



Job Access and Reverse Commute (JARC) Program

**FY 2009 Service Profiles**

**Region III**

**Delaware, Maryland, Pennsylvania, Virginia,**

**West Virginia, and the District of Columbia**

**October 2010**

**FTA-08-0162**

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

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

## District of Columbia

### Metropolitan Washington Council of Governments (1473)

#### Boat People SOS (886)

##### Road to Independence Through Savings & Education (1210)

**Location**: Fairfax County (VA)

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

**Goal**: Improved access/connections

S**ervice description**:During FFY 2009, we provided services to the Loudoun and Fairfax counties area including Fairfax, Falls Church, Annandale, Springfield, Alexandria, South Riding, Burke, Arlington, Sterling, Leesburg, Dulles, and Chantilly. We hired a driver to pick clients up from their homes and drive them to work and vice versa, to provide clients with daily transportation. We have been providing daily transportation services to 26 regular riders. In addition, we also transported 67 clients to job interviews.

**Evaluation**:We use our performance to measure the success of the project including how satisfied our clients are with our services, the number of people we have assisted with transportation to job interviews and whether they gain employment, and the number of clients who need transportation to work. Among the clients that we provide the services for, 35 people already got a job during the last year. We will continue to measure our success by following up with clients in the future.

**Accomplishments**: Our project has been successfully operating since April 2009. We hired a program coordinator and a van driver to work on this project. We are usually ahead of our milestone descriptions. There is a great need in the Vietnamese community to get access to transportation. We have been transporting 26 clients to work and home on a daily basis; 67 people were transported to job interviews; and 35 got jobs.

**Lessons learned**:A new agency does not need to reinvent the wheel to start a similar project. They could contact existing agencies to get a good idea and recommendations on how to launch and implement the project effectively and successfully.
 We learned that it is challenging to transport clients back and forth to work. It is time consuming to go to clients' houses to pick them up and drop them off. Many clients have different work schedules and locations and it is difficult to transport all of them at the same time. Due to a limited budget, we contracted a part-time driver, but he ended up working 40-60 hours a week to meet clients' needs.

#### Metropolitan Washington Council of Governments (888)

##### Regional Transportation Information Clearinghouse (1212)

**Location**: Washington, DC-VA-MD Urbanized Area (DC)

**Type**: Information-Based Services/Internet-based information

**Goal**: Improved customer knowledge

S**ervice description**:The Regional Transportation Information Clearinghouse is a web-based source of information about the multitude of transportation options available in the Washington, DC-VA-MD region. The project also includes phone support. In FY 2009, project staff hired a consultant through a competitive procurement to conduct a needs assessment analysis. The analysis explored administrative issues such as: a) how will the data be managed and how often will it be updated; b) what is the most effective way to manage and update the site content; and c) what systems are the most effective for providers to maintain their data. The analysis also answered questions such as a) who are the users, and what are their transportation needs; b) what search criteria are important; c) what information on the providers needs to be tracked and displayed; d) what website contact information and features are essential for users, and what content and features would be nice to have, but are not essential. This work has been guided, and policy direction provided, by a Clearinghouse Working Group comprised of representatives from human service agencies, public and private transportation providers, and consumers from throughout the region.

**Evaluation**:The Clearinghouse Working Group has been established. A competitive procurement was held, and a consultant hired to conduct the needs assessment analysis. The needs assessment analysis was completed, and the final report delivered to the Clearinghouse Working Group.

**Accomplishments**: The needs assessment has been completed. A road map for developing the database and website has been established, and partner organizations have been identified. Ongoing maintenance needs have also been identified and a plan developed to address them.

**Lessons learned**:This is a complex project with many information sources and specific maintenance needs. It is critical when undertaking a one-stop information source that the website and data maintenance needs be understood up front and associated costs be identified and funding obtained. It is also essential that partnership agreements with data providers and users of the information be in place so that all stakeholders understand their role in maintaining the site as a dynamic source of information. A project of this size is also costly, so there needs to be a strong commitment from the funding partners to see it through.

#### Montgomery County Division of Transit Services (879)

##### Tobytown Link A Ride project (1194)

**Location**: Tobytown, Montgomery County (MD)

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

**Goal**: Improved access/connections

S**ervice description**:The Montgomery County Division of Transit Services received a Job Access Reverse Commute grant to provide transportation for low-income residents from an isolated county community (Tobytown). Tobytown residents have been provided with coupons (based on a sliding scale of income) to use taxicab service to the nearest Ride On or Metrobus route or the nearest Metrorail station. Tobytown residents signed up for the "Link a Ride" program beginning in September/October 2008. Taxicab trips began in December 2008.

**Evaluation**:Weekly reports are received by our contractor, Serco, and a monthly compilation of reports are received at the end of each month. This enables staff to closely monitor the activities on a weekly basis as well as make future goals for the program.

**Accomplishments**: An extensive marketing campaign was conducted in Tobytown at the neighborhood community center. Our staff was available on site to assist individuals in completing their applications with all the required supporting documentation. As a result, participation increased by more than 50 percent. It is important to note, at each meeting notices were posted advertising refreshments; it always seems to increase participation when food is offered.

**Lessons learned**:It's hard to say what we could have done differently. Surveys were done to determine the number of individuals that would be interested in the program, as well as continuous contacts made with the residents with the assistance of the Montgomery County Housing Agency. Admittedly, the startup was slow; however, with any new service it generally takes 12-18 months for a service to mature. The hands-on approach worked best with this program. There is definitely a need; however, the motivation was lacking and therefore the continuous interaction was helpful. In conclusion, an 18-month time period should be enough time to gauge the success of the program.

#### Northern Virginia Family Service (881)

##### Ways to Work (1197)

**Location**: Northern Virginia (VA)

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

**Goal**: Improved access/connections

S**ervice description**:The Ways to Work loan program helps working parents to get a low-interest loan to purchase a used car or repair an existing vehicle. The program provides affordable loans to low-income families who lack access to fairly priced loans from traditional lenders because they have poor credit or no credit history. Most borrowers use the loans (of up to $4,000) to purchase a car or ($750) to repair one they already own. Ways to Work provides families with an alternative to predatory lenders who otherwise may lead them into buying unreliable vehicles at exorbitant interest rates, sometimes reaching 30% or more for customers who are already struggling to pay their monthly bills.

**Evaluation**:The Ways to Work program evaluates the program at two main points during the year, in January and July of each year. This coincides with our agency guidelines and results in two main reports - a mid-year and a final program outcome report. For example, 37 of 38 clients surveyed have maintained their employment after purchasing their cars; 81 clients have been able to attend daily activities (i.e., work and childcare); 97% of clients surveyed are able to attend daily activities; 28% of clients surveyed have obtained other banking or financial services (e.g., checking, savings, etc.); 63% of clients surveyed reduced their dependence on public assistance. These same benchmarks are set at the beginning of each fiscal year and are tracked throughout the year.

**Accomplishments**: These are the words of an active WTW client: "I cannot begin to tell you how the WTW program has impacted my life. There is nothing like having your own transportation." –LV This and other client statements show the impact of this program on families in our region and show that the program is meeting its stated objective of providing reliable, low-cost vehicles to working families.

**Lessons learned**:Agencies that wish to establish similar programs should ensure that they are aware of the clients and the geographic areas the program will serve. It can sometimes be hard to serve such a wide region. Clients are also hard to keep track of, especially clients who are delinquent on payments. Even those who are making regular payments sometimes don't respond to client surveys. It can also be very hard to work with state agencies such as the DMV to get title issues straightened out.

#### Prince George's County Department of Public Works & Transportation (882)

##### UPS Shuttle (1203)

**Location**: Prince George's County (MD)

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

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

S**ervice description**:The JARC-funded service provides transportation to low-income wage earners who work at the UPS worksite in Laurel, Maryland. The service provided more patrons with access to transportation, availing them of the opportunity to work later evening hours.

**Evaluation**:The ridership and requests for increased service hours are clear indicators that the service is a success and meeting an unmet need. The per passenger cost of operating the service remains favorable.

**Accomplishments**: The bus service continues to be beneficial to the community because it enables people to get to work when they ordinarily would not have access to arriving on time and during non-traditional start times. There aren't any buses that run on schedules that are convenient for the UPS shifts. The program continues to open doors for people in the community who do not own cars, providing them a way to work. It continues to be an added benefit to UPS as well by giving them a service they can provide to their employees at no extra cost to them.

**Lessons learned**:Responding to customer needs makes the service more successful.

## Pennsylvania

### County of Lackawanna Transit System (1443)

#### County of Lackawanna Transit System (386)

##### City Circle North and South (365)

**Location**: Lackawanna County (PA)

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

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

S**ervice description**:JARC funding is used to provide the City Circle North and South routes. These routes extend service hours Monday through Friday. Trips begin at 8 PM and the last run begins at 12 AM. The fare structure is exactly the same as all other routes: $1.25.

**Evaluation**:COLTS has changed personnel and is now updated all client information. The individuals who utilize this service change residences frequently. COLTS sends a voucher every month to qualified individuals who have applied. COLTS tracks voucher redemption in order to analyze how many individuals are using this service and reviews ridership data pertaining to the City Circle routes.

**Accomplishments**: COLTS has partnered with a business who has many employees that would qualify for this program. The businesses HR office has agreed to be a point of contact for applications or any other questions. COLTS also utilizes the HR office to verify that applicant's are still employed.

**Lessons learned**:Document everything!

### Fayette Area Coordinated Transportation (3214)

#### Budget Charters (576)

##### Fixed Route After Hours (577)

**Location**: Uniontown (PA)

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

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

S**ervice description**:JARC funding has been used to fund fixed route after hour and weekend service. These after hours and weekend hours are designed to allow clients to work nontraditional hours.

**Evaluation**:Number of trips provided

**Accomplishments**: Being able to provide these after hour services since 2003

**Lessons learned**:A task group would be helpful determining need related to times and geographies

#### Edenfield Stages (563)

##### Fixed Route After Hours (576)

**Location**: Uniontown (PA)

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

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

S**ervice description**:JARC funding has been used to fund fixed route after hour and weekend service. These after hours and weekend hours are designed to allow clients to work nontraditional hours.

**Evaluation**:Number of trips provided

**Accomplishments**: Being able to provide after hour and weekend service since 2003

**Lessons learned**:A task group would be helpful gathering data regarding need related to hours and geographies

### Lehigh and Northampton Transportation Authority (1419)

#### Family Answers (1027)

##### Ways to Work Family Loan Program (1736)

**Location**: Lehigh Valley (PA)

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

**Goal**: Improved access/connections

S**ervice description**:Provided financial literacy classes on credit, budgeting, and debt management. Help individuals get car loans if applicable.

**Evaluation**:Number of clients offered and/or receiving classes - 567

**Accomplishments**: 567 clients were served

**Lessons learned**:Level of administrative costs going into classes

#### Private Industry Council (1025)

##### Mobility Manager (1734)

**Location**: Lehigh Valley (PA)

**Type**: Information-Based Services/Mobility manager

**Goal**: Improved access/connections

S**ervice description**:Mobility management services to provide consumers with most effective transportation options, including public transportation and private vehicles

**Evaluation**:Number of referrals and number of bus passes sold

**Accomplishments**: High use of public vs. private transportation. Possible inclusion in future of bicycle transportation.

**Lessons learned**:Implement stricter reporting guidelines

### Port Authority of Allegheny County (1441)

#### Airport Corridor Transportation Assoc. (ACTA) (586)

##### RideACTA Shuttle Service, Penn Center West Shuttle, On-demand IKEA Shuttle, Night Rider Shuttle (948)

**Location**: Airport Corridor (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:ACTA’s project goal for its FFY 2009 JARC program is to provide pertinent information and direct services that respond to the job seeker’s need for transportation access to/from jobs and the employer’s need for workers in the corridor. The Airport Corridor is a job rich suburban area and shuttle services focus on the urban and rural residents using Beaver County and Port Authority Transit as well as low-income workers seeking access to the many job opportunities in the corridor. Many shuttle riders are reverse commuters, however, ACTA works with area employers and workforce development agencies to assist in connecting low-income workers to jobs in the corridor. Shuttles provide key ancillary services to the larger public transit network in the Airport Corridor. The shuttles are designed and operated to allow for the greatest service efficiency and effectiveness while providing the critical “last mile” portion of the home-to-work trip for both low-income and reverse commuters.
Direct Service Projects:
- Penn Center West Shuttle, Monday – Friday, from 4:30 PM to 8:30 PM. This shuttle is a JARC-funded fixed route service. The shuttle travels from Penn Center West Office Complex to the Carnegie Station located on the West Busway. The route is approximately six miles round trip.
- On Demand IKEA Shuttle, Monday – Friday, from 6:30 AM to 8:30 AM and 4 PM to 6 PM. The shuttle travels from the IKEA bus shelter, located in Robinson Town Centre, to employers within a 1.5 mile radius of the bus stop. Some employees currently using service are employed with Bayer Corporation, FedEx Ground, GlaxoSmithKline, Target, Thermo Fisher Scientific, Comcast, Marriott Hotel, Wal-Mart, and Cigna.
- Night Rider Shuttle, Monday – Friday, from 9:30 PM to 12:30 AM. A new shuttle service to be offered will operate from 9:30 PM to 12:30 AM, circulating on a fixed route in the Robinson/North Fayette commercial area only, taking late night workers from the job site to the bus stop at IKEA, when poor lighting and inadequate pedestrian amenities are exacerbated.
- Mobility Management activities – impacts all days. In response to workforce issues within the corridor, ACTA expanded its mission to allow for greater focus on workforce transportation activity. It has begun integrating direct services such as development of shuttle services with a variety of other activity all designed to fill identified gaps in the larger transportation network for workers, job seekers, and employers in the corridor.
 ACTA, in partnership with CareerLink, established the first formal relationship between employers, workers, jobs, and transportation. ACTA has established the reputation as the first point of contact for transportation information and questions within the corridor. In essence, ACTA serves as the lead agency in the Airport Corridor for mobility management activity as it relates to transportation activity within the corridor. Building upon that established identity by enhancing and expanding activity to address issues of service coordination and related JARC and New Freedom activity only makes sense! To do so will allow for more effective use of current services and will continue to facilitate the committed relationships between the public and private sectors established within the corridor.

 Mobility Management activity builds upon the coordination among existing transportation providers and workforce development agencies. The results include greater awareness and access to available transportation service options.
Mobility Management Project/Activity:
- Transportation 101 – Train the Trainer
- Individualized trip planning
- Smart Moves – publication designed to assist connections between jobs, job seekers, and transportation resources
- Assist with recruiting efforts through CareerLink and corridor employers
- Joint transportation and job fairs
- Design of commuting surveys for employers – gaps analysis
- Coordination of corridor studies used to identify critical transportation gaps and strategies to eliminate gaps. Results enhance the coordination of service delivery.
- Website strategies
- E-newsletter offer commuting tips for employers and employees
- Hot Jobs posted in coordination with CareerLink.
 During the course of the fiscal year through daily monitoring of ridership on the current routes, it became apparent that ACTA needed to “brand” its services; that consumer awareness was low and services needed to be more visible within the service area. From April 2009 – July 2009, ACTA staff worked to develop a “brand” concept for its service with a very comprehensive marketing campaign.
 RideACTA service was branded and marketed under one name. For consumer ease, a website and 1-800 number was developed and marketing strategies were developed that focus on coordination of all transportation services in the corridor regardless of the provider. RideACTA vehicles are clearly identified and expansion will allow service to operate from 6 AM until 11 PM, Monday – Friday and when needed is demonstrated from 9 AM until 6 PM on the weekends.
 Program improvements will provide stronger service connections to the larger transit network, create greater consumer awareness and understanding of transportation options, and facilitate greater coordination between transportation providers that strengthen the relationship between businesses, workforce development, and transportation.

**Evaluation**:ACTA monitors its service on a regular basis. All transportation services are monitored on a daily basis to keep close track of ridership and operational concerns. Surveys are done on a periodic basis. Customer feedback cards are on the vehicles at all times and regular communication with drivers keeps ACTA informed of issues from the drivers perspective. Below are some of the performance measures ACTA is interested in monitoring:
- Increase in service coverage
- Shuttles and/or public transit
- Decrease in transfer time

- Increase in safe transfer locations
- Number of riders
- Number of new riders
- Number of new employer sites / stops accessed
- Number of compliments and/or complaints
- Number of jobs / entry-level jobs accessed
- Increase in shift times now accessible
- Increase in service hours
- Increase in number of trips
 Regular review of:
- Daily ridership logs

- Periodic service checks at transfer points
- Periodic on-board surveys
- Ridership data from public transit service providers

**Accomplishments**: ACTA is proud to have established a presence in the corridor as the workforce transportation expert. It has been through the support of the JARC program that ACTA has been able to test various transportation strategies, evaluate those initiatives, and develop a demonstration program based upon actual data; the RideACTA program implemented September of 2009.
 ACTA is extremely excited to have begun demonstrating a transportation service strategy that compliments existing public transit while providing the “critical last mile” portion of a commute. Regional transportation leaders are watching RideACTA to see if it is in fact a transportation model that could be replicated in other areas.
 ACTA is also pleased to see that from a JARC perspective, services implemented have been the answer for many employees trying to access and retain employment in this employment center. Also exciting is the fact that employers have begun to use RideACTA as a recruitment tool, which connects the worker with a means of getting to that new job.
 Branding the service and strengthening the connection of this service to public transit services in the area has also been a critical element in this demonstration.

