



Job Access and Reverse Commute (JARC) Program

**FY 2009 Service Profiles**

**Region I**

**Connecticut, Maine, Massachusetts, New Hampshire,**

**Rhode Island, and Vermont**

**October 2010**

**FTA-08-0162**

Job Access and Reverse Commute (JARC) FY 2009 Service Profiles: Region I

October 2010

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# INTRODUCTION

This appendix presents the profiles that JARC grantees submitted as part of the FY 2009 reporting process. For convenience, the findings are presented in ten separate documents, corresponding to the ten FTA regions, as follows:

* Region I – Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
* Region II – New York and New Jersey
* Region III - Delaware, Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia
* Region IV - Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, The Commonwealth of Puerto Rico, and the United States Virgin Islands
* Region V - Illinois, Ohio, Minnesota, Wisconsin, Indiana, and Michigan
* Region VI - Texas, Oklahoma, Arkansas, Louisiana, and New Mexico
* Region VII - Missouri, Iowa, Nebraska, and Kansas
* Region VIII - Colorado, Utah, Montana, Wyoming, South Dakota, and North Dakota
* Region IX - Arizona, California, Hawaii and Nevada
* Region X - Washington, Oregon, Idaho, and Alaska

The main report is available from FTA at http://www.fta.dot.gov/funding/grants/grants\_financing\_9292.html

## Document structure

Each volume is organized into two main sections based on the status of the grant recipient:

* **Large Urban Projects**, which includes JARC-supported projects reported by grantees in large urbanized areas. These are generally urban transit agencies, metropolitan planning organizations, and cities.
* **Small Urban/Rural Projects**, which includes projects in small urbanized areas and non-urbanized/rural areas that received JARC funding through a state department of transportation.

This structure reflects the Federal funding process for the JARC program, which allocates funds as follows:

* 60% of funds go to designated recipients in large urban areas with populations 200,000 and more
* 20% of funds go to states for small urban areas under 200,000
* 20% of funds go to states for non-urbanized/rural areas

For each grant recipient, projects are categorized alphabetically by recipient, sub-recipient, and project name.

Recipients, subrecipients, and services are uniquely identified with numbers shown in parentheses after the name of the agency or service, e.g. "Metropolitan Washington Council of Governments (1473)" or "Door-through-Door Service (1227).”   
  
These identifiers allow analysts to track profile information back to the underlying database record, even in the case of duplicate service names. For instance, there are numerous services, provided by different subrecipients, named "Mobility manager." This identifying number provides a way to link to a unique database record.   
  
Recipient identification numbers are an FTA designation and equivalent to the 4-digit TEAM identification number. Subrecipeient and service identification numbers pertain only to the

FY 2009 JARC/New Freedom evaluation database and do not map to any FTA designation.

## Profile content

Each profile includes the following information:

* **Location**  – Service area
* **Project categor**y – Grant recipients were asked to categorize each project as trip-based, information-based, or capital investment project
* **Project type** – Within each category, recipients further defined each project (e.g., demand response, mobility manager, or car-sharing)
* **Project goal** – Recipients were asked to select the primary goal for each project from a list

In addition, recipients were asked to provide a general description of service, performance indicators, and a descriptive summary or profile of the service, within each of the categories summarized below:

* **Service Description** - Provide a detailed description (1-2 paragraphs) of the JARC-funded service provided during FY 2009. Please indicate the route name and/or number, if available, and describe the route or service area.
* **Evaluation** – Describe how you have evaluated your project within your agency or organization. Identify relevant performance measures and benchmarks.
* **Accomplishments** – Highlight your greatest accomplishments. Describe any especially successful or innovative elements.
* **Lessons learned** – What advice would you give to someone else starting a service like yours? What do you wish you would had known when you started the service?

While the goal was to present the information as reported by the recipients, some editorial decisions were made for brevity and clarity. Blank responses or those marked “N/A,” are represented in this document by the word “None,” and those profiles that were left entirely blank were deleted. In addition, some profiles were removed because they were ineligible (e.g., route was not in service during FY 2009) or the records were duplicative.

# LARGE URBAN PROJECTS

## Massachusetts

### Brockton Area Transit Authority (1370)

#### Brockton Area Transit Authority (577)

##### BAT Sunday Service (578)

**Location**: City of Brockton (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:The Brockton Area Transit Authority provides JARC Sunday Service for fixed route and paratransit services in the City of Brockton. The hours of service are 11:20 AM to 6:25 PM. There are seven routes that provide service to all the major shopping, medical, and employment facilities in the city. The routes are as follows: 1. Montello via N. Main; 2. S. Plaza/Campello via Main; 3. VA Hospital via Belmont; 4. Westgate Mall via Pleasant and N. Warren; 5. Brockton Hospital and Massasoit Community College; 6. Southfield via Warren & Plain St.; and 7. No. Quincy, Court, and Cary Hill. The routes operate on a 40-minute pulse and average Sunday ridership is 1,369 one way trips.

**Evaluation**:JARC Sunday Service is evaluated on a weekly basis through our farebox revenue system. Ridership has remained relatively steady over the course of the year. Additionally, on-board surveys have been conducted to obtain feedback from riders.

**Accomplishments**: The transit dependent population in Brockton has expressed its gratitude for the opportunity to get to jobs, medical trips (3 hospitals), shopping trips, etc. The service has also provided a reverse commute opportunity with its connection to the commuter rail service that goes to and from the CBD in Boston.

**Lessons learned**:BAT is aware of the depth of dependence the community has for bus service seven days per week. This service would be extremely difficult to discontinue. BAT's federal grant #MA-37-X019 expired at the end of March 2009. Fortunately, BAT has been successful in obtaining continued Sunday service funding through the Massachusetts DOT JARC program and has a contract for that service as a sub-recipient until 6/30/11.

### Central Massachusetts Regional Planning Commission (1364)

#### Lutheran Social Services of New England (727)

##### Lutheran Social Services of New England (1004)

**Location**: Worcester to Northborough and Shrewsbury (MA)

**Type**: Trip-Based Services/Shuttle/feeder services

**Goal**: Expanded geographic coverage

S**ervice description**:Lutheran Social Services provides transitional services to new immigrant refugees; most come to this country from rural/agricultural areas in African countries with little to no English language skills. This service allows refugees to begin gainful employment in farming jobs while developing networks for transportation to their jobs. Clients are often placed in seasonal farming jobs in the Northborough or Shrewsbury area, where farms are in need of help. As these areas are not served by fixed route and underserved by paratransit, this shuttle from Worcester to the farms was necessary. Additional work in the farming off-season is also available at nearby Federal Express for some workers.

**Evaluation**:LSS began this program by making 34 trips during the first month. By the end of FFY 2009, 180 trips had been made, speaking to the need and success of the program. The program is continuing to grow in FFY 2010.

**Accomplishments**: LSS began the program with 12 jobs targeted. By the end of FFY 2009, 27 jobs were identified. The goal of LSS is to have constantly rotating employees who eventually learn how to navigate without assistance.

**Lessons learned**:Meeting with the applicant was critical to explaining the program and filling out the application. During several meetings held, it became apparent that LSS was not clear about certain aspects of the funding and the type of service it is available to provide. Each meeting brought them a little closer to the requirements and submittal of their final application.

### Pioneer Valley Transit Authority (1379)

#### Pioneer Valley Transit Authority (958)

##### G1 Express (1546)

**Location**: Springfield (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:PVTA operates express service on a high demand route in Springfield. The express service provides an opportunity for commuters to get to/from high employment areas, such as Baystate Medical Center, in half the time of the regular G1 route.

**Evaluation**:PVTA reviews ridership and on-time performance via monthly reporting as well as random checks. PVTA implemented a Mystery Rider Program on our fixed route system and has quarterly reports to review results. In addition, PVTA has initiated location checks for on-time performance; at least two major stops on this route are included with that survey information.

**Accomplishments**: PVTA has continued to collaborate with Baystate Medical Center to ensure their employees are aware of this service. The direct routing to Baystate Medical has reduced the travel time for their employees living in the eastern parts of Springfield.

**Lessons learned**:Have a thorough marketing plan in place prior to starting and be prepared to make adjustments if needed.

##### HCC Shuttle Service (1501)

**Location**: City of Holyoke, City of Springfield (MA)

**Type**: Trip-Based Services/Shuttle/feeder services

**Goal**: Expanded geographic coverage

S**ervice description**:Holyoke Community College (HCC) provides a shuttle service between the College and PVTA's hub locations in Springfield and Holyoke to provide more access for students, faculty, and staff.

**Evaluation**:PVTA ensures the service is being operated efficiently by supplementing PVTA's existing fixed route bus service that operates between Springfield and Holyoke.

**Accomplishments**: HCC has been able to use the shuttle service to provide transportation for a college "jump start" program, where high school students in Springfield can take pre-college summer courses. This program is geared toward low-income, less fortunate students who would otherwise not be able to explore a college-level education.

**Lessons learned**:PVTA has benefitted by partnering with HCC on this service as it supplements current fixed route service and has provided PVTA with a valuable relationship with a large employer and student population who use public transportation throughout our service area.

##### Route 21 Holyoke/Springfield via Chicopee (1548)

**Location**: Holyoke, Springfield, Chicopee (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:PVTA's Route 21 provides service from the downtown Springfield Bus Terminal to Veteran's Park in Holyoke via Chicopee, making it the most direct route between the three cities. This route operates every day except Sunday. Job access/reverse commute opportunities are located in the downtown area of both ends of this route (Holyoke and Springfield) and in the middle of the route (downtown Chicopee), as well as at several commercial, manufacturing, and medical facilities along the route.

**Evaluation**:PVTA monitors monthly ridership and on-time performance reports. In addition, PVTA has initiated a Mystery Rider program to gather additional data on how the routes are performing. Performance Measure checks include on-time performance, customer service, proper fare collection, driver performance, ADA announcements, and other key indicators that let us know how the route is operating.

**Accomplishments**: PVTA has used this opportunity to establish partnerships with several housing facilities served by this route, as well as employers in each community. In addition, the outreach on this route has reinforced the need for an express version of this route that serves Holyoke direct to Chestnut Street area of Springfield, specifically Baystate Medical Center, which is one of the largest employers in the Springfield area.

**Lessons learned**:Identify new marketing opportunities ahead of time. Marketing is not a one-time investment/event and must be continued to have a successful service.

### Southeastern Regional Transit Authority (5002)

#### Bristol County Workforce Investment Board (999)

##### User-side Half Price vouchers (1693)

**Location**: Southeastern (MA)

**Type**: Trip-Based Services/User-side subsidies/vouchers

**Goal**: Improved access/connections

S**ervice description**:Provide half price vouchers to the Work Investment Board (WIB) for clients seeking jobs.

