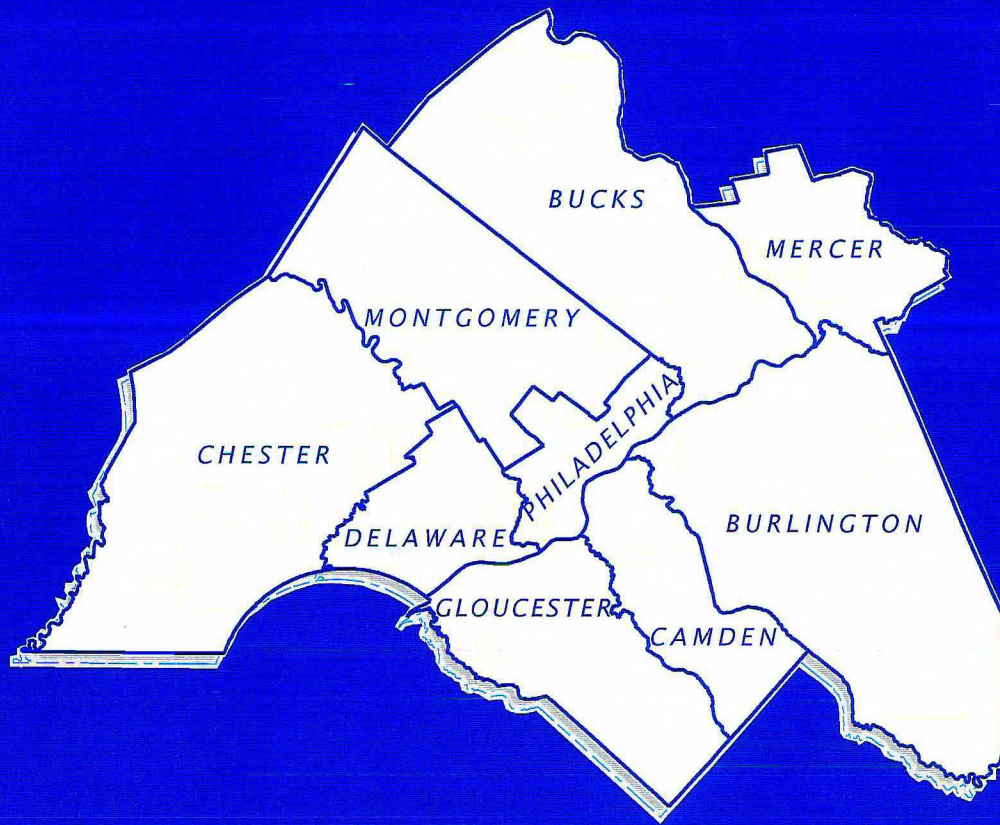


ACCESS TO OPPORTUNITIES IN THE DELAWARE VALLEY REGION



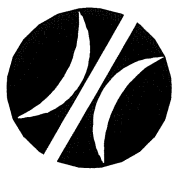
REGIONAL JOB ACCESS AND REVERSE COMMUTE TRANSPORTATION PLAN



DELAWARE VALLEY REGIONAL PLANNING COMMISSION

ACCESS TO OPPORTUNITIES IN THE DELAWARE VALLEY REGION

REGIONAL JOB ACCESS AND REVERSE COMMUTE TRANSPORTATION PLAN



Delaware Valley Regional Planning Commission
The Bourse Building
111 South Independence Mall East
Philadelphia, PA 19106-2515
<http://www.dvrpc.org>

June 1999

- This report is printed on recycled paper -

The preparation of this plan was funded through federal grants from the U.S. Department of Transportation's Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), the Pennsylvania and New Jersey Departments of Transportation as well as by DVRPC's state and local member governments. The authors, however, are solely responsible for its findings and conclusions, which may not represent the official views or policies of the funding agencies.

Created in 1965, the Delaware Valley Regional Planning Commission (DVRPC) is an interstate, intercounty and intercity agency which provides continuing, comprehensive and coordinated planning for the orderly growth and development of the Delaware Valley region. The region includes Bucks, Chester, Delaware, and Montgomery counties as well as the City of Philadelphia in Pennsylvania and Burlington, Camden, Gloucester, and Mercer counties in New Jersey. The Commission is an advisory agency which divides its planning and service functions between the Office of the Executive Director, the Office of Public Affairs, and three line Divisions: Transportation Planning, Regional Planning, and Administration. DVRPC's mission for the 1990s is to emphasize technical assistance and services and to conduct high priority studies for member state and local governments, while determining and meeting the needs of the private sector.



The DVRPC logo is adapted from the official seal of the Commission and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole while the diagonal bar signifies the Delaware River flowing through it. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey. The logo combines these elements to depict the areas served by DVRPC.

DELAWARE VALLEY REGIONAL PLANNING COMMISSION

Publication Abstract

TITLE ACCESS TO OPPORTUNITIES IN THE DELAWARE VALLEY REGION	Date Published: JUNE 1999
REGIONAL JOB ACCESS AND REVERSE COMMUTE TRANSPORTATION PLAN	Publication No. 99005

Geographic Area Covered: Delaware Valley region comprising five counties in Pennsylvania (Bucks, Chester, Delaware, Montgomery, and Philadelphia); and four in New Jersey (Burlington, Camden, Gloucester, and Mercer)

Key Words: access-to-jobs, journey-to-work, welfare reform, regional labor market, employment centers and public transportation

ABSTRACT

The magnitude of the welfare-to-work challenge calls for regional job placement strategies. To maximize placements, new workers must learn to use the regional transit network and other transportation services to access job opportunities throughout the regional labor market. In the Delaware Valley, this includes commuting across state lines. Focusing on current access-to-jobs initiatives, this report will (1) profile employment characteristics and inventory current services and facilities, (2) identify transportation needs and service gaps and (3) provide strategies and recommendations for these issues.



For More Information Contact:

Delaware Valley Regional Planning Commission
Regional Planning Division
The Bourse Building
111 South Independence Mall East
Philadelphia, PA 19106-2515
Phone: (215) 592-1800 Fax: (215) 592-9125
www.dvrpc.org

**ACCESS TO OPORTUNITIES
IN THE
DELAWARE VALLEY REGION**

**Regional Job Access and Reverse Commute
Transportation Plan**

TABLE OF CONTENTS

<i>Executive Summary</i>	<i>i</i>
<i>Resolution by the Board of the Delaware Valley Regional Planning Commission ...</i>	<i>iii</i>
1.0 Introduction.....	1
1.1 Background and Change	5
1.1.1 Welfare Reform in Pennsylvania and New Jersey.....	5
1.1.2 Regional Employment Market	7
1.2 Access-to-Jobs Initiatives in the Delaware Valley Region.....	9
1.2.1 Recent DVRPC Access-to-Jobs and Reverse Commute Initiatives	9
1.2.2 DVRPC Access-to-Jobs Work Program for 1997-1999	9
1.2.3 Bi-State Access-to-Jobs Initiative	11
1.2.4 New Jersey Access-to-Jobs Initiatives	12
1.2.5 Pennsylvania Access-to-Jobs Initiatives	18
2.0 Transportation Services and Facilities Analysis	24
2.1 Transit Dependent Population and Travel Characteristics.....	24
2.2 Existing Transportation Services and Providers	26
2.3 Transportation Needs and Service Gaps	27
2.4 Bi-State Commuting Patterns	32
3.0. Transportation Strategies and Recommendations	65
3.1 Strategies and Objectives	65
3.2 Conclusion and Next Steps	82
4.0 Recommended Regional Priority Projects	84
4.1 Regional proposals and Letters of Intent	84
4.2 Recommended Regional Priority Projects	91
4.3 Proposed Process Changes for Fiscal Year 2000	94

LIST OF TABLES

1-1	Job Access and Reverse Commute Competitive Grant Program: Fiscal Year 1999 Approved Applicants and Projects.....	2
1-2	Welfare Dependency in the Delaware Valley Region	6
1-3	Job Decentralization in the Delaware Valley Region, 1970-1990.....	8
1-4	Transit-Accessible Employment Centers for Bi-State Commuting.....	11
2-1	Welfare Dependency and Auto Ownership in the Region.....	24
2-2	Public Transportation Travel by Core City Resident Workers, 1970-1990.....	25
2-3	Population and Jobs within 1/4 Mile of Transit in the Delaware Valley Region (1990)	28
2-4	Transit Accessibility to Major Employers	30
2-5	1990 Census Bi-State Journey-to-Work Travel Patterns in Core Cities.....	53
2-6	Summary: Bi-State Commutes Originating from Camden, Philadelphia and Trenton	57
4-1	Job Access and Reverse Commute Competitive Grant Program: Fiscal Year 1999 Recommended Applicants and Projects.....	95

LIST OF MAPS

1	Job Access and Reverse Commute Competitive Grant Program: Fiscal Year 1999 Approved Applicants and Projects.....	3
2	Areas Served by Regional Rail Stations in Pennsylvania.....	33
3	Areas Served by Rail Transit Stations in Pennsylvania.....	35
4	Areas Served by Regional Rail Stations in New Jersey	37
5	Areas Served by Rail Transit Stations in New Jersey.....	39
6	Areas Served by SEPTA Bus and Trolley Lines	41
7	Areas Served by NJ TRANSIT Bus Lines.....	43
8	Areas served within ½ mile by SEPTA Bus and Trolley Lines on Weekdays.....	45
9	Areas served within ½ mile by SEPTA Bus and Trolley Lines on Weekends.....	47
10	Areas served within ½ mile by NJ TRANSIT Bus Lines on Weekdays.....	49
11	Areas served within ½ mile by NJ TRANSIT Bus Lines on Weekends	51
12	Employment Centers for the Region and Census Tracts of High Poverty	55
13	Camden Origins to Pennsylvania Destinations.....	58
14	Trenton Origins to Pennsylvania Destinations	60
15	Philadelphia Origins to New Jersey Destinations.....	62
16	Job Access and Reverse Commute Competitive Grant Program: Fiscal Year 1999 Recommended Applicants and Projects.....	98

APPENDICES

I	Private Carriers and Non-Profit Transportation Providers	I-1
II	Case Studies in Bi-State Commuting Initiatives for Welfare and Entry Level Workers.....	II-1

EXECUTIVE SUMMARY

Federal and State welfare reform has prompted cities and regions to explore new ways to help public assistance recipients make the transition from welfare to work. In the Delaware Valley region, over 85,000 households were receiving Temporary Assistance for Needy Families (TANF) cash assistance in late 1998. TANF heads of household are now subject to time limits and work requirements that have substantially altered eligibility and redefined benefits. While time limits related to welfare have raised the stakes, widespread job decentralization and limited auto ownership greatly complicate the task of commuting between urban neighborhoods and suburban employment centers.

Welfare-to-work is a *regional* issue. With job opportunities throughout a *regional labor market*, new workers must be willing and able to use the *regional transit network* to access such opportunities. Because the Delaware Valley region includes Bucks, Chester, Delaware, Montgomery and Philadelphia Counties in Pennsylvania and Burlington, Camden, Gloucester and Mercer Counties in New Jersey, an access-to-jobs and reverse commute plan was needed on a regional level. The result is this plan which identifies current regional initiatives, transit dependent populations and transportation needs and service gaps, and establishes priorities and provides recommendations on a regional basis.

During the planning process, the Delaware Valley Regional Planning Commission (DVRPC) developed a list of recommended, prioritized projects for Fiscal Year 1999 funding through the new Job Access and Reverse Commute Competitive Grant program that support this regional strategy and are now part of the plan. The list of candidate projects was developed in cooperation with DVRPC's member governments and operating agencies, including close coordination with the Pennsylvania and New Jersey Departments of Transportation (A summary of the 14 recommended projects are found in Section 4.0, Recommended Regional Priority Projects). The intensive, two-month process included:

- newspaper notification and mailings of information to a wide list of individuals and organizations;
- technical briefings and individual consultation to explain the new program to potential applicants;
- consolidating previous and current planning materials into this the region's first Job Access and Reverse Commute Transportation Plan;
- involving non-traditional participants in the planning, project evaluation and selection activities; and
- developing policy positions on the scope and scale of the region's package of potential projects through the actions of the DVRPC Board and its committees.

The plan also contains the regional strategy addressing access-to-jobs and reverse commuting adopted by the DVRPC Board at its December 4, 1998 meeting and includes the following objectives:

- *Promote Transit Affordability*
- *Promote Job Retention with Transportation-Related Support Services*
- *Expand Transit Education to Increase Ridership*
- *Improve Accessibility with New Transit and Ridesharing Initiatives*
- *Promote the Long-Term Viability of New Transportation Services*
- *Develop Strategies to Promote More Effective Access-to-Jobs Coordination*

As the region's first Job Access and Reverse Commute Transportation Plan, this plan will serve as the basis for additional regional planning efforts related to job access and reverse commuting, and will be updated and refined in anticipation of potential future Federal Transit Administration (FTA) grant program funding.

RESOLUTION

by the Board of the Delaware Valley Regional Planning Commission

REGIONAL JOB ACCESS AND REVERSE COMMUTE TRANSPORTATION PLAN

WHEREAS, the Delaware Valley Regional Planning Commission (DVRPC) is the designated Metropolitan Planning Organization (MPO) for the bi-state, Philadelphia-Camden-Trenton region; and

WHEREAS, the Federal Transit Administration (FTA) is responsible for administering a new grant program included in the Transportation Equity Act for the 21st Century (TEA-21), entitled "The Job Access and Reverse Commute Competitive Grant Program" (Program); and

WHEREAS, the FTA, on October 29, 1998, announced the availability of Fiscal Year 1999 funding for the Program; the first year of a scheduled five years of continued funding (through Fiscal Year 2003), and provided guidance for initial applications to be submitted by December 31, 1998; and

WHEREAS, the Program guidance requires MPO's in regions of 200,000 or more population to: select qualifying applicants for the Program; commit to amend the regional Transportation Improvement Program (TIP) at such time as Program funding may become available to implement proposed projects; and prepare and maintain a Regional Job Access and Reverse Commute Transportation Plan (Plan) from which to evaluate the consistency of projects seeking Program funding; and

WHEREAS, in fulfillment of these requirements, DVRPC prepared a Draft Plan, including a six-point Regional Strategy for use in the FY 1999 application review process, and subsequently solicited and received review comments and updated information on the Draft Plan from various city, county and state agencies; and

WHEREAS, following legal advertisement and a mailed notice to more than 300 organizations and individuals, DVRPC held a public hearing on the proposed Plan on May 10, 1999, and maintained a 30-day public comment period; and

WHEREAS, staff has incorporated all review comments received at the hearing, including updated information, in a revised Draft Plan that is now ready for Board adoption.

NOW, THEREFORE BE IT RESOLVED the Board adopts the initial, Regional Job Access and Reverse Commute Transportation Plan with the understanding that it will be evaluated at least annually in conjunction with the application process for the FTA Program and DVRPC's on-going Work Program activities, with appropriate revisions or updates as needed; The adopted Plan and subsequent refinements will be used for the required consistency evaluation of proposed project applications for the FTA Program; The Executive Director is authorized to forward copies of the adopted Plan to pertinent federal, state, county and local agencies for their information and use.

Adopted this 24th day of June, 1999
by the Board of the Delaware Valley
Regional Planning Commission

I do hereby certify that the foregoing is a true copy of Resolution No. B-FY99-017.



Jean L. McKinney, Recording Secretary

1.0 INTRODUCTION

In 1996, in response to federal and state welfare reform and grant program initiatives, the Delaware Valley Regional Planning Commission (DVRPC) embarked on a multi-year work program to assess its plan for transportation and related service and support activities in relation to welfare to work, access to jobs and reverse commuting initiatives. Building upon earlier work completed in support of this program, the goals of this bi-state effort were to:

- (1) catalogue the diverse activities underway in the region;
- (2) describe “best practices,”
- (3) define barriers, gaps and unmet needs;
- (4) position the agency to provide technical support and information to implementation agencies; and
- (5) develop a knowledge base that would support DVRPC’s role as the “regional forum” for discussion of issues and formulation of implementation strategies.

Initial products of this effort built upon earlier DVRPC work as well as the Commission’s on-going analyses of the region’s employment centers and transportation network. These activities were followed by a FTA-funded analysis of barriers impeding bi-state commuting by public transit and a study of reverse commute issues in the Trenton area. The next step in the work program was preparation of a draft Access to Jobs Regional Strategy. This report contains specific objectives that respond to identified regional barriers impeding access to jobs by lower income workers and welfare recipients seeking suburban employment opportunities.

As a result of this “head start,” and particularly the availability of the draft Regional Strategy, DVRPC and the bi-state region were well-positioned to respond quickly and effectively to the Federal Transit Administration (FTA)’s October 29, 1998 program guidance announcing the Job Access and Reverse Commute Competitive Grant program. This new program, included in the Transportation Equity Act of the 21st Century (TEA-21), is intended to provide five years (Fiscal years 1999 to 2003) of escalating funding that provides transportation services and supportive programs to facilitate job access and reverse commuting.

At the same time, the program guidance requires development of Regional Job Access and Reverse Commute Transportation Plans (the Plan) that will serve as the focal point for the identification of potential projects for program funding. The region’s initial Plan was needed to support applicant selection and project consistency evaluations for the first round of FTA funding. Completed project applications were submitted to the FTA on December 31, 1998. Given this new funding opportunity and planning requirement, DVRPC compiled the region’s initial Plan, incorporating components of previous and current work underway at the agency. The Plan will be refined and expanded over time, focusing on the FTA’s requirements and the region’s continuing and expanding knowledge base for job access and reverse commuting. **Table 1-1** and **Map 1** reflect those projects funded by the FTA for fiscal year 1999.

Table 1-1
Job Access and Reverse Commute Competitive Grant Program
Fiscal Year 1999
Approved Applicants and Projects

New Jersey

- A-1 Camden County Improvement Authority – Service from Camden City Empowerment Zone to Southern Camden County Employment Centers
- A-2 Burlington County Board of Chosen Freeholders - Mt. Holly to Pemberton Shuttle
- A-3 Mercer County Workforce Investment Board - Route 130 Service

Regional

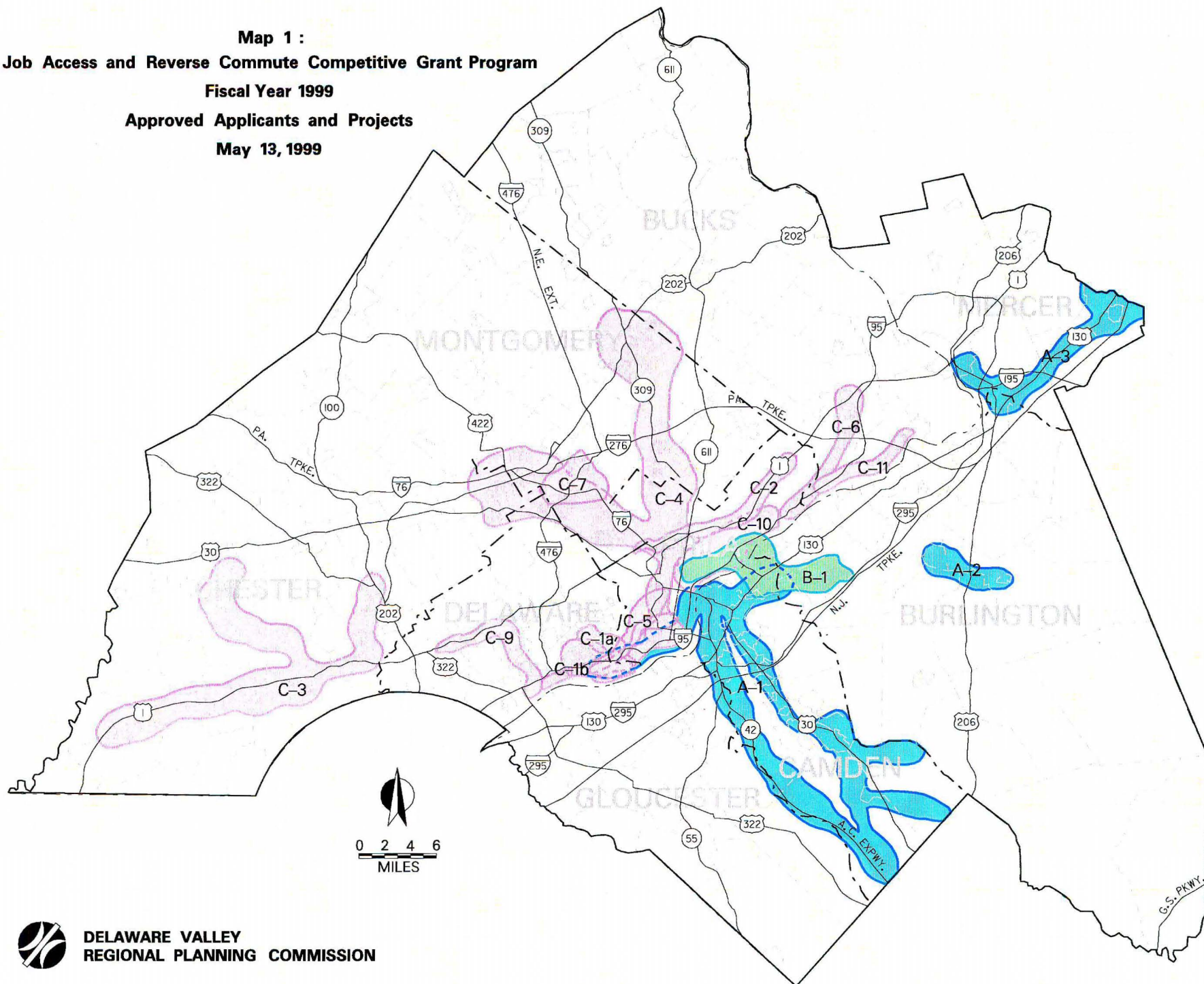
- B-1 Mayor’s Office of Community Services (Philadelphia) - American Street Empowerment Zone Service to Pennsauken and Moorestown Employment Centers

Pennsylvania

- C-1a Delaware County TMA and SEPTA - Route 37 and Route 305 Darby and Chester Service to the International Airport
- C-1b Delaware County TMA and SEPTA - Service from Chester to Route 352 and Route 1 Employment Centers
- C-2 SEPTA - Northeast Philadelphia Route 1 Corridor Service
- C-3 Chester County TMA and Southern Chester County Organization on Transportation - Paratransit Service to Southern Chester County, Coatesville and West Chester Areas
- C-4 Greater Philadelphia Urban Affairs Coalition - Service to Montgomeryville, King of Prussia and International Airport Area Employment Centers
- C-5 SEPTA - Airport Rail Service Improvements
- C-6 SEPTA - Northeast Philadelphia Route 14 Service Improvements
- C-7 SEPTA - Conshohocken Area Route 95 Service Improvements
- C-8 SEPTA - Multi-Lingual How to Ride Guides (Not Mapped)
- C-9 Delaware County TMA - (See Project C-1)
- C-10 Impact Services - Frankford/Kensington Area Service
- C-11 SEPTA - Bristol Area Bus Service

Source: Delaware Valley Regional Planning Commission Board Policy Committee, December 22, 1998

Map 1 :
Job Access and Reverse Commute Competitive Grant Program
Fiscal Year 1999
Approved Applicants and Projects
May 13, 1999



**DELAWARE VALLEY
REGIONAL PLANNING COMMISSION**

1.1 Background and Change

1.1.1 Welfare Reform in Pennsylvania and New Jersey¹

Passed by Congress and signed into law on August 22, 1996, the "Personal Responsibility and Work Opportunity Reconciliation Act" (PRWORA) restructured the welfare system, replacing Aid to Families with Dependent Children (AFDC) cash entitlement payments to individuals with Temporary Assistance for Needy Families (TANF) block grants to states. While the details of the federal legislation are complex, two things stand out: (1) for individuals, a five-year lifetime limit for TANF benefits eligibility and (2) for states, the ability and incentive to enact work requirements for public assistance recipients.

The five-year lifetime cap for TANF benefits eligibility for adult heads of household has critical welfare-to-work policy implications. When this clock expires, recipients are in effect "laid off" from welfare and may receive no more TANF-funded assistance. While persons will still be eligible for Medicaid and other benefits funded exclusively from non-TANF sources, the loss of cash assistance will be difficult, if not devastating for most public assistance households. The federal law provides that states may, at their discretion, exempt up to 20 percent of the welfare population from the federal time limits. As a safety net, New Jersey's program, called Work First New Jersey (WFNJ), provides two six-month extensions to the five-year limit that will be granted on an individual basis. People over 60; a parent or relative who provides full-time care for a disabled child or dependent; permanently disabled people; and people determined by the human services commissioner to be "chronically unemployable" may be eligible for exemption from time limits. Pennsylvania has not yet issued any guidelines for hardship exemptions.

Another key feature of the federal law is the schedule of work participation requirements on state caseloads. For FY1999, at least 25 percent of all TANF recipients must be in allowable work activities at least 25 hours per week, a standard that rises to 50 percent of all participants and 30 hours a week by FY2002. States that fail to meet these benchmarks are fined five percent of their total TANF block grant by the federal government. At the same time, TANF gives states more flexibility to design and administer welfare programs to meet their work participation requirements. Most states, including Pennsylvania and New Jersey, have responded by establishing work rules for welfare recipients that require them to participate in work activities after receiving 24 months of TANF benefits to maintain their eligibility status. Allowable work activities typically include working, looking for work, or taking part in a work-related activity such as job training, community work or subsidized work.

Pennsylvania and New Jersey welfare rolls grew steadily between 1989 and the mid-1990s, with New Jersey peaking at 126,000 in 1993 and Pennsylvania at 210,000 in 1994. **Table 1-2** summarizes the current welfare caseload for the nine county-Delaware Valley region.

¹ Background material drawn from Charles F. Thomson, 21st Century League, *Differences Across the Delaware: Workforce Development Strategies in Pennsylvania and New Jersey* (October 1997) pages 21-22.

Calculated based on 1994-95 caseloads and funding levels, New Jersey receives \$404 million and Pennsylvania \$719.5 million in federal TANF block grants. Welfare benefit levels to individuals and families do not differ dramatically between Pennsylvania and New Jersey. Both states offer continuing cash, Medicaid, childcare, transportation and other services to encourage the transition to work. New Jersey, however, offers two years of Medicaid and childcare to those who have left the rolls for employment while Pennsylvania offers a single year of each.

Table 1-2
Welfare Dependency in the Delaware Valley Region

	TANF Households (1998)	Low Income Households* Percentage of Households (1990)
New Jersey		
Burlington County	1,400	13%
Camden County**	7,500	18%
Gloucester County	1,200	16%
Mercer County**	3,200	14%
Pennsylvania		
Bucks County	1,500	12%
Chester County	1,200	11%
Delaware County	3,900	15%
Montgomery County	2,000	10%
Philadelphia County**	63,300	26%
Total	85,200	17%
Note: TANF household figures come from county welfare offices and the City of Philadelphia and have been rounded to the nearest hundred. * Low-income households for the purpose of this table reflect 150% of the Federal Department of Health and Human Services' 1998 poverty guidelines for a family of four (\$16,450). **Includes the Cities of Camden, Camden County, Trenton, Mercer County, Chester, Delaware County and Philadelphia.		

Pennsylvania's blueprint for welfare reform is Act 35 of 1996. It stipulates that all heads of household must conduct an independent job search for a minimum of eight weeks upon entering the Pennsylvania system. After the job search is completed, persons may, at the discretion of their caseworker, qualify for other programs. For a maximum of twelve months, a recipient can also use general and vocational education, English as a Second Language or job skills training to meet their work requirement. After 24 months, all recipients must either be working or participating in a work-related activity for at least 20 hours a week to qualify for federal or state assistance. Allowable activities are unsubsidized work, subsidized employment, work experience, on-the-job training, community service or workfare. The two-year "work requirement" clock expired for the first group of Pennsylvania recipients on March 3, 1999. Of this first group of 23,000, 6,000 are exempt and 3,000 are currently employed, leaving 14,000 individuals at risk.

Work First New Jersey also set a two-year limit on cash assistance absent participation in an allowable work activity. The State requires a recipient to "commence participation in a work activity, self-directed job search or other activities as determined by the Commissioner [of

Human Services], at some time prior to having received 24 months of benefits” and provides that “a recipient who fails to actively cooperate with the program or participate in required work activities is subject to a loss of cash assistance.”² The two-year clock expired for the first group of New Jersey TANF recipients on February 1, 1999.

1.1.2 Regional Labor Market

The Urban Institute³ estimates that over 90 percent of welfare parents are single mothers, most of whom are in their twenties or thirties. With this dominance of women in poverty, a number of circumstances, such as childcare, must be evaluated when defining the regional labor market. Nearly 60 percent of these recipients have a high school degree or some college, and approximately 70 percent have worked before applying for assistance. This general profile suggests that substantial numbers of recipients have the skills and motivation to enter the workforce. According to the 1990 Census, however, only about 6 percent of welfare recipients own an automobile. As a result, the vast majority of persons entering the labor force will be commuting by means other than driving alone to work.

The welfare-to-work transition is further complicated by sprawl and job decentralization. **Table 1-3** illustrates this trend for the Delaware Valley region for the 1970-90 period.⁴ While the region as a whole experienced moderate job growth of 19.2 percent, employment in the core cities of Philadelphia, Trenton and Camden declined by 13.2 percent during this same period. These three cities, which were home to half of the region’s jobs in 1970, accounted for only slightly more than one-third of the region’s job base by 1990. What was once a highly industrial and city-centered economy has been transformed into a more diversified labor market with a growing number of employment centers extending throughout the counties of the region. To succeed in this job market, many persons making the transition from welfare-to-work will have little choice but to spend more time commuting greater distances. Initiatives to improve access-to-jobs and strengthen inner city connections to the regional labor market will be especially important for persons without private automobiles.

In addition to the geographic mismatch between suburban jobs and urban workers, the influx of relatively low-skilled former welfare recipients into the labor market will compound a human capital skills mismatch in the regional labor market. The U.S. Conference of Mayors found that 92 percent of responding cities reported that they would not have a sufficient number of low-skill jobs to allow compliance with federal welfare work participation requirements. Within the City of Philadelphia, officials estimate a 53,400 local job shortfall among persons

² New Jersey Department of Human Services - Welfare Reform website.

³ Demetra Smith Nightingale, “A General Profile of the Welfare Population,” The Urban Institute (March, 1997).

⁴ The nine-county Delaware Valley region includes the counties of Bucks, Chester, Delaware, Montgomery and Philadelphia in Pennsylvania, and Burlington, Camden, Gloucester and Mercer in New Jersey.

currently seeking low-skill jobs and those attempting to enter the workforce in FY97 and FY98.⁵ Absent jobs within the city limits, new workers must compete for jobs regionally.

Table 1-3
Job Decentralization in the Delaware Valley Region, 1970-1990

(Number of jobs)	1970	1980	1990	% Change, 1970-90
Philadelphia, PA	876,481	760,156	761,244	-13.1%
Trenton, NJ	64,728	61,896	58,227	-10.0%
Camden, NJ	46,689	38,959	38,570	-17.4%
Subtotal - Core Cities	987,898	861,011	858,041	-13.2
Delaware Valley Region (9 county)	1,968,000	2,076,000	2,434,000	+19.2%
Core cities as a % of Region	50.2%	41.5%	35.9%	---

Source: DVRPC, *Journey-to-Work Trends in Camden, Trenton, Chester and Philadelphia, 1970-1990* (1994).

But what are the boundaries of the regional labor market? Resident workers from the core cities of Camden, Philadelphia and Trenton generally operate in a bi-state market that covers portions of southeastern Pennsylvania and southern New Jersey.⁶ U.S. Census Bureau journey-to-work data indicates that out of a regional workforce of about 2.4 million, approximately one in seventeen workers crossed the Delaware River to travel to a job in the Greater Philadelphia region in 1990. This included 63,000 who commuted from Pennsylvania to New Jersey and 81,000 who traveled from New Jersey to Pennsylvania. With few exceptions, these work trips make use either of either the *Trenton-Bucks County* or *Philadelphia-Camden* river crossings.

Welfare reform has prompted cities and regions around the country to engage in new access-to-jobs initiatives. Early results have identified several general welfare-to-work barriers, including transit service availability (especially for non-first shift workers), affordability of fares and transportation aspects of childcare. Focusing on the welfare populations in the region, this plan will (1) examine the existing and potential markets for city to suburb and bi-state commutes, (2) identify barriers that limit work trips and (3) develop recommendations for overcoming these barriers.

⁵ The United States Conference of Mayors, "Implementing Welfare Reform in America's Cities," (November 1997) pages 3, 9.

⁶ Although small numbers of workers in these cities commute to jobs in New York, Delaware and Maryland, the most significant flows of workers are between Pennsylvania and New Jersey.

1.2 ACCESS-TO-JOBS INITIATIVES IN THE DELAWARE VALLEY REGION

1.2.1 *Recent DVRPC Access-to-Jobs and Reverse Commute Initiatives*

DVRPC has completed a number of projects that are directly relevant to the regional strategy. Many of these projects utilized the Commission's geographic information systems (GIS) capacity to analyze regional employment, transportation and demographic data providing insight into specific employment centers and transportation corridors. Major projects include:

- **The Mismatch between Jobs & Workers in the Delaware Valley (1991).** This report, which analyzed the geographic and skills mismatches that characterize the regional labor force, was the first in a series of projects related to improving job access.
- **Bridging the Gap (1992).** Using the data from the 1991 *Mismatch* report, this study provided policy recommendations to address the regional labor force through improvements in education, job training, housing and economic development programs.
- **1990 Employment Centers in the Delaware Valley (1994).** This GIS-based analysis delineated 124 employment centers in the nine-county region, analyzed the composition of the job base at each center, and mapped major highways and transit routes serving centers.
- **Bridges to Work: Philadelphia Collaborative Scale Site Proposal (1995).** Building on the 1990 employment centers analysis, DVRPC mapped concentrations of low-income persons, major roads and highways, passenger rail stations and southeastern Pennsylvania job centers. GIS-generated maps illustrated the primary origins, destinations and transit routes available to the Bridges-to-Work target population.
- **Trenton Area Reverse Commute Options (1997).** At the request of the City of Trenton, DVRPC studied labor market and transportation issues and developed a series of low-cost recommendations to improve access from Trenton to suburban job centers in the Greater Mercer County region. The final report includes maps of employment centers and transit routes serving the Trenton area regional labor market.

With the exception of the Trenton report, these studies were all undertaken prior to the latest round of welfare reform. It is interesting to note that when the Trenton study was launched in 1996, the primary focus was on developing reverse commute strategies to address labor shortages on the Route 1 corridor and other growing employment centers in and around Mercer County. However, the passage of the "Personal Responsibility and Work Opportunity Reconciliation Act" in August 1996 shifted the focus to developing mobility strategies targeted at low-income urban residents making the transitions from welfare-to-work.

1.2.2 *DVRPC's Access-to-Jobs Work Program for 1997-99*

The Regional Policy Analysis Committee of the DVRPC Board met on July 10, 1997 to consider alternative approaches to the access-to-jobs issue. Participants included representatives

of federal, state, city and county governments from transportation, labor and human services agencies in both Pennsylvania and New Jersey. Recognizing the importance of the issue, the Committee recommended that DVRPC move ahead on several access-to-jobs initiatives that collectively support the development of an *Access-to-Jobs Strategy for the Delaware Valley Region*. The Committee identified three priorities and DVRPC has pursued several activities in each area.

(1) Educate human service providers, job trainers and welfare recipients about available transportation services.

- On August 7, 1997, DVRPC and SEPTA co-sponsored a full-day *Access-to-Jobs Transportation Training Seminar* attended by 37 Philadelphia-based job placement intermediaries. SEPTA had previously conducted a similar training session for the Philadelphia County Assistance Office; DVRPC helped the transit agency connect with job trainers and placement professionals outside of the Department of Public Welfare.
- Other educational outreach included presentations at welfare reform conferences sponsored by the United Way (January 7, 1998); the Philadelphia Office of Housing and Community Development (October 20, 1997); at the 1998 American Planning Association National Planning Conference in Boston (April 4-8, 1998); and at the FTA Region III Conference in Philadelphia (December 9, 1998).

(2) Coordinate with a wide range of transportation, work force and human services organizations from Pennsylvania and New Jersey.