**Lessons learned**:Recommendations to others looking to develop a transportation demonstration program:
- Be realistic about program outcomes. Gap services are often that, gap services. They fulfill a critical need but will not necessarily generate mass transit ridership numbers. In our case the “last mile” portion of the trip being provided is the difference in using public transit to connect to a job in this suburban employment market.
- Understand the market you are trying to reach, both employers and potential job seekers.
Utilize relationships and connect with all other key transportation providers. Connect and expand those travel options.
- Don’t be afraid to test service strategies that make sense based upon your research and planning efforts. They may or may not be successful, but will ultimately assist you in refining the solution and coming up with the best strategy to address your specific needs or issues.
- Market, market, market….job seekers, employers, and riders turnover constantly so you need to constantly create awareness for your services. Don’t assume if you put the service out there the riders will come. Be creative and utilize all partnerships and means of getting the word out (website, email blasts, bus shelters, door to door outreach etc..).
- Keep communicating with employers about the benefits of taking an interest in employee transportation. Find a few local champions and then recognize them for their interest in their employees. If possible, make them a part of your organizational structure (i.e. board member, etc.).
 ACTA has been involved with studying and planning congestion mitigation and transportation demand service strategies for almost two decades. Do not think there is anything we wish we had known before we started. However, the instability of transportation funding does seem to have gotten worse since JARC was conceived in 1998. This has created a special challenge for all successful programs trying to find a long-term sustainable funding solution. These services are becoming entrenched in the lives of many and to discontinue due to a lack of commitment by regional, state, and federal transportation entities seems to be monumental oversight. Ten years of demonstrating potential transportation strategies and finding reasonable solutions to dropping the ball now seems almost criminal.

#### Beaver County Transit Authority (BCTA) (588)

##### Route 1 (1269)

**Location**: Rochester (PA)

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

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

S**ervice description**:Beaver County Transit Authority (BCTA)’s Route 1 is a fixed route service that originates in Chippewa Township at the Wal-Mart Supercenter and travels the main thoroughfares of Route 18 and Route 65, within Beaver County. Route 1 continues to travel Route 65 and the North Shore Expressway through Allegheny County as far as the East Busway. BCTA's Route 2 is a fixed route service that originates in Rochester and travels the main thoroughfares of Route 18 and Broadhead Road, then continues to travel along Kennedy Boulevard, Monaca Road, Franklin Avenue, and Route 51 in Beaver County, before going as far south as Merchant Street and 4th Street in Ambridge. BCTA's Route 11 is a fixed route service that originates in Rochester and travels the main thoroughfares of Third Street, Market Street, State Avenue, and Route 68 in Beaver County, and as far west as the Drug and Alcohol Services building in Vanport.

**Evaluation**:Beaver County Transit Authority (BCTA)’s performance standard for fixed route service is 12 passengers per revenue hour. This service was just implemented on July 6, 2009 and has already shown a positive, upward trend in moving towards becoming a productive and efficient service.

**Accomplishments**: Accomplishments include working with agencies and employers in Beaver County in order to identify the transportation needs in the area and best utilize our services to meet those needs. The number of passenger trips completed is an accomplishment, and BCTA's ridership throughout its entire fixed route system has continued to increase for seven consecutive years.

**Lessons learned**:N/A - Still a brand new service as of July 6, 2009. No lessons learned at this point.

##### Route 6 (1262)

**Location**: Beaver County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Beaver County Transit Authority (BCTA) Route 6 is a fixed route service that originates in Rochester at the Rochester Transportation Center and travels the main thoroughfare of Route 18, through the Center Township retail area, and along Broadhead Road and Route 151 within Beaver County, as far south as the Hopewell Industrial Park.

**Evaluation**:BCTA's performance standard for fixed route service is a minimum of 12 passengers per revenue hour. This service in its current form is still quite new in our system and has undergone another recent service change as of July 6, 2009 in order to continuously work towards achieving this goal.

**Accomplishments**: Accomplishments include working with agencies and employers in Beaver County in order to identify the transportation needs in the area and how to best utilize our services to meet those needs. The number of passenger trips completed is an accomplishment, and BCTA's ridership throughout its entire fixed route system has continued to increase for seven consecutive years.

**Lessons learned**:Beaver County Transit Authority has learned that the declining traffic and employment levels at the Pittsburgh International Airport significantly affected this service. Also, passengers continue to express interest in working in (and traveling to) the retail Airport/Robinson/ North Fayette Corridor, but as shown by previous ridership statistics, passengers did not adequately utilize the service prior to July 6, 2009 in order to justify its continuation. As of July 6, 2009, this route travels as far south as the employment destination of Hopewell Industrial Park (within Beaver County).

#### Heritage Community Initiates (590)

##### Ship of Zion (717)

**Location**: Allegheny County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Ship of Zion (SOZ) provides free scheduled transportation services in Pittsburgh's Hazelwood, Hill District, Squirrel Hill, and Southside neighborhoods. The service directly connects with Port Authority fixed routes and takes customers directly to employment locations.

**Evaluation**:WorkLink/Ship of Zion conducted independent analysis utilizing business/industry data from Info/USA (number of establishments, number of jobs, and overall revenue businesses) to gather the number of employers within the SOZ service areas (15203,15207,15213, and 15219). Data analysis reveals that within 1/4 mile radius of the SOZ routes, there are approximately 5,072 businesses with an overall revenue generation of $12.9 billion and 108,703 jobs.

**Accomplishments**: Ship of Zion streamlined the service by reducing hours when ridership was low and at the same time increasing ridership of the service.

**Lessons learned**:Design the service for a clear purpose; marketing is vital for success

##### WorkLink (712)

**Location**: Southeast Pittsburgh (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The WorkLink Service are three fixed routes operating in the East Pittsburgh, Braddock, McKeesport, Homestead, and Clairton areas. These communities are located southeast of Pittsburgh. WorkLink fills the gap and provides service to Port Authority bus routes, as well as taking some customers to their final destinations.

**Evaluation**:Heritage Community Initiatives completes on-board surveys once a year to collect evaluation data. The seven page survey is orally conducted and evaluates data such as purpose of the trip, income levels, and usage. Results are measured against the funding intent. WorkLink conducted independent analysis utilizing business/industry data from Info/USA (number of establishments, number of jobs, and overall revenue of businesses) to gather the number of employers within the WorkLink service areas. Data analysis reveals that within a 1/4 mile radius of WorkLink routes, there are approximately 4,805 businesses with an overall revenue generation of $6.1 billion and 45,448 jobs.

**Accomplishments**: WorkLink plays a critical role in community development, economic development, and human service program transportation. WorkLink “connects the dots” by linking first time and emerging workers with transportation and childcare.

**Lessons learned**:The importance of the evaluation measures and looking at the data on a quarterly basis to evaluate and improve services.

#### Port Authority of Allegheny County (564)

##### Port Authority JARC Initiatives (592)

**Location**: Allegheny County/Pittsburgh (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:28X Airport Flyer Service- Port Authority’s fixed route service began in 1996 as a route linking the Oakland and the downtown area with the Pittsburgh International Airport for travelers flying to and from Pittsburgh.

**Evaluation**:Port Authority will concentrate on adding as well as altering trips to ensure employers’ needs are being met within the AM, midday, PM, and late evening work shifts. This also includes Saturdays, Sundays, and holidays. Service will also be adjusted and monitored through the collaboration with the Airport Corridor Transportation Association (ACTA) per their “on demand JARC shuttle.” This direct link to the 28X is an important “piece of the complete puzzle” for people seeking and sustaining employment. Since employers and retail establishments are spread throughout the corridor, the “on demand” shuttle creates a solution for “door-to-door service” for multiple employers, seven days a week.

**Accomplishments**: The 28X Airport Flyer fixed route originally began in 1996 as a direct route to service flights at the Pittsburgh International Airport (PIA). As the route continued to gain popularity, it was changed to run every 20 minutes and included a direct link to Robinson Towne Centre. Today, an average of 1,800 riders use the route daily to access employment throughout the Airport Corridor and PIA. The 28X provides service from the Oakland section of Pittsburgh to the PIA and along the Airport Corridor, providing access to over 40,000 entry level jobs. It interlines with two other JARC-funded agencies - ACTA and BCTA (Beaver County Transit Authority). A direct link for employees to reach the “final mile” is provided via the 28X to ACTA’s on-demand shuttle service in Robinson Town Centre and as a reverse commute.
 Residents living in Oakland, downtown, and along the West Busway have direct access to these employment sites and other Allegheny County residents can commute to these jobs by transferring from other routes to the 28X, seven days per week. People traveling to downtown and Oakland from the Airport Corridor area during non-traditional commute periods are also able to use the 28X to access employment opportunities. Due to the limited transportation options in the corridor encompassing the Pittsburgh International Airport and Robinson Town Centre the 28X route, in combination with ACTA’s service, is the only public transportation service which can realistically meet the needs of persons working or seeking employment opportunities in the corridor. Port Authority fills the “transit gap” for thousands of low-income
people and persons with disabilities who are seeking sustainable employment. PAAC plays a key role in the economic growth and vitality of Allegheny County by serving those residents who choose public transportation.
 This program has proven to be a success for the organization in terms of the level of ridership due to adequate service levels that begin early in the morning and operate very late at night. Although Port Authority understands that many people use the reverse commute to access jobs, additional surveys and on-board questionnaires must be developed and initiated to obtain information on the level of jobs which are being accessed. As Port Authority continues to see less funding for JARC and New Freedom at the federal level, which is accompanied by the uncertainly in state funding from year to year, the 28X and many JARC programs are one to two years away of being eliminated.

**Lessons learned**:Obtain the best information possible before starting a new service. However, understand that some services may not perform to the expected levels.

#### Three Rivers Workforce Investment Board (TRWIB) (591)

##### Regional Workforce Mobility Management & Planning (811)

**Location**: Ten County SWPA Region (PA)

**Type**: Information-Based Services/Mobility manager

**Goal**: Improved access/connections

S**ervice description**:The project focuses on analyzing job access issues geographically, collecting and maintaining labor market data, identifying employer transportation and transportation-related needs, promoting the use and development of transportation services and resources, and bringing workforce related issues including transportation, to regional economic development and land-use planning agendas.

**Evaluation**:There are no industry standards for this type of project. The closest comparison in terms of efficiency could be derived from consulting firms. In this case, simple comparison of cost per hour can confirm high efficiency of this project. The ratio of cost per output/outcome is used to compare the project's performance on monthly and yearly basis. The monthly progress reports are used to track accomplishments of project goals. Staff feedback and inputs from partnering organizations and clients are requested on an ongoing basis.

**Accomplishments**:

- Four databases created - TRWIB continuously collects relevant data from public and commercial sources along with the critical perspective of key regional players. This effort results in the creation of databases and other organized information that are provided free of charge to partner organizations and agencies.
- 60 analyses performed - TRWIB uses its knowledge and resources to perform analyses of specific geographic areas to examine the spatial relation between jobs and transit options. The analyses are provided to inform the decisions of employers, local officials, and service providers.
- Eight reports completed - TRWIB examines job-access and related issues on a continuous basis and communicates the findings to its audiences via written reports.
- Five presentations given - TRWIB acts as an information broker and educator on transit and workforce related issues. Presenting these issues to different audiences increases the knowledge and attention of strategic groups (employers, decision makers, developers, etc.).
- Two legislative events held - TRWIB addresses the access-to-work legislative context and funding issues by approaching decision makers via formal events and targeted outreach.
- Five collaborative initiatives led or participated in - TRWIB emphasizes collaborative approaches to the access-to-work issue by initiating and/or participating in related initiatives.

- 2000+ staff hours committed - TRWIB has hours of staff time allocated to ongoing assistance to project related activities.

**Lessons learned**:Strong partnerships across diverse fields/audiences (such as local governments, employers, transportation service providers, educators, workforce professionals, foundations, and community based organizations) are key to a successful implementation of project goals. Any project that aims for a change in mind-set is long-term and serious results cannot be expected within a year of operation.

#### Travelers Aid (592)

##### Employment Transportation Assistance Program (ETAP) (833)

**Location**: Allegheny County (PA)

**Type**: Information-Based Services/Information materials/marketing

**Goal**: Improved customer knowledge

S**ervice description**:Travelers Aid purchases Port Authority monthly bus passes through a foundation, United Way, and state grant dollars to distribute to low-income clients involved in employment and training programs in the Allegheny County area. The agencies we partner with specialize in job retention, job search, and job training assistance. Clients are eligible for up to 12 months assistance, depending on what agency they are working with. Participants are expected to participate in a graduated co-pay system. Partnering agencies distribute the passes, collect the client signature of receipt, ensure completion of client surveys, and track various agency information. Paperwork is turned in on a monthly basis to Travelers Aid.

**Evaluation**:ETAP participants complete surveys in their first, third, and sixth months of participation. Agencies complete surveys every six months. Client surveys have tracked an increase in 180 days retention, an increase in number of job interviews being attended, and a decrease in days missed at work. Agency surveys have shown an increase in the overall employability of a client, that a wider geographic area can be reached by clients for job searches, and an increase in the number of appointments being kept with the case managers.

**Accomplishments**: One of the great accomplishments of ETAP is that the distribution of a monthly bus pass to clients not only increases their overall employability, it also assists clients with improving their overall quality of life by helping them reach their other required daily activities such as taking children to daycare, medical appointments, and grocery shopping, among other services.

**Lessons learned**:There is always an opportunity to advance the program by making changes. We recently changed our client co-pay system to lower the final month's cost, however, we raised the cost of the third and fourth month in order to balance out the budgeting of the co-pay for the client and to see a greater number of clients completing the final month of the program.

#### Washington County Transit Authority (WCTA) (593)

##### SW PA Regional Welfare to Work (1127)

**Location**: Greene, Washington, and Westmoreland counties (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Southwestern PA Regional Welfare to Work Transportation Program (RTP) is currently in its eighth year of operation and serves residents of Washington, Greene, and Westmoreland counties in Southwestern Pennsylvania. RTP provides paratransit, shared ride, and taxi cab transportation for low-income individuals to get to and from employment and daycare services if needed. Individuals are eligible for the program if they are working at least 20 hours a week, meet the Federal Poverty Income Guidelines of 185%, and meet the definition of a needy family as outlined by TANF requirements. In addition, the place of employment must be more than one mile but no more than 15 miles from the individual's home. RTP is coordinated by the Washington County Transportation Authority (WCTA). Individuals are found eligible by each County Assistance Office and a referral form is submitted to WCTA. Those individuals deemed eligible are then instructed to contact WCTA to schedule their trips. The trips may be scheduled up to 30 days in advance, but are typically scheduled weekly. Transportation is available 24 hours a day, seven days a week, including holidays. WCTA subcontracts the transportation out to 15 different transportation companies in the three county area. After a passenger has been on the program for one year, that individual's eligibility will be re-determined. If the individual continues to be eligible for the program, the individual will be required to pay the full fare. The significant fare increase after one year of service was implemented to encourage individuals to look for other means of transportation, as this program is only meant to be temporary. The passengers do have the right to appeal this increase in cost and hardship cases will be taken into consideration.

**Evaluation**:Our agency looks at the number of unduplicated individuals served, the number of trips provided, and the average cost per trip to evaluate the program. In addition, since the service is demand response, we look at the demand for the service as an indicator of need.

**Accomplishments**: The greatest accomplishment for this program has been the ability to serve individuals in need to enable them to become more self-sufficient by securing employment. The program has been in operation since Welfare Reform began and continues to operate adapting to programmatic and funding changes as needed.

**Lessons learned**:In order to effectively evaluate the program, it is necessary to provide a social service/casework element to track the individuals who are utilizing the program. Rather than rely on outside agencies to conduct this activity, we would have hired an individual to focus solely on this project to interact with the individuals and to analyze the program with the best possible data.

#### Westmoreland County Transit Authority (597)

##### 14J (807)

**Location**: Westmoreland County (PA)

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

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

S**ervice description**:Using JARC funding during FFY 2009 Westmoreland County Transit continued Route 14J. The route was implemented on April 10, 2006 and is designed to provide job access to three major employers: Pittsburgh Mills in Frazier Township, the Penn State New Kensington campus, and the Westmoreland Business and Research Park in Upper Burrell Township. The route meets other Westmoreland Transit routes as well as Port Authority routes at Central City Plaza in New Kensington and at Pittsburgh Mills Mall, thus providing job access for residents in both Westmoreland and Allegheny counties. It should be noted however, that Westmoreland Transit provides the only direct service between Pittsburgh Mills and New Kensington. The Westmoreland Business and Research Park, which is located along Route 780, had no previous access by public transportation. A number of industrial businesses, including Leeds, are located in this park, and transportation is now available both directly and through transfers for residents of both Westmoreland and Allegheny counties. Other businesses in the industrial park have also expressed interest in this route and offer it to potential hires.

**Evaluation**:Westmoreland Transit evaluates all routes by comparing passengers per hours. Routes are grouped into four categories. This route is classified as a main line route. All routes in each category are compared against each other. A route is considered productive if passengers per hour meets 70% of the category average. In addition, individual trips are evaluated using the same criteria. WCTA monitors each trip of this route to determine times when service is most/least productive.

**Accomplishments**: This route provides WCTA with the opportunity to provide the only public transit service to Upper Burrell Township, including the Penn State New Kensington campus and the Westmoreland Business and Research Park. In addition, WCTA provides the only link to Pittsburgh Mills Mall from New Kensington with this route. Both Penn State and Leed's Inc. have supported this project and have promoted it to both students and employees. Penn State was the first cosigner for WCTA when the campus began selling WCTA fare media through its Student Affairs Office.

