



Job Access and Reverse Commute (JARC) Program

**FY 2009 Service Profiles**

**Region IX**

**Arizona, California, Hawaii, and Nevada**

**October 2010**

**FTA-08-0162**

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

October 2010

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Washington, DC  20590

*Available Online* http://www.fta.dot.gov/funding/grants/grants\_financing\_9292.html

Federal Transit Administration

Office of Research, Demonstration, and Innovation

1200 New Jersey Avenue, SE, East Building, 4th Floor

Washington, DC  20590

*Report Number*

FTA-08-0162

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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

## Arizona

### City of Phoenix (1683)

#### Central Arizona Shelter Services (335)

##### CASS Temporary Employment Services (845)

**Location**: Maricopa County (AZ)

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

**Goal**: Improved access/connections

S**ervice description**:CASS Temporary Employment Services (TES) provides temporary employment placements for homeless individuals looking to re-enter the employment market. Many homeless individuals have challenges in seeking employment including limited skill levels, poor work histories, criminal backgrounds, and limited education levels. They also want or need immediate access to income. One strategy that homeless individuals utilize to address to meet these issues is temporary or day labor. Unfortunately, for profit day labor firms that homeless individuals rely upon charge fees for many services, pay very low rates, and require behaviors that create barriers to long term sustainable employment and income.  
 CASS' TES program provides temporary job placement for homeless individuals in a manner that reduces barriers and re-engages homeless individuals in longer term strategies for sustainable employment. Companies contract with TES to place homeless individuals. CASS serves as the employer and places individuals. All individuals placed in a job are provided with free support including lunches, tools, work clothing, free check cashing through a partner bank and transportation (i.e. van rides supported by this grant). Clients are paid weekly to establish budgeting skills. Clients are also encouraged to participate in CASS Job Development Services and case management services to address their barriers to employment and other issues that may be limiting the individual’s ability to secure sustainable employment.

**Evaluation**:CASS has two types of benchmarks. The first is maintaining adequate levels of employment for homeless individuals. In most years, TES serves between 180 and 220 homeless individuals in a 12-month period. In FY 07/08, CASS provided over 4,000 placements (between 15 to 20 job placements each workday). The second outcomes by which CASS evaluates this program is by the percentage of TES workers who ultimately find full time employment by taking permanent positions with the temporary placement (no fees are involved for the employer) or by working with other CASS employment services. In most years, approximately 75% of TES homeless workers find full time employment in this manner.

**Accomplishments**: In the FFY 08/09 reported on here, CASS was unable to meet the benchmarks described above related to job placements. This is a direct result of economic challenges experienced in our community which have significantly increased unemployment, especially for those at the lowest rungs of the employment ladder such as the homeless. As shown in our reports, CASS provided 1,717 jobs (over 50% lower than most 12 month periods). The average client worked approximately 20 days compared to almost 40 days in FY 07/08. Similarly, CASS was able to place far fewer clients (only 83 client in FFY 08/09 compared to over 140 in CASS FY 07/08).   
 One positive result was that CASS was able to continue its success in assisting those individuals who were able to be placed in full time employment. For FFY 08/09, just over 70% of program participants were able to find full time employment by going temp to perm or by working with CASS employment services to find permanent full time employment through their own searches. CASS was also able to provide transportation at no charge despite increased transportation costs for fuel and public transportation.

**Lessons learned**:CASS' single biggest challenge for this program has been the current economic situation in our community which has significantly impacted our homeless population. This situation has had significant impact on CASS because of the lack of diversity in industries that were utilizing TES homeless workers. In particular, construction and related fields and hospitality were disproportionately represented in CASS placements due their low barriers to employment and low job skills requirements. These industries were particularly hard hit by the current economic slowdown. Going forward, CASS is working to not only re-establish our current partnerships in these industries, but also diversify the types of employment opportunities to improve the programs resiliency in the face of future economic challenges.

#### Maricopa County (334)

##### Work Links (796)

**Location**: Maricopa County (AZ)

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

**Goal**: Improved access/connections

S**ervice description**:The Maricopa County Work Links program was established in 1999 to provide transportation brokerage. The START route and the Ajo Gila Bend Connector route were established to meet suburban and rural transportation needs. Low-income individuals throughout Maricopa County who lack accessible transportation or cannot afford the cost of transportation to commute to jobs, training, and childcare were the intended beneficiaries of these transportation projects.  
 During FFY 2009, van and taxi’s were used to transport low-income individuals to childcare and work locations using vans or taxis. Work Links began partnerships with MAXIMUS Inc. and AWEE Inc. in the previous year and continued servicing their clients in this federal fiscal year. This partnership allowed these agencies were able to provide their clients with the variety of transit services that the Work Links Program offers.  
 The Work Links program ceased operating on June 30th, 2009 along with the dissolution of Special Transportation Services.

**Evaluation**:Work Links used a performance measurement system called Managing For Results, or MFR. Goals for the Work Links program are shown below.  
Demand - Number of eligible individuals requesting transportation for employment and training purposes   
Output - Number of eligible individuals who received transportation services for employment and/or employment related training  
Result - % of individuals for whom employment-related trips were made (of total demand)  
Efficiency - Average $ cost per individual served

**Accomplishments**: Work Links was an award winning program. Recent awards include recognition as an Exemplary Postsecondary Career and Technical Education Program in 2001, recognition of contribution to the 2nd Annual Community Services Resource Round-up Day in 2001, and recognition as a Volunteer Hero by Governor Napolitano for Katrina Operations in 2006. These successes were made possible by establishing partnerships in the community and by being a reliable resource for these partners to call upon in times of need.

**Lessons learned**:The Work Links program ceased operating on June 30th, 2009 along with the dissolution of Special Transportation Services.

### Tucson Department of Transportation (1667)

#### Tucson Department of Transportation (443)

##### DownTown Loop (411)

**Location**: Tucson (AZ)

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

**Goal**: Improved access/connections

S**ervice description**:The City of Tucson (as the designated recipient of FTA funds for JARC) oversees the operation of this particular local, downtown, fixed route circulator service. The service currently has twelve stops over a four-mile (one way miles) route and is operated Monday - Friday from 6:30 AM to 5:30 PM. This circulator route services the downtown area of the City of Tucson and it is predominately utilized by low-income individuals. The DownTown Loop provides connections between college campuses, major employment centers, social service agencies, and other transit routes that serve the Tucson region.

