018)





# BIKE & PED

RIDES THAT CHANGE LIVES  
FOR CHILDREN WALKING  
AND BIKING



**Bicycle and Pedestrian** team promotes safe walking and biking to 50,000+ people annually, hosting events at over 100 schools and community gatherings.

The four-member team operates in five counties and often works on weekends and late evenings to promote walking and biking.

## NEW JERSEY'S ASBURY PARK IS KNOWN FOR ITS SANDY SHORE AND BEACHFRONT BOARDWALK LINED WITH SHOPS, ARCADES AND CAFES.

This city of 1.6 square miles is home to about 16,000 residents, 43% of whom are black, 30% are Latino and 25% are white. Estimated median household income in the city is \$36,512, about half the statewide median income.

A recent study reported that 62% of Asbury Park residents are overweight, and 34% of households do not have a car. Among residents, pedestrian and bicycle safety is a concern; in 2016-2017, there were 35 vehicle crashes involving pedestrians. The city's goal was simple: Implement programs to encourage safe walking and biking and build a culture of health in the City of Asbury Park.

EZ Ride's bike and pedestrian team partnered with the city in this effort. They helped to restart the mayor's wellness committee. They worked with local schools to do bike and pedestrian safety presentations, bike rodeos, walk to school days, poster contests, bike to school days and other wellness-focused activities, including education about healthy meals and after-school snacks.

The team participated in the Street Smart NJ campaign to increase awareness about walking safely and purchased bike racks to encourage biking. The team conducted walk audits at two schools and made recommendations, which were implemented, to improve safety and promote walking and biking in town. The school district regularly holds walk or bike to school events, and hundreds of bike helmets have been distributed to kids in town.



**JOHN B. MOOR**  
MAYOR, ASBURY PARK

“The health and safety of all of the City’s residents are our highest priority.”

As Mayor John B. Moor states, “The health and safety of all the city’s residents is our highest priority. EZ Ride’s efforts to improve health outcomes by promoting healthier corner stores, safe streets for walking and biking, access to health care and transportation and physical activity in our parks is so important and much appreciated.”

EZ Ride helped the school district develop walking and biking policies for students. They partnered with local stores and the pharmacy to stock healthy food options and hosted health-related events, such as preventive health screening.

All these efforts paid off. In 2017, Bradley Elementary School and Thurgood Marshall Elementary School earned New Jersey’s Gold Safe Routes to School award, and in 2018, the City of Asbury Park and Barack Obama Elementary School earned this award, too. Martin Luther King Jr. Middle School earned the First Step Safe Routes to School award. Additionally, the school travel plans prepared by the team may help the city apply for federal and state infrastructure and technical assistance grants.

The EZ Ride team also raised \$208,000 in grants from various organizations to fund initiatives to build a culture of health in Asbury Park. They launched the Alliance for a Healthier Asbury Park that will host the city’s first open streets event in May 2019.

# The Bike & Ped Program By the Numbers

## SAFE ROUTES TO SCHOOL

**108** Awardees in Total

**6 Towns**  
**6 Schools**

**2 Towns**  
**10 Schools**

**15 Towns**  
**2 Schools**

**57 Towns**  
**19 Schools**

## BIKING

**33** Bike Safety Presentations

**22** Bike Safety Skills Courses

**2** Bike to School Days

**587** Bike Helmets Distributed

## WALKING

**48** Safety Presentations

**6** School Travel Plans

**77** Walk to School Days

**5** Walk Assessments

## LITERATURE

**86,000** Street Smart Tip Cards

## BIKE TO WORK

**67** Bike Lockers at Train Stations

**Raritan Valley Line**  
24 Westfield  
10 Cranford  
6 Roselle Park

**Morristown & Gladstone Line**  
6 Maplewood  
14 Summit

**North East Corridor**  
7 Rahway



# FLEX-T

## RIDES THAT CHANGE LIVES FOR RIDERS WITH DISABILITIES



**Flex-T Mobility Partner** riders depend on this service to access education, training or employment, and the number of rides has almost doubled since 2015 to a total of 19,800 rides in 2018.

The team at Eatontown who drive a range of vehicles - sedans, minivans and wheel chair accessible vehicles to provide safe and reliable transportation for our riders.

## THE U.S. CENSUS BUREAU COUNTS NEARLY 1 IN 5 AMERICANS WITH A DISABILITY.

These Americans have few commuter transportation options, and transportation to their workplace is a significant daily expense.

Most of them work at part-time jobs, and transportation takes a big chunk from their already small pay checks.

Flex-T Mobility Partner, EZ Ride's transportation program for people with disabilities, employs professional

drivers who are sensitive to the unique individual needs of our riders and are trained to meet them. EZ Ride uses a mixed fleet of vehicles, including sedans, minivans, and wheelchair-accessible vehicles, which meet or exceed federal

guidelines for transporting persons with disabilities. All vehicles are outfitted with tablet computers to track reservations, GPS to pinpoint vehicle location and interior cameras to document driving-related incidents.



