Technical Memorandum #1: Existing Conditions Report

Ulster County Transportation Council (UCTC)

DRAFT
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1 INTRODUCTION

PROJECT BACKGROUND

Ulster County Transportation Council (UCTC) plays the lead role in the coordination of transportation services for older adults, people with disabilities, human service agency clients, and others in Ulster County. UCTC hired Nelson\Nygaard Consulting Associates and Susan Blickstein Consulting to update the 2010 Ulster County Human Services Transportation Coordination Plan (HSTCP) and provide a "blueprint" for implementing a range of strategies to advance local coordination efforts to improve all transportation services.

The current federal transportation authorization act -- Fixing America's Surface Transportation (FAST) Act—requires that projects funded by the Federal Transit Administration's (FTA) Section 5310 funding program, Enhanced Mobility of Seniors and Individuals with Disabilities, be included in a locally developed coordination plan. The HSTCP seeks to identify the transportation needs of seniors, people with disabilities, veterans, and individuals with limited incomes and provide strategies to improve mobility and access to services.

The HSTCP will include the following items:

- A literature review of recent coordinated transportation plans in New York State
- A demographic and economic profile of Ulster County
- An inventory of existing transportation service providers in the county
- A review of funding resources available for human service transportation in New York State
- A gaps and needs analysis including stakeholder and public input
- An analysis of potential and prioritized coordination strategies

As required by the FTA, the HSTCP process will include a varied and inclusive outreach process that will convene County stakeholders, providers, transit users, and other related parties to understand the transportation gaps and needs related to the requirements of seniors, people with disabilities, veterans, and individuals with limited incomes. This outreach will be a significant element of the planning process and will be carried out through a provider survey, focus group meetings, stakeholder interviews, and a public meeting. Throughout the project, the Technical Advisory Committee (TAC) and the Stakeholder Advisory Group (SAG)—broad-based stakeholder groups for varied public and private sectors in Ulster County—will provide guidance and feedback, and UCTC employees will provide varying levels of assistance. See Appendix A for a list of participants in the TAC and SAG.

The result will be an accessible and FAST Act-compliant HSTCP. The HSTCP will be made available to the public before the end of 2016.

APPROACH

This technical memo is the first of three reports that will be prepared throughout the course of the project. This memo contains a demographic profile of the county, the major economic and service destinations, an inventory and summary of each available transportation provider, and a summary of the state and region's most recent coordination plans and best practices.

To collect information about existing services, UCTC and Nelson\Nygaard developed a list of the most active transportation providers in the region. Each provider received an online questionnaire that requested information about the type of service, hours of operation, ridership, costs and revenues, vehicles, clients served, and other questions to understand how each provider operates.

A kickoff meeting was also held in preparation of this report to introduce the project to the project Technical Advisory Committee and gather information about transportation providers, demographics, and major destinations.

A copy of the transportation provider questionnaire can be found in Appendix B. A list of agency contacts can be found in Appendix C.

2 LITERATURE REVIEW

METHODOLOGY

The Literature Review consists of existing plans that cover Ulster County transportation as well as New York State Coordinated Human Services Transportation Plans. Only Coordinated Human Services Transportation plans issued after 2011, which corresponds with implementation of the previous transportation legislation, MAP-21, were examined for this report. Within this group, there are 21 HSTCPs covering 33 counties in New York State.

The primary touchpoints in these plans were the *sources of funding*, *key gaps and needs*, *coordination strategy* and *mobility management goals*. These were summarized and scrutinized to determine the best practices for Ulster County.

SUMMARY OF EXISTING PLANS

Ulster County Plans

Ulster County Transportation Council Year 2040 Long Range Transportation Plan (2015)

The Ulster County Transportation Council's 2040 Long Range Transportation Plan (LRTP) was prepared in accordance with Federal requirements for local Metropolitan Planning Organizations to publish a long range transportation plan. The LRTP responds to changing conditions around Federal funding and associated requirements, state and local funding, and economic conditions. In particular, MAP-21 funding requires performance-based measures, which the plan identifies for each of its seven primary goals. The goals of the plan include system preservation, economic vitality, improved safety, improved security, mobility and reliability, accessibility and connectivity, and protection of the environment. The LRTP also provides a complete overview of Ulster County's demographics and growth projections, transportation system, and the condition of current assets as well as trends in commuter and freight movement. Finally, the LRTP presents the current fiscal conditions for transportation projects and a list of short-term, medium-term and long-term recommended projects.

Ulster County Transportation Council Coordinated Public Transit – Human Services Transportation Plan (2010)

The Ulster County Transportation Council's Coordinated Public Transit – Human Services Transportation Plan (2010) identifies priority areas of the coordination plan, as well as key sources of funding, an inventory of existing services, and demographic data on target populations. These populations include those aged 65 and older (13% of the population), people with disabilities (14% of the population) and people living below the federal poverty line (10% of the population).The Coordinated Plan features coordination and consolidation of existing services,

mobility training for fixed-route service, and mobility coordination. The Plan also identifies the need for a dedicated mobility manager. The Ulster County Transportation Council's Coordinated Public Transit – Human Services Transportation Plan 2015 Update builds on the 2010 Plan with recommendations to expand the ADA service area, support access to nonprofits that provide transit and improve personalized service for seniors and people with disabilities.

Ulster County Transit Development Plan (2012)

The Ulster County Transit Development Plan analyzed existing transit in Ulster County along with opportunities for growth. The report found several areas ready for adjustment, including improved data collection, improved passenger communication and marketing, integration of services, and improvements to the rider's experience, such as weatherproofing signs, maps and shelters.

Ulster County Fixed Route Public Transportation Coordination and Intermodal Opportunities Analysis Final Report (2006)

The Ulster County Public Transportation Coordination Report explored the issues around the county's bifurcated public transportation services and made policy recommendations. The central issue of the report is that the City of Kingston is served by Kingston CitiBus while the rest of the county is served by Ulster County Area Transit (UCAT). Both are housed within their respective governments, though UCAT is much larger. The report also compared them by fleet size, vehicle maintenance, financial trends and collective bargaining agreements. It looked at five potential options – doing nothing, implementing a Coordination Council, and reassigning functions between the agencies, consolidating the agencies, and bringing in a Transit Broker to run public transportation services in the county. The report recommended a Coordination Council in the short run and consolidation or a Transit Broker in the long run.

Other New York State Coordinated Human Services Transportation Plans Updated Since 2011

The Coordinated Public Transit-Human Services Transportation Plan for Allegany County (2013)

The Coordinated Public Transit-Human Services Transportation Plan for Allegany County focuses on several key objectives to address service gaps, including (1) access to services, (2) coordination with stakeholders across the county, (3) education and outreach, and (4) building out their mobility management infrastructure. Key strategies to implement these objectives include a cross-system approach using multiple service providers, encouraging ridesharing options, collaborative volunteer driver programs, and joint provider trainings and marketing plans. Allegany County has a Mobility Manager through ACCESS Allegany.

Adirondack/Glens Falls Transportation Council's Coordinated Human Services Transportation Plan (2012)

The Adirondack/Glens Falls Transportation Council's Coordinated Human Services Transportation Plan seeks to address issues of coordination across a large, rural area with both service and structural recommendations. These include the establishment of an area wide Human Services Transportation Committee, service coordination at the municipal level, removing department-level obstacles and working with private partners to coordinate scheduling on a geographic basis.

Binghamton Metropolitan Transportation Study's Coordinated Transportation Plan (2013)

The Binghamton Metropolitan Transportation Study's Coordinated Transportation Plan seeks to address service gaps and redundancies through the efficient coordination of existing services and identifying potential coordination activities. Strategies to implement these goals include creating a network of services that is easy to understand for all riders, introducing a volunteer-based transportation service, using technology systems to aid in coordinating transportation services and providing targeted marketing and training to older adults and people with disabilities. Binghamton has a Mobility Manager through the Broome Tioga Mobility Management Project.

Cattaraugus County Coordinated Transportation Plan (2014)

The Cattaraugus County Coordinated Transportation Plan identifies several areas of need including service needs throughout the county, user training needs, funding challenges and coordination between providers. The Plan sees opportunities to coordinate between providers through fleet management, such as utilizing agency buses during regular times when they aren't being used.

Coordinated Transportation Plan for the Capital District (2011)

The 2011 Coordinated Plan for the Capital District splits identified needs primarily among organizational, client service and equipment needs as well as areas where there are geographic, time-based and purpose-based gaps in service. To address these needs, the CPTHS Plan proposes new services like fixed-route feeder service and an accessible taxi program. The CPTHS Plan also looks to new technology to address trip scheduling and dispatch, including Digital Mobile Radio technology to facilitate inter-agency collaboration.

Coordinated Public Transit-Human Services Transportation Plan for the Capital District (2015)

The 2015 Coordinated Transportation Plan for the Capital District builds off the 2011 Plan with a series of additional needs, including increasing accessibility of pedestrian networks, implementing ADA transition plans, addressing barriers to using fixed transit and issues facing transportation disadvantaged populations such as emergency preparedness and the "Ladders to Success" initiative. The Plan proposes a series of strategies for the Regional Transportation Coordination Committee to follow including focusing on funding for projects that promote coordination, reaching out to state and local partners, holding a workshop to identify goals, restructuring meetings for greater communication and efficiency and supporting Smart Growth strategies for the location of housing for transportation disadvantaged populations.

The Chautauqua County Coordinated Transportation Plan (2013)

The Chautauqua County Coordinated Transportation Plan identifies over twenty areas of need, including geographic areas of duplicative or limited service, limited service during key time periods (mornings, evenings and weekends), and the needs for more targeted services that help people reach places of employment and other programs. The Plan seeks to address these gaps through strategies like a one-stop call center, training programs for both users and providers, rideshare and volunteer drivers programs, and establishing a monthly meeting of local transportation providers. A Mobility Manager is provided for the county through Chautauqua Works.

Chemung County Coordinated Transportation Plan (2012)

The Chemung County Coordinated Transportation Plan seeks to address issues of local coordination, communication and marketing, regional coordination and service development and funding. Strategies to address these issues include a volunteer driver program for rural areas, marketing transportation for people with limited mobility, ridesharing, a multi-county Transportation Guide, coordination among area hospitals and subsidized taxi programs. The plan also relies on a Mobility Manager provided by the Chemung County Planning Department to implement some strategies.

Clinton County Transportation Needs Assessment (2011)

The Clinton County Transportation Needs Assessment identifies a series of service gaps including infrequent fixed route service, lack of information, lack of regional connectivity, insufficient evening and late night service and a lack of commitment to coordination, among others. To address these, the Needs Assessment recommends implementing a one-call, one-click center for community information, marketing and branding strategies, coordination with SUNY to serve off-campus students and efforts to improve regional connectivity.

Cortland County Coordinated Transportation Plan (2013)

The Cortland County Coordinated Transportation Plan proposes recommendations to address a range of issues, including communications, regional and local coordination, technology and service development and funding. Specific strategies include working with other agencies to implement a "Bus Buddy" travel program, developing a student outreach program, developing rideshare and volunteer driver programs, sustaining a mobility manager staff position to carry out coordination as directed by the Transportation Advisory Council, and consolidating SUNY buses with public transit among many others. Currently, the Mobility Manager position is staffed by Way2Go Cortland.

Delaware County Coordinated Plan (2011)

The Delaware County Coordinated Plan seeks to address identified issues with broad strategies that include scheduling and dispatching, transfer points for coordinated trips and a volunteer driver program. Specific goals from the plan include establishing a standardized advance reservation policy across agencies, improving vehicle coordination to reduce empty seats, tapping NYSDOT for assistance with marketing materials and building on the transportation offered by SUNY to open late night and Saturday service to the general public.

Fulton County Regional Coordinated Transportation Plan (2015)

The Fulton County Regional Coordinated Transportation Plan identifies needs by agency for the major service providers in the county. The primary strategies proposed include implementing coordinated transfer points; sharing bus maintenance services and office space between agencies; and better coordination with area hospitals and private companies.

Coordinated Human Services Transportation Plan for the Greater Buffalo Niagara Regional Transportation Council (2015)

The Coordinated Human Services Transportation Plan for the Greater Buffalo Niagara Regional Transportation Council breaks down areas of need into geographic gaps, capacity gaps, service time gaps and policy, education and awareness gaps. To address these, the plan calls for a series of strategies such as creating a central agency that other agencies can contract with, implementing

web-based ridesharing tools, using targeted marketing for people with disabilities and older adults, pursuing joint purchasing to achieve cost efficiency and coalition building.

Genesee-Finger Lakes Region Coordinated Transportation Plan Update (2011)

The Genesee-Finger Lakes Region Coordinated Transportation Plan Update addresses a series of unmet needs touching on inadequate information, lack of service in rural areas, cross-county coordination challenges, staffing and funding issues and concerns around particular types of trips. Strategies to address these include bus stop improvements, creating a central service directory, forging partnerships with private and nonprofit organizations, designing innovative transit services, linking key employment areas with residences and hiring and training mobility managers.

Coordinated Transportation Plan for Herkimer and Oneida Counties (2012)

The Updated Coordinated Transportation Plan for Herkimer and Oneida Counties proposes a series of strategies to address needs of older adults such as increasing senior transportation options to medical appointments, volunteer driver programs to adult care facilities and more individualized services for individuals with physical limitations. The plan also calls for more rural bus service, decreasing duplicative services and establishing a county-level call center.

New York Metropolitan Transportation Council Coordinated Transportation Plan (2013)

The New York Metropolitan Transportation Council Coordinated Transportation Plan Update divides its proposed strategies into the New York City, Long Island and Lower Hudson Valley geographic regions. In New York, strategies include reduced fare taxi vouchers and public transit training. For Long Island, strategies include new shuttle, ridesharing and vanpool services to reach employment sites and child care transportation. Lower Hudson Valley strategies include providing service to new areas (following Bee-Line example), creating a centralized resource directory, adapting routes to better meet commuting needs and transportation vouchers. In the Lower Hudson Valley, the Mobility Manager position is staffed by Westchester Mobility Management.

Oswego County Coordinated Public Transit Plan (2012)

The Oswego County Coordinated Public Transit Plan proposed strategies to address issues relating to informing the public of available services, marketing, coordinating public transit and safety and reliability. Strategies to address these include maintaining a web presence, implementing a Travel Training Program, branding buses and bus stops, coordinating bus schedules across providers, and establishing criteria of checks and balances to ensure safety and reliability.

Schuyler County Coordinated Transportation Plan (2014)

The Schuyler County Coordinated Transportation Plan identifies unmet needs across a wide range of areas including fixed route service, regional transportation, rural transportation, hours of operation, veteran transportation, coordination software and volunteer recruitment. To address these, some of the strategies proposed include cost sharing arrangements with public transit, expanding Dial-a-Ride for rural areas, opening provider buses to the public, developing seasonal service for tourist needs and partnering with Performing Provider Services to improve community health coordination. The Mobility Manager position is staffed by The Arc of Schuyler.

The Steuben County Coordinated Transportation Plan (2015)

The Steuben County Coordinated Transportation Plan 2015 Update addresses unmet needs in five broad categories: the coordinated transportation advisory committee, supporting transportation providers, the volunteer driver program, marketing and outreach, and technology and management. Strategies within these categories include creating a central body to review and approve grant and planning projects, integration with the 2-1-1 Helpline, promoting workshops and events across providers, and developing an integrated website. The Mobility Manager position is staffed by the Institute for Human Services.

Coordinated Transportation Plan for Tompkins County (2015)

The Coordinated Transportation Plan for Tompkins County identifies a series of unmet needs including helping residents in rural areas access jobs and childcare, providing transportation to other counties for medical services, encouraging informal transportation arrangements and working with the youth population. Strategies to address some of these needs include coordinated vehicle sharing, efforts to address duplication of services, and creating consumer-oriented services that make services easier to access and to understand.

LITERATURE REVIEW FINDINGS

Mobility Management Best Practices

Out of the 33 counties represented in the HSTCPs, only 13 of them employ Mobility Managers: Binghamton, Chautauqua, Elmira-Chemung, Cortland, New York City (covering five counties), Westchester, Schuyler, and Steuben. While each county has unique transportation gaps and needs, similarities exist related to the rural nature of most of the state resulting in long travel times and temporal and spatial gaps in service. The HSTCPs recommended mobility management strategies to meet these challenges, and while each county had their unique solutions, several strategies were recommended in multiple counties, including:

- Regional or county-level call center / central directory system to provide up-to-date and reliable information about available transportation options
- Travel training program to train individuals to use public transportation
- Volunteer driver program to provide a cost-effective solution for rural areas that lack public transportation or to fill gaps for individuals not eligible for other services
- Web-based rideshare and vanpool to serve employment hubs and partnerships with employers, institutions, and universities to help pay for these services
- Vehicle sharing between two or more organizations to efficiently utilize county resources and fill transportation gaps
- Coordination and collaboration between and among transportation operators through contracting, sharing resources, and strategic partnerships on other mobility management strategies
- Collaboration with local SUNY campuses for various mobility management activities
- Social marketing campaigns to raise awareness and educate the public about the transportation options available

Funding Sources

The majority of counties with updated HSTCPs utilized federal transportation grant programs for their primary source of funding. Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities, Section 5311 Formula Grants for Other than Urbanized Areas, and Section 5309 Transit Capital Investment Program were frequently mentioned as major sources of transportation funding. Other federal human service programs, such as Temporary Assistance for Needy Families (TANF) and SNAP Employment and Training, are also frequently utilized in New York State.