- DVRPC held access-to-jobs focus groups with transportation management associations, job trainers, and community based organizations (including TANF recipients). DVRPC also met on several occasions with childcare advocacy groups and provided technical assistance to one organization on the acquisition of a GIS system.
- To gain a better understanding of employers' perspectives and workforce issues, DVRPC is a member of the *Jobs Policy Network* and coordinated the "Taskforce on Transportation Barriers" to help inform its *Regional Workforce Investment Strategy*.
- DVRPC also participated in several directed welfare-to-work transportation planning efforts, including the Philadelphia City Council's "Working Group on Reverse Commute of the Homeless Prevention Taskforce" and the "Greater Philadelphia Economic Development Taskforce" which was facilitated by the Philadelphia Association of Community Development Corporations for the Pennsylvania Department of Community and Economic Development.

(3) Target specific locations for more immediate action as opportunities arise.

- DVRPC worked with SEPTA, the City of Philadelphia, the Private Industry Council of Philadelphia and area TMAs to develop an access-to-jobs demonstration project to link low-

income residents of Philadelphia with jobs in the Airport Activity Center and King of Prussia. This group developed a proposal that was originally submitted for funding to the US Department of Transportation, but was not funded. The basic concepts articulated in this proposal later became the basis for the transportation element of the City's *Greater Philadelphia Works* welfare-to-work package funded through the Department of Labor. (See Section 1.2.5 for more information about Greater Philadelphia Works.)

- DVRPC is also monitoring and providing technical assistance for access-to-jobs planning efforts in other parts of the region to develop projects in specific corridors. These include county-based planning efforts in Burlington, Camden, Gloucester and Mercer counties in New Jersey as part of the state's County Transportation Coordination Planning Process and several projects in Delaware County.

DVRPC will remain committed to these priorities in 1999 through the development of this plan, which provides the region with a comprehensive access to jobs strategy, and in coordination of the Federal Transit Administration's Job Access and Reverse Commute Competitive Grant program.

1.2.3 Bi-State Access-to-Jobs Initiative

Barriers to Bi-State Commuting Study. In addition to these activities, which were funded out of DVRPC's annual work program, DVRPC also received a separate grant from the Federal Transit Administration (FTA) to focus on overcoming barriers to bi-state commuting in the Delaware Valley region. As a first step, DVRPC delineated the target populations in Philadelphia, Trenton and Camden that are located within a reasonable time to job centers in other states. Commute times were broken into three tiers based on travel time: under 30 minutes (Tier One), 30 to 60 minutes (Tier Two), and over 60 minutes on transit (Tier Three). These findings were tabulated and mapped using DVRPC's GIS system. DVRPC documented a substantial number of employment centers that are candidates for bi-state commuting and served by the regional transit system (**Table 1-4**).

Table 1-4
Transit-Accessible Employment Centers for Bi-State Commuting

	Total Transit Accessible Employment Centers	Tier One Centers (<30 min commute, hub-to-job)
Camden to Pennsylvania	24	6
Trenton to Pennsylvania	12	4
Philadelphia to New Jersey	29	3

Source: DVRPC, *Access-to-Jobs: Addressing Barriers to Bi-State Commuting* (July 1998). Travel time estimates do not include the "first-leg" of the trip from home to transit hub or layover time between different routes. Employment center definitions are from DVRPC's *Employment Centers in the Delaware Valley* (1994).

Bi-State Access-to-Jobs Conference (June 16, 1998). One of the objectives of the FTA grant was to improve coordination and communication on welfare-to-work issues between stakeholders in Pennsylvania and New Jersey. Toward that end, DVRPC organized a conference

with the New Jersey Department of Transportation, the New Jersey Department of Human Services and NJ Transit. *Access-to-Jobs in Southern New Jersey and Southeastern Pennsylvania: A Bi-State Approach* took place June 16, 1998 in Cherry Hill, NJ. Over 110 people attended with about one-third from Pennsylvania and two-thirds from New Jersey and a fairly even split between representatives of transportation, human services and workforce organizations. The composition and size of this turnout was evidence of the level of access-to-jobs collaboration already underway in the region.

The morning program featured two panels and a DVRPC presentation on the results of its study on bi-state commuting. The first panel focused on specific access-to-jobs projects in the two states. It was clear from the panel that although both states have some impressive initiatives underway, New Jersey and Pennsylvania are pursuing very different approaches to access-to-jobs planning and project development. New Jersey has developed a yearlong planning and coordination process that features extensive collaboration at the senior levels between the Departments of Transportation and Human Services and NJ Transit. In southeastern Pennsylvania, the major access-to-jobs projects were initiated by SEPTA and other county and non-profit organizations with the state playing a less proactive role.

The second panel on access-to-jobs funding featured speakers from the U.S. Departments of Transportation, Labor and Health and Human Services. Each of the panelists stressed that projects should reflect coordination among transportation, human services and workforce organizations and that innovative collaborations have been rewarded in early funding rounds. The matching funding requirements generally allow for more favorable treatment of the use of “other federal dollars” as match, which opens up new opportunities for creative applicants to cross-apply for funding. The quality of the questions to both panels demonstrated that many members of the audience have been actively involved in partnering and advancing access-to-jobs initiatives during the last year.

1.2.4 New Jersey Access-to-Jobs Initiatives

County Transportation Coordination Planning Process. New Jersey is one of only several states that has created a statewide transportation planning and coordination process that addresses access-to-jobs issues.⁷ This process is directed by three state-level agencies:

- New Jersey Department of Human Services (DHS),
- New Jersey Department of Transportation (DOT) and
- NJ Transit (NJT).

While SEPTA is governed by a regional compact, NJT is a state agency which provides transit services throughout New Jersey’s 21 counties. NJDHS and NJDOT have assigned staff to work cooperatively on policy issues. The NJDOT, NJDHS and NJT initiated the County

⁷ This description of New Jersey planning process is drawn from New Jersey Statewide County and Community Transportation Planning Project Update (January 1998) and from the State’s draft Welfare to Work formula grant application.

Transportation Coordination Process and were joined in August 1998 by the NJ Department of Labor and the State Employment and Training Commission in working at the state-level on WFNJ and workforce related transportation issues.

Although the framework was created at the state level, most of the work is being done at the county level. Each county was asked to create a Steering Committee consisting of, at minimum, members from:

- Workforce Investment Boards (the equivalent of Private Industry Councils),
- County Planners,
- County Welfare Agencies,
- Unified Child Care Agencies (organized by county),
- Local Transportation Providers and
- Other local stakeholders.

DVRPC participated on the Burlington, Camden, Gloucester and Mercer County Committees at various points throughout the process. The state hired Multisystems to be a consultant to help each county produce a Community Transportation Plan. The state also provided each county with GIS-based resources showing the existing transit network, address mapping of its Work First New Jersey (WFNJ) welfare population, child care centers and major employers.

As of January 1999, New Jersey has completed the planning process in all 21 NJ counties. Most of the counties have submitted their final plans to the State, although a few are finalizing the plans through their freeholder boards. Burlington and Mercer county final plans as well as the draft final Camden and Gloucester plans have been received by the State.

All 21 Counties established a lead contact and Steering Committees, which guided the State provided consultant in the planning. Over the course of the last year and a half, each county prepared a transportation plan that includes: a transportation demand analysis, a transportation supply inventory, identification of gaps in service and a plan to coordinate existing resources to better meet transportation needs and implement gap filling services. These plans identified specific services, from which the FY 1999 Job Access and Reverse Commute proposals were chosen.

Even with state-supplied transportation consultants and GIS resources, the County Transportation Coordination Planning Process is an ambitious undertaking for individual counties. Simply put, the yearlong process inevitably creates more work for county staff and there is no legal mandate requiring counties to participate. To encourage buy-in, the State has made submission of a county-level plan a pre-condition for eligibility to apply for state or federal welfare-to-work transportation implementation dollars, including funding through the Job Access and Reverse Commute Competitive Grant program contained in the *Transportation Equity Act for the 21st Century* (TEA-21). In addition to these federal dollars, New Jersey has established a new two million dollar "Transportation Innovation Fund" to finance transportation programs that are included in Community Transportation Plans. The first grant cycle was granted in December,

1998 and are intended as match for the Job Access and Reverse Commute applications. In the DVRPC region, Burlington, Camden and Mercer Counties were each awarded funds for one project.

Burlington County Community Transportation Plan. Burlington County's plan was completed in September 1998. The plan included a profile and inventory of existing transportation services and facilities, identification of service and facility gaps, and a plan for the coordination of existing resources to better meet transportation needs. It also recommended high priority alternatives and implementation activities, from which the FY 1999 Job Access and Reverse Commute Competitive Grant proposals were submitted. The recommendations included transportation service improvements, transit pass and voucher programs, vanpools and carpools, and other alternatives such as information and marketing, inter-county coordination and transportation hubs.

The transportation service improvements included: a Mt. Holly to Pemberton shuttle, Mt. Holly to Willingboro shuttle, employer shuttle development, and modification to NJ Transit Routes 317 and 413, linking the greatest concentrations of Work First New Jersey participants and transit dependent populations, and likely destinations for employment. Transit pass and voucher program recommendations included the promotion of transit passes instead of transportation related expense reimbursements as a means of making transportation more affordable for both riders and the agencies providing the transportation. The implementation of vanpools and carpools was also recommended as an alternative in areas where the concentration of riders would make transit alternatives feasible, which would focus on both common destinations and common origins. Other high priority alternatives included an emphasis on information and marketing, inter-county coordination and the development of transportation hubs.

Burlington County has submitted a job access grant application under the Federal Transit Administration's FY 1999-Job Access and Reverse Commute Competitive Grant Program for funding the Mt. Holly to Pemberton Shuttle. The FTA will make its determination on grant applications in March 1999.

Camden Community Transportation Plan. Camden County's plan was completed in October 1998. The plan included an inventory and analysis of existing transportation services and resources, and the identification of transportation gaps and service needs. It also included the development of transportation service alternatives and a cost analysis of those alternatives selected. In selecting priority alternatives and implementation activities, the County considered its "wealth" of transit services available in the extensive bus and rail network for determining demand responsive service alternatives, such as a flexible route shuttle service. Other priority alternatives included educational initiatives aimed at promoting the use of transit pass and voucher, TransitChek and ridesharing programs; and the establishment of an administrative "clearinghouse" for information sharing, marketing and trip planning.

The transportation service improvements included new fixed-route shuttle services from: Lindewold PATCO station to Stratford; Ashland PATCO station to the Cherry Hill-Voorhees

area; Woodcrest PATCO station to the Cherry Hill-Lawnside-Magnolia area; Ferry Avenue PATCO station to the East Camden-Pennsauken and Route 73 and 130 areas; Camden City to Central Camden-Rand Transportation Center and Philadelphia Job Centers; and NJ Transit Bus Connector with multi-purpose/flexible shuttles to provide links to likely destinations for employment. Recommendations for Transit pass and voucher programs included the promotion of transit passes as an existing and effective program. Ridesharing was also selected as an alternative in areas where the concentration of riders would make a transit alternatives feasible through a concentration of common destinations and common origins. Other high priority alternatives included an emphasis on information sharing, marketing and transportation trip planning.

Camden County has submitted a job access grant application under the Federal Transit Administration's FY 1999-Job Access and Reverse Commute Competitive Grant Program to fund shuttle services from Lindewold to Stratford, Ashland to the Cherry Hill-Voorhees area, Woodcrest to the Cherry Hill-Lawnside-Magnolia area, Ferry Avenue to the East Camden-Pennsauken and the Route 73 and 130 areas in the lower part of the County and Camden City to Central Camden-Rand Transportation Center and Philadelphia Job Centers in Pennsylvania. The FTA will make its determination on grant applications in March 1999.

Gloucester Community Transportation Plan. Gloucester County's plan was completed in March 1999. The plan provided an inventory and analysis of existing transportation services and resources, identified transportation gaps, overlaps, and unmet needs; and developed transportation service options. The plan also recommended a series of high priorities for addressing the County's transportation service gaps and needs, from which the FY 1999 Job Access and Reverse Commute Competitive Grant proposals were submitted. Recommendations included transportation route and service improvements, education initiatives and marketing, promotion of existing transit pass programs, and other options such as ridesharing and vanpools.

The transportation route and service improvements included: improved connections between New Jersey Transit Routes 463 and 455 in Woodbury, New Jersey Transit Routes 408 and 455 serving Deptford and the initiation of a fixed route service between Washington Township bus garage and Glassboro. Additional service improvements included service on New Jersey Transit Routes 402 and 455 for better access to the Pureland Industrial Complex and the creation of additional park and ride lots. Other high priority alternatives included an emphasis on education, transit pass programs and marketing to transit dependent populations. The implementation of ridesharing and vanpools was recommended as an alternative in areas where the concentration of riders would make transit alternatives feasible, which would focus on both common destinations and common origins.

Gloucester County had submitted a job access grant application under the Federal Transit Administration's FY 1999-Job Access and Reverse Commute Competitive Grant Program to fund transit information centers or "One Stop Career Centers". The project was not recommended under the current funding cycle but could be considered for future funding during the next cycle of grants.

Mercer Community Transportation Plan. Mercer County's plan was completed in September 1998. The plan included a profile and inventory of existing transportation services and facilities, and the identification of transportation needs and service gaps. The plan also included transportation service alternatives and options. It recommended high priority alternatives and implementation activities, from which the FY 1999 Job Access and Reverse Commute Competitive Grant proposals were submitted. The recommendations included transportation service improvements, employer shuttles, vanpools and carpools, and other alternatives such as information and marketing.

The transportation service improvements included: a New Jersey Transit route serving East Windsor/Hightstown to Foxmoor, modifications to New Jersey Transit Routes 600, 605 and 606, and employer/feeder shuttle service for Princeton to Plainsboro along Route 1, Hightstown/East Windsor/Cranbury and Trenton to Bucks County, Pennsylvania linking the greatest concentrations of Work First New Jersey participants in the County with likely destinations for employment. The implementation of vanpools and carpools was recommended as an alternative in areas where the concentration of riders would make transit alternatives feasible, which would focus on both common destinations and common origins. Other high priority alternatives included an emphasis on providing information and marketing alternative transportation services to transit dependent populations.

Mercer County has submitted a job access grant application under the Federal Transit Administration's FY 1999-Job Access and Reverse Commute Competitive Grant Program to fund a new transit route from Trenton to East Windsor/Hightstown along the Route 130 corridor. The FTA will make its determination on grant applications in March 1999.

Finally, Governor Whitman has announced the "New Jersey Local Aid for Transit Program" as part of her *Transportation Vision for the 21st Century*. The program seeks to empower communities so that they can coordinate and expand community-based transit services and has obvious utility for access-to-jobs objectives. However, this initiative is dependent on the Transportation Trust Fund's renewal.

Regional Coordination. New Jersey has held two transportation summits in conjunction with this project: a kickoff event in July 1997 and a mid-term assessment in January 1998. According to event organizers, a survey distributed at the January event revealed the absence of regional coordination to be the chief concern of participants. As the name suggests, the County Transportation Coordination Planning Process functions primarily at the county level. While one of the strengths of this design is its ability to generate coordination between different communities, (e.g., transportation, welfare, employers), there is no formal mechanism to encourage exchanges beyond county boundaries. This may not create a problem for welfare and social services planning because these services are generally delivered at the county level. However, it presents more of a challenge for transportation planning which is better suited to regional discussions. In order to encourage regional coordination, DVRPC partnered with New Jersey DOT to hold a regional mini-summit for Burlington, Camden, Gloucester and Mercer County steering committees on June 16, 1998 in conjunction with the bi-state access-to-jobs conference.

WorkPass Program. New Jersey implemented two other statewide transportation initiatives. NJ Transit has created a “WorkPass Program” to help WFNJ participants overcome barriers to using transit. In addition to offering transit training for County Welfare Agency staff, the WorkPass Program provides monthly bus and/or rail passes to WFNJ participants for job search, training and other kinds of travel. While this represents an improvement over daily travel allowances, DVRPC believes that the program should be modified to incorporate a TransitChek option to allow WFNJ participants to travel on all three transit systems operating in the region. (TransitCheks are transportation vouchers that can be redeemed for SEPTA, NJT or PATCO tokens, passes, and tickets as well as for rides from participating vanpools and other transit providers.)

Get a Job. Get a Ride for New Workers. New Jersey also initiated a *Get a Job. Get a Ride!* program to provide one month of free travel on NJ Transit to any WFNJ participant leaving WFNJ for employment accessible by public transportation. This program was based on a similar effort developed by the Suburban Mobility Authority for Regional Transportation (SMART) in metropolitan Detroit. The New Jersey initiative, although somewhat limited since it only covers one month of travel, is significant in that it recognizes the importance of the affordability issues and the need for continued support services for persons making the welfare-to-work transition. As part of this program, Camden County will also begin purchasing tickets for eligible WFNJ participants, where necessary on PATCO.

Department of Human Services’ Block Grant Program. Finally, the Department of Human Services has created a block grant program that will begin in 1999. WFNJ agencies participating in the WorkPass program will be eligible for a WFNJ Transportation Block Grant generated by the savings of the WorkPass program. The block grants can be used to fund alternative methods of transportation for eligible participants who do not have access to public transit. Some examples of services to be provided include feeder services, vanpools and ridesharing.

Gloucester County Demonstration Project. Gloucester County was ahead of most when it came to developing solutions to welfare-to-work transportation barriers. A year before the State formally launched the County Transportation Coordination Planning Process, the County established a broad-based Transportation Committee which included key State (NJDOT, NJT, NJDHS) and County (Family Development, Board of Social Services, Planning Department, Special Transportation) agencies as well as representatives of several local elected officials. While many people were involved in this effort, it is noteworthy that the primary champion of the Transportation Committee was the Gloucester County Family Development Coordinator as opposed to a representative of the transportation community.

The Committee’s first success was to restructure an existing bus route (NJT #402) to better serve low income residents of Paulsboro and the Borough of National Park. Gloucester County was also an early participant in the NJT “WorkPass Program”, allowing its Board of Social Services to purchase monthly bus passes for its clients. This measure saved Gloucester County \$10,000 in its first month by replacing \$6 a day transportation stipends with more efficient monthly passes that offered a higher level of transportation services at a lower total cost.

But probably the most ambitious of Gloucester County's access-to-jobs projects is the development of a feeder service using its existing paratransit vehicles for WFNJ participants who need transportation to work, training or job search-related activities.⁸ The basic design of the program is to use the Gloucester County Special Transportation department's 28-vehicle fleet to transport persons on public assistance from their homes to NJT bus stops. From there participants transfer to NJT buses (using their county-provided "WorkPasses") and continue on to their job destinations. Coordinating the transportation needs of different "special needs populations" such as health care, elderly and public assistance recipients is a critical aspect of developing sustainable transportation services. The Gloucester County demonstration program is being funded by a grant from NJ Transit. While early ridership numbers were below expectations, the creation of the feeder has virtually eliminated transportation as a real or perceived barrier to work.

1.2.5 *Pennsylvania Access-to-Jobs Initiatives*

There is no Pennsylvania equivalent to the New Jersey County Transportation Coordination Planning Process. In contrast to New Jersey's state-initiated framework, access-to-jobs activity in southeastern Pennsylvania is being driven primarily by SEPTA, the counties and individual non-profit organizations. The Pennsylvania Department of Public Welfare (DPW) has also partnered with a number of organizations on several transportation initiatives.

DPW Initiatives. In September 1998, the Pennsylvania Departments of Public Welfare and Transportation announced a competitive, Welfare-to-Work Transportation Demonstration Program, with a total of \$1.2 million for up to 10 grants. The purpose of the new program was "to foster local partnerships to demonstrate creative/effective methods of ensuring transportation services for TANF recipients as they enter the work force and sustain employment."⁹

The intent of this new program appears to complement the existing federal program sponsored by the Department of Labor and a program sponsored by the Federal Transit Administration. However, further coordination with the Pennsylvania Department of Transportation revealed that the program's enabling legislation categorically excludes projects serving welfare populations in Philadelphia or Pittsburgh.

DPW, however, was able under the federal *Transportation Equity Act for the 21st Century Access to Jobs Funding* pledge \$1.5 million to SEPTA for a match in the Region's application to the Federal Transit Administration regarding the Access to Jobs and Reverse Commute Competitive Grant Program. This guaranteed the Region's match for the eleven proposed Pennsylvania projects.

SEPTA's "Reverse Commute" Initiatives. In response to shifting employment patterns and ongoing job decentralization, SEPTA has been working to find new ways to serve the

⁸ Description of feeder service is based on County of Gloucester Transportation Plan Developed in Response to WFNJ Initiative (1997) and Bernie Weisenfeld Transit help set for those on welfare, Courier Post, (October 9, 1997).

⁹ Welfare-to-Work Transportation Program guidance letter, September 18, 1998.

emerging employment centers throughout the region. In 1998, 21 percent of SEPTA routes were prevailing reverse commute routes. This total includes 28 bus routes and the Route 100 Norristown High Speed Line that collectively serve 25,000 riders. Together these trips amount to about 4 percent of overall system ridership.

SEPTA has also initiated a number of new services to accommodate trips to suburban employment centers. In 1987, SEPTA launched the "200 Series" bus routes, which function as extensions of the regional rail system. Route 206, for example, meets designated R5 trains from Philadelphia at the Paoli train station and follows a 20 minute route to serve employment destinations in and around the Great Valley Corporate Center. In the event of a train delay, Route 206 buses wait at the station until the connecting train arrives. Route 206 also connects at Paoli Station with R5 trains from Downingtown, with Route 92 buses from King of Prussia and West Chester, with Route 118 buses from Chester, Media, Newton Square and King of Prussia and with Route 105 buses from the 69th Street Terminal in Upper Darby.

Operating funding for the 200 Series is based on a partnership approach with the private sector assuming the subsidy obligation for the route's operating deficit. Between 1987 and 1992, SEPTA implemented six routes of which two -- the Route 206 and the Route 201 (which connects the Fort Washington Office Center in Montgomery County and the R5) -- proved to be financially viable. Revenues exceed operating costs for both of these routes allowing them to function without additional private or public sector subsidy.

In partnership with Montgomery County and the Partnership TMA, SEPTA started a new service called the Horsham Breeze in November, 1996. The Breeze is a shuttle service using 20 passenger, fully accessible mini-buses that travel along a eleven-mile loop between the Willow Grove Park Mall and employers in Horsham. A second route serving some additional employers called the Commonwealth Breeze was added in 1997. In each case, the service links up with three SEPTA bus routes (22, 55 and 98) which connect to the Broad Street Subway at Olney. The Breeze is in several respects the next generation of the Route 200 Series in that, like the 200 Series, it creates new connections between the existing SEPTA system and growing employment centers. Unlike the 200 Series, the Breeze uses smaller vehicles.

The Breeze started with 150 riders a day. Several months after service was initiated, Prudential and UPS negotiated with SEPTA to make additional contributions to expand operating hours in order to better serve their non-first shift employees. Ridership has rapidly grown to over 1,000 daily trips and the service often operates at capacity during peak hours. A SEPTA survey of Breeze riders shows that 81 percent use a weekly or monthly pass which allows them to ride without paying a separate fare. The Breeze has been able to reduce operating costs by using smaller vehicles and by running out of SEPTA's lower cost Trenton-Philadelphia Coach division.

In addition, the average Horsham Breeze commuter travels one hour and 28 minutes door to door each way and most use two modes of transportation before they board the Breeze bus. One-third of riders make a stop on the way to work and spend an average of one hour and 45 minutes in transit each way.

SEPTA Customer Information and Outreach. SEPTA has initiated an information program that focuses on how to use the system including route, service and fare information. The transit authority has run several transit training sessions reaching approximately 150 case workers and job placement professionals. One of these seminars was held in conjunction with DVRPC. Eight neighborhood-specific “How to Ride Guides” for reverse commuting have been published and distributed as part of negotiations and partnership with the Department of Public Welfare (DPW) for a variety of human services and job placement outlets.

Affordability Initiatives: Compass and TransitChek Programs. In addition to investing capital and operating dollars in new or enhanced services, SEPTA actively participates in two discount programs to address affordability barriers. SEPTA’s commuter pass or “Compass” program is an employer-based program that provides a five percent discount off the cost of a monthly TransPass or TrailPass. New employers participating in the Compass program are required to discount transit passes an additional five percent. Discounts beyond that level are optional with employees eligible for up to \$65 a month in tax-free benefits. Transit passes are distributed at the place of employment.

DVRPC administers the region’s TransitChek program. TransitCheks are transportation vouchers that can be redeemed for SEPTA tokens, passes, and tickets as well as for rides from participating vanpools and other transit providers. Employers award vouchers to their employees on a monthly or quarterly basis in denominations of \$15, \$30 and \$60. Transportation vouchers are treated as a non-taxable employee benefit up to a limit of \$780 per person per year. In addition, the amount an employer spends on TransitCheks is tax-deductible and exempt from FICA, Workers Compensation/ Disability Insurance, pension, payroll or unemployment taxes. Over 300 employers across the region currently award TransitCheks.

Recent federal legislation broadens TransitChek eligibility by creating a pre-tax salary reduction option for TransitChek purchases. This means that employees of participating companies can now use pre-tax dollars to purchase TransitCheks. Typical tax savings are substantial. Because dollars used to buy TransitCheks are exempt from many kinds of taxes, employees can save about 40 percent of the value of the salary used to purchase TransitCheks (where the savings is comprised of foregone federal and state income taxes plus employee-paid FICA). The maximum tax-free transit benefit remains \$65 a month or \$780 a year regardless of whether employee dollars, employer dollars or a combination of the two are used to buy TransitCheks. The change is retroactive to January 1, 1998. This option, which was enacted on June 9, 1998, creates new opportunities to reduce the cost barriers to taking transit for many new workers, including those who are also new tax payers.

DPW-SEPTA Transit Pass Partnership Program. SEPTA has worked with the Pennsylvania Department of Public Welfare to develop a transit pass program for TANF recipients engaged in pre-employment training and job search activities. Planning and negotiations for this program began in April 1997. The pilot program began in September 1997 in five Philadelphia County Assistance Offices (PCAOs) and up to 2000 passes were issued monthly. With the success of the program, the pilot was expanded to all nineteen PCAOs in September 1998. Monthly passes issued now exceed 6000 per month. All Philadelphia TANF

heads of households may now receive SEPTA passes or the cash equivalent in their electronic benefit transfer (EBT) accounts. The program has also recently been expanded to Delaware County as of February 1999. Throughout the development of the pilot program and its expansion, SEPTA provided Train the Trainer training for PCAO staff involved in the program.

Delaware County Collaborative. Although there is no formal state-driven coordination process in place, an impressive collaborative that resembles (and in some ways goes beyond) the New Jersey model has been developed in Delaware County. Leadership for this effort has been provided by the Delaware County Assistance Office with strong support from the Delaware County Transportation Management Association (TMA), the Delaware County Housing Authority and other stakeholder groups. Unlike the New Jersey process which is transportation-specific, the Delaware County collaborative is addressing more than just transportation issues. General meetings are held on an as-needed basis with most of the work occurring in smaller sub-committees. Current sub-committees include Transportation, Business, Community, Child Care and Public Relations.

One of the first projects to emerge from this process is a transportation demonstration project called the Quick Silver Express providing service from the City of Chester to employers in western Delaware County on Routes 1 and 352. Launched in February 1998 by the Delaware County TMA, this tailored subscription service meets the morning, afternoon and late night shifts of areas employers. The service was initiated with the financial support of two major employers, Brinton Manor and the Sleighton School. Both of these organizations operate around the clock and are not accessible by existing SEPTA bus, trolley or rail service. By joining together with the TMA, employers' transportation needs are being reliably met and at lower cost than they could achieve individually. The TMA has just added Fair Acres Geriatric Center, a county retirement home, as a partner along the route and hopes add additional partners to expand ridership and reduce per passenger costs. Depending on cost recovery, the Quick Silver Express could be converted into a SEPTA-operated Breeze service.

City to Suburbs Commuting Project. In December 1996, the United Way of Southeastern Pennsylvania issued a request for proposals for a one-time, \$300,000 grant to help welfare recipients residing in Philadelphia to obtain jobs and commute to suburban employment centers. Eligible uses of funds included job placement, transportation and job retention support services. Over 100 organizations attended an Applicants Forum held in January 1997, demonstrating strong community interest. Organizations with expertise in a single area of welfare-to-work (e.g., placement) were encouraged to jointly apply with other kinds of groups (e.g., transportation). Eight proposals were submitted to the United Way and reviewed by a volunteer committee. DVRPC served on this review committee and provided technical support to the United Way throughout the application process.

In June 1997, the United Way's Board of Directors officially awarded the grant to the Greater Philadelphia Urban Affairs Coalition (GPUAC) for their *City to Suburbs Commuting Project*. The specific goals of the one-year project are to:

- place and transport a minimum of 145 welfare recipients to suburban jobs,

- provide support services to ensure that at least 102 of the 145 placements are still working after 90 days, and
- raise funds to continue the project after the demonstration period runs out.

SEPTA is the primary mode of transportation and some of the funding is used to provide transit subsidies for the first three months (50 percent for the first month, 50 percent for the second month and 25 percent in the third month). The project utilizes private van service in cases where public transportation cannot get clients to work on time, takes longer than one hour or when public safety issues arise for clients working second or third shifts. GPUAC purchased and operates three 15-passenger vans as part of the project.

The majority of GPUAC's placements were made with employers in Eastern Montgomery County with special focus on the Route 309 corridor. The *City to Suburbs Commuting Project* has been profiled in several newspapers and public affairs television programs and is widely considered to be a successful non-profit run transportation service. GPUAC established partnerships with the City of Philadelphia and other organizations in order to continue operations beyond the August 31, 1998 conclusion of the United Way grant. The final outcome, however, was very positive by exceeding the project's initial goals. A total of 215 welfare recipients were placed in suburban jobs, with an average salary of \$7.04 an hour. Despite their success during the demonstration period, no ongoing dedicated funding for transportation services for TANF clients was secured. As a result, the *City to Suburbs Commuting Project* will be diversifying to serve other populations, including refugees and the homeless.

Greater Philadelphia Works Transportation Initiatives. Greater Philadelphia Works (GPW) is Philadelphia's two-year, \$54 million effort to place 15,000 TANF recipients in jobs. In addition to intensive job placement and support services, GPW includes a transitional work program, child-care and wage subsidies, transportation assistance, and services for the homeless and persons with substance abuse problems. GPW's \$1.2 million transportation component is designed to improve job access, support job retention and promote job development. It features:

Expanded Public Transit to Improve Job Access. The City of Philadelphia and SEPTA have worked together to bring about significant improvements to transit service in major employment centers. Changes implemented in 1998 include new express buses and improved service to businesses in and around the Philadelphia International Airport and a 25% increase in service to King of Prussia. Over \$1.3 million in access-to-jobs projects for Philadelphia residents are proposed for Federal Transit Administration funding in FY99.

Transitional Transit Subsidies: SEPTA Pass Program. Although TANF recipients are eligible for transportation allowances from the Department of Public Welfare during job search or training, clients are on their own once they get a job. In order to promote job retention and economic self-sufficiency, GPW will provide four weeks of SEPTA City TransPasses or Suburban TrailPasses spread out over two months to GPW customers who get a job and are working at least 20 hours a week. This transitional transit subsidy will help new workers adjust to the workforce and help them learn to manage their budgets.

Emergency Ride Home. For many single parents, the biggest obstacle to accepting a job outside of their neighborhood is the fear of being unable to respond to an emergency, especially one involving a sick or injured child. GPW addresses this fear with an “emergency ride home” program that gives workers a swift ride home in the event of a medical or family crisis. This program is operated by the Delaware County and Greater Valley Forge Transportation Management Associations (TMAs).

Transit Information Centers. Each of seven GPW Regional Service Centers has been equipped with a Transit Information Center to provide transit- resources to assist with job search and job placement activities. In addition to SEPTA timetables and system maps, each center features customized maps that show suburban transit routes and the location of major suburban industrial parks and other major employment centers.

Transportation/Jobs Roundtables. This goal of these monthly roundtables is to bring GPW job developers and transportation experts together to identify transit-accessible entry-level jobs and help improve job access. This process also creates opportunities for working with SEPTA on route and schedule modifications. The Delaware Valley Regional Planning Commission coordinates this process which also includes SEPTA and the suburban TMAs.

2.0 TRANSPORTATION SERVICES AND FACILITIES ANALYSIS

2.1 Transit Dependent Population and Travel Characteristics

To understand the complex issue of welfare to work and how transportation is an integral part of any solution, we must first examine the dependency on public transportation experienced by a majority of TANF households throughout the region. **Table 2-1** documents the level of welfare dependency and the share of zero-car households in the region's nine county-area. In 1998, an estimated 85,200 TANF households lived in the region. The cities of Camden, Trenton and Philadelphia represent/are home to the largest numbers of TANF households. While auto ownership rates are not available from the Census Bureau for the TANF population alone, the percent of zero-car households estimated for 1997 in the general population ranges from a low of 5% percent (Burlington County) to 38% percent (Philadelphia County). The incidence of transit dependency among the TANF population is likely substantially above those rates. As a result, improving transit accessibility to key job centers will be critical to the region's ability to successfully implement welfare reform.

Table 2-1
Welfare Dependency and Auto Ownership in the Region

	TANF Households (1998)	Low Income Households* (1990)	Zero-Car Households as a Percent of all Households (1997 Estimate)
New Jersey			
Burlington County	1,400	17,327	5%
Camden County**	7,500	32,078	13%
Gloucester County	1,200	12,790	7%
Mercer County**	3,200	16,349	12%
Pennsylvania			
Bucks County	1,500	22,085	6%
Chester County	1,200	14,952	6%
Delaware County**	3,900	29,334	12%
Montgomery County	2,000	25,599	7%
Philadelphia County**	63,300	157,784	38%
Total	85,200	328,298	18%
Note: TANF household figures come from county welfare offices and the City of Philadelphia and have been rounded to the nearest hundred. * Low-income households for the purpose of this table reflect 150% of the Federal Department of Health and Human Services' 1998 poverty guidelines for a family of four (\$16,450). **Includes the Cities of Camden, Camden County, Trenton, Mercer County, Chester, Delaware County and Philadelphia.			

Being hired for a job is just the first step in making a successful transition to the workforce. While many factors influence job retention, the reasonableness of the commute ranks high. Persons eager to exit public assistance may accept a position without considering the full cost -- calculated in terms of both time and money -- of the daily trip to and from work. While willingness to travel will vary from person to person, the viability of a commute is typically determined by three factors:

- *Financial cost.* By definition, budgets are tight for the welfare population.
- *Travel time.* In addition to total trip time, multiple transfers between different routes are undesirable because each transfer creates the potential for a missed connection and delay.
- *Distance from home.* In addition to psychological and cultural barriers facing city residents in suburban workplaces, transit-dependent single parents must feel confident that they can quickly return to their homes in the event of an emergency.

Workers balance these costs of commuting against the expected benefits. In addition to cash wages, for the welfare population this may mean compliance with work requirements and the associated benefits. New entrants to the workforce are likely to travel greater distances in return for higher wages. Conversely, welfare recipients are unlikely to endure lengthy and costly commutes for jobs paying at or near the minimum wage (currently \$5.50).

1990 Journey to Work Data. Data shows that residents of Camden, Trenton, Chester and Philadelphia are less likely to own automobiles and more likely to ride transit than residents of the region as a whole. However, journey-to-work data shows that the number and share of core city resident workers that commute by transit has been declining over time. **Table 2-2** reports transit travel trends by city between 1970 and 1990. In the aggregate, the number of core city resident workers who traveled to work via public transportation declined from 301,185 persons in 1970 to 193,184 in 1990. While much of this ridership loss reflects out migration from the cities during this period, the share of core city resident workers using transit to commute to work declined from 35 percent in 1970 to 27 percent in 1990. Chester held its share while the other cities, especially Philadelphia, declined.

Table 2-2
Public Transportation Travel by Core City Resident Workers, 1970-1990

1970	Camden	Trenton	Chester	Philadelphia	Total
Public Transportation	9,057	5,365	2,651	284,112	301,185
Total Resident Workers	37,481	41,520	21,389	768,309	868,699
% Transit Riders	24.2%	12.9%	12.4%	37.0%	34.7%
1990	Camden	Trenton	Chester	Philadelphia	Total
Public Transportation	4,744	3,644	1,918	182,878	193,184
Total Resident Workers	26,515	36,560	15,273	640,577	718,925
% Transit Riders	17.9%	10.0%	12.6%	28.5%	26.9%

Source: DVRPC, *Journey to Work Trends in Camden, Trenton, Chester and Philadelphia, 1970-1990*, (Report 16).