**Evaluation**:Great response from the WIB; They asked for second and third batch of tickets.

**Accomplishments**: Got people to interviews who could otherwise not afford to go.

**Lessons learned**:Do it.

#### CEDC (998)

##### CEDC (1692)

**Location**: Southeastern (MA)

**Type**: Trip-Based Services/User-side subsidies/vouchers

**Goal**: Improved access/connections

S**ervice description**:Half price SRTA bus passes were provided to those seeking jobs.

**Evaluation**:CEDC used our services to help those that had received career training to seek jobs.

**Accomplishments**: Getting people who could not otherwise afford to travel to interviews and work to employment.

**Lessons learned**:Do it.

#### HOPE Collaborative (1000)

##### HOPE Collaborative User-side vouchers (1694)

**Location**: Southeastern (MA)

**Type**: Trip-Based Services/User-side subsidies/vouchers

**Goal**: Improved access/connections

S**ervice description**:HOPE Collaborative provides services to youth for gang prevention, as well as other unhealthy domestic situations. SRTA provided half price travel vouchers to those in need of transportation, as determined by HOPE, for travel to a job interview and summer job or after school jobs were given to those in need.

**Evaluation**:HOPE requested a second and third set of vouchers.

**Accomplishments**: Getting youths away from gang violence or domestic violence situations.

**Lessons learned**:It is a good program in which to invest.

### Worcester Regional Transit Authority (1380)

#### Worcester Regional Transit Authority (856)

##### Access to UMass Medical Center, Shrewsbury St. & Intermodal Center (1115)

**Location**: Worcester County (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:Access to UMass Medical Center, Shrewsbury St., and the Intermodal Center from Great Brook Valley. Route 16, which traveled from downtown Worcester, past the Intermodal Center and along Shrewsbury St., to UMass Medical Center was extended to allow direct access from a large low-income neighborhood on the edge of Worcester to the major employment opportunities afforded by the hospital, the restaurants along Shrewsbury St., and access to the intercity bus and commuter rail at the Intermodal Center.

**Evaluation**:The UMass route is now effectively aligned as a direct route for employment from an Environmental Justice population center.

**Accomplishments**: This route, along with the other three JARC routes, is considered very effective in serving the needs of Environmental Justice communities in accessing jobs and services.

**Lessons learned**:The WRTA has developed a comprehensive program aimed at getting employers to view transit as a valuable employee benefit, and the JARC program has become an integral part of the program by helping to better align routes and service times with employment centers.

##### Auburn Industrial Park (1113)

**Location**: Worcester County (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:Auburn Industrial Park- The WRTA had been offering service from downtown Worcester to the Auburn Warehouse Distribution Center for about five years with good ridership. The restructured route offers even more access from low-income neighborhoods to potential job sites. The route travels by way of Cambridge St., in Worcester and Auburn, which has additional employment opportunities.

**Evaluation**:The Auburn Industrial Park is now effectively aligned as a direct route for employees living along an Environmental Justice population corridor.

**Accomplishments**: This route, along with the other three JARC routes, is considered very effective in serving the needs of Environmental Justice communities in accessing jobs and services.

**Lessons learned**:The WRTA has developed a comprehensive program aimed at getting employers to view transit as a valuable employee benefit, and the JARC program has become an integral part of the program by helping to better align routes and service times with employment centers.

##### Shuttle to Shoppes at Blackstone Valley (1109)

**Location**: Worcester County (MA)

**Type**: Trip-Based Services/Shuttle/feeder services

**Goal**: Expanded geographic coverage

S**ervice description**:Shuttle to Shoppes at Blackstone Valley is a shuttle service from downtown Worcester to the Shoppes at Blackstone Valley, a very large retail establishment located just over the city line in Millbury. The shuttle service operates directly from the downtown bus hub on an hourly basis from 9 AM to 5 PM, capturing the main employment time for permanent, full-time workers.

**Evaluation**:The Shuttle to the Shoppes has proven to be very good route. The route has been altered several times to improve service efficiency and better align it with work times.

**Accomplishments**: This route, along with the other three JARC routes, is considered very effective in serving the needs of Environmental Justice communities in accessing jobs and services.

**Lessons learned**:The WRTA has developed a comprehensive program aimed at getting employers to view transit as a valuable employee benefit, and the JARC program has become an integral part of the program by helping to better align routes and service times with employment centers.

##### Wal-Mart Reverse Commute (1129)

**Location**: Worcester County (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Wal-Mart Reverse Commute: The WRTA added 64 trips per week to two routes that serve a new, suburban Wal-Mart shopping center located along state Route 9, west of Worcester. Route 9 travels through the low-income, downtown residential areas of several small communities, as well into a significant low-income area located in Worcester. The Wal-Mart offers significant employment opportunities.

**Evaluation**:The Wal-Mart Reverse Commute is an extremely productive work/shopping route from a major city Environmental Justice population center.

**Accomplishments**: This route, along with the other three JARC routes, is considered very effective in serving the needs of Environmental Justice communities in accessing jobs and services.

**Lessons learned**:The WRTA has developed a comprehensive program aimed at getting employers to view transit as a valuable employee benefit, and the JARC program has become an integral part of the program by helping to better align routes and service times with employment centers.

# SMALL URBAN/RURAL PROJECTS

## Connecticut

### Connecticut Department of Transportation (1334)

#### CTTransit - Hartford, New Haven, & Stamford (280)

##### Hartford - Home Goods Night Trip (251)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford - Imperial Nurseries (250)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford Berlin Turnpike Flyer (253)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford Bloomfield Service (252)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford Bradley Flyer (254)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford Bradley Flyer Weekend (255)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford C&S (256)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford L-Tower Avenue (Route 92) (249)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford Saturday Night Services (257)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford Stew Leonard's (260)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford Sunday Service enhancements (AM&PM) (259)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

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**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### Hartford ZZ Shuttle (258)

**Location**: Hartford County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Hartford has 3,170 TFA cases with 6,997 recipients and 626 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility requirements under the FTA eligibility guidelines; the basic finding was that 100% of the participants met the guidelines.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Establishment of evening transit services for the residents of New Britain to assist them in getting to and from second shift jobs was a highlight accomplishment. Prior to this service enhancement, residents did not have any way to reach those job opportunities without relying on relatives or walking.

**Lessons learned**:None

##### New Haven Expanded routes B & D (265)

**Location**: Hartford, New Haven, Stamford (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:None

**Evaluation**:Periodic customer surveys are performed to determine whether the target population is being reached; ridership is monitored.

**Accomplishments**: None

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

##### New Haven Foxon Extension to D route (262)

**Location**: New Haven County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:New Haven Foxon Extension to D route

**Evaluation**:Periodic customer surveys are performed to determine whether the target population is being reached; ridership is monitored.

**Accomplishments**: None

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

##### New Haven Milford O Route enhancement (263)

**Location**: New Haven County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:None

**Evaluation**:Periodic customer surveys are performed to determine whether the target population is being reached; ridership is monitored.

**Accomplishments**: None

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

##### New Haven QB&QL Beverly Hills Extension (261)

**Location**: New Haven County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:None

**Evaluation**:Periodic customer surveys are performed to determine whether the target population is being reached; ridership is monitored.   
**Accomplishments**: None

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

##### New Haven Schick O route (264)

**Location**: New Haven County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:None

**Evaluation**:Periodic customer surveys are performed to determine whether the target population is being reached; ridership is monitored.   
**Accomplishments**: None

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

##### Stamford Saturday Night service enhancement (244)

**Location**: Fairfield County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Saturday service enhancements in Stamford; expand the service hours to meet second shift return trips and third shift start trips.

**Evaluation**:Periodic customer surveys are performed to determine whether the target population is being reached; ridership is monitored.   
**Accomplishments**: None

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

##### Stamford Sunday Service (203)

**Location**: Fairfield County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Service on multiple routes in Stamford, CT.

**Evaluation**:Periodic customer surveys allow us to see if the target population is being reached. These also allow customer feedback on the services. We also monitor ridership.

**Accomplishments**: There was no service in Stamford, CT on Sunday, prior to the Job Access program.

**Lessons learned**:The planning process and reporting are a burden when compared to the available funds.

##### Stamford Weeknight Service (245)

**Location**: Fairfield County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Stamford Weeknight Services expands service hours in order to serve second shift returns and third shift start times.

**Evaluation**:Periodic customer surveys are performed to determine whether the target population is being reached; ridership is monitored.

**Accomplishments**: None

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

#### Greater Bridgeport Transit (282)

##### Coastal Link (CL) - Bridgeport (248)

**Location**: Bridgeport (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:Greater Bridgeport Transit – The Coastal Link (CL)  
 This partially JARC-funded service helped in the implementation of the Coastal Link – service from Milford to Norwalk, Connecticut. Based on Dun & Bradstreet Employment data from February 2004, this corridor is home to more than 329 employers, each with more than 25 employees. There are also countless smaller businesses/employers along this route and more than 288 Family Day Care Centers and 96 Group Centers. GBT, Norwalk Transit, and Milford Transit cooperatively operate this service.

**Evaluation**:GBT evaluates all JARC-related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: New partnership, increased access and increased ridership.