State grants were also utilized by several counties. These grants included:

- State Operating Assistance (STOA)
- Office of Mental Health funding
- Developmental Disabilities Planning Council funding
- Department of Health funding

County and municipal funds are also frequently used for local matching funds, while fares, advertising, and contracting provides varied amounts of revenue depending on the county/area. Additionally, some counties utilize donation programs from individuals, private foundations and nonprofits.

3 ULSTER COUNTY DEMOGRAPHIC AND ECONOMIC PROFILE

This HSTCP update focuses on the demographic characteristics of Ulster County, including its 20 towns, one city, and three villages. This demographic profile provides a context for transportation needs in the county.

The demographic characteristics of a specific area have a direct impact on the demand for transit and paratransit services. In particular, the following analysis focuses on the location and concentration of individuals who have a higher propensity to use, and possibly rely upon, public transportation. The following population groups are considered more likely to use public transportation: people with disabilities, adults aged 65 and older, people living without access to an automobile, youth, veterans, people with limited English proficiency, and people living in households below the poverty line. All demographic information presented in this chapter is taken from the 2014 American Community Survey Five Year Estimates.

The following table and series of maps shows a summary of each population group and identifies areas that have a higher concentration of these individuals. Overall, the findings from the ACS data show that each of the above target populations in Ulster County has a concentration in and near the city of Kingston. Findings associated with each of the target population groups are described below.

DEMOGRAPHIC CHARACTERISTICS OF ULSTER COUNTY

Population

Overall, as shown in Figure 1, Ulster County is moderately populated with about 180,000 people over 1,161 square miles. Generally speaking, the county is fairly rural but contains a series of small communities. The 21 towns and cities in Ulster range from the City of Kingston with 23,707 people to the Town of Hardenburgh with 175 residents. In addition the county has three villages contained within a larger town: Ellenville in Wawarsing, and New Paltz and Saugerties, which are contained within towns of the same name.

Figure 1   Demographic Profile of Ulster County

	Population		Older Adults		Adults with Disability		Households		Households in Poverty		Zero Vehicle Households	
	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total	Total	Percent of Total
Ulster County	181,598	100%	29,233	100%	23,123	100%	69,388	100%	7,753	100%	5,535	100%
Denning town	712	0%	142	0%	115	0%	242	0%	21	0%	8	0%
Esopus town	8,984	5%	1,409	5%	1049	5%	3,294	5%	142	2%	117	2%
Gardiner town	5,703	3%	901	3%	615	3%	2,124	3%	343	4%	69	1%
Hardenburgh town	175	0%	56	0%	29	0%	94	0%	14	0%	2	0%
Hurley town	6,256	3%	1,365	5%	783	3%	2,659	4%	214	3%	51	1%
Kingston city	23,707	13%	3,656	13%	3926	17%	9,834	14%	1,528	20%	2,166	39%
Kingston town	982	1%	124	0%	125	1%	435	1%	43	1%	18	0%
Lloyd town	10,742	6%	1,662	6%	1004	4%	4,182	6%	428	6%	164	3%
Marbletown town	5,581	3%	981	3%	605	3%	2,466	4%	130	2%	60	1%
Marlborough town	8,788	5%	1,262	4%	1081	5%	3,383	5%	291	4%	149	3%
New Paltz town	14,092	8%	1,820	6%	1259	5%	4,480	6%	748	10%	458	8%
Olive town	4,389	2%	951	3%	347	2%	2,147	3%	297	4%	86	2%
Plattekill town	10,390	6%	1,424	5%	1798	8%	3,965	6%	526	7%	142	3%
Rochester town	7,275	4%	1,033	4%	956	4%	2,741	4%	309	4%	165	3%
Rosendale town	6,043	3%	1,017	3%	697	3%	2,457	4%	187	2%	78	1%
Saugerties town	19,362	11%	3,010	10%	2884	12%	7,444	11%	569	7%	507	9%
Shandaken town	2,866	2%	633	2%	409	2%	1,497	2%	191	2%	97	2%
Shawangunk town	14,224	8%	1,601	5%	1080	5%	3,730	5%	183	2%	92	2%
Ulster town	12,245	7%	2,529	9%	1643	7%	4,840	7%	606	8%	556	10%
Wawarsing town	13,189	7%	2,052	7%	2027	9%	4,370	6%	526	7%	438	8%
Woodstock town	5,893	3%	1,605	5%	691	3%	3,004	4%	457	6%	112	2%
Ellenville village	4,126	2%	514	2%	709	3%	1,490	2%	205	3%	231	4%
New Paltz village	6,945	4%	624	2%	495	2%	1,994	3%	519	7%	316	6%
Saugerties village	3,930	2%	567	2%	604	3%	1,683	2%	164	2%	200	4%
New York State	19,594,330	-	2,755,172	14%	1,954,740	10%	7,255,528	37%	1,071,715	5%	2,128,870	11%

*Ulster County village totals are included in the town within which they are contained.

Population Density

The largest population centers in Ulster County are found in the City of Kingston, and the towns of New Paltz, Saugerties, Shawungunk, and Wawarsing. These five municipalities represent 47% of the county's population. As shown in Figure 2, the more densely populated areas tend to be towards the east of the county near the Hudson River and proximate to Interstate 87, while areas in the west such as Denning, Hardenburgh and Shandeken have fairly low population densities.

Figure 2   Ulster County Population Density
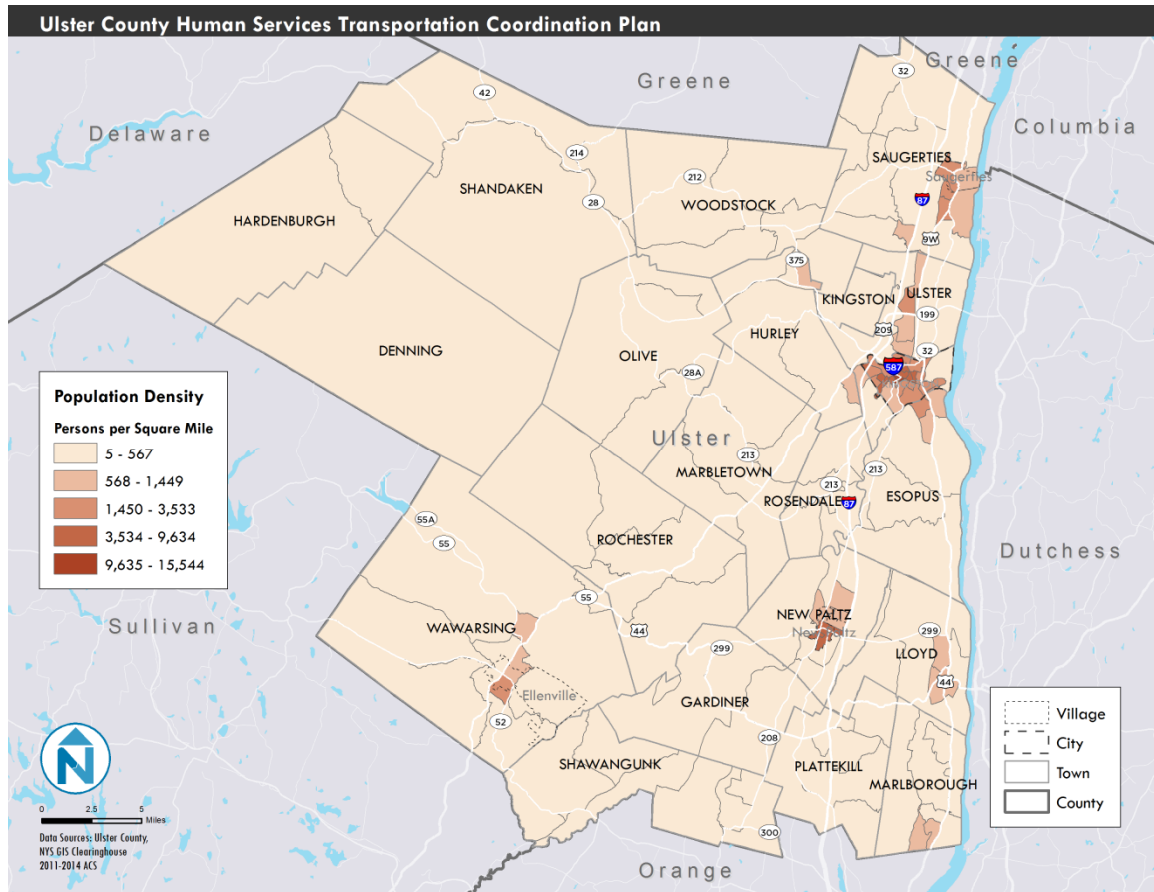

Source: 2014 American Community Survey Five Year Estimates.

Population Trends

The population of Ulster County has increased decade by decade since 1950, but at an ever decreasing growth rate (Figure 3). Between 1950 and 1980, Ulster County's population grew a robust 71%, but after 1980 growth slowed dramatically. Between 1980 and 2010, the population grew only 15%.
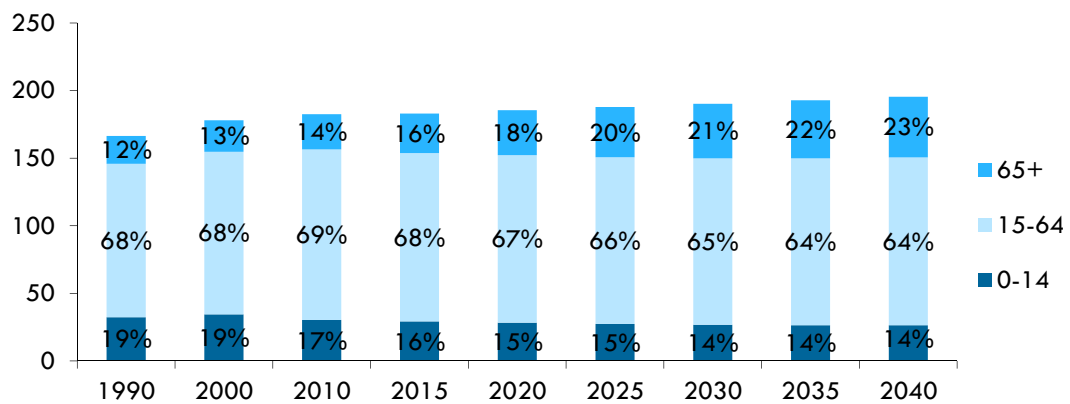
Figure 3   Ulster County Population Change
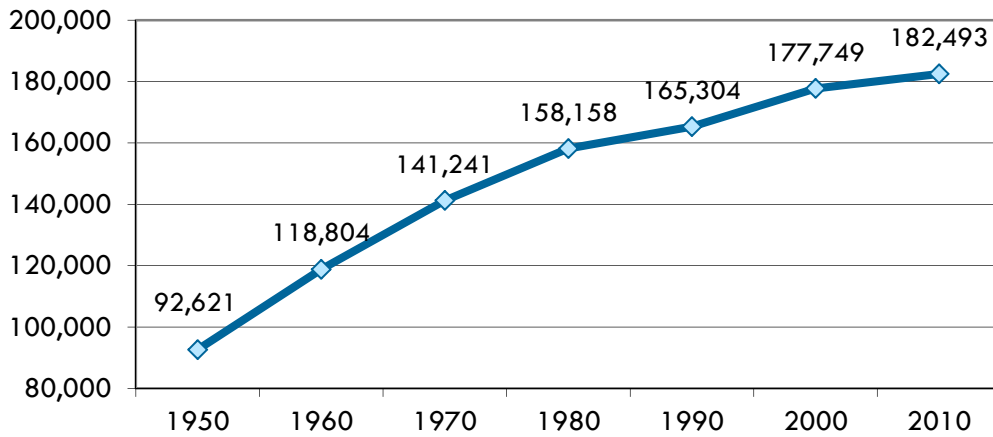
Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Ulster County's population is steadily getting older, and becoming a larger proportion of the total population, thanks in large part to the aging "Baby Boomer" generation (Figure 4). The proportion of the population aged 65 and older is projected to grow significantly from 12% in 1990 to nearly a quarter of Ulster County's population in 2040. Meanwhile, the population of young people is on the decline, as the share of population younger than 15 has fallen from 19% in 1990 to 16% in 2015. This is projected to fall further to 14%. Likewise, the share of the population between 15 and 65 is declining, as well.

Figure 4   Ulster County Population Projections

Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Commuters and Transit Users

The rate of commuters using transit is quite low in Ulster County, likely due to the rural nature of the county. The rate of commuters using transit increases in areas with more services, including Kingston and Saugerties. Surprisingly, Saugerties residents commute using transit at over twice the rate of those in Kingston.

Location	Population	Commuters	% of Commuters Using Public Transit
Ulster County	181,598	83,370	2%
Kingston city	23,707	10,626	3%
Ellenville village	4,126	1,445	2%
New Paltz village	6,945	2,764	2%
Saugerties village	3,930	1,918	6%
New York State	19,594,330	8,950,165	27%

Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Older Adults

The largest population centers for older adults in Ulster County are found in the City of Kingston, and the towns of New Paltz, Saugerties, Ulster, and Wawarsing. These five municipalities represent 45% of the county's older adult population. As shown in Figure 5, older adults live in higher concentrations closer to the east of the county and proximate to Interstate 87; however, their distribution patterns are somewhat different from the population overall. Older adults live in comparatively higher concentrations in Woodstock and Ulster than the population at large, while they have lower comparative representation in New Paltz and Shawangunk.

Figure 5   Ulster County Older Adults (65+)
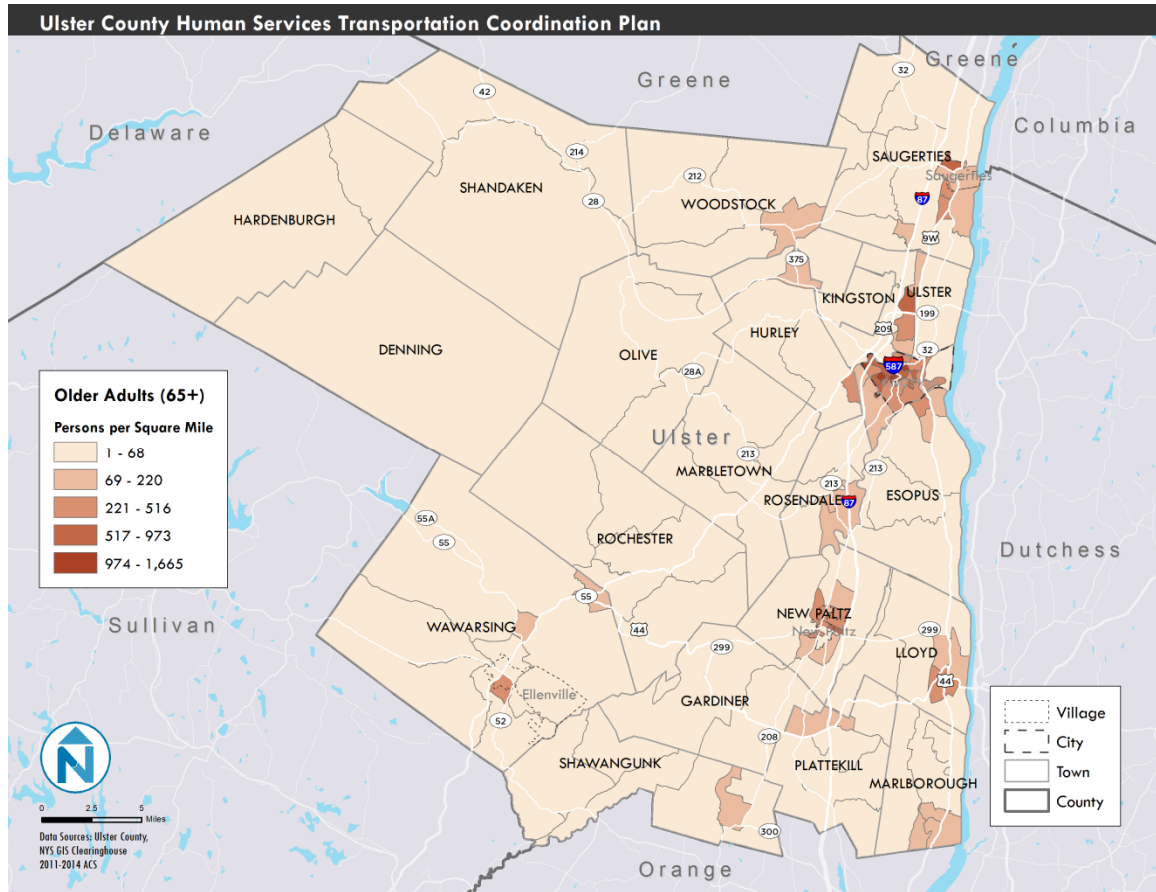
Source: 2014 American Community Survey Five Year Estimates.