**Lessons learned**:When working with a limited budget and limited service, a hands-on approach is often most effective. Meet with Human Resources/Student Affairs personnel to enlist their assistance in promotion. This approach is a very low cost promotion method and helps to establish relationships with decision makers at the organizations that are served by the route. It would have been helpful if additional companies in Westmoreland Business and Research Park would have provided details about their shift times to assist WCTA in the development of timetables to meet their needs as well.

### Red Rose Transit Authority (1434)

#### Red Rose Transit Authority (759)

##### Metro Region Demand Responsive Access to Jobs Program (954)

**Location**: Lancaster County (PA)

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

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

S**ervice description**:The Metro Region Demand Responsive Access to Jobs Program utilizes demand responsive, shared ride services in the Lancaster, PA metropolitan region at times and to locations not currently served by traditional fixed route bus services. The metropolitan region is defined as an area within six miles of Lancaster City. The program is designed to fill the gaps in fixed route bus service between 11 PM and 5 AM on weekdays and weekends. Many individuals are excluded from accepting employment due to the lack of affordable transportation between second and third shifts. Individuals use fixed route bus service for one leg of their trip and the Access to Jobs program for the other leg, when and where fixed route bus service is not available. An individual using the Access to Jobs program for one leg of their trip will receive door-to-door service. Approximately 90% of the trip origins are within Lancaster City and 90% of the jobs are located in the suburbs surrounding Lancaster City. The service is fully accessible for persons with disabilities.

**Evaluation**:The Human Services Transportation Plan (HSTP) for the Lancaster Region was adopted on April 23, 2007 by the Lancaster MPO. The HSTP recommended the continuation of the Metro Region Demand Access to Jobs Program as it fills an important need in the transportation network and supports employment. The Human Services Transportation Advisory Committee and the MPO endorsed the continuation of the Access to Jobs program in 2008 and 2009. The continued endorsement of this program recognizes the need to provide this service for connecting individuals and families whose income meet the 150% poverty level guideline to places of employment.

**Accomplishments**: The Access to Jobs program removes a transportation barrier individuals and families below the poverty level may experience in seeking and maintaining employment. These individuals utilize the transportation service in order to travel to or from their place of employment. By staying with their employer for a period of time, these individuals receive a steady source of income and there are opportunities for raises. The steady income and potential raises are one overall goal of the agencies working with individuals below the poverty level who experience initial difficulties in finding and retaining employment.
 When an income verification requirement was implemented in January 2007, RRTA arranged with two local social service agencies to handle the income verification process. These agencies were familiar with the process as this was already part of their program implementation. The income verification process also provided an additional connection between RRTA and the agencies.
 The implementation of the JARC program tapped into existing fixed route and shared ride service opportunities. The Access to Jobs program service was included as one element of the shared ride, demand responsive service provided by a third party carrier. A combination of several service programs provides an opportunity for cost and operating efficiencies. In addition, the JARC service is door-to-door, which is attractive to individuals making the trip between 11 PM and 5 AM, when the fixed route bus service is not operated.

**Lessons learned**:There is a need to assure sufficient funding is in place to support the program over an extended period of time. Over the ten years the Access to Jobs has been in place, there have been periods of time where there was a question whether funding would be able to support the operation of the JARC program (as well as the overall RRTA operation). Under these circumstances, it is difficult to consider enrolling additional eligible persons for this service if there is the prospect of reducing service in the immediate future due to funding problems. The funding was ultimately made available. However, people using the service on a regular basis need an assurance the program will continue and there are individuals who qualify for this service if adequate and sufficient funding is available.

### Southeastern Pennsylvania Transportation Authority (1947)

#### Bucks County Transport (159)

##### Bucks County Welfare to Work Transportation (91)

**Location**: Bucks County (PA)

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

**Goal**: Improved access/connections

S**ervice description**:The type of services offered are 1) shared ride transportation from home to school/daycare/ if required, then on to work training and return and 2) transportation from home or employment to public transit services and regional rail lines.

**Evaluation**:Our project is evaluated based on cost per trip, number of trips provided, and clients served.

**Accomplishments**: This service provides access to childcare for working parents, which allows parents to have more flexibility in choosing a job location. The lack of childcare is a primary barrier to employment among TANF and low-income individuals.

**Lessons learned**:Coordination; for a shared ride service, there must be a coordinated effort between provider and county agencies.

#### Bucks County Transportation Management Association, Inc. (157)

##### Bristol Rushbus (90)

**Location**: Bristol Borough, Bucks County (PA)

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

**Goal**: Improved access/connections

S**ervice description**:The Bristol Rushbus was established to improve access to transportation services to employment and employment-related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities. (FTA C 9050.1 p. II-1) In this case, a connection is provided between SEPTA routes R7 (Regional Rail), 128 (bus), 129 (bus), and 304 (bus) at Bristol Train Station and employment/employment-related destinations throughout the Borough of Bristol, Bucks County. The Bristol Rushbus effectively opens the vast majority of employment opportunities in Bristol Borough to transit users from the City of Philadelphia, the City of Trenton, New Jersey, and ultimately several other cities in New Jersey with transit access to Trenton Station including Camden, Burlington, Princeton, New Brunswick, Newark, and New York City, New York. Conversely, access to these cities is opened to those who reside along the Bristol Rushbus route and wish to seek employment outside of Bristol.
 All Rushbus services are open-door, fixed route transit services. Any individual, regardless of socioeconomic background, is welcome to use the service to access employment training and opportunities. Hours are Monday through Friday, 6:30 AM – 9 AM and 3 PM - 5:30 PM.

**Evaluation**:This service is evaluated a minimum of six times each year to ensure that maximum ridership and employment access is being achieved for every dollar invested. Ideally, overall cost per ride should be less than $10, but $13 per ride or less is typical for a well performing last-mile connector service, given increases in the cost of providing service since 2008.

**Accomplishments**: JARC funding for this service was not awarded for the fiscal year beginning July 1, 2009. Therefore, this service only operated for nine months of FFY 2009 using JARC funding. By cooperating with other entities, TMA Bucks successfully obtained enough funding to continue providing service beyond July 1, 2009, though this agency is absorbing all administrative costs for the operation of this service post-JARC.

**Lessons learned**:Someone starting this type of service must carefully monitor each trip to ensure that it is sufficiently patronized. Administrative costs should be kept minimal, and alternative sources of funding should be identified and used wherever possible, as the formula-allocated JARC funding for this region is spread far too thinly to remain effective on its own.

##### Doylestown Rushbus (88)

**Location**: Greater Doylestown, Bucks County (PA)

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

**Goal**: Improved access/connections

S**ervice description**:The Doylestown Rushbus service was established to improve access to transportation services to employment and employment-related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities. (FTA C 9050.1 p. II-1) In this case, a connection is provided between SEPTA routes R5 (Regional Rail) and 55 (bus) at Doylestown Train Station and employment/employment related destinations throughout the Borough and Township of Doylestown, Bucks County. The Doylestown Rushbus effectively opens numerous employment opportunities in the Doylestown area to transit users from the City of Philadelphia and older suburbs in Montgomery County. Conversely, access to these areas is opened to those who reside along the Doylestown rushbus route and wish to seek employment outside of Doylestown.
 All Rushbus services are open-door, fixed route transit services. Any individual, regardless of socioeconomic background, is welcome to use the service to access employment training and opportunities. Hours are Monday through Friday, 7:30 AM to 6:30 PM.

**Evaluation**:This service is evaluated a minimum of six times each year to ensure that maximum ridership and employment access is being achieved for every dollar invested. Ideally, overall cost per ride should be less than $10, but $13 per ride or less is typical for a well performing last-mile connector service given increases in the cost of providing service since 2008.

**Accomplishments**: This route continues to attract and retain riders from lower income, transit-accessible areas. Because of this service, more than 50 people are going to work each day and supporting themselves instead of relying on welfare and unemployment in a poor economy, and still more utilize the service as a sole means of transportation.
 In this current era of steadily diminishing JARC funding for the Philadelphia region, the ability to keep a cost-effective service operating at reasonable service levels is quite the accomplishment.

**Lessons learned**:Someone starting this type of service must carefully monitor each trip to ensure that it is sufficiently patronized. Administrative costs should be kept minimal, and alternative sources of funding should be identified and used wherever possible, as the formula-allocated JARC funding for this region is spread far too thinly to remain effective on its own.

##### Newtown Rushbus (89)

**Location**: Greater Newtown/Langhorne, Bucks County (PA)

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

**Goal**: Improved access/connections

S**ervice description**:The Newtown Rushbus service was established to improve access to transportation services to employment and employment-related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities. (FTA C 9050.1 p. II-1) The Newtown Rushbus operates two routes from the Woodbourne Station on the SEPTA R-3 West Trenton Line. One route travels the Woodbourne Road corridor to connect workers with jobs in the Newtown Business Commons, Silver Lake Office Campus, Lockheed Martin, and the Newtown Corporate Center. This route also provides connections to the Newtown campuses of LaSalle University and Holy Family University. The second route operates via Middletown Boulevard to Town Center, then continues via Township Line Road to Floral Vale and the Lower Makefield Corporate Center. The Newtown Rushbus effectively opens the vast majority of employment opportunities in the greater Newtown area to transit users from the City of Philadelphia, the City of West Trenton, New Jersey, and older suburbs of Montgomery County. Conversely, access to these areas is opened to those who reside along the Street Road rushbus route and wish to seek employment outside of the Newtown area.
 All Rushbus services are open-door, fixed route transit services. Any individual, regardless of socioeconomic background, is welcome to use the service to access employment training and opportunities. Hours are Monday through Friday, 7:30 AM -9:00 AM and 3:30 PM - 6:00 PM.

**Evaluation**:This service is evaluated a minimum of six times each year to ensure that maximum ridership and employment access is being achieved for every dollar invested. Ideally, overall cost per ride should be less than $10, but $13 per ride or less is typical for a well performing last-mile connector service given increases in the cost of providing service since 2008.

**Accomplishments**: This route continues to attract and retain riders from lower income, transit-accessible areas. Because of this service, more than 60 people are going to work each day and supporting themselves instead of relying on welfare and unemployment in a poor economy.
 In this current era of steadily diminishing JARC funding for the Philadelphia region, the ability to keep a cost-effective service operating at reasonable service levels is quite the accomplishment.

**Lessons learned**:Someone starting this type of service must carefully monitor each trip to ensure that it is sufficiently patronized. Administrative costs should be kept minimal, and alternative sources of funding should be identified and used wherever possible, as the formula-allocated JARC funding for this region is spread far too thinly to remain effective on its own.

##### Richboro-Warminster Rushbus (87)

**Location**: Warminster/Ivyland/Richboro, Bucks County (PA)

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

**Goal**: Improved access/connections

S**ervice description**:The Richboro-Warminster Rushbus service was established to improve access to transportation services to employment and employment-related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities. (FTA C 9050.1 p. II-1) The Richboro-Warminster Rushbus operates from the Warminster Train Station on the SEPTA R2 Regional Rail Line and provides connections with many major employment centers including Ann’s Choice, Majestic Oaks, and numerous large business parks along the Jacksonville Road Corridor. Connections can also be made with the Route 22 bus. Conversely, access to these areas is opened to those who reside along the Richboro-Warminster rushbus route and wish to seek employment outside of the area.
 All Rushbus services are open-door, fixed route transit services. Any individual, regardless of socioeconomic background, is welcome to use the service to access employment training and opportunities. Hours are Monday through Friday, 6 AM – 8:30 AM and 2:30 PM – 6 PM.

**Evaluation**:This service is evaluated a minimum of six times each year to ensure that maximum ridership and employment access is being achieved for every dollar invested. Ideally, overall cost per ride should be less than $10, but $13 per ride or less is typical for a well performing last-mile connector service given increases in the cost of providing service since 2008.

**Accomplishments**: This route continues to attract and retain riders from lower income, transit-accessible areas. Because of this service, more than 100 people are going to work each day and supporting themselves instead of relying on welfare and unemployment in a poor economy.
 In this current era of steadily diminishing JARC funding for the Philadelphia region, the ability to keep a cost-effective service operating at reasonable service levels is quite the accomplishment.

**Lessons learned**:Someone starting this type of service must carefully monitor each trip to ensure that it is sufficiently patronized. Administrative costs should be kept minimal, and alternative sources of funding should be identified and used wherever possible, as the formula-allocated JARC funding for this region is spread far too thinly to remain effective on its own.

##### Street Road Rushbus (86)

**Location**: Bensalem Township, Bucks County (PA)

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

**Goal**: Improved access/connections

S**ervice description**:The Street Road Rushbus service is established to improve access to transportation services to employment and employment-related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities. (FTA C 9050.1 p. II-1) The Street Road Rushbus operates from the Trevose Station on the SEPTA R-3 West Trenton Line, providing connections with employment sites on and near the Street Road Corridor in Bensalem Township, including Philadelphia Park Casino, Bucks County Technology Park, ITT Technical Institute, and the Horizon Corporate Center. Connections are also possible with SEPTA routes 1, 14, 50, 130, and 150. The Street Road Rushbus effectively opens employment opportunities to transit users from the City of Philadelphia, the City of West Trenton, New Jersey, and older suburbs of Montgomery County. Conversely, access to these areas is opened to those who reside along the Street Road rushbus route and wish to seek employment outside of the Bensalem area.
 The peak-hour only service operates Monday-Friday 7 AM to 8:30 AM, 3:30 PM to 6 PM, and limited service at 9: PM. All Rushbus services are open-door, fixed route transit services. Any individual, regardless of socioeconomic background, is welcome to use the service to access employment training and opportunities.

**Evaluation**:This service is evaluated a minimum of six times each year to ensure that maximum ridership and employment access is being achieved for every dollar invested. Ideally, overall cost per ride should be less than $10, but $13 per ride or less is typical for a well performing last-mile connector service given increases in the cost of providing service since 2008.

**Accomplishments**: JARC funding for this service was not awarded for the fiscal year beginning July 1, 2009. Therefore, this service only operated for nine months of federal FFY 2009 using JARC funding. The formula-based allocation of JARC funding put in place by SAFETEA-LU has resulted in a steady decrease in available funding for the Philadelphia region, and there was not sufficient funding for this project in the round. By cooperating with other entities, TMA Bucks successfully obtained enough funding to continue providing service beyond July 1, 2009, though this agency is absorbing all administrative costs for the operation of this service post-JARC.

**Lessons learned**:Someone starting this type of service must carefully monitor each trip to ensure that it is sufficiently patronized. Administrative costs should be kept minimal, and alternative sources of funding should be identified and used wherever possible, as the formula-allocated JARC funding for this region is spread far too thinly to remain effective on its own.

#### Delaware County Transportation Management Association (140)

##### Quick Silver I (82)

**Location**: Delaware County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Fair Acres Geriatric Facility is located north of Route 1 on Route 352; Brinton Manor Nursing Home is located on Route 1, south of Cheyney Road. Although Fair Acres is served by SEPTA bus routes 110, 111, and 117, the QuickSilver I fills existing gaps in service from the City of Chester. SEPTA is unable to serve Brinton Manor because of its location. It is up a narrow road with no area for a bus to turn around. Employees would need to be dropped off at the end of the road, with a steep incline. Employees could not access SEPTA for a return trip. They would need to cross busy Route 1 and there is a cement barrier dividing the road.
 Assisting people in transitioning from welfare to work requires a transportation strategy that connects potential workers (such as residents of Chester City and other lower income communities in southern and eastern Delaware County) with employers seeking to fill entry level and lower skilled positions. The QuickSilver shuttles supplement SEPTA service in areas where public transit service does not meet the needs of shift workers. In addition, SEPTA does not provide service on weekends and/or holidays to many of these employment areas. These shuttles provide workers with safe, reliable transportation to and from work, thereby enabling them to reach employment opportunities that would otherwise be unavailable to them. The QuickSilver shuttles provide low-income workers with both access to jobs and assistance in “reverse commute” situations. There is demand for services such as those served by the QuickSilver shuttles, and services like those provided by the shuttles will provide a long-term sustainable transportation solution for Temporary Assistance for Needy Families (TANF) recipients in Delaware County. Recognizing that the shuttle program is intended to provide transportation for TANF and lower income workers to reach job opportunities in locations where public transportation is either not available or not sufficient to meet their needs, the DCTMA is in constant communication with both employers and SEPTA personnel to ensure that there is no duplication with existing SEPTA service.

**Evaluation**:The QuickSilver shuttles have an excellent performance record. The DCTMA rarely receives any negative calls from the partners about the shuttle and has received many letters thanking the DCTMA for the shuttles’ ability to meet their needs especially during bad weather. This enables shift workers to leave on time, because their replacements have been able to make it into work.
 The DCTMA established and operates these programs in partnership with employers, and is in constant communication with SEPTA personnel to ensure that there is no duplication with existing SEPTA service. Adjustments are periodically made in the shuttle routes and services to avoid duplication with existing SEPTA service, and schedules are modified to encourage workers to use public transportation services that become available through adjustments in SEPTA routes. The QuickSilver shuttles allow employees living in Delaware County’s eastern and southern communities to access jobs in the county’s western suburbs or airport area, where public transit service is limited in both hours of service and accessibility.
 All shuttle services are monitored and evaluated on a continuous basis. Monthly reports will be prepared which will analyze the total trips, number of workers using the service, and the overall operating costs of the shuttle to determine if we are providing a cost effective service to our riders. These reports will also allow the DCTMA to monitor the cost per ride and the number of employees using the service. We also intend to determine which shifts have the highest number of riders and will survey riders to gain feedback regarding the effectiveness of the service. Surveys will be distributed to solicit information about riders and their reasons for using the shuttle service. Results of the surveys will be tabulated and considered as part of the process of on-going evaluation of the shuttle program. Invoices from the transportation providers and receipts are kept on file for reference and validation of the service. All reports are completed and submitted as required by all service partners.