2.2 Existing Transportation Services and Providers

The region's bi-state transit system is made up of three major public transportation operators and a number of commercial and non-profit organizations that provide transportation services. The combined bi-state network of rail, trolley and bus routes has historically offered a high level of transit service to commuters traveling during peak hours. However, the region's public transportation infrastructure was designed to funnel large numbers of people to a select number of transit hubs, typically located in the downtown business districts of the region's core cities. This same transit network has a much harder time serving the relatively low density residential and commercial development that characterizes the region's suburban counties. Suburban office parks and corporate centers were designed and located with the automobile rather than transit in mind.

New Jersey Transit (NJT) operates 30 regular bus routes in Camden County, 20 of which are regional interstate bus routes that provide service to Philadelphia.¹⁰ Buses traveling from New Jersey to Philadelphia make a loop in Center City, following Vine Street west to 6th Street, 6th Street south to Market Street, Market Street west to Broad Street, and north back to Vine. Unlike SEPTA buses which stop at almost every intersection in Center City, NJ Transit buses stop at designated corners only (three stops on 6th Street, seven stops on Market Street, one stop on Broad Street and three stops on Vine Street). NJT bus routes have the potential to serve transit-dependent persons in both Philadelphia and Camden. In addition, NJT service to its Trenton hub provides additional connections to SEPTA bus and rail service for Trenton residents.

Southeastern Pennsylvania Transportation Authority (SEPTA) operates the fifth largest transit system in the nation with a 2,200 square mile service area covering southeastern Pennsylvania. SEPTA's 127 bus and R3 and R7 regional rail routes provide interstate service to Trenton and West Trenton. In addition, its hub of operations in Center City Philadelphia creates opportunities for Philadelphia residents to transfer from SEPTA to NJT or the PATCO high-speed line to travel to New Jersey employment centers.

Port Authority Transit Corporation (PATCO) provides direct service between Center City Philadelphia and southern New Jersey. PATCO runs a 14.2 mile rail line from Lindenwold, NJ to Center City Philadelphia with nine stations in New Jersey and four in Philadelphia that operate 24 hours a day. NJ Transit provides connecting bus service to most of the New Jersey stations.

Private Carriers and Not-for-Profit Transportation Providers augment the scheduled and fixed-route transportation services offered by NJ Transit, SEPTA and PATCO. While smaller in scale, these entities often have more flexibility to respond quickly to new market opportunities. Examples of these routes and services include:

¹⁰ Mundle & Associates, Inc. Draft Deliverable #2 - Camden County Profile and Inventory of Services and Facilities (1998), page 26.

- Scheduled and demand-responsive service by non-profit organizations such as Senior Citizens United Community in Camden County;
- Employer-contracted transportation services by Suburban Transit and other private sector transportation companies to cover trips outside existing transit agency service areas; and
- Commuter van pool providers such as VPSI and Vanpool New Jersey that lease vans to individuals for the purposes of promoting ridesharing among the region's major employers.

As part of the 1997-98 New Jersey County Transportation Coordination Planning Process, each county prepared an inventory of existing transportation services, including private carriers and not-for-profit transportation providers. These inventories were prepared by Multisystems for Mercer County and by Mundle & Associates for Camden County. Concurrently, Wheels, Inc. has also compiled an inventory of private carriers and not-for-profit transportation providers for all counties within the bi-state region. **Appendix I** includes a comprehensive list of private and not-for-profit transportation providers in the region.

2.3 Transportation Needs and Service Gaps

The region's bi-state network of rail, trolley and bus routes has historically offered a high level of transit service to commuters traveling during peak hours. However, the region's public transportation infrastructure was designed to funnel large numbers of people to a select number of transit hubs, typically located in the downtown business districts of the region's core cities. This same transit network has a much harder time serving the relatively low density residential and commercial development that characterizes the region's suburban counties. Suburban office parks and corporate centers were designed and located with the automobile rather than transit in mind.

Transit Accessibility in the Delaware Valley Region. DVRPC completed a comprehensive analysis of transit accessibility in June 1998.¹¹ As part of this project, DVRPC developed separate TransCAD geographic information system (GIS) networks for the following modes of the Pennsylvania and New Jersey portions of the region:

- (1) SEPTA, NJT, and Amtrak (commuter) rail lines,
- (2) SEPTA and PATCO rail transit lines,
- (3) SEPTA bus and trolley routes and
- (4) NJT bus routes.

Using 1990 demographic and employment data at the zonal level¹², DVRPC calculated the accessibility of residents and jobs to existing public transit services at distances ranging from 1/4

¹¹ DVRPC, *Transit Accessibility in the Delaware Valley Region* (June 1998).

¹² While more recent population and employment estimates are available at the municipal level, the TransCAD model is specified at Traffic Analysis Zone (TAZ) level in order to provide a greater level of detail. A TAZ is roughly equivalent to a Census tract although sometimes they are defined by block groups. Population and jobs data at the TAZ level is only available from the decennial Census.

to 2 miles for rail stations and 1/8 to 1 mile for bus and trolley routes. One-quarter mile is generally considered to be an acceptable walking distance by most commuters. **Table 2-3** reports the percentage of population and jobs located within 1/4 mile of transit by mode.

Table 2-3
Population and Jobs Within 1/4 Mile of Transit in the Delaware Valley Region (1990)

	Percent of Total Population Within ¼ Mile of Transit	Percent of Total Jobs Within ¼ Mile of Transit
PA Counties:		
Regional Rail Lines	5.2%	10.6%
Rail Transit Lines	6.2%	15.8%
Bus and Trolley Routes	63.6%	64.8%
NJ Counties:		
Regional Rail Lines	0.3%	1.1%
Rail Transit Lines	0.7%	2.5%
Bus and Trolley Routes	48.9%	57.4%
Source: DVRPC, <i>Transit Accessibility in the Delaware Valley Region</i> , (June 1998). PA counties are Bucks, Chester, Delaware, Montgomery and Philadelphia counties; NJ counties are Burlington, Camden, Gloucester and Mercer counties in New Jersey.		

Table 3-1 quantifies the importance of bus and trolley service to the regional transit network. Nearly two-thirds of southeastern Pennsylvania residents and jobs are located within one-quarter mile of a bus or trolley route. While the numbers are somewhat lower in the New Jersey portion of the region, 49 and 57 percent of residents and jobs, respectively, they are still indicative of a substantial level of coverage by NJ Transit. **Maps 2, 3, 4 and 5** illustrate areas served by regional rail and rail transit stations in the region.

While fixed route rail transit and regional rail service is generally less accessible than bus and trolley service, the region's high volume/high frequency rail routes are key elements of the transit network. For example, there are 111 bus routes versus only five rail transit lines in southeastern Pennsylvania (the Broad Street Subway, Market Frankford line and the Norristown (100), Media (101) and Sharon Hill (102) lines in Delaware County). Fully 6 percent of the population and 16 percent of the jobs are within a one-quarter mile radius of the five SEPTA rail transit routes. Similarly, SEPTA's thirteen regional rail lines provide service to Center City and other job centers, collectively serving over 10 percent of southeastern Pennsylvania jobs.¹³ The

¹³ For technical reasons it was not possible to make a single regional network. As a result, population and job accessibility calculations are for a single state only.

point is that it would be a mistake to discount the importance of the regional rail and rail transit service by comparing it to the bus and trolley category that includes many more routes.

Maps 6 and 7 show areas in the Pennsylvania and New Jersey portions of the region that are served by bus and trolley routes at various access distances ranging from 1/8 to one mile. Areas colored light green have a greater accessibility (within 1/8 of a mile from a bus or trolley line, whereas, 1/4 mile is the generally accepted standard distance); areas colored dark blue are also considered to be highly accessible (or within the standard 1/4 mile from transit). Within southeastern Pennsylvania, residents of Philadelphia appear to have the highest level of transit accessibility followed by portions of eastern Delaware County (including the City of Chester) and eastern Montgomery County (including Norristown). In the New Jersey counties, NJT service clearly radiates from hubs in the cities of Camden and Trenton. In general terms, SEPTA and NJT bus and trolley service appears to be concentrated in the region's core cities which are home to large numbers of the region's welfare recipients.

Accessibility to transit services varies by time of day and day of the week. On weekdays, the most service is generally offered during peak hours (roughly, 6:00 to 9:00 a.m. and 3:30 to 6:30 p.m.). Lower levels of service are typically provided during the mid-days, evenings (defined as up to 9:00 p.m.) and late night hours. This is a critical distinction for many new entrants to the workforce because many of the jobs available require traveling outside of peak hours. For persons traveling long distances or making multiple transfers, the availability of early morning (before 6:00 a.m.) or night owl (between 1:00 to 4:00 a.m.) service may be a prerequisite to finding and keeping a job.

Maps 8 and 9 illustrate availability of SEPTA bus and trolley and NJT bus service by time of day for the Pennsylvania and New Jersey portions of the region. For southeastern Pennsylvania, 24 hour service (shown in red) is virtually confined to the city limits. While many of the suburban routes offer evening service (olive), many job centers in the outer suburbs are only covered during peak and midday runs (light blue). In New Jersey, the vast majority of NJT bus service ends in the evening hours with very limited round the clock service. There are no 24 hour routes operating in Mercer County serving Trenton and only a limited number in Camden County. There is 24 hour service, however, between the City of Camden and Philadelphia.

Maps 10 and 11, while providing a regional overview of the operating hours of SEPTA and NJT bus and trolley service, say nothing about frequency of service. Where it does exist, 24 hour service typically operates at a relatively low frequency (i.e., hourly). While this may be a rational decision from a ridership or farebox recovery standpoint, it does create an accessibility barrier for transit-dependent workers.

Transit Accessibility to Major Employers. To focus more specifically on probable work destinations, DVRPC analyzed the level of transit accessibility of major employers with at least 500 workers. While not representative of all employers, major employers are a well-defined subgroup and are a likely source of entry level jobs. The results of this inquiry are presented in **Table 2-4**.

Table 2-4
Transit Accessibility to Major Employers with 500 or More Workers

	Major Employers within ¼ mile of transit	Total Major Employers	Percent Transit Accessible
Burlington	9	19	47%
Camden	10	19	53%
Gloucester	2	6	33%
Mercer	34	43	79%
<i>Subtotal – NJ</i>	55	87	63%
Bucks	15	30	50%
Chester	11	31	35%
Delaware	23	32	72%
Montgomery	32	68	47%
<i>Subtotal – PA</i>	81	161	50%
Philadelphia	109	112	97%
<i>Regional Total</i>	245	360	68%
Source: DVRPC			

For the region as a whole, 68 percent of the large employers are located within one-quarter mile of a transit facility. Table 3-2 breaks down these results by county. For the New Jersey counties, 55 of 87 large employers (63 percent) are transit accessible. Mercer County rated the highest level of accessibility (79 percent) and Gloucester County the lowest (33 percent). About half (81 of 161) of all major employers in Bucks, Chester, Delaware and Montgomery counties are transit accessible. Delaware County affords the highest level of service to this group at 72 percent and only about one-third of major employers in Chester County are transit accessible.

Virtually all -- 97 percent -- of Philadelphia's 112 major employers are transit accessible. This level of accessibility suggests that if there were enough entry level jobs in Philadelphia to accommodate former TANF recipients entering the workforce, accessibility would not be a welfare-to-work issue.

Transit Service Gaps. Available evidence suggests that the regional transportation network provides a substantial level of accessibility to jobs and residents, including TANF recipients concentrated in the core cities Philadelphia, Camden, Trenton and Chester. There are very few regions in the country that have this kind of infrastructure in place. Areas without a regional transit network could not afford to create even a fraction of what SEPTA, NJT and PATCO are already operating today. It is clear that this region's access-to-jobs strategy should

attempt to maximize the return from past and present investments in public transit. To ignore this asset by attempting to develop a parallel system reserved only for TANF recipients would be a major blunder.

However, while much of the physical network is in place, eliminating transportation barriers for persons exiting welfare requires more than proximity to a bus line. Other key access-to-jobs issues -- many of them inter-related -- include:

- ***The right bus, not just any bus.*** Just because a worker lives within one-quarter mile of a bus route, which does not mean that the closest bus route terminates at an appropriate job opportunity.
- ***Reasonable travel time.*** Each transfer increases total travel time and poses an additional challenge to job retention. It is not reasonable to expect someone to commute two or more hours a day to a minimum wage job.
- ***Affordable transit fares.*** Similarly, it is not reasonable to expect that someone can afford to buy a pass or pay a fare on minimum wage.
- ***More off-peak service.*** This includes early morning, late night and weekend service. There is a need for workers with non-traditional hours get to their jobs on time.
- ***More service to growing urban and suburban job centers.*** The areas that are home to the greatest job growth need to find ways to become transit accessible. They should be designed for pedestrian access, which may be an impediment in suburban access to work areas.
- ***More support services to make the commute easier.*** On the bricks and mortar level, there is a need for adequate sidewalks and other pedestrian infrastructure. On the cultural and psychological level, there is a need for adequate support to help TANF recipients travel on unfamiliar routes to unfamiliar destinations.

While it is possible to quibble about the precise number of transit-accessible jobs or the rate at which welfare roles are declining, there is no real debate about the magnitude of the challenge facing the region and its core cities. The introduction to *Greater Philadelphia Works*, Philadelphia's proposed plan for spending more than \$50 million in welfare-to-work funds, speaks clearly on this issue of transportation barriers to job access:

While offering some reverse commute options, the regional transportation infrastructure lacks the capacity to help new workers access jobs in most of the new suburban growth corridors. ...As of March 1998, the Philadelphia TANF caseload included 190,000 recipients, more than 65,000 of whom were heads of household. Of these, 38,000 are expected to hit the two year TANF time limit in March 1999, which means they must be working at least 20 hours per week or face the elimination of all public benefits. Each month after March, more recipients will enter their twenty-fourth month of public benefits

receipt, and therefore, need to begin working. The challenge of helping 65,000 TANF recipients meet their work requirement cannot be overstated.¹⁴

Some of these individuals will get jobs within the City limits. Others will be adequately served by existing transportation resources. But there is persuasive evidence that large numbers of TANF heads of households in Philadelphia, Camden, Trenton, Chester -- and other townships and boroughs across the region -- will need help overcoming transportation barriers.

Transportation is not the only obstacle. Access to quality child care, basic and technical skills deficits, drug and alcohol abuse, illiteracy and the fundamental challenge of trying to make ends meet on under \$7 an hour¹⁵ all present potentially significant barriers to job placement and retention. While recognizing that there are other critical welfare-to-work barriers, this plan focuses on the transportation dimension of welfare-to-work.

2.4 Bi-State Commuting Patterns

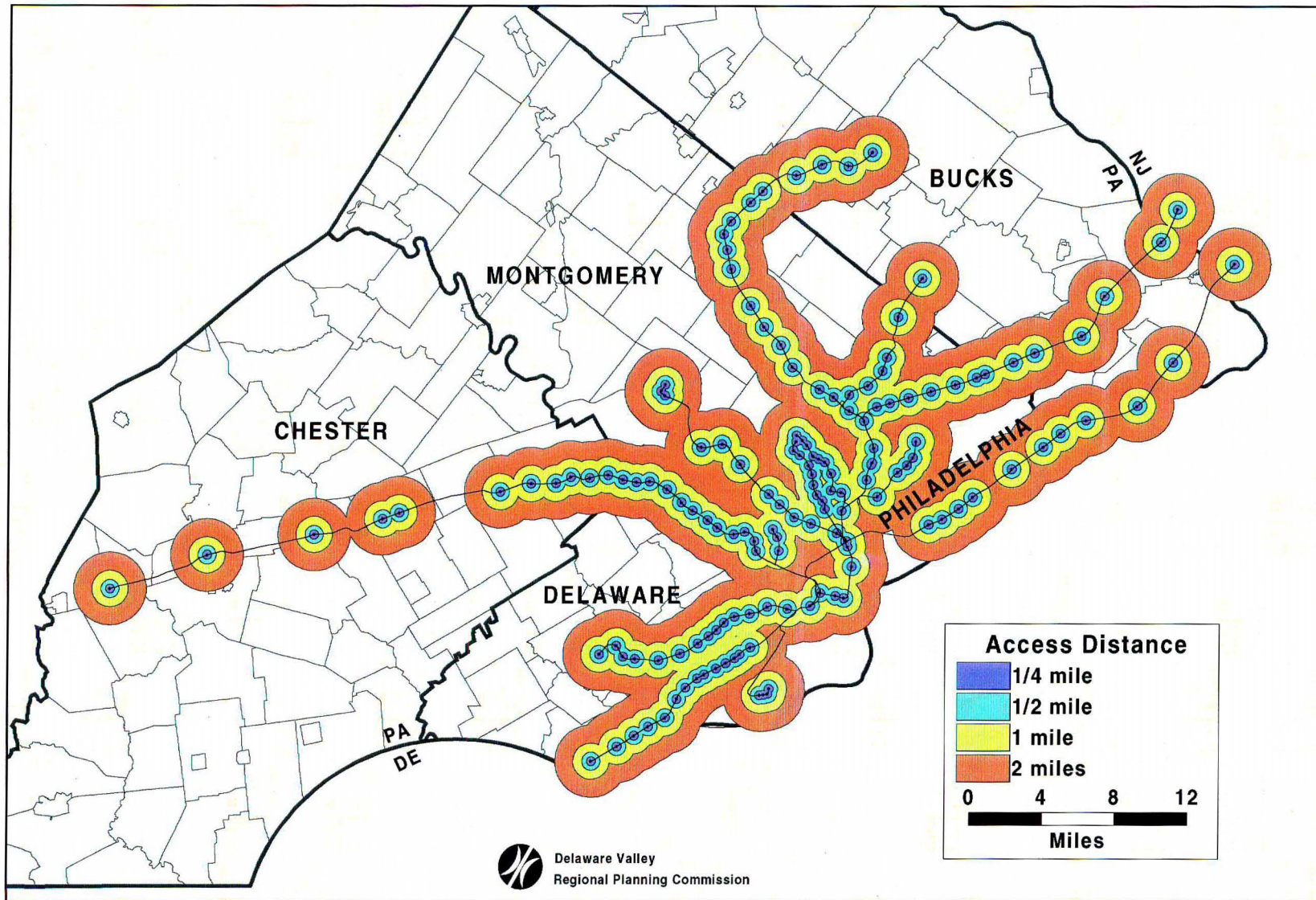
What are the boundaries of a regional labor market? Resident workers from the core cities of Camden, Philadelphia and Trenton generally operate in a bi-state market that covers portions of southeastern Pennsylvania and southern New Jersey. U.S. Census Bureau journey-to-work data indicates that out of a regional workforce of about 2.4 million, approximately one in seventeen workers crossed the Delaware River to travel to a job in the Greater Philadelphia region in 1990. This included 63,000 who commuted from Pennsylvania to New Jersey and 81,000 who traveled from New Jersey to Pennsylvania. With few exceptions, these work trips make use of river crossings in one of two parts of the region: *Trenton-Bucks County* and *Philadelphia-Camden*. See **Appendix II** for case studies related to bi-state commuting patterns.

Table 2-5 summarizes existing bi-state commuting patterns for Camden, Trenton and Philadelphia resident workers using 1990 journey-to-work data. While Camden residents have the greatest incidence of bi-state commuting (12.4 percent of all work trips), Philadelphia has by far the highest number of resident workers who work across the river (21,348 bi-state commuters). Analysis of mode split shows that while driving alone is the most popular method of travel, car pool, van pool and transit are viable options for many bi-state commuters in all three core cities. Over one-third of Camden-to-Pennsylvania work trips are taken on transit with another 22 percent of commuters using car or vanpools. Over 30 percent of Trenton resident workers use ridesharing, primarily to Bucks County destinations.

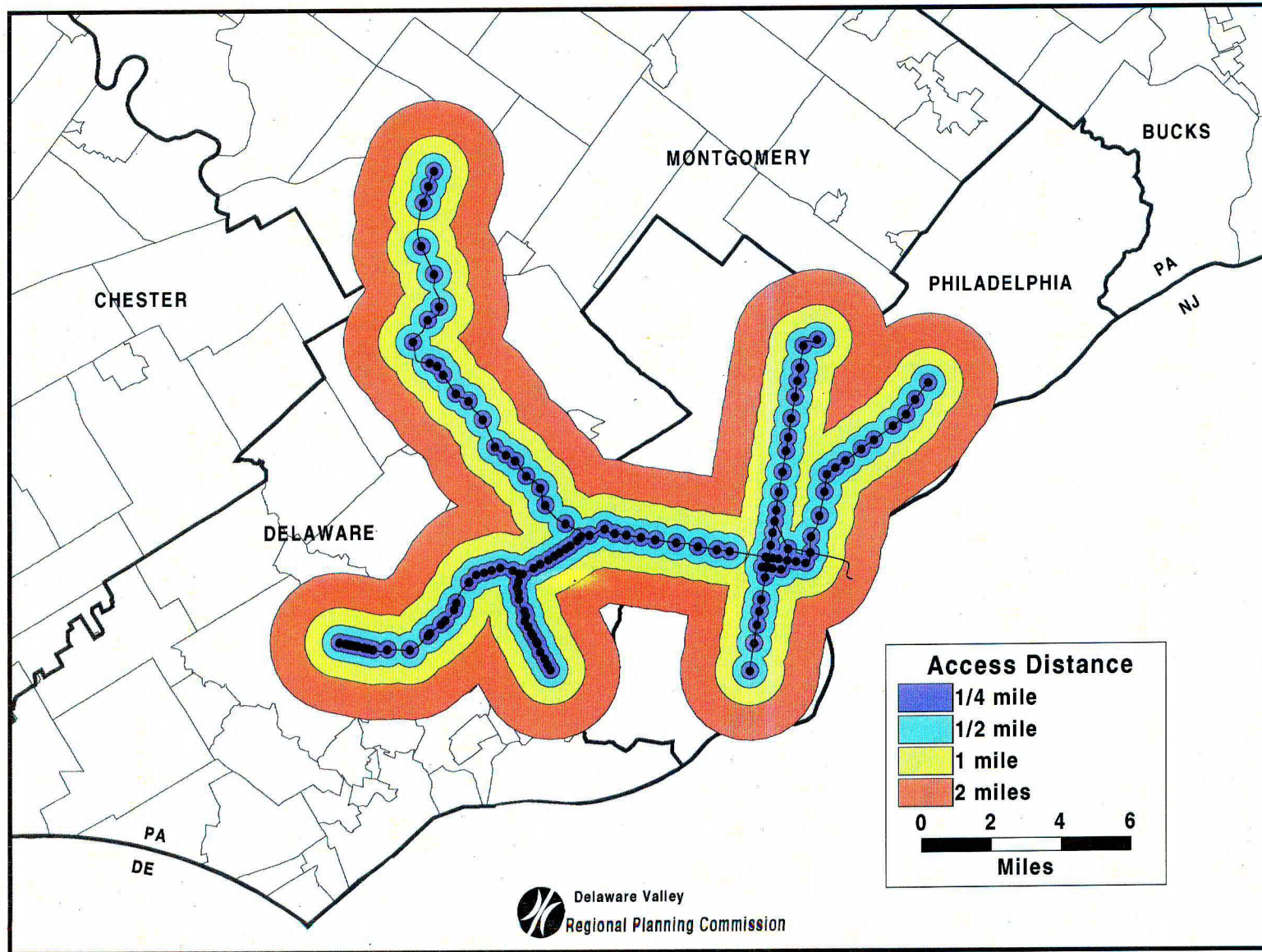
¹⁴ City of Philadelphia, *Greater Philadelphia Works, Proposed Plan - Moving from Welfare to Work*, (April 13, 1998), p2.

¹⁵ At the January 7, 1998 United Way Welfare Reform Conference, Pennsylvania Department of Public Welfare Secretary Feather O. Houston reported that the average wage for jobs obtained by Pennsylvania's welfare recipients is \$6.63 per hour.

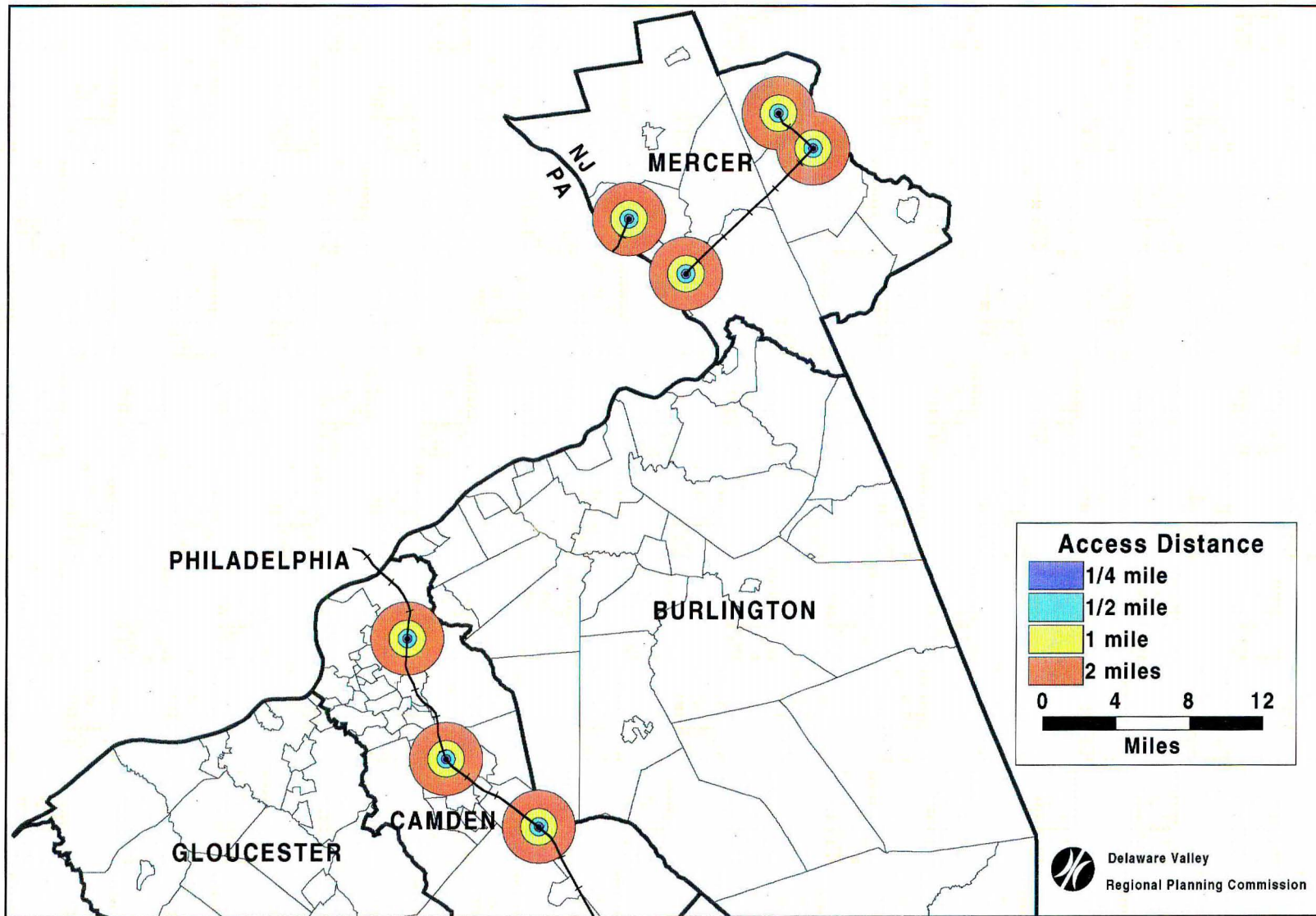
Map 2
Areas Served by Regional Rail Stations in Pennsylvania



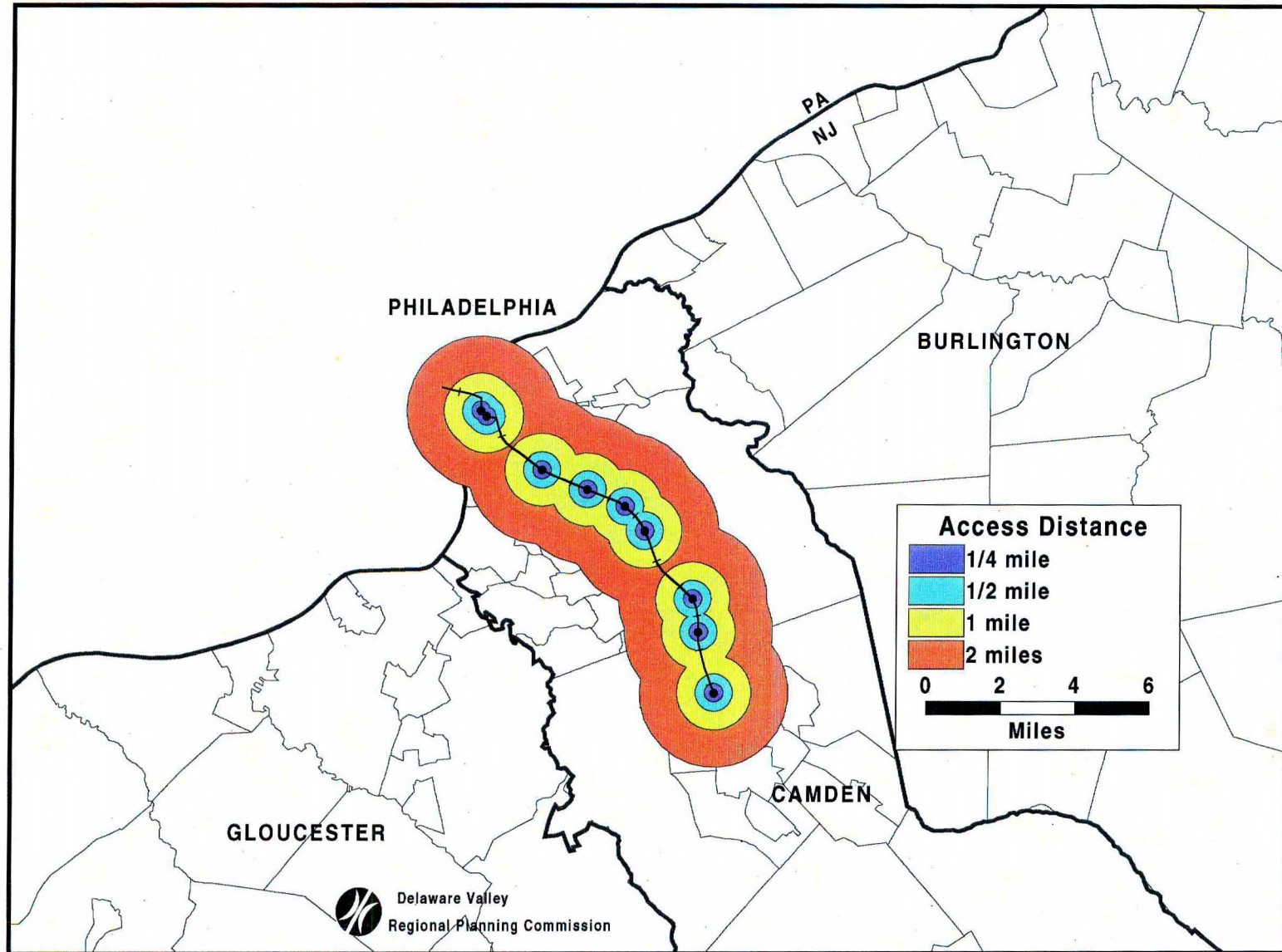
Map 3
Areas Served by Rail Transit Stations in Pennsylvania



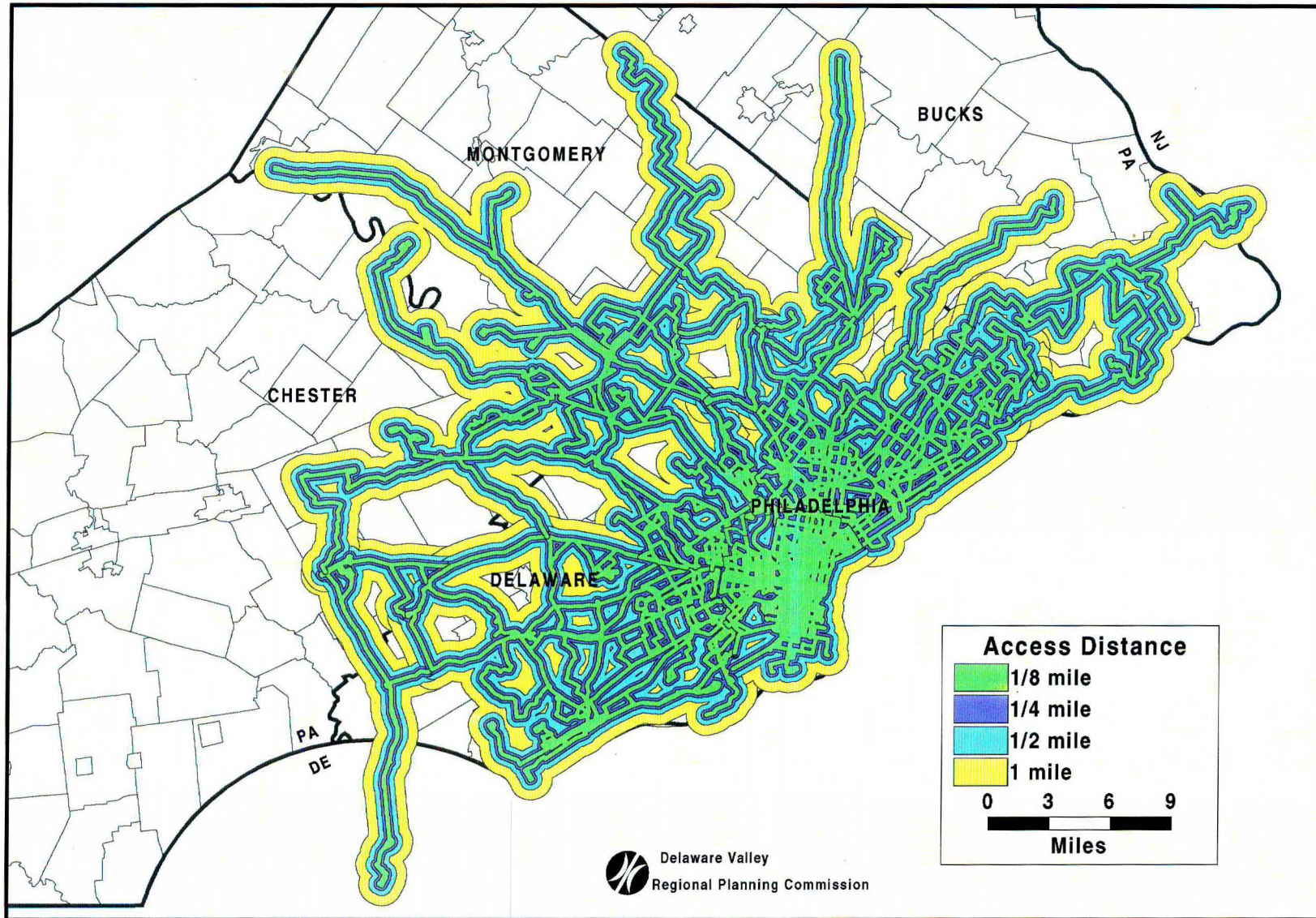
Map 4
Areas Served by Regional Rail Stations in New Jersey