Youth

The greatest concentration of youth in Ulster County is found in the City of Kingston, where people under 18 make up 21.2% of the population. Other areas with a dense youth population include Saugerties, New Paltz and Lloyd. These four municipalities together make up 25% of the youth population.

Figure 6   Ulster County Youth Population (<18)
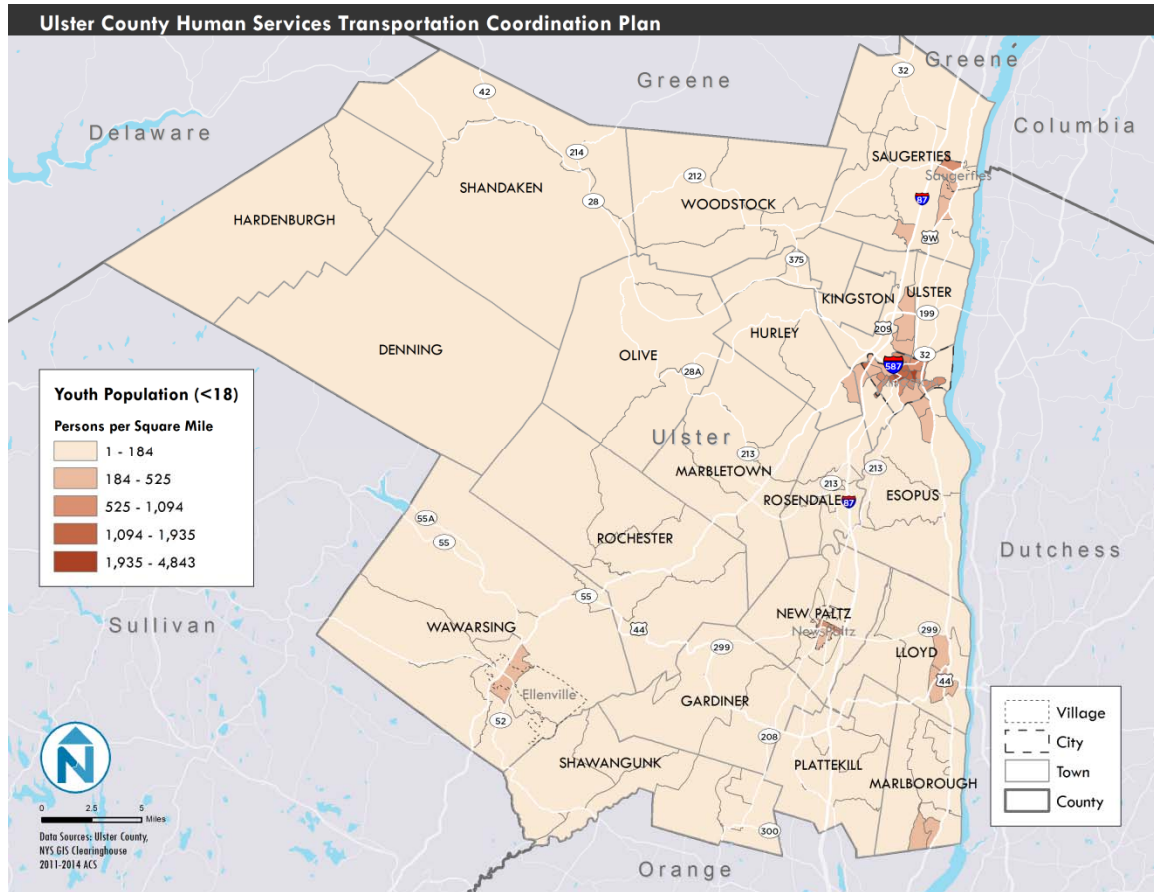
People with Disabilities

The largest population concentrations of adults with disabilities are found in the City of Kingston, and the towns of Plattekill, Saugerties, Ulster, and Wawarsing. These five municipalities represent 53% of the county's adults with disabilities. As shown in Figure 7, adults with disabilities live in higher concentrations closer to the east of the county and proximate to Interstate 87. Although only 13% of the county's population lives in the city of Kingston, 17% of Ulster's adults with disabilities live there. Each of the five towns listed above has a comparatively high proportion of adults with disabilities relative to its overall population.

Figure 7   Ulster County Adults with Disabilities
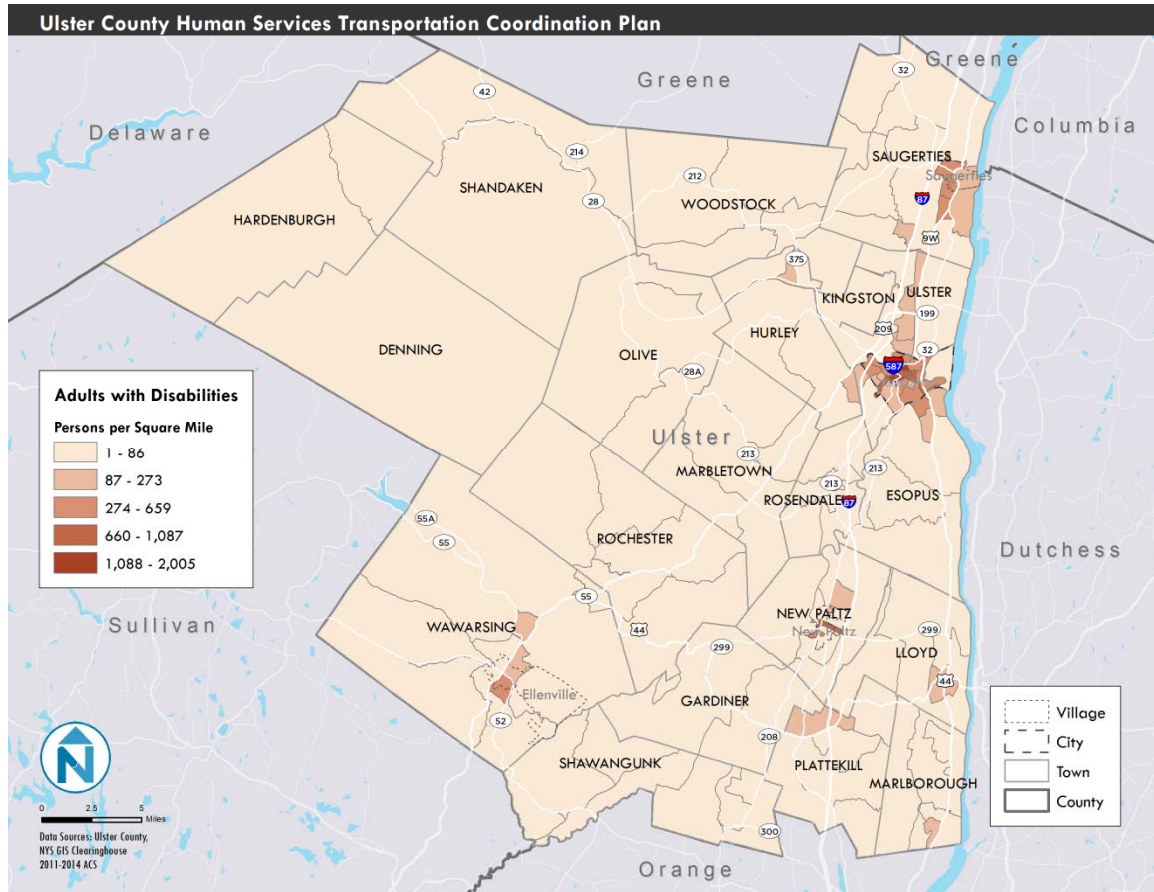
Source: 2014 American Community Survey Five Year Estimates.

Household Income

Within Ulster County, the largest concentration of people living in households below the poverty line are found in Kingston, and the towns of Saugerties, Wawarsing, New Paltz and Ulster. These five municipalities represent 52% of the county's households living under the federal poverty level (see Figure 8). As shown in Figure 9, low income households occur in higher concentrations closer to the east of the county and proximate to Interstate 87. Although only 14% of the county's households live in the city of Kingston, 19% of Ulster's low income households are in Kingston. The town of New Paltz also has a comparatively high proportion of low income households relative to its overall population.

Figure 8   Ulster County Households Below 200% Poverty Level

Area	Total	Percent of Total
Ulster County	50,960	100%
Kingston city	9,745	19%
Saugerties town	5,066	10%
Wawarsing town	4,167	8%
New Paltz town	3,964	8%
Ulster town	3,707	7%
Shawangunk town	3,539	7%
Plattekill town	2,959	6%
Lloyd town	2,590	5%
Marlborough town	2,335	5%
Esopus town	2,243	4%
New Paltz village	1,995	4%
Rochester town	1,850	4%
Rosendale town	1,693	3%
Ellenville village	1,513	3%
Gardiner town	1,430	3%
Saugerties village	1,245	2%
Hurley town	1,193	2%
Woodstock town	1,144	2%
Olive town	1,004	2%
Marbletown town	992	2%
Shandaken town	729	1%
Kingston town	296	1%
Denning town	228	0%
Hardenburgh town	86	0%
New York	6,213,949	0.9%
Source: 2014 American Community Survey Five Year Estimates.		

Figure 9   Ulster County Low Income Households
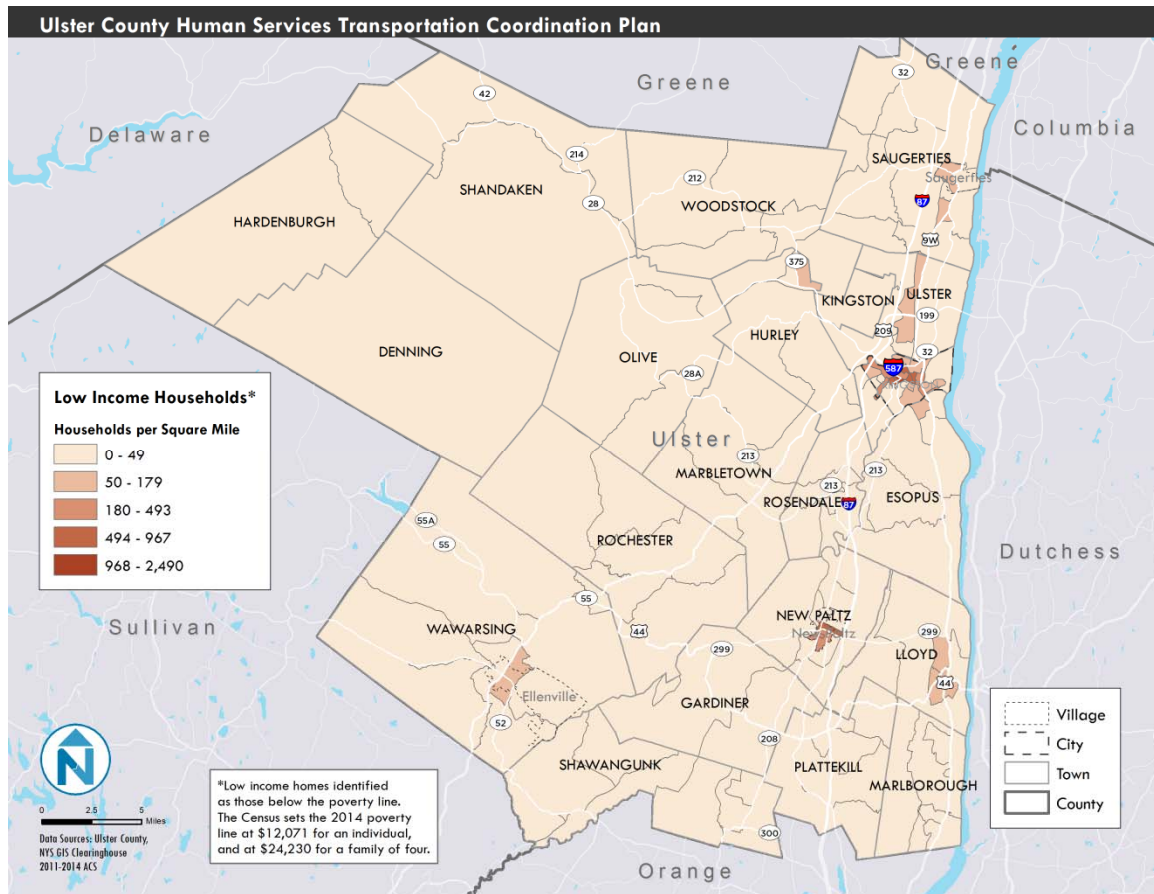
Source: 2014 American Community Survey Five Year Estimates.

Auto Access

Within Ulster County, the largest concentrations of people living in households without access to a vehicle are found in the City of Kingston, and the towns of New Paltz, Saugerties, Ulster, and Wawarsing. These five municipalities represent 74% of the county's zero vehicle households. As shown in Figure 10, zero vehicle households are concentrated within Kingston and the three villages in Ulster. Nearly 40% of all zero vehicle households are located exclusively in the City of Kingston, despite that only 14% of households are in Kingston.

The largest concentrations of households with access to one vehicle are largely the same as those with access to no vehicles, as shown in Figure 11. The top five municipalities are the City of Kingston, and the towns of Saugerties, New Paltz, Ulster, and Lloyd, which together account for 45% of one vehicle households. The fact that the top five places represent a much smaller share of all one vehicle households than they do for zero vehicle households reflects the fact that owning only one vehicle is much more widespread across Ulster County.
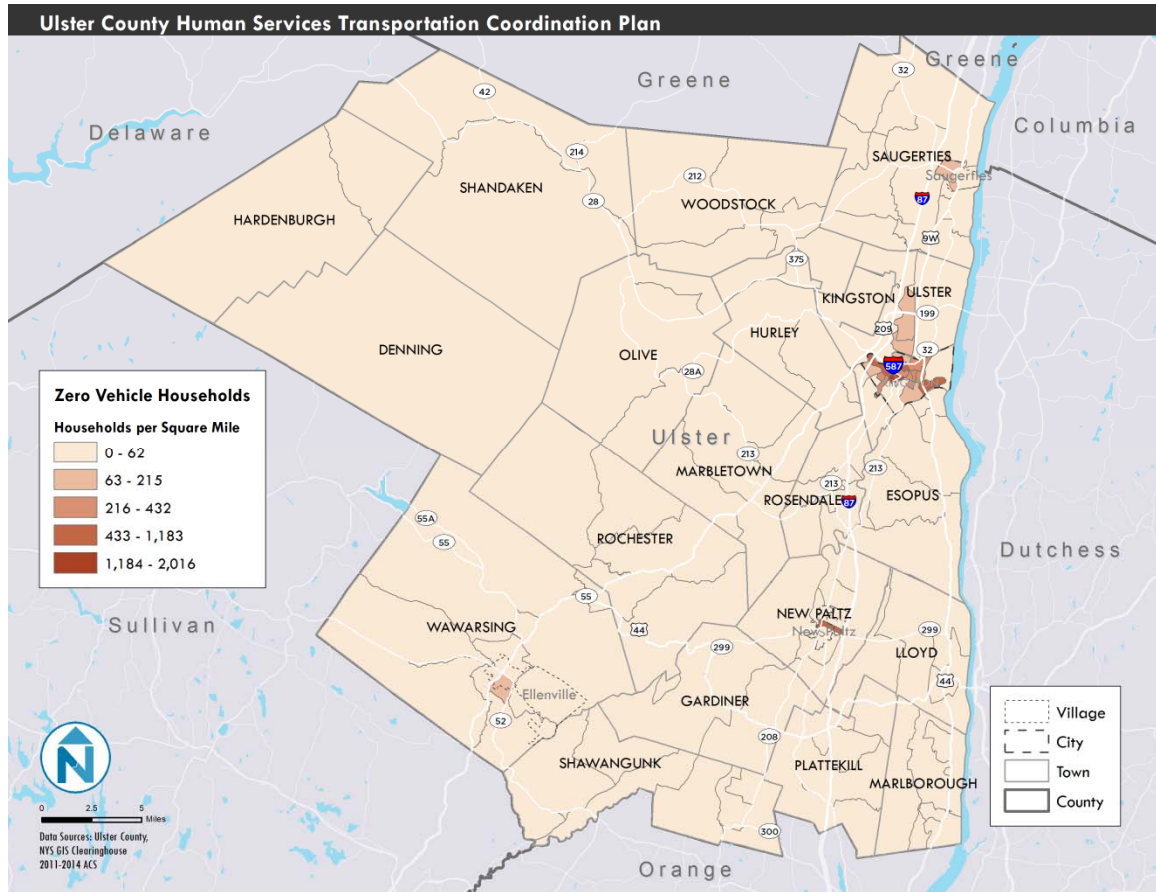
Figure 10   Zero Vehicle Households

Source: 2014 American Community Survey Five Year Estimates.