**Evaluation**:The City of Tucson uses industry-standard performance benchmarks such as cost per passenger, cost per service mile and revenue mile, cost per service hour and revenue hour, etc.

**Accomplishments**: The DownTown Loop has achieved consistent growth since inception and has served as the regional model for other circulator routes within the region.

**Lessons learned**:This route seems to be going smoothly. The City of Tucson is looking at advertising/providing more information on the DownTown Loop to attract more riders.

## California

### City of Visalia (2581)

#### City of Visalia (946)

##### The Green Line (1468)

**Location**: Visalia, Tulare County (CA)

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

**Goal**: Improved customer knowledge

S**ervice description**:Visalia Transit operates a critical public transit services throughout the Visalia region. This public service offers residents greater access to jobs, medical, social services, shopping, and recreational activities. As a Mobility Manger, The Green Line provides increased access to transit information for the general public with specific focus on added time to assist older adults and persons with disabilities and overall increased mobility for all citizens of the greater Visalia Urbanized Area and throughout Tulare County.

**Evaluation**:The Green Line was implemented in May 2009. The call volume continues to increase each month. The Green Line has a database that collects calls received by agency, type of call, by route, date, time, and whether or not callers questions were resolved. Each month The Green Line provides participating agencies with monthly reports with this compiled data.

**Accomplishments**: The Green Line is proud to say the call volume increases every month. They offer a high level of excellent customer service in fast and efficient way.

**Lessons learned**:It is important to learn the routes and know the call volume if you’re dealing with other agencies in other cities. This will help staff the service more appropriately for the amount of calls.

### Los Angeles County Metropolitan Transportation Authority (5566)

#### Long Beach Transit (744)

##### Evening Service Route 191 Extension (1071)

**Location**: City of Long Beach (CA)

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

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

S**ervice description**:The JARC funding has enabled Long Beach Transit (LBT) to fund the extension of evening service on LBT's Route 191. The project extended service on Del Amo Boulevard between Metro's Del Amo Blue Line Rail Station and the Lakewood Center. The evening service extension on Route 191 has covered service from the hours of 7:30 and 10 PM to meet increased ridership demand, primarily by patrons relying on LBT to get from work to their homes after regular peak service ends.

**Evaluation**:Like the rest of LBT’s existing fixed route service, the extended evening service on Route 191 is considered an on-going service. The project’s performance is measured by ridership.

**Accomplishments**: LBT considers an accomplishment the fact that it has met a great need in its service area by providing evening service to patrons that work and shop at Lakewood Center Mall. The Lakewood Center Mall is considered one of the largest revenue generating malls in California, housing over 270 businesses, retail outlets, and restaurants.

**Lessons learned**:The importance of transit in improving the accessibility options of low-income people in particular, and workers in general, to access jobs and job-related activities.

##### Villages at Cabrillo Route 171 Extension (1186)

**Location**: City of Long Beach (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:JARC funding has enabled Long Beach Transit (LBT) to provide public transportation services for the extension of LBT's Route 171 to the Villages at Cabrillo, a residential community offering employment/ training programs and transitional housing for low-income and disabled residents. The Villages at Cabrillo/ LBT Route 171 Extension project has extended a route that had previously terminated at Pacific Coast Highway (PCH) and Santa Fe Avenue. The Villages at Cabrillo is located at San Gabriel Avenue and Technology Place about a mile away from the former route termination point.

**Evaluation**:Like the rest of LBT’s existing fixed route service, the Villages at Cabrillo/ LBT Route 171 Extension project is considered an on-going service. The project’s performance is measured by ridership. Ridership since last year’s annual report has grown 47%.

**Accomplishments**: LBT considers an accomplishment the fact that it has met the need of transit patrons living and working at the Villages at Cabrillo by connecting them to their places of employment and other related activities. The Villages at Cabrillo is a 26 acre residential planned community for homeless veterans, families, and youths. It houses 500 low/no income residents that are now able to access on-site services and job programs offered by the facility. With JARC funding, LBT has been able to provide service to patrons that depend solely on public transportation and will also aid in eventual transition into self sufficiency.

**Lessons learned**:LBT first learned about the need for the route extension service through comments made by Villages at Cabrillo residents and staff at town hall meetings. This has stressed the importance of LBT’s involvement in the communities within our service area and has resulted in meeting the transportation needs of an entire community through JARC funding.

### Metropolitan Transportation Commission (1655)

#### Alameda Contra Costa Transit District (400)

##### Route 376 (378)

**Location**: Contra Costa County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Bus line 376 provides late night service for the City of Richmond and the North Richmond area of Contra Costa County. This line provides service to and from employment centers in Richmond (UPS, shopping plazas, and malls) for late night work shifts. Bus line 376 also provides direct connections to the Richmond and El Cerrito Del Norte BART stations, and the AC Transit All-Nighter OWL Service to downtown Oakland and San Francisco. This bus line runs in a continuous loop, and is the only bus line serving this area after 8 PM every evening. This particular area of service qualifies as a "Community of Concern," as identified in MTC's "Transportation 2030 Equity Analysis".

**Evaluation**:Project evaluated based on route performance:   
- Ridership totals - trips per day   
- Average passengers per day   
- In-service hours   
- Service hours per trip   
- Average scheduled speed   
- Farebox recovery   
- Route type (Suburban Crosstown)   
- Peak frequency   
- Base frequency   
- Title VI line   
- Percentage of line in Community of Concern (100%)

**Accomplishments**: The continuation of bus line 376 has enabled area residents access to evening, graveyard, and weekend shift employment in the area without transfers, and by providing connection to two BART Stations, job access is provided throughout the Bay Area. The Line also provides service to evening classes at the local community college. This line was also re-scheduled to coincide with BART and AC Transit All Night "Owl" Service. This project was originally developed by AC Transit meeting with community stakeholders for their recommendations on how to improve service, via public hearings and Board of Directors meetings.

**Lessons learned**:AC Transit initially identified project "stakeholders" and other community resources regarding implementation of this project. AC Transit held meetings with community-based advisory committees, neighborhood councils, and major employers for their recommendations. AC Transit continues to hold regular service quality meeting with bus drivers and other staff members, and depends heavily on bus driver and passenger feedback for ridership counts and overall quality of service issues. Thanks to this JARC grant, bus line 376 has continued to provide this vital service to the low-income and minority communities within Richmond for over 12 years. It is important for a service like this to get the necessary community input before and during implementation; that the community has the ability to continue feedback, and that schedules be modified to coincide with employers/employees needs, as well as be able to connect timely with other vital transit systems.