**Accomplishments**: The Quicksilver 1 is a closed door shuttle service that has been running since 1998 and supplements SEPTA service in areas where public transit service does not meet the needs of two key employers in the County (both of which contribute directly to the cost of the service) from the City of Chester (a low-income area). It provides workers with safe, reliable transportation to both Fair Acres and Brinton Manor from the City of Chester (both are senior living facilities), thereby enabling employees to reach employment opportunities that would otherwise be unavailable to them.

**Lessons learned**:Make sure the service provider is experienced, reputable, and reliable. If problems occur, address them immediately. Keep the communication opened between all parties involved.

##### QuickSilver IV (84)

**Location**: City of Chester, Delaware County (PA)

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

**Goal**: Improved access/connections

S**ervice description**:The QuickSilver IV was instituted when SEPTA asked the Delaware County TMA to take over their Route 22. UPS is located behind the Philadelphia International Airport, and is continuing to expand its operations. There are other employers in the area that the DCTMA is in contact with for possible shuttle partnership.
 These shuttles provide workers with safe, reliable transportation to and from work, thereby enabling them to reach employment opportunities that would otherwise be unavailable to them. The QuickSilver shuttles provide low-income workers with both access to jobs and assistance in “reverse commute” situations. Hours of operation are Monday through Saturday, 9:30 PM to 3:15 AM.
 QuickSilver shuttles are closed-door routes serving a specific employer(s) from a specific area. The QS IV serves UPS at the airport directly from the City of Chester; therefore no other transportation provider is used. In addition, there is still a need for transportation to meet employees’ needs to reach their jobs for late night, early morning, weekend, and holiday shifts, when public transportation service to employers in western Delaware County is still insufficient.

**Evaluation**:The QuickSilver shuttles have an excellent performance record. The DCTMA rarely receives any negative calls from the partners about the shuttle and has received many letters thanking the DCTMA for the shuttles’ ability to meet their needs especially during bad weather. This enables shift workers to leave on time, because their replacements have been able to make it into work.
 All shuttle services are monitored and evaluated on a continuous basis. Monthly reports will be prepared which will analyze the total trips, number of workers using the service, and the overall operating costs of the shuttle to determine if we are providing a cost effective service to our riders. These reports will also allow the DCTMA to monitor the cost per ride and the number of employees using the service. We also intend to determine which shifts have the highest number of riders and will survey riders to gain feedback regarding the effectiveness of the service. Surveys will be distributed to solicit information about riders and their reasons for using the shuttle service. Results of the surveys will be tabulated and considered as part of the process of on-going evaluation of the shuttle program.
 For this shuttle no new stops are planned at this time. However, shuttle drop off stops are determined by partner/employer location and shuttle pick up stops are determined by employees’ addresses. New stops are added as requested by the employer on behalf of their employees. Should the DCTMA partner with any new employers or training organizations, changes can be made to the route.
 Adjustments are periodically made in the shuttle routes and services to avoid duplication with existing SEPTA service, and schedules are modified to encourage workers to use public transportation services that become available through adjustments in SEPTA routes.

**Accomplishments**: The QuickSilver IV was instituted in 2001 when SEPTA asked the Delaware County TMA to take over their old Route 122. SEPTA does not provide weekend or overnight service to this facility. UPS is located behind the Philadelphia International Airport, and is continuing to expand its operations.
 QuickSilver IV began as a welfare to work program and provides workers with safe, reliable transportation to the UPS facility from the City of Chester, thereby enabling employees to reach employment opportunities that would otherwise be unavailable to them. This shuttle is well known in this area and has since been referenced in the local coordinated transportation plan (pg. 42-43) as “a permanent service and has evolved and grown since its inception.”
 The DCTMA maintains a close working relationship with the employers whose workers depend on the QuickSilver shuttles, as well as with numerous county agencies involved with aiding low-income workers in locating and accessing employment. Through these relationships, we have been able to expand the knowledge of agency workers regarding the transportation alternatives available, and have enhanced their ability to serve the needs of their clients.

**Lessons learned**:Make sure the service provider is experienced, reputable and reliable. If problems occur, address them immediately. Keep the communication opened between all parties involved.

#### Impact Services (161)

##### Job on Time (JOT) (98)

**Location**: Philadelphia, Montgomery, Bucks counties (PA)

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

**Goal**: Improved access/connections

S**ervice description**:JOT focuses on transporting inner city residents, mostly from North Philadelphia and the lower Northeast, to employers in Lower Bucks and Montgomery counties. During the reporting period, the route covered these employers and trip routing was structured to best accommodate the location and work schedules at each location.

**Evaluation**: Number of rides (as measured by one way trips); actual or estimated number of jobs accessed; cost per one way passenger trip for each trip type

**Accomplishments**: 1. We have partnered with various welfare-to-work and programs serving ex-offenders so these disadvantaged populations have improved access to jobs. Typically, 100% of our ridership comes from these populations. 2. We have worked with job developers who have created access to jobs that hire ex-offenders and offer them the opportunity to earn up to $19/hour and work over-time. Three-year recidivism rates for this cadre of workers have been around 7%, or about one-tenth the predicted rate. 3. We have worked with the school district to support two apprenticeship programs for low-income high school students, one in Information Technology at Lockheed Martin, and one with vending companies. All 22 students in the IT program were offered full time employment at Lockheed Martin at the end of their two year apprenticeship program at starting salaries of $24,000/year.

**Lessons learned**:1. It is helpful if employers offer a payroll deduction to cover van expenses, it makes things easier and improves payment collection. 2. It is helpful to work with agencies who are running city, state, or private employment services, as they are consolidators for low-income job candidates. 3. You need to have backup drivers in place and hire people who are highly reliable and willing and able to work odd hours. 4. Depending on the population served, the driver can offer job coaching to the riders who are new to the work place and sometimes unfamiliar with its ways. Note: We would have liked to hire one of the riders as a driver for some of the long hauls to reduce both gas and driver expenses (so we don't have an empty van on one leg of the trip), but we have not be able to find reliable enough riders to have this concept work.

#### Partnership Transportation Management Association (162)

##### Community Coaster (99)

**Location**: North Penn/Indian Valley regions (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Community Coaster is a 14-passenger fixed route bus system that operates Monday through Friday from 8 AM to 6 PM, providing service to local employers and connecting service to the Lansdale Train Station and Montgomery Mall. Without the Coaster, there would be no transit service to portions of the Indian Valley and North Penn regions of Montgomery County.

**Evaluation**:Every month the PTMA receives a ridership report that details the number of riders, where they boarded, and during what time frame. Once a year, we survey the ridership to be sure that the Coaster is going to where the riders want to go.
 Each year, the PTMA requests matching funds from the municipalities where the Coaster operates. In addition, financial requests are sent out to our private partners. Since the system began over eight years ago, the four municipalities and partners have continued to donate funds to the system.

**Accomplishments**: The system has been in operation for the past eight years with contributing financial partners.

**Lessons learned**:Be sure you rely on numerous funding partners. Start promotion of the system and travel training on the system months before a system is put in place.

#### SEPTA (163)

##### SEPTA Bus Route 1 - Byberry East (128)

**Location**: Philadelphia (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service began operating in September 1999. Route 1 operates weekday and Saturday service between 54th & City Avenue and northeast Philadelphia (Roosevelt Boulevard and Comly Road). Some trips originate or terminate at the Wissahickon Transfer Center and all through-trips serve it. Route 1 provides a one-transfer trip to northeast Philadelphia from West Philadelphia (connections at 54th & City Avenue), Roxborough (connections at Wissahickon) and Germantown, East Falls (connections to Routes J and K along Roosevelt Boulevard, and North Philadelphia. Route 1 also operates through Hunting Park. Route 1 is now serving two expanding business parks in northeast Philadelphia during weekdays. These business parks are located east and west of the Roosevelt Boulevard near Byberry and Southampton Roads. This extension further expands Route 1 weekday service to these business parks where there are employment opportunities for entry level workers. Route 1 provides connections to routes 44, 52, 65, 121, 9, 27, 35, 38, 61, 65, 124, 125, R, R6, and Norristown Line. Route 1 extended service operates 5 AM to 1:20 AM, Monday through Friday. The primary beneficiaries are residents and employers of Northeast Philadelphia, North Philadelphia, and Germantown. There is also additional peak hour and midday service.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This project has permitted SEPTA to provide full service on the Route 1 bus on weekdays, and to provide trips to serve the Byberry East Industrial Park in northeast Philadelphia. The utility of having a full service route has allowed ridership to grow on the entire route.

**Lessons learned**:Less than a full day of service is not adequate for corridors with multiple employment types, particularly retail and restaurants.

##### SEPTA Bus Route 1 - Saturday Service (117)

**Location**: Philadelphia and Bucks counties (PA)

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

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

S**ervice description**:Until this project was implemented in 2004, Route 1 operated only weekday service. Route 1 operates between 54th & City Avenue and northeast Philadelphia (Roosevelt Boulevard and Comly Road). Some trips originate or terminate at the Wissahickon Transfer Center and all through-trips serve it. Route 1 provides a one-transfer trip to northeast Philadelphia from West Philadelphia (connections at 54th & City Avenue), Roxborough (connections at Wissahickon) and Germantown, and East Falls (connections to routes J and K along the Roosevelt Boulevard). Route 1 also operates through Hunting Park. This project expands Route 1 service with the addition of Saturday service to business parks along the routing and was more recently extended to the Philadelphia Park Race Track and Casino in Bucks County.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This service was needed due to the growth of retail, hotel, and restaurant jobs in this corridor. In fact, Sunday service should be added when funding is available. Ridership has doubled from an initial level of 250 per day, to over 500 per day with only hourly service.

**Lessons learned**:Saturday service in employment corridors with retail, hotel, and restaurant uses is a necessity and will likely result in strong ridership levels.

##### SEPTA Bus Route 105 (119)

**Location**: Philadelphia and Montgomery counties (PA)

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

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

S**ervice description**:This service began operating in February 2004. The enhancement adds Sunday service to the Lancaster Avenue (U.S. 30) corridor from Overbrook to Ardmore. Route 105 operates from the 69th Street Terminal and the Route 10 trolley loop at 63rd Street and Malvern Avenue, and serves Lankenau Hospital and numerous employers located along this dense retail and restaurant corridor. This segment of the route has the highest ridership activity of the entire route. Route 105 travels from the 69th Street Terminal to Chester, Delaware County. This enhancement will expand transit service along the Lancaster Avenue corridor to seven days a week. The 69th Street Terminal provides numerous opportunities for transit connections with other services, including Light Rail routes 100, 101, and 102; the Market-Frankford Subway/Elevated line; and bus routes 21, 30, 65, 103, 104, 106, 107, 108, 109, 110, 111, 113, 120, and 123. Transit service seven days a week is extremely beneficial to employees working in service sector jobs. Employment potential in the service area includes: Lankenau Hospital, Wynnewood Shopping Center, and Suburban Square Shopping Center.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This service has proven to be extremely successful, surpassing original ridership estimates. Immediate ridership on this service was 200 per Sunday and is now averaging over 500 trips per Sunday.

**Lessons learned**:There may be pent up demand for Sunday service if a corridor has many retail and restaurant job opportunities.

##### SEPTA Bus Route 108 - Owl Service (116)

**Location**: Delaware and Philadelphia counties (PA)

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

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

S**ervice description**:This service enhancement was implemented in September 2001 and adds all night “Owl” service on the Route 108 and allows operation 24 hours a day, seven days a week. Route 108 travels from the 69th Street Terminal to the Philadelphia International Airport and provides access to several employment centers along the way. The 69th Street Terminal provides numerous opportunities for transit connections with other services, including Light Rail Route 100; the Market-Frankford Subway/Elevated line; and bus routes 36, 37, 68, 109, 113, and 305. The enhanced service offers improved transit connectivity and convenience for employees destined to this key employment region of Philadelphia and Delaware County. Transit service 24 hours a day, seven days a week, is extremely beneficial to employees working in service sector jobs.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Originally transporting about 30 weekday and 50 Saturday passengers, this all night service now carries over 100 trips each day. This is probably due to the expanded hours and earlier start times seen for airport related employment.

**Lessons learned**:Ridership growth on late night and all night services will sometimes take years to reach a level which you consider cost effective.

##### SEPTA Bus Route 109 - Owl Service (118)

**Location**: Delaware County (PA)

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

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

S**ervice description**:This service began operating in February 2004. The enhancement adds all night “Owl” service to Route 109 and allows this route to operate 24 hours a day, seven days a week. Route 109 travels from the 69th Street Terminal to Chester, Delaware County, providing access to numerous employment centers along the routing. The 69th Street Terminal provides numerous opportunities for transit connections with other services, including Light Rail routes 100, 101, and 102; the Market-Frankford Subway/Elevated line; and bus routes 21, 30, 65, 103, 104, 105, 106, 107, 108, 109, 110, 111, 113, 120, and 123. Likewise, the Chester Transportation Center also provides opportunities for connections with other transit services and a Regional Rail line, including bus Routes 37, 113, 114, 116, 117, 118, 119, and 122, and the R2 Marcus Hook/Wilmington and Newark Regional Rail line. “Owl” service on Route 109 offers improved transit connectivity and convenience for employees destined to this key employment region of Delaware County. Transit service is 24 hours a day, seven days a week, is extremely beneficial to employees working in service sector jobs.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Ridership has gradually increased since operation began.

**Lessons learned**:Ridership on all night services will grow slowly and could take years to reach an acceptable level.

##### SEPTA Bus Route 111 (124)

**Location**: Delaware County (PA)

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

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

S**ervice description**:This service enhancement was implemented in September 2001 and enables Route 111 express service to operate earlier on weekdays and Saturdays. Route 111 travels from SEPTA’s 69th Street Terminal to the Granite Run Mall and Penn State University in Middletown Township, Delaware County. Service from the 69th Street Terminal during weekdays now begins at 5 AM and 5:30 AM on Saturdays, allowing transit customers the flexibility to begin their workday earlier. The 69th Street Terminal provides numerous opportunities for transit connections with other services, including Light Rail routes 100, 101, and 102; the Market-Frankford Subway/Elevated line; and bus routes 21, 30, 65,104,108, 109, and 113. The Route 111 early morning service enhancement offers improved transit connectivity and convenience for employees destined to this key employment region of Delaware County.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Originally operated weekdays only, when Saturday service was added, it equaled and then surpassed the weekday ridership. Originally carrying only ten passengers per day, the early trip now carries about 30 trips on weekdays and almost 50 on Saturdays.

**Lessons learned**:Retail areas need a minimum of six days per week service for employees.

##### SEPTA Bus Route 14 - Byberry East (125)

**Location**: Philadelphia and Bucks counties (PA)

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

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

S**ervice description**:This service began operating in September 2003. Improvements implemented include new express service from the Frankford Terminal of the Market-Frankford Line, adjusting service patterns to “group” several employment sites and improving frequency and spans of service. Bus Route 14 is operated weekdays, 6 AM until 10 PM. The primary beneficiaries are Philadelphia residents. Prior to this service enhancement, Route 14 operated to numerous business and industrial sites in northeast Philadelphia and Lower Bucks County, including the Internal Revenue Complex and Byberry West Industrial Park near Comly Road, the Byberry East Industrial Park near Byberry and Southampton roads, a new development west of the Roosevelt Boulevard near Byberry and Southampton roads (former Philadelphia State Hospital site) which is the home of the AMTRAK National Reservations Center, the Neshaminy Interplex Business Center just north of the City/Bucks County Line, and the Metropolitan Industrial Park near Street Road. Route 14 also directly serves the Neshaminy and Oxford Valley malls as well as hundreds of individual commercial locations along the Route 1 corridor in Bucks County. Service to many of these industrial and business parks was limited to select weekday trips scheduled around primary shift times. With the growing demand for employee access to these sites, new, more flexible service is needed.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Ridership growth on this route has been phenomenal and in the Fall of 2008, Route 14 buses had articulated (60 foot) buses substituted for the standard forty foot buses for added capacity. This is due to employment growth in the corridor and the proximity of public transit.

**Lessons learned**:Since this route serves several employee destinations, it is important to contact major employers to adjust the service to their needs.

##### SEPTA Bus Route 206 (120)

**Location**: Chester County (PA)

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

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

S**ervice description**:Implemented in September 2001, this enhancement enables Route 206 to operate additional midday service on weekdays, consisting of hourly trips from 10:10 AM until 2:40 PM, as well as two early evening trips. Paoli Station provides numerous opportunities for transit connections with other services, including the R5 Thorndale/Paoli Regional Rail line, bus routes 105, 118, 133, and 204, and Amtrak. The enhanced Route 206 service offers improved transit connectivity and convenience for employees destined to this key employment region of Chester County.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Midday ridership has remained steady at about 40 trips per day. Prior to this service, there was a reluctance to use transit to reach these employers because there was no service between 9:30 AM and 2:30 PM.

**Lessons learned**:While the midday service has been utilized, the type of employment in the Great Valley Corporate Center did not necessitate evening and weekend service and thus it was eliminated in 2003.