Figure 11   Single Vehicle Households
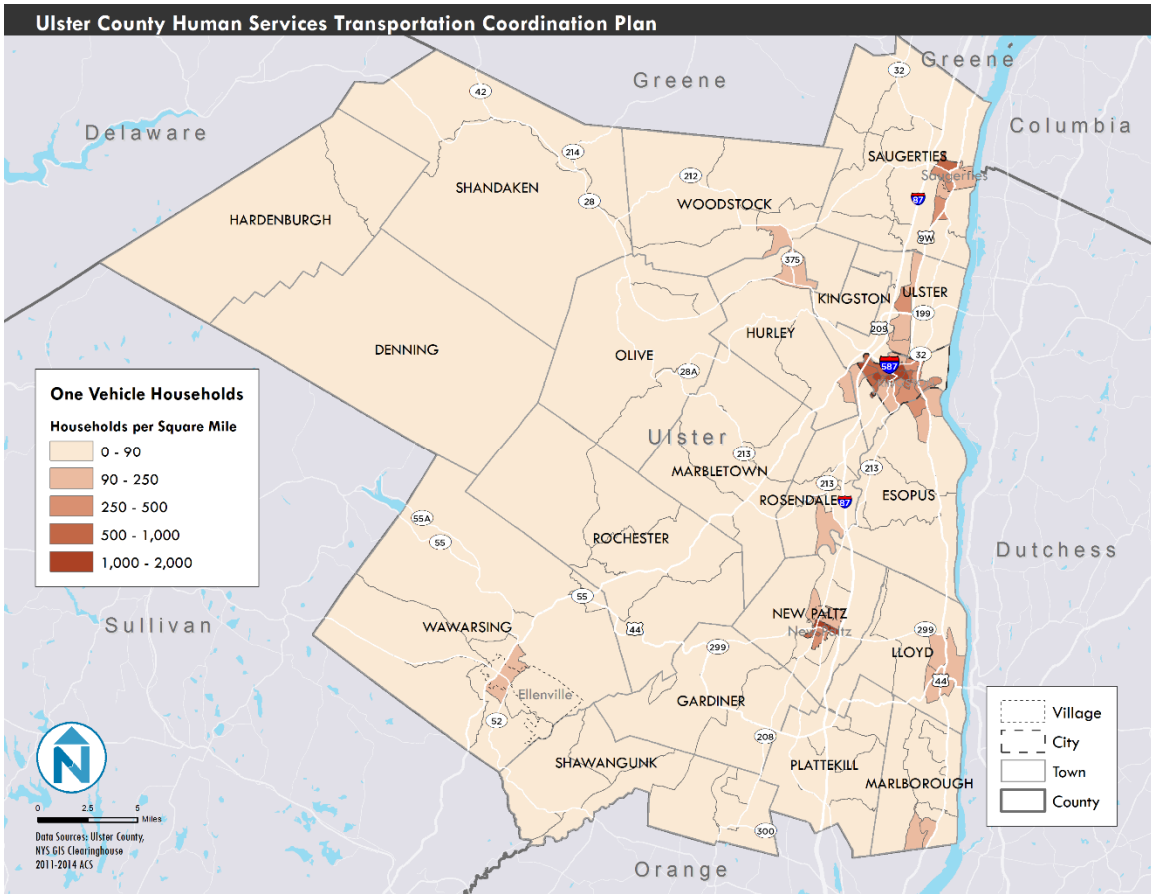
Source: 2014 American Community Survey Five Year Estimates.

Veteran Status

Veterans within Ulster County are clustered mostly within the City of Kingston and the Town of Saugerties, with significant concentrations also found in the towns of Ulster, Shawagunk and Lloyd. These five municipalities together account for 47% of the veteran population in Ulster County. Saugerties contains the largest population of veterans, with 14% of the veteran population living there, despite the town containing only 11% of the overall population of Ulster County.

Figure 12   Ulster County Veterans
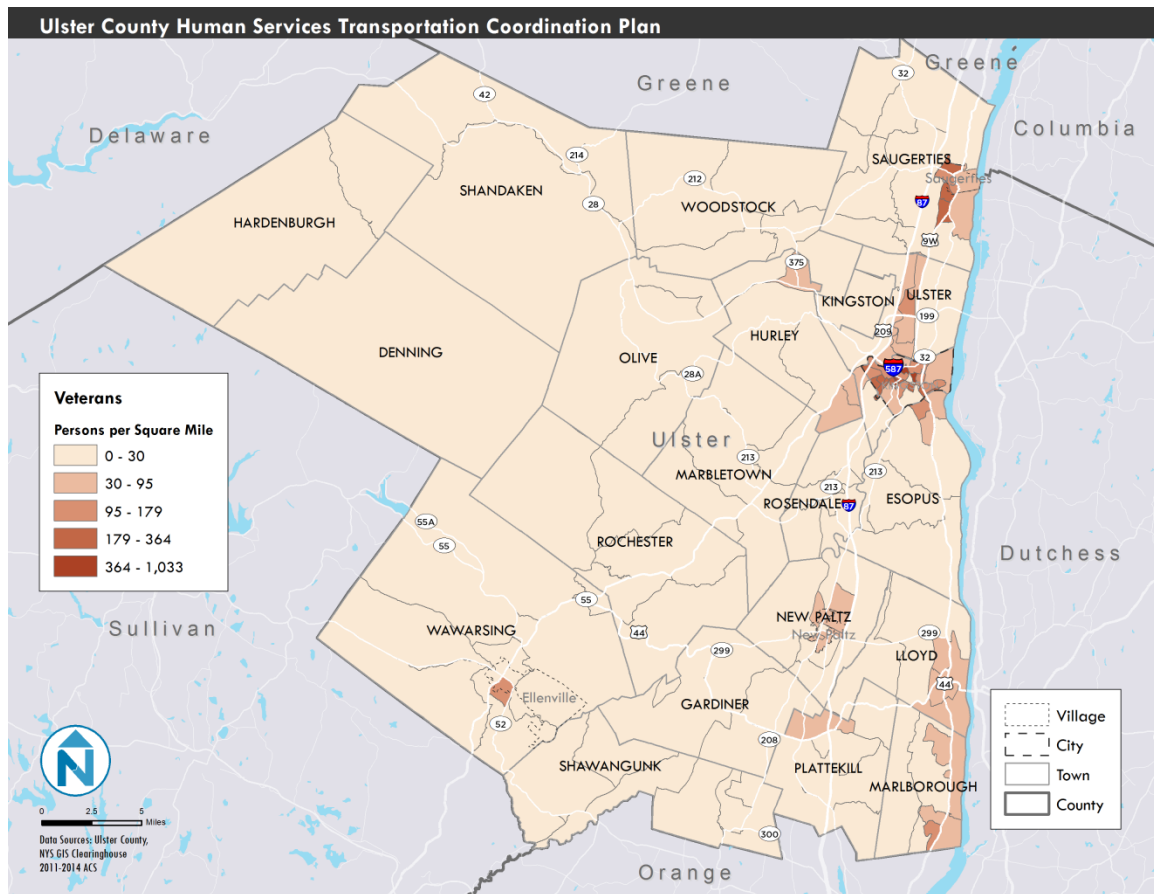
Source: 2014 American Community Survey Five Year Estimates.

Limited English Proficiency (LEP)

Residents with limited English proficiency in Ulster County are heavily concentrated in the City of Kingston, and the towns of Wawarsing and New Paltz. These three municipalities account for 57% of the limited English proficiency population. The City of Kingston alone represents 27% of the limited English proficiency population.

Figure 13   Ulster County Limited English Proficiency
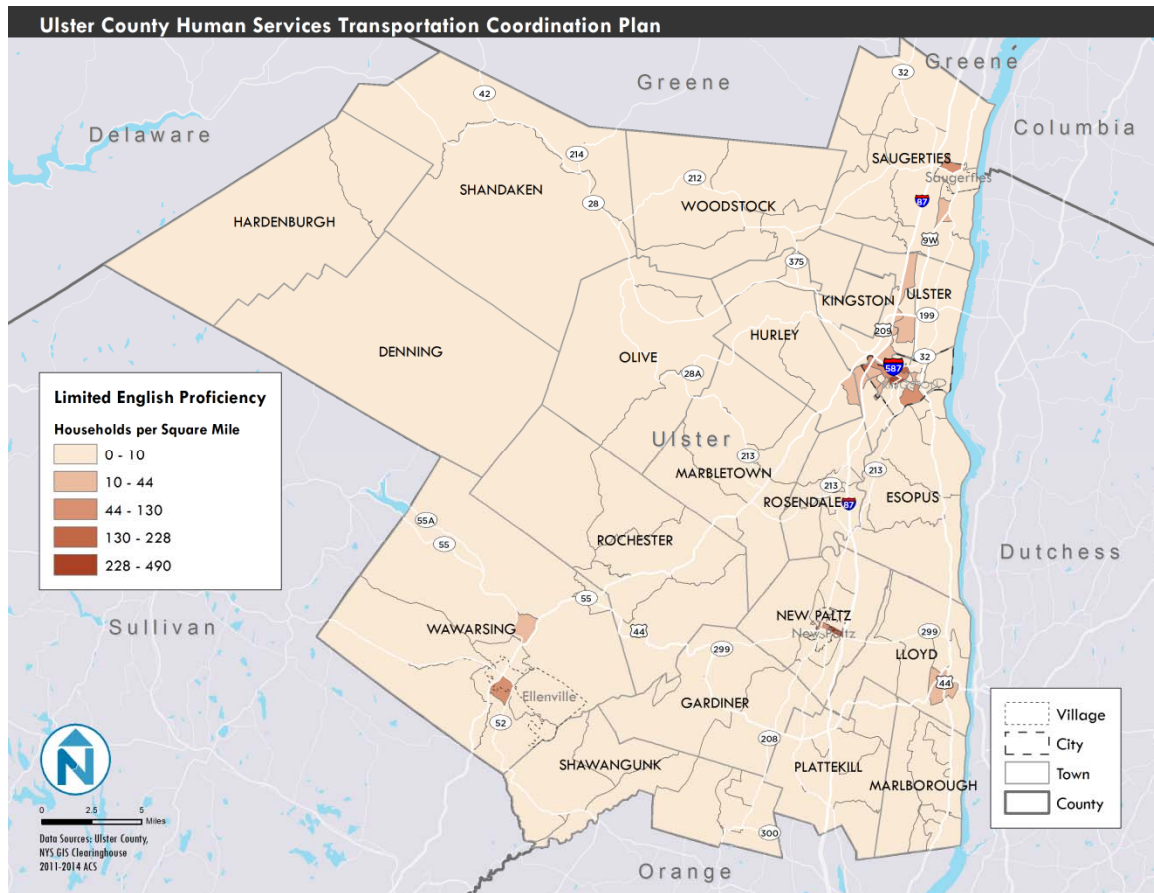
Source: 2014 American Community Survey Five Year Estimates.

Employment

The top industry sectors for jobs located in Ulster County are Health and Social Assistance, Educational Services, and Retail Trade (Figure 14). Public Administration and especially Accommodation and Food Services have made significant increases in employment since 2006, while sectors that are losing ground include Educational Services, Retail Trade, Manufacturing and Construction.[1]

Figure 14   Ulster County Jobs by Sector
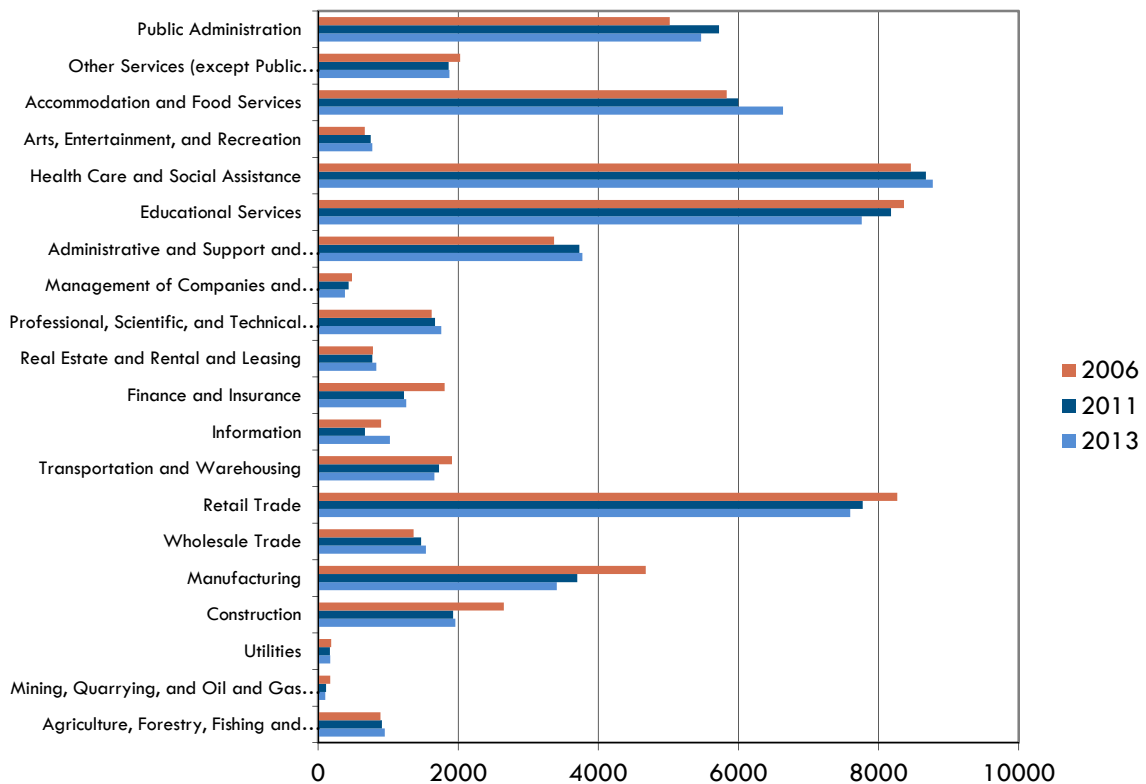
Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

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[1] Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

Ulster County's labor force has declined in recent years with 2014 posting the first increase in the labor force since 2006 (Figure 15). Over the same period, the unemployment rate has increased with the decrease beginning in 2013 and falling significantly in 2014, though remaining above the 2006 low. Ulster County's unemployment trend has closely matched the statewide trend.[2]

Figure 15   Ulster County Labor and Unemployment
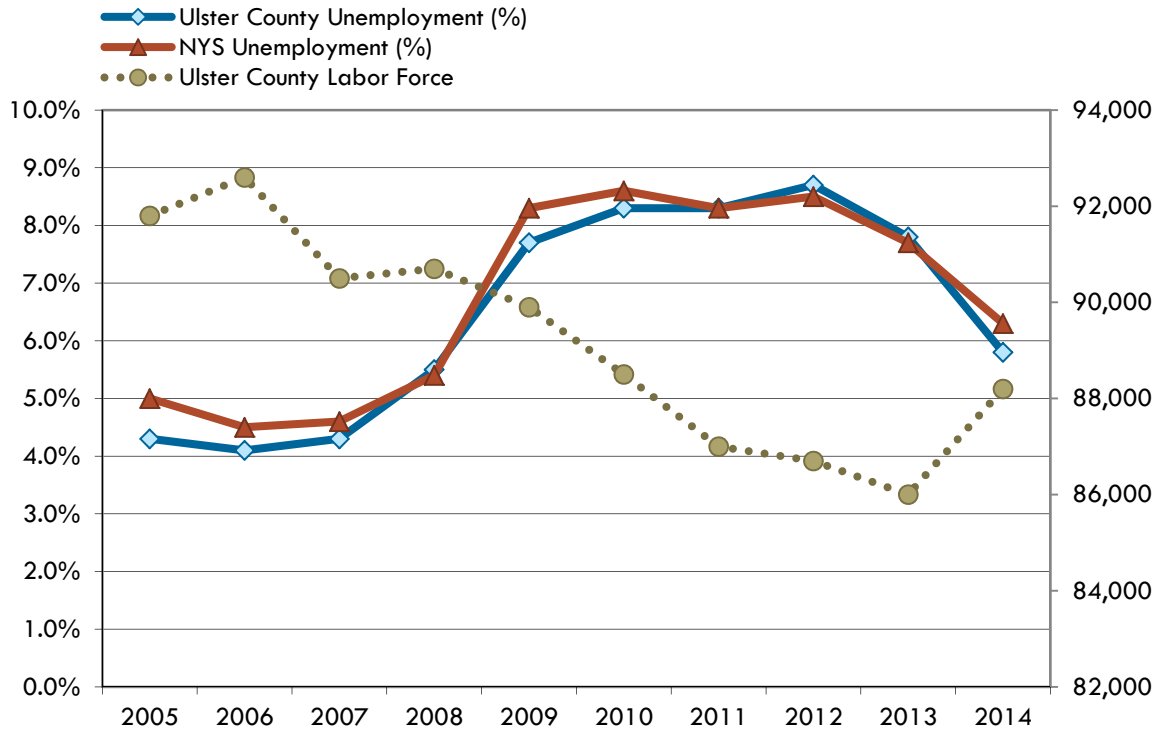
Source: Ulster County Transportation Council, Year 2040 Long Range Transportation Plan, 2015

MAJOR DESTINATIONS

The above demographic analysis shows where the target populations live in Ulster County. In order to understand where the target populations want to travel, major destinations and employers have been mapped in Figure 16 and Figure 17. Major destinations in Ulster County include human services centers, medical services centers, shopping areas, senior and subsidized housing developments and transit stops.