##### Routes 83, 86 and 386 (377)

**Location**: Alameda County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:There is weekday service on bus lines 83 and 86; and weekend service on bus lines 86 and 386. These bus lines provide regularly scheduled bus service from the Hayward and South Hayward BART stations to employment centers in the Hayward industrial areas west of Interstate 880. The general location of this service is the City of Hayward in California. This service connects both the Hayward and South Hayward BART stations to the Eden landing industrial area, service a number of industrial parks, hospitals, shopping malls and schools west of Interstate 880 between Winton Boulevard and Tennyson Avenue. These lines also provide service to the communities of South Hayward and West A Street, a major corridor. For FFY 2009 these lines collectively provided 42,206 trips while operating for 26,472 revenue hours.

**Evaluation**:Project evaluated based on route performance:   
- Ridership totals - trips per day   
- Average passengers per day   
- In-service hours   
- Service hours per trip   
- Average scheduled speed   
- Farebox recovery   
- Route type (Suburban Crosstown)   
- Peak frequency   
- Base frequency   
- Title VI line   
- Percentage of line in Community of Concern (100%)

**Accomplishments**: This service provides direct access between Hayward and South Hayward BART stations and the growing industrial area in the East Landing Section of the City. Services supported with this JARC grant have connected approximately 1,500 CALWORK's eligible households in South Hayward and along West A St. with BART and existing AC Transit lines and TransBay service to San Francisco. This particular area within Alameda County is comprised of at least 70% minority households, and 25% low-income households.

**Lessons learned**:A chief reason for the initial and continued success of this service was the inclusion of local and regional stakeholders during the initial planning and implementation process. Organizations such as the South Hayward Neighborhood Collaborative, Hayward Chamber of Commerce, and the City of Hayward assisted in addressing the concerns of its residents and employers. Meetings held with various community organizations indicated a need of an increase in frequency and span of bus transit service in the area. AC Transit continues to hold regular service quality meeting with bus drivers and other staff members, and depends heavily on bus driver and passenger feedback for ridership counts and overall quality of service issues.

#### Bayview Hunters Point Foundation for Community Improvement (404)

##### Community Transportation/Guaranteed Ride (384)

**Location**: San Francisco (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The Free Shuttle is providing services to medical facilities throughout the Bay View District, assisting individuals in commuting to areas of the city that were a time a challenge to access. The service is designed to run fixed route, conducting hourly service five days per week covering ten hours a day.  
 The Taxi Voucher Program is designed to provide transportation to individuals who live within our Free Shuttle coverage area. We provide access to medical facilities outside of that area. The Taxi Voucher program is designed to assist the medical facility in cost reimbursement. We provide reimbursement up to 40% of the cost to the medical facility.

**Evaluation**:The service is being monitored on a regular basis. The on time performance, rider satisfaction, and safe operation of the vehicle has been monitored by staff from day one. We’ve placed comment cards on board the vehicle allowing riders to provide us with feedback, over 95% of the feedback we’ve receive has been very positive. Our on time performance is currently at 97%.

**Accomplishments**: Since the service was launched, service has been provided everyday in full. Forms of satisfactory acknowledgements have been received from organizations in the form of the Crissy Field Community Heroes Award and the Energy 92.7 FM Radio Station Neighborhood Heroes Award.

**Lessons learned**:The most important lesson I've learned involving our Taxi Voucher Program was in the area of contacts at the medical facilities. In providing reimbursement to the medical facilities, we were required to find out how much money was paid for the taxi transport. Getting information from medical facilities is not easy.   
 The Free Shuttle had a few challenges also, getting the word out informing the public of the service, identifying areas in need of transportation assistance, and locating areas where the bus could safely stop and load/unload passengers. With the assistance of community organizations, newspapers, and air time on local radio stations all this was accomplished.

#### City of Redwood City (407)

##### Fair Oaks Community Shuttle (388)

**Location**: Redwood City (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The Fair Oaks Community Shuttle, renamed and branded Climate Best Express On Demand Shuttle provided service throughout the MTC defined "Lifeline Area of Concern" in southeastern Redwood City, CA and completed its 16th month of service. Riders can request a ride from the bilingual driver and are taken door-to-door within the service area. In FY 2009, the service transported 5,726 one way trips or an average 22 boardings per service day. This equated to a 12-month average of 3.7 riders/service hour at an average cost of $16.71 per boarding.  
 The shuttle area is primarily comprised of low-income Hispanic residents. There are numerous "seniors" throughout the service area that also utilize the service. The service area also encompasses a few area homeless shelters whose clients use the service to get to a free lunch program at a local church. The stakeholder group will soon be meeting to review the program and discuss enhancements to increase ridership.

**Evaluation**:The project is still in its early development phase. We are pleased with the progress of the service, but there is still plenty of room for growth. We use one of our funding agency's benchmark goals of two riders per service hour for door-to-door service. We continue to make gains on that cost target and currently meet the riders/hour target. Ridership has slowly increased. Even though we attempted to limit the service area, the area appears to still be too large for one vehicle with six daily service hours. We continue to review options for improvement.

**Accomplishments**: In an effort to reduce overall service costs, the stakeholder group elected to utilize the shuttle driver as both a "reservation center" (takes the calls and sets the daily schedule) and "driver." This has proven effective when we have a very reliable driver on route. In general, this has proven efficient. The Tuesday to Saturday service period has made keeping a regular driver difficult.

**Lessons learned**:Even though we attempted to limit the service area, the area appears to still be too large for one vehicle with six daily service hours. Our next task will be refinement of the service with an eye toward increased vehicle utilization. This could come in the form of a quasi-fixed route based on existing users and/or specific daily destinations.   
 We have done everything within our power to reduce potential driver fraud related to scheduling their daily service. We feel we have been successful in that regard. However, we are also investigating options for a part time call center that will take the call and scheduling aspect out of the driver's responsibility leaving them to just provide quality service and driver. Our hope is that another entity scheduling pickups could improve productivity and increase daily ridership.