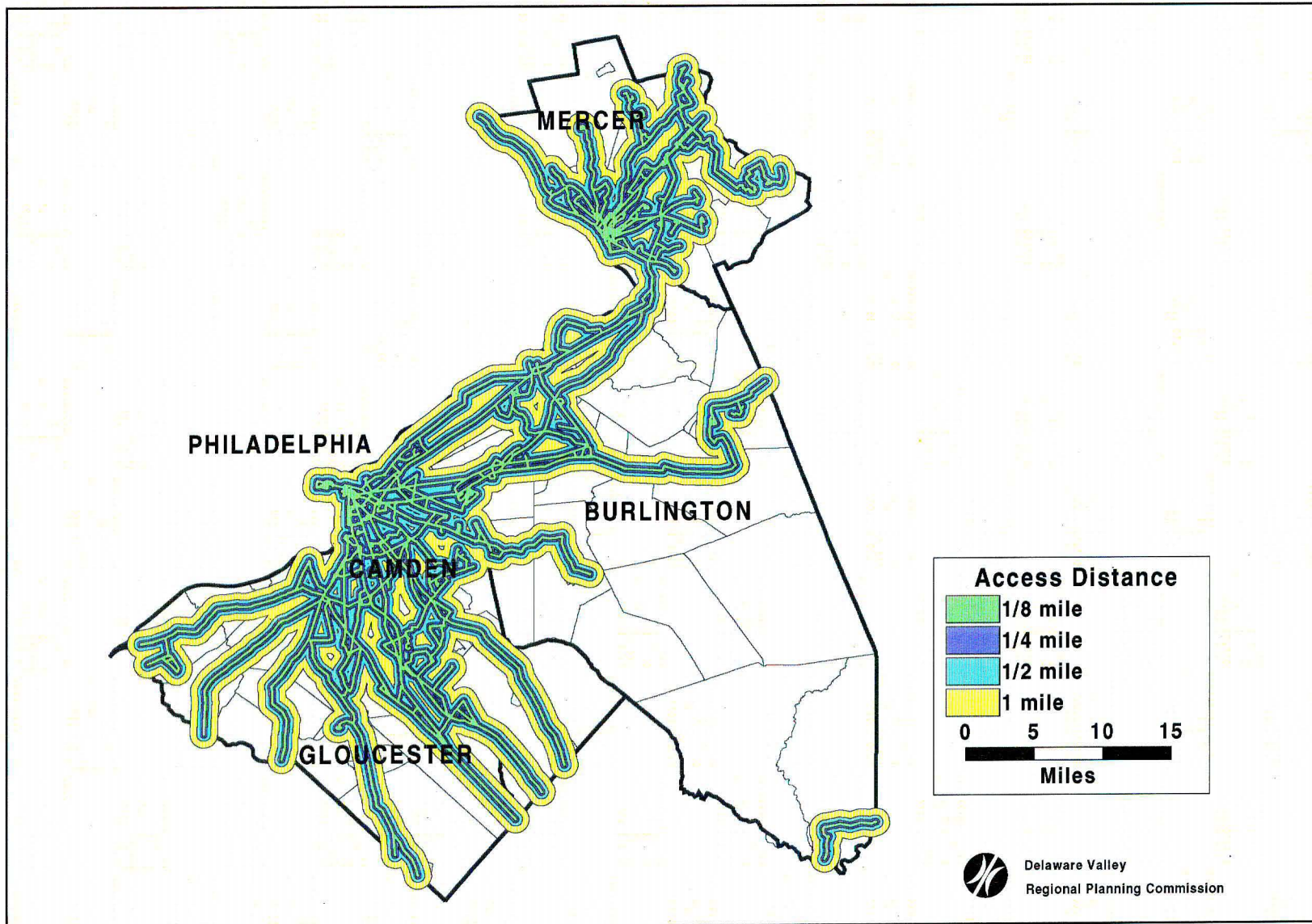
Map 5
Areas Served by Rail Transit Stations in New Jersey



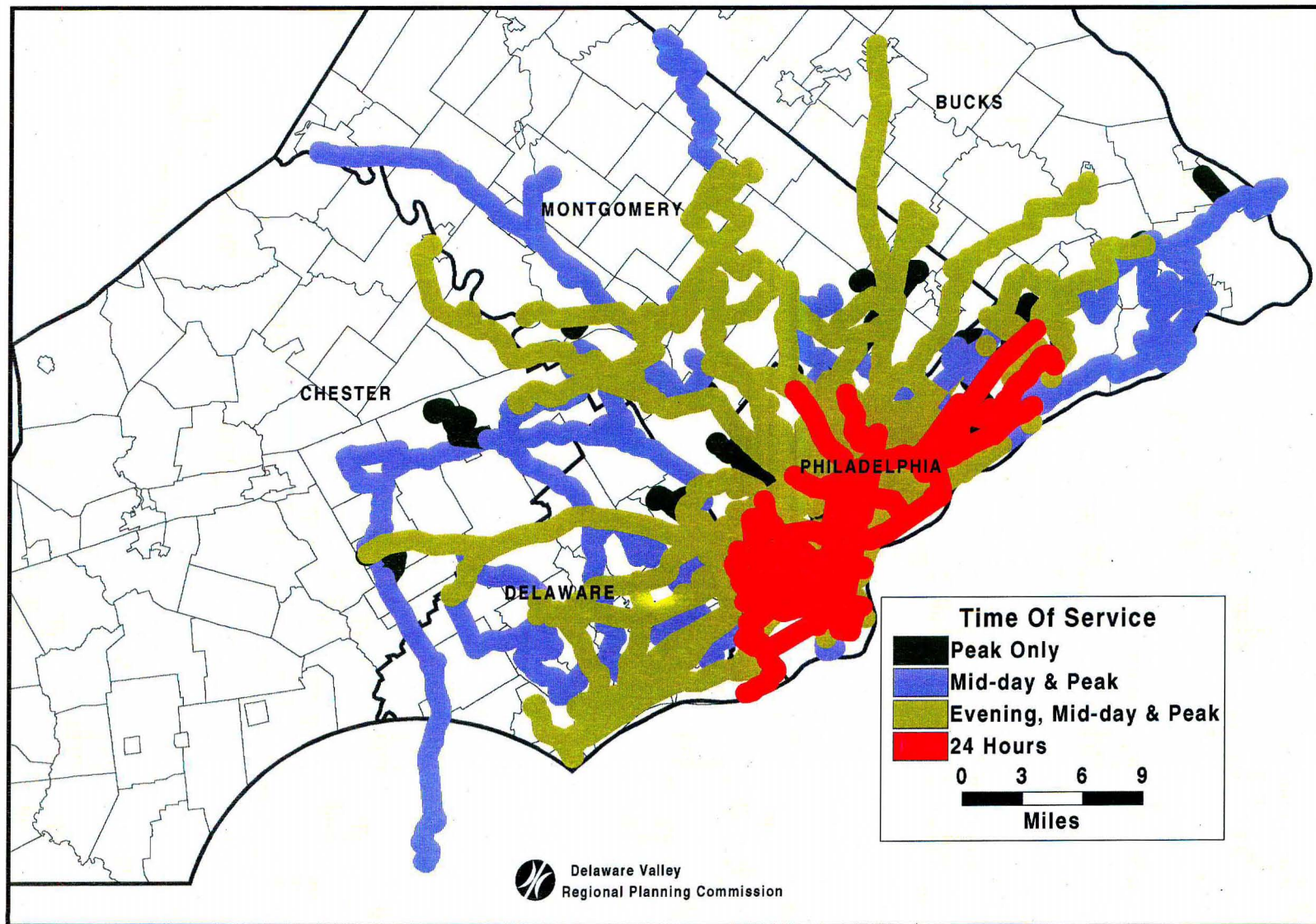
Map 6
Areas Served by SEPTA Bus and Trolley Lines



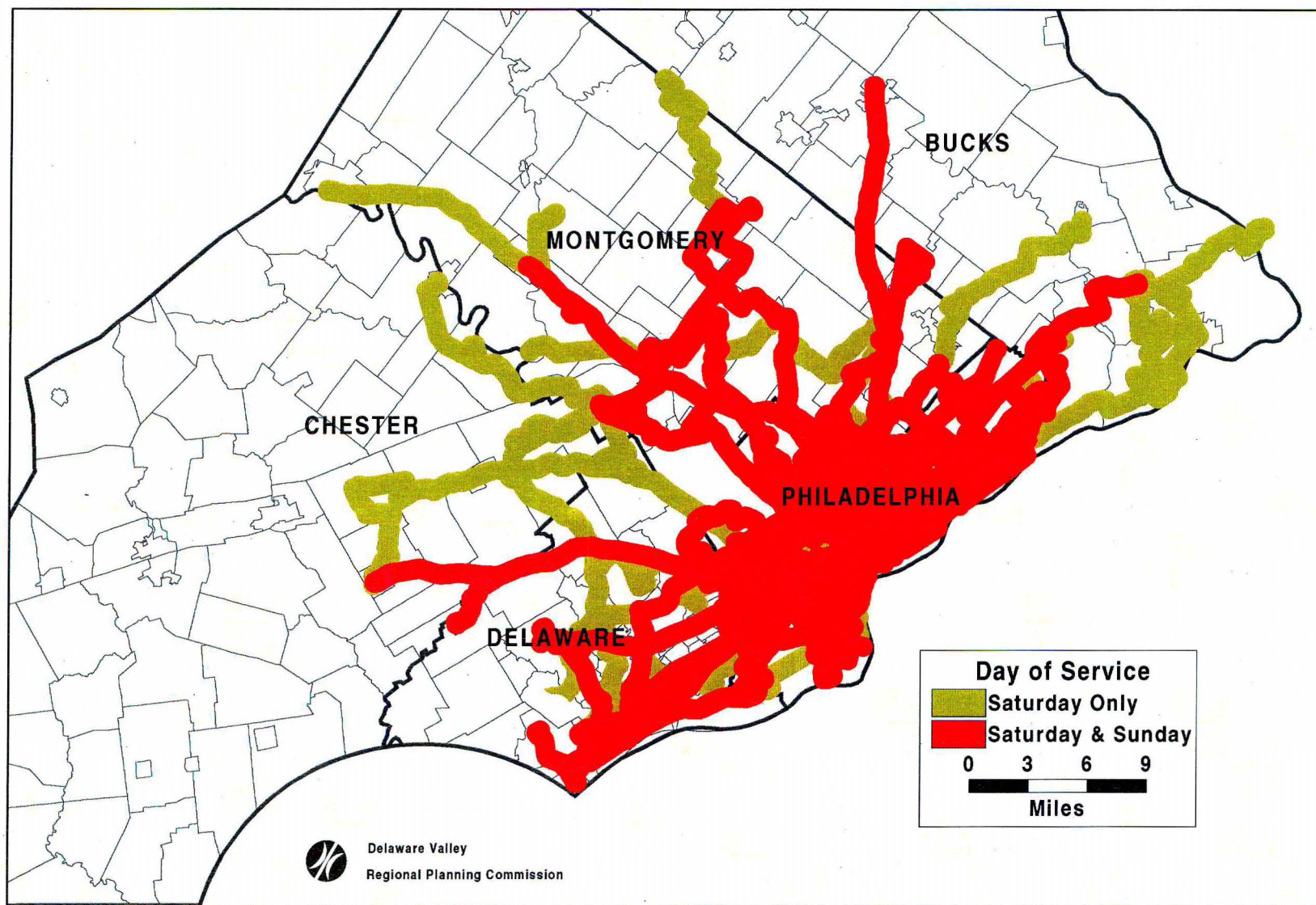
Map 7
Areas Served by NJ TRANSIT Bus Lines



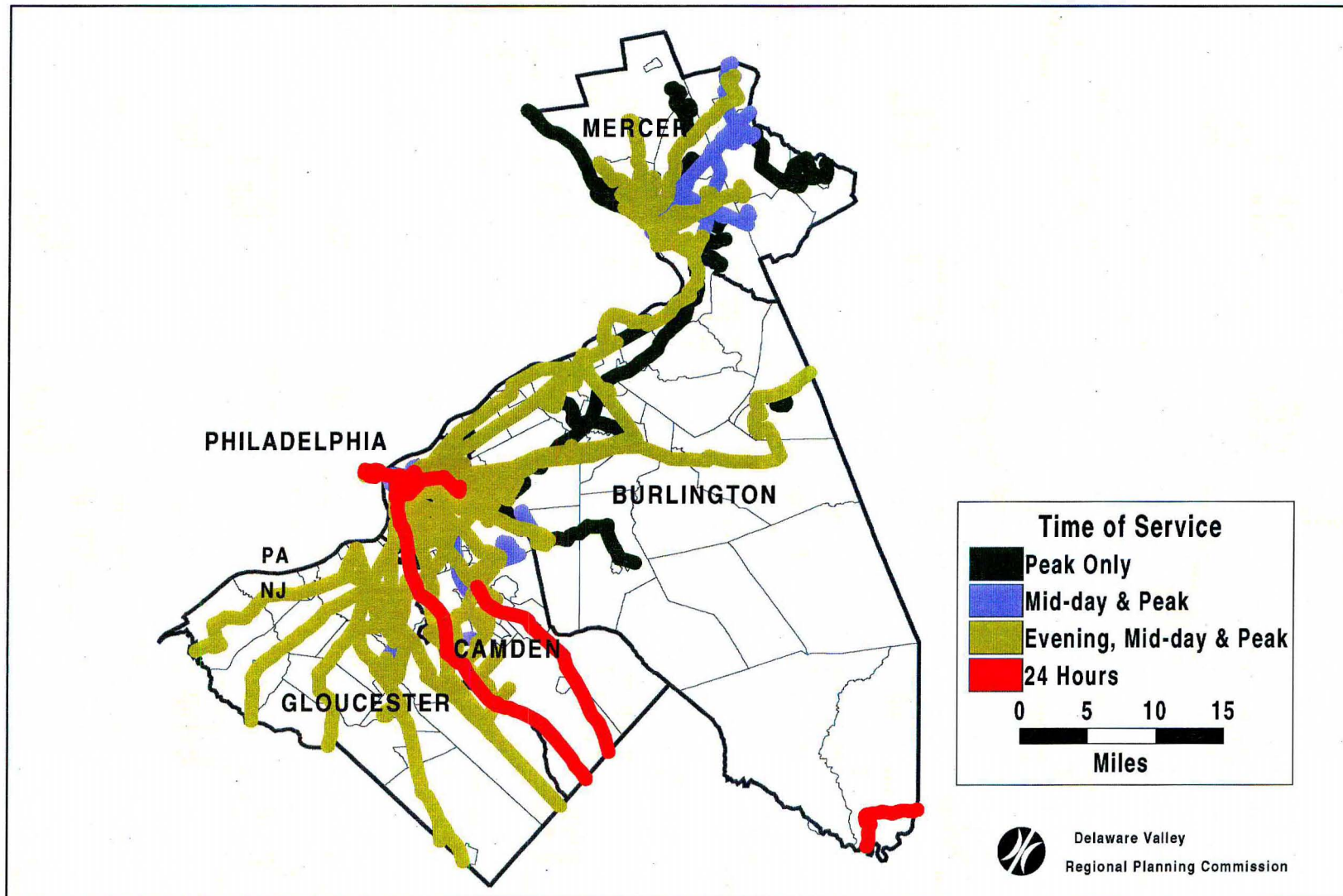
Map 8
Areas Served within 1/2-Mile by SEPTA Bus and Trolley Lines on Weekdays



Map 9
Areas Served within 1/2-Mile by SEPTA Bus and Trolley Lines on Weekends



Map 10
Areas Served within 1/2-Mile by NJ TRANSIT Bus Lines on Weekdays



Map 11
Areas Served within 1/2-Mile by NJ TRANSIT Bus Lines on Weekends

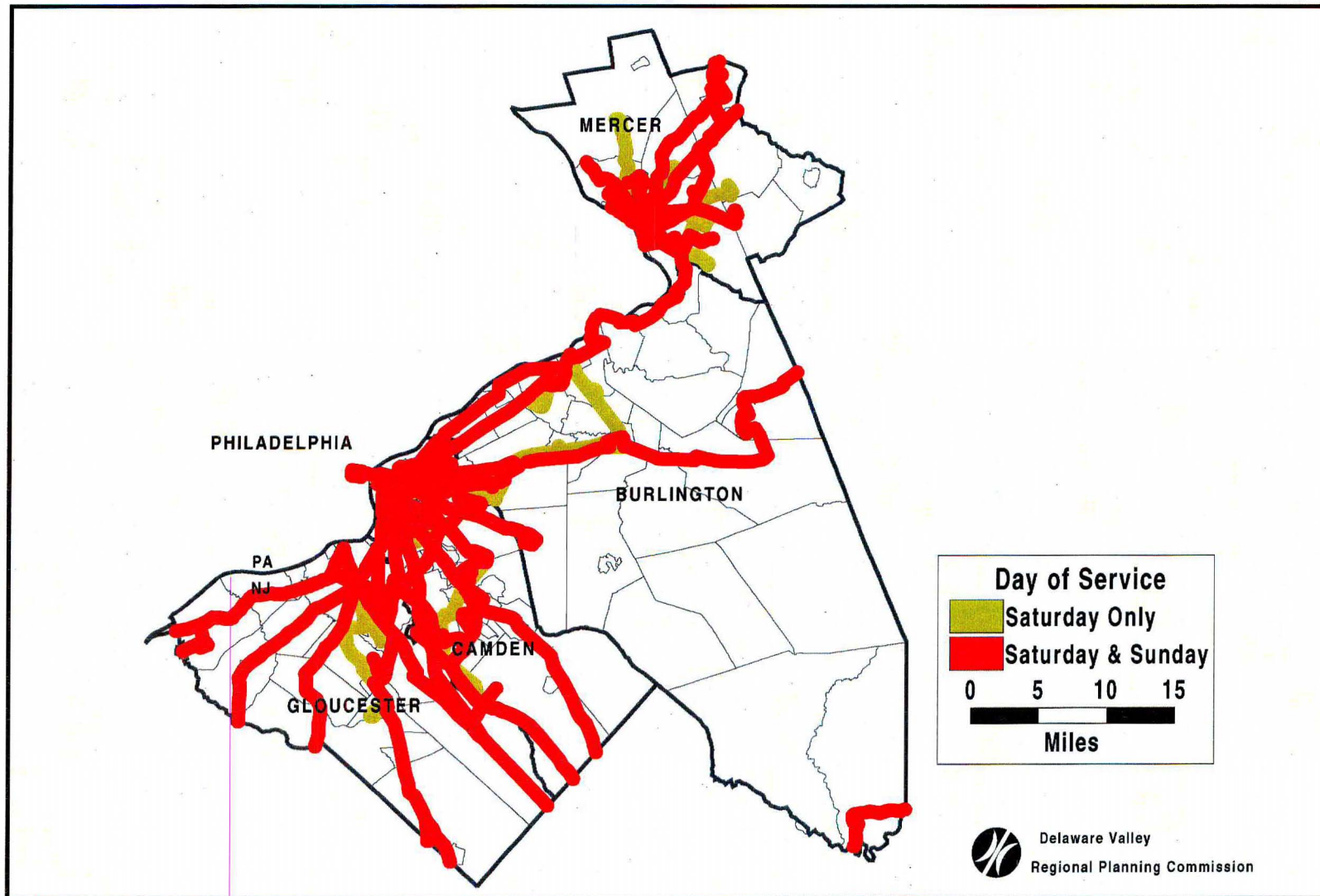


Table 2-5
1990 Census Bi-state Journey-to-Work Travel Patterns in Core Cities

	Bi-state Work Trips (Percent of all work trips)	Mode Split (Distribution for bi-state trips only)			
		Drive Alone	Carpool/ Vanpool	Transit	Other
Camden-to-Pennsylvania	3,262 (12.4% of all work trips)	41.2%	22.0%	34.7%	2.1%
Trenton-to-Pennsylvania	1,538 (4.3% of all work trips)	60.0%	30.5%	6.7%	2.3%
Philadelphia-to-New Jersey	21,348 (3.4% of all work trips)	67.4%	15.8%	13.9%	2.8%
Source: DVRPC, <i>Journey-to-Work Trends in Camden, Trenton, Chester and Philadelphia, 1970-1990</i> (1994).					

It is important to note that the Table refers to the region's general population which is more likely to have access to private automobiles than welfare recipients. Because driving alone is generally not an option for persons entering the workforce from public assistance, this group will be more likely to use transit and other ridesharing alternatives than the public-at-large.

Employment Centers and Viable Commutes from Core Cities. In 1994, the Delaware Valley Regional Planning Commission completed an analysis of employment centers in the nine-county DVRPC region that includes Burlington, Camden, Gloucester and Mercer Counties in New Jersey and Bucks, Chester, Delaware, Montgomery and Philadelphia Counties in Southeastern Pennsylvania. DVRPC identified and mapped 124 employment centers throughout the region using 1990 Employment Density, Non-Residential Land Use, Business Parks and Shopping Centers data files. Planning staff made preliminary delineation of employment center boundaries that were subsequently reviewed and refined by members of individual county planning departments. For the nine-county region, over 88 percent of all jobs in 1990 were located within the 124 mapped centers. Collectively, they account for nearly 2.4 million of the region's 2.7 million 1990 jobs.

Map 12 illustrates existing employment centers, census tracts of high poverty (150% of the poverty level) and the associated network of major transportation routes. DVRPC has compiled information about the number and type of jobs that characterize each center and has made this information available for access-to-jobs project planning.¹⁶ It is clear from this map that there is a strong relationship between the limits of the employment centers and the transportation network. For example, employment centers physically extend along Route 30 on both sides of the Delaware River. While bus routes that travel along these same highways serve some suburban centers, others are currently inaccessible except by automobile.

¹⁶ The best single source of this information is DVRPC's *Employment Centers in the Delaware Valley* (1994).

Overlaying DVRPC's employment centers with the regional transit network provided the basis for identifying viable bi-state commutes for welfare recipients in the cities of Camden, Trenton and Philadelphia. The results of this analysis are illustrated in **Maps 13, 14 and 15** with more detailed descriptions in the case studies detailed in Appendix II.

For each of the these core cities, DVRPC evaluated the following:

- (1) *Relative proximate employment centers across the Delaware River.*
- (2) *Transit routes from transit hub of core city to employment center.* Although this is a simplifying approach, it provides a reasonable first cut for urban populations as a whole.
- (3) *Total fare and estimated travel time to a sample destination for each employment center.* Recognizing that not all work places in a given employment center are equally accessible,

DVRPC attempted to select destinations likely to yield significant numbers of job opportunities.

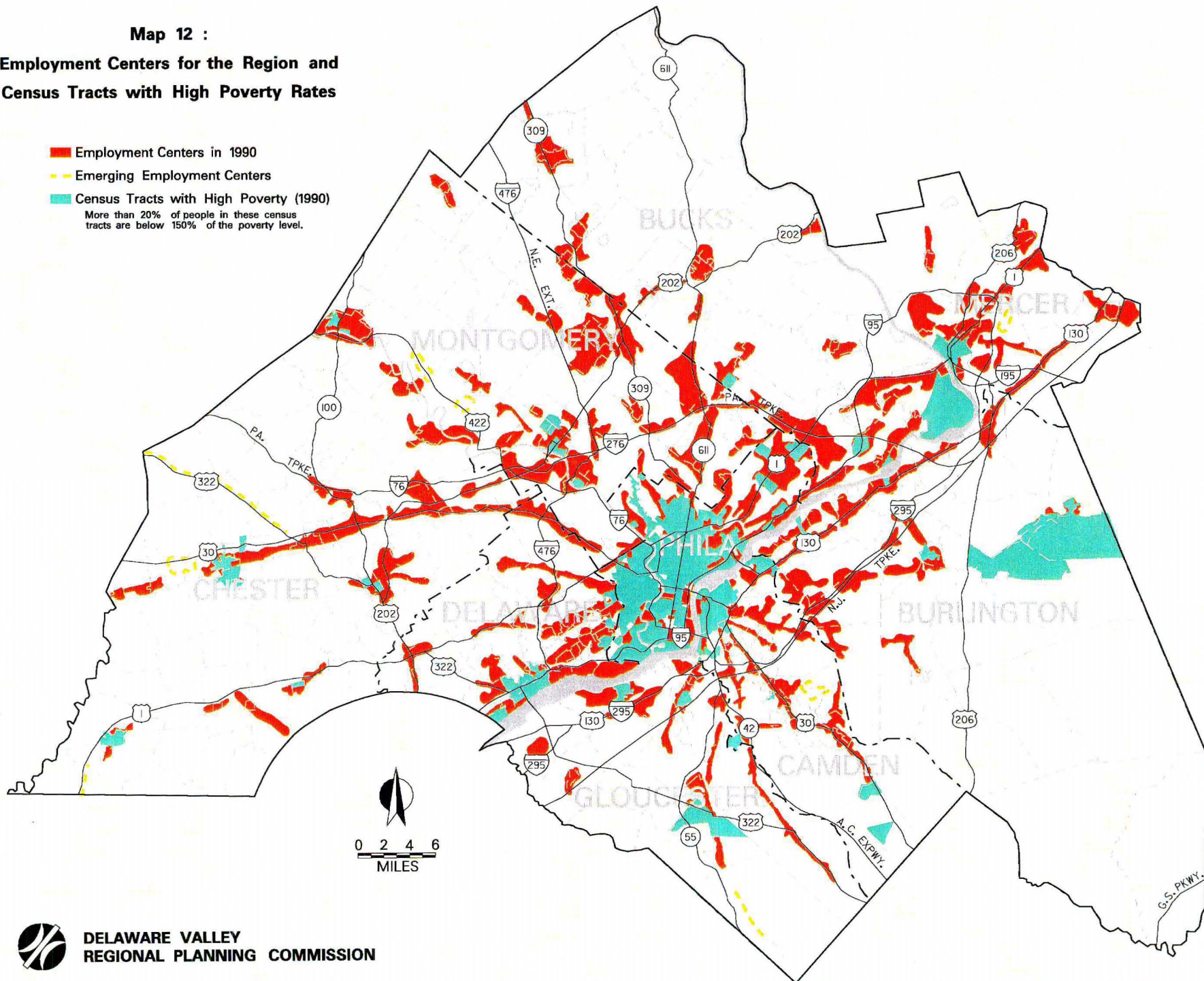
- (4) *The results are categorized into tiers based on travel time:*
 - Tier One: Less than 30 minutes on transit
 - Tier Two: 30 to 60 minutes on transit
 - Tier Three: Over 60 minutes on transit

Total travel time was difficult to estimate accurately for two reasons. First, this analysis does not include the "first-leg" of the trip from home to a transit hub. While some people may live close to hubs, for others this can be a significant trip in and of itself. Second, this analysis does not reflect transfer or layover time between different routes. Wherever possible, trips were designed to use high frequency modes of service to minimize layovers. Nonetheless, layovers between trip segments may significantly add to travel time for some commutes, e.g., trips from Camden to southeastern Pennsylvania destinations that require transfers from PATCO or NJ Transit to SEPTA bus or rail lines in Center City Philadelphia.

Commutes were grouped into tiers based on travel time because there is no absolute threshold for defining the limits of a reasonable commute. People have different preferences and tolerances for commuting, and the payoffs that they receive from traveling to distant jobs also vary from situation to situation. According to the 1990 Census, mean travel time for resident workers in the region's core cities varied from a low of 19.6 minutes (Trenton resident workers) to 21.7 minutes (Camden) to 27.4 minutes (Philadelphia). Based on these averages for the population at large, it is reasonable to assume that most persons entering the workforce will find Tier One trips (under 30 minutes) to be acceptable; Tier Two (30 to 60 minutes) and Tier Three trips will require higher levels of motivation. It is possible, but by no means certain, that work requirements and time limits on welfare eligibility may provide that motivation. Results of this analysis are summarized in **Table 2-6**. Key findings include:

Map 12 :
Employment Centers for the Region and
Census Tracts with High Poverty Rates

- Employment Centers in 1990
- Emerging Employment Centers
- Census Tracts with High Poverty (1990)
 More than 20% of people in these census tracts are below 150% of the poverty level.



- Camden residents have the most Tier One bi-state commute options covering more than 433,000 jobs in six employment centers. This level of access reflects direct service by NJT feeder buses to the region's major job center in Center City Philadelphia with easy connections to other nearby job centers via the Market-Frankford and Broad Street Lines.
- Trenton and West Trenton residents have access to the second highest number of Tier One jobs. Most of these commutes assume travel on SEPTA's R3 and R7 regional rail lines. SEPTA's Route 127 bus also provides direct service from Trenton to the Route 1 Business employment center.
- Although several New Jersey destinations are accessible in less than 30 minutes from Center City Philadelphia, the bulk of the identified bi-state work trips fall in the 30 to 60 minute range. These commutes, covering six New Jersey employment centers, which are home to more than 460,767 jobs, primarily utilize NJT bus routes 400-419.

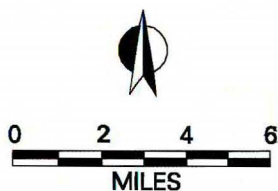
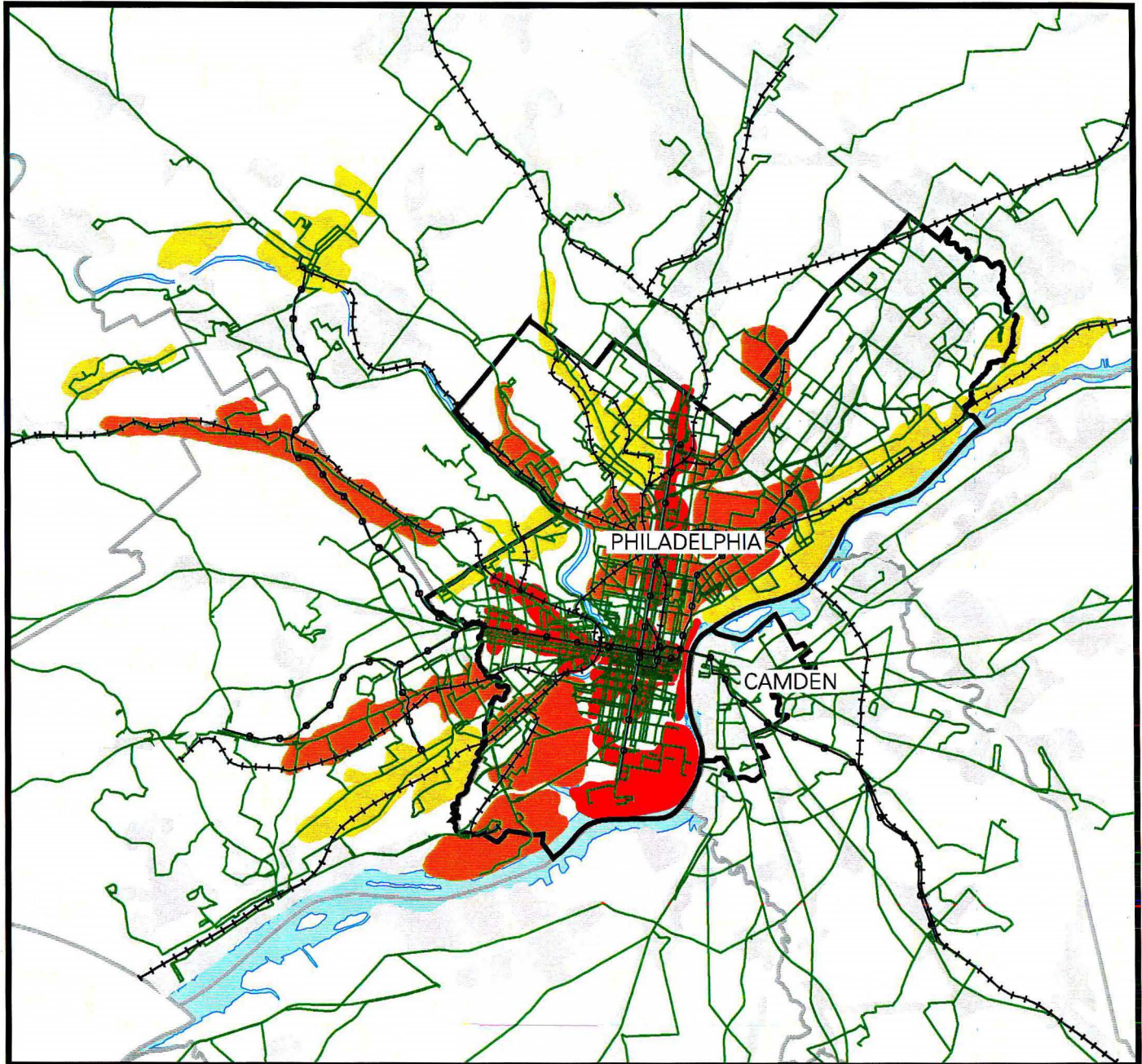
Table 2-6

Summary: Bi-State Commutes Originating from Camden, Philadelphia and Trenton

	Tier One (Under 30 minutes)	Tier Two (30 to 60 minutes)	Tier Three (Over 60 minutes)	Total
<i>Camden to Pennsylvania</i>				
Number of Employment Centers	6	9	9	24
1990 Jobs	433,410	237,416	232,305	903,131
<i>Philadelphia to New Jersey</i>				
Number of Employment Centers	3	15	11	29
1990 Jobs	41,525	276,837	183,889	502,251
<i>Trenton to Pennsylvania</i>				
Number of Employment Centers	3	7	2	12
1990 Jobs	58,482	474,360	99,869	632,711
Table Notes: Travel time estimates do not include the "first-leg" of the trip from home to transit hub or layover time between different routes for trips requiring transfers. Employment center definitions are from DVRPC's <i>Employment Centers in the Delaware Valley</i> (1996). Because the "Camden to Pennsylvania" and "Trenton to Pennsylvania" analyses both include jobs in the same employment centers, sub-totals for these cities should not be combined to avoid double-counting.				

While not every welfare recipient will be able to access every job in every employment center, there is substantial evidence that the existing transit network is capable of supporting a significant level of bi-state commuting. Persons coming off welfare, most of whom do not own automobiles, represent a sizable potential ridership for the region's transit agencies.