These destinations were then layered over the existing Kingston Citibus and Ulster UCAT transportation routes to show whether the locations are currently accessible by public transportation. The UCAT routes were sourced from the 2012 Ulster County Transportation Development Plan and have changed slightly since 2012.

As shown in Figure 16, most major destinations are concentrated in the City of Kingston as well as towns in the eastern part of the county like Ulster, Saugerties and New Paltz. Senior and subsidized housing developments are the most dispersed type of major destination with locations throughout the county. Nearly every major destination has public transportation service through either Kingston Citibus or Ulster County Area Transit (UCAT). One housing destination in the Town of Olive is not currently served by UCAT.

The list of major destinations was compiled with assistance from UCTC and the Technical Advisory Committee (TAC). The list can be found in Appendix D.

Figure 16   Ulster County Major Destinations
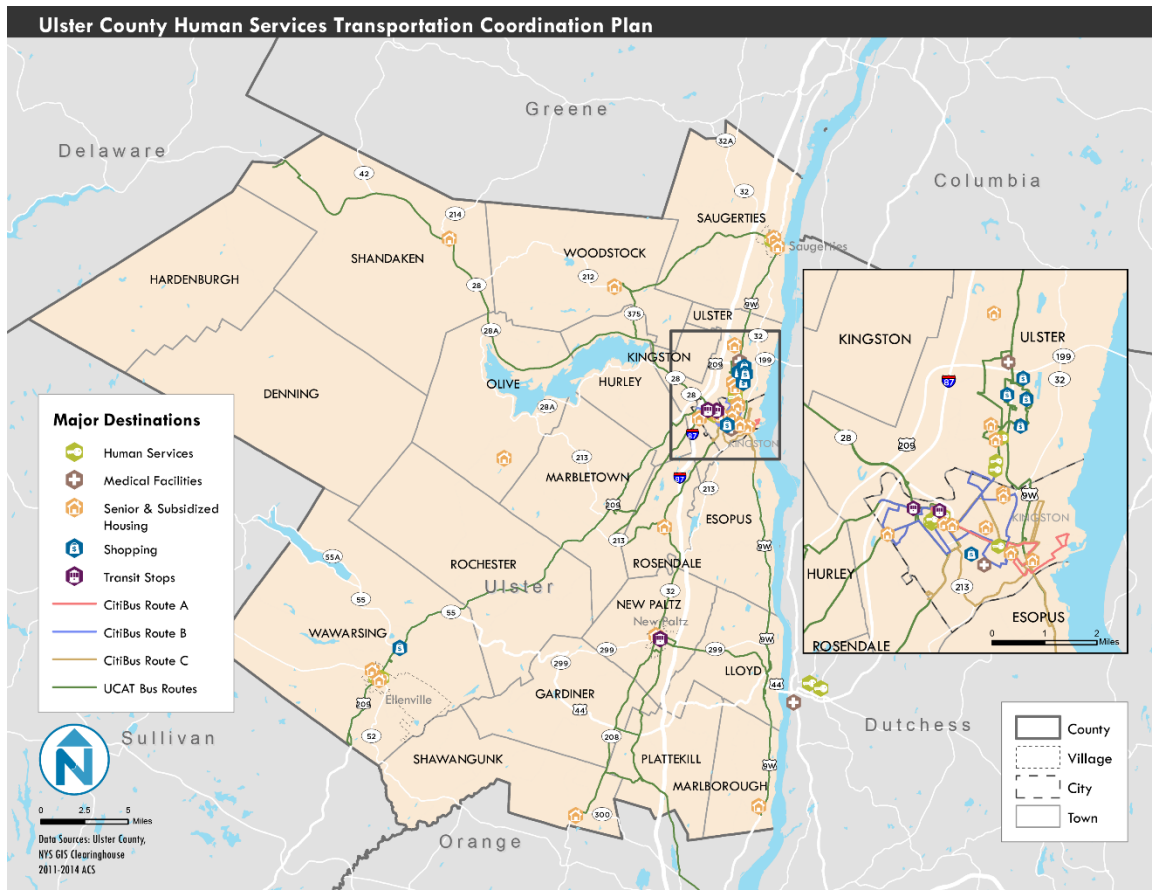
MAJOR EMPLOYERS

As shown in Figure 17, major employers in Ulster County are concentrated in the eastern part of the county, particularly the City of Kingston and the towns of Saugerties, Ulster and New Paltz (see Figure 17). As noted above, the major employer locations were layered over the existing Kingston Citibus and the 2012 Ulster UCAT transportation routes to show which locations are not accessible by public transportation. While the majority of major employers are located near public transportation provided by Kingston Citibus or UCAT, a number of employers are not. These include a cluster of employers north of Saugerties as well as employers on the outskirts of New Paltz.

The list of major employers was compiled with the assistance of UCTC and the Ulster County Office of Employment and Training. The list contains the businesses that employed individuals who fall into the target population groups, primarily people with disabilities and people with low incomes. The list of major employers can be found in Appendix E.

Figure 17   Ulster County Major Employers
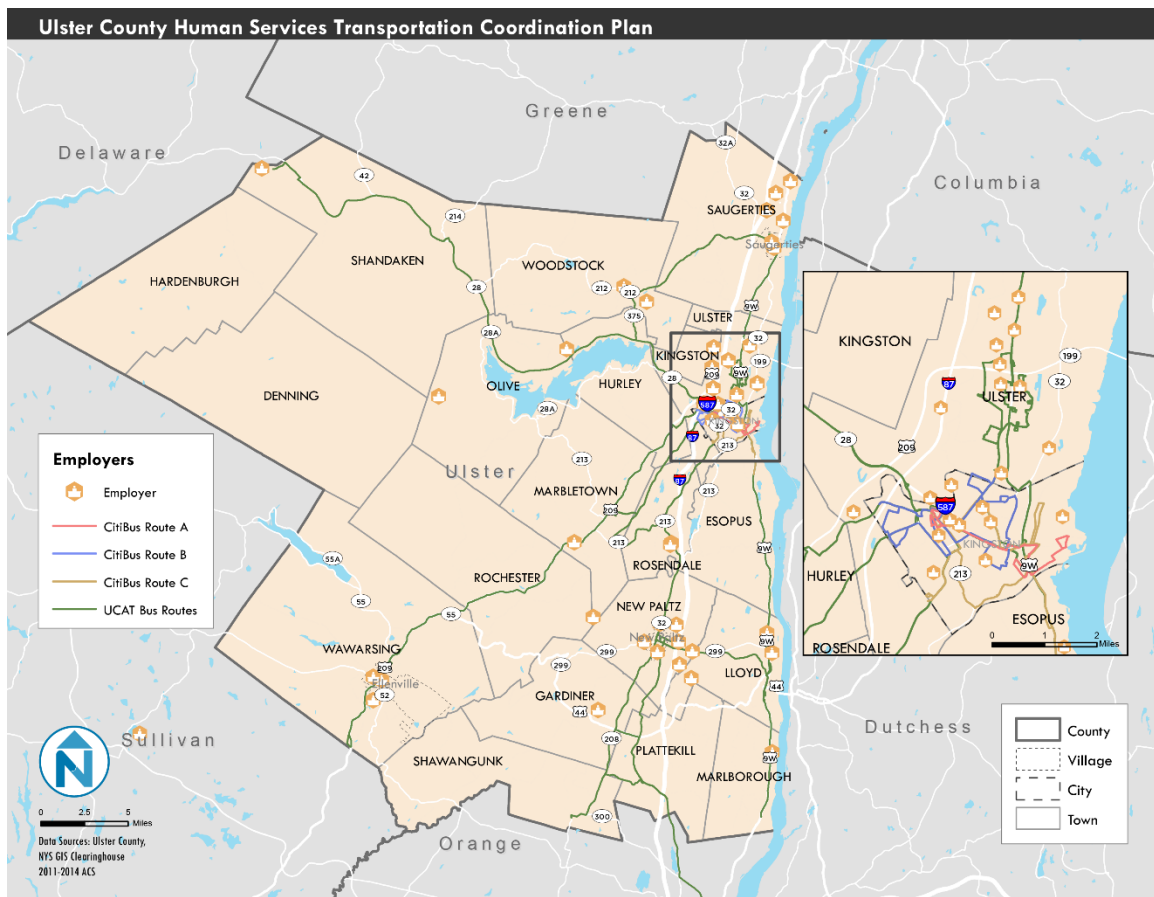
4 OVERVIEW OF TRANSPORTATION SERVICES IN ULSTER COUNTY

The following is a summary of transportation services available in Ulster County. Information for this chapter was primarily derived from online surveys and interviews completed during April and May 2016. The provider list was first compiled with the assistance of UCTC and the TAC. Each provider was then emailed an online survey which asked them questions related to their service including the type of service, hours of operation, ridership, costs and revenues, vehicles, clients served, and other questions to understand the how each provider operates. Providers that did not respond to the survey or provided incomplete information were contacted by phone.

Information about taxicab companies that serve Ulster County was sourced from Medical Answering Services information included in the 2012 Ulster County Transit Development Plan.

PROVIDER ORGANIZATIONS

There are three different types of provider organizations serving the target populations in Ulster County:

- Publicly-sponsored transit agencies: Kingston Citibus and Ulster County Area Transit
- Nonprofit social service agencies: Always There Home Care, Family of Woodstock, Inc., Gateway Industries, Jewish Family Service of Ulster County, and The ARC of Ulster-Greene
- Public human service agencies: Ulster County Office of Aging, Ulster County Veterans Services, Ulster County Mental Health Department, and Ulster County DSS – Early Intervention and Preschool Services

GEOGRAPHIC AREAS SERVED

As shown in Figure 18, most transportation providers operate throughout Ulster County. Only one provider, Gateway Industries, limits service to a specific portion of the County, Southeastern Ulster County. Two providers – The ARC of Ulster-Greene and Ulster County Area Transit – provide service to adjacent counties.

Figure 18   Provider Service Areas

Organization	Service Area
Always There Home Care	Ulster County
Family of Woodstock, Inc.	Ulster County
Gateway Industries	Southeastern Ulster County
Jewish Family Services of Ulster County	Ulster County
Kingston Citibus	County of Ulster
The Arc of Ulster-Greene	Ulster and Greene Counties
Ulster Co Office of Employment & Training	Ulster County
Ulster County Area Transit	County of Ulster, Dutchess County to Metro-North, County of Orange, Newburgh
Ulster County DSS - Early Intervention & Preschool Services	Ulster County
Ulster County Office for the Aging	Ulster County
Ulster County Veterans Services	Ulster County
Ulster County Mental Health Department	Ulster County

TRANSPORTATION TYPE

Throughout Ulster County, many of the transportation options available to riders are demand-response service (see Figure 19). There are only three fixed route service providers: Kingston Citibus, Ulster County Area Transit (UCAT), and Ulster County Veterans Services. Veterans Services provides fixed route service from pickup points in Ellenville, Saugerties, and Kingston to nearby VA medical facilities in Ulster County and Albany.

UCAT and Kingston Citibus both provide complementary ADA Paratransit service on the same days and times as the fixed route service. UCAT's ADA paratransit system has an extended service area of a 1.5 mile boundary beyond the fixed-route service. Kingston Citibus Paratransit provides service within the standard ¾ mile boundary of fixed route service.

SERVICE DELIVERY

As shown in Figure 19, the predominant method of service delivery is direct operation of the provider's own vehicles; eight organizations provide service in that manner. Three organizations either coordinate the services of volunteers who provide rides in their own vehicles, or coordinate volunteer services in addition to operating their own fleets or purchasing service from another provider. Two organizations purchase service. Only one organization, Arc of Ulster-Greene, operates contract service for other organizations.

Figure 19   Provider and Service Information

Organization	Organization Type	Service Delivery	Transportation Type	Population Served	Trip Type	Monday-Friday Hours	Saturday Hours	Sunday Hours
Always There Home Care	Human Service Agency - Nonprofit	Direct transportation using agency vehicles	Demand-Response	People with Disabilities	Program related	On-call	n/a	n/a
Family of Woodstock, Inc.	Human Service Agency - Nonprofit	Direct transportation using agency vehicles Coordinate volunteers who provide services with private vehicles	Demand-Response Volunteer Drivers	People with Disabilities Adults (ages 18-59) Seniors (ages 60+) Medicaid-eligible individuals	All Trip Types	On-call	On-call	On-call
Gateway Industries	Human Service Agency - Nonprofit	Direct transportation using agency vehicles	Demand-Response	People with Disabilities Seniors (ages 60+)	Employment Program related	6:45 AM - 4:30 PM	6:45 AM - 4:30 PM	6:45 AM - 4:30 PM
Jewish Family Services of Ulster County	Human Service Agency - Nonprofit	Coordinate volunteers who provide services with private vehicles	Volunteer Drivers	People with Disabilities Seniors (ages 60+) Veterans	All Trip Types			
Kingston Citibus	Publicly Sponsored Transit Agency	Direct transportation using agency vehicles	Fixed Route Demand-Response	General Public	All Trip Types	6:30 AM – 7:30 PM	9:30 AM – 7:30 PM	n/a
The Arc of Ulster-Greene	Human Service Agency - Nonprofit	Direct transportation using agency vehicles Provide contract transportation for other agencies	Demand-Response	People with Disabilities Adults (ages 18-59) Seniors (ages 60+) Medicaid-eligible individuals	All Trip Types	6:00 AM – 10:00 AM 2:00 PM – 5:00 PM	n/a	n/a
Ulster County Area Transit	Publicly Sponsored Transit Agency	Direct transportation using agency vehicles	Fixed Route Demand-Response Special Events	General public ADA eligible individuals	All Trip Types	5:00 AM – 10:30 PM	8:00 AM – 8:00 PM	8:00 AM – 7:00 PM
Ulster County DSS - Early Intervention & Preschool Services	Human Service Agency - Public	Purchase transportation services from another Company (Birnie Bus)	Demand-Response	People with Disabilities Children (ages 12 and under) Medicaid-eligible individuals	Program related			
Ulster County Mental Health Department	Human Service Agency - Public	Direct transportation using agency vehicles	Demand-Response	People with Disabilities	Program related			
Ulster County Office for the Aging	Human Service Agency - Public	Purchase transportation services from another agency (UCAT) Coordinate volunteers who provide services with private vehicles	Demand-Response	Seniors (ages 60+)	Medical Shopping	8:00 AM – 5:00 PM	n/a	n/a
Ulster County Veterans Services	Human Service Agency - Public	Direct transportation using agency vehicles	Fixed Route Special Events Demand-Response	Veterans: all ages and disabilities	Medical only	7:30 AM – 3:30 PM On-call 24 hours	On-call 24 hours	On-call 24 hours

RIDER AND TRIP ELIGIBILITY

The majority of transportation providers serve clients who are over a certain age and/or have a disability, as shown in Figure 19. Kingston Citibus and Ulster County Area Transit both serve the general public, while Ulster County Veterans Department serves veterans of all ages and with all types of disabilities.

More than half of the transportation providers offer transportation for all trip types; others restrict service to medical trips, program-related trips, and/or employment-related trips only.

DAYS AND HOURS OF SERVICE

As shown in Figure 19, many transportation providers operate Monday-Friday with extended hours, early in the morning starting around 6:30 am and ending around 6:00 pm. Weekend hours are more limited and several providers do not operate on the weekend, including Always There Home Care, the Arc of Ulster-Green, and Ulster County Office of Aging. Additionally, Kingston Citibus does not operate on Sundays.

FARES

Only three providers charge a fare for transportation services. Kingston Citibus charges $1.50-2.00 for a one-way fixed route trip and $3.00-$4.00 for a one-way demand-response trip. Ulster County Area Transit charges $1.50 for local service and $2.00 for out of county service. Gateway Industries charges Supported Work individuals, one of their employment programs for people with disabilities, a fee of $1.00 to $3.00 per one way trip.

OPERATING STATISTICS

As shown in Figure 20, level of service varies widely among the transportation providers in Ulster County. The Arc of Ulster-Green and Ulster County Area Transit provide the highest number of one-way trips in an average week—1,600 and 2,000, respectively. Ulster County Veterans Services provides the lowest number of trips for a demand-response provider and Jewish Community Services only provides 30 volunteer driver trips.

UCAT serves the most riders at about 1,220 per week, with the Arc of Ulster-Greene coming in second with 800 clients per week. Family of Woodstock serves about 300 clients per week, including their volunteer driver program. Worth noting is that Ulster County Office for the Aging serves only 40 clients, but they provide approximately 260 trips per week.