#### City of South San Francisco (411)

##### Public Transportation Workshops (390)

**Location**: South San Francisco (CA)

**Type**: Information-Based Services/Transportation resource training ("group training")

**Goal**: Improved customer knowledge

S**ervice description**:The City of South San Francisco, through its Community Learning Center, developed a curriculum and presented workshops to train low-income Spanish and English speaking individuals to effectively use public transportation. Participants received 4.5 hours of instruction which included a packet with maps and schedules. The workshops also allotted time to practice in the computer searching 511.org. They key part of the workshop was planning a field trip. Participants planned the trip using the information they learned and put what they learned into practice the day of the trip.   
 The Community Learning Center worked closely with SamTrans and other public transportation agencies, local organizations, and community members to develop and promote this project. It created bilingual (Spanish and English) instructional, outreach, evaluation, and publicity materials that can used to serve additional low-income residents throughout the County.

**Evaluation**:We evaluated the project with pre and post questionnaires. We found out if and how people used public transportation. We learned what obstacles interfered with their use. We also learned what information people found helpful about the workshops and how they were using the information they received. After a field trip, we also gathered feedback.

**Accomplishments**: The number of people we trained, what they thought about the workshops and how they used the information are our greatest accomplishments. People keep telling us about the difference the workshops made in their ability to go places and to save money.

**Lessons learned**:We learned that we needed to present the workshops to established groups or classes. People would not attend a public transportation workshop on their own. When the information was shared during a class or special group meeting, participants found the information very useful.

#### Eastern Contra Costa Transit Authority (412)

##### Route 200 - Low-income Access to Health Care (719)

**Location**: Contra Costa County (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Provides transportation for low-income, East County residents, who are transit dependent to public health care facilities in East County and Martinez, especially Bay Point residents.

**Evaluation**:Basic evaluation of any route in a suburban setting such as ours is overall utilization and efficiency as measured in ridership per revenue hour of service. This route was utilized at something just over ten riders per revenue hour, which is acceptable for a cross county route such as it is. However, that utilization rate has fallen to just under ten riders per hour in the last year, due to the introduction of an additional route serving the Bay Point community.  
 It is important to note that Bay Point is a low-income community - a Community of Concern in local parlance - and there is a high level of transit dependence there such that any public transit service is a "lifeline service" to many residents there.

**Accomplishments**: Route was high demand for low-income residents in community of concern. These JARC funds have allowed us to sustain the service when the County Health Department stopped providing a subsidy for the service because it allowed East County residents to gain access to various County health facilities in Martinez, well outside of our service area. There is a broad base of community and other agency support for this route as evidenced by at least four transportation studies for the area.

**Lessons learned**:When we added a new route serving the same East County low-income community to points outside of our service area, we saw a drop in ridership on this route as well as another in that community. Ridership dropped from between 200 and 300 per day to under 200. It was obvious that patrons had shifted from this and the other existing route to the new route, both within the community and, evidently, to destinations outside of the community. We saw the three routes as serving the same community but with very different patronage and destinations and thus not competitive. If we had better understood the interplay between the three routes, we might have revised them such that they did not overlap this much. We may still do that as time and funding allow.  
 We are continuing to investigate this drop in ridership which started last year and to work with the community to find ways to reinvigorate the route or tailor the service to better meet the patron's needs.

##### Route 201 (392)

**Location**: Contra Costa County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Route 201 was designed to provide public transit bus service between Bay Point, a community of concern and central county destinations. The general location is Bay Point to Central Contra Costa County via SR4 and Grant Street with end points at the respective BART stations in Pittsburg/Bay Point and Concord. The route serves the Bay Point community using Pacifica Avenue. There are major stops serving The Willow Pass Business Park, Mt. Diablo High School, and John Muir - Mt. Diablo hospital. There are multi-modal, interagency connections at each end of the route that use BART stations as end/start and major transfer points.

**Evaluation**:This project is a direct response to the documented assessment of needs within a Community of Concern. Therefore the project has been evaluated by the levels of ridership. Using that parameter, the project has been a success as it was the first route ECCTA has ever instituted that surpassed the 12 rider per revenue hour benchmark we use as a minimum level of service for a route to be considered viable within two months of implementation. Average daily ridership on this route is between 400 and 500.

**Accomplishments**: Achieving the levels of ridership as early as we did with a new route introduction. Being able to maintain relatively high levels of patronage through minor route adjustments as the service matured.

**Lessons learned**:Start out with community support and a concept. Be willing to adjust as necessary to achieve goals.

#### Family Service Agency of San Mateo County (410)

##### Ways to Work Family Loan Program (382)

**Location**: San Mateo County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The Ways to Work Family Loan Program is a proven, innovative program that provides small, short-term, low-interest loans to assist low-income parents with challenging credit histories to cope with transportation barriers which may interfere with their ability to maintain self-sufficiency. The purpose of the loan is to assist low-income families through affordable car ownership as a solution to employment stability. The program is part of the National Ways to Work program, based in Milwaukee, WI, which is administered through a network of 20 loan offices nationwide.   
 Clients find that having reliable transportation brings about a significant improvement in their family’s quality of life. Loans are up to $4,000 over a two year period with a fixed interest rate of 4%, affording a modest payment to families who are transitioning from welfare to work. The program also pays for the first six months of car insurance for up to $500 for each loan. The Family Loan Program is the only one of its kind in California and serves a model for urban microfinance, enabling low-income families, who would not qualify elsewhere, to obtain financing to facilitate entrance into mainstream financial markets.  
 Our hand-up, not handout, approach empowers families to build on their future through its focus on responsibility and accountability of loan repayment. Through participation in the Family Loan Program, clients have the ability to improve:  
- Employment – Through a safe reliable means of getting to work on time and being able to take on more hours.  
- Income – By being able to pursue more lucrative areas of employment and not being dependent to only those jobs located near public transportation.  
- Care of Children – Through reduction of time spent getting children to school, daycare, and activities, parents are able to devote more time to general family activities.  
- Credit Score – With timely payments on the loan and relationship building with the financial institution, clients have the opportunity to rebuild their credit, ultimately easing their transition into traditional financing.

**Evaluation**:The project is evaluated for is effectiveness on improving income and credit score while reducing reliance on public benefits and days missed at work. The project overall is evaluated for its default rate, which is benchmarked at 12% to maintain a sustainable program and reserves. Clients are evaluated at the onset of loan funding, six months after loan funding, at payoff of the loan and six months after payoff.  
 Borrowers averaged a 41% increase in take home pay, 90% of borrowers cited the car loan as instrumental in helping them maintain and improve their employment circumstances and 80% of the borrowers were able to place their children into more satisfactory daycare arrangements as a result of their car ownership. For the paid off clients, 66% of previous clients obtained some kind of conventional financial services since paying off their loan (checking account, savings, loan).  
 From 10/1/2008 thru 9/30/2009, $116,739.38 in new loan funds were extended with $8,889.87 written off, resulting in a net write-off rate of 7.6%. Also, during this time frame $107,961.46 in loans were successfully paid off.