Camden Origins to Pennsylvania Destinations

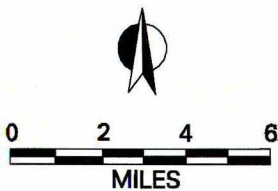
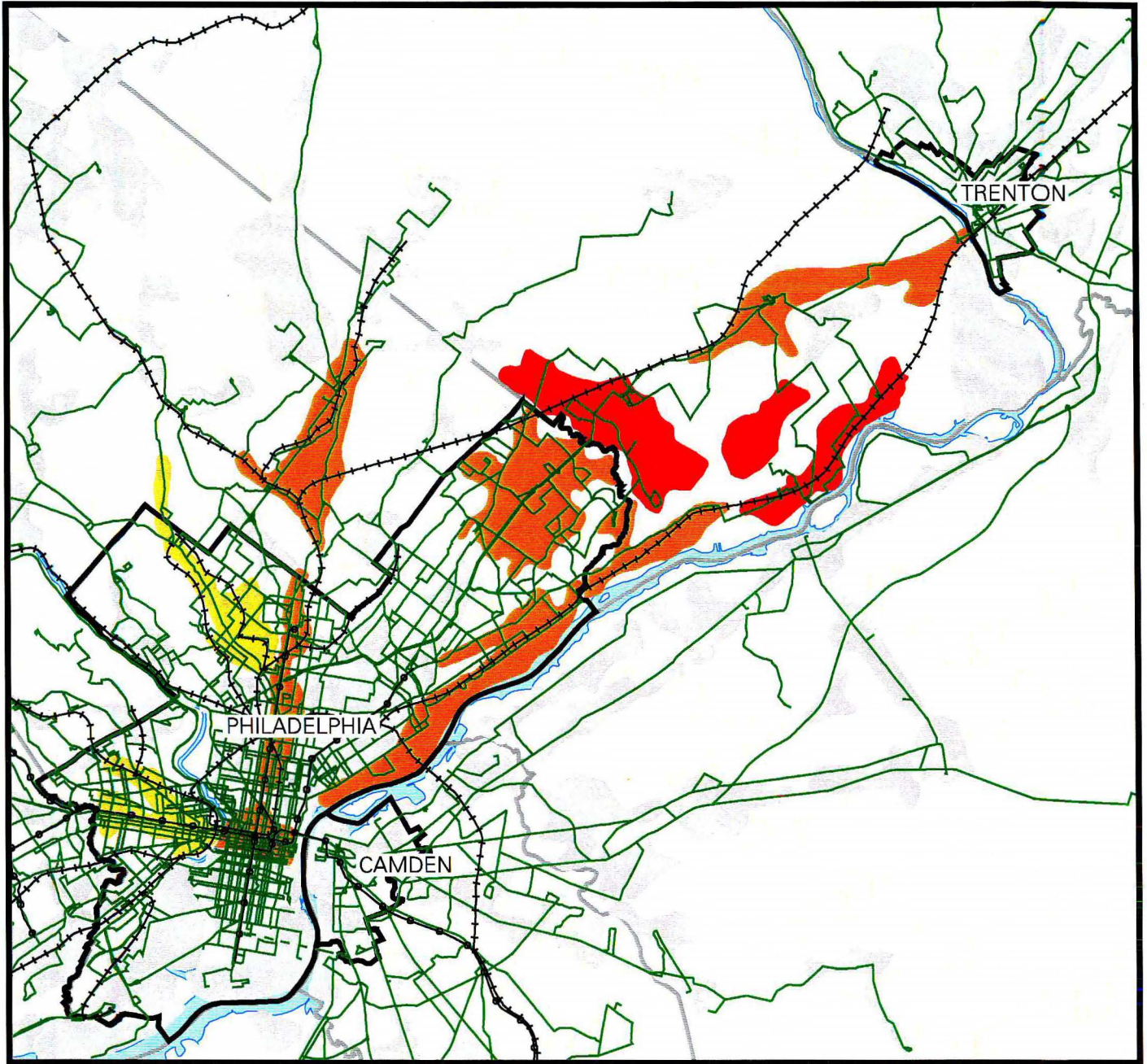


Transit - Accessible 1990 Employment Centers

- Under 30 minutes
- 30 to 60 minutes
- Over 60 minutes
- Other Employment Centers

- Commuter rail
- Rapid Transit
- Bus Routes

Trenton Origins to Pennsylvania Destinations

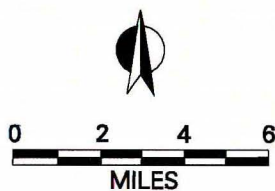
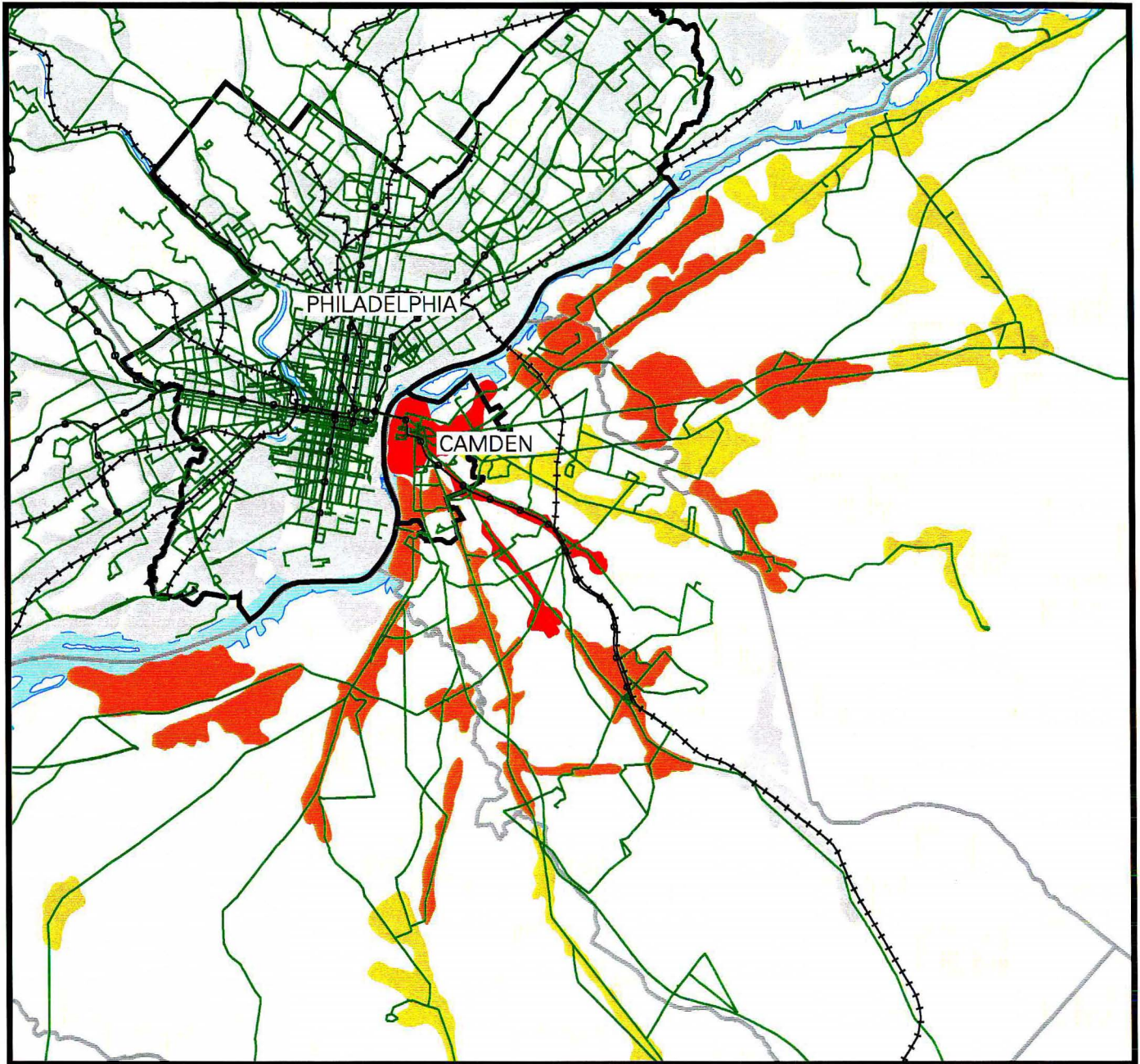


Transit - Accessible 1990 Employment Centers

- Under 30 minutes
- 30 to 60 minutes
- Over 60 minutes
- Other Employment Centers

- Commuter rail
- Rapid Transit
- Bus Routes

Philadelphia Origins to New Jersey Destinations



Transit - Accessible 1990 Employment Centers

- Under 30 minutes
- 30 to 60 minutes
- Over 60 minutes
- Other Employment Centers

- Commuter rail
- Rapid Transit
- Bus Routes

3.0 TRANSPORTATION STRATEGIES AND RECOMMENDATIONS

3.1 Strategies and Objectives

This section outlines an access-to-jobs strategy for the Delaware Valley region (subsequently referred to as the “Strategy”). This regional framework was developed by DVRPC based on the experiences of a wide range of transportation, workforce and human services organizations in Pennsylvania and New Jersey. These organizations have undertaken numerous access-to-jobs, reverse commute and related transportation initiatives in recent years, many of which are summarized in the first two chapters of this report.

The purpose of the Strategy is to present a regional transportation plan for addressing the transportation needs of welfare recipients and eligible low-income individuals.¹⁷ Although the Departments of Transportation, Labor and Health and Human Services each have authorized federal dollars for welfare-to-work transportation initiatives, the Strategy itself is not a proposal in search of funding. The breadth of the recommendations outlined in this chapter (much less the budget that would be associated with a bi-state effort on this scale) exceeds the bounds of any single funding opportunity. Instead, the Strategy is designed to support any number of more targeted proposals that are consistent with the objectives and recommendations contained in this plan.

The overriding goal of the Strategy is to eliminate transportation barriers that make it more difficult for welfare recipients and other transit dependent individuals to enter the workforce. This chapter presents a series of specific recommendations that individually and in combination can help the region move toward that goal. The treatment of each recommendation is intentionally concise as the purpose of this chapter is to provide a cohesive regional framework rather than an exhaustive treatment of any one approach. The recommendations are grouped under six strategic objectives:

- 1. Promote transit affordability with TransitCheks and other pass programs.*
- 2. Promote job retention with transportation-related support services to individuals.*
- 3. Expand transit education to increase ridership.*
- 4. Improve accessibility with new transit and ridesharing initiatives.*
- 5. Promote the long-term viability of new transportation service*
- 6. Develop strategies for more effective access-to-jobs coordination and collaboration.*

3.1.1 Promote Transit Affordability with TransitCheks and Other Pass Programs

Ability to pay is an obvious issue for the TANF population. A Fall 1997 analysis prepared for the Women’s Association for Women’s Alternatives calculates the wages that families need

¹⁷ Section 3037 of the Transportation Equity Act for the 21st Century (TEA21) concerning Job Access and Reverse Commute Grants provides that the Secretary of Transportation shall consider the extent to which an applicant presents a regional transportation plan of this type in awarding access to jobs grants and reverse commute grants.

to be economically self-sufficient.¹⁸ Estimates were made for 70 family types in different metropolitan and non-metropolitan areas in Pennsylvania and include housing, childcare, food, transportation, medical care, taxes and other expenses. Not surprisingly, household size makes a dramatic difference in the wages required for self-sufficiency. In Philadelphia, a single adult can sustain on \$6.64 per hour. A household with one parent and one infant requires almost twice that amount (\$11.99 per hour) and a household with one parent, one infant and one pre-schooler needs an estimated \$16.38 hourly wage.

Transportation expenses range from 10 to 13 percent of these household budgets. Without passing judgement on whether this share is high or low, it is easy to conclude that the vast majority of TANF recipients and low income workers face serious budget constraints. Programs that use TransitCheks and other forms of transit subsidy reduce cost barriers to work by making transit more affordable.

Continue pass programs for persons receiving TANF. Both Pennsylvania and New Jersey currently have programs in place to purchase monthly transit passes for TANF-recipients engaged in pre-employment training and job search activities. These programs directly address affordability barriers and reflect constructive partnerships between SEPTA and the Pennsylvania Department of Public Welfare and NJ Transit and the New Jersey Department of Human Services.

Create “transitional transit subsidies” for persons leaving TANF. The need for transportation assistance does not end with TANF eligibility. Case workers and job placement intermediaries report that the first few months of work remain financially challenging to new entrants to the labor force, and that transportation costs can be a barrier to job retention. In order to minimize the cost barriers and support job retention, Pennsylvania and New Jersey should establish “transitional transit subsidies” for persons leaving TANF for a job. Declining subsidies can be structured to ease the transition to the work force over a period of months without creating excessive administrative burdens. For example, a six month phase-out could use TransitCheks to cover 100 percent of the cost of a monthly NJT or SEPTA pass for the first three months and 50 percent for the next three months.

This initiative is an extension of New Jersey’s *Get a Job. Get a Ride!* program that provides one month of free travel on NJ Transit to any WFNJ participant leaving WFNJ for employment accessible by public transportation. Greater Philadelphia Works also includes four weeks of transitional transit subsidy spread over two months for clients who enter the labor force (two weeks of SEPTA passes in the first month on the job and two weeks for the second month on the job). Clients are eligible for SEPTA Transpasses or Trailpasses, depending on the location of their job. Although this program offers a one-time boost to new workers, transportation specialists and employment counselors have expressed concern that a longer subsidy is needed to materially improve job retention. Extending this benefit to twelve months would bring it more in line with extended medical care and childcare benefits offered by most states.

¹⁸ Dr. Diana Pearce et al., *The Self-Sufficiency Standard for Pennsylvania*, Fall 1997.

Market TransitCheks to employers and new workers as a welfare-to-work tool. The TransitChek program was not originally conceived of as an access-to-job initiative, but rather as a general commuter benefits program to encourage alternatives to driving alone to work. The Greater Philadelphia Urban Affairs Coalition incorporated TransitCheks into their *City-to-Suburbs Reverse Commute Program*, in large part because they offer a flexible and transferable way to subsidize transportation costs. DVRPC should partner with the Pennsylvania Department of Public Welfare and New Jersey Department of Human Services to market TransitCheks to employers and new workers as a way to promote transit affordability.

- ***Marketing to employers.*** Substantial resources in this region are being invested in a large scale effort to place TANF recipients in private sector jobs. Part of this effort should include a directed campaign to encourage employers to award TransitCheks to new hires as an effective, low cost step to invest in the success of their new employees. Employer costs are further reduced in that employer expenditures on TransitCheks are tax-deductible and exempt from FICA, Workers Compensation/ Disability Insurance, pension, payroll or unemployment taxes. In addition to improving job retention rates, investment in TransitCheks represents a specific, affordable step that employers can take to show their support for making welfare reform a success. DVRPC could partner with business groups such as Greater Philadelphia First, the Greater Philadelphia Chamber of Commerce and other local chambers to try to get this message out to employers *and* employee benefit firms.
- ***Marketing to employees.*** A recent change in the federal tax code authorizes individuals to purchase TransitCheks with pre-tax dollars. The potential savings are significant --even for persons in the lowest tax bracket -- but the message needs to be communicated to eligible workers and their employers who must agree to participate in the program. DVRPC should work with state welfare and workforce agencies, employers and business groups to promote this option among new workers who are riding transit.

Make bi-state commutes more affordable with joint fares. In *Access-to-Jobs: Addressing Barriers to Bi-state Commuting*, DVRPC identified a substantial number of viable bi-state commutes for residents of Camden, Trenton and Philadelphia. Many of these commutes require travel on multiple transit systems. Although there are numerous physical connections between NJT, SEPTA and PATCO, the lack of a common fare instrument can make transferring between different systems unnecessarily costly and complex, creating an obstacle to bi-state travel for the welfare-to-work population. Persons coming off welfare to entry level jobs are generally unable to afford two separate fares.

No joint fare packages are available for NJT-to-SEPTA or NJT-to-PATCO trips. For PATCO-to-SEPTA trips, a rider can purchase a single PATCO ticket and pay \$1.80 for one additional round-trip SEPTA voucher (a round trip savings of \$1.40 over the base cash fare price or 50 cents over the cost of two tokens). A more coordinated regional fare structure would encourage bi-state commuting.

Realigning fares is a difficult and complex task, even within a single transit system. Welfare-to-work initiatives may provide an opening that could lead to greater coordination

between the three transit systems in the Delaware Valley region. SEPTA's *Five-year Plan for Strategic Change, FY1999 - FY2003* calls for simplifying and modifying SEPTA's fare structure. SEPTA is in the process of contracting for consultant assistance to undertake both a Fare Policy and Fare Collection studies. These studies will include review of possible joint arrangements with NJT and PATCO, and a coordination process has already been initiated among the three transit agencies. NJT and PATCO should initiate similar reviews of their fare structures and transfer policies. A truly comprehensive approach would also include joint fare arrangements with private transit companies.

3.1.2 Promote Job Retention with Transportation-related Support Services to Individuals

The goal of welfare reform is not to make a high volume of short-term job placements, but rather to help large numbers of heads of households make permanent transitions to the workforce. Many compelling barriers to job retention, (e.g., skills deficits, access to quality child care, substance abuse and domestic violence), are not directly transportation-related. However, transportation-related support services in the areas of child care, acclimation to the workplace and emergency ride home coverage are essential components of the regional Strategy.

Invest in child care-transportation linkages. Child care is an extremely complex subject involving, at a minimum, issues of access, cost and quality. Many capable organizations in southeastern Pennsylvania and southern New Jersey are developing comprehensive plans to improve child care for TANF recipients and the working poor.¹⁹ This section outlines several more narrowly focused transportation-related recommendations designed to improve physical access to child care facilities.

Although parents of infants are typically more comfortable with child care close to their place of work, most parents of young children prefer child care close to their place of residence.²⁰ Measured in terms of accessibility alone, child care in the family home and in nearby (pedestrian) destinations score high in that they do not require parents to take young children on transit nor do they add extra trip segments to their journey to work. In addition to several general child care-transportation initiatives, investment targeted in and around transit hubs can benefit large numbers of families.

- ***Print maps showing child care centers and transit routes.*** Although there are several ongoing projects to map the locations of child care centers and transit routes using GIS, replicable printed maps of these resources are not available. A regional system map as well as neighborhood level maps showing links to various transit hubs would have immediate utility for parents, child care referral agencies, and other job placement intermediaries. Child care

¹⁹ The United Way of Southeastern Pennsylvania, Delaware Valley Association for the Education of Young Children, Delaware Valley Child Care Council, Philadelphia Citizens for Children & Youth, and the Philadelphia Early Childhood Collaborative recently launched a \$10.7 million Child Care Matters partnership to make the case for quality child care.

²⁰ Comments attributed to Delaware Valley ChildCare Council representatives at a June 29, 1998 Child Care/Transportation Planning Project meeting.

data bases already exist for both the Pennsylvania and New Jersey portions of the region, but they need to be combined with transit data. The final product should be disseminated through both transit and child care distribution mechanisms.

- *Target child care facilities near transit hubs.* By definition, transit hubs are highly accessible locations providing important connections in the regional transit network. Child care facilities in and around the hubs can benefit from their proximity to transit, especially with specific, targeted investments. The Delaware Valley ChildCare Council (DVCCC) recently considered a short-term planning grant to focus on transportation issues and is continuing to collaborate with SEPTA to coordinate jobs, child care and transportation. SEPTA's goal is to increase ridership by reducing barriers to using transit while DVCCC's goal is to improve accessibility of quality child care programs. SEPTA and DVCCC selected two key hubs -- 69th Street Terminal and Broad & Olney -- and worked with parents, riders and child care providers in those areas to identify meaningful and feasible improvements. These might include:
 - minor route deviations
 - additional bus stops
 - bus route extensions
 - more frequent service
 - new van service (neighborhood loop)
 - other partnerships with child care providers

This partnership may provide the foundation for a sustained collaboration between child care interests and transit providers that could be replicated in other parts of the region.

- *Locate new child care centers in transit hubs.* The precedent for co-locating child care and transportation facilities has been set. The first care center built at a transportation site, the Montclair Kids' Station Child Care Center was built in California in 1994. More recently, the "Metro Tot Stop" at the Reisterstown Plaza Metro Station opened as an element of Maryland's "Smart Growth" and the Federal Transit Administration's Livable Communities initiatives. Planning for the Chester Transportation Center, a multi-modal station serving SEPTA commuter rail and bus routes, included "improving access to community services such as day care" as a project goal although no facility has been constructed to date. (A 24/7 child care facility near but not in the station came on line in 1998.) Transit agencies and child care providers should collaborate to create more capacity in (and around) hubs.
- *Adopt child-friendly fare and ridership policies.* SEPTA, PATCO and NJT ²¹ each have an established fare structure that includes rules for offering discounted fares for child riders.

²¹ SEPTA's current policy for children is: Child 42" tall and less: Up to 2 free at all times with a fare paying adult. On Saturdays, Sundays and certain holidays up to 2 children eleven years of age and younger with a fare paying adult travel at .50 cents each way per child regardless of zone of origin. Transfers remain at .40 cents. NJ Transit's child fare policy for bus and rail is: Children ages five through eleven save more than 50 percent and up to three children four years and under ride free when accompanied by a passenger paying any fare except another child or student fare. PATCO's policy is: Children-in-arms under 5 years of age carried through the gate by fare paying adult will be transported free. Children 5 years and older will pay full fare.

These provisions are relatively complex and depend on the child's age, height and number of siblings, among other variables. SEPTA's *Five-year Plan for Strategic Change, FY1999-FY2003* calls for simplifying and modifying its fare structure. This creates an opportunity for adopting child-friendly fare policies. NJT implemented a child ticket as part of the WorkPass program to allow agencies to purchase and distribute such fare media. PATCO should pursue similar opportunities.

Promote emergency ride home coverage. For many single mothers, the biggest obstacle to accepting a job outside of their neighborhood is the fear of being unable to respond to an emergency, especially one involving a sick or injured child. A low cost remedy to this situation is to guarantee an "emergency ride home" to eligible new workers in the event of bona fide medical or other family crises. These programs function as inexpensive insurance policies that support job retention by reducing the risk that an employee will be stranded without a ride. Pennsylvania and New Jersey TMAs already offer emergency ride home coverage to their member employers. States and job placement intermediaries could easily contract with existing TMAs to extend coverage to eligible new workers.

The track records from TMAs and other places around the nation suggest that emergency ride home services are rarely used, almost never abused and offer enormous reassurance to commuting parents. All programs that promote city-to-suburbs commuting should include an emergency ride home coverage to address the concerns of new entrants to the workforce.

Train job coaches and case workers to function as mobility managers. *Greater Philadelphia Works* is making a significant strategic investment in Employment Advisors who will function as "case managers and job retention specialists." The goal is to provide *Greater Philadelphia Works* participants with consistent support from the time they enter into job training programs through at least twelve months of employment. In order to minimize transportation obstacles, Employment Advisors, and their functional equivalents within not-for-profit job training and public sector welfare and human services agencies, should receive adequate training to allow them to function as "mobility managers."

Transit agencies should take proactive steps to teach case workers and job coaches about how to use the transit system. SEPTA has made significant strides in this area with its Train the Trainers program and should remain committed to these efforts. Jobs professionals who possess a good understanding of the extent of the transit system can expand the universe of job possibilities for their clients. Similarly, professionals who understand the limits of a "reasonable commute" are more likely to make sustainable placements. As part of the WorkPass program, NJT trains caseworkers and job coaches in the WorkFirst agency. Camden, Burlington and Gloucester county staff have all been extensively trained on the NJT system. In addition, NJT marketing staff attend job fairs and provide direct technical support for WFNJ agencies.

Finally, mobility managers should recognize that some clients are afraid to travel on unfamiliar routes to unfamiliar destinations. In most cases, these fears can be overcome, many times with little more than a modest investment in transit tokens for a dry run to the workplace, preferably with a rider who is more comfortable with the trip. Another alternative is to use vans

to take small groups to suburban job sites to help them become acclimated. These sorts of “transit familiarization” techniques are effective support services that promote job retention.

3.1.3 Expand Transit Education to Increase Ridership

Effective transit education helps job placement professionals get the most out of the existing transit network and broadens the range of employment opportunities available to welfare recipients and others trying to enter the workforce. Both SEPTA and NJ Transit have undertaken a number of successful education and training programs in the last year that targeted job trainers and case workers. These activities should be continued and, in fact, expanded in at least four areas.

Improve communication between transit agencies, caseworkers and job trainers. The success of training depends both on the quality of the message and how that message is delivered. SEPTA deserves high marks for the information package it created for its “Train the Trainer” program, which included maps, timetables and neighborhood-specific “How to Ride Guides.” While this package was well received, job trainers and community organizations that participated in DVRPC access-to-jobs focus groups expressed a need for better ongoing communication with SEPTA. With very few exceptions, focus group participants did not know how to contact SEPTA about a specific transit issue such as a schedule or stop change.²² Even more telling is the fact that none of the participants were aware of 1-888-SEPTA-WK, a toll free help line SEPTA established in 1997 to answer questions about how to commute on transit. In short, SEPTA has developed effective training materials, but needs to develop better lines of communication with area case workers and job trainers.

Establish transit information centers in “One Stop Career Centers.” Federal and state workforce development policies are currently implementing the concept of regional “One Stop Career Centers.” One Stops are designed to give job seekers (including welfare recipients) and employers all of the information they need about workforce resources in a single location. New Jersey received federal funding to develop a statewide system of One Stops in 1995, and the U.S. Department of Labor approved Pennsylvania’s grant in 1998. As gateways to the regional labor market, One Stops should prominently display information about the regional transit network, including specific route information from all three transit providers. SEPTA, NJT and PATCO should collaborate with Private Industry Councils (in southeastern Pennsylvania) and Workforce Investment Boards (in southern New Jersey) to establish and maintain transit resource centers. This kind of coordination will also help improve communication between transit and workforce organizations.

Provide better education about city-suburban trips. Job trainers and representatives from community based organizations who participated in DVRPC’s access-to-jobs focus groups drew a distinction between travel within the city and travel from the city to suburban destinations. While there was a general agreement that most TANF-recipients have a good understanding of how to use transit routes in their neighborhood, the prospect of traveling to the suburbs was less

²² Several focus group participants suggested contacting SEPTA indirectly through area TMAs.

well understood. Job placement professionals expressed concern that suburban bus routes have different fare and boarding policies. Others argued that suburban bus stops can be hard to find and timetables more difficult to interpret. Finally, it is difficult to tell from existing transit maps and schedules whether suburban destinations are “pedestrian friendly” (i.e., if there are sidewalks and safe pedestrian crossings). Transit agencies should explicitly address these issues in their education and training material.

Provide better education about bi-state trips. Uncertainty about route and transfer procedures presents a barrier to bi-state commuting. NJT and SEPTA already engage in specialized welfare-to-work transit training activities concentrating on the service they provide in their respective home states. These existing efforts could be modified or a more specialized program could be put together for the targeted audience in Camden, Trenton and Philadelphia. Transit training opportunities include on-site educational seminars; bi-state corridor maps highlighting the key routes of the three transit agencies and illustrating “reasonable” work trips that cross state lines; and information packages that contain route, fare and transfer procedures for NJT, SEPTA and PATCO.

In addition to these specialized programs, the three transit agencies should review the current information systems to make sure that they can adequately address questions about bi-state commutes. This process should include a review of bus and rail schedules (are the connections to other transit systems clearly shown and explained?), web sites (are there links to the home pages of the region’s other transit systems?) and telephone information systems (do operators know how to answer questions about bi-state trips involving transfers to other transit systems?). In this way, transit operators will provide a better picture of the regional transit network to all riders, not just the welfare population.

3.1.4 Improve Accessibility with New Transit and Ridesharing Initiatives

There are an infinite number of specific route and service modifications that could be used to improve transit accessibility. In order to narrow the discussion to the subset of the most promising alternatives, the Strategy has selected three key criteria for qualifying accessibility initiatives:

- *Initiatives should maximize use of the region’s existing transit system.* Other things equal, projects that result in more riders on SEPTA, NJT, PATCO and other regional operators are favored over projects that create a parallel transportation system for TANF-recipients only. It should be made explicit that this includes new service by a private or non-profit organization that supplements, but does not duplicate existing transit service.
- *Initiatives should be sustainable over the long run.* Demonstration projects that have no life expectancy after the end of the grant period are of limited utility given the enduring nature of the welfare-to-work challenge.
- *Initiatives should promote -- or at least not detract from -- the goal of self-sufficiency.* Programs to encourage car ownership among TANF recipients were excluded from the

Strategy on this basis. Simply put, auto insurance costs for persons with no history of prior insurance are cost prohibitive in both the Pennsylvania and New Jersey portions of the region. According to the National Association of Insurance Commissioners, New Jersey has the highest auto insurance rates in the nation. Although Pennsylvania as a state ranks nineteenth, typical rates in Philadelphia rival New Jersey. This means that even a generous program that gave eligible persons working cars and subsidized operating costs for the first six months would create havoc on household budgets in month seven. Cars can improve access, but for the vast majority of new workers, only at the expense of self-sufficiency.

The criteria reinforce a number of the other objectives of the Strategy. The following recommendations emerge from this process.

Expand hours on key routes to support non-traditional work shifts. The placement track record to date documents that relatively few of the available entry level job opportunities are for nine to five shifts. Although PATCO operates 24 hours a day, SEPTA and NJT typically provide more limited service to suburban work destinations during evening and night shifts. Although extending hours can be expensive, the cost burden is less severe than for starting up new routes. Moreover, with proper coordination between jobs, human services and transit agencies, the ridership gains are virtually built into the route or schedule modification. Transit providers should work with DVRPC, county transportation planners, the region's TMAs, DVRPC, PICS, WIBS and other job placement organizations to identify employment centers that although transit-accessible during peak hours, are underserved in the early morning, late night and/or on the weekend.

Invest in "last mile connector" service to augment the existing transit system. The regional transit network in its current form serves many suburban employers. In other cases, bus or rail routes terminate in the general vicinity of a suburban job center, but not close enough to let workers make the last leg of the trip on their own. A lack of sidewalks and safe pedestrian crossings can turn even a short trip into a dangerous or impossible journey.

The term "last mile connector" typically refers to predictable, timed service that provides a transportation link between a bus or rail station and a suburban destination such as a workplace or shopping center. The connector is timed to coincide with the transit schedule (and held back if the bus or train is delayed) in order to provide an easy and quick transfer. SEPTA's Route 200 Series and the Horsham Breeze are two examples of last mile connectors, the former using full-sized buses, connecting with Regional Rail service, and the latter using smaller, 20 passenger vehicles, connecting with scheduled bus service.

"Last mile connectors" between existing transit facilities and growing suburban employment centers have several natural advantages. First, as the Horsham Breeze demonstrates, it is possible to reduce operating costs and still provide a high level of service through the use of small vehicles. Second, by providing service to specific employment centers, it is possible to provide service that fits the shift needs of specific employers. Employers are also more likely to be willing to provide operating support for a specific type and level of service tailored to employers' needs. Case in point, several months after the Breeze was launched,

Prudential and UPS agreed to make additional contributions to expand operating hours in order to better serve their non-first shift employees. Thirdly, last mile connectors provide safety, which is an integral part of the transition to work for many former recipients and especially critical to women travelers. Finally, by building on rather than duplicating the existing transit system, last mile connectors are a more efficient investment likely to yield greater returns.

Develop partnerships to establish small vehicle service in areas that do not have sufficient density to support traditional transit service. Many of the most promising examples of new service cited in this report were developed by non-profit organizations and transportation management associations. By design, these projects have focused on suburban destinations that are inadequately served, if served at all, by the major transit providers. Recognizing that large buses and trains are incapable of serving low density suburban developments, the Strategy supports the creation of additional small vehicle service.

There is no one right partnership formula. TMAs, non-profit job trainers, faith based organizations, community based organizations, private-sector transit operators and employers are all examples of non-governmental organizations that have something to bring to the table. For example, the Quick Silver Shuttle is a partnership between the Delaware County TMA, area employers, and private transit providers that grew out of a larger partnership in the form of the Delaware County Collaborative.

While this kind of service is essential to meet the needs of employers outside of the limits of traditional transit, the economics can be daunting. A review of seven JOBLINKS van and ridesharing projects providing transportation services for low-income persons estimated costs of service ranging from \$10.19 to \$46.33 per passenger ride.²³ (These figures included non-transportation expenses such as grant start up and administration costs.) Proposals for new service that include balanced cost-sharing (including employer contributions) and provisions for service continuation after the conclusion of the demonstration period are favored over those which assume long-term grant funding.

Develop neighborhood-based ridesharing programs. Ridesharing means any arrangement that allows workers with similar commute origins, destinations and schedules to travel to and from work together. Ridesharing can involve car pools (with passengers contributing to the gasoline costs of the car owner) or van pools (run by employers, private companies or non-profit agencies).

Ridesharing has been explored as an access-to-jobs strategy in several parts of the country. Wisconsin, one of the first states to overhaul its welfare system, was also one of the first states to develop a van pooling program. *Job Ride* started in 1989 with the goal of linking transit dependent, low-income job seekers with jobs in outlying suburban areas that are not served by traditional fixed-route transit. This program served more than 1,100 job placements in

²³ Leslie Goldenberg, Jane Zhang and Charles Dickson, Assessment of the JOBLINKS Demonstration Projects: Connecting People to the Workplace and Implications for Welfare Reform, (Paper submitted for Consideration - 1998 TRB Annual Meeting), 12.

Milwaukee and Southeast Wisconsin in 1997 and more than 72,000 work trips since its inception. The *AdVANtage Program* is another variation developed in Anne Arundel County, MD, that also creates entrepreneurial opportunities. The program helps unemployed residents become transportation providers and van operators, and their vans are used to take people to work.

DVRPC promotes car and van pooling through its Share-A-Ride program. Share-A-Ride is a free computerized service to match commuters with convenient transit services and car and van pool groups in the five-county southeastern Pennsylvania region. This program is funded by the Pennsylvania Department of Transportation. The New Jersey Department of Transportation's counterpart to Share-A-Ride is called POOLMATCH. Both programs operate through the TMAs and allow individuals to register through the Internet. The NJDOT is updating the software for the POOLMATCH system. This will improve the ability of the TMAs to make ridesharing matches and allow for better turnaround times. The improvements are expected to be completed by June 1999.

These programs should be modified to better fit the needs of urban job seekers in several ways. First, the turnaround time needs to be improved. Because the existing software processes new entries in batches, it currently takes up to four weeks to respond to an application. This is inadequate for the welfare-to-work population that is facing time limits and other sanctions. DVRPC should purchase the available upgrade to its ridematching software to address this problem.

Once the response factor is resolved, DVRPC and TMAs should market the region's ridesharing programs to urban neighborhoods with a high incidence of TANF-recipients. Currently programs are largely marketed to employers and via the Internet. While these strategies make sense for the program as a whole, additional outreach efforts are needed to reach TANF households and other new entrants to the workforce. DVRPC should partner with community based organizations, job placement organizations (through PICs and WIBs), and human services providers (through County Assistance Offices and County Boards of Social Services).

Explore Non-Traditional Transportation Initiatives, like Bicycling and Demand Responsive Services. Traditional fixed-route bus service and connecting feeder services could be supplemented by alternative modes or non-traditional ways of providing service. A program based on bicycles could be developed, particularly for accessing jobs in more urban settings (i.e., promotion of existing bikes-on-trains activities). At the same time, exploration of demand-responsive bus or van service, deviated routing and other service provision techniques could enhance the flexibility of transportation programs for the TANF population. In addition, there are a number of non-traditional transportation initiatives that support bicycling.

- TEA-21 has created a Transit Enhancement Activity program with a one percent set-aside of Urbanized Area Formula Grant funds for, among other things, "bicycle access, including bicycle storage facilities and installing equipment for transporting bicycles on mass transportation vehicles."

- Low income individuals constitute the majority of current bicycle commuters. Approximately 64 percent of bicycle commuters in the region in 1990 reported incomes of \$10,000 or less. In Camden County, the largest intermunicipal flow of bicycle commuters trips was from low income neighborhoods in Camden City to the large industrial parks located in adjacent Pennsauken Township--constituting a relatively high bicycle mode split of one percent for this origin/destination pair. With the overabundance of bicycles in the region, rideable bikes are a low cost alternative.
- Transit agencies have long recognized the value of park and ride facilities in expanding the market for transit, by facilitating longer "access" trips. The value of bicycles on buses is that it increases both "access" and "egress" trip lengths—2 miles, versus ¼ mile for walking (including customers whose access mode is an automobile)—thereby dramatically expanding the market for transit. The transit industry's recognition of the "last mile connector" benefit supports the phenomenal growth in bicycle accommodation by transit agencies.
- Now that the state law in Pennsylvania (New Jersey is still debating this issue) prohibiting the installation of bike racks in front of buses has been repealed, SEPTA will proceed with the purchase and installation of bike racks for all 74 Frontier Division buses that serve the suburbs, beginning early next year. Racks on all Philadelphia buses will follow.

3.1.5 Promote the Long-term Viability of New Transportation Service

One of the realities of the transit business is that most new services require up-front funding to cover capital expenses (i.e., purchase vehicles) and ongoing operating subsidies (i.e., the gap between farebox revenues and operating expenses). As a rule of thumb, a 50 percent farebox recovery is considered to be a success, an operating ratio that explains why private entrepreneurs will not solve the access-to-jobs gap.²⁴

There are three basic sources of funds to pay for new access-to-jobs transportation services:

- *Riders* who put their money in the farebox;
- *Employers* who can subsidize riders with TransitChecks or provide start up funds for specialized services to their workplace; and
- *Taxpayers* who pay federal, state and local taxes, a portion of which go to fund transit.

²⁴ In the 1980s, a team at the University of Pennsylvania Transportation Planning Studies Laboratory (TRANSLAB) explored the feasibility of developing a reverse commute program in the Philadelphia region that did not rely on government subsidies. Their program was not sustainable due to high turnover and difficult fare collection. The fact that large corporations, such as Lockheed Martin, have entered the welfare reform business in the 1990s, through program administration rather than as welfare-to-work transportation providers, is further evidence that the break-even point is hard to reach.

Developing an adequate, diversified and sustainable blend between these sources is critical to the long-term viability of new transportation services. Project planners must look beyond the horizon of the demonstration period to create service that will continue to operate after start-up grants are exhausted. The Strategy includes four general recommendations toward that end.

Promote blended ridership, not separate TANF-only vans and buses. Blended ridership means that persons of all types are eligible to board a bus or train. The fundamental goal behind blended ridership is to achieve the critical mass of riders needed to support the economic viability of transit services. Simply put, running separate vans for TANF-only clients is an expensive, inefficient transportation solution. These vans are vulnerable to cuts once funding gets tighter and are unlikely to be absorbed into larger transit systems. Moreover, they unnecessarily segregate and stigmatize the riders at a time when integration and acclimation are the overriding goals of welfare-to-work.

State and federal regulations governing the expenditure of TANF-funds and Welfare-to-Work grants include language that can be interpreted to limit allowable transportation initiatives for TANF recipients. While agencies cannot be faulted for trying to guarantee that funds are not diverted, a TANF-only transportation philosophy unintentionally undermines public transit's role in serving this market. The region's transit providers already have large portions of the infrastructure in place to serve urban and suburban job centers. Public dollars should be spent on augmenting this system rather than trying to build a segregated, parallel system exclusively for TANF recipients. Blended ridership promotes higher levels of service and, most importantly, increases the odds that service will still be operating after TANF and Welfare-to-Work start up grants expire.