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Expanded (Extended) Route 15 Service (242)

**Location**: Bridgeport (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Greater Bridgeport Transit – Extended Route 15 Service  
 This JARC-funded service includes extended geographic coverage from Hawley Lane Mall (Trumbull/Stratford) to Derby Train Station. There are over 22 employment sites with more than 25 employees each along this short segment.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: New geographic coverage; increased ridership

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Expanded Weeknight and Weekend Service (239)

**Location**: Bridgeport (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Greater Bridgeport Transit – Extended Evening and Weekend Service  
 This JARC-funded package of service improvements includes extended weekday and weekend service hours on GBT routes 3, 4,6,8,10,13. These services provide extended access to major employment locations throughout the region including the Trumbull Mall (routes 3,4, and 8) as well as the Dock Shopping Center, Stratford Square and Stratford Crossing Route 10), the East Side and East End of Bridgeport (Route 13), as well as Downtown Bridgeport (all routes). There are over 255 employment sites with more than 25 employees each along this short segment.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: Increased ridership

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Route 10 Frequency Improvement (238)

**Location**: Bridgeport (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved system capacity

S**ervice description**:Greater Bridgeport Transit - Route 10 Frequency Improvement (formerly Route 11)  
 This JARC-funded service enhancement improved frequency from 60- to 30-minute service weekday mornings and afternoons, providing enhanced service from downtown Bridgeport and numerous employment sites on Black Rock Turnpike in Fairfield. The introduction of more frequent service in this corridor has led to increased ridership and better access to employment sites on Black Rock Turnpike. There are over 61 employment sites with more than 25 employees each along this short segment.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: Increased ridership and access to jobs

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Route 25 & 111 Service (241)

**Location**: Trumbull (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Greater Bridgeport Transit – State Routes 111 and 25 Reverse Commute Suburban Service  
 This JARC-funded program includes Route 9 Local Service to Trumbull, providing access to the rapidly growing commercial corridors of State Route 111 and, to a limited extent, State Route 25. There are over 22 employment sites with more than 25 employees each along this short segment.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: Increased access and ridership

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Route 8 (Frequency Improvement) (237)

**Location**: Bridgeport (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:Greater Bridgeport Transit - Route 8 Frequency Improvement  
 This JARC-funded enhancement includes improvement from 30- to 20-minute service weekday afternoons, providing more reliable and frequent service to employment sites on Main Street in Bridgeport. There are over 71 employment sites with more than 25 employees each along this short segment.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: Increased ridership

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Route 8 Service Enhancement (Expanded Geographic Coverage) (236)

**Location**: Bridgeport (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Greater Bridgeport Transit - Route 8 Service Extension (formerly Route 1)  
 This JARC-funded service includes a geographic extension from P.T. Barnum Apartments to Black Rock, providing access to Stop and Shop and direct service from P.T. Barnum Apartments to the Bridgeport Transportation Center, as well as employment sites along Stratford and Fairfield avenues. This service improvement is along one of GBT’s Title VI minority routes. There are over 45 employment sites with more than 25 employees each along this short segment.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: This enhancement provides more frequent and direct services between P.T. Barnum Apartments, Bridgeport's Black Rock area, and Downtown Bridgeport.

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Route 9 Express (Bridgeport to Trumbull) - Expanded Service Area (235)

**Location**: Trumbull (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Greater Bridgeport Transit - Route 9 Express  
 This JARC-funded project introduced express service from downtown Bridgeport to businesses in suburban Trumbull, Connecticut. The Route 9 Express provides three departures each morning and afternoon peak period, connecting the Downtown Bridgeport Intermodal Center (rail, bus, and ferry) to major employers in Trumbull. Based on Dun & Bradstreet employment data from February 2004, 22 employers with more than 25 employees each are located in this corridor. Further, there are countless smaller businesses/employers along this route.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: This service provides critical access to suburban employment not available prior to JARC funding.

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

##### Weekend Service Enhancements (240)

**Location**: Bridgeport (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Greater Bridgeport Transit – Extended Weekend Service  
 This JARC-funded package of service enhancements includes Saturday and holiday frequency improvements on GBT Route 8; Sunday and holiday service on GBT Route 10; Sunday and holiday frequency improvements on GBT Route 8; and other Sunday and holiday service span improvements.

**Evaluation**:GBT evaluates all JARC related transportation services by reviewing productivity in trips/hour and cost/trip, relative to other JARC and non-JARC services. Periodically, the Southwestern Connecticut People to Jobs Collaborative will conduct a rider survey.

**Accomplishments**: Increased access and ridership

**Lessons learned**:Consideration of the likelihood of long-term operating investment is critical when implementing JARC or NF funded service. Once new services are implemented, new riders securing new employment are dependent upon the services for continued employment and interruptions or reductions in service can result in the loss of access to these jobs.

#### Greater Hartford Transit District (285)

##### On Demand Services (225)

**Location**: Hartford (CT)

**Type**: Trip-Based Services/Demand response

**Goal**: Extended hours/ days of service

S**ervice description**:These trips were to access job training and interviews.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned**:None

#### Housatonic Area Regional Transit (288)

##### Mall-Hospital Loop (215)

**Location**: Housatonic Valley Region (CT)

**Type**: Trip-Based Services/Flexible routing

**Goal**: Extended hours/ days of service

S**ervice description**:The Mall-Hospital LOOP is one of three coordinated bus routes operated by HART that serves the core urban area of Danbury when other local bus service does not run on week nights, Saturday nights, Sundays, and holidays. Service runs from 6:30 PM-10:30 PM weeknights, 5:30 PM-10:30 PM Saturday nights, and from 9 AM-7 PM on Sundays and holidays. The bus route provides service to Danbury Fair Mall, Main Street in Danbury, Danbury Hospital, and the North Street Shopping Center.

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: The LOOP services grew out of collaborative discussions with social service providers, passengers, and business interests at the time of welfare reforms in the late 1990s. Those discussions determined that the major transit need in the region was extension of bus service on weeknights, Saturday nights, Sundays, and holidays. Rather than extending the entire fixed route system, a scaled-down route structure was developed to hit the major trip generators and several short trial versions of the service were implemented before the final version was put in place. Body-on-chassis buses are utilized, rather than transit coaches.  
 The success of the service has resulted in the extension of the service area and the addition of more routes.   
 Surveys show that nearly one-third of users are TANF eligible. The collaborative process has proven and continues to be key to the success of the service.

**Lessons learned**:It might have been advantageous to modify the pulse time from the HART standard of top of the hour when setting up the Sunday service.

##### New Milford Loop (214)

**Location**: Housatonic Valley Region (CT)

**Type**: Trip-Based Services/Flexible routing

**Goal**: Extended hours/ days of service

S**ervice description**:The New Milford LOOP is one of three coordinated bus routes operated by HART that serves the core urban areas of Danbury, Brookfield, and New Milford when other local bus service does not run on week nights, Saturday nights, Sundays, and holidays. Service runs from 6:30 PM-10:30 PM weeknights, 5:30 PM-10:30 PM Saturday nights, and from 9 AM-7 PM on Sundays and holidays. The route provides service to Main Street in Danbury, New Milford Hospital, and the Federal Road/Route 7 corridor in Brookfield and New Milford

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: The LOOP services grew out of collaborative discussions with social service providers, passengers, and business interests at the time of welfare reforms in the late 1990s, that determined that the major transit need in the region was extension of bus service weeknights, Saturday nights, Sundays, and holidays. Rather than extending the entire fixed route system, a scaled-down route structure was developed to hit the major trip generators and several short trial versions of the service were implemented before the final version was put in place. Body-on-chassis buses are utilized, rather than transit coaches.  
 The success of the service has resulted in the extension of the service area and the addition of more routes. New Milford LOOP was expanded last year with a second bus to improve headways to hourly service.  
 Surveys show that nearly a one-third of users are TANF eligible. The collaborative process has proven and continues to be key to the success of the service.

**Lessons learned**:Modifying pulse times might have been useful on Sundays, rather than going with the historic top of the hour pulse used in the HART system.

##### Newtown Road - South Street Loop (213)

**Location**: Housatonic Valley Region (CT)

**Type**: Trip-Based Services/Flexible routing

**Goal**: Extended hours/ days of service

S**ervice description**:The Newtown Road – South Street LOOP is one of three coordinated bus routes operated by HART that serves the core urban area of Danbury and Bethel when other local bus service does not run on week nights, Saturday nights, Sundays, and holidays. Service runs from 6:30 PM-10:30 PM weeknights, 5:30 PM-10:30 PM Saturday nights, and from 9 AM-7 PM on Sundays and holidays. The route provides service to Main Street in Danbury, Bethel Center, WCSU, Berkshire Shopping Center, and Target.

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: The LOOP services grew out of collaborative discussions with social service providers, passengers, and business interests at the time of welfare reforms in the late 1990s. Those discussions determined that the major transit need in the region was extension of bus service on weeknights, Saturday nights, Sundays, and holidays. Rather than extending the entire fixed route system, a scaled-down route structure was developed to hit the major trip generators and several short trial versions of the service were implemented before the final version was put in place. Body-on-chassis buses are utilized, rather than transit coaches.  
 The success of the service has resulted in the extension of the service area and the addition of more routes.   
 Surveys show that nearly one-third of users are TANF eligible. The collaborative process has proven and continues to be key to the success of the service.

**Lessons learned**:Starting a service network such as the LOOPS from scratch gives you the opportunity to think about timing on pulses, i.e., when buses meet, with an eye to when passengers arrive/are picked up from origins and destinations and work shifts, etc. This is more of an issue on Sundays. We might have set the pulse times up at the bottom of the hour instead of the top of the hour (the typical weekday pattern of the HART fixed route system). Sunday ridership is very strong, nonetheless.

#### Middletown Transit District (292)

##### Middletown M-Link (247)

**Location**: Middletown (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Route name MLINK; Connects cities of Middletown and Meriden, CT.

**Evaluation**:The route was evaluated in conjunction with the Middlesex and Meriden Chamber of Commerce. The route was designed to take advantage of the City of Meriden's excess labor market and the City of Middletown’s need to fill job vacancy. It has worked well for both towns.

**Accomplishments**: Our greatest achievement was overcoming the initial political and commercial opposition to transit service between the two towns.

**Lessons learned**:Conduct a feasibility study to determine need; know the degree of opposition in starting transit services between two towns

##### Night Owl (246)

**Location**: Middletown (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:NOWL route service provides citizens access to second shift jobs, especially in the fast food or restaurant sectors.

**Evaluation**:MTD evaluates the service based upon the number of persons hired and continued employment in the NOWL service corridor.

**Accomplishments**: MTD’s greatest accomplishment is building the number of one way trips from 987 one way trips during its inception seven years ago, to (currently) approximately 30,000 annually.

**Lessons learned**:Never give up, persevere, and continue to market

#### Milford Transit District (281)

##### Coastal Link - Milford (243)

**Location**: Southwestern Connecticut (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:The Coastal Link service is operated by three different transit agencies in southwest Connecticut: the Milford Transit District, the Bridgeport Transit Authority, and the Norwalk Transit District. The route travels along the Route 1 corridor and provides early morning and late night service to many entry-level employees. The service puts potential employees in touch with hundreds of possible employers along the corridor by providing a seamless service where there had not been one in decades.

**Evaluation**:The service is evaluated through ridership, on time performance, and rider surveys.

**Accomplishments**: The greatest accomplishment would be that three separate agencies with separate governing boards and, in one, case different unions, are able to provide a service that in most ways is distinguished as a single operating entity, the Coastal Link; not the Milford, Norwalk, or Bridgeport Coastal Link, but just the generic Coastal Link. It has also obviously identified a need to provide a convenient, seamless service in this corridor, as ridership bears out.

**Lessons learned**:We should have agreed on a fare policy that was consistent among all agencies, as we now have an uneven fare system where charges vary in different locals. Although we are working on fixing that problem, it should have been strictly agreed upon in the beginning. In addition, we could have done a better job of predicting the high usage of the service as overcrowding was a huge problem until we were able to add additional services throughout the day to alleviate the problem.