**Accomplishments**: Accomplishments continue to remain serving working families in the County as well as maintaining a write off rate under 10%. The continuing partnership with CSAA pays for the first six months of each borrowers' insurance for up to $500, easing clients into managing the costs of car ownership.   
 Significant accomplishments during the period include incorporating a comprehensive in-house financial literacy workshop to assist borrowers with money management, a very important component in receiving financial services. Attending the financial education workshop is a requirement prior to funding and is a complimentary service to clients.  
 Another accomplishment, which was implemented beginning October 2009 but was approved by Family Service's board was to increase the parameters of the loan program to $6,000 over 30 months from $4,000 over 24 months, giving clients more of an opportunity to purchase a used reliable vehicle while maintaining an affordable payment.

**Lessons learned**:Advice to be given to a start up operation is to develop strong partnerships:  
-with local nonprofits for client referral to build up the pipeline  
-with local agencies and organizations for ancillary services: emergency assistance, etc.  
-with media outlets to market the program.  
-with a lending partner to effectively manage defaults.  
 Additional advice is to involve support services for clients, including other financial and social services.  
 What the program wished it had known since starting the service is the amount of case management it takes to collect on defaults and manage delinquencies. Additionally, this segment of the population tend to change jobs and addresses more frequently, maintaining consistent communication is at times challenging.

#### Livermore Amador Valley Transportation Authority (403)

##### Route 14 (373)

**Location**: Livermore (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Route 14 is an existing route that provides service from the central residential district of Livermore to downtown business district employment sites, as well as designated locations such as Axis Community Health. Additionally, the route runs through the Livermore Transit Center where, through a transfer, passengers can access additional employment sites and destinations. Route 14 begins service at 6:23 AM and continues through 8:44 PM, with 30-minute headways and encompasses 25 bus stop locations.  
 The central district of Livermore (TAZ 722, Census Tract 4514.02) has a low-income share of 21%; a minority share of 43%; and an average household size of three as reported by the US Census in 2000.

**Evaluation**:We evaluate this route based on ridership and feedback from the community. Every year we do a survey to determine how our riders are using our service and on this route we have found the 70% are using it to get to a job.

**Accomplishments**: Axis Community Health, the City of Livermore's Health and Human Services Department, and the County of Alameda worked with LAVTA to help establish the route in 2002. We have received positive feedback from community organizations about how this service has helped their clients get to needed services.

**Lessons learned**:This service has been in place since 2002- there were no learning experiences because running transit routes is what we do.

#### Outreach & Escort Inc (406)

##### Family Transportation Program (376)

**Location**: Santa Clara County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Project consists of demand response transportation service that targets Welfare-to-Work program participants and low-income wage earners as the primary rider groups. Working closely with the County’s Welfare-to-Work (CalWORKs) program staff, project staff conducts weekly informational sessions with newly enrolled CalWORKs participants at multiple service locations throughout the County to educate eligible individuals regarding available benefits and services and to assist them with enrollment into the program. Demand-response transportation may be scheduled 365 days per year through a reservation department that is open from 8 AM to 5 PM daily. Guaranteed Ride services are available to program participants by calling the Day of Service Department that operates from 5 AM to 10 PM daily, or through an after-hours phone number that is active when the Day of Service Department is closed. In addition to providing demand response transportation, the program also offers vehicle repair services. Recipients of vehicle repair benefits must provide vehicle ownership, registration, and insurance documentation as well as possess a current driver’s license.

**Evaluation**:Quantitative project performance is monitored on monthly basis by comparing actual performance data with monthly and cumulative objectives such as projected trips per month and number of clients served. This performance data is reviewed by management staff as well as the organization’s Board of Directors to ensure that adequate progress is being made toward achieving performance objectives. Qualitative project performance is evaluated through quarterly satisfaction surveys of a random sample of project riders/beneficiaries. These questionnaires capture participant responses to questions that range from their experience scheduling rides to the timeliness of their pickup, cleanliness of the vehicle and responsiveness of the project’s drivers and staff.

**Accomplishments**: During the term of this report period, OUTREACH received a grant from Caltrans to conduct a planning study for the development of a mobility management center in Santa Clara County. The successfully completed project led to OUTREACH’s establishment of a Mobility Management Center which is contributing to the expansion of transportation services available to low wage workers and job seekers through non-JARC-funded programs. These new services were made possible, in part, because of this JARC grant and the project’s successful long-term relationship with the County’s welfare-to-work program staff.

**Lessons learned**:I believe the most important advice for a new program is to identify other providers of transportation within their community and pursue any potential opportunities to coordinate transportation for their service populations in a shared, collaborative manner. With limited available funding, it is important to maximize the transportation assets that exist in a community and this can sometimes be effectively accomplished through ride sharing and the collaborative scheduling and routing of trips.

#### San Francisco Municipal Transportation Agency (401)

##### 108 Treasure Island Service (380)

**Location**: San Francisco (CA)

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

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

S**ervice description**:Treasure Island is a geographically isolated area in the middle of San Francisco Bay but is within the jurisdiction of the City and County of San Francisco. It was formerly a military naval base and is currently home to about 3,000 residents, many of whom are low-income, as well as to a vocational training center. There is currently very limited commercial activity on the Island, which requires residents to travel by bus or private automobile for all basic services including grocery shopping. Route 108 provides the only public transportation access on and off the Island. Private automobile access is the only other mobility option available.  
 The 108 Treasure Island is a transbay route that connects Treasure Island to downtown San Francisco via the Bay Bridge. It also provides some local circulation around the island. The grant moneys were used to fund late night and weekend public transit service to and from the Island. Without this service, residents without access to automobiles would be cut off from commercial and other vital services.

**Evaluation**:Grant funded a critical service that enabled residents to access city services and businesses that were essential to their daily life. The project was evaluated based on weekend and OWL ridership.

**Accomplishments**: As a result of this grant, the SFMTA was able to serve approximately 1,850 Saturday and 1,200 Sunday trips. Without the transit service, these customers would have had to forgo travel and/or be dependent on automobiles to reach city services and other key destinations.