##### SEPTA Bus Route 37 (127)

**Location**: Delaware County (PA)

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

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

S**ervice description**:Begun in September 1999, this service supplements the former hourly service to provide 30-minute service on Route 37, with improved connectivity to bus routes 113 an 114. It is operated weekdays, with additional service from 11 AM to 4 PM and 7 PM to midnight. The primary beneficiaries are the low-income residents of Delaware County. Route 37 also provides connection to the R2 Wilmington Train, Broad Street Line, and routes 109, 116, 117, 118, 119, and 122. Employment potential in the service area includes Airport Business Center, Cargo City, Philadelphia International Airport, Airport Interplex Hotels along Bartram Avenue, PNC Operations Center, Eastwick Industrial Park, and one-transfer access to hotels and businesses along Island Avenue and UPS Air Hub. In the past two years, a casino has opened near the Chester end of the route, resulting in added passengers using this service, primarily employees.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The portion of Route 37 that has added frequency due to this project is between the Philadelphia Airport and the City of Chester. This segment had low ridership when operating only once an hour, but the JARC-funded 30-minute frequency has more than doubled the ridership in this corridor. More recently, ridership has grown even more with the opening of the Harrah's Race Track and casino, primarily due to employee use to access employment.

**Lessons learned**:Hourly service does not provide adequate flexibility for employee start times. Half hour service as provided made a significant change in peoples willingness to use it to access jobs.

##### SEPTA Bus Route 95 (115)

**Location**: Montgomery County (PA)

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

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

S**ervice description**:This service began operating in September 1999, and originally included extra peak hour service frequency, which was later discontinued due to a drop in area employment. Prior to this service enhancement, Route 95 was a peak-hour only feeder route from the Gulph Mills Station of the Route 100 Norristown High-Speed Line to numerous employers in the municipalities of Upper Merion, West Conshohocken, and Conshohocken. From Conshohocken, the route continues westward to serve Plymouth Meeting Mall and Penn Square. The Route 95 bus corridor has undergone a transformation where many vacant land parcels have been replaced with a variety of manufacturing, office, and service developments. The Route 95 service enhancement offers improved service frequencies, transit connectivity, and convenience for employees destined to these key employment regions of Montgomery County. Expanded weeknight and Saturday service has been added to access area employment. Transfers are also possible with reverse-peak bus routes 124 and 125 from Philadelphia, also connecting at Gulph Mills.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The weekday service added to this route originally resulted in expanded use and full employment in the industrial park nearby. Now, with one of the major employers gone, the weekday service ridership has dropped and was scaled back to former levels (as of September 2009) with the additional weekday and Saturday evening service continuing.

**Lessons learned**:Keep abreast of the changing employment in your service area to make adjustments to the levels of service when necessary.

##### SEPTA Bus Route 96 (123)

**Location**: Montgomery County (PA)

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

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

S**ervice description**:This service began operating in April 2001. Enhanced service on Route 96 includes adding a 5 AM northbound trip from Norristown to Telford, Monday through Saturday. These new trips offer improved access to and from service employers located in the municipalities of East Norriton, Whitpain, Lower Gwynedd, Upper Gwynedd, North Wales, Montgomery, Lansdale, Hatfield, Souderton, and Telford.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Ridership on these early morning trips has grown over the length of the project, resulting in a lower cost per passenger over time.

**Lessons learned**:Ridership on early morning trips in suburban areas may take a long time to reach an acceptable level.

##### SEPTA Bus Route 96 & 201 (121)

**Location**: Montgomery County (PA)

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

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

S**ervice description**:This service began operating in April 2001. The enhanced service on Route 96 includes extending the 10:20 PM northbound trip from Dekalb and Germantown Pikes to Lansdale and providing a return trip at 11 PM from Lansdale to Norristown. These new trips offer improved access to and from service employers located in the municipalities of East Norriton, Whitpain, Lower Gwynedd, Upper Gwynedd, North Wales, Montgomery, Lansdale, Hatfield, Souderton, and Telford. These trips operate Monday through Saturday. This project also includes one evening trip on Route 201 connecting the Ft. Washington Corporate Park to the R5 rail station at Ft. Washington.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: These two services, provided at the request of the area employers, enable employees working evening hours or overtime to return home via the Route 96 bus to Norristown, or via Route 201 to connect to the R5 train to Philadelphia.

**Lessons learned**:Ridership has fluctuated on this service depending on the season. This may be due to part time retail jobs during holiday periods.

##### SEPTA Bus Routes 110, 111, and 113 (122)

**Location**: Delaware County (PA)

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

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

S**ervice description**:Transports TANF and low-income workers from eastern Delaware County municipalities to Fair Acres Geriatric Center in Delaware County. Route 113 links Darby, Yeadon, Lansdowne, East Lansdowne, and Upper Darby with bus routes 110 and 111, which provide service from the 69th Street Terminal to Fair Acres Geriatric Center. This service fills early morning and late evening schedule gaps on these routes to permit use by late shift employees. Added trips operate on Saturdays and Sundays.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: By supplementing the service already provided by SEPTA, this service permits all employee shifts, seven days per week, to access the Fair Acres Nursing Home from the City of Chester and from several other eastern Delaware County communities.

**Lessons learned**:Nursing homes require service for three shifts, seven days per week.

##### SEPTA Bus Route 304 (114)

**Location**: Bucks County (PA)

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

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

S**ervice description**:This service operates weekdays and Saturdays from 6:30 AM to 5:30 PM. This route was established in 2001 to serve business centers along State Road in Bucks County. The primary beneficiaries are low-income residents of the City of Philadelphia and Bucks County. This route directly connects low-income residents in Bristol Borough and Bristol Township with industrial-based employers along State Road in Bensalem Township. Low-income Philadelphia residents are able to access these same Bensalem employers via a connection with the Route 66 at SEPTA’s City Line loop. Route 66 is a direct trip from the Frankford Transportation Center (the end of the Market-Frankford Line) to the Frankford Avenue and City Line loop.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need; benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The ridership on this route has dipped slightly due to the economic downturn and the manufacturing found along this route. The demand for Saturday (overtime) service has particularly diminished, and that service was shortened in September 2009.

**Lessons learned**:Ridership along a route serving primarily manufacturing and light industrial employment will fluctuate with the economy.

##### SEPTA CTD Owl Service (134)

**Location**: Philadelphia (PA)

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

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

S**ervice description**:The purpose of this project is to expand the network of all-night SEPTA bus routes (Owl Service) connecting suburban job sites to the City of Philadelphia and to improve the Owl network within the neighborhoods of the City. This will allow City residents to return from work or begin work during late night and early morning hours. All of these transit services provide residents from various City neighborhoods with access to numerous employment centers. These routes operate 24 hours a day, seven days a week. Routes L, 14, 18, 20, 56, and 65 enable passengers to connect with other SEPTA services at Olney Terminal, Frankford Terminal, 69th Street Terminal, and Wissahickon Transfer Center. The enhanced service on these routes offers improved transit connectivity and convenience for employees destined to key employment regions in suburban locations adjacent to Philadelphia. Transit service 24 hours a day, seven days a week, is extremely beneficial to employees working in service sector jobs. This service enhancement was implemented in September 2001.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Ridership on these late night and early morning trips has increased over time, from about 160 to 340 trips per day.

**Lessons learned**:While the all-night "Owl" service continues to be one of the highest cost services to operate on a per passenger basis, it is necessary for those returning from late night shifts or going to early morning shifts to access their neighborhoods.

##### SEPTA Regional Rail Airport Line (R1) (129)

**Location**: Philadelphia and Delaware counties (PA)

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

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

S**ervice description**:This project adds two early morning R1 Airport Line trains (originally one) from Glenside to the Philadelphia Airport to provide rail services to accommodate employee shifts starting at 5 AM and 6 AM. This service began operating in November 1999.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: A second early morning train to the Airport was added in 2004 to accommodate 5 AM start times for airport workers. The timing of the original train was then adjusted to provide service for a 5:30 AM start time, rather than its former 5:15 AM arrival.

**Lessons learned**:Due to the growth in early morning flights, and the earlier arrivals required by expanded airport security since 9/11, employees are required to report much earlier (5 AM).

##### SEPTA Regional Rail, Thorndale Line (R5) (131)

**Location**: Philadelphia western suburbs (PA)

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

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

S**ervice description**:This activity provides for the addition of one outbound trip weekdays at 5:15 AM on SEPTA’s R5 Paoli Regional Rail Line from North Philadelphia to Paoli. This trip will accommodate employees on early start/shift work in the Chesterbrook, Great Valley, and US 202 High Tech Corridor. Connecting bus services are available at Paoli Station to meet the early trip.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This one trip has made it possible for employees from the City of Philadelphia and the inner ring suburbs to take jobs in the Radnor and Malvern employment areas. Prior to this service being implemented, you could not access these jobs by transit for a 7 AM or 7:30 AM start time.

**Lessons learned**:Services provided for access to employment needs to begin at least as early as 7 AM in a large office or industrial park.

##### SEPTA Route 1 - Philadelphia Park and Casino (135)

**Location**: Philadelphia and Bucks counties (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Provide expanded Route 1 bus service to Philadelphia Park to address the introduction of slot machines. Likely connections to include Routes 14, R, Broad Street Line, and the Market Frankford Line. Hours of operation are 6 AM-12 AM, six days per week.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This extension of Route 1 to serve the Race Track and Casino at Philadelphia Park has proven successful. Originally transporting just 40 trips per day, the route now carries over 200 riders on weekdays and 100 riders on Saturdays, with just once an hour service. These riders are primarily employees at the facility.

**Lessons learned**:Hourly service is a minimum for employee access to jobs.

##### SEPTA Routes 129 and 124 (133)

**Location**: Montgomery, Philadelphia, and Bucks counties (PA)

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

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

S**ervice description**:Implemented in September 2001, these service enhancements enable the operation of weeknight and Saturday evening service on Suburban Transit Division Routes 124 and 129. This expansion of service accommodates second and third shift workers in retail, manufacturing, and other service sector employment. Route 124 operates an additional early morning trip Monday through Saturday and additional service on Route 129 is operated between 7 PM and 11 PM, Monday through Saturday. Route 124 early AM service also provides transfer opportunities with numerous City Transit Division routes and Regional Rail at Wissahickon Transfer Center, 30th Street Station, and Center City Philadelphia. Transfers can be made from Route 129 at Torresdale, Franklin Mills, and Oxford Valley Malls for routes 14, 20, 66, 67, 84, 130, and 304, as well as regional rail.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The evening service ridership on Route 129 has grown steadily since its inception, from a mere 20 to 30 trips to almost 100 trips taken per day.

**Lessons learned**:Ridership on these types of off-hours services may take a long period to grow to acceptable levels.

##### SEPTA Route 14 - Weekends (132)

**Location**: Bucks County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service began operating in September 2003. Presently, Route 14 operates to Oxford Valley Mall from 6 AM until 11 PM on weekdays. Under this line item, span of service will expand to operation on weekends, from 6 AM until 11 PM to improve transit accessibility for service sector employees. Weekend service currently operates only as far as Neshaminy Mall or Langhorne during early morning and late evening hours, precluding the use of public transportation for employees working second and third shifts. Examples of employers include Internal Revenue Service, Bergoyne Industries, U.S. Postal Service Bulk Mail Center, Crown, Cork and Seal (Byberry East Industrial Park), National Archives (Byberry East Industrial Park, PCI (Byberry East Industrial Park), Philadelphia Community College (Northeast Branch), National Guard Armory, AMTRAK National Reservations Center, Roosevelt Mall, Nazareth Hospital, Northeast Shopping Center, Marshalls Distribution Center, Red Lion Shopping Center, Boulevard Plaza, Metropolitan Industrial Park, Neshaminy Mall, and Oxford Valley Mall.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Continued growth on the weekend trips

**Lessons learned**:In areas with retail employment, weekend service hours are needed to provide for service for employees who stay after the mall or restaurant closes.

##### SEPTA Route 305 (130)

**Location**: Delaware County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The 305 route connects Darby to the Airport and Airport Interplex employment areas with a 20-minute, one-seat ride. Service is provided such that former welfare recipients have access to and from airport employers at virtually all hours (5 AM to midnight), seven days per week. Route 305 also provides a connection to routes 11, 13, 113, 114, 115 and the 69th Street Terminal. This service was developed in cooperation with the Darby Revitalization Task Force and Delaware County and began operating in September 1999. It gives Darby residents, especially TANF recipients, access to the expanding job base located in and around the Philadelphia International Airport. Current transit service from Darby to the airport employment area requires Darby residents to take two transit vehicles, resulting in excessive combined travel and transfer time.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC), coordinates. Each project application is evaluated by a regional committee based on need; benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This service exceeded original ridership estimates and provides access to all airport area employment, for all shifts. It connects to services at its origin point, the Darby Transportation Center, and also provides a timed transfer to the Route 102 Trolley in Sharon Hill en route to the airport employment area.

**Lessons learned**:Airport employment requires transit services to accommodate shifts beginning as early as 5 AM and ending as late as 1 AM.

#### Transportation Management Association of Chester County (160)

##### Coatesville Link - East and Evening (96)

**Location**: Chester County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Coatesville Link service area is comprised of the Lincoln Highway corridor in the City of Coatesville (U.S. 30). The Coatesville Link also provides limited evening service to Exton, providing access to hundreds of jobs in the retail, service, and hospitality industries for many residents of the City of Coatesville and adjacent western Chester County townships. The evening service provides the only nighttime service between Coatesville, Thorndale, Downingtown, and Exton, allowing second shift workers to go to various employment opportunities along the U.S. 30 corridor and retail and hospitality jobs within and in proximity to the Exton Square Mall.

 The Coatesville Link provides public transit service from subsidized housing sites in Coatesville and South Coatesville to employment opportunities. According to the 2000 Census, there are nearly 7,000 households in the Coatesville area with annual household incomes of less than $40,000, which is roughly 40% of all households in the Coatesville Link service area. Nearly 30% of these households do not have access to automobiles.

**Evaluation**:TMACC conducts rider surveys to evaluate the performance of our vendor who provides the driver and vehicles for our Link service. These surveys enable TMACC to evaluate route and schedule efficiencies and customer service problems. TMACC also maintains a monthly ridership count breaking down the total number of riders per one way trip. This enables TMACC to determine which times are high or low performing. TMACC utilizes data from previous years ('98-present) of operation to evaluate each one way trip and total ridership.

**Accomplishments**: TMACC has developed Complementary ADA Paratransit Service for the Link and designated a staffer to lead its community outreach efforts. This TMACC staffer has developed relationships with social service agencies in southern Chester County and garnered their support in publicizing this new service to persons with disabilities.

**Lessons learned**:TMACC will continue to evaluate bus service in FFY 2010. TMACC has amended its contract with its vendor to allow for significant fines for tardy service and poor customer service.

##### Coatesville Link West (97)

**Location**: Chester County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Coatesville Link service area is comprised of the Lincoln Highway corridor, between a point just east of the City of Coatesville and the area north of Parkesburg (PA 10 and U.S. 30). Coatesville, the only city in Chester County, has a sizable low-income population and a growing immigrant (Latino) community. The Coatesville Link provides public transit service from subsidized housing sites in Coatesville, South Coatesville, and Parkesburg to employment opportunities. Many of the residents of the subsidized housing sites have limited access to automobiles. In addition to increasing employment options for residents, the Coatesville Link provides a connection to county services that support lower income individuals and families.

**Evaluation**:TMACC conducts rider surveys to evaluate the performance of our vendor who provides the driver and vehicles for our Link service. These surveys enable TMACC to evaluate route and schedule efficiencies and customer service problems. TMACC also maintains a monthly ridership count breaking down the total number of riders per one way trip. This enables TMACC to determine which times are high or low performing. TMACC utilizes data from previous years ('98-present) of operation to evaluate each one way trip and total ridership.

**Accomplishments**: TMACC has developed Complementary ADA Paratransit Service for the Link and designated a staffer to lead its community outreach efforts. This TMACC staffer has developed relationships with social service agencies in southern Chester County and garnered their support in publicizing this new service to persons with disabilities.

**Lessons learned**:TMACC will continue to evaluate bus service in FFY 2010. TMACC has amended its contract with its vendor to allow for significant fines for tardy service and poor customer service.

##### SCCOOT (95)

**Location**: Chester County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The SCCOOT bus provides access to jobs and community services for residents of Oxford, West Grove, Avondale, Toughkenamon, and Kennett Square. SCCOOT also provides transportation to Lincoln University, a historically black college in Oxford. The university attracts many students from Philadelphia who depend on SCCOOT for transportation to school and to local businesses for shopping and part-time employment. There is also limited service to West Chester, providing access to West Chester University, county governmental agencies, and connections to SEPTA bus services.
 SCCOOT provides service along the Baltimore Pike corridor, the primary link between southern Chester County and the more densely populated areas to the north and east. In addition to increasing employment options for residents, the SCCOOT provides a connection to county services that support lower income individuals and families.

**Evaluation**:TMACC conducts rider surveys to evaluate the performance of our vendor who provides the driver and vehicles for our SCCOOT service. These surveys enable TMACC to evaluate route and schedule efficiencies and customer service problems. TMACC also maintains a monthly ridership count breaking down the total number of riders per one way trip. This enables TMACC to determine which times are high or low performing. TMACC utilizes data from previous years ('98-present) of operation to evaluate each one way trip and total ridership.

**Accomplishments**: TMACC has developed Complementary ADA Paratransit Service for the SCCOOT and designated a staffer to lead its community outreach efforts. This TMACC staffer has developed relationships with social service agencies in southern Chester County and garnered their support in publicizing this new service to persons with disabilities.

**Lessons learned**:TMACC will continue to evaluate bus service in FFY 2010. TMACC has amended its contract with its vendor to allow for significant fines for tardy service and poor customer service.