#### New Britain Transportation Co., Inc. (286)

##### Berlin Turnpike Extension (227)

**Location**: New Britain, Berlin, and Newington (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Extension of Berlin/Kensington service to provide a connection with the CTTransit Hartford Berlin Turnpike route; provides a connection to employment.

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: New Britain has 1,177 TFA cases with 2,701 recipients and 245 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility under the FTA eligibility guidelines; the basic finding was that 73% of the participants met the FTA eligibility guidelines and that 84% had maintained their employment for more than 90 days.

**Lessons learned**:None

##### New Britain Evening Services (228)

**Location**: New Britain (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Extended service hours to meet shift times on the New Britain bus system

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: New Britain has 1,177 TFA cases with 2,701 recipients and 245 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility under the FTA eligibility guidelines; the basic finding was that 73% of the participants met the FTA eligibility guidelines and that 84% had maintained their employment for more than 90 days.

**Lessons learned**:None

##### Oak Street Saturday morning (229)

**Location**: New Britain (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Early morning service on the Oak Street route for the residents of New Britain, to assist them in getting to first shift jobs on Saturday mornings

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: New Britain has 1,177 TFA cases with 2,701 recipients and 245 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility under the FTA eligibility guidelines; the basic finding was that 73% of the participants met the FTA eligibility guidelines and that 84% had maintained their employment for more than 90 days.

**Lessons learned**:None

##### Westfield Shoppingtown Meriden Extension (226)

**Location**: New Britain to Meriden (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Service from New Britain to Meriden, CT, Monday through Saturday, to meet shift start and end times

**Evaluation**:Our Jobs Access Task Force meets monthly to review ridership, cost per trip, and other factors to determine if the route is meeting performance measures. Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: New Britain has 1,177 TFA cases with 2,701 recipients and 245 SAGA cases/recipients. As part of our annual surveys, we reviewed the number of users who met the eligibility under the FTA eligibility guidelines; the basic finding was that 73% of the participants met the FTA eligibility guidelines and that 84% had maintained their employment for more than 90 days.

**Lessons learned**:None

#### North East Transportation Co., Inc. (287)

##### Beacon Falls (224)

**Location**: Waterbury and Beacon Falls (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Beacon Falls - enhanced bus service targeted for employment in Beacon Falls for the first shift. Service areas in Beacon Falls include the Murtha Industrial Park and the Pines Bridge Industrial Park.

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Beacon Falls is one of the most successful and largest projects in terms of ridership in the Waterbury area of the Northwest Region Joblinks Program. Upon the recommendation of the Operation Committee and based on the needs of a Staffing Service, Beacon Falls started with a 12-passenger vehicle for first and second shift, provided by Managed Transportation Services. Within months after implementation (Program Year 2000), the project increased ridership so as to necessitate a full bus provided by Northeast Transportation Company. Relocation of a Waterbury manufacturer and expansion of other employers in Murtha and Pines Bridge Industrial Parks has increased ridership needs, resulting in the Beacon Falls project carrying a new high of 212 unduplicated passengers and 8,250 total passengers on five buses during the month of October 2008. For the reporting year, Beacon Falls carried 43,050 total passengers, for an average of 3,587 passengers per month.   
**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and state agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation to any Job Access program for start up.

##### Brass Mill Center (223)

**Location**: Waterbury, Watertown, and Oakville (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Brass Mill Extension- “customized ride home” services, Monday through Friday, after 6:00 PM to Brass Mill Mall and retail area of Waterbury

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: NONE

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and state agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation to any Job Access program for start up.

##### Cheshire Industrial Park (218)

**Location**: Cheshire and Waterbury (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Cheshire Industrial Park- enhancements to the current fixed route bus service, including Saturday service to the Cheshire Industrial Park

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: NONE

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and state agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation to any Job Access program for start up.

##### Child Care Reservation (222)

**Location**: Waterbury (CT)

**Type**: Trip-Based Services/Demand response

**Goal**: Expanded geographic coverage

S**ervice description**:Childcare Reservation- Individualized transportation service to TANF clients needing to access childcare providers during non-traditional hours. Four daily hours of service, Monday through Friday, with a weekly reservation for childcare transportation, based on space availability, with 24-hrs advance notice.

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Childcare Reservation Project is an innovative program that originated in the Program Year 2003. Based on the number one barrier faced by TANF clients is the need for transportation to childcare centers from the home in the morning. This project transports parent and children to the childcare centers, so the parent can more efficiently get to work and training, and provides the return trip home in the evening. Traditionally, this project builds to a waiting list status and then opens up reservations once families have reached a level of self-sufficiency.  
 Currently, this highly customized free service provides transportation for 16 individuals, composed of five families, for a total of 218 trips on an average month.

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Evening Reservation Program (221)

**Location**: Waterbury (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Evening Reservation – reservation service to TANF clients working in the City of Waterbury and neighboring towns in the Greater Waterbury service area after 6:00 PM when the local bus service does not operate. Service is provided to the newly developed retail area identified in the Wolcott Street section of Waterbury, including but not limited to Stop and Shop, Wal-Mart, Bob’s Stores, K-Mart, Marshalls, Waterbury Hospital, St. Mary’s Hospital, Cheshire House, and Wolcott View Manor.

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: NONE

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Naugatuck Industrial Park (217)

**Location**: Waterbury and Naugatuck (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Naugatuck Industrial Park and Green- enhanced transportation service to the Naugatuck Industrial Park, Prospect Industrial Park, and the Spring Street area in Naugatuck

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: NONE

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Southbury (220)

**Location**: Waterbury and Southbury (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Southbury/Waterbury (Route 84) Project- employment shuttle service between Waterbury & Southbury, CT, Monday through Friday, between the hours of 7:15 AM and 4:30 PM

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: NONE

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Waterbury to Torrington (219)

**Location**: Waterbury and Torrington (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Torrington/ Thomaston/Waterbury (Route 8) Project- employment transportation service from Waterbury to Torrington at 5:15 AM; return trip is provided by Northwest CT Transit District

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: None

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Watertown Straits Turnpike (216)

**Location**: Waterbury and Watertown (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Watertown/Straits Turnpike- route extension to serve businesses in the Watertown/Straits Turnpike area and Watertown Industrial Park area

**Evaluation**:Periodically we perform customer surveys that allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: NONE

**Lessons learned**:Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non-profits, staffing services, employers, and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

#### Northwestern Connecticut Transit District (289)

##### Torrington - Canaan (212)

**Location**: Torrington, Winsted, Norfolk, Goshen, Canaan, and Lakeville (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:The Torrington/Canaan commuter route has been running successfully since 2000. The route serves different employers on the Old Route 8 and the Route 44 corridor and provides transportation to all three work shifts.

**Evaluation**:The District has done yearly surveys on the bus route to evaluate the service and to determine if the needs of the riders are being met. The surveys are done in English and Spanish.

**Accomplishments**: Prior to this service, there was no available transportation from Torrington to the Canaan area employers. The commuter route has enabled many employees the ability to gain employment they would have not been able to even consider, prior to the route being implemented. Three employees that began as entry-level workers have been promoted to shop foreman at two of the factories.

**Lessons learned**:The District had many phone calls inquiring about commuter service to the Canaan area prior to the start of the service. Staff went out to the potential factories and met with the employers to determine the transportation needs. Local staffing agencies were contacted prior to the service to determine the location of potential employees. The District has maintained a strong relationship with the employers and the staffing agencies. This element has been a key factor in the success of the program.

##### Torrington to Waterbury (211)

**Location**: Torrington and Waterbury (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:The Torrington/Waterbury route allowed employees from the Waterbury area to travel up Route 8 North for employment. Prior to this service beginning there was no transportation available.

**Evaluation**:The bus was constantly filled to capacity on a daily basis.

**Accomplishments**: Many of the same employees had been riding the bus since it began in 2002 and had gained full-time permanent status at the business.

**Lessons learned**:The service began in 2002 with only one company using the transportation service for its employees. Many other companies along the Route 8 corridor were approached and had the service offered to them, but no one else had the need for their employees or for new employees. The service would have been utilized to its fullest if we were able to have other businesses on-board.

#### Norwalk Transit District (283)

##### Coastal Link - Norwalk (234)

**Location**: Southern Fairfield County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved access/connections

S**ervice description**:The Coastal Link provides service to a transportation corridor that links “people to jobs.” This corridor had previously been served by the Norwalk Transit District, Greater Bridgeport Transit, and the Milford Transit District, however, service hours and days of operation were different in each area. In addition, transfers were required from one system to another. The Coastal Link provides for a trip without transfers along the Route 1 corridor between Milford and Norwalk.   
 The three transit operators pool their resources and provide service from 5:30 AM to 11 PM Monday through Saturday, and from 9 AM to 7 PM on Sunday. Service frequency on weekdays is every 20 minutes during peak hours, and every 60 minutes during off-peak; Saturday every 30 minutes; and, every 60 minutes on Sunday. The Coastal Link’s western terminus is the WHEELS hub in Norwalk, where free transfers can be made to the local WHEELS routes, CTTransit’s Route 41 to Stamford, and the Seven Link to Danbury. Traveling through Bridgeport, free transfers can be made to the Greater Bridgeport Transit’s local routes at the Bridgeport Bus Terminal. The Coastal Link’s eastern terminus is the Connecticut Post Mall where free transfers can be made to the Milford Transit District’s local routes and CTTransit’s routes to New Haven.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force in 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies, and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip, and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: The economic downturn has had a major impact on Fairfield County, Connecticut with soaring unemployment. This is the first year that a ridership decrease occurred; ridership decreased by 7.9%. The Norwalk Transit District experienced a 3.1% decrease in ridership on the base local service (WHEELS) for the same period and the other operators of this service experienced a similar decline.  
 Despite the decline in ridership, marketing of this and all other JARC-supported services continued with enhanced schedules in both English and Spanish, website improvements, and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned**:The challenge faced by all transit providers is the guarantee of continued funding. This service was established in 1999 and has enjoyed the financial support of various People to Jobs initiatives. With the stressed state budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service, and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement.

##### CT Avenue Evening Service (232)

**Location**: City of Norwalk (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:The Norwalk Evening Shuttles are made up of two shuttles operating from 7:30 PM to 10:30 PM, Monday through Friday, and from 6:30 PM to 9:30 PM, Saturday, on one-hour frequencies. These shuttle routes also operate on Sunday. The CT Avenue Shuttle operates on US Route 1 from the pulse point to its western terminus at Norwalk Community College. At the pulse point, transfers may be made to CTTransit Route 41, the Coastal Link, and to the other shuttle. The CT Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the daytime WHEELS Route 13 and Route 10.