**Lessons learned**:This grant demonstrated the value of providing supplemental service to relatively isolated and transit dependent communities. This investment is a great way to attract customers to transit service and create a positive relationship between residents and the public agency.

##### Route 29 Sunset (379)

**Location**: San Francisco (CA)

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

**Goal**: Improved system capacity

S**ervice description**:The moneys were used to improve the 29 Sunset, which is a crosstown route serving a diverse group of San Francisco neighborhoods. Key generators on the route include the Balboa Park BART station, City College, San Francisco State University, Golden Gate Park, and the Presidio. As one of the longest routes in the Muni system, it experiences high turnover and travels through several congested corridors. On an average weekday, the 29 Sunset has approximately 18,750 boardings.   
 The purpose of the project was to address over-crowding and improve on-time performance on this long and challenging route. Additional running time was added to the schedule, based on GPS data, and weekday peak period headways were shortened from 15 minutes to 10 minutes.

**Evaluation**:The project goals were initially evaluated using manual observations by traffic checkers. Subsequently, the SFMTA moved to electronic measurements including AVL data and automatic passenger-counters to monitor performance measures. Key performance metrics include a comparison of scheduled versus actual travel time, maximum loads, and schedule adherence. Leading indicators, such as service hours delivered and terminal departure times, were also tracked.

**Accomplishments**: Through the investment made possible by the 29 Sunset grant, the 29 Sunset on-time performance and reliability have improved. Over-crowding has also been reduced and pass ups have dropped to near zero.

**Lessons learned**:Improving on-time performance and reliability are difficult to assess for a bus route operating in a congested urban area, especially when other factors, such as equipment condition and staffing levels also contribute to on-time performance. Furthermore, changing day-to-day traffic congestion and delay add complexity. Using electronic methods that gather larger quantities of data over a longer span of time has provided the most accurate information for understanding and tracking performance related to this project.

#### San Mateo County Human Services Agency (409)

##### Emergency Taxi Vouchers (381)

**Location**: San Mateo County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The goals and objectives of this program are to improve transportation options and access for low-income youth, families, and individuals striving to achieve self-sufficiency and strengthen at risk families by: 1) Providing transportation assistance and options to youth, families, and individuals participating in employment-related and self-sufficiency activities and 2) Providing transportation assistance and options to enhance participation in family strengthening activities for families and at risk youth. Services are provided county wide to qualified recipients as determined by 16 partner organizations at 16 different resource distribution locations.

**Evaluation**:We have collected aggregate data that demonstrate amount of transportation resources utilized by eligible recipients. The utilization of the resource demonstrates the value of the service to legible low-income recipients. The ability to spend JARC funds within the allotted time period indicates need of recipients. Combined, these numbers tell the story of the limitations placed on families, youth, and individuals that might not have had access to employment, medical appointments, training programs, picking up ill children from school, and dropping children off at day care so they could look for work or make it to work on time.   
 During the period of 10/08-9/09 this program issued 91 taxi vouchers. The majority of the rides were to training classes or supportive service activities such as medical appointments or access to safety net services. Generally, taxi vouchers are issued for emergency needs and are limited to one ride each way.

**Accomplishments**: Our greatest accomplishment is the utilization of taxi vouchers to ensure Foster Care youth receive adequate transportation to Independent Living Skills classes at the local community college. Our Foster Children that benefit from this resource are going to be aging out of the system and are enrolled in these classes to prepare them for emancipation from the Foster Care system. The taxi voucher resource has assisted the youth with consistency in transportation thereby consistency in class attendance.  
 This program has 16 partner organizations that can issue emergency taxi vouchers for eligible recipients. This ensures access for all eligible county residents.

**Lessons learned**:

1. There are many elements involved in having and managing an emergency taxi voucher transportation resource for eligible recipients.  
2. Taxi vouchers offered as an emergency transportation resource are expensive.  
3. While an emergency taxi voucher system is somewhat more difficult to manage than a bus pass/ticket system, having the resource available on an emergency basis provides tremendous value to youth, individuals and families.

#### Santa Clara County Family and Children Services (408)

##### Ways to Work Family Loan Program (389)

**Location**: Santa Clara County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The Ways to Work Family Loan program serves lower-income families living and working in Santa Clara County. Family & Children Services' Ways to Work Family Loan Program serves as a bridge between low-income families needing employment and major employment centers within our community. Research has shown that more than two-thirds of all new jobs are located in suburban areas, while two-thirds of welfare recipients and low-income individuals live in central cities or rural areas. This inaccessibility diminishes the opportunity for low-income families to improve their financial situation or transition from welfare to work. The Ways to Work Family Loan Program strives to improve mobility for low-income residents by removing prevalent barriers, helping low-income workers secure reliable and practical transportation

**Evaluation**:Number of loans provided, number of loans being maintained, default rate, and coordination of information, including financial and operating partnerships

**Accomplishments**: Since November 2006, the Ways to Work Family Loan Program has expanded its loan portfolio by 50 clients while maintaining a loan default rate of 10%. Each new loan recipient of the Ways to Work Family Loan Program is registered to participate in the 511 Regional Rideshare Program in order to facilitate ride-sharing.

**Lessons learned**:The program is currently being reorganized so the focus has been on administering current loans rather than making new ones.

#### Santa Rosa CityBus (402)

##### Roseland Service-Routes 19, 12, 9 (383)

**Location**: Santa Rosa (CA)

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

**Goal**: Improved access/connections

S**ervice description**:For FY 2009, JARC funded the continuation of the Route 19 and expansion of the routes 9 and 12 Saturday service from hourly to every half hour. These services had been instituted in August 2008. The service area is the Roseland neighborhoods of the City of Santa Rosa and unincorporated Sonoma County. JARC funds provided approximately 30% of the funds to operate the new services. Within FY 2009, service was provided from Oct. 1, 2008 to Sep. 30, 2009. During that time, Route 19 (trip length of 7.4 miles) provided 119.25 of new revenue service hours per week. That number is made of 28 trips per weekday, 12 trips per Saturday, and 7 trips per Sunday. Route 9 (trip length of 10.4 miles) provided nine hours of new revenue service per week. That number is made up of 12 extra trips on Saturdays. Route 12 (trip length of 5.83 miles) provided nine hours of new revenue service per week, made up of 12 extra trips on Saturdays.