Figure 20   Operating Statistics

Provider	One-way Trips (weekly estimates)				Riders/Clients (weekly estimates)		
	Monday-Friday	Saturday & Sunday	Total	Total Non-Ambulatory	Monday-Friday	Saturday & Sunday	Total
Family of Woodstock, Inc.(including volunteer drivers)					150	150	300
Gateway Industries	887		887	34	124		124
The Arc of Ulster-Greene	2,000		2,000		800		800
Ulster County Office of Employment & Training					125		125
Ulster County Area Transit	1,607	376	1,983	39	845	375	1,220
Ulster County Office for the Aging (all transportation)	260		260		40		40
Ulster County Veterans Services	60		60		60		60
Volunteer Driver Program							
Jewish Community Services	30		30		20		20

FY 2015 FUNDING

Only four transportation providers were able to provide budget information for Fiscal Year 2015. As shown in Figure 21, Family of Woodstock has the smallest transportation budget, while Ulster County Area Transit has the largest.

Figure 21   FY 2015 Funding

Organization	Operating Budget	Capital Budget	Total
Family of Woodstock, Inc.	$67,670	$4,150	$71,820-
Ulster County Area Transit	$5,195,467	$1,131,000	$6,326,467
Ulster County Office for the Aging	$110,216	$29,913	$140,129
Ulster County Veterans Service	$100,241	$45,00	$145,241

VEHICLE FLEETS

Only five providers offered information on the number and type of vehicles that they have available for service, as shown in Figure 22. The Arc of Ulster-Green has the largest fleet with 140 vehicles, which is more than three times as many vehicles as Ulster County Area Transit. Gateway Industries operates 25 vehicles, while Ulster County Veterans Services and Family of Woodstock have six vehicles each. All five of these providers send their vehicles offsite to a service station for maintenance; none of them have a maintenance department onsite.

Figure 22   Vehicle Fleets

Organization	15-passenger vans	Light-duty bus	Medium - duty bus	Transit bus	Minivan	Car/ sedan	Total vehicles	Maint.
Gateway Industries	12	0	0	0	7	6	25	Offsite
The Arc of Ulster-Greene	0	0	0	0	0	0	140	Offsite
Ulster County Area Transit (Fixed Route)	1	7	6	11	2	0	27	Offsite
Ulster County Area Transit (Paratransit)	0	5	0	0	0	0	5	Offsite
Ulster County Veterans Services	1	1	0	0	2	2	6	Offsite
Family of Woodstock	0	0	0	0	0	0	6	Offsite
Total Vehicles	14	13	6	11	11	8	209	

PROVIDER TOP DESTINATIONS

Transportation providers were asked to note the top five destinations to/from which they transport their customers. This information is shown in Figure 23. The top destinations for multiple providers are as follows:

- Kingston Plaza area
- Ulster Shopping Center
- Ulster County Department of Social Services
- SUNY New Paltz
- SUNY Ulster in Stone Ridge
- Walmart in Ellenville
- Kingston Dialysis Center

Figure 23   Provider Top Destinations
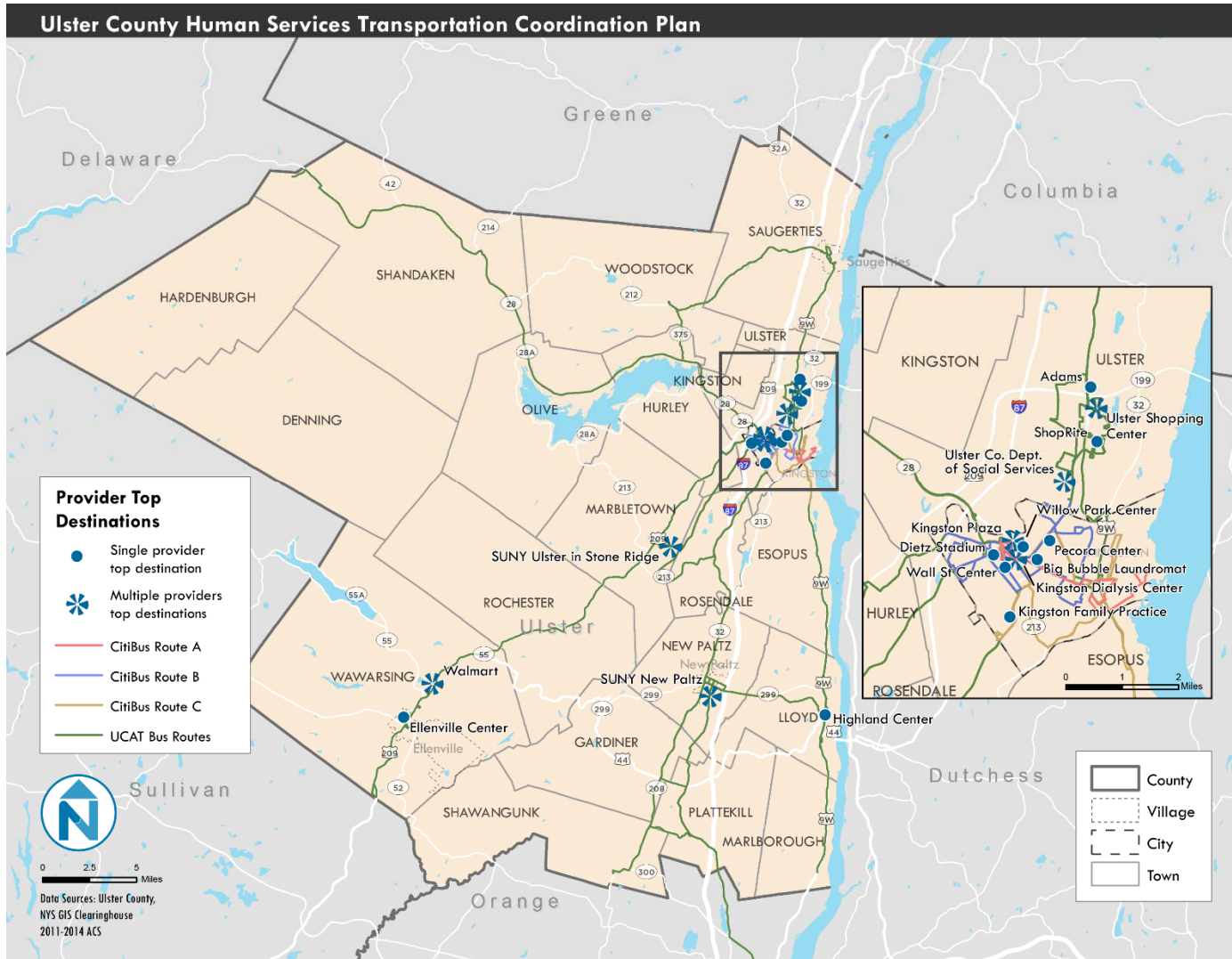
CURRENT COORDINATION EFFORTS

Several transportation providers currently collaborate transportation services in a variety of ways:

- Gateway Industries purchases transportation from UCAT and Kingston Bus.
- The Arc of Ulster-Greene coordinates Greene County Transit service with Arc transit services in Greene County. The Arc plans to coordinate transportation services between Greene and Ulster Counties in the near future. The organization has worked with the Greene County Legislature since 2014 to acknowledge the need for enhanced public transportation in the county.
- Ulster County Office for the Aging purchases transportation passes from UCAT.

The above providers are willing to discuss additional ways to collaborate and coordinate.

TAXI SERVICES

Below is a list of taxi companies that serve Ulster County. This list was provided by Medical Answering Service of New York State website and shows taxi companies that provide service in Ulster County in 2016 and include:

- Abe's Taxi (Ellenville)
- Green Taxi (New Paltz)
- Kingston Call-a-Cab (Kingston)
- Kingston Kabs/Blue Top (Kingston)
- Lee's Taxi Shuttling Inc. (New Paltz)
- NewPaltz Taxi/Glenn Stagecoach (New Paltz)
- Peter's Taxi (Kingston)

5 PROFILES OF TRANSPORTATION PROVIDERS

This chapter presents a brief overview of the transportation services provided by public transit providers and human service transportation providers.

Public Transportation Providers

Two entities operate most of the public transit service that is available in Ulster County: Kingston Citibus and Ulster County Area Transit.

Kingston Citibus

Address: 17 Hoffman Street, Kingston

Kingston Citibus operates three bus routes in the City of Kingston. One bus routes also serves Port Ewen. Service is available Monday through Friday 6:30 a.m. to 7:30 p.m. and Saturday 9:30 a.m. to 7:30 p.m. The three bus routes are as follows:

- Route A connects Hannaford's in the Kingston Plaza shopping center with both the uptown and the Rondout areas of Kingston via Broadway.
- Route B connects Hannaford's in the Kingston Plaza shopping center with both Hurley Avenue and the Business Resource Center via the uptown and the midtown areas of Kingston.
- Route C connects Hannaford's in the Kingston Plaza shopping center with Port Ewen via both the Rondout and Golden Hill areas of Kingston.

These three services are provided year round. While the three routes converge on Hannaford's, they do not operate on a "timed transfer" basis.

The Kingston Citibus costs passengers $1.50 within the city limits and $2.00 to/from Port Ewen. Transfers cost an additional $0.50. Veterans may ride the system for free.

Kingston Citibus also provides complementary ADA Paratransit services to older adults and people with disabilities. Service is available during the same days and hours as the fixed-route service. Users must first apply and be approved to become an eligible user. Upon approval reservations are required at least 24 hours in advance. The fare for Citibus paratransit service is $3.00 per trip within the City of Kingston and $4.00 per trip outside the city limits.

Figure 24 shows the Kingston Citibus System Map created as part of the 2012 Ulster County Transportation Development Plan. The service routes have not changed since this map was created.

Figure 24   Kingston Citibus System Map
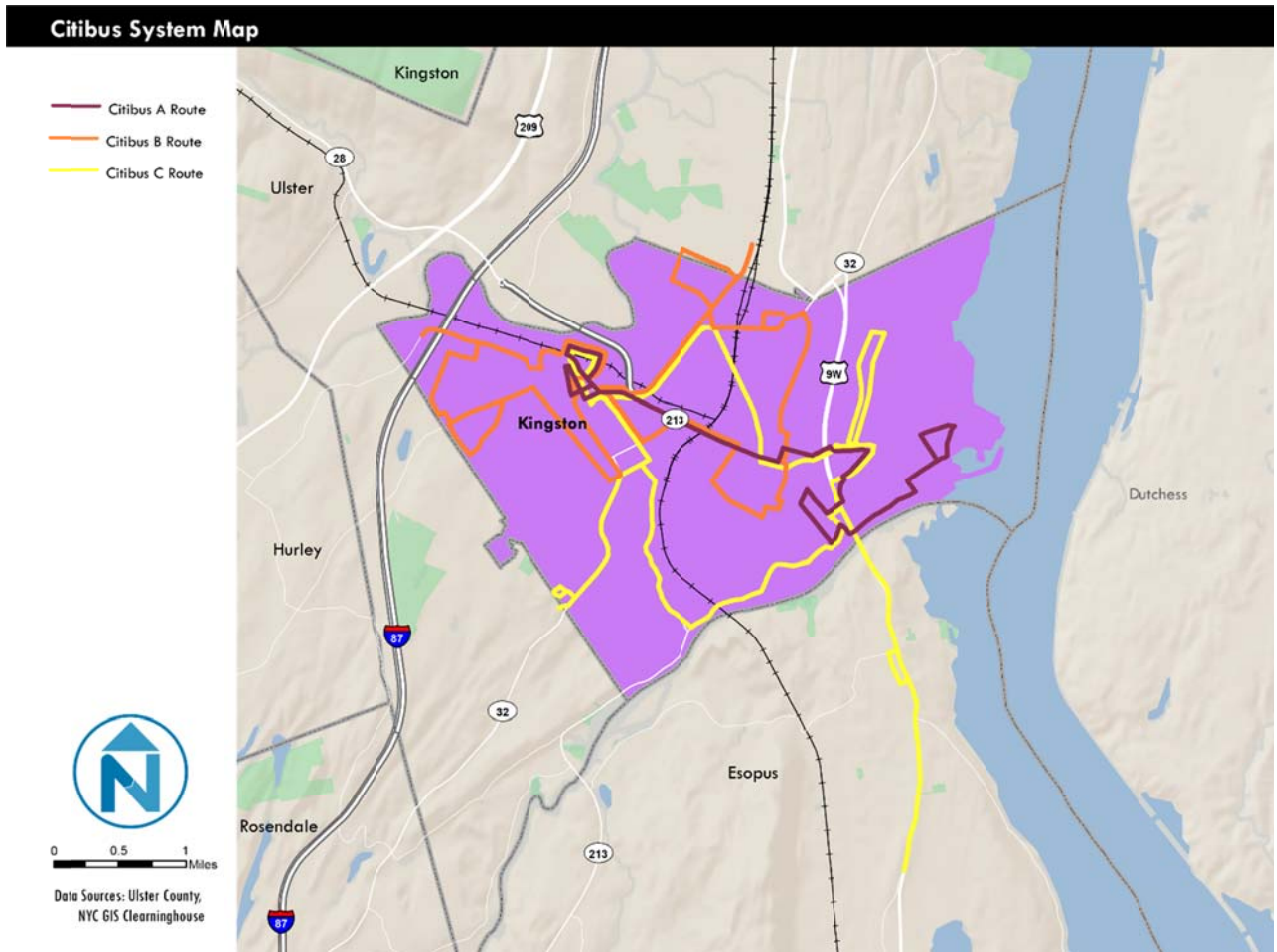
Ulster County Area Transit

Address: 1 Danny Circle, Kingston

Ulster County Area Transit (UCAT) provides service within Ulster County, with connections to Newburgh, Orange County, and Metro-North in Dutchess County. The agency provides fixed-route service, complementary ADA paratransit, and demand-response service for older adults and communities that are not served by the fixed-route service. UCAT operates seven days a week, with weekday service running from 5:00 a.m. to 10:30 p.m. and weekend service operating from 8:00 a.m. to 8:00 p.m. on Saturdays and 8:00 a.m. to 7:00 p.m. on Sundays. The fixed route fare is $1.50 for local destinations and $2.00 for destinations outside the county. UCAT's fleet consists of 32 vehicles. UCAT's fixed-route services are shown in Figure 26.

From the system hub at the Kingston Plaza shopping center in Kingston, UCAT takes passengers to destination across Ulster County, with top destinations including the mall area and Ulster County Department of Social Services in the Town of Ulster, SUNY Ulster in Stone Ridge, and SUNY New Paltz.

In addition to the fixed-route system, UCAT's ADA paratransit system operates on the same days and times as the fixed-route system and has an extended service area of a 1.5 mile boundary beyond the fixed-route service.

The UCAT Senior Transportation Program is run through a partnership with Office of the Aging. Adults age 60+ must apply to be eligible for the program. Reservations must be made at least a day in advance (up to a week in advance). Riders receive one free shopping ride per week and two free medical-related rides. Riders call UCAT directly to schedule trips. UCAT recently acquired a new wheelchair accessible vehicle with Section 5310 funds that will be dedicated to the Senior Transportation Program, but will also occasionally comingle with other UCAT passengers.

UCAT's Rural Route program operates in areas that are not served by the regular routes on certain days of the week. This service is open to the public, but same as the Senior Transportation Program, older adults found eligible by the Office of Aging are allowed to take up to three free trips per week. Members of the public must pay a fare of $1.50 each way. A Mobile Data Terminal (MDT) system in the bus provides routing and will identify passengers who are signed up for the Senior Transportation Program. The vehicles are usually comingled with the general public and members of the Senior Transportation Program.

Figure 25   Rural Route Areas and Days of Service

Days	Every	Every	Every	1st	2nd 4th	3rd	Every	Every
From	Mon	Tues	Wed	Wed.	Wed.	Wed.	Thur	Fri.
Boiceville		X						
Clintondale							X	
Connelly								X
Ellenville				X				
Gardiner							X	
Highland					X	X		
High Falls			X					
Marlboro					X	X		
Mt. Marion		X						
New Paltz					X		X	
Olivebridge		X						
Pine Bush							X	
Pine Hill	X							
Port Ewen								X
Rifton							X	
Rosendale			X					
Saugerties		X						
Shokan		X						
Tillson			X					
Ulster Park								X
Wallkill							X	
Woodstock		X						

Source: UCAT Website

UCAT also provides contracted service with many of the areas human service providers, including: The Arc of Ulster-Greene, Alzheimer's Association of Ulster County, Ulster County Adult Protective Services, Orange-Ulster BOCES School, Department of Social Services, Catholic Charities, Department of Social Services-Child Protective Services, Department of Social Service – Temporary Assistance, Family of Woodstock (Ellenville, Woodstock, New Paltz), Gateway Industries, Ulster County Mental Health, New Horizons, Office of Aging, Department of Employment and Training, SUNY New Paltz Student Association, and Rosendale Seniors.