The design of these routes was intended to offer transportation along the busiest corridors where numerous employment opportunities exist, from the most densely populated areas of Norwalk, and where persons with the lowest income reside. The base local service (WHEELS) ends at 7:30 PM, so this service extended service hours and has provided more employment options with the increased span of service.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force in 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies, and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip, and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: The economic downturn has had a major impact on Fairfield County, Connecticut with soaring unemployment. Despite ridership decreases on most other services provided by the Norwalk Transit District, the CT Avenue Evening Shuttle saw a modest increase of 1.6%. The Transit District is pleased with this increase. The Norwalk Transit District experienced a 3.1% decrease in ridership on the base local service (WHEELS) for the same period. Despite the fluctuations in ridership, marketing of this and all other JARC supported services continued with enhanced schedules in both English and Spanish, website improvements and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned**:The challenge faced by all transit providers is the guarantee of continued funding. This service was established in 1998 and has enjoyed the financial support of various People to Jobs initiatives. With the stressed state budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement.

##### Main Avenue Evening Shuttle (233)

**Location**: City of Norwalk (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:The Norwalk Evening Shuttles are made up of two shuttles operating from 7:30 PM to 10:30 PM, Monday through Friday, and from 6:30 PM to 9:30 PM, Saturday, on one-hour frequencies. These shuttle routes also operate on Sunday. The CT Avenue Shuttle operates on US Route 1 from the pulse point to its western terminus at Norwalk Community College. Transfers to the routes noted above are made at the pulse point. The CT Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the daytime WHEELS Route 13 and Route 10.   
 The design of these routes was intended to offer transportation along the busiest corridors where numerous employment opportunities exist, from the most densely populated areas of Norwalk, and where persons with the lowest income reside. The base local service (WHEELS) ends at 7:30 PM, so this service extended service hours and has provided more employment options with the increased span of service.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force in 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies, and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip, and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: The economic downturn has had a major impact on Fairfield County, Connecticut with soaring unemployment. Ridership on the Main Avenue Evening Shuttle decreased by 8.9%. The Norwalk Transit District experienced a 3.1% decrease in ridership on the base local service (WHEELS) for the same period, so the ridership decline is consistent although at a higher rate. Despite the decline in ridership, marketing of this and all other JARC supported services continued with enhanced schedules in both English and Spanish, website improvements and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned**:The challenge faced by all transit providers is the guarantee of continued funding. This service was established in 1998 and has enjoyed the financial support of various People to Jobs initiatives. With the stressed state budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement.

##### Sunday Shuttles (231)

**Location**: City of Norwalk (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:The Norwalk Sunday Shuttles are made up of two shuttles operating from 9 AM to 6 PM on one-hour frequencies. The Main Avenue Shuttle operates on local Route 7 from the pulse point to the northern terminus at Wal-Mart. At the pulse point, transfers may be made to CTTransit Route 41 to Stamford, the Coastal Link to Milford, and to the other shuttle. The Main Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the WHEELS Route 3 and Route 9.  
 The CT Avenue Shuttle operates on US Route 1 from the pulse point to its western terminus at Norwalk Community College. Transfers to the routes noted above are made at the pulse point. The CT Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the WHEELS Route 13 and Route 10.  
 The design of these routes was intended to offer transportation along the busiest corridors where numerous employment opportunities exist, from the most densely populated areas of Norwalk, and where persons with the lowest incomes reside. The base local service (WHEELS) does not operate on Sunday, so this service extended service days and has provided more employment options with the increased span of service.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force in 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies, and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip, and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: The economic downturn has had a major impact on Fairfield County, Connecticut with soaring unemployment. This is the first year that a ridership decrease occurred on the Sunday Shuttles, down by 4.4%. However, the Transit District is pleased that the decrease was only at this level. The Norwalk Transit District experienced a 3.1% decrease in ridership on the base local service (WHEELS) for the same period, so the Sunday ridership decline is consistent. Despite the decline in ridership, marketing of this and all other JARC supported services continued with enhanced schedules in both English and Spanish, website improvements and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned**:The challenge faced by all transit providers is the guarantee of continued funding. This service was established in 2002 and has enjoyed the financial support of various People to Jobs initiatives. With the stressed State budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement.

#### Southeast Area Transit District (290)

##### Run #101 - New London/Mohegan Sun/Norwich (209)

**Location**: New London County -Norwich, Montville, New London (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:This is an extension of hours to an existing fixed route. The service operates Monday-Saturday, 6 AM to 12 AM. The morning portion of the service puts additional service on one of our routes that transports people to Mohegan Sun Casino. This allows for a bus every hour in the morning for individuals to get to work for the various start times at the casino and many other employers. The evening portion is an extension of hours to the existing fixed route that ended at 7 PM. This was not conducive to many that work second and third shift; therefore, this service was extended to midnight thereby providing service to get home from work after second shift and the opportunity to get to work for third shift. The service is to transport low-income, older adults, and persons with disabilities to work.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served and to get feedback from the customers on how the services are functioning. We monitor the ridership counts on the services.

**Accomplishments**: Through surveys completed, it is understood that the service provided through JARC continues to allow individuals to access jobs and opportunities for jobs. Routes that are funded (in whole or in part) perform well because of the extension of service hours or weekend service that is provided.

**Lessons learned**:To the extent possible, determine the sustainability of funding to provide the service.

##### Run #108 - New London/Mystic/Foxwoods (210)

**Location**: New London County (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:This service is extended hours to an existing fixed route. The extension added service from 8 PM-10 PM, Monday through Saturday, allowing individuals to access second shift positions and non-traditional shifts. This service provides transportation to many hotels, restaurants, and one of the largest employers in the region, specifically Foxwoods Resort Casino. This service is to transport low-income, older adults, and persons with disabilities to work

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served and to get feedback from the customers on how the services and functioning. We also monitor the ridership counts on the services.

**Accomplishments**: The continued extended service through JARC allows individuals to accept jobs and opportunities for jobs.

**Lessons learned**:To the extent possible, determine the sustainability of funding to provide the service.

##### Run #15 - New London evening extension (208)

**Location**: City of New London - Town of Waterford (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:This service is extended hours to an existing fixed route to the New London/Waterford area. The service combines several of the services that operate during the day and allows the most heavily trafficked areas to receive evening service. The service operates Monday-Saturday 7 PM to 12 AM, allowing second shift workers to get home and third shift workers to get to work. It provides service to the major mall and several strip malls along with many restaurants, gas stations, and convenience stores. This also provides service to several low-income housing developments and shelters, giving individuals access to more employment opportunities. The service also connects with our corridor service, which allows for movement to other areas of the system.

**Evaluation**:Periodically we perform customer surveys to see if the target population is being served and to get feedback from the customers on how the services are functioning. Ridership counts are monitored on the services.

**Accomplishments**: The service provided through JARC continues to allow individuals to access jobs and opportunities for jobs. Routes that are funded (in whole or in part) perform well because of the extension of service hours and weekend service, which is provided.

**Lessons learned**:To the extent possible, determine the sustainability of funding to provide the service.

##### Run #7 (206)

**Location**: City of Norwich, Town of Montville (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:This route provides service to one of the largest employers in the region, Mohegan Sun, and to many restaurants, gas stations, retail stores, and other employers in the region. The goal of the service is to provide transportation for low-income individuals to get to work. The area has a large population of low-income workers who were previously walking to work. This route provides a safer alternative.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served and to get feedback from the customers on how the services are functioning. Ridership counts are also monitored on the services.

**Accomplishments**: Through surveys completed, it is understood that the service provided through JARC continues to allow individuals to access jobs and opportunities for jobs. Routes that are funded (in whole or in part) perform well because of the extension of service hours or weekend service that is provided.

**Lessons learned**:To the extent possible, determine the sustainability of funding to provide the service.

##### Run #9 - Norwich/Lisbon Landing/Jewett City (207)

**Location**: New London County - City of Norwich, Town of Lisbon, Town of Griswold (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:This is an extension of hours to an existing fixed route that only operated three hours in the morning and three hours in the afternoon; the extension filled the gap in service, operating during the hours of 10 AM-3 PM, Monday through Friday. By filling in the gap, it provided access to second shift employment. It also addressed the various shift hours that many employers offered. This service covers several large retail employers (Wal-Mart, Kohl’s, etc.) and provides those in Griswold the opportunity to access the entire system. This service is to transport low-income, older adults, and persons with disabilities to work.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served and to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Through surveys completed, the service provided through JARC continues to allow individuals to access jobs and job opportunities. Routes that are funded (in whole or in part) perform well because of the extension of service hours or weekend service provided.

**Lessons learned**:To the extent possible. determine the sustainability of funding to provide the service.

#### Valley Transit District (284)

##### Bridgeport Avenue Commuter Connection (230)

**Location**: Shelton (CT)

**Type**: Trip-Based Services/Shuttle/feeder services

**Goal**: Improved access/connections

S**ervice description**:The Bridgeport Avenue Commuter Connection provides a link from Greater Bridgeport Transit Route 15 service to employment sites off-route. These employment sites are difficult to access with a large bus and are not pedestrian-friendly.

**Evaluation**:Periodic rider surveys are used to determine if the target population is being served. Ridership is monitored.

**Accomplishments**: The service was successfully enhanced to serve a new employer that relocated from Bridgeport to Shelton, CT. This service provides a valuable link for employees and employers along the Bridgeport Avenue corridor.

**Lessons learned**:Planning and reporting requirements are burdensome when compared to available funding.

#### Windham Region Transit District (291)

##### Route 32 Commuter Service (205)

**Location**: Norwich, Willimantic, Windham, and Franklin (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:The Route 32 Commuter Service provides four round-trips daily between Willimantic and Norwich/Foxwoods Resort Casino. This service operates seven days a week, including holidays, and trip times were developed to address various shift start and end times at employers along the route. In addition to directly serving various employers along its route, this run also connects with the local and corridor bus routes operated by Southeast Area Transit in Norwich, enabling riders to access dozens of employers in the southeastern Connecticut region.

**Evaluation**:Ridership surveys are conducted two times a year to ensure that we are meeting the needs of our customers.

**Accomplishments**: More than 68% of the ridership agrees that this service made it possible for them to get or keep a job.

**Lessons learned**:The one piece of advice I would offer is to always keep the line of communication open. The opportunity for constructive input by interested parties is critical to the ongoing success of this service. Input from the bus operators, the users of the service, and the general public is not only welcomed, it is sometimes solicited.