**THERESA & KATHERINE DANISH**  
FLEX-T PROGRAM USERS

“...what a big difference it has made in our lives.”

Theresa Danish's daughter, Katherine, began using Flex-T transportation recently. “... it is long enough for me to know what a big difference it has made in our lives. The program has literally changed my life and the lives of our circle of friends who depend on EZ Ride to get our children back and forth to attend their training programs.

“The cars are clean, the drivers are nice and they are nonsmokers, which hasn't always been the case in my past experience with other transportation providers. Safe transportation is key for kids with disabilities and it feels like we hit the jackpot!

“Parents are working and sometimes we forget to cancel rides, so I appreciate the confirmation call that we get the day before at 3 p.m., in case I forget to tell them and we need to cancel. There was one mix up and the five kids in our circle were not picked up. It was resolved very quickly, and they had everyone picked up within about an hour and a half.”

Flex-T is largely funded by New Jersey Transit and the New Jersey Division of Developmental Disabilities. Theresa continues, “A lot of transportation providers are unsure about their funding for the next year, so we appreciate and already signed up for next year since we know EZ Ride's transportation program will be running. When drivers are paid a fair wage and well treated, they will stay at their job, and I admire EZ Ride for doing that. It's our first season with EZ Ride, but I know our satisfaction will only grow with time.”

At EZ Ride, we believe that access to safe, reliable, affordable transportation is critical to our quality of life.

# The FLEX T Program By the Numbers

## THE RIDERS

**143** Total Riders   
85 Male & 58 Female

**138** Average Annual Rides  
Per Rider

**\$4,600** Average Budget  
Per Rider



## THE RIDES

**19,800** Rides in Total

**7,900** Vehicle Revenue Hours

**\$33** Cost   
Per Average Trip

**7 Miles**  
Average Trip Length

**24 Minutes**  
Average Trip Time

**139,000** Vehicle Revenue Miles

## THE DRIVERS

**26** Drivers  
10 Male & 16 Female

**19,000** Driver Hours

**\$350,000** Driver Wages

## THE VEHICLES

**33** Vehicles

16 Minivans 14 Sedans

3 MV-1

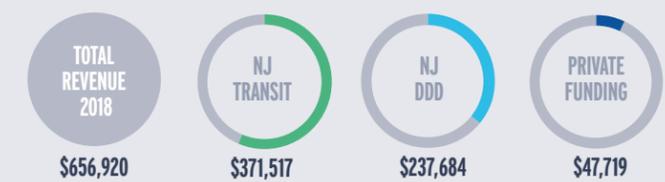
**\$52,000** Paid for 20,200  
Gallons of Gas

**310,000** Miles Driven

## THE REVENUE



### FLEX-T REVENUE SOURCES 2018





# RYDE4LIFE

RIDES THAT CHANGE LIVES  
FOR OLDER ADULTS AND  
LOW-INCOME WORKERS



**Ryde4Life** with Lyft has provided over 10,000 rides for older adults, and the program has expanded to also serve low income residents in just 12 months.

The Ryde4Life team at Eatontown schedules rides for clients with Lyft seven days of the week throughout New Jersey.

## THE CHALLENGE OF HELPING OLDER ADULTS SUCCESSFULLY AGE IN PLACE IS CRITICAL AS NEW JERSEY'S POPULATION OF ADULTS 65+ GROWS QUICKLY.

Our senior population is projected to double from 1.36 to 2.5 million people between 2016 and 2030.

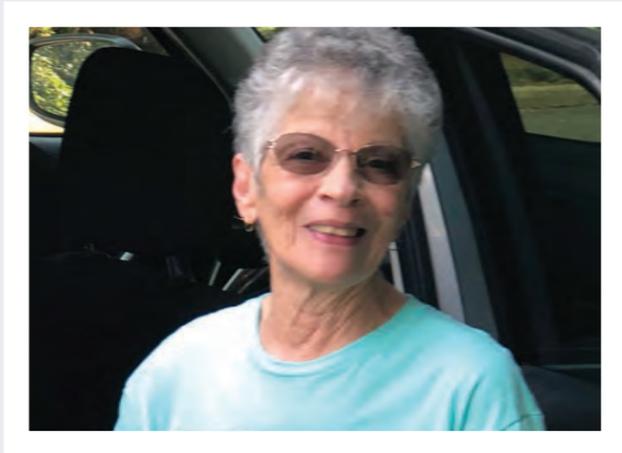
In the Garden State, free senior transportation is available at the county and municipal level. The state dedicates 8.5 percent of the state's casino revenue for older adults and special transportation at the county level. However, with the declining fortunes of the casino industry, the revenues set aside have fallen from \$37 million in 2008 to \$18 million in 2018.