Using a mix of revenue sources, UCAT operates on a $5.2 million operating budget. On a typical weekday, UCAT provides transportation services to over 8,000 people for trips that range in nature from employment, educational, and medical to shopping and recreational.

Figure 26   UCAT System Map
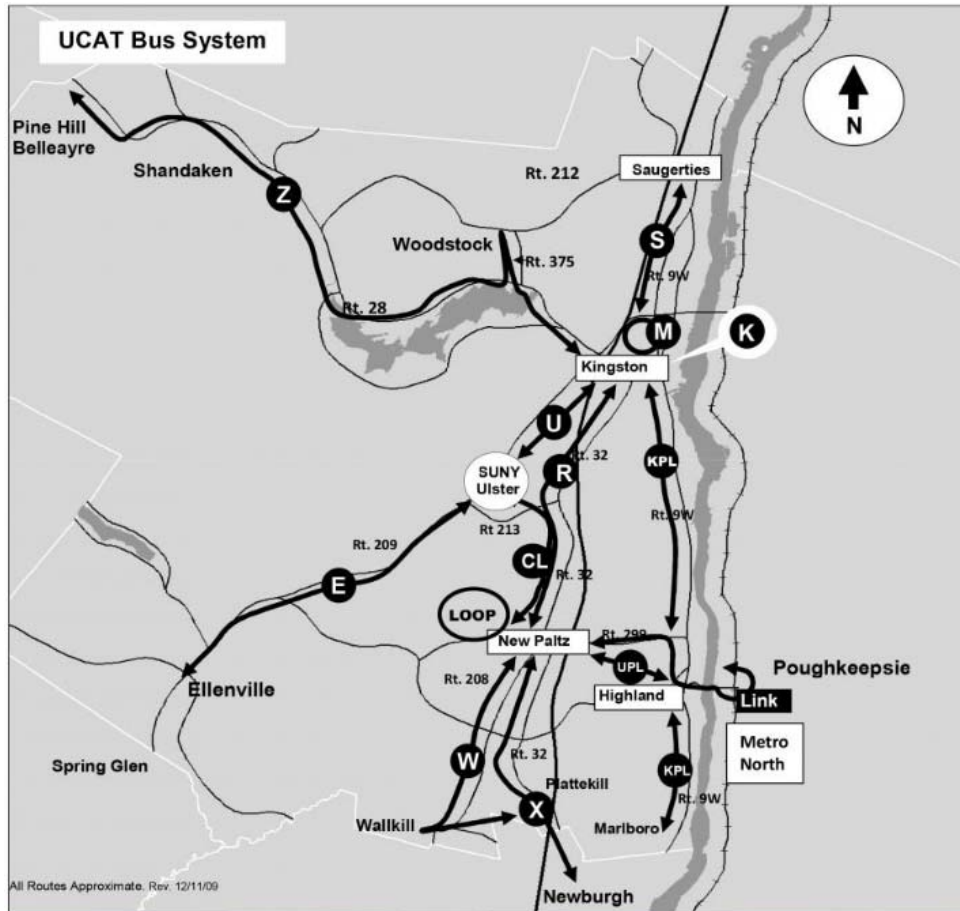
Human Service Transportation Providers

Always There Home Care

Address: 918 Ulster Avenue, Kingston

Always There Home Care is an adult day program for adults with disabilities. The organization offers door-to-door transportation for day program clients to the Always There Day Program facility in Kingston. Drivers are certified by the Community Transportation Association of America's CTAA-PASS Certification Program. Always There owns its own vehicles (approximately three vehicles) and they are equipped with wheelchair lifts.

The Arc of Ulster-Greene

Address: 471 Albany Street, Kingston

The Arc of Ulster-Greene provides private, non-profit ambulatory and wheelchair transport for older adults and people with developmental disabilities age 21 and older throughout Ulster and Greene counties. The organization has fixed-route and demand-response routes that provide a significant portion of the transportation for clients who live in their own homes and access Arc programs. They also provide at least one vehicle (van) for each of their residential facilities.

The agency maintains a fleet of over 140 vehicles providing services from 6:00 a.m. to 10:00 a.m. and again from 2:00 p.m. to 5:00 p.m., Monday through Friday. The service operates along twelve fixed routes in Ulster County and requires that users schedule trips one day in advance. They provide about 2,000 trips per day. All of the top destinations for the service are habilitation centers around the county, including Pecora Day, Willow Park, Ellenville, Highland Day, and Wall Street.

The Arc of Ulster-Greene employs a Mobility Manager for Greene County, but not for Ulster County. The Mobility Manager's role is to coordinate and collaborate with other human service providers in Greene county and adjacent counties to increase cost efficiencies. The Mobility Manager also oversees Greene County Transit, which is coordinated with Arc Transit.

Family of Woodstock, Inc.

Address: 39 John Street, Kingston

Family of Woodstock, Inc. is a human services agency focused on crisis prevention services, including a network of shelters, child care programs, and case management services. The agency runs six shelter programs; each program has one vehicle for use by shelter staff to transport clients to appointments. The vehicles were donated and range in model year from 1998 to 2010, with an average of 177,000 miles. Additionally, agency staff frequently transport clients using staff-owned vehicles. There are approximately 25 staff that provide transportation services to clients. There are also approximately 10 volunteer drivers who provide transportation on an as-needed basis. Staff and volunteers are reimbursed at $0.42 per mile. Transportation service is available seven days a week as needed.

Trip types include medical, shopping, recreational, and program-related trips. Top destinations include Walmart, Ulster County Department of Social Services, Kingston Plaza, and shopping destinations in the Town of Ulster.

The agency budgeted $71,802 for transportation in FY 2015; $67,670 for operating expenses and $4,150 for capital expenses.

Gateway Industries

Address: 137 N. Chestnut Street, New Paltz

Gateway Industries provides bus and van transport for older adults and people with disabilities age 19 and older. The organization operates its own fleet of 25 vehicles providing transportation services to southeastern Ulster County. Service hours of operation are approximately 6:30 a.m. to 4:30 p.m. Monday-Friday, while the residential transportation program (van service) operates 24 hours per day, seven days per week.

Gateway Industries provides a fixed-route service that picks up specific individuals on a defined schedule transporting them to programs. Several vehicles are also used for demand-response service that picks up individuals by request; these trips are scheduled at least 48 hours in advance. While these services are covered by fees for most customers, the Supported Work clients purchase tickets that cost between $1 and $3 depending on the distance traveled.

Approximately 125 clients utilize the transportation service Monday-Friday, totaling about 890 trips. About 25 of these trips are non-ambulatory and are transported via Kingston Citibus or Ulster County Area Transit. Gateway Industries also contracts with First Student Charter Bus.

Top destinations include Gateway Industries, Pinegrove Center, Institute for Family Health, Hudson Valley Mall, and the Department of Mental Health.

Jewish Family Services of Ulster County

Address: 280 Wall Street, Kingston

Jewish Family Services (JFS) of Ulster County is a social service nonprofit focused on mental health services for older adults. JFS provides a wide range of services, including programs that address the transportation challenges that face older adults living in rural Ulster County. The agency's volunteer driver program coordinates free trips for older adults with volunteers who provide the services with private vehicles. The service requires a two-week advance reservation and is not available in all parts of the county.

Jewish Family Services has five volunteer drivers, but several of them only transport specific clients and are not willing to transport others. The organization had additional volunteers until recently; they lost several as the school year ended. Volunteer drivers transport clients Monday-Friday between 6:00 a.m. and 4:30 p.m. They reimburse drivers $0.20 per mile. Volunteers transport about 20 clients per week, serving approximately 30 one-way trips. The service is available throughout Ulster County, but if a person wants to travel over the border into another county, they are not allowed to do so, even if they live on the border of that other county.

The top destination for trips include important shopping destinations like Walmart, Shoprite and Adams, as well as medical-related destinations like Kingston Family Practice.

Ulster County Department of Social Services – Early Intervention & Preschool Services

Address: 1071 Development Court, Kingston

The Ulster County Department of Social Services' Early Intervention & Preschool Services programs provide services to children aged five and under with disabilities. The agency contracts with Birnie Bus to provide transportation for children to and from preschool special education schools. They also offer travel reimbursements to parents taking children to and from service locations.

Ulster County Office for the Aging

Address: 1003 Development Court, Kingston NY

Ulster County Office for the Aging (OFA) provides demand-response wheelchair transport for older adults and people with disabilities age 60 and older throughout Ulster County using Ulster County Area Transit (UCAT) drivers and OFA vehicles. OFA has two vehicles for transporting seniors, a bus and a paratransit van, which are both maintained offsite. Service hours of operation are daylight hours Monday through Friday. Service area is Ulster County only. Service is available for an unlimited number of medical appointments and one shopping trip per week. This service is funded with state and federal grants, with a county match. Consumers must schedule trips one week in advance. Top destinations on OFA transportation services include the mall area in the Town of Ulster, SUNY Ulster in Stone Ridge, Kingston Plaza, the Ulster County Department of Social Services in the Town of Ulster, and SUNY New Paltz.

Additionally, OFA has a volunteer program called Neighbor-to-Neighbor, which was formerly the RSVP Volunteer Driver program at SUNY Ulster. Neighbor-to-Neighbor Program was developed

to provide support services to older adults who are chronically ill, frail, elderly or disabled. Volunteers use their own vehicles to provide transportation for their clients, primarily to medical and medical-related appointments and occasionally to shopping and other appointments. This service is open to all adults age 60 and over. The program uses 35 volunteer drivers and five volunteer coordinators (also volunteers) who help to schedule trips. Volunteers are reimbursed $0.39 per mile. In March 2016, 45 clients utilized the service, taking 82 trips, traveling 2,825 miles. The program costs approximately $7,000 per year for reimbursements and $500 for additional insurance riders. The program is funded through county funds.

Ulster County Veterans Services Agency

Address: 5 Development Court, Kingston

Ulster County Veterans Services Agency (UCVSA) assists Ulster County veterans and their families with obtaining medical, disability, and pension and education benefits from state and Federal sources. In addition, UCVSA provides a variety of support programs, including several transportation services. UCVSA operates fixed-route service providing transportation from pick-up points in Ellenville, Saugerties, and Kingston to nearby VA medical facilities in Ulster County and Albany. They also provide transportation to special events and limited demand-response services to nearby VA Hospitals, such as Stratton VA Medical Center in Albany from Kingston. All transportation requires advance reservation.

While transportation service is available on-call 24 hours a day, seven days a week, general operating hours are from 7:30 a.m. to 5:00 p.m. UCVSA owns a six-vehicle fleet, with vehicle maintenance handled by contracted providers. All trips are medical in nature with Kingston Hospital, Kingston Dialysis Center, Dietz Stadium, and Albany VA Medical Center serving as top destinations.

Missing Provider Information

Several providers were contacted on numerous occasions to collect information, but did not respond. It is suspected that these organizations provide limited transportation services for their clients, but this could not be confirmed.

- **Health Alliance of the Hudson Valley** located at 105 Mary's Avenue and 396 Broadway, Kingston, is a non-profit medical facility providing care to the Kingston area.
- **Multi-County Community Development Corporation**, located at 22 Crystal Street, Monticello, and 139 Hill Road #C, Goshen, provides housing services to people with mental illness, mental retardation, AIDS, and those recovering from alcohol addiction.
- **People, Inc.**, located at 360 Aaron Court, Kingston, is a peer-run not-for-profit agency that advocates with and provides recovery-oriented services for people living with mental health issues or trauma. The organization provides peer advocacy and support, supported housing, recovery services, benefits and employment counseling, psychiatric hospital advocacy and bridging and care coordination.

Organizations That Do Not Provide Transportation

Three organizations were thought to provide transportation for their clients, but either no longer provide transportation or have not provided transportation in a number of years.

- **The Resource Center for Accessible Living (RCAL)** located at 727 Ulster Avenue in Kingston provides private, non-profit assistance for older adults and people with disabilities of all ages. In the 2010 Ulster County Human Service Transportation Coordinated Plan, it was noted that RCAL reimburses clients for their use of taxicabs to access services. However, RCAL no longer provides this service, or any transportation assistance, except for offering clients a list of available public and private providers in the county.

- **Ulster County Office of Employment and Training (UCOET)** is the primary agency for workforce development services in Ulster County. UCOET provides services to approximately 125 clients each week, including people with disabilities, people with low income, veterans, Medicaid-eligible individuals, individuals with limited English proficiency, and individuals of all ages including youth and older adults. The primary services offered by UCOET include job search assistance, labor market information, workshops, and on-the-job training, as well as services for employers. While transportation is not a supportive service that UCOET provides, the agency identifies the lack of reliable transportation as one of the biggest reasons that people fail to take or keep a job in Ulster County, particularly those in rural areas of the county.

- **Ulster County Mental Health Department (MHD)** offers a wide range of services and programs to County residents designed to prevent illness and ensure their physical, psychological, and emotional wellbeing. A couple years ago, MHD provided outpatient clinic treatment services to youth and adults with psychiatric and chemical dependency problems; however they no longer provide clinical services in 2016. The 2010 Ulster County HSTCP noted that MHD operated a small fleet of vehicles, used by clinical staff to provide field-based services, including in-home treatment and case management, however these services are no longer provided.

6 CONCLUSIONS

KEY FINDINGS

Demographics

The population of Ulster County is mostly concentrated in the cities and towns in the eastern and southern halves of the County. In particular, the City of Kingston and the towns of New Paltz, Saugerties, Shawungunk and Wawarsing together account for 47% of the County population. The population trends show that the County is slowing in population growth and aging overall, with the share of the population that is over 65 growing more than other age brackets.

Several population groups are of interest for their propensity to take transit. Older adults are concentrated in the major cities and towns, but have comparatively higher concentrations in the towns of Woodstock and Ulster. Youth are most heavily concentrated in Kingston, with additional concentration in New Paltz, Saugerties and Lloyd. People with disabilities are also concentrated in Kingston as well as the towns of Plattekill, Saugerties, Ulster and Wawarsing.

People living in households with an annual income below the poverty line are concentrated in Kingston, as well as the towns of Saugerties, Wawarsing, New Paltz and Ulster. These are the same places where zero-vehicle and one-vehicle households are located. The veteran population of Ulster County is most heavily concentrated in Kingston and Saugerties. Residents with limited English proficiency are primarily concentrated in Kingston, Wawarsing and New Paltz.

Transportation Network

There is a varied and robust network of specialized transportation services available in Ulster County, providing the potential for a mobility management program. The characteristics of the transportation services offered by public and nonprofit providers are very different, and effective mobility management strategies for each group will differ as well.

Many transportation providers serve clients with very specialized needs that make individual or personalized transportation options necessary; however, there may still be opportunities for reducing or eliminating geographic or temporal service overlaps. Moreover, not all 5310 recipients are able to determine the true cost of providing their transportation services, making it difficult to identify the total cost of providing human service transportation in the region and judge the efficiency of individual services.

PRELIMINARY GAPS AND NEEDS

Transportation to employment

A top concern for service providers is connecting the ride-to-work populations – including the unemployed and working poor – to employment opportunities. Providers cite the lack of reliable transportation, particularly in the rural areas of Ulster County, as one of the primary reasons that people are unable to either take or keep a job. In addition to extending service to the rural areas of Ulster County, bus services should be tailored to offer drop-service at larger employers that hire low-wage workers.

Transportation to medical services

Many providers are interested in expanding service for passengers accessing medical services. The rural nature of much of Ulster County means that many providers' clients live at a substantial distance from the closest clinic or other medical service, which exacerbates the challenge and expense for clients to access needed medical care in a timely way. Few funding sources exist to directly subsidize transportation service for certain populations of people with disabilities.

Upgrade vehicle fleets

Vehicle fleets among providers are aging and some are overdue for upgrades. Many vehicles have upwards of 200,000 miles on them, which is not surprising in a rural area like Ulster County. Replacing these vehicles is a top priority for providers across the county. In addition, some providers have a need for more specialized vehicles, such as additional wheelchair buses to provide service for non-ambulatory clients with non-medical trip needs.

Coordinated public transportation service

Greater coordination between city and county public transit service would create better service for customers county-wide, taking pressure off of providers to fill gaps in service for their clients. Providers indicated a need for more coordination of service schedules and addressing gaps in service between the city and county services. In addition, greater coordination between public transit service and service providers would help to stretch budgets further and provide more seamless transportation.

Increasing frequency

Some providers would like to increase the frequency of their services with additional trips added during current service hours. In addition, most providers do not currently operate on evenings and weekends and some are interested in expanding service to these times. The challenge is securing funding for these types of trips and the added expense when too few people take advantage of the service.

Transportation outside of the county

Transportation providers noted that clients would like to travel outside of Ulster County to neighboring counties for medical services, especially in situations where a person lives on the border of Ulster County and the nearest hospital or medical facility is in an adjacent county. Poughkeepsie and Vassar were mentioned as having medical facilities that are frequently requested by Ulster County residents as destinations where they wished they could travel.