##### Storrs/Willi Service (204)

**Location**: Storrs and Willimantic (CT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:The Storrs-Willimantic Service provides additional peak hours of service between Storrs and Willimantic, primarily along the Route 195 corridor, as well as additional trips into downtown Willimantic. Since its inception in 1999, this service has undergone various schedule adjustments as necessary in order to meet the needs of employees and employers along the route.

**Evaluation**:Ridership surveys are conducted on this service at least twice a year and these have provided very useful information on how successful the service is as well as what can be done to make it better.

**Accomplishments**: A survey conducted during the winter of 2006-2007 showed that although 53% of the respondents said this service enabled them to get or keep a job; only 14% said the service was convenient. We then considered these results and looked at the individual comments that were made on the survey forms. After making schedule adjustments that cost no additional money, the survey conducted in the spring of 2008 showed 88% of the respondents found the service convenient. In addition, when asked how they found out about the service, 65% of respondents said they found out from friends or family, as compared to only 23% with that response in the earlier survey. Now that the service is convenient, people are telling their friends and co-workers about it.

**Lessons learned**:The one piece of advice I would offer is to always keep the line of communication open. The opportunity for constructive input by interested parties is critical to the ongoing success of this service. Input from the bus operators, the users of the service, and the general public is not only welcomed, it is sometimes solicited.

## Maine

### Maine Department of Transportation (1346)

#### City of Bangor (BAT) (152)

##### Brewer Service (794)

**Location**: City of Brewer, Penobscot County (ME)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:The project service area is the section of the Wilson Street Corridor in Brewer, beyond the point at which the previously existing service turned, Marden’s. This part of the corridor had been identified as a growing economic development area and needed transit service to support the new employees attracted to the new opportunities in the corridor. The Brewer service that existed prior to the inception of the JARC-funded project was extended by approximately 0.8 miles, and service provided twice each hour, six days per week. This extended service connects directly to BAT services throughout the urban area, comprising Bangor, Brewer, Hampden, Old Town, Orono, and Veazie.

**Evaluation**:The project is evaluated on an ongoing basis. The number of rides provided annually is used as a performance measure. Prior to the implementation of the project (July 2003), the route in Brewer was carrying 44,328 JARC rides (FFY 2002) on a single bus. By adding a bus and extending the route, total rides for Brewer (JARC + regular service) have more than doubled since the JARC service was implemented.

**Accomplishments**: Developing a high demand route improvement that, based on ridership, immediately justified the investment of time, effort, and funding.

**Lessons learned**:Transit 101 - Look for a service opportunity that will serve several rider groups, and will be supported by funding/planning partners whose reasons for support may differ, but all are equally valid. The service opportunity should be anchored by a developing high-density workplace area/corridor that is transit friendly.

#### Downeast Transportation, Inc. (151)

##### Bangor to Bar Harbor (831)

**Location**: Hancock County (ME)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Bangor to Bar Harbor is a reverse commute, commuter based service designed to get people from an underemployed area to good paying, entry level jobs with health benefits. One, one way trip in each direction, five days per week, 52 weeks per year.

**Evaluation**:We worked with our employer partners and surveyed riders for satisfaction

**Accomplishments**: We improved access to good jobs for people who otherwise would be under/unemployed

**Lessons learned**:Make sure to find at least one solid employer partner

##### Cherryfield to Bar Harbor (830)

**Location**: Hancock County (ME)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Cherryfield to Bar Harbor is a commuter-based service designed to get people from outlying, underemployed areas to good paying, entry-level jobs with health benefits. One, one way trip in each direction, five days per week, 52 weeks per year.

**Evaluation**:We worked with our employer partners and surveyed riders for satisfaction

**Accomplishments**: We improved access to good jobs for people who otherwise would be under/unemployed.

**Lessons learned**:Make sure to find at least one solid employer partner

##### Ellsworth to Bar Harbor (832)

**Location**: Hancock County (ME)

**Type**: Trip-Based Services/Fixed route

**Goal**: Improved system capacity

S**ervice description**: Ellsworth to Bar Harbor is a commuter-based service designed to get people from an underemployed area to good paying, entry-level jobs with health benefits. Four, one way trips in each direction, five days per week, 52 weeks per year.

**Evaluation**:We worked with our employer partners and surveyed riders for satisfaction

**Accomplishments**: We improved access to good jobs for people who otherwise would be under/unemployed

**Lessons learned**:Make sure to find at least one solid employer partner

##### Franklin to Bar Harbor (829)

**Location**: Hancock County (ME)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:Franklin to Bar Harbor is a commuter-based service designed to get people from outlying, underemployed areas to good paying, entry-level jobs with health benefits. One, one way trip in each direction, five days per week, 52 weeks per year.

**Evaluation**:We worked with our employer partners and surveyed riders for satisfaction

**Accomplishments**: We improved access to good jobs for people who otherwise would be under/unemployed

**Lessons learned**:Make sure to find at least one solid employer partner

#### Greater Portland Transit District (METRO) (148)

##### Route 7; Falmouth Flyer (306)

**Location**: Falmouth (ME)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:The Falmouth Flyer, Route 7, operates six days a week and provides one-half hour, one way service between the towns of Falmouth and Portland. The program hours are between 6:30 AM and 7:25 PM, hourly. The Falmouth Flyer provides inexpensive and safe transportation between the member towns of Portland and Falmouth, permitting access to jobs in Falmouth that would not otherwise be available to Portland and Westbrook residents and provides the same service for those who reside in Falmouth.   
 Retirees in Falmouth also use the service traveling from Falmouth to other destinations served by the District. Many social services for the area are in Portland and the Falmouth Flyer allows residents of Falmouth easy access to these service providers, which would otherwise require the use of a more expensive taxi or alternative transportation service.

**Evaluation**:A relevant performance measure was monitoring additions to ridership while the District is operating the Falmouth Flyer; ridership has grown with each successive year. Especially telling was a growth of 3.4% for FFY 2009 when the District ridership overall reflected a decline of 6%. Ridership for the Flyer has increased 16.2% since 2006, with 73,155 riders in 2009, compared to 60,869 riders in 2006. In June 2008, the town again surveyed residents and businesses within 1/4 mile of the Falmouth Flyer Route 7. Also in 2008, an on/off survey was conducted on behalf of the District to include Route 7. Another survey is being conducted during the next few months. Survey results are shared with the District.   
 Benchmarks considered for measuring the success of the project was ridership and the Town of Falmouth's willingness to join the District, which occurred in April 2009.

**Accomplishments**: The June 2008 survey of businesses and residents along the Route 7 corridor revealed that 85% of business and 86% of residents responding to the survey overwhelmingly supported the route's continuation. Regular riders included employees at ten different businesses and 41 residents that take the bus daily or at least 1-2 times per week.   
 A recent, town-only survey regarding ways to avoid increases in property taxes requested residents to prioritize keeping the Flyer service at present levels, along with open space acquisition funding, public safety dispatching, curbside trash collection, curbside recycling, and maintaining the transfer station; 28.5% of the respondents were in favor of maintaining the Flyer service. This result was followed by maintaining open space (30.6%); an acquisition that cost more than twice as much to maintain as the Flyer service. 55.7% of the respondents felt that it was important to maintain service or modify it if necessary, but only 35.1% felt that it was unnecessary. 9.1% had no opinion. These results indicate that more than half of the respondents favored public transportation.

**Lessons learned**:It is important to ensure that Town/City councilors and management staff understand their financial role in funding the service. It is also important to publicize the service frequently and visit businesses on the proposed route so that the owner(s)/manager(s) can make employees aware of alternatives to and from their employment. It works best when there are residents to act as point personnel to build and maintain enthusiasm for the program.  
 We would recommend frequent studies and communications with city/town personnel during the first few years of any new program. To this end, the District is fortunate to have a town councilor and the City Manager of Falmouth as members of the District's Board of Directors.

#### Washington Hancock Community Agency (149)

##### Helping Hands Garage (1005)

**Location**: Washington and Hancock counties (ME)

**Type**: Trip-Based Services/User-side subsidies/vouchers

**Goal**: Improved access/connections

S**ervice description**:Helping Hands Garage (HHG) is a program of WHCA Transportation Services, dedicated to helping income eligible people in Washington and Hancock counties buy vehicles that will provide transportation to work for them and their families at a reasonable cost and finance rate. Our primary goals are: to enable people with low-incomes to develop good credit history so they will qualify for loans from mainstream lenders, thereby reducing the necessity to use predatory lenders in the future; and to provide them safe affordable transportation so they can commute to work and access medical services. The positive effects of this program will support other community members and promote carpooling as all vehicle recipients will agree to participate in Go Maine. WHCA employs one full-time program manager and one half-time vehicle inventory manager to run the Helping Hands Garage program. WHCA’s Helping Hands Garage (HHG) program is largely based on the successful Good News Garage (GNG) program in southern New England. GNG sells the donated cars to people who have gone through a screening process to verify that they need a car in order to work and gain economic self-sufficiency. HHG sells vehicles to low-income working people and empowers these clients by providing them low-cost vehicle financing and free personal finance training to help them establish a positive credit history so they can qualify for vehicle financing from mainstream lenders in the future and avoid high-cost predatory loans. We use program proceeds to purchase affordable, roadworthy vehicles to meet the needs of our clients.

HHG applicants and donors can access information by local or toll-free phone service or website, provided by WHCA. Applicants are considered on an income-eligibility basis. Upon the request of the client, once their loan is paid they can request a credit report to be provided to their choice of mainstream lenders to aid in the financing of their next vehicle. WHCA uses a revolving loan fund to enable applicants to purchase used vehicles for amounts that cover the cost of initial repairs or purchase and partially cover program administration. They in turn will be required to register for ride sharing through JobLinks. WHCA will then forward their information to GO Maine, while tracking participation in both of these programs through our JobLinks database.

Donated vehicles must be in reasonable driving condition. Other available vehicle donation programs will be offered if the vehicle does not meet program specifications. High-end vehicles will be sold and the proceeds used for other vehicle parts and/or repairs, as the upkeep on these vehicles will be prohibitive for HHG applicants. Where possible vehicles will be purchased as well as received as donations. Assisted by our network of partners and volunteers, we will heavily promote the availability of this program to potential applicants and donors via press releases, advertising, websites, brochures, and posters. Defensive driver training, insurance basics, light vehicle maintenance, child safety seat instruction, and family budgeting are offered to all buyers, and a one-year AAA membership is included with each vehicle sold. A child safety seat can be included with the vehicle if requested and the child safety seat instruction has been completed. Reduction of payments may be considered for all optional classes. Applicants are encouraged and assisted in applying for family and self-driver reimbursements available through MaineCare to reduce any medical transportation expenses. Joblinks Employment Transportation Program - WHCA’s Joblinks employment transportation program will connect commuters and jobseekers with the transportation options available in Washington and Hancock counties. Clients needing transportation will call our office in Ellsworth and speak with our service representatives, who are trained to respond to a wide variety of specific transportation needs.