## Virginia

### Greater Richmond Transit Company (1458)

#### Greater Richmond Transit Company (807)

##### CVAN (1012)

**Location**: City of Richmond and Henrico County (VA)

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

**Goal**: Improved system capacity

S**ervice description**:CVAN works with the local departments of social service to provide work trips to citizens in Richmond and Henrico County. This is a demand –based, shared ride system. Hours of the service are 5:30 AM - 12:30 AM. All participants must be approved through case workers. Once approved, they can begin to schedule trips. Trips are scheduled and performed in the same vehicles that perform our ADA service. As such, the entire fleet is accessible.

**Evaluation**:Service is evaluated for performance through established quarterly meetings with stakeholders. There is also a complaint process in place. Evaluation for efficiency includes trips per hour, revenue hours, deadhead miles, and location frequencies. Customer service evaluation is based on complaint volume and on-time performance.

 We could do a better job of matching the service area to areas that have strong commercial growth and opportunity.

**Accomplishments**: Since the JARC funds became available, the use of the service has increased tremendously. The availability of sustainable funds helps us to provide this valuable service. In addition, by combining this service with our ADA service, we have been able to realize certain synergies and reduce duplicated work functions. We are now able to provide this service more efficiently.

**Lessons learned**:A better job could be done in two regards: 1) Matching the service area to areas that have strong commercial growth and opportunity and 2) Making sure stakeholders are more active in process of policy development.

### Hampton Roads Transit (1456)

#### Norfolk Redevelopment and Housing Authority (413)

##### Workforce Development Transportation Program (393)

**Location**: Norfolk (VA)

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

**Goal**: Improved access/connections

S**ervice description**:The Workforce Development Program is designed to connect unemployed, subsidized housing residents to employment and employment-related services by addressing and eliminating transportation barriers, through the provision of transportation service, in order to assist participants to obtain and maintain employment.

**Evaluation**:The service has seen steady increases in participation, as well as employment retainage. With the implementation of the Workforce Program, additional employers have partnered with Norfolk Redevelopment and Housing Authority in an effort to fill current job openings within their organizations.

**Accomplishments**: The most notable accomplishment seen from the implementation of this service is positive economic impact on the service area, in conjunction with the improved financial stability of program participants. The program boost increased motivation to work based upon available transportation and also improved relationships with employers based upon the stability displayed in job attendance.

**Lessons learned**:The major item that should be explored before attempting to implement a service such as this in any city or municipality is research your surroundings. This should include speaking directly to those who may be affected by the service, both directly or indirectly. These elements will aid in the success of the program, since it offers you the benefit of tailoring it to the direct needs of those who will utilize the service.

## West Virginia

### Kanawha Valley Regional Transit (1464)

#### Kanawha Valley Regional Transit (983)

##### Southridge Bus Service KVRTA Route 21 (1629)

**Location**: Kanawha County, cities of Charleston and South Charleston (WV)

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

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

S**ervice description**:The service area funded under the JARC program includes fixed route service in the Southridge/Dudley Farms/Trace Fork area (KVRTA Route 21). The funding was used to maintain existing service and implement new fixed route bus service to link low-income individuals and welfare recipients to employment centers throughout the KVRTA service area.
 KVRTA provides service to the Southridge/Dudley Farms/Trace Fork shopping area in southern Kanawha County. This area has shown tremendous growth and has become the largest employment center in KVRTA’s service area, outside the City of Charleston CBD. Service will be provided seven days a week, Monday through Friday, from 5:45 AM to 11:25 PM, Saturdays from 7 AM to 9:25 PM, and Sundays from 10 AM to 6 PM. This route will also serve the KVRTA Transit Mall, which is accessed by all routes in our system and will allow passengers from all areas in Kanawha County to commute to Southridge area for job access.
 In addition, KVRTA service links with Tri-River Transit Company, a rural operator serving Lincoln County, to provide access to medical care and expanded employment opportunities.

**Evaluation**:Ongoing route monitoring performed annually by the local MPO (Regional Intergovernmental Council). Items monitored include passengers per mile, revenue per mile, farebox recovery, and other performance indicators collected on all KVRTA routes. This route has steadily increased ridership since its inception.

**Accomplishments**: Linking the existing, established fixed route service and our downtown CBD with this newer, large, expanding retail area and creating a link and transfer opportunity between Tri-River Transit (a rural transportation provider), which serves Lincoln County, south of the KVRTA service area.

**Lessons learned**:Work with local developers early in the process to ensure parking lots and shopping areas ingress and egress is conducive to public transit. Assure location of bus route amenities (shelters, stops, etc.) are considered during initial planning process.

### Mountain Line Transit (6105)

#### Mountain Line Transit (965)

##### Blue Line (1535)

**Location**: Monongalia County (WV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service provides transportation to downtown Morgantown, WV, Saberton retail sites, and Glemmark, where there are several businesses.

**Evaluation**:Passenger counts, revenue per passenger, and passengers per mile are compared to past performance

**Accomplishments**: Serving the community; providing additional transportation to meet the needs of workers and businesses

**Lessons learned**:None

##### Downtown Mall PM (1530)

**Location**: Monongalia County (WV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service provides transportation to the downtown area of Morgantown, WV, to a local retail mall, and to the Evansdale area of our city.

**Evaluation**:Passenger counts, revenue per passenger, and passengers per mile are compared to past performance

**Accomplishments**: Serving the community; providing additional transportation to meet the needs of workers and businesses

**Lessons learned**:Do route timings for every period of the day and make the schedule accordingly

##### Med Mat (1532)

**Location**: Monongalia County (WV)

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

**Goal**: Improved system capacity

S**ervice description**:This service provides demand response transportation for individual workers to a shelter workshop.

**Evaluation**:Passenger counts, average passenger trips, and revenue per passenger are compared to past performance

**Accomplishments**: Serving the community; providing additional transportation to meet the needs of workers and businesses.

**Lessons learned**:Find partners in the community

##### Orange Line (1529)

**Location**: Monongalia County (WV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service provides transportation between four primary job centers and retail sites.

**Evaluation**:Passenger counts, revenue per passenger, and passengers per mile are all benchmarks compared to past performance

**Accomplishments**: Serving the community; providing additional transportation to meet the needs of workers and businesses

**Lessons learned**:Work with the business owners to determine needs and trends

##### Purple Line (1536)

**Location**: Monongalia County (WV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service provides transportation to downtown Morgantown, WV where there are several businesses, to a medical facility, and to a local retail center.

**Evaluation**:Passenger counts, revenue per passenger, and passengers per mile are compared to past performance

**Accomplishments**: Serving the community; providing additional transportation to meet the needs of workers and businesses

**Lessons learned**:None

##### Red Line (1533)

**Location**: Morgantown (WV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service provides transportation to medical facilities, retail sites, and job centers.

**Evaluation**:Passenger counts, revenue per passenger, and passengers per mile are benchmarks that are compared with past performance

**Accomplishments**: Serving the community; providing additional transportation to meet the needs of workers and businesses.

**Lessons learned**:Partner with local medical centers to obtain mutual goals

##### Tyrone (1534)

**Location**: Monongalia (WV)

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

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

S**ervice description**:This service provides transportation to the downtown area of Morgantown, WV, to two retail sites, and to a resort area that has several employees.

**Evaluation**:Passengers per mile, revenue per passengers, and passenger counts are compared to past performance

**Accomplishments**: Serving the community; providing additional transportation to meet the needs of workers and businesses

**Lessons learned**:Poll employees at resort areas to see how many would use public transit, if available

### Tri-State Transit Authority (1467)

#### Tri-State Transit Authority (933)

##### PM Service (1430)

**Location**: Cabell County, Huntington (WV)

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

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

S**ervice description**:The Tri-State Transit Authority (TTA) expanded its daytime service into the evening hours in June 1997. No such service had been available on a regular basis for more than thirty years. The new service was prompted by numerous requests from TTA customers, WVDHHR, and businesses in the community.

**Evaluation**:TTA evaluates the evening service on a daily basis. The performance of the routes are reported to the TTA board monthly. The evening service is reported as separate line items on all financial reports given to the board.

**Accomplishments**: The PM service continues to show strong ridership with a 50% increase from last federal fiscal year. People that use the service for transportation to and from work would not be able to work if the service was not available to them. Since its inception, the evening service has grown month after month.

**Lessons learned**:As a small system, the most significant lesson learned was that we underestimated the amount of additional supervision that would be needed to ensure the drivers were doing their jobs. In addition, the additional supervisors on the evening service are needed to ensure the safety of the drivers.

# SMALL URBAN/RURAL PROJECTS

## Delaware

### Delaware Department of Transportation (1396)

#### First Transit (951)

##### Delmar Shuttle (1469)

**Location**: Western Sussex County (DE)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The rural aspects of Sussex County present major challenges for public transit operation, but the existing routes serve the pockets of the heavier populated areas as well as the resort area. The Delmar Shuttle was implemented in January 2005, and allows access to bus service and employment to the residents of the three towns with the highest unemployment of TANF clients in western Sussex County. Seaford, Laurel, and Delmar residents are able to connect with DART’s Route 212 and Wicomico’s routes 22 and 2, accessing potential employment as well as retail, educational, and medical centers. The contractor, First Transit, provides DART’s fixed route and resort service.

**Evaluation**:The Delmar Shuttle’s monthly ridership reports are monitored by DART's Planning section. If a stop or segment of the route has low ridership or an area along the route changes, the planner suggests changes to improve the quality of the service. The contractor is also helpful in evaluating the needs of the community and communicates that to DART. We then investigate the feasibility of the recommendation and implement if possible. DART staff ride the shuttle and ask for feedback from riders. This is very helpful since we are able to get firsthand knowledge and it also provides a platform to share information to riders.

**Accomplishments**: DART is a member of the TANF Team, which consists of Directors of DOL's Employment and Training, Delaware Economic Development Office's Workforce Development, and the Division of Social Services. These groups meet monthly with community groups and other social service providers. During these meetings, it was highlighted that the towns of Seaford, Laurel, and Delmar had the highest unemployment for low-income residents in the County, no public transit, and limited employment opportunities. The Delmar Shuttle was implemented to fill the transportation gap for these towns. The connection with Salisbury, MD transit provides access to many retail, medical, social, and educational centers. The Shuttle provides mobility to the residents of this rural, sparsely populated area of Sussex County. This collaboration of the agencies is a model for implementing a successful program.

**Lessons learned**:As valuable as the connection with Wicomico County Transit is, it presented a challenge for us because we tailored our schedule to make connections with each of their Delaware trips. This worked well until the Maryland service changed their schedules. Better communication with the other system would have provided better customer service for our riders, since we weren't able to provide them advance notice of the schedule changes. The Maryland system also changed bus stop location. In order to continue providing connectivity, we had to change locations with them. This was a change for our customers and work for staff, but the outcome was ultimately beneficial to the public.

#### Generations Home Care (952)

##### Night Owl Shuttle (1474)

**Location**: Wilmington and New Castle County (DE)

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

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

S**ervice description**:The majority of New Castle County’s welfare population reside in the City of Wilmington (the state's largest city). In an attempt to help with obtaining and retaining employment in Wilmington, the Night Owl Shuttle was implemented. Most entry level jobs require night and weekend schedules. Employees can utilize the fixed route system in Wilmington for day shifts, but nights and Sunday shifts are a challenge. Residents living and working in Wilmington typically take the bus to work, but either have to walk unreasonable distances with potential safety concerns, or pay taxis or friends exorbitant amounts for rides when the buses don’t run. The Night Owl is a demand response shuttle providing late night and Sunday work transportation in the Wilmington area. The Shuttle has been operational since October 2001. The Job Access Reverse Commute grant allowed a partnership including DTC, Wilmington employers, the Transportation Management Association, and a contractor to provide this service. The contract for this service is competitively bid and, although contractors have changed during the years, each of the contractors have been valuable partners in the operation of the shuttle.

**Evaluation**:DART staff, the contractor, and the participating employers meet periodically to discuss the logistics of the shuttle, the operational details, customer comments, scheduling concerns, and any questions regarding reporting and/or invoicing. DART staff also conduct unannounced audits on Sunday evenings to solicit customer feedback. This is invaluable since customer comments help improve the quality of the service and the contractor's performance and operations can be evaluated.

**Accomplishments**: The Night Owl Shuttle was the only transportation provided on Sundays, prior to Sunday fixed route service which was implemented in Wilmington during May 2008. The program is an example of collaboration. Before the service was implemented DART, Wilmington area employers, the Transportation Management Association, and representatives for the City of Wilmington met to plan the service area, possible routes and times, and implementation strategies. The partnership still exists today with most of the original members.
 DTC implemented Sunday service, but the Night Owl is the only transportation that accommodates late night employment shifts.

**Lessons learned**:Being open minded when entering a partnership is key to success. In the beginning of the planning stages for the Shuttle, each group pointed fingers at the others for responsibility of getting entry level workers to jobs. After many meetings, the members of the group were able to see that the responsibility is shared by all. Training new contractors and support staff is also crucial to providing a quality service.

#### Limousine Unlimited (937)

##### Harrington Dover Shuttle (1409)

**Location**: Kent County (DE)

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

**Goal**: Expanded geographic coverage

S**ervice description**:DART fixed route service covers the greater Dover area with frequent service throughout the day. An area not served is a town west of the capital, Harrington, and pockets of residential developments between Harrington and Dover. The Harrington-Dover Shuttle operates from Clark’s Corner in Harrington (a low-income residential complex) and serves Felton, Viola, and Polytech Adult Education and High School, and connects with DART’s Route 104 at Mifflin Meadows (a low-income residential area). At Mifflin Meadows, passengers can take the Route 104 and access all Dover routes at the Water Street hub, as well as the inter-county service. This Shuttle, with its extended evening schedule which runs until 9:45 PM, allows otherwise stranded residents of western Kent County access to employment as well as shopping, medical appointments, and education opportunities.

 JARC and state funds have sustained the free shuttle since 2002. A $1 fare was implemented in May 2007. The ridership has seen a steady increase since its inception, with the exception of a minimal decrease due to the fare implementation. The same contractor, Limousine Unlimited, has provided this service since inception and has contributed to the route alignment and quality customer service. This valuable service fills a gap in the existing transit system as identified in the Kent County Coordinated-Public Transit-Human Services Transportation Plan.

**Evaluation**:The Harrington-Dover Shuttle monthly ridership reports are monitored by DART's Planning section. If a stop or segment of the route has low ridership or an area along the route changes, the planner suggests changes to improve the quality of the service. The contractor is also helpful in evaluating the needs of the community and communicates that to DART. We then investigate the feasibility of the recommendation and implement if possible. DART staff ride the shuttle and ask for feedback from riders. This is very helpful since we are able to get firsthand knowledge and it also provides a platform to share information to riders.

**Accomplishments**: DART is proud to be one of the recipients of DelDOT's Outstanding Projects award. Since the Shuttle serves the western part of Kent County, where fixed route does not operate, the Shuttle provides the only means of mobility for the residents in the area. This service has proven to be a successful pilot and will become a directly operated fixed route for DTC.

**Lessons learned**:Getting input from various stakeholders before starting the service was very valuable. We included the Housing Authority, educational facilities, area employers, social workers, the public, and fixed route planners. This gave us comprehensive information which helped implement the best service possible.

 The decrease in the JARC grant was a challenge. Knowing the funding was going to dramatically decrease may have helped us adjust the service.

## Maryland

### Maryland Transit Administration (1401)

#### Delmarva Community Services, Inc. (433)

##### Dorchester JARC - One Stop - Cambridge & Easton (639)

**Location**: Cambridge and Easton (MD)

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

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

S**ervice description**:Three deviated fixed routes from Cambridge, Maryland through Trappe, to Easton. One route is Monday through Friday, one round trip per day, at 5:15 PM; one route is Saturday morning, two round trips per Saturday, at 8:45 AM and 12:45 PM; the third route serves Cambridge and Hurlock, MD, five days per week, morning and evening.

**Evaluation**:Standard performance measures, such as cost per one way trip, cost per vehicle revenue mile, cost per vehicle revenue hour, one way passenger trips per vehicle mile, and one way passenger trips per vehicle hour are utilized

**Accomplishments**: During the reported time period, all performance measures have improved, which is evidence of gained efficiencies in operations since the startup date.
 As a result, individuals who previously did not have access to their job are able to utilize our services to access jobs. In addition, this service is promoted through coordinating efforts of internal company departments and outside service agencies. The volume of activity including trips and telephone inquiries has dramatically increased.

**Lessons learned**:Before extending hours and days of service, we would emphasize the importance of preparing by surveying specific needs of employers and riders, in an effort to be efficient. In rural areas such as ours, time is an important factor when considering deadhead miles and distances between stops and deviations. It is also most important to inform all dispatchers and staff involved with coordination efforts about changes as soon as possible so that they can be helpful in promoting new services such as extended hours etc.