Fund TMAs to undertake access-to-jobs activities. Transportation Management Associations (TMAs) are non-profit, member organizations whose mission includes the coordination of worker commutation within the region while focusing on traffic congestion and air pollution. As transit facilitators, they provide a forum where members can discuss transportation-related issues, share experience and expertise leading to the solution of common problems. In the last two years, the six TMAs that serve the Delaware Valley region have become involved in a variety of job access and welfare-to-work issues. These include but are not limited to: providing transit education and outreach; attending access-to-jobs focus groups and planning meetings; in New Jersey, serving on Steering Committees as part of the County Transportation Coordination Planning Process; making presentations and serving on panels at welfare reform forums; offering technical assistance to large numbers of job trainers and placement intermediaries learning to navigate in the suburbs; operating vanpooling and ridesharing programs; offering emergency ride home protection to their member employers; and planning, writing funding proposals, and managing new access-to-jobs services (e.g., the Delaware County TMA's Quick Silver Shuttle).

More than any one of these activities, TMAs play a critical role by serving as links to suburban employers. While their relationship with employers originated around transportation issues, the region's TMAs have been redefining and expanding that role to include acting as

welfare-to-work liaisons. The potential value of TMA relationships with suburban employers cannot be underestimated.

However, TMAs need to be better funded for their access-to-jobs activities. Funding gaps largely reflect the fact that TMAs were created to help reduce traffic congestion and air pollution rather than increase job placement and retention rates for TANF recipients. Although the New Jersey Department of Transportation has broadened the support for TMA involvement (beginning in July 1998) in access-to-jobs by making Work First New Jersey activities a required component of the TMAs core work program, parallel changes need to be made by the Pennsylvania Department of Transportation. Finally, coordinators of transportation projects funded by welfare, human services and workforce agencies should include line items to compensate TMAs for their time, transportation expertise and contacts with suburban employers.

Develop the capacity of Community Development Corporations (CDCs) to serve as transportation advocates for city residents. There are no formally organized TMAs in Philadelphia. While the region's six TMAs often become involved with issues that affect core city residents, the TMAs were originally organized to provide transportation services to the workforces of suburban employers. While, as the previous recommendation outlines, TMAs have made a genuine contribution to numerous access-to-jobs projects, they have a difficult time (and no funding) to provide service to the residents of urban neighborhoods.

A number of innovative community based organizations have demonstrated considerable skill in addressing neighborhood issues such as housing, economic development, and job training and placement in Philadelphia and the region's core cities. Led by the Pennsylvania Department of Community and Economic Development, Philadelphia's Community Development Corporations (CDCs) recently completed an eighteen-month strategic exercise to improve coordination of existing services and to identify new initiatives which will "enable the employable to qualify for and connect with employment opportunities in the City and the region."²⁵ Access-to-jobs activities clearly fall under this umbrella, and the task force included a subcommittee on transportation, which focused on this area. Based on their strong neighborhood ties and demonstrated success in securing funding for new projects, CDCs could, with minimal investment, become transportation advocates for community interests.

Relatively low cost activities might include organizing transit training and car and van pools (using residents' vehicles). Depending on their ability to raise start up funds, CDCs could expand into more extensive ridesharing (using vehicles purchased by or donated to the CDCs) and even transit service provision (for example, making runs from neighborhood pick up points to a transit hub to turn a three or four seat ride into a two seat ride).

Facilitate partnerships between transit agencies, TMAs and non-profit service providers. Although one of the goals of the Strategy is to maximize use of the region's existing transit system, TMAs, private transportation providers and non profit groups continue to play a critical

²⁵ Philadelphia Area Economic Development Task Force, Philadelphia Area Business Growth Initiative (Phase One): It's About Jobs (July 1998).

role in developing new routes. Services launched by these organizations test the market for transit in areas unserved by major transit operators. In the spirit of entrepreneurship, TMAs and other providers often prefer to spin off successful routes to SEPTA or NJT once ridership has been established, allowing them to move on to other markets.

In order to create a successful partnership and boost the odds of successfully integrating new services into the larger transit system, the major transit agencies should view TMAs and other small service providers as collaborators, not competitors. Transit agencies should communicate their needs and expectations about candidate services clearly and even provide technical or other support to help those services meet regional goals. Finally, transit agencies need to be involved in the early stages of project development. This may serve to both prevent problems before they occur and to give the transit agency a greater stake in the success of the project.

3.1.6 Develop Strategies to Promote More Effective Access-to-Jobs Coordination

Even before the final rules were written for new welfare-to-work programs, it was clear that coordination between transportation agencies, workforce organizations and human services providers would be critical to the success of any access-to-jobs initiative. As the region's metropolitan planning organization, DVRPC was well positioned to encourage coordination between transportation, human services and jobs agencies and attempted to reinforce this message through its involvement with numerous access-to-jobs planning efforts. Three kinds of coordination were key for projects in this region during the last year:

- *Coordination across departmental lines.* This refers to the need for transportation, work force and human services agencies to collaborate on a single or series of projects.
- *Coordination across geographic boundaries.* The nature of job decentralization means that access-to-jobs programming requires city-suburban cooperation. In addition, due to the fact that the Delaware Valley region is characterized by a bi-state labor market, many access-to-jobs projects require collaboration between Pennsylvania and New Jersey.
- *Coordination across transit systems.* Because the regional transit network is composed of three major transit systems, commuting between states typically requires transferring between SEPTA, NJT and PATCO.

At this point in the process, the introductions between key partners have already been made. Emphasis has shifted from promoting a general recognition that coordination is important to developing strategies to make effective coordination a reality. The Strategy concludes with four recommendations to enhance coordination in the Delaware Valley region.

Regional transportation and workforce entities should strengthen their access-to-jobs partnerships. DVRPC is the federally-designated metropolitan planning organization in the Greater Philadelphia region. DVRPC works closely with both Pennsylvania and New Jersey Departments of Transportation as well as the Federal Transit Administration and Federal

Highway Administration. DVRPC's Board consists of representatives of eighteen member governments and agencies including the governors in both states and the region's major transit agencies.

The designated workforce organizations are called Workforce Investment Boards (WIBs) in New Jersey and Private Industry Councils (PICs)²⁶ in Pennsylvania. Both PICs and WIBs operate on the county level in this region and work closely with the Pennsylvania Department of Public Welfare and the New Jersey Department of Human Services on job training, placement and retention programs. PICs and WIBs are the designated regional entities for the US Department of Labor's Welfare-to-Work (WtW) grant program. In addition to being the recipients of the formula grants, PICs and WIBs are important players in the allocation of competitive grants.

Although there are no regional human services counterparts, PICs and WIBs have significant programmatic experience with state welfare and human services agencies.

DVRPC has collaborated with individual PICs and WIBs on a number of occasions in the past, most recently with the PIC of Philadelphia on the transportation component of *Greater Philadelphia Works*. DVRPC has also been coordinating with New Jersey WIBs as part of the County Transportation Coordination Planning Process and has previously worked with Bucks, Chester, Delaware and Montgomery County PICs as part of the Philadelphia Bridges to Work Collaborative.

The metropolitan planning organization and county PICs and WIBs are the key regional points of contact for access-to-jobs funding from transportation, labor and human services sources. It is unlikely and, frankly, unwise to contemplate that all access-to-jobs activities must run through these organizations. However, project proposals will be greatly strengthened by the joint support and involvement of the regional labor and transportation entities.

Pennsylvania should accelerate inter-departmental coordination at the state level. New Jersey is one of only two states that created a statewide transportation planning and coordination process that addresses access-to-jobs issues. This process is directed by three state-level agencies: New Jersey Department of Human Services (DHS), New Jersey Department of Transportation (DOT) and New Jersey Transit (NJT). DHS and DOT assigned staff to work cooperatively on these policy issues.

With inter-agency leadership provided on the state level, most of the work is being done at the county level. Each county was asked to create a Steering Committee representing key access-to-jobs constituencies to develop county plans to address gaps in service. There has been considerable progress in eighteen of 21 counties. Lead contacts have been identified in every county and sixteen have established Steering Committees. New Jersey has established a \$2 million Transportation Innovation Fund to implement the most promising projects and has been actively supporting local efforts to find other sources of implementation dollars.

²⁶ Pennsylvania will be establishing workforce investment boards with a private sector majority under the Workforce Investment Act, which goes into effect July 1, 1999.

There is no Pennsylvania equivalent to the New Jersey County Transportation Coordination Planning Process. While it is too early to judge the tangible results in New Jersey, two things are already evident. First, the process itself has encouraged face-to-face contact and relationship building between leaders of diverse access-to-jobs stakeholders groups. Second, counties that successfully complete this process will have laid the groundwork to give them an edge in competing for state and federal transportation dollars. Senior leadership for the Pennsylvania Departments of Welfare, Labor and Transportation should review the New Jersey model and adapt it to the southeastern Pennsylvania region.

In September 1998, the Pennsylvania Departments of Public Welfare and Transportation announced a competitive, Welfare-to-Work Transportation Demonstration Program, with a total of \$1.2 million for up to 10 grants. The purpose of the new program is “to foster local partnerships to demonstrate creative/effective methods of ensuring transportation services for TANF recipients as they enter the work force and sustain employment.”²⁷

The intent of this new program appears to complement the existing federal program sponsored by the Department of Labor and a pending program sponsored by the Federal Transit Administration. However, further coordination with the Pennsylvania Department of Transportation revealed that the program’s primary focus is on projects emanating from rural areas, rather than projects serving larger welfare populations in Philadelphia or Pittsburgh. It is recommended that the thrust of the program and the overall funding level be expanded to ensure that Philadelphia and Pittsburgh are eligible applicants, and that additional resources are made available for a variety of potential transit services, should the program have a second round.

New Jersey should work with DVRPC to encourage regional access-to-jobs planning. Perhaps the greatest weaknesses of New Jersey’s County Transportation Coordination Planning Process is that it resulted in county-based, as opposed to regional, transportation planning. Steering Committees were established at the county level with relatively little opportunity for multi-jurisdiction planning until late in the process. Participants confirmed a need for a more regional approach and cited it as their greatest need at a state-wide Transportation Summit held in January, 1998.

Connecting welfare recipients with promising job opportunities is a regional problem requiring a regional response. While many people will find jobs in their own community or home county, the majority of welfare cases are concentrated in Philadelphia, Camden, Chester and Trenton where job decentralization has severely limited local opportunity. Welfare recipients are best served by workforce and transportation systems that help them gain access to the most promising opportunities in the regional labor market.

Although the formal Planning Process ended in the summer of 1998, access-to-jobs planning activity will undoubtedly continue in New Jersey. The coordinating state agencies are encouraged to build a meaningful project planning and development role for DVRPC and the state’s other MPOs in the next phase of the program. As a beginning, DVRPC could review the

²⁷ Welfare-to-Work Transportation Program guidance letter, September 18, 1998.

plans for Burlington, Camden, Gloucester and Mercer counties in New Jersey, offer technical assistance on specific projects, and prepare amendments to the New Jersey Transportation Improvement Plan (TIP) seeking funding from other TEA-21 sources.

SEPTA, NJT and PATCO should work together to improve connections between the transit systems. Although there are numerous physical connections between NJT, SEPTA and PATCO, the lack of a common fare instrument can make transferring between different systems unnecessarily costly and complex. A more coordinated regional fare structure would encourage bi-state commuting. Similarly, inter-agency efforts to share information and improve physical connections between individual transit systems could simplify trips and encourage ridership.

Realigning fares and authorizing physical improvements are difficult and complex tasks, even within a single transit system. SEPTA has initiated this process, focusing on both the policy and collection sides of the issue. This study process includes coordination with New Jersey Transit and PATCO. Welfare-to-work initiatives provide an opening that could support greater coordination among the Delaware Valley's three transit systems.

3.2 Conclusion and Next Steps

Welfare to work and access to jobs issues are moving ahead and changing rapidly, with new guidelines, tight timetables and looming deadlines. Consequently, any strategy at either a regional or local scale must be both flexible and action-oriented. At the same time, new programs and funding sources have been developed at the federal and state levels to assist the implementation process. At this time, what is clear to all of those involved in crafting solutions is that the problem is great, while expectations for creating successful programs are high. The recommended approaches included in this report respond to the need for a multi-faceted implementation strategy for the Delaware Valley region, maintaining awareness of the differences in the Pennsylvania and New Jersey approaches to the issues. Paramount in this recommended strategy is the need for on-going and open communication among a variety of partners and agencies, to forge new relationships, often between non-traditional partners.

The DVRPC views its primary implementation roles as providing information and technical support to the agencies charged with program implementation. At the same time, DVRPC also believes that an even more critical role can be played by the agency as the Delaware Valley's "regional forum." It is clear that the need for flexible responses to achieve program goals and targets will require continuous communication and feedback from both program administrators and their clients. DVRPC stands ready to continue to provide a venue for the discussion and resolution of strategies and actions that can achieve enhanced training, a good job, a means of transportation and necessary support services to improve the quality of life of all the Delaware Valley region's citizens.

4.0 RECOMMENDED REGIONAL PRIORITY PROJECTS

4.1 Regional Proposals and Letters of Intent

Throughout the intensive planning process leading to the completion of this plan and the submission of applications to the Federal Transit Administration, DVRPC provided a forum for coordination between member governments, operating agencies, departments of transportation and non-traditional participants who have not worked together in a planning process. This coordination occurred in a number of ways and allowed the DVRPC Board to approach this plan and the grant program from a truly regional perspective. Coordination activities included: newspaper notification and mailings of information to a wide list of individuals and organizations; technical briefings and individual consultation to explain the new program to potential applicants; including non-traditional participants in the planning, project evaluation and selection activities; consolidating previous and current planning materials into the region's first Job Access and Reverse Commute Transportation Plan; and developing policy positions on the scope and scale of the region's potential projects through the actions of the DVRPC Board and its committees.

Following newspaper notices, mailings and a coordination and information meeting to explain the new grant program, DVRPC staff requested Letters of Intent from potential applicants. The Letter of Intent was to describe the 1) service to be provided, 2) proposed cost, 3) type of grant (job access, reverse commute or both), 4) source of match, 5) geographic focus, 6) coordination with regional transit agencies and 7) consistency with the proposed regional strategy.

This process resulted in the following summary of candidate projects:

New Jersey

1. Public Transit Information Program (Withdrawn)

Description: **Education program about NJ Transit service options targeted to the transit-dependent and welfare to work populations.**

Sponsoring Agency: **Gloucester County Planning Department**

Type of Grant: **Job Access**

Grant Match: **New Jersey Transportation Innovation Fund**

Geographic Focus: **Countywide**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

2. Urban Enterprise Zone Shuttle Service and Marketing Program

Description: **Purchase two mini-buses for contract-operated Mt. Holly-Pemberton shuttle service (fixed and deviated route). Preparation of marketing and schedule materials and an employer and human service provider outreach program.**

Sponsoring Agency: **Burlington County Office of Transportation and Cross County Connection TMA**

Type of Grant: **Job Access**

Grant Match: **New Jersey Transportation Innovation Fund, U.S. Department of Labor funds and employer contributions.**

Geographic Focus: **Mt. Holly and Pemberton Townships**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

3. Work Release Program Expanded Transportation Support Services

Description: **Purchase three vans and hire two part-time drivers for expanded job access transportation service for Work Release program residents in Trenton.**

Sponsoring Agency: **Education and Health Centers of America, Inc. and the Mercer, Essex and Hudson County Workforce Investment Boards**

Type of Grant: **Job Access**

Grant Match: **New Jersey Transportation Innovation Fund**

Geographic Focus: **Trenton to Eastern and Northern Mercer County**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

4. Job Access Transportation Services and Marketing Program

Description: **Purchase three vans or two mini-buses to expand transportation and job support services in coordination with the Cross County Connection TMA.**

Sponsoring Agency: **Camden County Improvement Authority**

Type of Grant: **Job Access**

Grant Match: **New Jersey Transportation Innovation Fund, Community Development Block Grant, United Parcel Service and Camden County Improvement Authority**

Geographic Focus: **Camden City Empowerment Zone and Southern Camden County**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

5. Enhanced Transportation Service Program for Job Access

Description: **Purchase two mini-buses for Route 130 scheduled transit service. Also, initiate *Night Moves* contract provider, subscription shuttle bus service.**

Sponsoring Agency: **Mercer County Workforce Investment Board and the Mercer TMA**

Type of Grant: **Job Access**

Grant match: **New Jersey Transportation Innovation Fund**

Geographic Focus: **Trenton to northern Route 130 Corridor in Mercer and Middlesex Counties and Lower Bucks County, Pennsylvania**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

Regional

1. **Expanded TransitChek Marketing Program**
Description: **Enhance promotion of TransitChek to regional employers (print materials for direct mail and business publication advertising) targeted to welfare to work program implementation.**
Sponsoring Agency: **Delaware Valley Regional Planning Commission**
Type of Grant: **Job Access**
Grant match: **Existing TransitChek budget interest account**
Geographic Focus: **Region-wide**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**

2. **Bi-State Transportation and Related Support Services**
Description: **Purchase two vans and hire drivers for a bi-state commute in support of a Job Bank, training and employer outreach program.**
Sponsoring Agency: **Mayor's Office of Community Services**
Type of Grant: **Job Access**
Grant match: **Empowerment Zone funds**
Geographic Focus: **American Street Empowerment Zone, Lower North Philadelphia, and Pennsauken, Camden County, and Moorestown, Burlington County, New Jersey**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**

3. **Regional Bicycle-Friendly Transit Connections and Education/Promotion Program**
Description: **Individual and community education and information about bicycle mobility, transit and job access.**
Sponsoring Agency: **Clean Air Council**
Type of Grant: **Job Access and Reverse Commute**
Grant match: **Private Foundations and Clean Air Council Membership**
Geographic Focus: **Region-wide**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**

4. **ACORN Community Hiring Hall**
Description: **Support enhanced information about transit service, pass and voucher programs, job opportunities and job training information for potential workers.**
Sponsoring Agency: **PA ACORN (Association of Community Organizations for Reform Now)**
Type of Grant: **Job Access**
Grant match: **Catholic Campaign for Human Development and Membership Dues**
Geographic Focus: **Southeastern Pennsylvania**

Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**

Pennsylvania

1. **Second Shift and Related Job Support Transportation Services (Withdrawn)**
Description: **Expansion of a county-funded program to provide second shift-oriented, door to door and feeder connections to existing SEPTA services. Includes identification of employment opportunities and mobility management support for child care, employment and emergency ride home services.**
Sponsoring Agency: **Bucks County Transport, Inc., Bucks County**
Type of Grant: **Job Access**
Grant match: **Bucks County Department of Human Services**
Geographic Focus: **Lower Bucks County**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**
2. **Demand-Responsive Paratransit Job Access Service**
Description: **Maximize use of the County's privately operated senior citizen and handicapped paratransit service as a demand responsive service for lower income and welfare to work residents of rural areas at a reduced fare.**
Sponsoring Agency: **TMA of Chester County**
Type of Grant: **Job Access**
Grant match: **Chester County, social service agencies and the local business community**
Geographic Focus: **Southern and Central Chester County**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**
3. **Transportation Services and Job Match Coordination Program**
Description: **Using existing leased vans, provide expanded job access service and a job matching and orientation program for job developers and potential employees.**
Sponsoring Agency: **The Partnership TMA**
Type of Grant: **Reverse Commute**
Grant match: **Area employers**
Geographic Focus: **North Penn Area and Eastern Montgomery County**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**
4. **New and Expanded Job Access Transportation and Support Services**
Description: **Purchase an additional mini-bus or van; lease a bus and van; and provide salary and benefits for five drivers for an expanded job access program.**

Sponsoring Agency: **Baltimore Avenue Redevelopment Corporation Access to Jobs Transportation Collaborative (Hickman Temple, Community Renovation, Inc., Germantown Settlement and MET, Inc.)**

Type of Grant: **Job Access**

Grant match: **Employers, Philadelphia Private Industry Council and the Greater Philadelphia Works Program.**

Geographic Focus: **Northwest Philadelphia and Empowerment Zone locations in North and West Philadelphia to employment locations in southeastern Pennsylvania, particularly the Conshohocken area of Montgomery County**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

5. **Off-Peak and Late Shift Transportation Service**

Description: **Purchase three vans to provide subsidized service to suburban employment centers, for a 12 month period, to encourage job retention.**

Sponsoring Agency: **Resources for Human Development**

Type of Grant: **Job Access**

Grant match: **U.S. Department of Labor Funds**

Geographic Focus: **Northwest Philadelphia to employment centers in the King of Prussia and Main Line areas in Chester and Montgomery Counties**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

6. **Expanded Job Access and Child-Care Transportation and Support Services**

Description: **Lease two vans, provide driver training and related administrative expenses for transportation service to suburban employment centers or SEPTA stations, a shuttle to job training centers and emergency rides home.**

Sponsoring Agency: **Impact Services Corporation**

Type of Grant: **Job Access**

Grant match: **U.S. Department of Health and Human Services, U.S. Department of Labor and Impact Services Corp.**

Geographic Focus: **Frankford/Kensington neighborhoods to the Willow Grove/Horsham area of Montgomery County**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

7. **Delco Works Transportation Initiative Implementation**

Description: **New SEPTA Route 305 bus from eastern Delaware County to the Airport Activity Center; off-peak and late shift connector service to augment the existing transit network in the Route 352 and 1 corridors; and a neighborhood-based, late night shuttle service from transit stops to local neighborhoods. A promotion program for the overall transportation initiative is included in the proposal. (Transit route funding is included in SEPTA's proposal.)**

Sponsoring Agency: **Delaware County Planning Department, Delaware County TMA and SEPTA**

Type of Grant: **Job Access and Reverse Commute**
Grant match: **Delaware County, the TMA, U.S. Department of Housing and Urban Development funds, state, foundation and employer funds**
Geographic Focus: **Eastern and Western Delaware County, City of Chester and the Airport area**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**

8. **New and Modified Transit Services and Promotional Activities for Access to Jobs**
Description: **Rail and bus service initiatives; transit user guides, information kiosks and videos; coordinated child-care facility/transit map and related information**
Sponsoring Agency: **Southern Pennsylvania Transportation Authority**
Type of Grant: **Job Access and Reverse Commute**
Grant match: **City and Counties, Operating Budget, Great Valley Chamber of Commerce, Delaware Valley Child-Care Council**
Geographic Focus: **Southeastern Pennsylvania**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**
9. **Job Access and Support Service Transportation**
Description: **Purchase of two vans leased back to private transit provider (Krapf's Coaches, Inc.) for fixed and deviated route service, stop location signage and education/promotional activities.**
Sponsoring Agency: **Southern Chester County Organization on Transportation**
Type of Grant: **Job Access**
Grant match: **Foundation Grants, Human Service Providers, Local Businesses, and Welfare Grant**
Geographic Focus: **Southern Chester County**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**
10. **Job Access Child-Care Information and Transit Coordination Program**
Description: **GIS mapping of major employers, transit routes and child-care facilities and development of a How to Ride with Children Guide**
Sponsoring Agency: **Delaware Valley Child-Care Council and SEPTA**
Type of Grant: **Job Access**
Grant match: **Private Foundation Funds**
Geographic Focus: **Southeastern Pennsylvania**
Transit Agency Coordination: **Yes**
Regional Strategy Consistency: **Yes**
11. **Long Term Care Employee Job Access Transportation**
Description: **Provide transportation service to nursing institutions in coordination with public transit and job training programs.**

Sponsoring Agency: **Philadelphia Hospital and Health Care-District 1199C**

Type of Grant: **Job Access**

Grant match: **U.S. Department of Labor Funds**

Geographic Focus: **Southeastern Pennsylvania**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

12. Job Access Transportation Services

Description: **Use of existing SEPTA services and vans to provide enhanced access to jobs and supportive transit-related information.**

Sponsoring Agency: **Greater Philadelphia Urban Affairs Coalition, Education Data Systems, Inc. and Germantown Settlement**

Type of Grant: **Job Access**

Grant match: **Private Industry Council of Philadelphia and U.S. Department of Housing and Urban Development**

Geographic Focus: **Germantown area to Routes 202/King of Prussia and 309/Montgomeryville in Montgomery County and the Airport area in Philadelphia and Delaware County**

Transit Agency Coordination: **Yes**

Regional Strategy Consistency: **Yes**

4.2 Recommended Regional Priority Projects

Following submission of the Letters of Intent, staff review found all applicants and projects consistent with the Draft Plan. On December 4, the DVRPC Board adopted a resolution selecting the applicants, committing to amend the regional Transportation Improvement Program, should funds become available, accepting the Draft Plan and adopting the Strategy included in the Plan. A copy of the Board's Resolution follows in support of the Job Access and Reverse Commute Competitive Grant Program. The Board also directed their Policy Analysis Committee to act on their behalf to prioritize the submitted project proposals.

Since the number and total cost of the submitted project proposals exceeded reasonably expected Fiscal Year 1999 funding for the region, DVRPC established priority-setting process that included evaluation of Letters of Intents submitted by applicants for each proposed project. The priority evaluation process resulted in a constrained list of projects (which follows) to be included in the respective Southeastern Pennsylvania and New Jersey applications.

On December 22, 1998, the DVRPC Board's Policy Committee engaged in an evaluation process by which all submitted proposals were ranked based on the regional Strategy, using current Federal Transit Administration evaluation criteria included in the Program Guidance. Projects were ranked high, medium or low based on the total number of high, medium and low rankings received from each of the evaluators. Separate rankings were recommended for New Jersey, Regional and Pennsylvania projects.

DVRPC will continue to work with unsuccessful applicants to refine and clarify proposals over the next year for possible re-submission in Fiscal Year 2000. In the development of this plan and throughout the competitive process for the Job Access and Reverse Commute Competitive Grant Program, the overall quality of proposed projects and the cooperative spirit of the region enabled DVRPC to respond quickly to the Program Guidance deadlines.

The 14 high priority projects listed below were recommended for Fiscal Year 1999 funding.

New Jersey

- 1. Camden County Improvement Authority Employment Shuttle Service**
Camden County
Total Cost: \$405,000 Federal Grant: \$165,000 (40.7%)
Project Description: Van and mini-bus service will be provided to employment and employment-related sites in Camden, Gloucester and Burlington Counties and Philadelphia. The new service would be targeted to fill gaps in the existing transit service (NJ Transit and PATCO) for welfare to work clients, especially in emerging job markets.
- 2. Urban Enterprise Zone Shuttle Service – Pemberton to Mount Holly Shuttle**
Burlington County
Total Cost: \$450,000 Federal Grant: \$200,000 (44.4%)
Project Description: The Pemberton – Mount Holly Shuttle would provide a public transit alternative for residents of the Pemberton area, connecting them to employers, educational facilities, government offices, hospitals, social service agencies and the NJ Transit network. Burlington County residents would also have access to the County Community College and Pemberton area employers and hospitals. A marketing and information program is also proposed in conjunction with the new service.
- 3. Mercer County Workforce Investment Board/TMA Route 130 Shuttle Service**
Mercer County
Total Cost: \$300,000 Federal Grant: \$150,000 (50%)
Project Description: Provides a van or mini-bus service coordinated with existing NJ Transit service, along the Route 130 corridor connecting Trenton, Hightstown, Mercer County College, a regional job training facility, Routes 130 and 571, where numerous entry-level job opportunities are located, and the East Windsor community of Twin Rivers.

Regional

- 1. Mayor's Office of Community Service**
City of Philadelphia
Total Cost: \$318,795 Federal Grant: \$97,305 (30.5%)
Project Description: Bi-State van service would be provided between the American Street Empowerment Zone to employment centers in Burlington and Camden Counties.

The new service would fill the gap in the existing bi-state transit service (SEPTA, NJ Transit and PATCO) for welfare to work clients in the bi-state job market.

Pennsylvania

1. Delaware County TMA/SEPTA

Delaware County

Total Cost: \$ 556,500 Federal Grant: \$41,250 + \$237,000 = \$278,250 (50%)

Project Description: Enhanced service would be established between Chester and the Philadelphia International Airport (Route 37) and new service between Darby and the Philadelphia International Airport (Route 305). (Delaware County Transportation Management Association as a partner.) The enhanced service would decrease travel time for residents of Chester and Darby to employment sites at or near the Philadelphia International Airport.

2. SEPTA Northeast Route 1

Philadelphia County

Total Cost: \$152,000 Federal Grant: \$76,000 (50%)

Project Description: Service extension would be provided to Horning Road, Byberry Road and Townsend Road Business Parks in Northeast Philadelphia (Route 1). The service extension would fill gaps in the existing transit service (SEPTA) for welfare to work clients seeking job opportunities within these employment centers.

3. Chester County TMA/SCOOT

Chester County

Total Cost: \$300,000 Federal Grant: \$150,000 (50%)

Project Description: A new paratransit service would be provided between the Boroughs of Avondale, Oxford, Kennett Square and West Grove, as well as the Townships of Birmingham, Kennett, London Grove, Lower Oxford, New Garden, Penn, Pennsbury and Upper Oxford in southern Chester County and West Chester, Exton, and Painter's Crossing. The service would establish a connection with SEPTA and Krapf's Coaches providing job opportunities in areas with existing and emerging employment centers. In addition, the service will serve the City of Coatesville, Valley Township and the Boroughs of Modena and South Coatesville, which contain the County's highest concentration of unemployed persons.

4. Greater Philadelphia Urban Affairs Coalition

Philadelphia/Montgomery Counties

Total Cost: \$295,855 Federal Grant: \$137,927 (46.6%)

Project Description: Van service would be provided from Philadelphia to the Philadelphia International Airport, Greater Montgomeryville area and the King of Prussia area. These areas are underserved by existing transit systems in terms of routes and hours of operation. The new service would fill the gap of existing transit by providing alternative routes and extended hours of operation thus allowing welfare to work clients the ability to access employment sites in these areas.

- 5. SEPTA Airport Rail**
Philadelphia County
Total Cost: \$95,000 Federal Grant: \$47,500 (50%)
Project Description: Enhanced early morning service would be provided to Northeast Philadelphia (Temple University) and Philadelphia International Airport. This service will provide one-hour earlier service to/from the Airport seven days a week. This will allow welfare to work clients to better access entry-level employment at the Airport decreasing the amount of time required to commute between center city locations and the Airport.
- 6. SEPTA Route 14**
Philadelphia/Bucks Counties
Total Cost: \$383,000 Federal Grant: \$191,500 (50%)
Project Description: Enhanced service to Northeast Philadelphia Industrial parks and Lower Bucks County Business Parks (Route 14). This includes the Internal Revenue Complex and Byberry West Industrial Park near Comly Road, the Byberry East industrial Park near Byberry and Southhampton Roads, a new development west of Roosevelt Boulevard near Byberry and Southhampton Roads, the future site of the AMTRAK National Reservations Center, and the Neshaminy Interplex Business Center just north of the City/Bucks County line. This will enable many welfare to work clients to access these employment centers for entry-level positions.
- 7. SEPTA Route 95**
Philadelphia/Montgomery Counties
Total Cost: \$206,500 Federal Grant: \$103,250 (50%)
Project Description: Enhanced service to Gulph Mills and Conshohocken in Montgomery County (Route 95). The enhanced service would improve frequencies, transit connections and convenience for employees destined for employment sites in Upper Merion, West Conshohocken and Conshohocken. The enhanced service will operate every 12 minutes during weekday peak hours. This will provide better service to welfare to work clients accessing employment centers in these areas.
- 8. SEPTA Ride Guides**
Bucks, Chester, Delaware, Montgomery and Philadelphia Counties
Total Cost: \$40,000 Federal Grant: \$20,000 (50%)
Project Description: Publish and distribute Neighborhood "How-to-Ride" Guides in Spanish, Russian and Vietnamese. The neighborhood guides would be specifically designed for areas where significant welfare to work populations exists. The guides offer step-by-step instructions regarding routes, transfers, travel times and fares. The guides will assist those welfare-to-work clients in planning transportation route that may not be proficient in English.
- 9. Delaware County TMA**
Delaware County
Total Cost: \$82,500 Federal Grant: \$41,250 (50%)

Project Description: Last mile connector in support of SEPTA enhanced service between Chester and the Airport and Darby and the Airport. See Delaware County TMA/SEPTA project listed above (1.).

10. Impact Services

Bucks, Chester, Delaware, Montgomery and Philadelphia Counties

Total Cost: \$141,188 Federal Grant: \$70,594 (50%)

Project Description: Get Me to the Job on Time. Van service provided to supplement and enhance available public transit services for inner-city welfare to work clients who must transport their children to out-of-home child care and commute to suburban job locations during non-traditional hours. The service will operate from Kensington area of the city to suburban employment centers.

11. SEPTA Bristol Bus Service

Philadelphia/Bucks Counties

Total Cost: \$220,000 Federal Grant: \$110,000 (50%)

Project Description: New service would be provided between City Line Loop to northeast Philadelphia and Bristol Borough in Bucks County to employment sites along the State Road corridor for welfare to work clients from both Philadelphia and Bucks County. This service will allow better access to welfare to work clients of both the city and Bucks County to employment sites in this area.

4.3 Proposed Process Changes for Fiscal Year 2000

Based on comments received during DVRPC's public hearing on May 10, 1999, consideration will be given to refining the priority-setting process during the next round of FTA grants to address the following areas:

- **Letters of Intent.** Letters of Intent should be more specific about budget and service. In year one, these project descriptions were the primary and, in many cases, the only information available to evaluators. In order to make these brief descriptions more useful, instructions to applicants should be revised to request (1) an estimate of the total number of persons to be directly served by the project; (2) a general description of the origins, destinations and proposed ride/transportation service; and a preliminary budget.
- **Strengthen County-Level Coordination.** Federal Job Access and Reverse Commute enabling legislation requires both an open process and an emphasis on coordination. The year one process was strong on the former, but more emphasis could be placed on coordination at the county level. This may be more of a problem in Pennsylvania than in New Jersey where a County Transportation and Coordination Planning process has been in place since the summer of 1997.
- **Establish County-Level Priorities.** Once county-level priorities are established they should be communicated clearly to the ranking committee. In year one, each member of the

ranking committee independently ranked all projects (within their state). Opportunity should be given to each county to present its perspective on priority projects to the ranking committee as a whole as part of the next round of coordination.

- **Resource Allocation.** Welfare reform, time limits and work requirements will disproportionately impact the region's core cities. Resources allocation should consider the distribution of the region's welfare caseload and be supported by the region's welfare-to-work application to the FTA.

B-FY99-006

RESOLUTION

by the Board of the Delaware Valley Regional Planning Commission

Job Access and Reverse Commute Competitive Grant Program

Whereas, the Delaware Valley Regional Planning Commission (DVRPC) is the designated Metropolitan Planning Organization (MPO) for the bi-state, Philadelphia-Camden-Trenton region; and

Whereas, the Federal Transit Administration (FTA) is responsible for administering a new grant program included in the Transportation Equity Act for the 21st Century (TEA-21), entitled "The Job Access and Reverse Commute Competitive Grant Program (Program);" and

Whereas, the Program guidance requires MPO's in regions of 200,000 or more population to: (1) Select qualifying applicants for the Program; (2) Commit to amend the regional Transportation Improvement Program (TIP) at such time as Program funding may become available to implement proposed projects; and (3) Prepare and maintain a Regional Job Access and Reverse Commute Transportation Plan (the Plan) from which to evaluate the consistency of projects seeking Program funding; and

Whereas, in fulfillment of these requirements, DVRPC has advertised the availability of the new Program to the public, held a coordination and information meeting and responded to questions from individuals and organizations; and

Whereas, DVRPC has prepared previous Work Program projects on Access to Jobs and Reverse Commuting, including a Regional Strategy, which will be incorporated into the initial Plan; and

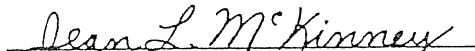
Whereas, the attached list of Letters of Intent has been received and evaluated for consistency with the Regional Strategy and the Program guidance; and

Page 1 of 2

Now Therefore Be It Resolved: (1) The Board accepts the initial Regional Job Access and Reverse Commute Transportation Plan as the basis for the consistency evaluation of the proposed project applications, (2) The DVRPC Board hereby selects the attached list of applicants seeking project funding through this new grant program as consistent with the regional Plan; (3) The DVRPC Board commits to amend the regional TIP at such time as the FTA approves any or all of the proposed projects for funding; and (4) It is understood that the initial regional Plan will be further refined and enhanced through DVRPC's on-going Work Program activities.

Adopted this 4th day of December
by the Board of the Delaware Valley
Regional Planning Commission.

I do hereby certify that the foregoing is a true copy of a Resolution passed by the Delaware Valley Regional Planning Commission.