Tech Memo #1: Existing Conditions Report
Ulster County Transportation Council (UCTC)

NEXT STEPS

The next steps in developing the HSTCP include the following:

- Collect further qualitative data about the gaps and needs of transportation in Ulster County through focus group meetings with older adults and people with disabilities, and conduct stakeholder interviews with organizations whose perspectives have not been heard yet.
- Develop a list of potential mobility management strategies, collecting additional data if necessary, and prepare strategy summary sheets.
- Discuss potential strategies with the Technical Advisory Committee, the Stakeholder Advisory Group, and the general public in upcoming meetings and a public workshop.

Appendix A Committees

Technical Advisory Committee

Name	Organization
Kenneth Crannell	Office of the County Executive
Robert DiBella, Director	UCAT
Kelly McMullen, Director	Ulster County Office of Aging
Lisa Berger, Director	Ulster County Office of Employment and Training
Rita Wood, Early Intervention/Preschool Director	Ulster County Department of Social Services
Vin Martello	Ulster County Department of Mental Health
Keith Bennet	Ulster County Veteran's Agency
Sandy Cozza, Director of Transportation,	The Arc of Ulster-Greene
Toni Roser	Kingston Citibus
Daniel Coots	NYSDOT Region 8
John Reel	NYSDOT Headquarters
Kim Mapes, Resident Services Supervisor	RUPCO
Russ Maxwell	Medical Answering Service
Michael McLaurin	Medical Answering Service
Jonathan Lang	NYSDOH
Liz Misa	NYSDOH

Appendix B Transportation Provider Questionnaire

2016 UCTC Human Service Transportation Coordinated Plan

2016 UCTC Human Service Transportation Coordinated Plan

This survey is intended to inform an update of the Ulster County Transportation Council (UCTC) Human Service Transportation Coordinated Plan, last updated in 2010.

The current Federal Transportation Authorization Act -- Fixing America's Surface Transportation (FAST) Act requires that projects that are funded by the Federal Transit Administration's Section 5310 funding program, Enhanced Mobility of Seniors and Individuals with Disabilities, be included in a locally developed coordination plan. The Coordinated Plan seeks to identify the transportation needs of the seniors, people with disabilities, and households with limited incomes and provide strategies to improve mobility and access to services.

This survey is being distributed to human service and transportation providers that operate in Ulster County in an effort to update UCTC's inventory of operators, gain better understanding regarding operators' transportation system capacity, and gauge their existing need with regard to improving service to their clients. This survey is based on a similar one developed by Poughkeepsie-Dutchess Transportation Council for operators in Dutchess County. All answers provided are for information purposes only and will not be shared with any other agency, except as part of aggregate and anonymous data reports and analyses.

If you have any questions about the survey or how to complete it, please contact Brian Slack, Senior Transportation Planner for UCTC, at 845.334.5590 or bsla@co.ulster.ny.us. Completed surveys are due by [TBD].

More information can be found online by visiting http://ulstercountyny.gov/planning/transportation.

1

2016 UCTC Human Service Transportation Coordinated Plan

General Information

1. Please provide your organization's name, address, and telephone number.

Organization Name	
Address	
Telephone Number	

2. Please provide the name, email address and telephone number of someone to contact for future follow-up.

Contact Person	
Title	
Email Address	
Telephone Number	

2

3. Which of the following populations do you represent/serve (check all that apply)?

☐ People with Disabilities

☐ Persons with Low Income

☐ Children (ages 12 and under)

☐ Adolescents (ages 13-17)

☐ Adults (ages 18-59)

☐ Seniors (ages 60+)

☐ Veterans

☐ General public

☐ Seeking employment/education

☐ Re-entry parolees

☐ Individuals pursuing counseling/substance abuse treatment

☐ Medicaid-eligible individuals

☐ Individuals with limited English Proficiency (LEP)

☐ All of the above

☐ Other (please specify)

4. What geographic area (county, town, city, village) does your agency serve?

3

2016 UCTC Human Service Transportation Coordinated Plan

Persons with Disabilities

5. What sub-populations of people with disabilities do you represent/serve (check all that apply)?

- ☐ Office of Mental Health
- ☐ OASIS
- ☐ OPWDD
- ☐ Physically Disabled
- ☐ All of the above
- ☐ Other (please specify)

4

2016 UCTC Human Service Transportation Coordinated Plan

General Information Continued

6. Please check the box that <u>best</u> describes your organization. (Please choose one of the following options.)

- ○ Publicly Sponsored Transit Agency
- ○ Social Service Agency - Public
- ○ Social Service Agency - Nonprofit
- ○ Medical Center/Health Clinic
- ○ Faith-Based Organization
- ○ For-profit chair car carrier
- ○ Not-for-profit carrier
- ○ Veterans Organization
- ○ Local/Town Office on Aging
- ○ Nonprofit Senior Center
- ○ Assisted Living
- ○ Shelter or Transitional Housing
- ○ Nursing Home
- ○ Taxi Operator
- ○ Volunteer Driver Organization

Other (please specify)

5

7. Which of the following best describes how your agency provides transportation for your clients?

☐ Direct transportation using agency vehicles

☐ Purchase transportation services from a third party provider

☐ Provide contract transportation services for other agencies

☐ Reimburse clients for transportation services provided by others

☐ Purchase tickets, passes, or rides for your customers

☐ Coordinate volunteers who provide services with private vehicles

☐ Other (please specify)

[ ]

6

2016 UCTC Human Service Transportation Coordinated Plan

Direct Transportation

8. Please indicate the type of transportation services your organization either directly provides or purchases (check all that apply)

☐ Fixed Route (defined routes and fixed schedules)

☐ Demand Response (consumer requests services when needed)

☐ Recurring Trips (consumer-specific, recurring patterns)

☐ Special Events (specific transportation to special events)

9. What are the hours on each day of the week that transportation service is available?

Sunday	
Monday	
Tuesday	
Wednesday	
Thursday	
Friday	
Saturday	
24-hours, 7 days a week	

10. Does your organization charge a fare or fee for transportation services it provides?

☐ No

☐ Donation

☐ Yes. How much?

[   ]

7

11. Please indicate how many of each vehicle type your agency uses to provide transportation service?

Converted 15-passenger vans (e.g., raised roof, wheelchair lift)

[   ]

Light-duty bus (body-on-chassis type construction seating between 16-24 passengers)

[   ]

Medium duty bus (body-on-chassis type construction seating over 22 passengers)

[   ]

Medium or heavy-duty transit bus

[   ]

Minivan

[   ]

Car / sedan

[   ]

Volunteers / staff use their own cars

[   ]

Other (please specify)

[   ]

12. How is vehicle maintenance conducted?

☐ We maintain our own vehicles

☐ We bring them to a service facility or contract with a provider for service

8

2016 UCTC Human Service Transportation Coordinated Plan

General Transportation

13. What types of trips does your service provide or coordinate?

☐ Medical   ☐ Educational

☐ Shopping   ☐ Program related

☐ Recreational   ☐ All of the above

☐ Employment

Other (please specify)

[   ]

14. In a typical week, how many one-way passenger trips did you provide, purchase, or coordinate:

Total one-way passenger trips:

[   ]

Number of weekday (Monday through Friday) one-way trips:

[   ]

Number of weekend (Saturday and Sunday) one-way trips:

[   ]

Number of one-way trips for non-ambulatory clients:

[   ]

15. How many clients do you serve in a typical week?

Number of Clients Monday through Friday   [   ]

Number of Clients Saturday and Sunday   [   ]

16. What was your agency's FY 2015 budget to provide this transportation service?

Operating budget   [   ]

Capital budget   [   ]

Total budget   [   ]

9

17. What were your transportation OPERATING REVENUES for FY 2015?

Fares and/or donations	
Local government funding (city, town, village)	
County government funding	
State government funding	
Federal Transit Administration (FTA) grants	
Title III-B (Older Americans Act)	
Medicaid	
Veterans Administration	
Other (#1)	
Other (#2)	
Other (#3)	

18. Do you employ a full-time mobility manager or dispatcher?

◯ Yes

◯ No

19. Does your agency coordinate with any other transportation providers? Coordination does not have to happen by contract.

◯ No

◯ Yes

If yes, please describe

20. Would your agency be willing to collaborate with another agency to use the same vehicles for transportation services?

◯ Yes

◯ No

◯ Maybe

Comments:

21. If you coordinate a pool of volunteer drivers to take individuals to appointments or for other purposes, how many volunteer drivers do you have?

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2016 UCTC Human Service Transportation Coordinated Plan

Gaps and Needs

22. If you had additional resources, what service would be added to keep up with demand?

23. If you had additional resources, what service area would you expand to? What new destinations would be served?

24. If you had additional resources, what new customers/client groups would you serve?

25. What do you see, or would like to see, in the future of human service agency transportation in Ulster County?

26. If you would like to add additional comments, please do so below.

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2016 UCTC Human Service Transportation Coordinated Plan

THANK YOU! Your responses will help us answer some important questions regarding transportation needs in Ulster County.

For additional questions or comments, please contact:
Brian Slack, Senior Transportation Planner
Ulster County Transportation Council
244 Fair St
P.O. Box 1800
Kingston, NY 12402-1800
Ph: 845-334-5590
Email: bsla@co.ulster.ny.us

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Appendix C Agency Contacts

Name	Agency/Organization
Transportation	
Scott Ornstein	Metro-North Railroad
Christine Falzone	Coach
Mark Boungard/Anne Noonan	Trailways
Gene Berardi	Trailways
Robert DiBella	UCAT
Toni Roser	Kingston Citibus
Housing	
Steve Aaron	Birchez Associates (Senior Housing)
Suzanne Cahill	City of Kingston, Planning Director
Kevin O'Connor	RUPCO - Rural Ulster Preservation Company
Ten Broeck Commons	Elaine Trott
Hospitals/Health Care	
David Scarpino, President & CEO	Health Alliance of the Hudson Valley
Major Employers	
Maureen Ryan	New Paltz School District
Don Diamond	SUNY New Paltz
Donald Katt	SUNY Ulster - President
Jane Kithcart	SUNY Ulster - Student Support Services
SUNY New Paltz	SUNY Council Pres.
Human Resources	
Susan J. Hoger	RCAL - Resource Center for Accessible Living
Kelly McMullen, Program Supervisor, LGU Adult Services	UC Office for the Aging - Director
Linda Wainwright	UC Office for the Aging - Accounts Payable
Lisa Berger, Director	UC Office of Employment & Training
James Donahue	Ulster-Greene Arc

Maryjane Hunlock	UC DSS
Michael Iapoce, Commissioner	UC DSS - Deputy Director
Susan Warman	UC DSS
Mary Ann Hildebrandt	Gateway Community Industries
Steven Massee	UC Veterans Agency
Susan Koppenhaver MPH Chief Executive Officer	Always There (Home Care)
Jerry Lesczynski, Managing Director	Multi-County Community Development Corp./Rehabilitation Support Services, Inc.
Michael Berg, Executive Director	Family of Woodstock, Inc.
John McHugh, Executive Director	Ulster-Greene ARC
Elaine Lawrence, Senior Rehabilitation Counselor	ACCESS/VR
Ellen Pendegar, CEO	Mental Health Association in Ulster County, Inc.
Steve Miccio, Executive Director	PEOPLe, Inc.
David Scarpino, President & CEO	Health Alliance of the Hudson Valley
Kelly McMullen, Program Supervisor, LGU Adult Services	Ulster County Department of Mental Health
Amy Anderson-Winchell, CEO	Occupations, Inc.
Dr. Carol Smith	Ulster County Commissioner of Health

Appendix D Major Destinations

Name	Street	City
Benedictine Hospital		
Bread Alone	2121 Ulster Ave	Lake Katrine
Carpenters Local 279 Council		
Ellenbogen Media / Seven21 Media Center		
Elna Magnetics		
FALA Technologies		
Family Of Woodstock		
HITS/HITS Endurance & Diamond Mills Hotel & Tavern		
Hudson Valley Mall		
Mohonk Mountain House		
Montreign Resort Casino Sullivan County (in development)		
Next Step Digital		
Norman Staffing		
NYS Department Of Labor		
NYS Education Department		New Paltz
NYS Education Department		Kingston
Office of Economic Development		
Selux Corp		
SUNY New Paltz		
UC BOCES		Esopus
UC BOCES		New Paltz
UC Regional Chamber Of Commerce		
Ulster County		
Ulster Savings Bank		
Ulster/Greene ARC		
Adirondack Transit Lines Inc.	499 Hurley Ave	Hurley
Alcoa Fastening Systems	1 Corporate Drive	Kingston
Ametek, Inc.	55 Hasbrouck Lane	Woodstock
Arthur F. Mulligan Bus Co.	P O Box 250	Tillson
Belleayre Mountain Ski Center	PO Box 313	Highmount
Bread Alone Inc.	2121 Ulster Ave.	Lake Katrine
Brooklyn Bottling Co Of Milton NY	643 South Rd	Milton
C2G Environmental Consultants	83 S. Putt Corners Rd.	New Paltz

Ceres Technologies	PO Box 209	Saugerties
Charles River Labs	Route 209, Post Office Box 241	Stone Ridge
Courtyard by Marriott	500 Frank Sottile Blvd	Kingston
CSEA		
Diamond Mills Inn & Conference Center	319 Main Street	Saugerties
Excelsior Wood Products LLC	401B Sawkill Road	Kingston
FALA Technologies	430 Old Neighborhood Rd	Kingston
Fehr Bros. Industries, Inc.	895 Kings Highway	Saugerties
First Student	225 Malden Turnpike	Saugerties
Frito Lay, Inc.	36 South Putt Corners Road	New Paltz
Gillette Creamery	Post Office Box 256	Gardiner
Golden Hill Nursing & Rehabilitation Center	99 Golden Hill Drive	Kingston
Health Alliance	396 Broadway	Kingston
Health Quest	55 Grand Street	Kingston
Honor's Haven Resort & Spa	1195 Arrowhead Road	Ellenville
JBT Corporation	134 Flatbush Avenue	Kingston
Kingston Hospital - Health Alliance of the Hudson Valley	396 Broadway	Kingston
LoDolce Machine Company, Inc.	196 Malden Turnpike	Saugerties
Mohonk Mountain House	1000 Mountain Rest Road	New Paltz
Northeast Center for Special Care	300 Grant Avenue	Lake Katrine
Optimum Window Mfg. Corp.	28 Canal Street	Ellenville
Prism Solar Technologies, Inc.	180 South Street	Highland
Selux Corporation	5 Lumen Lane	Highland
Simulaids, Inc	16 Simulaids Dr.	Saugerties
Ten Broek Commons	1 Commons Drive	Lake Katrine
The Institute for Family Health	279 Main Street, Suite 101	New Paltz
Van Kleeck's Tire	Post Office Box 617	Lake Katrine
Viking Industries	89 South Ohioville Road	New Paltz
Waste Management	264 Old Flatbush Road	Kingston
Willcare, Inc.	803 Grant Avenue	Lake Katrine
WineRacks.com	819 Route 32	Tillson
Woodstock Percussion, Inc.	167 DuBois Road	Shokan
Zumtobel Lighting	3300 Route 9W	Highland

Appendix E   Top Employers

Name	Street	City
SUNY New Paltz		
SUNY Ulster Kingston Mary's Ave		Kingston
SUNY Ulster Stone Ridge		Stone Ridge
Multiple locations throughout Ulster		
ACCESS/VR		
Always There (Home Care)		
Family of Woodstock, Inc.		
Gateway Community Industries		
Health Alliance of the Hudson Valley		
Jewish Family Services		
Mental Health Association in Ulster County, Inc.		
Multi-County Community Development Corp./Rehabilitation Support Services, Inc.		
Occupations, Inc.		
PEOPLe, Inc.		
RCAL - Resource Center for Accessible Living		
RUPCO		
The Arc of Ulster-Greene		
UC Office for the Aging		
Ulster County Commissioner of Health		
Ulster County Department of Mental Health		
Ulster County Department of Social Services		
Ulster County Veteran's Agency		
Health Alliance of the Hudson Valley (Kingston and Benedictine)		
MKMG Lake Katrine		
Orange Regional Medical Center		
Vassar Brothers Medical Center		
White Plains Hospital Association		
Brigham Apartments		
Chambers Senior Housing		
Colonial Gardens		
Ellenville Senior Housing		
Elsie's Meadow		
Glusker Gardens		
Governor Clinton Apartments		

Huguenot Park Apartments		
Jenny's Garden		
Park Heights		
Rondout Gardens		
Saugerties Senior Housing		
Seven Greens		
Shandaken Village Apartments		
Stuyvesant Charter Apartments		
Ten Broeck Commons		
The Birchez		
The Mill		
Tongore Pines Senior Housing		
Ulster Gardens		
Wiltwyck Gardens		
Woodstock Meadows		
Yosman Tower Apartments		
Hannaford Supermarkets		
Hudson Valley Mall		
Kingston Plaza		
ShopRite Supermarkets		
Stop & Shop Supermarkets		
Target Ulster		
Walmart Ellenville		
Walmart Ulster		
Kingston Plaza		
Trailways Station in Kingston		
Trailways Station in New Paltz		