Municipal transportation, where available, is restricted to trips within a town and to specific routes and schedules. In both cases advance reservation is required.

In 2009, EZ Ride launched a senior transportation program using a team of volunteer drivers who drove EZ Ride cars. Our biggest challenge was our inability to meet the demand for rides

due to our limited resources of vehicles and volunteer drivers.

In 2017, EZ Ride partnered with Lyft to launch a new program for senior adults, Ryde4Life. Riders contact an EZ Ride Coordinator using a cell phone to help them access a ride provided by Lyft. Riders pay the Lyft fee plus a \$1 administrative fee.



**GERALDINE**  
RYDE4LIFE USER

Geraldine and her husband William have been married for 59 years. Originally from Staten Island, they moved to New Jersey to be closer to their son and his family. "Living in New Jersey does not come without challenges. When William became ill, it was difficult to get him to his doctor appointments. We used the senior transportation services provided by the county but that doesn't always get us to where we need to go and it also requires advance reservations. The other service that is offered near us is expensive and is only available for emergencies, and that left a gap for us when it came to last minute appointments and outings.

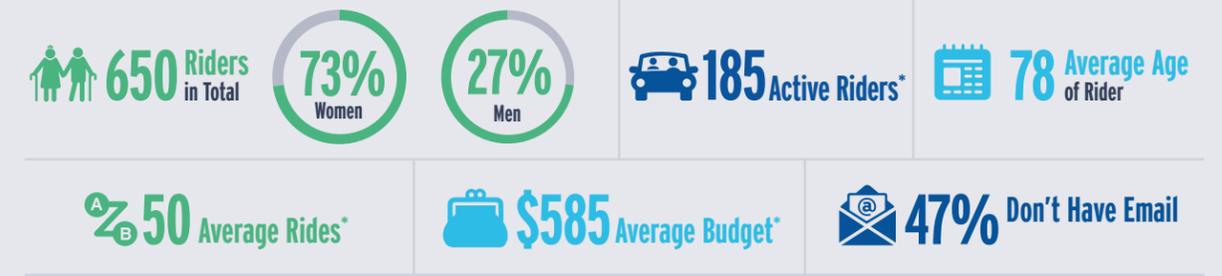
"Things got a lot easier when we joined Ryde4Life. Thank God Ryde4Life is around to get us back and forth at short notice. I try hard to keep William active and moving, and we enjoy going out when we want to without bothering our family; now we can enjoy the spontaneous trip to the dollar store or ShopRite. The drivers are all very nice and helpful and I appreciate that they're just a phone call away. I have no complaints and I spread the word about Ryde4Life whenever I can."

The Ryde4Life program recently expanded to meet the transportation needs of all adults, and non-profit organizations realize its benefits for their clients. The Affordable Housing Alliance (AHA), a non-profit organization that strives to provide affordable housing and related services was concerned that their clients spent almost 50% of their gross earnings on transportation.

Donna Blaze, CEO of Affordable Housing Alliance, says, "AHA decided to partner with EZ Ride to provide our clients with affordable transportation to access jobs and social services. About 20 clients joined the program, and they have taken over 600 rides averaging a nominal cost of \$17 per ride. We have found that for every \$1 invested in transportation, the client has been able to generate \$2.65 in additional income – a 265% sustainable return on investment."

# Ryde4Life Program By the Numbers

## THE RIDER

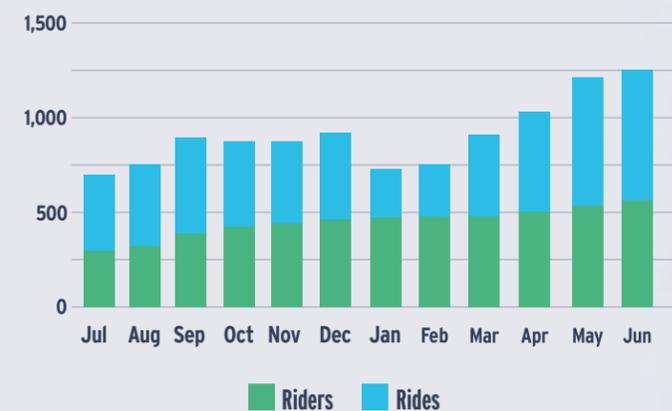


\*Riders who have taken 12 or more rides

## THE RIDES



## RIDES & RIDERSHIP



# RIDESHARING

RIDES THAT CHANGE LIVES  
FOR COMMUTERS NEEDING  
AFFORDABLE TRANSPORTATION



**Vanpools and carpools** save commuters real money compared to driving alone, as much as \$1,000 per month in a vanpool.