Jean L. McKinney, Recording Secretary

Table 4-1
Job Access and Reverse Commute Competitive Grant Program
Fiscal Year 1999
Recommended Applicants and Projects

New Jersey

- A-1 Camden County Improvement Authority – Service from Camden City Empowerment Zone to Southern Camden County Employment Centers
- A-2 Burlington County Board of Chosen Freeholders - Mt. Holly to Pemberton Shuttle
- A-3 Mercer County Workforce Investment Board - Route 130 Service

Regional

- B-1 Mayor's Office of Community Services (Philadelphia) - American Street Empowerment Zone Service to Pennsauken and Moorestown Employment Centers

Pennsylvania

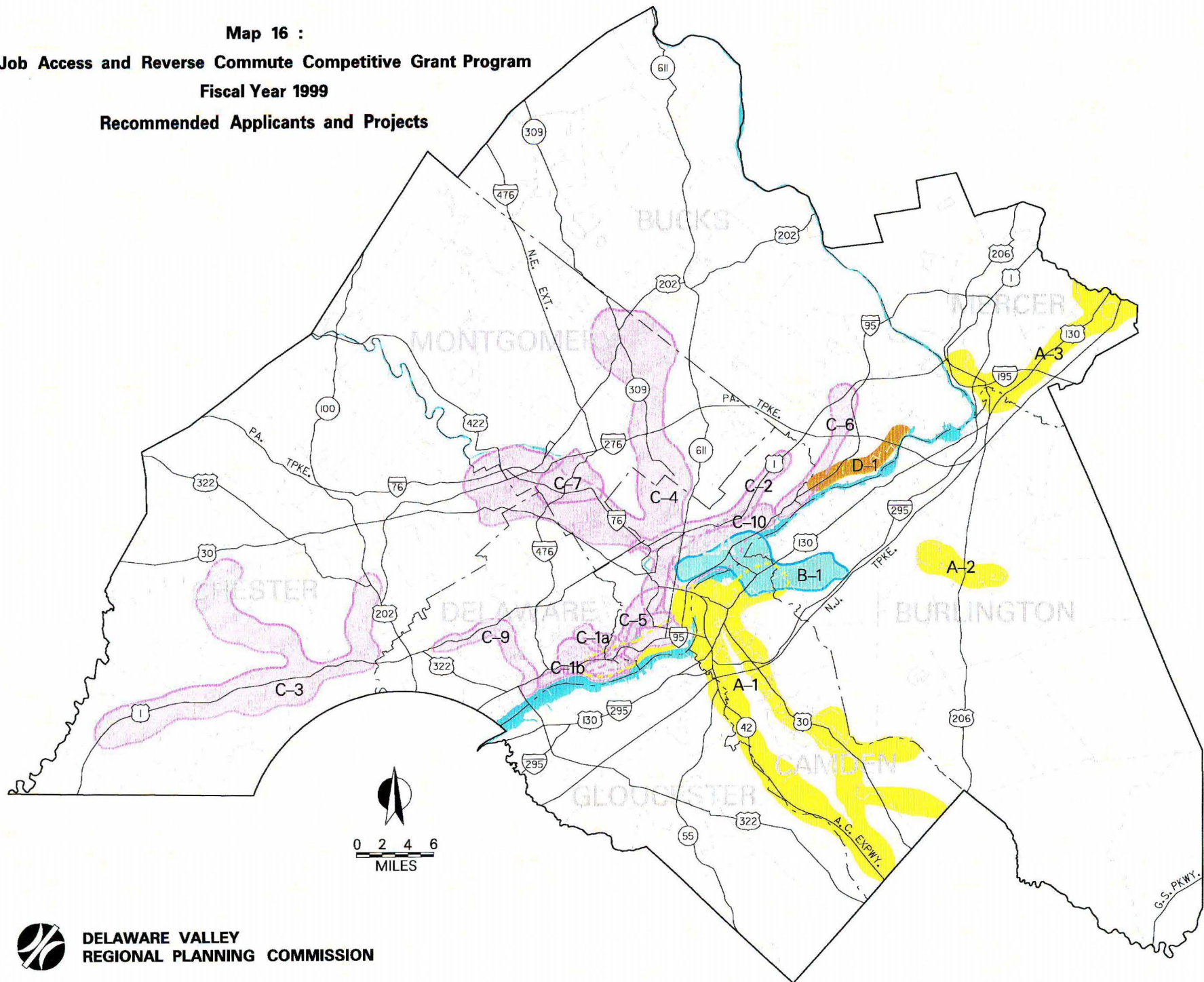
- C-1a Delaware County TMA and SEPTA - Route 37 and Route 305 Darby and Chester Service to the International Airport
- C-1b Delaware County TMA and SEPTA - Service from Chester to Route 352 and Route 1 Employment Centers
- C-2 SEPTA - Northeast Philadelphia Route 1 Corridor Service
- C-3 Chester County TMA and Southern Chester County Organization on Transportation - Paratransit Service to Southern Chester County, Coatesville and West Chester Areas
- C-4 Greater Philadelphia Urban Affairs Coalition - Service to Montgomeryville, King of Prussia and International Airport Area Employment Centers
- C-5 SEPTA - Airport Rail Service Improvements
- C-6 SEPTA - Northeast Philadelphia Route 14 Service Improvements
- C-7 SEPTA - Conshohocken Area Route 95 Service Improvements
- C-8 SEPTA - Multi-Lingual How to Ride Guides (Not Mapped)
- C-9 Delaware County TMA - (See Project C-1)
- C-10 Impact Services - Frankford/Kensington Area Service

Alternate

- D-1 SEPTA - Bristol Area Bus Service

**Source: Delaware Valley Regional Planning Commission Board Policy Committee,
December 22, 1998**

Map 16 :
Job Access and Reverse Commute Competitive Grant Program
Fiscal Year 1999
Recommended Applicants and Projects



**DELAWARE VALLEY
REGIONAL PLANNING COMMISSION**

Appendix I

Private Carriers and Non-Profit Transportation Providers

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
<i>Pennsylvania</i>							
<i>Bucks County</i>	American Cancer Society–Bucks County Unit	Road To Recovery	Medical (Cancer patients only)	Bucks County	Sedans, Station Wagons, Vans	All Ages, No Restrictions	No
	American Red Cross-Lower Bucks Chapter	Shelter Services	For shelter residents only	Bucks-Lower County	Minivan	All Ages, No Restrictions	No
	Bethana	Bethana	Medical, Educational, Social, Recreational, Cultural	Bucks, Delaware, Montgomery, Philadelphia Counties	Sedans, Vans	0-18	No
	Big Brothers-Big Sisters Of Bucks County	Volunteer By “Buddy System”	Any purpose, without restriction for children registered	Bucks County	“Buddy” Vehicle	7-17	No
	Bucks County Association For The Blind	Bucks County Association For The Blind	Medical, Education, Social, Recreational, Cultural	Bucks County	Station Wagons, Minivans, Vans, Small Buses	All Ages	No
	Bucks County Transport, Incorporated	Shared Ride Service For The Elderly	Any purpose, without restrictions	Bucks County	Station Wagons, Minivans, Vans, Small Buses, Large Buses	All ages, no restrictions	Yes

Bucks County Transport, Incorporated	Medical Assistance Transportation Program (MATP)	Medical	Bucks County	N/A	All ages, no restrictions	No
Bucks County Transport, Incorporated	Mental health/Mental Retardation	Organization's Program Activities	Bucks County	Station Wagons, Minivans, Vans, Small buses, Large Buses	All ages, no restrictions	No
Bucks County Transport, Incorporated	Medical Assistance transportation Program-Reimbursement	Medical	Bucks County	N/A	All ages, no restrictions	Yes
Bucks County Transport, Incorporated	Community Transport	Any purpose, without restriction	Bucks County	Station Wagons, Minivans, Vans, Small buses, Large Buses	All ages, no restrictions	Yes
Delta Community Supports	Delta Community Supports	Any purpose, without restriction	Bucks County	Sedans, Vans, Minivans, Small Buses	7-64	Yes
Family Service Association of Bucks County	HIV Program	Any purpose (For those infected and affected by AIDS)	Bucks County	Volunteer driver's own vehicle	All ages, no restrictions	No
Muscular Dystrophy Association, Incorporated	Muscular Dystrophy Association	Medical (Muscular Dystrophy patients only)	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Paratransit equipped vehicles of subcontractors, Taxicabs	All ages, no restrictions	Yes

Need-A-Ride	Need-A-Ride	Any purpose, without restriction	Bucks, Montgomery, Philadelphia Counties	Small Buses, Small Vans	All ages, no restrictions	Yes
--------------------	--------------------	---	---	------------------------------------	--------------------------------------	------------

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
Chester County	American Cancer Society-Chester County	Volunteer-Road to Recovery	Cancer Treatment	Chester County	Volunteer drivers' own vehicles	All ages, no restrictions	No
	American Red Cross of Chester County	American Red Cross of Chester County	Organization's Program Activities	Chester, Philadelphia Counties	Vans	All ages (with mental retardation and other developmental disabilities)	Yes
	Berwyn Taxi Service	Taxi Service	Any purpose, without restrictions	Chester County	Sedans, Station Wagons	All ages, no restrictions	Yes
	Birthright of West Chester	Volunteer-Crisis Pregnancy	Emergency medical or for pregnancy (must be an agency member)	Chester County	Volunteer driver's vehicle	All ages, pregnant women	No
	Care Center Foundation for Christ	Volunteer Transportation	Medical, Shopping, Nutritional	Chester County	Sedan's, Vans, Station Wagons	All, no restrictions	No
	Concern, Professional Services for Children, Youth and Families	Concerned professional Transportation-Chester County residential facility	Medical, Organization's program Activities	Chester County	Vans	7-17	No
	Domestic Violence Center of Chester County	Volunteer	Medical, Court appearance (Victims of domestic violence only)	Chester County	Agency volunteer's own vehicles	All, no restrictions	No

Farm Workers Opportunity, Incorporated	Support Services-Reimbursement for Public Transit	Work/Employment, Employment Training	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	N/A	All, no restrictions	Yes
First Step of Chester County	First Step of Chester County	Education programs at First Step	Chester County	School Bus	2-5	N/A
Kelsch Associates, Incorporated	Kelsch Associates, Incorporated	Any purpose, without restriction	Chester County	Minivans, Vans	18 and over, clients only	No
Kids Kab-Yorklyn, Delaware	Kids Kab	Any purpose, without restriction	Chester and Delaware Counties Pennsylvania, New Castle County Delaware	Vans, Minivans	All ages, no restriction (does not mix adults with children unless for a specific activity organized that way)	Yes
Krapf's Coaches, Incorporated	Charter Service	Social, Recreational, Cultural	Bucks, Chester, Montgomery, Delaware and Philadelphia Counties	Large Buses	All ages, no restrictions	Yes
Krapf's Coaches, Incorporated	Chester County Paratransit-General Public	Any purpose, without restriction	Chester County	Paratransit	All ages, no restrictions	Yes
Krapf's Coaches, Incorporated	Coatesville Link	Any purpose, without restriction	Chester County (Coatesville and adjacent Townships)	Buses	All ages, no restrictions	Yes

Krapf's Coaches, Incorporated	"A" Bus	Any purpose, without restriction	Chester County (Coatesville, Downingtown, Exton and West Chester)	Buses	All ages, no restrictions	Yes
Krapf's Coaches, Incorporated	West Chester to Brandywine Town Center (Contracted with SEPTA) SEPTA Bus Route 202	Any purpose, without restriction	Chester County (West Chester to Brandywine Town Center)	Small Buses	All ages, no restrictions	Yes
Neighborhood Service Centers	Volunteer	Medical and other social service needs (clients of the agency only)	Southern Chester County	Agency volunteer driver's vehicles	All, no restrictions	No
Office of Housing and Community Development	Kraft's CPS, Inc. Paratransit System-General Public Transportation	Any purpose, without restriction	Chester County	Vans, Small buses	All, no restrictions	Yes
Office of Housing and Community Development	Kraft's CPS, Inc. Paratransit System-Shared Ride Services for the Elderly	Any purpose, without restriction	Chester County	Minivans, Vans, Small Buses, Large Buses	65 and over	Yes
Office of Housing and Community Development	Chester County Paratransit System-Medical Assistance Transportation	Medical	Chester, Delaware, Montgomery, Lancaster Counties	Minivans, Vans, Small Buses, Large Buses	All ages, no restrictions	No

Paoli Taxi Service	Taxi Service	Any purpose, without restriction	Chester County and surrounding region	Taxi Cabs	All ages, no restrictions	Yes
Point to Point	Point to Point	Any purpose, without restriction	Bucks, Burlington, Camden, Chester, Delaware, Gloucester, Mercer, Montgomery, Philadelphia, Salem Counties	Sedans, Minivans	2 and over	Yes
Rainbow Transportation	Taxi Service, Paratransit Services	Any purpose, without restrictions	Chester County, Delaware County, Airport and City of Philadelphia	Station Wagons	All ages, no restrictions	Yes
Retired Senior Volunteers Program	Fare Reimbursement for Volunteer Workers	Volunteer work in community organizations	Chester County	N/A	55 and over	Yes
Salvation Army of Chester County	Volunteer	Work/ Employment (clients in shelters to employment interviews only)	Chester County	Agency's volunteer driver's vehicles	18-64	No

Surrey Service for Seniors	Survey Service for Seniors	Any purpose, without restriction	Chester, Delaware Counties	Minivans, vans	65 and over	Yes
Van Pool Services, Incorporated (VPSI)-Chester County	ETRP Commuter van Pool	Work/ Employment	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Minivans, Vans	Employed Adults	Yes
Wheelers East, Incorporated	Drive Service to healthcare Services	Medical	Chester, Delaware, Montgomery Counties	Minivans	All ages, no restrictions	Yes
Wheelers East, Incorporated	Wheelers East, Incorporated-Rental Service	Any purpose, without restriction (Driver must be over 25 with auto insurance)	Bucks, Burlington, Camden, Chester, Delaware, Gloucester, Mercer, Montgomery, Philadelphia Counties and New Castle County, Delaware	Minivans	All ages, no restrictions	Yes

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
<i>Delaware County</i>	Ambu-Care, Incorporated	Ambu-Care, Incorporated	Any purpose, without restriction	Delaware County	Vans, Small Buses, Ambulances	All ages, no restrictions	Yes
	Community Transit of Delaware County	Shared Ride Services for the Elderly	Any purpose, without restriction	Delaware, Philadelphia, Montgomery, Chester Counties	Sedans, Vans, Minivans, Small Buses	65 and over	Yes
	Community Transit of Delaware County	Community transit of Delaware County-General Public Paratransit	Any purpose, without restriction	Delaware, Philadelphia, Montgomery, Chester Counties	Station Wagons, Minivans, Vans, Small Buses	All ages, no restrictions	Yes
	Community Transit of Delaware County	Medical Assistance Transportation program	Medical	Delaware, Philadelphia, Montgomery, Chester Counties	Station Wagons, Vans, Minivans, Small Buses	All ages, no restrictions	No
	Delco Blind/Sight Center	Delco Blind/Sight center transportation Department	Any purpose, except Work/Employment (agency clients only)	Delaware County	Sedans, Station Wagons, Minivans, Vans	All ages, no restrictions	No
	Family and Community Service of Delaware County	AIDS Services-Fare Prepayment	Medical-AIDS patient only	Delaware County	N/A	All, no restrictions	Yes
	FISH Swarthmore-Wallingford	FISH-Volunteer	Medical (clients registered with agency only)	Delaware County	Vehicles of agency's volunteer drivers	All, no restrictions	No

Goodwill Industries of Delaware County	Employment Training Trips	Work/ Employment Training, Fare payment (clients only)	Delaware County	N/A	16-64	Yes
Kids Kab-Delaware County	Kids Kab (See entry under Kids Kab-Chester County)		Delaware County			Yes
Thomas M. Thomas Community Center	Seniors	Organization's Program Activities (Must be an agency member)	Delaware County	Vans	65 and over	No
Tri-County Fountain Center	Service for residential facilities	Organization's Program Activities (residents of TFC facilities only)	Chester, Delaware, Montgomery, Philadelphia Counties	N/A	18-64	No

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
Montgomery County	Abington Memorial Hospital	Hospital Van Service	Medical, Organization's Program Activities	Bucks County- within 5 mile radius of hospital, Montgomery County- within 5 mile radius of hospital	Small Buses	All ages, no restrictions	Yes
	Access Paratransit, Incorporated	Taxicab/ Paratransit	Any purpose, without restriction	Montgomery- Eastern, Philadelphia County	Vans, Minivans, Sedans	All ages, no restrictions	Yes
	Baptist Children's Service	Baptist Children's Service-Clients of Department of Human Services only	Medical	Montgomery County	Sedans	6-18	No
	Bennett Taxi	Medical Assistance program (MATP) and Shared Ride Services for the Elderly	N/A	Montgomery County	N/A	N/A	N/A

Bux-Mont Transportation Service	Medical Assistance Transportation Program (MATP) and Shared Ride Services for the Elderly	N/A	Montgomery County	N/A	N/A	N/A
Carson Valley School	Carson Valley School transportation for residential children	Medical, Shopping, Nutritional	Bucks, Chester, Delaware, Montgomery and Philadelphia Counties	Sedans, Minivans, Vans	0-18	No
Carson Valley School	Foster Care-Children's use of public transportation	Medical, Social, Recreational, Cultural	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Public transportation	0-18-clients of Department of Human Services in Foster Care only	No
Lower Merion-Narbeth Coalition on Aging and Adult Services	Volunteer-Transportation and Visiting	Medical, Shopping Banking, Social Security Offices	Montgomery County (Residents of Lower Merion and Narbeth only)	Volunteer driver's vehicles	18-64 (Disable Adults)	No

	Mid-County Transportation	Medical Assistance Transportation Program (MATP) and Shared Ride Services for the Elderly	N/A	Montgomery County	N/A	N/A	N/A
	Montgomery County Association for the Blind	Services for the Blind	Medical, Social, Recreational, Cultural	Montgomery County	Vans, Sedans	All ages, no restrictions	No
	Montgomery Hospital (Montco) Express	Montgomery Hospital (Montco) Express	Medical, hospital services only (out patient service only), no doctors appointments	Montgomery County- within 5 mile radius of hospital	Van	All ages, no restriction	No
	Norristown Yellow Cab	Medical Assistance Transportation Program (MATP) and Shared Ride Services for the Elderly	N/A	Montgomery County	N/A	N/A	N/A
	Open Line	Community Drivers-Volunteer	Medical	Berks, Montgomery (Upper Perkiomen Valley)	Vans, Sedans, Station Wagons	All ages, no restrictions	No

Open Line	Volunteer Drivers to meet community need, including Road to recovery program for cancer patients	Medical	Berks, Montgomery (Northwest Perkiomen Valley area), Philadelphia Counties	Sedans, Station Wagons, Vans	18 and over	No
Presbyterian Children's Village	Presbyterian Children	Medical (For Agency Clients only)	Chester, Delaware, Montgomery, Philadelphia Counties	Sedans, Vans	0-18	No
Riders Club Cooperative	Riders Club	Any purpose (Club members only)	Montgomery and Philadelphia Counties	Sedans, Station Wagons, Vans	All ages, no restriction	Yes
Suburban Transit Network, Incorporated	Medical Assistance Transportation Program (MATP)-Transit Network (TRANSNET)	Medical	Montgomery County and into other counties if an appropriate medical facility is not available in county	Passenger Vans	All ages, no restrictions	No
Suburban Transit Network, Incorporated	Shared Ride Services for the Elderly (TRANSNET)	Any purpose, without restriction	Montgomery County	Passenger Vans, Sedans	60 and over	Yes
Suburban Transit Network, Incorporated	Human Services Development Fund-Transit Network (TRANSNET)	Medical and social services for low income adults	Montgomery County	Taxi, Van	18-59	No

Township of Abington	Abington Township's Easy Rider Bus	Any purpose, without restriction	Montgomery County	Small Bus	All ages, no restriction	Yes
Tri-County Cab	Medical Assistance Transportation Program (MATP) and Shared Ride Services for the Elderly	N/A	Montgomery County	N/A	All ages, no restrictions	N/A
Valley Cab	Medical Assistance Transportation Program (MATP) and Shared Ride Services for the Elderly	N/A	Montgomery County	N/A	All ages, no restrictions	N/A
Wordsworth Academy	Wordsworth Academy	Medical	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Vans	0-18	No

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
Philadelphia County	All State Transportation Company, Incorporated	All State Transportation-Private Service	Any purpose, without restriction	Philadelphia County	Sedans, Vans	All ages, no restrictions	Yes
	American Cancer Society-Philadelphia Division	Road to Recovery	Medical (For cancer patients only)	Montgomery and Philadelphia Counties	Sedans	All ages, no restrictions	No
	American Paratransit	Private Paratransit Service	Any purpose, without restriction	Philadelphia County	Vans, Minivans	All ages, no restrictions	Yes
	American Red cross, South-Eastern Pennsylvania Chapter	Disaster Relief	Disaster Relief (Usually to shelters, medical, etc.)	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Vans	All, no restrictions	No
	Association de Puertorriquenos en Marcha	N/A	Medical	Chester, Montgomery, Philadelphia County	Van	0-18	No
	Associated Services for the Blind	Associated Services for the Blind	Any purpose, without restriction	Philadelphia County	Sedans	All ages, no restrictions	N/A
	Best Nest	Best Nest-Foster Care (Children's use of public transportation)	Organization's Program Activities (Clients of Department of Human Services only)	Bucks, Chester, Philadelphia Counties	Sedans	0-18	Yes

Big Sisters of Philadelphia	Public Transit fare payment	Any purpose, without restriction (girls who are registered with agency only)	Philadelphia County	Public Transit	7-17	Yes
Boston Coach	Boston Coach	Any purpose, without restriction	Philadelphia County	Sedans, Vans, Minibuses	All, no restrictions	Yes
Catch, Incorporated	Catch Community Mental Health Center	Medical	Philadelphia County (Southern area of city)	15 passenger van	All ages, no restriction	No
Catholic Social Services	Catholic Social Services	Medical (Agency clients only)	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Sedans	0-18	No
Child Abuse Prevention Effort (CAPE)	Child Abuse Prevention Effort (CAPE)	Medical , Organization's Program Activities	Philadelphia County	Sedans	0-18	No
Children's Choice	Children's Choice-Foster Care	Medical, Organization's Program Activities	Philadelphia County	Sedans, Vans	0-18	No
Children's Crisis Treatment Center	Children's Crisis	Medical (Agency clients only related to Department of Human Services)	Philadelphia County	Sedans	0-18	No

Children's Service, Incorporated	Children's Service	Medical (Agency clients only, related to Department of Human Services)	Philadelphia County	Sedans, vans	0-18	No
Crime Prevention Association	Crime prevention	Medical (Agency clients only, related to Department of Human Services)	Philadelphia County	Sedans, Minivans	0-18	No
Episcopal Community Services	Episcopal Community Services	Medical (Agency clients only, related to Department of Human Services)	Philadelphia County	Van	13-19	No
Family Support Services of Philadelphia	Family School Program	Parent education on Monday/ Wednesday or Tuesday/ Thursday to families supported by the Department of Human Services	Philadelphia County	N/A	0-5	Yes
Free Library of Philadelphia	Homebound Services	Supply services for library materials to homebound	Philadelphia County	N/A	All ages, no restrictions	No

Hmong United Association of Pennsylvania	Volunteer	Any purpose (Location refugees only)	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Volunteer's vehicles	All, no restrictions	No
Inglis House	Proprietary-Inglis House transportation	Organization's Program Activities (residents only), Medical, Education, Social, Recreational, Cultural	Atlantic, Bucks, Burlington, Camden, Chester, Delaware, Gloucester, Mercer, Montgomery, Philadelphia Counties	Small buses, Large Buses	17 and over	No
Inter-Community Action, Incorporated	Shared Ride Services for the Elderly	Organization's Program Activities at Interact Senior Center	Philadelphia County	Van	65 and over	No
International Visitors Center of Philadelphia	International Visitors	Social, Recreation, Cultural (International Visitors only)	Philadelphia County	As needed depending on the size of groups (Subcontracts)	All, No restrictions	Yes
Jane D. Kent, Saint Nicholas Day Care	Kent-Saint Nicholas Transportation	Organization's program Activities	Philadelphia County	Small Buses	7-11	Yes
Jewish Family & Children's Service of greater Philadelphia	SFOP (Transportation for food shopping)	Shopping, Nutritional	Philadelphia County	Vans	65 and over	Yes

Jewish Family and Children's Service	Foster Care Transports	Organization's Program Activities	Delaware, Philadelphia Counties	Sedans	0-18	No
Juvenile Justice Center	Foster Care-on behalf of children mandated by the Department of Human Services to the agency	Organization's Program Activities	Philadelphia, Bucks, Burlington, Camden, Chester, Delaware, Gloucester, Mercer, Montgomery Counties	Vans	0-18 (Foster Care clients of Department of Human Services)	No
Leukemia Society of America, Incorporated-Eastern Pennsylvania Chapter	Parent Aid	Medical (outpatient treatment, lymphoma or Hodgkins Disease patients only)	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	N/A	All ages, no restrictions	N/A
Lutheran Children and family Service	Lutheran Social Service	Organization's Program Activities (Department of Human Services clients only)	Philadelphia, Bucks, Chester, Delaware and Montgomery Counties	Sedans	0-18	No
Methodist Home For Children	Methodist Home	Medical (Department of Human Services clients only), Organization's Program Activities	Montgomery, Philadelphia Counties	Sedans, Vans	0-18	No

Metro Care, Inc.	General Public Paratransit "Metro Mobility"	Any purpose, without restrictions	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Vans, Sedans, Lift Vans, Buses	All ages, no restrictions	Yes
Metro Care, Inc	Healthy Start	Medical (Prenatal care)	Philadelphia County-Southwest area	Sedans, Vans	All ages, no restrictions	No
Narcotics Anonymous	Narcotics Anonymous-Volunteer	Organization's Program Activities	Bucks, Philadelphia Counties	Volunteer drivers own vehicles	All, no restrictions	No
National Kidney Foundation of Delaware Valley	National Kidney Foundation Transportation Program	Medical (Must be an agency member)	Philadelphia, Bucks, Burlington, Camden, Chester, Delaware, Gloucester, Mercer, Montgomery Counties	Varies with mode	All, no restrictions	No
Norris Square Senior Citizen Center	Norris Square Senior Center	Social, Recreational, Cultural, Shopping, Nutritional	Philadelphia County	Vans	60 and over	No

North Light, Community Center	Patient Service	Medical (treatment for cancer only)	Philadelphia County (must reside in Wissahickon, East Falls, Andorra, Roxborough or Manayunk area)	Volunteer driver's vehicle	All ages, no restrictions	No
Northeast Community Centers for Mental Health/ Mental Retardation	Mental Health/ Mental Retardation	Organization's Program Activities	Philadelphia County	Vans	N/A	N/A
Northeast Family YMCA	Before/ After School Program-Summer Camp	Organization's Program Activities	Bucks, Philadelphia Counties	Vans	0-17	Yes
Office of Vocational Rehabilitation	Ancillary Services	Work/ Employment-Training	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	N/A	18-64	No
Philadelphia Corporation for Aging (PCA)	16b2 van Procurement	N/A	Philadelphia County	N/A	65 or greater	No
Philadelphia Corporation for Aging (PCA)	Attendant Transportation Service	Any purpose, without restriction	Philadelphia County	All types of SEPTA Paratransit vehicles	60 or greater, PCA qualified	No
Philadelphia Corporation for Aging (PCA)	Community Care Option	Any purpose, without restriction	Philadelphia County	Vans	18-60	No

Philadelphia Mayor's Office of Community Services	Self Help Initiative	Medical (homeless only)	Philadelphia County	Public Transportation	All, no restrictions	Yes
Philadelphia Mayor's Office of Community Services	Philly PHLASH Downtown Loop	Any purpose, without restriction	Philadelphia County-50 minute route, from Delaware River to Rittenhouse Square in a loop	Bus (handicapped accessible)	All, no restrictions	Yes
Philadelphia Society for Services to Children	Philadelphia Society for Services to Children Transportation	Medical (Department of Human Services clients only), Organization's Program Activities	Philadelphia County	Sedans	0-18	No
PJ's Shuttle Service, Inc.	PJ's Shuttle Service	Any purpose, without restriction	Philadelphia County	Small Buses	All ages, no restrictions	No
Ronald McDonald House	In-house Van Transport	Medical (residents of Ronald McDonald House only)	Philadelphia County	Vans	0-19	No
Roxborough Memorial Hospital	Lions Express	Medical	Philadelphia County- within a 5 mile radius of hospital	Vans	All ages	No

Saint Anne's Senior Citizen Center	Saint Anne's	Social, Recreational, Cultural, Shopping, Nutritional, Organization's Program Activities	Philadelphia County	Vans	60 and over	Yes
Saint Rita's Senior Citizen Center	Saint Rita's Center van	Transportation to/from Center (center clients only)	Philadelphia County (South Philadelphia area)	Minivans	60 and over	Yes
Seamen's Church Institute	Seamen's Church Institute	Organization's Program Activities (Merchant Seaman only), Social, Recreational, Cultural (Merchant Seamen Only)	Bucks, Burlington, Camden, Delaware, Gloucester, Ports of Delaware River of Pennsylvania and New Jersey, Philadelphia, Salem Counties	Minivans, Vans, Small Buses	All ages, no restrictions	No
Sickle Cell Disease Association of America	Sickle Cell Disease Association of America-clients only	Medical Doctor's Appointments Only)	Delaware, Montgomery, Philadelphia, Chester, Bucks Counties	Vans	All ages, no restrictions	No

Southern Home Services	Residential Transportation	Medical (Department of Human Services clients only)	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	Sedans, Vans	0-18	No
Southern Home Services-Foster Care	Foster Care-Children's use of Public transportation	Medical, Social, Recreational, Cultural, Organization's Program Activities	Bucks, Chester, Delaware, Montgomery, Philadelphia Counties	N/A	0-18	Yes
Star harbor Senior Center	Volunteer Senior Escort Service	Organization's Program Activities (Must be an agency client)	Philadelphia County	Sedans, Vans, Minivans	65 and over	No
Supportive Children/ Adult Network (SCAN)-Healthy Start	Healthy Start	Medical (Prenatal care for agency clients only)	Philadelphia County	Varies as to mode	Teens	Yes
Supportive Children/ Adult Network (SCAN)-SCOH	SCOH-Services to Children in their own homes	Medical (Must be an agency client)	Philadelphia County	N/A	0-18	Yes
Tabor Children's Services	Tabor Children's Services	Medical, Organization's Program Activities (Agency staff/ clients only)	Philadelphia County	Vans, Sedans	0-18	No

Transit Aide, Incorporated	Westmeade Health Center/ Mental Health	Organization's Program Activities (clients only)	Bucks, Montgomery Counties	Vans	All ages, no restrictions	No
Travelers Aid Society of Philadelphia	Travelers Aid-Non-resident	People stranded in Philadelphia without funds- Vouchers given to return home by bus, rail and/or plane	Chester, Delaware, Montgomery (Southwest in a line from Hatboro to Norristown), Philadelphia Counties	N/A	All, no restrictions-non residents of Philadelphia	No
Travelers Aid Society of Philadelphia	21 day Resident Assistance	Medical, Work/ Employment (job interviews), Social Service referrals	Philadelphia County	N/A	All ages, no restrictions	Yes
Tri-State Transportation Service	Private Service	Any purpose, without restriction	Philadelphia County, Metropolitan Area	Sedans, Vans	All ages, no restrictions	Yes
Triage, Incorporated	Van Rental Services	Any purpose, without restriction	N/A	N/A	N/A	Yes
Wheels Medical Transportation, Inc., Volunteer Division	Wheels Medical Transportation	Medical, Outpatient	Philadelphia County, Metropolitan Area, PA	Sedans, Station Wagons, Minivans	All ages, no restrictions	No
Wheels Medical Transportation, Inc., Contract Division	Wheels Medical Assistance Transportation Program	Medical (Medical Assistance clients)	Philadelphia County	Sedans, Station Wagons, Minivans, Vans, Small Buses	All ages, no restrictions	No

Wheels Medical Transportation, Inc., Contract Division	Wheels Medical Assistance Transportation Program, Contract Division-Reimbursement	Medical (Medical Assistance clients)	Philadelphia County	N/A	All ages, no restrictions	Yes
Young Men's Christian Association (YMCA)- Central Branch	YMCA-Central Branch	Social, Recreational, Cultural (Adult fitness program)- Membership only	Philadelphia County- Center City	Van	18-64	No
Young Men's Christian Association of Germantown (YMCA)	After School Transportation	Organization's Program Activities	Philadelphia County- Northwest only	Vans	7-64	Yes

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
<i>New Jersey</i>							
<i>Burlington County</i>	Archway Programs	Archway Program	Organization's Program Activities (Must be an agency member)	Burlington, Camden, Gloucester Counties	Vans	All ages, no restrictions	No
	Association of Retarded Citizens (ARC) Burlington County	Adult Training Center Transportation/ Learn-a-Way Transportation	Education, Organization's Program Activities	Burlington County	Vans, Small Buses	21 and over	No
	Association of Retarded Citizens (ARC) Burlington County	Adult Training Center Transportation/ Learn-a-Way Transportation	Social, Recreational, Cultural	Burlington County	Vans	18 and over	N/A
	Burlington County of Victim/ Witness Advocacy	Victim/Witness Transportation	Witness testimony in Superior and Criminal court cases only	Camden County	Varies by mode	All, no restrictions	No
	Burlington County Transportation System	County Paratransit (BCTS) Program for Senior and Disabled Persons (SCADRTAP)	Any purpose, without restriction	Burlington County	Vans, Minivans	18 and over (disabled)	No
	Burlington County Welfare Board	Medicaid Ambulatory Non-Emergency Paratransit	Medical	Burlington County	Vans, Minivans, Sedans	All ages, no restrictions	No

Burlington County Welfare Board	Medicaid Ambulatory Non-Emergency Reimbursement	Medical	Burlington County	N/A	All ages, no restrictions	Yes
Car-A-Van	Muscular Dystrophy-Githens Center	Organization's Program Activities (Githens Center)	Burlington County	Minivans, Small Buses	5-17	No
Car-A-Van	Burlington County Adult Medical Day Care	Medical (Burlington County Adult Medical Day Care)	Burlington County	Small Buses, Large Buses	60 and over	No
Cross County Connection Transportation Management	Cross County Connection-Employer Trip Reduction Program/Employee Transportation; Ride-Matching only	Work/ Employment	Burlington, Camden Counties	N/A	N/A	N/A
Friends In Service Here (FISH)	Volunteer	Medical (Must be an agency member)	Burlington County-within a ten (10) mile radius of Palmyra, Riveton, Cinnaminson, Delran and/ or Riverside	Volunteer's vehicles	All ages, no restrictions	No

Kangakab-Burlington County	Kangakab	Any purpose, without restriction	Burlington County	Vans	All ages, no restrictions	Yes
Leukemia Society of America, Incorporated-Southern New Jersey Chapter	Reimbursement	Medical (Leukemia patients only)	Camden, Gloucester, Mercer Counties	Varies by mode	All, no restrictions	Yes
Leukemia Society of America, New Jersey	Patient Aid	Medical (Leukemia patients only)	Burlington County	Varies by mode	All, no restrictions	Yes
Medicaid District Office for State of New Jersey	Invalid Coaches, Non-Ambulatory, Non-Emergency	Medical (Medicaid eligible only)	Burlington County	Invalid Coaches	All, no restrictions	No
Mount Laurel Township Parks and Recreation	Senior Citizen/ Handicapped Transportation	Any purpose, except Employment/ Education	Burlington County	Large Bus	65 and over-handicapped or seniors who do not or can not drive	No
Ruth Gottscho Kidney Foundation	Reimbursement	Medical (renal patients only)	Burlington, Camden, Gloucester, Mercer Counties	N/A	All, no restrictions	No
The Tender, Inc.	The Tender, Inc.- BCTS	Day Care Transportation (center clients only)	Burlington County	Burlington County Transportation System	60 and over	No

Township of Evesham	Senior Citizen Transportation of Eveham Township	Medical, Social, Recreational, Cultural, Shopping, Nutritional	Burlington County	Vans	65 and over	No
Van Pool Services, Incorporated (VPSI)	Van Rental Services	N/A	N/A	N/A	N/A	Yes