##### Dorchester One Stop Center JARC - with New Freedom/Mobility Mgmt Information Based (648)

**Location**: Dorchester, Caroline, Kent, and Talbot counties (MD)

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

**Goal**: Improved customer knowledge

S**ervice description**:The One Stop Service Center opened for operations on December 12, 2008. This is a place where citizens of Dorchester County can receive information concerning various social and family services. In addition, the One Stop Service Center is a focal point for senior citizens to learn about services that are available and how to access these services. Our agency has converted a building on our premises that was previously a store and dispatch office, and the office of Dorchester County Red Cross. The building has been renovated, serves as the One Stop Service Center, and is manned by trained staff at least 45 to 60 hours per week. We have a Mobility Manager, Travel Trainer, Travel Navigator, Volunteer Coordinator, Senior Information and Assistance worker, and a Community Action staff person housed within the One Stop Service Center. We also have an answering machine to receive calls from persons in need when the office is closed and provide service to them as quickly as possible. While the One Stop Service Center is not a crisis prevention service, we have a menu of services and phone numbers available for people who feel they are in crisis. Other surrounding Maryland counties that benefit from this service include Caroline, Kent, and Talbot. Our agency will use what resources it has as matching funds to partner with the Maryland Department of Transportation to make this operation a success.
Mobility Management activities performed through One Stop Service Center include:
-Promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low-income individuals
-Operation of call center to coordinate transportation information on all travel modes and to manage arrangements for customers among supporting programs
-One on one travel training, group travel training, and travel navigation activities
Other Activities performed through One Stop Service Center include:
-With the use of a volunteer coordinator, we provide public awareness training to various churches and civic organizations to solicit volunteers to provide assorted services.
-With the use of a part-time senior information and assistance worker to specifically work with senior citizens in accessing transportation through SSTAP services or ADA services, we are able to coordinate trips to enable a person to go to a variety of services, including but not limited to senior services, social services, social security, food shopping, and pharmacy visits. This enables the senior to navigate many potential trips which often lead to confusion and chaos.

**Evaluation**:The One Stop Service Center has been instrumental in ensuring success for JARC and New Freedom related activities. The Mobility Manager and travel trainers have the time to evaluate on an ongoing basis and communicate with riders and staff to determine needs. One Stop staff follow up with riders to ensure their needs are being met. Monthly staff meetings are held to examine issues and seek resolutions if needed. Quarterly reports are filed with MTA requiring up to date filing of benchmarks, etc.
 Staff are attempting to collect testimonials of riders who wish to share the importance of transportation in their work life.

**Accomplishments**:

- Coordination of efforts with Delmarva Community Services, Inc., Dorchester, Caroline, Kent, and Talbot counties, various county Health Departments, Crossroads Community, Department of Social Services, MD Dept of Education/Division of Rehabilitation Services, Shore Health Home Care Social Worker, Hispanic Community Leaders Organization, American with Disabilities Act Transit Coordinators, and Department of Veterans Affairs
-New Services Implemented: Travel Trainer, Volunteer Coordinator, Senior Information and Assistance Worker, and Travel Navigator
-Marketing and Outreach: Establish Hispanic Focus Group and present information to Hispanic Community Leaders Organization. DCSDCT brochures were translated to Spanish and bilingual fliers were distributed. Newspaper coverage of various One Stop Center activities such as Grand Opening and announcement of DCSDCT centralize assistance access. Development of power point training materials. Booth at Employment Office Monthly. Regular presence at Farmer's Market. Design of program for Department of Veterans Affairs to transport American Veterans to mental health visits. Various presentation to community organizations.
- Travel Training Activity: 38 clients were travel trained; 15 of them were elderly; 13 were disabled/blind; and ten low-income/Hispanic/other. Travel Train coordinating efforts include Dorchester Youth Services, Division of Rehabilitation Services in Salisbury, MD, physicians, ADA Transit Coordinator, DCSDCT Dispatchers, and Crossroads Community.

**Lessons learned**:When opening a “One Stop” it is important to determine what kind of a “team” is needed in the service area. What kind of services would be best grouped together to achieve a common transportation goal? All staff should be cross trained to understand all responsibilities of all team members. Staff should be exposed to expert training involving mobility management and travel training which are provided from several organizations across the country. We learned that travel training works and builds ridership. Independence is gained quickly when new riders have the opportunity to ride with a trainer.

##### Upper Shore One Stop Service (663)

**Location**: Caroline, Kent, and Talbot counties (MD)

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

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

S**ervice description**:Three deviated fixed routes: One route serves Denton, Federalsburg, and Easton, Maryland, Monday through Friday, 7:30 AM to 4:30 PM. The second route serves Wye Mills, Easton, Hurlock, and Preston, Maryland, Monday through Friday, 4:15 PM until end. A third route serves Easton, Maryland, Saturday, 8 AM until 2 PM.
 The One Stop Service Center operates in Denton, MD. This is a place where citizens of Caroline County receive information concerning various social, family, and transportation services. In addition, the One Stop Service Center is a focal point for senior citizens to learn about services that are available and how to access these services. Our agency is renting an office in Denton, MD which is serving as the One Stop Center. The One Stop Service Center is manned by trained staff at least 40 hours per week. We also have an answering machine to receive calls from persons in need when the office is closed and provide service to them as quickly as possible. While the One Stop Service Center is not a crisis prevention service, we have a menu of services and phone numbers available for people who feel they are in crisis. Our agency is using resources it has as matching funds to partner with The Maryland Department of Transportation to make this operation a success.
Activities performed through the One Stop Service Center include:
-Promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low-income individuals
-Operation of call center to coordinate transportation information on all travel modes and to manage arrangements for customers among supporting programs

**Evaluation**:Standard performance measures such as cost per one way trip, cost per vehicle revenue mile, cost per vehicle revenue hour, one way passenger trips per vehicle mile, and one way passenger trips per vehicle hour are utilized.

**Accomplishments**: During the reported time period, all performance measures have improved which is evidence of gained efficiencies in operations since the startup date. As a result, individuals who previously did not have access to their job are able to utilize our services to access jobs. In addition, this service is promoted through coordinating efforts of internal company departments and outside service agencies. The volume of activity including trips and telephone inquiries has dramatically increased.

**Lessons learned**:We would advise before extending hours and days of service the importance of preparing by, surveying specific needs of employers and riders in an effort to be most efficient. In rural areas such as ours, time is an important factor when considering dead head miles and distances between stops and deviations. It is also most important to inform all dispatchers and staff involved with coordination efforts about changes as soon as possible so that they can be helpful in promoting new services such as extended hours etc.

##### Upper Shore One Stop Service - JARC Information Based (664)

**Location**: Caroline, Kent, and Talbot counties (MD)

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

**Goal**: Improved customer knowledge

S**ervice description**:The One Stop Service Center operates in Denton, MD. This is a place where citizens of Caroline County receive information concerning various social, family, and transportation services. In addition, the One Stop Service Center is a focal point for senior citizens to learn about services that are available and how to access these services. Our agency is renting an office in Denton, MD which is serving as the One Stop Center. The One Stop Service Center is manned by trained staff at least 40 hours per week. We also have an answering machine to receive calls from persons in need when the office is closed and provide service to them as quickly as possible. While the One Stop Service Center is not a crisis prevention service, we have a menu of services and phone numbers available for people who feel they are in crisis. Our agency is using resources it has as matching funds to partner with The Maryland Department of Transportation to make this operation a success.
Activities performed through the One Stop Service Center include:
-Promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low-income individuals
-Operation of call center to coordinate transportation information on all travel modes and to manage arrangements for customers among supporting programs

**Evaluation**:Standard Performance Measures, such as, cost per one way trip, cost per vehicle revenue mile, cost per vehicle revenue hour, one way passenger trips per vehicle mile, and one way passenger trips per vehicle hour are utilized.

**Accomplishments**:

- Opened One Stop Service Center in Denton, MD
- Built client base for bus routes
- Coordinated efforts with DCSDCT dispatchers, Amy Lynn Ferris Center in Kent County, Talbot County Senior Center, and Transition Center in Caroline County. Also coordinated efforts with Department of Social Services and Health Departments in each county.

**Lessons learned**:It is important to determine what kind of a “team” is needed in the service area. What kind of services would be best grouped together to achieve a common transportation goal? All staff should be cross trained to understand all responsibilities of all team members.

##### UpperShore - Small Expansion Bus (666)

**Location**: Caroline, Kent, and Talbot counties (MD)

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

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

S**ervice description**:One small expansion vehicle used for JARC operating trip based services

**Evaluation**:Standard performance measures such as cost per one way trip, cost per vehicle revenue mile, cost per vehicle revenue hour, one way passenger trips per vehicle mile, and one way passenger trips per vehicle hour are utilized

**Accomplishments**: Increased ridership was achieved during this time period

**Lessons learned**:Before extending hours and days of service, we would emphasize the importance of preparing by surveying specific needs of employers and riders, in an effort to be efficient. In rural areas such as ours, time is an important factor when considering deadhead miles and distances between stops and deviations. It is also most important to inform all dispatchers and staff involved with coordination efforts about changes as soon as possible so that they can be helpful in promoting new services such as extended hours etc.

#### Tri County Council for the Lower Eastern Shore of Maryland (428)

##### Somerset Sunday Service (466)

**Location**: Somerset County (MD)

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

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

S**ervice description**:Somerset Sunday Service, designated as Route 3, is designed to provide fixed route transit service on Sundays for the citizens of Somerset County, Maryland. This service runs two round trips from Salisbury to Crisfield, transporting individuals to employment and potential employment opportunities. This project provides a fixed route service at key needed hours on Sundays for transporting customers to work and return.

**Evaluation**:One obvious key performance measure is one way rides performed. One way rides are evaluated monthly. A steady increase in rides performed is expected. Continuous dialogue is open with employers to measure effectiveness of the Sunday operation. Riders and bus drivers are often polled for information on the effectiveness of the route and for any unique or unusual instances on the route that may be of importance.

**Accomplishments**: This project has heightened the relationship between transit, local county government, local employers, and local non-profit agencies. This route has made it possible for members of the extremely rural populations of Somerset County to be able to work hours that they would not have been able to prior to the route being established.

**Lessons learned**:Interaction with employers is most important. By opening up dialogue with employers, jobs are created for members of the more remote areas of the County by assuring that transportation is available to them on a regular Sunday schedule.

#### Washington County Community Action Council, Inc. (426)

##### CAT (Community Action Transit) (962)

**Location**: Washington County, Hagerstown (MD)

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

**Goal**: Expanded geographic coverage

S**ervice description**:
1) Smithsburg Route, serving Smithsburg, Fort Richie, Boonsboro, and Mt. Lena
2) Sharpsburg Route, serving Sharpsburg, Williamsport, Funkstown, and Hagerstown
3) Frederick Route, serving Frederick, Middletown, Myersville, and Hagerstown
4) Hancock Route, serving Hancock, Maugansville, Hagerstown, and Clear Spring
5) Hagerstown Halfway Route, serving all points of Hagerstown
 All buses are wheelchair lift equipped and provide door-to-door service for the consumers. Consumers are trained on how to ride our services and all special needs are met for safe transportation. Hours of operation range from 5:30 AM to 6 PM, Monday through Friday; weekend services are as needed.

**Evaluation**:CAC has continued to expand services to all areas when funding is available to help meet the unmet needs of persons trying to get to work sites. Measures of goals met have been calculated by expansion and needs. CAC is willing to provide transportation on demand and for fixed route services. CAC records daily trips and miles for information needed to evaluate services. CAC's transportation consists of 80% New Freedom transports and 20% JARC transports. Our services include but are not limited to employment, recreation, shopping, training, medical, senior centers, adult day care, and rehabilitation services.

**Accomplishments**: Transported persons to and from job sites that had no other means of transportation; we combined services with agencies to utilize vehicles to minimize costs and riding time for transportation needs in areas that services were not provided. We created partnerships among agencies that never existed. CAC has created a transportation system that has been able to address unmet needs and wants to expand and fill in the gaps where no transportation services exist. Our services have been utilized by persons aged 21-100 years old. Many consumers are grateful for life saving transports that we provided to them.

**Lessons learned**:Operation start-up funds are necessary; had CAC received them it would have been a great help. Be sure you have persons well versed in PSC, DOT, MD DMV, and FMCS regulations because all regulations may apply. Definitely train staff to understand the needs of various specialized populations. Continue searching funding resources and ways to utilize and partner services to meet the unmet needs of transportation and the rewards will be gratifying.

## Pennsylvania

### Pennsylvania Department of Transportation (1429)

#### Centre Area Transportation Authority (539)

##### CATA JARC Vanpool Project (501)

**Location**: Centre County (PA)

**Type**: Capital Investment Projects/Vanpool vehicles (purchased)

**Goal**: Improved access/connections

S**ervice description**:The Centre Area Transportation Authority (CATA) serves State College and the urbanized area of Centre County, Pennsylvania, where unemployment is among the lowest in the state and housing prices are very high compared to outlying areas. Because just the reverse is true in other areas of north central Pennsylvania, thousands of people commute long distances for work in the State College area, particularly at the Pennsylvania State University (Penn State). Unfortunately, no public transportation is available for these long-distance trips.
As of October 2008, fourteen (14) vanpools were in service: (3) Tyrone, (6) Philipsburg, (2) Lock Haven/Lamar areas, (2) Lewistown, and (1) Altoona/Pinecroft areas. An additional vanpool was added in September from Tyrone, making fifteen (15) total vanpools in FFY 2008 and FFY 2009. The average round-trip miles travelled by the vanpools is 62, with 90 miles being the furthest round-trip commute.

**Evaluation**:Yearly, goals are established between the Commuter Services Manager and the General Manager that will grow the program. Our goal is for the CS Manager to analyze RideShare data monthly and determine areas where a vanpool could be developed; identify large employers where potential for vanpool groups exists; and conduct extensive outreach (through marketing and informational meetings) in each corridor leading in and out of the Central PA region. Our performance is considered to be progressing if we are increasing the number of RideShare registrations, carpools, and vanpool participants, and maintaining the existing vanpool groups.

**Accomplishments**: In October 2007, CATA partnered with Penn State to transition the University’s long-standing employee-only vanpools to a community-based program. CATA undertook the vanpool initiative to complement its decade-old RideShare program, which helps commuters find carpool partners and also provides a Guaranteed Ride Home safety net.
With the arrival of the vanpools, CATA rebranded its long-distance commuter services as CATACOMMUTE, and an extensive outreach effort was undertaken. In the space of nine months the initial group of six vanpools grew to ten, while the number of people registered in the carpool database soared from 572 to nearly 950.
 CATACOMMUTE now consists of the following components: RideShare, the carpool matching database; Vanpools, with 17 active groups from four counties; Guaranteed Ride Home, a “safety net” for long-distance commuters; Safe Parking Areas, designated commuter parking in outlying communities; and Park and Ride, remote parking for downtown State College employees.
 In April 2009, CATA was awarded the Governor’s Award for Local Government Excellence for its CATACOMMUTE services, and in particular the Vanpool Program.

**Lessons learned**:My advice would be to take lots of time and contact numerous Vanpool Programs across the United States well in advance of deploying a Vanpool Program. There are a number of very successful vanpool programs and representatives who are willing to share information about start-up and maintenance that is extremely beneficial. A good place to start is with the Vanpool Council members through ACT.

#### Erie Metropolitan Transit Authority (320)

##### JARC Operating Assistance - Shared Ride Service (499)

**Location**: Erie County (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:EMTA/LIFT provides transportation service for workers from the urban area to outlying employees in both east and west Erie County. The service is available seven days a week and all three work shifts. We work with local employment placement agencies and have devised central pick-up locations for the riders. Our customers are low-income, entry level workers in the plastics industry.
 Erie County's unemployment rate currently is 8.4%. In December 2009 the unemployment rate was at 10%. To continue to provide safe, reliable work-related transportation service to the low-income and disabled residents of Erie County is important to EMTA. Riders not associated with the sponsoring employment agencies may also ride the bus but are required to pay the standard fare.

**Evaluation**:We track the total number of one way trips (weekday and weekend) to evaluate ridership success. We benchmark between 2,900 to 3,500 one way trips as a performance goal. For FFY 2009, 32,672 trips were made during the weekdays and 912 trips were performed on the weekends.

**Accomplishments**: Many riders are repetitive, month after month, which indicates a willingness to continue employment. Some riders have actually been hired on a full-time basis by the employers, in part due to the fact that they could consistently access their employment opportunities.

**Lessons learned**:Working with the employment placement agencies, we have, from the beginning, required them to help subsidize the cost of the service. "Independent" riders who are not associated with the sponsoring employment agencies are required to pay the standard fare.

#### Indiana County Transit Authority (319)

##### After Hours Van Service (498)

**Location**: Indiana County (PA)

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

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

S**ervice description**:Our service is available after hours to provide transportation to those trying to stay gainfully employed. We provide transportation on a prorated scale: 30 day at no cost, then 30 day at ¼ cost, and 30 days at ½ cost, to allow for the client to provide for or obtain their own transportation.

**Evaluation**:Our usage is so sporadic it is hard to measure

**Accomplishments**: During the first six months we were able to get low-income individuals to work. Our service was not utilized during the last six months of the survey period.

**Lessons learned**:If your agency will be competing with a human service agency repairing cars, we have found usage to be very low.

#### Mid Mon Valley Transit Authority (540)

##### Valley Link East - Commuter Service (502)

**Location**: Mid Mon Valley (Charleroi) (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The MMVTA was successful in securing small urban capital JARC funds for the procurement of two vehicles. ValleyLINK East was designed to connect residents of the Middle Monongahela River Valley (MMRV) who are low-income, unemployed, or underemployed to job opportunities in Westmoreland County. It also allows residents of the MMRV access to the Westmoreland County Community College (WCCC). Furthermore, ValleyLINK East improves accessibility for persons with disabilities to a large medical, rehabilitation, and wellness center. Since its opening in 2005, the multi-purpose facility has become one of only a few premier human services providers in the area. It is now home to the regions lone Social Security Administration Office.