The Rideshare team conducts more than 70 employer outreach events to promote carpooling and vanpooling.

## VANPOOLING AND CARPOOLING PROGRAMS BECAME POPULAR IN THE 1970S IN RESPONSE TO HIGH ENERGY PRICES.

Nonprofit transportation management associations, such as EZ Ride, were created to facilitate high occupancy vehicle ridership among commuters.

Funding to create and sustain these transportation management associations was provided as a combination of public and private sector funds. Declining gasoline prices have reduced the popularity of vanpooling; today there are fewer than 200 vanpools in New Jersey, and EZ Ride operates 25 of them, down from almost 80 in 2010. Enterprise is now the only major vanpool company in the state, a testimony to the declining fortunes of the vanpool business.

Carpooling is also less popular today. People find it more difficult to coordinate their schedules as they try to balance work and family time; the reimbursement process is awkward; and some people are uncomfortable with the lack of privacy. Students, lacking their own vehicle and seeking an affordable transportation option, comprise the largest share of carpoolers. The life of these carpools is limited to the days spent in school; upon graduation, they disband.

Workplace carpools tend to last longer. The Becton, Dickinson and Company facility at Franklin Lakes encourages carpooling with preferred parking spots and an annual carpooling breakfast. People there who carpool are passionate about it and stick with it over many years.

EZ Ride continues to promote carpooling and vanpooling. Last year, almost 3,000 people were added to the Rideshare database, many of them recruited at more than 70 transportation fairs.



**LARRY WILLIAMS**  
VANPOOL COORDINATOR

“For over 27 years, vanpooling has been a win-win situation for me...”

Vanpools typically transport 7-15 passengers from a common origin to a common destination. One person serves as driver and coordinator, leasing the van from an approved vanpool company, which provides the vehicle, maintenance, insurance and road side assistance. Lease and operations costs are shared by all the riders, which make it a relatively inexpensive way to commute over long distances. It typically costs six dollars per day per person for a 40-mile round-trip commute.

Larry Williams is the coordinator of a vanpool transporting ten people daily from Howell to Newark, a round trip of 120 miles.

Larry has this to say about his vanpooling experience. “For over 27 years, vanpooling has been a win-win situation for me. With a commute of over 120 miles a day, the vanpool is a convenient, cost effective way to ride to work. It frees up a lot of time to conduct business, read or rest. Vanpooling also saves wear and tear on my personal vehicle and provides me a tremendous amount of cost savings. Additionally, it also helps to reduce our carbon footprint/greenhouse gases. I particularly enjoy the camaraderie the vanpool members share while commuting together. Plus, the van is subsidized through EZ Ride! I wouldn’t pick any other way of commuting for the past 27 years.”

# The Rideshare Program By the Numbers

## VANPOOLS

**25 Vanpools**  
200 Vanpoolers

**90 Miles**  
Daily Average Round Trip

**19 Employer Vanpools**  
13 Merck 6 PSE&G

## NJ TRANSIT VANPOOL SUBSIDIES

**\$175 Each Vanpool**

**\$150 Each Vanpool**  
Using HOV Lane

**25 Vanpools**  
Receive Subsidies

## VANPOOL SAVINGS

**2.5 Million**  
Reduction in Vehicle Miles

**100,000 Gallons**  
of Fuel

**900 Metric Tons**  
Reduced CO2 Emissions



## CARPOOLS

**36,000 Carpoolers**  
in 14,000 Carpools

**24 Miles**  
Daily Average Round Trip

## EMPLOYERS WITH THE MOST CARPOOLS

**1,600 Rutgers University**

**1,200 Kean University**

**1,100 Union County College**

**900 United**

# Board of Directors

## OFFICERS



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Chairman  
Principal Associate,  
PNJ/Frenzel Assoc., LLC



**Patricia Ott, P.E.**  
Vice Chair  
Managing Member,  
MBO Engineering, LLC



**Chip Hallock**  
Secretary  
President,  
Newark Regional  
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**Ronald E. Nichols**  
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**Scott Bogren**, Executive Director,  
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**Steve Brown**, Manager,  
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**Robert R. Ceberio**, President,  
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**Kent E. Hansen**, Senior Staff Attorney,  
Pro Bono Partnership, Inc.

**James Kirkos**, Chief Executive Officer,  
Meadowlands Regional Chamber

**Michael Russo**, Assistant Commissioner,  
New Jersey Department of Transportation

**Nadereh Moini, Ph.D., P.E.**, Chief of Transportation,  
New Jersey Sports & Exposition Authority

**Anthony Scardino**, President,  
Anthony Scardino & Associates

**Thomas Schulze, AICP**, Executive Director,  
Center for Community Planning

**James J. Tedesco III**, County Executive,  
Bergen County

**Michael Vieira**, Director,  
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