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
Camden County	Alcoholics Anonymous	Volunteer Transportation-12 Keys	Medical (to hospitals and detoxification centers)	Burlington, Camden, Gloucester Counties	Volunteer driver's vehicles	All ages, no restrictions	No
	Berlin Borough	Berlin Borough	Social, Recreational, Cultural (Must be a resident of Berlin Borough)	Camden County	Buses	60 and over	No
	Borough of Haddon Heights	Senior Citizen	Nutrition, Shopping	Camden County-Haddon Heights and local malls	Small Bus	Adults and Senior Citizens	No
	Borough of Lindenwold	Dial-a –ride	Any purpose, without restriction	Camden County-Borough of Lindenwold	Minivan, Large Buses	65 and over	No
	Camden County Board of Social Services	Medicaid Non-Emergency Transportation	Medical	Camden County	Vans, Small Buses	All (eligible for SSI and Medicaid)	No
	Camden County Board of Social Services	Medicaid Paratransit-Non-ambulatory (Invalid Coaches Service)	Medical	Camden County	N/A	All (eligible for SSI and Medicaid)	No
	Camden County Office of Victim/ Witness Advocacy	Victim/ Witness Transportation	Witness Testimony (Superior Criminal Court cases only)	Camden County	Station Wagon	All, no restrictions	No

City of Camden	City of Camden Office on Aging	Shopping, Nutritional	Camden County-City of Camden only	Omni Buss	62 and over	No
Gloucester Township	Gloucester Township Transportation	Medical, Work/ Employment, Education, Social, Recreational, Cultural, Shopping, Nutritional	Camden County	Small Buses, Large Buses	55 and over	No
Jewish Family Services of Southern Jersey	Volunteer	Medical, Social, Recreational, Cultural, Shopping, Nutritional	Camden County	Agency's volunteer vehicles	All, no restriction	No
Kangakab-Camden County	Kangakab	Any purpose, without restriction	Camden County	Vans	All ages, no restrictions	Yes
Lady of Lourdes Hospital	Hospital Employees	Work/ Employment (hospital employees only)	Camden County-between High Speed line of PATCO and the hospital	Hospital Van	18-64	No
Metro Cab, Incorporated	Radio Rover Airport Shuttle	Any purpose, without restriction	Burlington, Camden, Cumberland, Gloucester, Philadelphia, Salem Counties	Sedans, Station Wagons, Minivans, Vans	All ages, no restrictions	Yes

Multiple Sclerosis Association of America	Multiple Sclerosis	Medical (MS patients, surrounding area)	Burlington, Camden, Gloucester Counties	Van	Adults	No
Ruth Gottscho Kidney Foundation	Reimbursement (See entry under Ruth Gottscho Kidney Foundation-Burlington County)	N/A	Camden County	N/A	N/A	N/A
Senior Citizens United Community Services (SCUCS)- Private Employment Transportation (Sen Han)	Private Employment Transportation (Sen Han)	Work/ Employment	Camden County	Sedans, Minivans, Vans, Small Buses	Under 18 (certified disabled only)	Yes
Senior Citizens United Community Services (SCUCS)	Special Events (Sen Han)	For Camden County organizations, agencies and municipalities whose clients are senior citizens and/ or disabled	Camden County	Vans, Small Buses	60 and over	No
Senior Citizens United Community Services (SCUCS)	Non-Emergency Medical Transportation (Sen Han)	Medical-Non-Emergency	Camden County	Vans, Minivans, Sedans	60 and over	No

Senior Citizens United Community Services (SCUCS)	Non-Emergency Medical Transportation (Sen Han)	Medical-High Priority Non- emergency	Camden County	Vans, Minivans, Sedans	All ages, under 18 must be accomplished by adult	No
Senior Citizens United Community Services (SCUCS)	Non-Emergency Medical Transportation/ Casino (Sen Han)	Medical-Non- Emergency	Camden County	Vans, Minivans, Sedans	60 years of age or older	No
Senior Citizens United Community Services (SCUCS)	Personal Business Transportation (Sen Han)	Variety of needs including nursing home/ hospital visits, banking, social security office, various agencies, etc. located in the Camden County area	Camden County	Sedans, Vans, Minivans	60 and over (also certified disabled)	No
Senior Citizens United Community Services (SCUCS)	Nutrition (Sen Han)	Nutritional	Camden County	Sedans, Vans, Minivans, Small Buses	60 and over	No
Senior Citizens United Community Services (SCUCS)	Sponsored Employment Transportation (Sen Han)	Work/ Employment	Camden County	Vans	0-60 (certified disabled)	No

Senior Citizens United Community Services (SCUCS)	Veterans Transportation (Sen Han)	Medical	Camden County	Sedans, Vans, Minivans, Buses	All ages, no restrictions- veteran having served a minimum of 90 days in the service; spouse if not remarried or widow of a veteran who has no remarried	No
Senior Citizens United Community Services (SCUCS)	Post Secondary Education (Sen Han)	Education	Camden County	Vans	Disabled students under 60 years of age	No
Senior Citizens United Community Services (SCUCS)	RSVP Volunteers (Sen Han)	Organization's Program Activities (Senior Citizen volunteers registered with the Retired Senior Volunteer Program (RSVP)	Camden County	Vans, Minivans, Sedans	60 and over	No

Senior Citizens United Community Services (SCUCS)	Fixed Route Shopping, Section 18 (Sen Han)	Shopping	Camden County	Buses	Residents any age residing in Waterford and Winslow Townships, 18- 64 (disabled), under 18 must be accomplished by adult, 60 and over	No
Senior Citizens United Community Services (SCUCS)	Medical Day Care	Organization's Program Activities- Lakeland Medical Day Care Program registered clients only	Camden County	Vans, Sedans, Minivans	18-64 (disabled)	No
Senior Citizens United Community Services (SCUCS)	Fixed Route Shopping-Casino (Sen Han)	Shopping	Camden County	Buses	18-59 (disabled)	No
South Jersey Council on AIDS, Inc.	Dooley House, Inc.	Medical/ Social Services	Camden, Burlington, Gloucester, Salem Counties	Vans	All ages, no restrictions	No

Van Pool Services, Incorporated (VPSI)-New Jersey	Commuter Van Pools (See entry under Chester County, Pennsylvania for organization profile)	N/A	Camden County	N/A	N/A	N/A
--	---	------------	----------------------	------------	------------	------------

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
Gloucester County	Dooley House, Inc.	Dooley House	Medical	Burlington, Camden, Gloucester, Salem Counties	Vans	All ages, no restrictions	No
	Dooley House, Inc	Southern Jersey Early Intervention Program	Organization's Program Activities (early intervention program)	Burlington, Camden, Gloucester, Salem Counties	Vans	0-6	No
	Efficient Medical Transportation (EMT)	Efficient Medical Transportation (EMT)	Medical	Camden, Gloucester, Salem Counties	Ambulances, Vans	All ages, no restrictions	Yes
	Gloucester County Office of Victim/ Witness Advocacy	Victim/ Witness Transportation	Superior and Criminal Court case testimony	Gloucester County	Vans	All, no restrictions	No
	Gloucester County Special Transportation Services (STS)	Medicaid Non-Emergency Services	Medical	Gloucester County	Station Wagons, Vans, Small Buses	All ages, no restriction	No
	Gloucester County Special Transportation Services (STS)	Special Transportation Services (STS) for Seniors and Disabled (SCADTRAP)	Non-Emergency Medical	Gloucester County	Station Wagons, Vans, Small Buses	60 and over	No
	Interfaith Helpers	Interfaith Helpers-Volunteer Drivers	Any purpose	Gloucester County	Sedans, Station Wagons	All ages, no restrictions	No

Kangakab-Gloucester County	Kangakab	Any purpose, without restriction	Gloucester County	Van	All ages, no restrictions	Yes
Narcotics Anonymous-Gloucester county	Member Volunteer Drivers-See Camden County Profile	N/A	Gloucester County	N/A	All, no restrictions	No
Ruth Gottscho Kidney Foundation	Reimbursement (See entry under Ruth Gottscho Kidney Foundation-Burlington County)	N/A	Gloucester County	N/A	N/A	N/A
Van Pool Services, Incorporated (VPSI)-New Jersey	Commuter Van Pool (See entry under Chester County, Pennsylvania for organizational profile)	N/A	Gloucester County	N/A	N/A	N/A
Washington Township Parks and Recreation	Municipal Transportation	Any purpose, restricted to neighborhood routes	Gloucester County-Washington Township	Large Buses	55 and over (residents only)	No

Municipality	Organization Name	Transportation Program	Trip Purpose(s) Served	Geographic Area Served	Vehicle Types	Age Group Served	Fare Required
<i>Mercer County</i>	Alcoholics Anonymous-Central New Jersey	Volunteer Transportation for 12 Keys program	Medical (to hospitals and/or detoxification centers)	Mercer County	Volunteer driver's vehicles	All, no restriction	No
	Children's Home Society of New Jersey	Youth and Family Service-Volunteer Transportation	Organization's Program Activities (court adjudicated youth and their families only), Medical	Bucks, Mercer Counties	Volunteers' and Agency Social Workers' vehicles	0-18	No
	Crosstown 62	Princeton-Crosstown "62"	Medical, Social, Recreational, Cultural, Shopping, Nutritional	Mercer County, Princeton Township and Borough only	Station Wagons	62 and older; all ages disabled	Yes
	Ewing Township Senior Citizen Department	Ewing Township Van	Medical, Social, Recreational, Cultural, Shopping, Nutritional	Mercer County	Vans	60 and over	No
	Hamilton Township	Senior Citizens program	Organization's Program Activities, Medical, Food Shopping	Mercer County (40 sq. miles in Hamilton Township)	Station Wagons, Large Bus	55 and over	No
	Harlingen Reformed Church	Adult Day care	Organization's Program Activities	Mercer County (Belle Meade area only)	Volunteer driver's vehicles	65 and over	No

Horizon Adult Medical Day Care Center	Horizon Adult Medical Day Care Center	Medical, Social, Recreational, Cultural, Shopping, Nutritional, Organization's Program Activities	Mercer County	Vans, Small Buses	65 and over	No
Interfaith Caregivers of greater Trenton	Volunteer	Any purpose, without restriction	Mercer County	Agency's volunteer vehicles	18-64 (chronically ill and disabled only)	No
Medicaid District Office for State of New Jersey	Invalid Coaches, Non-Ambulatory, No Emergency	Medical (Medicaid eligible only)	Mercer County	Invalid Coaches	All, no restrictions	No
Mercer County Board of Social Services	Medicaid Ambulatory Non-Emergency Transportation	Medical	Mercer County	Sedans, Vans, Minivans	All ages, no restriction	No
Mercer County Board of Social Services	Medicaid Ambulatory Reimbursement	Medical	Mercer County	N/A	All ages, no restriction	Yes
Mercer County Transportation Resources Aid Disadvantaged Elderly (TRADE)	Mercer County Transportation Resources Aid Disadvantaged Elderly (TRADE) (SCADTRAP)	Medical, Work/ Employment, Education, Social	Mercer County	Sedans, Vans, Large Buses	All ages, no restrictions	No
Mercer County Veterans Services	Veterans Services-Lion Hospital Van	Medical	Mercer County	Lyon Hospital Van	18-64	No
Mercer County Victim/ Witness Advocacy	Victim/ Witness Transportation	Court case testimony	Mercer County	Varies by mode	All, no restrictions	No

Mercer Street Friends Center	Mercer Street Friends Center	Any purpose, without restriction	Bucks, Burlington, Camden, Chester, Delaware, Gloucester, Mercer, Monmouth, Philadelphia, Salem Counties	Sedans, Minivans, Vans, Small Buses, Large Buses	Any purpose, without restriction	Yes
Ruth Gottscho Kidney Foundation	Reimbursement (See entry under Ruth Gottscho Kidney Foundation-Burlington County)	N/A	Mercer County	N/A	N/A	N/A
Saint Francis medical Center	Saint Francis Medical center transportation	Medical	Mercer County (within 7 mile radius of the hospital)	Van	60 and over	No
Scarborough Senior Center	Highstown/ East Windsor Senior Transportation	Any purpose, without restriction	Mercer County	School Bus	60 and over	Yes
Van Pool Services, Incorporated (VPSI)-New jersey	Commuter Van Pools (See entry under Chester County, Pennsylvania for organization profile)	N/A	Mercer County	N/A	N/A	N/A

APPENDIX II
CASE STUDIES IN
BI-STATE COMMUTING INITIATIVES
FOR WELFARE AND ENTRY LEVEL WORKERS¹

Trenton to Southeastern Pennsylvania. The Greater Trenton area is enjoying an extremely strong labor market in both Mercer and Bucks Counties. Job developers at the New Jersey Department of Labor reported a considerable level of bi-state traffic for the welfare and entry level clients. There have been numerous efforts to provide the transportation link to create or improve access to job sites, not all of which have been successful.

- UPS in Horsham (Montgomery County) hired 50 Trenton workers in September, 1997 with the proviso that UPS would pay for a bus to transport the workers through year-end. The ride from Trenton to Horsham is approximately 35 minutes, one-way. NJ Transit estimated that it would cost \$62,000 annually to continue bus operations from Trenton to serve the third shift at the Horsham facility. Although the Greater Mercer Transportation Management Association (TMA) attempted to broker a deal with NJ Transit, UPS, New Jersey Department of Human Services, New Jersey Department of Labor and Mercer County, no agreement was forthcoming and service was discontinued in 1998. At the end of the 1997-98 holiday season, UPS wanted to hire fifteen to twenty Trenton workers as permanent employees, but couldn't because of lack of transportation.
- A temporary services agency recently placed 30 Trenton workers in jobs in Morrisville, PA (Bucks County) at a company that manufactures laundry detergent. The agency is operating a van for their Trenton workers, charging \$5.00 a day for round-trip service. Because most workers are earning only \$5.50 an hour, transportation costs generally exceed 10 percent of gross pay for an eight hour shift.
- The Greater Mercer TMA reported that Toll Brothers in Morrisville was looking in Trenton for unskilled labor for construction positions. Although the TMA was able to come up with a proposal to run low cost bus service for around \$35 per hour, the necessary public-private partnership to fund this venture did not materialize.
- Several years ago when Route 1 was under construction, the Greater Mercer TMA contracted with a private carrier to provide bus service along the Pennsylvania-New Jersey Route 1 corridor. No fares were charged and ridership, which was not restricted to the welfare population, was estimated at 80 passengers per day.

¹Much of this section comes from DVRPC, *Access to Jobs: Addressing Barriers to Bi-State Commuting* (July 1998).

- Department of Labor sources report that Pennsylvania workers also commute to Mercer County jobs. Recent entry level opportunities include 300 jobs at Katmandu (a popular bar/restaurant in Trenton), several hundred positions at the Bell Atlantic Networking complex in West Trenton, and a Canadian company moving into former-CV Hill complex (also in West Trenton). New Jersey employers routinely advertise in Philadelphia and Pennsylvania newspapers to fill open positions.

Camden to United Parcel Service at Philadelphia International Airport. In an agreement with UPS, NJT created Route 415 to provide service between Camden and the UPS distribution center near the Philadelphia International Airport for the third work shift. Route 415 makes one round-trip per day with numerous stops in Camden between 9:20 and 9:40 p.m. and arrives at UPS at 10:00 p.m. The return trip leaves UPS at 3:05 a.m. and makes the last stop in Camden at 3:45 a.m. On the return trip, the bus will stop at any point along the route in Camden upon request from riders, as per the NJT "Request A Stop" safety program. There are currently approximately 35 riders on this route. UPS is a member of the national *Welfare-to-Work Partnership* and as part of this commitment, UPS offers Delaware County Community College courses at its Philadelphia International Airport distribution center to help its workforce gain educational credentials. In mid-February, a local UPS representative reported that at the Airport facility alone UPS had 40 to 50 open part-time positions starting at \$8.50 per hour with eligibility for benefits after six months.

Philadelphia to Camden. The Mayor's Office of Community Services (MOCS) in Philadelphia is building a favorable job placement track record through its *Workwise* program. MOCS provides job readiness training, job matching and, most importantly, on-site coaching to encourage job retention. Participants are single parents with limited or no work history and no more than nine years of formal schooling. While the vast majority of its placements have been in Pennsylvania, *Workwise* is following leads in southern New Jersey via its network of franchise hotel and retail establishments. For example, after making placements at various Hilton hotels in Pennsylvania, *Workwise* job developers contacted the Cherry Hill Hilton and were able to place three Philadelphia clients. These workers have a relatively direct commute from Philadelphia via the NJ Transit 406 bus route which stops at the hotel. The fact that an estimated three-quarters of the hotel's staff commute from Philadelphia is evidence of the viability of the commute. Although the current level of placements of Philadelphia clients in New Jersey jobs is relatively modest, *Workwise* intends to follow opportunities at the Home Place, TJ Maxx and other New Jersey retail franchises to increase its bi-state network.

While not every welfare recipient will be able to access every job in every employment center, there is substantial evidence that the existing transit network is capable of supporting a significant level of bi-state commuting. Persons coming off welfare, most of whom do not own automobiles, represent a sizable potential ridership for the region's transit agencies. However, efforts to promote bi-state commutes must overcome several obstacles that are specific to work trips that cross state lines. These include:

- Information Gaps and Psychological Barriers
- Complex and Costly Transfers Between Transit Systems
- Single-State Transit Vouchers and Fare Instruments
- Administrative Barriers

BARRIERS TO INTERSTATE COMMUTING

Information Gaps and Psychological Barriers

Despite numerous connections between the Pennsylvania and New Jersey portions of the region, information about job openings does not always flow freely across the Delaware River. In part this has to do with the way that people network for jobs. Most people, welfare recipients included, rely on friends and family to find work.² To the extent that these personal networks are predominantly local, the job leads they generate will be local as well. Without access to information about jobs throughout the regional labor market, job seekers are unlikely to secure positions far from home.

Job developers and welfare caseworkers also tend to think and act locally. As part of DVRPC's ongoing efforts to improve access to jobs, the Commission held focus groups with job trainers and community based organizations in the fall and winter of 1997. Focus group participants reported that there is currently no centralized or systematic way to get information about job openings on a regional basis. Generally speaking, each organization maintains its own job bank that is carefully developed over time and reflects established employer-job developer relationships. Individual job training and placement organizations are often hesitant to share their job bank information with others who might, inadvertently or otherwise, alienate employers by making inappropriate job placements. While cultivating long-term relationships with select employers may make sense for individual job developers, it may have the unintended side effect of limiting their clients' job search to a smaller set of opportunities.

Another kind of labor market information gap arises in that employers may be unfamiliar with organizations that are operating from a different state. For example, even though the *Workwise* program is well known and well respected in Philadelphia, it is a relative newcomer in southern New Jersey. One *Workwise* job developer observed that because the program has no counterpart in Work First New Jersey, "We were Greek to them [New Jersey employers] at first." As a result, it was necessary to spend some time educating employers about *Workwise* fundamentals before they would hire its Philadelphia clients.

There are also very real psychological and cultural barriers that may deter some people from attempting inter-state commutes. Other things held equal, most people prefer to work close to home where the surroundings are more familiar and there are relatively fewer unknowns. Although measured in miles or minutes, the trip from

²Jo Anne Schneider for the 21st Century League, "Working and Welfare, " December 1997, page 5.

Philadelphia to Cherry Hill is shorter than the trip from Philadelphia to King of Prussia, the bi-state journey is commonly perceived as longer and the destination more intimidating because it involves crossing state lines. While the impact of these psychological and cultural barriers is difficult to quantify, they can be decision-altering factors for new entrants to the workforce, especially for those who are operating at the lower end of the pay scale. As one Philadelphia-based job developer reported, "It was hard to get people from Philadelphia into Bucks, Delaware, and Montgomery counties for jobs that pay less than \$7 an hour, much less convince them to cross the river."

Although information gaps about job openings in the regional labor market and psychological and cultural barriers about traveling to new and relatively unknown destinations are not, strictly speaking, transportation issues, they remain important barriers to bi-state commuting. Failure to identify and address these obstacles could undermine otherwise well-conceived transportation initiatives.

Complex and Costly Transfers Between Transit Systems

Many bi-state work trips require workers to travel on two of the region's three transit systems. Although there are numerous physical connections between NJT, SEPTA and PATCO, the lack of a common fare instrument can make transferring between different systems unnecessarily costly and complex, creating an obstacle to bi-state travel for the welfare-to-work population. Persons coming off welfare to entry level jobs are generally unable to afford two separate fares. In addition, information barriers on how to make connections between different transit systems can artificially limit new workers' job searches.

No joint fare packages are available for NJT-to-SEPTA or NJT-to-PATCO trips.³ For PATCO-TO-SEPTA trips, a rider can purchase a single PATCO ticket and pay \$1.80 for one additional round-trip SEPTA voucher. The \$1.80 voucher saves commuters \$1.40 over the base cash fare price ($\$1.60 \times 2 = \3.20) or 50 cents over the cost of two tokens ($\$1.15 \times 2 = \2.30). SEPTA TransPass or TrailPass users are not eligible to purchase vouchers. The voucher, which is valid on any SEPTA bus, trolley or subway service, has two portions: the first is valid for one hour; the second is valid for 24 hours. For commuters from Pennsylvania working a five-day week in New Jersey, the first and last legs of their week's commute are not eligible for the discount because of the logistics of this arrangement. Vouchers are not available in bulk; riders must purchase single tickets from a ticket agent or vending machine for each round-trip.

³ A joint ticket instrument called the RTT (round trip ticket) did exist for rides on NJT and PATCO, though it was discontinued in the late 1980s. Under this system, bus passengers could purchase a round-trip ticket on board the bus at a reduced rate (approximately 2/3 of the full round trip fare). The rider would pay the regular full PATCO fare and validate their return bus ticket in the PATCO station upon their return. This validated ticket was then accepted for passage on the return bus trip from the PATCO station. The RTT was discontinued due to low usage and financial loss that it brought for NJT.

In addition to the relatively limited joint fare instruments available to bi-state commuters, good information about schedule connections and transfer procedures is not always easily available. According to DVRPC focus groups of job trainers and community based organizations, printed bus and rail schedules and transit information telephone operators are the two most important sources of information about using transit. However, a review of these resources for NJT, SEPTA and PATCO reveals that they provide limited guidance about how to transfer between different transit providers. For example:

- SEPTA bus or rail schedules do not describe how to transfer to either NJT or PATCO, except for the schedule for the R7 regional rail line to Trenton which includes a partial time table for northbound NJT trains.
- NJT schedules locate the PATCO line, but do not depict or discuss SEPTA connections.
- NJT and SEPTA telephone operators are generally not able to provide information about fares, schedules or other logistical considerations for transfers between these transit providers.
- With few exceptions, printed resource materials prepared by a single transit operator do not provide phone or other contact information about other transit systems in the region.

Fortunately, there are several recent precedents for improving coordination between transit agencies in the region.

- ***SEPTA-DART*** - At the Brandywine Town Center located in New Castle County, Delaware, south of the state line, an interagency transfer policy exists between SEPTA's bus Route 202 and DART First State bus Routes 2 and 35. Passengers from Pennsylvania who ride SEPTA can pay an additional 40 cent transfer charge in order to access destinations in the State of Delaware via Dart First State services. Likewise, passengers from Delaware who ride DART First State vehicles can pay an additional 10 cent transfer charge in order to access destinations in the Commonwealth of Pennsylvania. Previously two separate fares were required.
- ***SEPTA-Pottstown Urban Transit (PUT)*** - According to a recent joint announcement between the two agencies, "beginning January 5, 1998, SEPTA and PUT will honor each agencies transfers on an experimental basis. Currently, passengers are required to pay two separate base fares. The reciprocal acceptance of transfers will help reduce the overall cost of traveling to destinations beyond the Borough of Pottstown (such as Norristown, King of Prussia, Philadelphia, etc.)."
- ***NJT-SEPTA*** - Senior level NJT and SEPTA officials met with the Greater Mercer TMA in September 1997 to try to better coordinate SEPTA bus route 127 with train operations in Trenton. The meeting was productive and the two agencies agreed to

schedule modifications planned for April, 1998. In addition, new SEPTA schedules will include information about NJT.

These examples suggest that more can be done to reduce the cost and provide better information about transfers between NJT, SEPTA and PATCO.

Single-State Transit Vouchers and Fare Instruments

In recognition of the importance of transportation barriers, both Pennsylvania and New Jersey have implemented programs to improve transit accessibility for welfare recipients participating in approved job search and training activities. Under New Jersey's *Work Pass* program, county welfare agencies purchase NJ Transit bus and/or rail passes for WFNJ clients and their children. Under a similar arrangement, the Pennsylvania Department of Public Welfare has implemented a pilot program to provide 1,000 SEPTA passes (500 weekly and 500 monthly) for job search purposes to eligible welfare recipients. Five DPW County Assistance Offices are currently participating in the program with the intent to expand it throughout the city. In addition to these efforts, New Jersey recently launched a new program called *Get a Job/Get a Ride* that offers one month's free travel on NJ Transit to persons who are terminating WFNJ because they have been hired for a full-time job. In addition, twelve employers chosen by Governor Whitman will receive NJ Transit passes for eligible new hires.

While these three programs should be commended for their attempts to address transportation affordability barriers for persons making the welfare-to-work transition, they only support job search and commuting activities that do not attempt to cross state boundaries. For example, a Philadelphia resident participating in the DPW/SEPTA pilot could not travel to interviews in Haddonfield, Collingswood or Moorestown. Similarly, Trenton residents could not use SEPTA bus or rail lines to access employment opportunities at the Oxford Valley Mall or points south.

The fact that state pass programs limit riders to single state travel is in some sense a byproduct of the lack of a common fare or easy transfer arrangements between SEPTA, NJ Transit and PATCO. However, because the region's labor market crosses state lines, it makes sense that welfare-to-work programs are designed to allow for the possibility of bi-state commutes.

Administrative Barriers

Although welfare recipients buy goods from the regional marketplace, compete for jobs in a regional labor market and commute via a regional transportation network, virtually none of the welfare-to-work infrastructure is designed with regional systems in mind. Under federal welfare reform, the old system of AFDC entitlement payments to individuals was replaced by one that features TANF block grants to states. States, which now have more latitude to design their own welfare rules and regulations, pass dollars along to the counties. Services, including training and job search supports, are delivered to needy individuals at the county level. The Delaware Valley region includes portions of

two states, nine counties and 352 municipalities⁴. It should be no surprise that this multi-jurisdictional system can create administrative barriers to commutes that cross state lines.

Individuals may also encounter administrative barriers to conducting a job search across state or county lines. As described in the previous section, several recent programs to address transportation barriers to welfare-to-work funded by the Pennsylvania Department of Public Welfare and New Jersey Department of Human Services were designed to serve only in-state destinations. While it seems unlikely that state human services officials intended to preclude their clients from pursuing a job out of state, that has been the effect of the choice of transportation voucher. In addition, several job trainers participating in a 1997 DVRPC focus group reported that their clients had been asked to leave a *federally-funded* Job Center because it was out of their home *county*. Accessing services across state borders is generally perceived to be an even more difficult proposition. These kinds of administrative barriers thwart bi-state job searches and, as a result, placements.

Federal and state transportation programs can also create administrative barriers. For example, the Cross County Connection Transportation Management Association (TMA) provides free rideshare matching services to residents of southern New Jersey using the NJ Department of Transportation's POOLMATCH system. Persons interested in ridesharing register by filling out a form or by calling an 800 number. If a potential match is found, the TMA provides contact information. However, this program uses a different procedure for commutes which cross state boundaries. The Cross County TMA reports that under current protocol, New Jersey residents looking for rides to Pennsylvania destinations do not go into the ride matching pool, but instead are told to contact the NJ Department of Transportation directly. When informed of this example, the DVRPC coordinator of Pennsylvania's Mobility Alternatives Program thought the referral should have been made to Pennsylvania Share-A-Ride contractor. In either case, it remains unclear why the system cannot be designed to better accommodate bi-state commutes.

RECOMMENDATIONS

In order to maximize access to jobs for welfare recipients who live in the region's core cities, steps must be taken to strengthen transportation and other connections throughout the bi-state labor market. The following recommendations outline several strategies to overcome specific barriers to bi-state commuting.

Bridging Information Gaps and Reducing Psychological Barriers

- 1 ***Think and act regionally to help new entrants to the workforce explore job opportunities in Pennsylvania and New Jersey.*** Welfare case workers and job

⁴ To further complicate matters, the Delaware Valley region is administered by two different federal regions, Region II (New Jersey portion) and Region III (Pennsylvania portion).

developers must be aware of employment opportunities across the river and must extend their personal and professional networks to include out-of-state employers. Regional organizations such as DVRPC and the Jobs Policy Network with an interest in access-to-jobs and workforce issues should support the efforts of welfare case workers and job developers by providing background materials and technical support about transit accessible employment centers throughout the region.

- 2 ***Address cultural and psychological barriers that can deter new workers from taking jobs in other parts of the region.*** Job retention depends on many factors including how people feel about where they work. Welfare-to-work programs are confronting the reality that urban workers sometimes need help adjusting to suburban work places. While there is no one correct approach to dealing with cultural and psychological barriers between the city and the suburbs or between Pennsylvania and New Jersey, there is strong evidence that, in most cases, these barriers can be overcome. Evidence from experienced job developers suggests that taking new workers on a dry-run trip to an interview or work site can go a long way toward addressing their concerns about the unfamiliar. This recommendation does not endorse one training method over another, but rather encourages job developers and case workers to confront these issues before they derail otherwise successful placements to jobs across state lines.

Simplifying Transfers Between Transit Systems

- 3 ***Coordinate and simplify the fare structure.*** Although there are numerous physical connections between NJT, SEPTA and PATCO, the lack of a common fare instrument can make transferring between different systems unnecessarily costly and complex. Persons coming off welfare to entry level jobs are by and large unable to afford two separate base fares, yet there are no discounts available for riders transferring between NJT and SEPTA or NJT and PATCO and the joint fare instrument for SEPTA-PATCO trips is limited. A more coordinated regional fare structure would encourage bi-state commuting.

Realigning fares is a difficult and complex task, even within a single transit system. Welfare-to-work initiatives may provide an opening that could lead to greater coordination between the three transit systems in the Delaware Valley region. SEPTA's *Five-year Plan for Strategic Change, FY1999 - FY2003* calls for simplifying and modifying SEPTA's fare structure. This process should include a review of possible joint arrangements with NJT and PATCO. NJT and PATCO are encouraged to initiate similar reviews of their fare structures and transfer policies.

- 4 ***Make it easier for riders, welfare case workers and job developers to learn about bi-state commuting opportunities.*** Job placement professionals need a working knowledge of the regional transit network. To that end, the region's transit agencies should reach out to placement professionals regarding how the existing transit network can be used to cross state lines. NJT and SEPTA already engage in specialized welfare-to-work transit training activities concentrating on the service

they provide in their respective home states. These existing efforts could be modified or a more specialized program could be put together for the targeted audience in Camden, Trenton and Philadelphia. Transit training opportunities include on-site educational seminars; bi-state corridor maps highlighting the key routes of the three transit agencies and illustrating “reasonable” work trips that cross state lines; and new “So You Want to be a Bi-State Commuter” information packages that contain route, fare and transfer procedures for NJT, SEPTA and PATCO.

In addition to these specialized programs, the three transit agencies should review the current information systems to make sure that they can adequately address questions about bi-state commutes. This process should include a review of bus and rail schedules (are the connections to other transit systems clearly shown and explained?), web sites (are there links to the home pages of the region’s other transit systems?) and telephone information systems (do operators know how to answer questions about bi-state trips involving transfers to other transit systems?). In this way, transit operators will provide a better picture of the regional transit network to all riders, not just the welfare population.

Developing More Flexible Vouchers and Fare Instruments

- 5 ***Add a TransitChek Option to State Welfare-to-Work Transportation Subsidy Programs.*** Pennsylvania and New Jersey have both implemented programs to improve transit accessibility by giving SEPTA or NJT passes to welfare recipients participating in approved job search and training activities. It is safe to say that the majority of New Jersey welfare clients engaged in job search activities are adequately served by a NJT bus pass. Similarly, most Philadelphians travel via SEPTA’s bus and rail system alone. However, if the overriding goal is to move the maximum amount of welfare recipients into the paid workforce, then the region is better served by a more flexible approach to transit subsidies such as TransitCheks that can accommodate bi-state access.

TransitCheks are transportation vouchers that can be redeemed for SEPTA, NJT or PATCO tokens, passes, and tickets as well as for rides from participating vanpools and other transit providers. Employers or other agencies can award vouchers to their employees or clients on a monthly or quarterly basis in denominations of \$15, \$30 and \$60. Unlike a bus pass issued for a specific week or month, TransitCheks are not dated and can be used to purchase transportation services over a longer period of time. Transportation vouchers are treated as a non-taxable employee benefit up to a limit of \$780 per person per year. In addition, the amount a for-profit employer spends on TransitCheks is tax-deductible and exempt from FICA, Workers Compensation/Disability Insurance, pension, payroll or unemployment taxes. DVRPC administers the region’s program. Currently, there are approximately 300 employers and 10,000 employees participating in the program.

While the default transit fare instrument might still be a NJT pass in New Jersey and a SEPTA pass in southeastern Pennsylvania, adding a TransitChek option for those who need to travel on more than one system would increase the flexibility and broaden the appeal of this program. For example, a Trenton resident with a job interview at the Oxford Valley Mall could use a TransitChek to purchase SEPTA tokens for the 127 bus. While future transportation programs might incorporate the TransitChek option from the outset, state or county welfare agencies are currently eligible to purchase TransitCheks under existing TANF funding without new legislation or supplemental funding.

Dismantling Administrative Barriers

- 6 ***Fix specific rules and regulations that are barriers to bi-state commuting on an incremental basis.*** Administrative barriers weren't built in a day and they won't be removed in a day. Because they are the product of multiple federal, state and local agencies, there is no simple way to undo them. These rules and regulations need to be reviewed and, if appropriate, revised on a case-by-case basis. For example, only the Job Centers, which fall under the jurisdiction of the US Department of Labor, have the ability to revise their policies on access. Similarly, New Jersey and Pennsylvania Departments of Transportation are in charge of the protocol for the ridesharing program. It will take action by these agencies to allow TMAs in one part of the region to support ridesharing that crosses state lines. Because agencies may not be aware of the case for change, outside entities or other public agencies may have to lobby or otherwise initiate the discussion.
- 7 ***Create a forum for bi-state coordination.*** By and large, welfare-to-work activities are funded with federal and state dollars and administered on the county level. While this approach may make sense for the country as a whole, it creates challenges for a region that is composed of nine counties in two states. As a result, coordination between Pennsylvania and New Jersey agencies involved in welfare-to-work is necessary to address regional issues and concerns. Because Pennsylvania falls under federal Region III and New Jersey under Region II, there is no obvious federal forum for this discussion. To fill this void, DVRPC will organize an event for access-to-jobs stakeholders in Pennsylvania and New Jersey to share preliminary results of its research and explore opportunities for new partnerships.

New Service Provision

8. ***Establish additional transit service to promising bi-state markets.*** Although detailed recommendations about new service provision are beyond the scope of this study, the transit accessibility analysis presented in this plan clearly identifies some gaps in bi-state service. For example, despite a high incidence of transit and welfare dependency in the City of Chester, it was not included in this study because there are currently no bi-state SEPTA or NJT bus routes operating between Chester and New Jersey. A bus (or other smaller vehicle) route across the Commodore Barry Bridge via Route 322 and Route 130 could connect Chester residents to significant numbers

of jobs in the Pureland Industrial Complex in Logan, Gloucester County. DVRPC could help identify and refine candidate bi-state routes at the request of SEPTA and/or NJT.

Conclusion

Focusing on the welfare populations in the core cities of Philadelphia, Trenton and Camden, this study explored the current and potential markets for bi-state commutes. In the process, DVRPC identified a number of barriers to commuting across state lines and developed recommendations for overcoming these barriers.

Why should anyone care about bi-state commuting? In a business sense, transit agencies should care in that they can gain new riders and tap new markets through a stronger regional reach. Workers who currently commute across state lines also stand to gain by measures that give them new options or reduce their commuting costs.

But the people who have the most at stake are current welfare recipients who need to get “off the clock” and into the workforce. In Pennsylvania, the first group of non-compliant recipients will be laid off of welfare on March 3, 1999, less than one year from now. Despite the strong job market, “easy” placements are filling up and new entrants must start looking further and further from home. Regardless of the current level of commuting across the river, the enormity of the welfare-to-work challenge demands that the region explore all reasonable options to improve access-to-jobs in the bi-state labor market.