Through a $16,191 grant awarded by the Department of Labor to WHCA in 2003, WHCA created a web-based database system that enables clients to post their employment-related transportation needs, including scheduled times and pickup/drop-off points. WHCA staff merges this information in a database to efficiently link clients with drivers to fulfill employment-related transportation needs of low-income people and other people. Clients using WHCA’s web-based registration forms easily post and update their needs and availability. This innovative web-based information center benefits residents throughout the two-county region by connecting commuters/jobseekers with available resources. We expect that the Joblinks Program will link clients with available transportation services, greatly improving the ease, frequency, and efficiency of locating quality transportation between residences throughout rural eastern Maine and employment locations. Jobseekers will use this system to travel to the Department of Labor Career Centers and to job interviews. Parents of children in childcare will be able to drop off and pick up their children in a regular, timely manner. WHCA staff will make special efforts to locate appropriate services when disability needs are involved.

**Evaluation**:Performance measures are measured in vehicles sold, not number of trips and include the following:

- The number of low-income and other people transported

- The number of Helping Hands Garage drivers registered

- The number of participants who can identify safe driving techniques

- The number of participants who qualify for an auto loan who purchase program vehicles

- The number of participants who succeed in completing auto loan payments on schedule

- The number of participants who maintain accident-free clean driving records

- The number of participants who make auto loan payments on time

- The number of participants who receive positive credit reports

**Accomplishments**: The greatest accomplishments have been the people who keep their jobs or acquire new ones because of the vehicle they purchase from the HHG. The highlights are the people who become self-sufficient, many for the first time in their lives, due to the HHG program. The Board of Directors of WHCA awards a "Self-sufficiency Award" each year to an individual/family that has become self-sufficient during that year with the help of a WHCA program. For the past three years, this award was presented to an HHG participant!

**Lessons learned**:When starting a program such as this in one of the poorest areas of the country, set standards that will exclude the people who have no extra income to pay for gas and repairs; set up a loan committee aside from program managers; use all available resources to make decisions; make sure you manage the outstanding loans to avoid as many repos as possible; use direct payment or payroll deduction wherever possible; have the program manager make contact at least on a monthly basis to help participants remember to stay current.

#### York County Community Action (102)

##### The WAVE (Wheels to Access Vocation and Education) (1191)

**Location**: Sanford to Wells corridor; Sanford to Biddeford corridor (ME)

**Type**: Trip-Based Services/Demand response

**Goal**: Improved system capacity

S**ervice description**:The WAVE (Wheels to Access Vocation & Education) began in November 1999, designed to connect rural workers with both training and job opportunities, and provide access for their children to childcare facilities. In December 2006, the service expanded to add a connection to a newly designated urban area (Biddeford). The WAVE provides door-to-door subscription type service, seven days/week, approximately 16 hours/day, year-round. With a majority of riders residing in the non-urban Sanford area, it is a unique public transit service for a rural area that typically sees either limited weekday or even more limited once a week service. Additional funding has been provided to expand the number of vehicles on the road, although plant shutdowns and a general economic downturn limited the number of jobs people commuted to during FY 2008, with some improvement in the local economy seen on FY 2009.

**Evaluation**:Ridership – FY 2006: 33,746; FY 2007: 49,824; FY 2008: 48,432; FY 2009: 50,029  
New employment & training sites – FY2008: 124 unique destinations (work, school, and training); FY 2009: 102  
Children connected to child care: FY 2007: 312 trips; FY 2008: 1,625 trips; FY 2009: 2,108 trips

**Accomplishments**: In 2009, The WAVE surpassed 300,000 trips provided since the inception of the service. We continue to hear from a variety of riders about the value of this service, particularly during the economic downturns being experienced, because the WAVE provides a means to access both re-education opportunities for those laid off, and access to new job sites that would otherwise be beyond a geographic area they could reach.

**Lessons learned**:Local match continues to be challenging, but relationships built with the business community and the Chambers of Commerce have been of great assistance. We continue to work with the local community college and training sites, and hope to see some financial support in the future from that sector as well.

## Massachusetts

### Massachusetts Department of Transportation (1349)

#### Berkshire Regional Transit Authority (1005)

##### RIDE WORKS (1697)

**Location**: Pittsfield (MA)

**Type**: Trip-Based Services/Flexible routing

**Goal**: Extended hours/ days of service

S**ervice description**:RIDEWORKS provided shared ride transportation to or from work or home with childcare stops as part of the work-related trip, to the residents of Pittsfield and the four abutting communities of Dalton, Lanesborough, Lenox, and Richmond who cannot access the fixed route system due to location, service hours, or availability.

**Evaluation**:Although RIDEWORKS had previously shown that there was an unmet need for affordable transportation for second and third shift employees, the economic downturn experienced nationally had a negative effect on ridership. The number of one way trips dropped from a high of 2,907 in the previous year to a high of 2,028. This trend continued and reached a low of 844 in the month of February 2009.

**Accomplishments**: RIDEWORKS helped to establish a baseline for the type and frequency of service needed to assist low-income individuals to access employment with non-traditional hours.

**Lessons learned**:Use the data collected to make a good judgment regarding continuation or redesign of service.

#### Brockton Area Transit Authority (996)

##### BAT Sunday Service (1683)

**Location**: City of Brockton (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:The Brockton Area Transit Authority provides JARC Sunday Service for fixed-route and paratransit services in the City of Brockton. The hours of service are 11:20 AM to 6:25 PM. Seven routes provide service to all the major shopping, medical, and employment facilities in the city. The routes are as follows: Montello via N. Main; S. Plaza/Campello via Main; VA Hospital via Belmont; Westgate Mall via Pleasant and N. Warren; Brockton Hospital and Massasoit Community College; Southfield via Warren and Plain Street; and North Quincy, Court, and Cary Hill. The routes operate on a 40-minute pulse and average Sunday ridership is 1,369 one way trips.

**Evaluation**:JARC Sunday service is evaluated on a weekly basis through our farebox revenue system. Ridership has remained relatively steady over the course of the year. Additionally, on-board surveys have been conducted to obtain feedback from riders.

**Accomplishments**: The transit dependent population in Brockton has expressed its gratitude for the opportunity to get to jobs, medical trips (three hospitals), shopping trips, etc. The service has also provided a reverse commute opportunity with its connection to the commuter rail service that goes to and from the City of Boston.

**Lessons learned**:BAT is aware of the depth of dependence the community has for bus service, seven days per week. This service would be extremely difficult to discontinue. BAT has been providing this service as a sub-recipient of MassDOT since April 1, 2009. Prior to that, BAT had a Federal grant (MA-37-X019) that provided funding for this service.

##### Massasoit Community College Evening Extension (1685)

**Location**: City of Brockton (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:The Brockton Area Transit Authority is providing late evening service for students of Massasoit Community College after fixed route service has stopped. The service provides two trips, the first at 9:15 PM to the BAT Intermodal Station to connect students with the last outgoing pulse in the City and community rail service. The next trip at 9:30 PM takes students directly to their homes in Brockton. These individuals have no other means of transportation.

**Evaluation**:BAT and Massasoit Community College feel this is a vital service, although only to a small percentage of students. These students come from low-income families making an effort to get higher education and thus get better jobs and earn higher wages.

**Accomplishments**: Massasoit Community College pays 50% local share for this service. Both the college and BAT feel this service is a lifeline that enables some individuals to get a higher education. Lack of transportation could be a barrier to those individuals.

**Lessons learned**:BAT and the College should find a way to better inform students of this valuable service and thus encourage higher learning to a broad spectrum of individuals. This service should be better advertised in the Boston area as individuals could use the service as a reverse commute from Boston to Brockton.

#### Franklin Regional Transit Authority (977)

##### G-Link/Route 41 (1680)

**Location**: Greater Franklin County Region (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:The route starts and ends in Greenfield, travelling to points in Turners Falls, Gill, Erving, Orange, and finally Athol, where passengers can connect with the Montachusett Regional Transit Authority for rides into their service area. From Greenfield to its final destination in Athol, the run takes approximately one hour to complete.  
 This is a lifeline service in a very rural area. Included in its many stops are two community colleges and all of the area human/social service agencies.

**Evaluation**:The performance measures that were used to track effectiveness of the overall program included ridership statistics per route; breakdown of times used, origins, and destinations; and analysis of ridership and usage data.  
 Ridership on the G-Link continues to expand, as both the regional transit authorities in the area and a large, non-profit refer individuals requesting transportation to transit first. The service has proven itself as both reliable and cost-effective.

**Accomplishments**: Changing individual travel patterns to an efficient and effective public transit option

**Lessons learned**:After ten years of continuous and growing service, the G-Link does not have a permanent funding source.

#### Lowell Regional Transit Authority (995)

##### LRTA Holiday Service (1709)

**Location**: Lowell, Billerica, Chelmsford, Dracut, Tyngsboro, Bedford, Burlington (MA)

**Type**: Trip-Based Services/Fixed route

**Goal**: Extended hours/ days of service

S**ervice description**:Operate Saturday level service on five holidays throughout the year (Martin Luther King Day, President's Day, Patriot's Day, Columbus Day, and Veterans Day). These five days were most requested for new service. The service is geared toward workers, older adults, and persons with disabilities and will provide public transportation where there was none.

**Evaluation**:The LRTA evaluated this project by listening to the riders' requests. The ridership is evaluated by comparison against and current Saturday service.

**Accomplishments**: Three of the five days experienced higher ridership than the average Saturday.

**Lessons learned**:Public transportation is needed on some holidays.

#### MetroWest Regional Transit Authority (972)

##### Green Line Shuttle (1584)

**Location**: Metrowest Region (MA)

**Type**: Capital Investment Projects/Vehicle for agency

**Goal**: Expanded geographic coverage

S**ervice description**:The MetroWest Regional Transit Authority purchased five fully-accessible 18-passenger transit vehicles and related communication equipment that were placed into service for a new bus route connecting the MetroWest region to the MBTA Green Line at the Woodland Station. The buses will allow for improved service from the major employers in the MetroWest to the commuter rail stations. Prior to the implementation of the service, there was virtually no reverse commute service in the MetroWest. MetroWest is a major importer of workers, including employees of the high tech industry (six of the ten largest public employers in Massachusetts) as well as the retail and service jobs found within the so-called "Golden Triangle."  
 The vehicles will be used to provide seven one way trips from Framingham to Woodland Station and seven one way trips from Woodland Station to Framingham. The trips are designed to serve a core group of commuters departing from Framingham to access employment opportunities both along the route to the Woodland MBTA Station as well as those commuting into Boston, while at the same time offering an opportunity for reverse commute for individuals commuting from Boston and/or intermediate points to employment in the MetroWest area.