**Evaluation**:We evaluated the project based on total ridership, passengers per revenue vehicle hour, and passengers per revenue vehicle mile achieved on the new Route 19. Unfortunately, ridership is tied to employment and retail sales for the neighborhood served. As with all communities, employment and retail sales have dropped dramatically during the first months of full Route 19 service, impacting ridership. For FFY 2009, the Route 19 had a total of 100,928 rides, averaged 2.01 riders per mile (.74 less than our system average), and averaged 20.02 riders per hour (12.09 less than our system average). The route performance has been ranked compared to other routes within our system and is ranked 14th out of 17 in riders per mile and 16th out of 17 for riders per hour.   
 The additional service provided on routes 9 and 12 is more difficult to quantify in precise terms because it is an increased frequency, not a completely new route or service hours. A ridership and cost/rider analysis was done for January 2009 through June 2009 for the improved frequencies to routes 9 and 12 on Saturdays. The results were clear that Route 12 improved frequencies were not cost effective. Though the services are still being provided, consideration is being given to whether, if the services don't improve performance the route will be returned to its previous status. Route 9 Saturday ridership (difference 1/1/08 to 6/30/08 versus 1/1/09 to 6/30/09) = 4,838 (30.2% increase). Route 12 Saturday ridership (difference 1/1/08 to 6/30/08 versus 1/1/09 to 6/30/09) = -445 (down 5%). For the cost per rider analysis, the full funding/cost for January 1, 2009 – June 30, 2009, for these service enhancements is $372,199.20 (Route 19 =$322,508; Route 9 and Route 12 are $24,845 each). The JARC portion of this funding is $97,821.60 (Route 19 =$84,762; Route 9/12 = $6,529 each).

For Route 19, the full cost per rider is $5.59 and the JARC cost per rider is $.68. For Route 9 additional services, the full cost per rider is $5.14 and the JARC cost per rider is $.74. For Route 12 additional services, the number of riders decreased, despite the $24,845 dollars spent on the additional service during this reporting period ($6,529 in JARC funds).

**Accomplishments**: Maintaining all of our existing service routes, including the JARC-funded routes, without having to raise fares, during this time of great economic set back, has been an extraordinary accomplishment. Santa Rosa CityBus is the only operator in the Bay Area that has neither cut service, nor raised fares, or both, since October 2008.

**Lessons learned**:Our lessons remain the same as last year: We wish we'd known that the state of California was going to stop funding transit operations (STA) and that all of our other fund sources that can be used for operations would be dropping so precipitously (because they are sales tax based and these are extraordinary economic times). Finding the financial resources to continue the ongoing operations funding for these services will be a challenge.

### San Diego Metropolitan Transit System (2301)

#### MTS (557)

##### Route 30 (613)

**Location**: San Diego (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Route 30 operates between downtown San Diego and University Towne Center (UTC) via Old Town, Pacific Beach, La Jolla, and UC San Diego. On weekdays, it operates with a 15-minute frequency, and on weekends (JARC-funded) it operates with 30-minute service all day. It is a fixed route service operated with standard coaches. Overall, 75 weekend one way trips are operated. Service is provided between Downtown, Old Town, and Pacific Beach on I-5. The remainder of the route uses local streets through Pacific Beach, La Jolla, UC San Diego, and University City. Late night trips serve residential communities south of La Jolla Village Drive.

**Evaluation**:MTS evaluates its routes based on various performance measures. The performance measures used most frequently are productivity measures (passengers per revenue hour) and cost efficiency measures (farebox recovery rate and subsidy per passenger). For FY 2009, Route 30 averaged 29.7 passengers per hour; had a farebox recovery rate of 30.8%; and had a $2.14 subsidy per passenger. The fixed route bus system averages are 31.1, 40.6%, and $1.43 respectively. Route 30 ranks near the top 1/3 of routes in terms of passengers per hour, and in the top 2/3 of routes in the cost efficiency measures.

**Accomplishments**: Route 30 served nearly one half million passengers (474,687) in FY 2009. This represented a 24% increase from FY 2008. Additionally, all performance measures (see above) improved from FY 2008 by at least 10%.

**Lessons learned**:Route 30 service was started many years ago. As with any route, MTS consistently monitors the route and continues to look for ways to improve service. MTS is consistently monitoring passenger activity -- to determine when and where passengers are using the system -- and on-time performance. If needed, schedules are adjusted three times annually.

##### Route 960 Mid City (614)

**Location**: San Diego (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Route 960 operates between the Euclid Avenue Trolley station and University Towne Center via Mid-City, Kearny Mesa, and University City. It is a fixed route service operated with standard coaches and it operates only on weekdays and only in the peak hours. Overall, 14 weekday one way trips are operated. Heading north, service is provided between the Euclid Avenue Trolley station and the Mid-City Transit Plazas (University Avenue and El Cajon Boulevard) via SR-94 and SR-15. Continuing north, the route operates on I-15 to Balboa Avenue, Kearny Villa Road, Clairemont Mesa Boulevard, and Ruffin Road, before heading west on SR-52 and north on I-805 to the La Jolla/University City area. Route 960 finishes its trips by serving Nobel Drive, Judicial Drive, Golden Haven Drive, Towne Center Drive, Executive Drive, and Genesee Avenue before entering University Town Center.

**Evaluation**:MTS evaluates its routes based on various performance measures. The performance measures used most frequently are productivity measures (passengers per revenue hour) and cost efficiency measures (farebox recovery rate and subsidy per passenger). For FY 2009, Route 960 averaged 29.0 passengers per hour; had a farebox recovery rate of 31.1%; and had a $2.70 subsidy per passenger. The fixed route bus system averages are 31.1, 40.6%, and $1.43 respectively. Route 960 ranks in the top 40% of routes in terms of passengers per hour, and in the top two-thirds in terms of farebox recovery.

**Accomplishments**: Ridership has fallen slightly, due to lower gas prices and a declining economy. However, this route is still one of the more successful express routes in the system. It is above the express-route system average in both passengers per hour and farebox recovery rate, showing that it is a key piece of the MTS fixed route network. In terms of innovation, MTS holds one of the largest service contracts with a private provider (Veolia) in the United States. This contract is a result of consolidating several smaller operating contracts for MTS, Chula Vista Transit and National City Transit. As a result of the efficiency of scale, the cost per mile for Route 960 service is extremely competitive at $5.60, including energy.

**Lessons learned**:Route 960 service was started many years ago. As with any route, MTS consistently monitors the route and continues to look for ways to improve service. MTS is consistently monitoring passenger activity -- to determine when and where passengers are using the system -- and on-time performance. If needed, schedules are adjusted three times annually.