 When it was first introduced, the ValleyLINK East included a stop at Solar Power Industries in Rostraver Township. Solar Power Industries was going to carry out a large hiring of hundreds of MMRV residents and was pinpointed as a job site location with growth and identified by the Mon Valley Career Link as a significant source of quality employment that would be growing by the hundreds. Solar Power projected approximately 500 new jobs at the Rostraver Township. Unfortunately, with the economy as it was in the last 16 months, those 500 jobs have yet to materialize.
 Due to the geographical make-up of the Middle Monongahela River Valley, the MMVTA serves parts of four different counties (Washington, Westmoreland, Fayette, and Allegheny). Currently, the MMVTA has direct service to downtown Pittsburgh, the Allegheny County seat, but does not have any direct or connecting service to any of the other county seats. ValleyLINK East addresses two of the above gaps in service by establishing a transfer point at the Rostraver Airport with Fayette Area Coordinated Transportation (FACT) for service to Uniontown (Fayette County seat) and a transfer point at WCCC with Westmoreland County Transit Authority (WCTA) for service to Greensburg (Westmoreland County seat). By addressing two of the gaps with transfer points to other systems, the ValleyLINK connects MMRV residents to the Fayette and Westmoreland county seats and provides MMRV residents with additional employment opportunities as well as access to valuable life sustaining resources.

**Evaluation**:The MMVTA has evaluated this project by tracking the total number of riders using the service. Plus, the MMVTA has recently launched a transit development plan to evaluate all existing services. A portion of the plan includes a random sampling of on/off counts on all routes, including the ValleyLINK East.
 MMVTA has compared the data collected with similar type routes in the region as well as within the current MMVTA transit system.

**Accomplishments**: Unfortunately, the large hiring event never materialized from the Solar Power Industries, and within a few weeks of route implementation the entire MMVTA transit system was and continues to be altered due to a major bridge closure in the service area. This bridge closure forced the MMVTA to make change on the ValleyLINK East route during its infancy. However, the MMVTA was still able to continue to operate the service and maintain connections between WCTA for trips to the county seat and at least one option for connection with FACT to Uniontown (Fayette County Seat).

**Lessons learned**:Solar Power Industries and the development company that is now housing the Social Security Office were substantial supporters of the implementation of this route. They did not provide any hard or soft support or monetary contributions for the design and implementation of the route. Therefore, I would suggest receiving financial backing or in kind contributions to confirm the involvement of those interested parties.
 I wish the MMVTA would have known the large scale hiring was put on hold.

#### Mid-County Transit Authority (317)

##### MCTA/TACT Extended Evening Service (285)

**Location**: Kittanning (PA)

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

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

S**ervice description**:The late night route (Route 2) serves the hospital and the main retail corridor in the Kittanning service area. The hospital has 45 departments, two of which work shifts that the TACT route serves. The hospital has about 1,000 jobs, many that are filled by support staff that works shifts. The retail corridor consists of hundreds of jobs at two shopping centers (Franklin Village and Hilltop Plaza), that include mostly fast food restaurants like Wendy’s, McDonalds, Ponderosa, and Long John Silvers.
 The project’s service area is from downtown Kittanning from the transit center into West Kittanning, serving the retail area in East Franklin and culminating at the hospital. The reverse trip heads back downtown along the same routing.

**Evaluation**:Customer need within the community is the primary evaluation tool used to measure this program. The need for transportation for low-income and transit-dependent riders is vital to many in securing and maintaining employment within this economically depressed area.

**Accomplishments**: Polling existing riders and the human resource department at the hospital, we were able to determine that adjusting our route schedules by 15 minutes at the beginning and end of the day would gain riders on both first and second shifts, both at the hospital and retail outlets alike.

**Lessons learned**:To understand the fluidity of shift changes more so that riders’ needs may continue to be met in the changing job market as their transportation needs change. Also to realize the importance of developing and maintaining relationships with key employers along the service routes to ensure communication stays current regarding customer needs.

#### STEP, Inc. (318)

##### Eastern Lycoming County (560)

**Location**: Lycoming County and City of Williamsport (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:In eastern Lycoming County, River Valley Transit (RVT) began operating route/point deviation services 3/4 of a mile from any RVT fixed routes within the Hughesville-Muncy-Montgomery fixed route service area. This service is targeted to accommodate work trips for individuals with disabilities that need transportation to and from the Reach Road Industrial Park area, as well as the general population. This deviated fixed route service is provided Monday through Friday to the boroughs of Hughesville, Muncy, and Montgomery, as well as to the townships of Clinton, Wolf, Muncy, Muncy Creek, and Fairfield, from 6:30 AM to 9:15 AM and 2:30 PM until 5 PM.
 The Reach Road Industrial Park area has over 600 jobs in the employment sector in addition to being the home of HOPE Enterprises training facility. In Lycoming County, there is growth in the eastern end of the County, where Target has opened a new store and has created 200 jobs. In addition to Target, a new shopping center has been developed, creating additional employment opportunities. Finally, there are additional employment opportunities from industries who are considering locating to the eastern end of Lycoming County. This route enhancement has been able to provide trip service in both directions which will open up opportunities both in the east Lycoming and the Williamsport areas.

**Evaluation**:1) The ridership stability in numbers of the routes and 2) the ability of the routes to become self-sustaining

**Accomplishments**: N/A - Route is only three months old

**Lessons learned**:I would recommended that projects ensure that all partners involved are coordinated in order to ensure positive implementation. I wish we could have anticipated the time it took to develop the route logistics.

##### Western Lycoming County Route Expansion (500)

**Location**: Lycoming County and Williamsport (PA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:In western Lycoming County, River Valley Transit (RVT) provided fixed route rural transportation bus service along the Route 220 corridor in the western Lycoming County, Monday through Saturday, on the Jersey Shore Connector Route. To accommodate work trips, two morning trips providing direct service from the Jersey Shore area and the Route 220 Corridor to Williamsport’s Reach Road Industrial Park, the Brodart Company, and the Pennsylvania College of Technology were part of this route. Also, this route is directly connected to Williamsport’s Central Business District, which is the transfer point to the urban fixed route system and all other employment opportunity clusters within the City of Williamsport and Lycoming County. Major employment opportunities include the Pennsylvania College of Technology, Susquehanna Health System, Brodart, and Shop-Vac Corporation. All of these employers are listed in the top ten employers in Lycoming County as far as employment opportunities.

**Evaluation**:1) The ridership stability in numbers of the routes and 2) the ability of the routes to become self-sustaining

**Accomplishments**: The Western Lycoming County Route 220 Connector has become self-sufficient.

**Lessons learned**:I would recommended that projects ensure that all partners involved are coordinated in order to ensure positive implementation. I wish we could have anticipated the time it took to develop the route logistics.

## Virginia

### Virginia Department of Rail and Public Transportation (1459)

#### Blacksburg Transit (634)

##### Christiansburg Expansion Service (966)

**Location**: Christiansburg (VA)

**Type**: Information-Based Services/Information materials/marketing

**Goal**: Improved customer knowledge

S**ervice description**:Three proposed routing zones were identified: a north, central, and east zone, with several different proposed routes to serve the Town. Ultimately, three routes were selected, each with a different purpose: The Explorer (a deviated fixed route which connected the downtown business district - economic development and governmental centers - to low-income surrounding neighborhoods), The Shopper Express (a deviated fixed route which connected the shopping district of Christiansburg - another economic development tool - to New River Community College as well as surrounding low-income neighborhoods), and Go Anywhere (call-ahead service that can take residents anywhere within the Christiansburg Town limits).

**Evaluation**:Results from our survey reported total household income for 33.7% of
respondents was $40,000 or less; 15.0% reported a household income of $20,000 or less; and 6.9% had a household income of $11,000 or less. A total of 56% of respondents work full-time; 11% part-time; 8% are taking classes; 7% are not employed; and 29% are retired. This data was utilized in the route development.
 We are evaluating the service regularly, tracking ridership on a daily, weekly, and monthly basis. In addition, the working group has been re-established (to evaluate service); An on-board survey is being developed; All calls are tracked through a customer service database; and marketing efforts are being continued.

**Accomplishments**: The Christiansburg survey proved highly successful with a 38% return rate, well above typical return rates of 8 - 10 percent. Due to the excitement developed with the survey and advertising campaigns, there was a general sense of excitement for the anticipated survey, multiple newspaper articles were developed, which increased awareness of the service. Due to the interest developed by the citizens, the Town of Christiansburg also followed suit and became a vested partner in the service, helping contribute to the planning and implementation of the service. As a result, the service was successfully launched in November 2009 (FY 2010). The service continues to generate citizen interest and community involvement.

**Lessons learned**:The development and utilization of the Working Group proved to be very beneficial and can be easily adapted to other services or situations. Promoting the service on a community level, such as grass roots marketing campaigns was a very useful tool, and could benefit from being used throughout the development process.

#### Charlottesville Transit Service (677)

##### Charlottesville Transit Service (773)

**Location**: Charlottesville (VA)

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

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

S**ervice description**:JARC funding provides night service on routes that serve, among others, the following low-income areas and employment areas in Charlottesville and Albemarle County:
Route 21- Belmont and Sunrise Trailer Court (SE Charlottesville)
Route 22 - Friendship Court, Crescent Halls, and Blue Ridge Commons (SW Charlottesville)
Route 23 - Piedmont Virginia Community College and Belmont (S. Charlottesville & Albemarle Co.)
Route 24 - Wilton Farm Apartments and Pantops (NE Charlottesville and Albemarle Co.)
Route 7 - the corridor from downtown Charlottesville along West Main Street through the University of Virginia and north along Emmet Street and Seminole Trail, terminating at Fashion Square (NW and N County)
Route 5 - Barracks Road Shopping Center, Fashion Square Mall, Rio Hill Shopping Center, Wal-Mart, and Sam’s Club, connecting service sector employment opportunities to low-income regions of the city (NW Charlottesville and Albemarle Co.)

**Evaluation**:JARC (night service) ridership grew 161%, from nearly 89,000 total trips in FFY 2008 to over 143,000 annual trips in FFY 2009.

**Accomplishments**: In 2009, Charlottesville Transit Service (CTS) provided 3,607 hours of new night service annually on Route 5, an increase of 33% over 2008 night service. It is estimated Route 5 will serve 5,500 riders between the hours of 6:15 and 11 PM in the first year.
 This new night service on Route 5 will provide critical links between neighborhoods high in low-income households and the commercial corridor north of Charlottesville on U.S. Route 29. CTS Route 5 serves Barracks Road Shopping Center, Fashion Square Mall, Rio Hill Shopping Center, Wal-Mart, Doubletree Hotel, and Sam’s Club, connecting service sector employment opportunities to low-income regions of the city and passing within walking distance (0.3 miles) of adult education and night classes at Albemarle High School.
 Though multiple transfer points, riders of this new night service also gain access to the full range of CTS Night Service, including connection to employment and job-training opportunities throughout the Charlottesville area.

**Lessons learned**:When extending night service, be prepared for increasing demand to extend even further (both geography and hours).

#### Virginia Regional Transit (673)

##### 7 on 7 to 7 and Beyond (817)

**Location**: Loudoun (VA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:

**-** The 7 on 7 to 7 Service provides access to employment centers along the Route 7 corridor in Loudoun County.

- Expanded service is the WFC Express Service, which provides access to the closest Metro rail stop in Fairfax County. Although there are no service stops in Fairfax County except the Metro stop, the service also provides reverse commute routes from the Metro into Loudoun County with access to employment sites and higher educational sites throughout the County.

- A route in the Sterling neighborhood (low-income/multi ethnic area) with access to the 7 on 7 and WFC routes to many employment centers.

**Evaluation**:Quarterly meetings with OTS (Loudoun Office of Transportation) and other stakeholders like the Howard Hughes Medical Center and local Universities. Reviewing passenger volume with on/off studies. Reviewing stop location with access to new or existing workplace sites. The JARC service started out with two buses on the Route 7 on 7 to 7 and has now increased to four buses and one bus in the Sterling neighborhood to support low-income residents. There are four buses on the WFC route with reverse commute service to/from WFC Metro station. Continue increase in ridership - Brochures/schedules to employment sites for employers to distribute to employees.

**Accomplishments**: Continue increase in ridership. Also getting all the stakeholders to the table as funders. Discussing the needs of those involved with route design, funding, employment, and educational needs. Many entry level positions for employers face transportation issues; this JARC service provides some opportunities to address those concerns.

**Lessons learned**:Start out with basic service - once the benefits are exposed to employers and other stakeholders, work on coordinated funding and route design to enhance or expand existing service. Include the lawyers on funding agreements and/or assurances. Assign at least two individuals to keep the reporting documentation on all on/off studies - passenger trip information - etc for both federal and local funders. When attending meetings have a support person to help remember and perform some of the reporting requirements.

## West Virginia

### West Virginia Department of Transportation (1501)

#### CHANGE, Inc. (757)

##### JARC-Capital (1552)

**Location**: Hancock, Brooke, and Marshall counties (WV)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC service targets and transports individuals living in Hancock, Brooke, and Marshall counties, West Virginia, to and from their place of employment, in order to assist residents in obtaining and maintaining employment and self-sufficiency.

**Evaluation**:CHANGE, Inc. senior management and Program Manager monitor the JARC program operation and fiscal stability on a daily basis. Routine analysis of ridership needs are examined to ensure that customers needs are being met for all counties served. Satisfaction surveys are distributed to customers which help to assist in determining needs. Time studies are looked at initially to determine how to best utilize personnel and vehicles. CHANGE, Inc. set as an annual goal for ridership and tracks that ridership using an intake system known as WVFACS PRO that is also used by all Community Action Agencies in West Virginia.

**Accomplishments**: The continuing ability to provide reliable transportation for those individuals employed or seeking employment within our service area. CHANGE, Inc. has also been participating in coordination of the service plan required by SAFTETEA-LU legislation and initiated by Brooke, Hancock, and Jefferson Metropolitan Planning Organization. This plan will eventually change the overall approach in the local transportation strategy for both the agency and others in the area.

**Lessons learned**:CHANGE, Inc. works with the community to examine where the available need is for employment. To also understand that the program's resources are limited especially in regards to vehicles and partnering with other transit related programs to assist in transporting customers.

##### JARC-Operating (1551)

**Location**: Hancock, Brooke, and Marshall counties (WV)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC service targets and transports individuals living in Hancock, Brooke, and Marshall counties, West Virginia, to and from their place of employment, in order to assist residents in obtaining and maintaining employment and self-sufficiency.

**Evaluation**:CHANGE, Inc. senior management and Program Manager monitor the JARC program operation and fiscal stability on a daily basis. Routine analysis of ridership needs are examined to ensure that customers needs are being met for all counties served. Satisfaction surveys are distributed to customers which help to assist in determining needs. Time studies are looked at initially to determine how to best utilize personnel and vehicles. CHANGE, Inc. set as an annual goal for ridership and tracks that ridership using an intake system known as WVFACS PRO that is also used by all Community Action Agencies in West Virginia.

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**Lessons learned**:CHANGE, Inc. works with the community to examine where the available need is for employment. To also understand that the program's resources are limited especially in regards to vehicles and partnering with other transit related programs to assist in transporting customers.

#### Raleigh County Community Action Association (760)

##### JARC-Capital (1553)

**Location**: Raleigh County (WV)

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

**Goal**: Improved system capacity

S**ervice description**:RCCAA JARC program is designed to aid low-income individuals by providing them with transportation to and from employment and employment-related activities in order to obtain and maintain employment. RCCAA operates its JARC service from 6 AM to 12 AM, Monday through Saturday. RCCAA added a vehicle to the JARC fleet to increase service capacity.

**Evaluation**:RCCAA evaluated it's JARC project by use a DBA FACS Pro system, allowing them to keep track of a client to see if they are going to employment or to another destination. We were able to not only capture actual customers but also boardings.

**Accomplishments**: To not only help get people to and from employment, but also to help them maintain their self sufficiency by continuing to get them to and from employment or employment-related activities. We were able to get over 9,000 boardings; that is a lot of access to and from work or work-related activities.

**Lessons learned**:Make sure that you have a proper plan in place for the individuals that try to abuse the system so that people with a need for transportation can use it and don’t have to lose out because someone is abusing the program.
 Document, document, document would be my suggestion to any agency wanting to start a program.

##### JARC-operating (1360)

**Location**: Raleigh County (WV)

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

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

S**ervice description**:RCCAA JARC program is designed to aid low-income individuals by providing them with transportation to and from employment and employment-related activities in order to obtain and maintain employment. RCCAA operates its JARC service from 6 AM to 12 AM, Monday through Saturday. RCCAA added a vehicle to the JARC fleet to increase service capacity.

**Evaluation**:RCCAA evaluated it's JARC project by use a DBA FACS Pro system, allowing them to keep track of a client to see if they are going to employment or to another destination. We were able to not only capture actual customers but also boardings.

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 Document, document, document would be my suggestion to any agency wanting to start a program.

#### Tri-River Transit (761)

##### JARC-Operating (1370)

**Location**: Logan, Boone, and Kanawha counties (WV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This project provided commuter service to residents of Lincoln, Logan, and Boone counties via the Route 119 corridor to and from Charleston. The vehicle that was used is accessible (ADA). This service provided additional services for residents to access additional modes of transportation such as the Kanawha Regional Transit, Greyhound, and Yeager Airport.

**Evaluation**:Passenger counts were used to evaluate the service; however, when gasoline prices fell during this period, so did the passengers counts. The service has been continued using Section 5311 funds, a fare increase, and one day of service has been discontinued.

**Accomplishments**: This service was specifically linked to job sites and Tri-River Transit was able to expand into downtown Charleston. This added additional job sites as well as the Greyhound Station to the service.

**Lessons learned**:Fares for the service were set too low. If a similar service was offered, Tri-River would start with the employers seeking their input rather than starting the service with the employees. The long trip (232 miles per day) made the cost of the trip very sensitive to fuel prices. Additionally, ridership dropped off appreciably on Fridays, so we might have only started with four day a week service.

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