**Evaluation**:The key evaluation criteria were for MetroWest Regional Transit Authority to purchase the vehicles and related equipment and produce a plan to implement the service using the dedicated equipment. This was accomplished on time and within budget.

**Accomplishments**: The MetroWest Regional Transit Authority was able to piggyback on the MassDOT procurement for fully accessible vehicles at the same cost and with the same terms and conditions afforded the Commonwealth. The vehicles were modified (destination signs, fare boxes, etc.) in order to standardize the MetroWest Regional Transit Authority fleet.

**Lessons learned**:The MetroWest Regional Transit Authority had tremendous success in attracting riders from low-income areas of Framingham to use the service to access the MBTA Green Line utilizing state-of-the-art vehicles dedicated to the route. Many low-income residents of Framingham commute to Boston for employment or employment-related services and have sought out a low-cost transit option. The design of the service was of great value in breaking down an artificial barrier between transit properties.   
 The outreach to the major employers in the MetroWest importing workers from Boston and intermediate points between Boston and the Woodland MBTA Station in Newton could have been more intense to ensure that all potential employers in the area had current information regarding transit travel options.

## New Hampshire

### New Hampshire Department of Transportation (1385)

#### Contoocook Valley Transportation Company (132)

##### CVTC Rideshare Program (1349)

**Location**: Hillsborough and Cheshire Counties (NH)

**Type**: Trip-Based Services/Vanpool (service only)

**Goal**: Improved system capacity

S**ervice description**:The CVTC Rideshare Program facilitates the formation of carpools to work, events, and school through its online Rideboard database with toll-free telephone access.

**Evaluation**:During FFY 2009, the CVTC Rideshare Program was in its initial development phase: the software for the online Rideboard was created and went live. CVTC developed marketing plans for individuals and employers and began actively recruiting employers with an economic model and a matrix of employer/employee benefits. We did get some initial participants on the Rideboard; as of September 30, 2009, there were 56 registered users and 16 rides posted on the CVTC Rideboard.

**Accomplishments**: Highlights:  
- online Rideboard database  
- marketing plan--discovery that carpooling is 95% marketing  
- on-site events to create excitement among employees  
- contests and incentives to motivate behavior change  
- funding model that uses employer fees as local match  
- positive initial contacts with employers   
- they wanted to offer employees a benefit  
- they wanted to be greener and promoted as such

**Lessons learned**:

**-** Form partnerships with area employers; go for the largest first to get critical mass on the Rideboard.  
 - Carpooling is a major change in behavior

- Give something in exchange  
- Hire a business-to-business sales person to head the program. We did, and it has dramatically improved our success with employers.

#### North Country Council (133)

##### North Country RideShare (295)

**Location**: North Country - Whitefield, Lancaster, Stratford, Northumberland (pilot towns) (NH)

**Type**: Trip-Based Services/Vanpool (service only)

**Goal**: Improved access/connections

S**ervice description**:Service currently being developed and will be a carpool matching service. During the FFY 2009 reporting period, NCC began initial efforts to develop, manage, and promote a Rideshare program providing accessible transportation to residents in the North Country. The Rideshare program efforts will include the development of an advisory committee, webpage development, promotional materials, outreach to pilot communities and to employers and employees, exploring incentive options, and a guaranteed ride home for carpoolers.

**Evaluation**: **We h**ave not evaluated yet because the service is still being developed. One of the things we are working on is how we will evaluate the use of the North Country RideShare program.

**Accomplishments**: NCC has received a lot of support from employers regarding the development of a RideShare program. There seems to be a lot of support that will help with the success of this program. NCC has received a number of design entries from Plymouth State University students regarding the "theme" for the North Country RideShare program.   
 NCC has a group of steering committee members representing employers, transportation providers, etc., that are playing an important role in the development of this program.

**Lessons learned**:We will probably have more answers to this question once our service is up and running. So far, we understand that many people are interested in a "guaranteed ride home" assurance and this appears to be a major hurdle to overcome. This would require a significant source of funding or a commitment from employers to allow employees to leave and provide emergency rides if needed. Again, we will know more about this as we move along with the project.

#### Tri-County Community Action Plan (131)

##### Tri Town Bus (716)

**Location**: Coos and Northern Grafton Counties (NH)

**Type**: Trip-Based Services/Flexible routing

**Goal**: Improved system capacity

S**ervice description**:The Tri Town Bus is a Demand Response Flexed Route that deviates up to 1/2 mile. The route runs along the Lancaster, Whitefield, and Littleton Corridor of Route 3 in New Hampshire and is designed to stop at major employers located in all three towns. The first stop in the morning is at 6 AM and the last stop for the day is at 4:45 PM. This bus provides trips to medical appointments, shopping, social activities, and most importantly, employment. In FY 2009, the Tri Town provided 11,545 trips, with the largest portion of those trips being employment related.

**Evaluation**:Tri County CAP Transit evaluates service twice a year through customer surveys are handed out to passengers. This information is evaluated for on-time performance, vehicle cleanliness, driver performance, convenience, and affordability.

**Accomplishments**: In the summer of 2009, we picked up 16 daily passengers who were working at a hotel in Whitefield. These seasonal workers were from a foreign country and living in Lancaster while working in Whitefield. The Tri Town Bus was their only means of transportation to work and for shopping. They used the bus daily and on Saturdays. Had it not been for the Tri Town Bus, the hotel where they were working would not have been able to hire them for the summer.

**Lessons learned**:Tri County CAP's advice to someone just starting is to research the planned service before its full development. Collect data reflecting the locations the service is needed and the work schedules and times the service is most beneficial. That information will make your service much more successful.

## Rhode Island

### Rhode Island Public Transit Authority (1388)

#### Family Resources Community Action (970)

##### Way to Work (1686)

**Location**: Woonsocket (RI)

**Type**: Information-Based Services/One-stop center/referral

**Goal**: Improved customer knowledge

S**ervice description**:Family Resources developed a training program and provided monthly transportation training workshops to expose low-income workers to options for using transit and carpooling for travel to worksites. The project also provided staff and clients from other agencies with travel training.  
 The agency provides consultation and assessment of the travel needs for individuals seeking transportation assistance. The travel trainer has identified employment locations and other employment related destinations that are located on transit routes. This provides a basis for individualizing transportation training for clients.

**Evaluation**:Family Resources tracks the numbers of trainings held, the number of participants, the number of referrals, carpools, and the number of transportation workshops held at other agencies.

**Accomplishments**: Family Resources has developed a program for improving the options for people to get to work, including providing information about transit services, carpools, and biking. Family Resources has also held monthly travel training workshops with staff, clients, and other human services agencies in the community.

**Lessons learned**:The first thing that the travel trainer learned was the variety of transportation services that are available and the alternatives to these services.

#### Rhode Island Public Transit Authority (973)

##### Route 92, Route 34, and Route 55 (1575)

**Location**: Providence, East Providence (RI)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:RIPTA's JARC program focuses on providing transportation to the retail, bank support, and hospitality sectors of the local economy, especially the downtown Providence area. Another goal is to provide low-income neighborhoods with connections to the overall fixed route transit system, which provides access to a wide range of jobs and locations around the state. Route 55 Admiral Street provides improved service to Fatima Hospital,  
Providence College, Rhode Island College, Providence Place Mall, and the State Offices, and connects these destinations with low-income neighborhoods located along the route. Route 34 provides access to a suburban industrial park that includes a large bank-processing center. Extension of Route 92 Green Line Trolley provides service to Eagle Square, a new mixed-use development in an old mill area with commercial, residential, and retail operations. This location also serves the Valley Neighborhood, a low-income community that had lacked transit connections.

**Evaluation**:RIPTA relies upon ridership-based indicators such as passengers/trip and average passengers/day to evaluate program activities and identify service for adjustment or elimination.  
RIPTA also evaluates the cost-effectiveness of its JARC-funded service in order to ensure that the resources allocated provide the greatest benefit to the state’s low-income communities. As is true with RIPTA’s regular fixed route service, JARC-funded service that carries less than 50% of the system-wide average passengers per hour is subject to modification or elimination.

**Accomplishments**: The extension of Route 92 increased the route by only half a mile, but this added service provides access to a previously underserved low-income neighborhood. The importance of this extension has been demonstrated by the growth in boardings at the end of the route; this bus stop is now one or the busiest stops in our system. The frequency of the service, even on weekends, allows workers to get to work on weekends and evenings.  
 RIPTA has also improved service to Rhode Island College and provides transit to the Providence campus of the Community College of Rhode Island in order to meet the needs of individuals receiving education and training at this location.

**Lessons learned**:We have learned the difficulties of serving industrial parks, including staggered start and end times and long distances between workplaces. There are also challenges in providing passengers with bus stops that have safe pedestrian walkways and provide easy access to the employee entrance.  
 With the schedule for submitting information about JARC and New Freedom Programs, it works better if the person who prepares the report is not involved with preparation of grant requests; competitive selection process should be scheduled at another time of the year.

## Vermont

### Vermont Agency of Transportation (1393)

#### Chittenden County Transportation Authority (1055)

##### Williston Route (1772)

**Location**: Williston (VT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**:CCTA’s Williston Route (Route 23) is funded by JARC. The Williston Route provides service to new, big box retail locations for lower income residents of higher density towns. Specifically, the route provides access to the numerous jobs in the Taft Corners area of Williston. The route also makes connections with two other CCTA routes: the Umall/Airport route (Route 1) at the University Mall and the Essex Junction route (Route 2) at the Amtrak Station. In FY 2009, annual ridership was 81,878, up 4% from FY 2008.

**Evaluation**:CCTA monitors route ridership on a monthly basis. On an annual basis, CCTA also looks at cost per passenger and boardings per hour. Additionally, in FY 2009, CCTA performed an on-time performance analysis and origin-destination ridership survey of the Williston route in order to better understand ridership patterns and route performance.

**Accomplishments**: The greatest accomplishment of the Williston route is its persistent and continuous ridership growth. Since FY 2003, the ridership has experienced the following increases:  
FY 2002-03 - +24%  
FY 2003-04 - +29%  
FY 2004-05 - +24%  
FY 2005-06 - +15%  
FY 2006-07 - +12%  
FY 2007-08 - +8%  
FY 2008-09 - +4%

**Lessons learned**:It is important to coordinate JARC services with the entire system to ensure the greatest number of people possible can access the route.

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