### North San Diego County Transit Development Board (1690)

#### North San Diego County Transit Development Board (388)

##### SPRINTER Increased Weekend Service (493)

**Location**: northern San Diego County (CA)

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

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

S**ervice description**:On Saturday, July 12, 2008, NCTD commenced enhanced weekend and holiday service for the SPRINTER light rail service. This service improves access for workers with non-traditional jobs schedules and provides more convenient connections for workers in northern San Diego County who transfer between SPRINTER and the hourly bus routes on weekends when service is less frequent. This enhanced service is being funded by this JARC grant and increases the frequency on weekends and holidays from hourly service to every 30 minutes between the hours of 10 AM and 6 PM (approximately). Hourly SPRINTER service will continue to run before 10 AM and after 6 PM on weekends and holidays. NCTD contracts with Veolia for provision of SPRINTER service.

**Evaluation**:The SPRINTER weekend service is still relatively new and has been affected by recent economic turndown. NCTD evaluates this project (and all services) based on ridership data.

**Accomplishments**: NCTD’s JARC project is consistent with the intent of the JARC program to provide transportation access to welfare recipients and low-income families. SPRINTER increased frequency weekend service provides greater transportation opportunities, including meaningful connections, to this targeted group as well as others.

**Lessons learned**:It takes time to develop consistent ridership for new services. NCTD's advice is "Do not over estimate your ridership." Do not under estimate the expense of what it take to what it takes to operate the service to meet the needs of JARC's targeted group. Minimize changes to service once established. Community Outreach is essential for the project to be successful.

### Riverside Transit Agency (1686)

#### Riverside Transit Agency (582)

##### Route 217 (891)

**Location**: Riverside County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Route 217 is an express commuter service that started in June 2009. This project is funded with JARC as well as New Freedom dollars. The service operates from the San Jacinto and Hemet areas via Highway 79 through Winchester, Temecula, and Murrieta and continues south along Interstate 15 to go to Escondido Transit Center in San Diego County. The implementation of this route fills a gap in service not only from Temecula to Escondido but also provides an alternative for riders taking RTA fixed route 79 travelling between Hemet and Temecula.

**Evaluation**:Route 217 was monitored regularly and evaluated quarterly to determine if performance objectives outlined in the Productivity Improvement Plan (PIP) were met. Performance indicators such as farebox recovery ratio, cost per hour, passengers per hour, passenger per mile, subsidy per passenger, subsidy per hour, and subsidy per mile were analyzed. An on-board survey is conducted to get feedback from passengers on how to improve the service and that the agency is looking into partnering with other agencies to do this.

**Accomplishments**: Since its implementation in June 2009, Route 217 generated a total of 3,200 unlinked passengers through September 2009. Total service hours provided by this route during this period was 2037.26 hours and traveled 60,679 service miles. With only three months in service, the route has met the target for the following PIP indicators: farebox recovery ratio, cost per hour, subsidy per hour and subsidy per mile. During this reporting period, Route 217 operated 16 trips per day and traveled more than 60 revenue miles in 1.78 hours in each direction.

**Lessons learned**:Survey the market; send questionnaires about the proposed project; get social service case workers involved in implementation and distribution of information to clients and work with employees.

##### Routes 212 (769)

**Location**: Riverside County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Route 212 is an express commuter service that started in June 2009. This project was funded with JARC as well as New Freedom dollars. The service operates from the San Jacinto and Hemet areas via Highway 74 through the communities of Homeland and Perris and terminating in downtown Riverside. The route makes connections to employment and education centers, the Metrolink at downtown Riverside, and with other Riverside Transit Agency routes.

**Evaluation**:Route 212 is monitored monthly to determine if performance objectives outlined in the Productivity Improvement Plan (PIP) were met. Performance indicators such as farebox recovery ratio, cost per hour, passengers per hour, passenger per mile, subsidy per passenger, subsidy per hour and subsidy per mile were analyzed. An on-board survey is conducted to get feedback from the passengers on how to improve the service and the agency is looking into partnering with other agencies to do this.

**Accomplishments**: Since its implementation in June 2009, the route generated a total of 3,245 unlinked passengers through September 2009. Total service hours provided by Route 212 during this period was 1460 hours and covered 39,432 service miles. During this reporting period, Route 212 operated 14 trips per weekday and traveled about 44 miles in 1.5 hours in each direction. With only three months in service, the route has met the target for the following PIP indicators: farebox recovery ratio, cost per hour, subsidy per passenger mile, subsidy per hour and subsidy per mile.   
 The implementation of Route 212 also meets the JARC Program objectives by improving access to employment, schools, and other related activities. There were 360 student riders coming from schools that have partnership with RTA such as La Sierra University, University of California-Riverside, California Baptist University, and Riverside Community College. It was also noted that some riders who transferred from Metrolink were workers that access employment in the greater Riverside area. A total of 101 passengers worked in the City of Riverside.

**Lessons learned**:Survey the market; send questionnaires about the proposed project; get social service case workers involved in implementation and distribution of information to clients and work with employees.

### Sacramento Area Council of Governments (1658)

#### Sacramento County Department of Human Assistance (820)

##### Foster Grandparents (1045)

**Location**: Sacramento County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:These funds supported the Foster Grandparents and Senior Companions programs that provide jobs to low-income seniors working with school children and other seniors in their community.

**Evaluation**:The Sacramento County DHA provides quarterly reports to SACOG.

**Accomplishments**: A majority of teachers/schools, elders and caretakers praise the Foster Grandparents and Senior Companion programs. The demand for these programs is far beyond the resources available.

**Lessons learned**:None

#### Sacramento Regional Transit District (817)

##### JARC-funded Services (1043)

**Location**: Sacramento Regional Transit District (Sacramento Co.) (CA)

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

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

S**ervice description**:Regional Transit has provided extended hours and days of service on the following routes:  
Route 1 – Greenback – Light Rail connection – North Sacramento  
Route 6 – Land Park – Radial Route – South Sacramento  
Route 8 – Power Inn/Florin Mall – Light Rail connection – North to South  
Route 9 – Carmichael/Walnut Avenue – Neighborhood Ride – N. Sacramento  
Route 19 – Rio Linda – North Sacramento Light Rail Connection  
Route 26 – Fulton Avenue Light Rail connection – East Sacramento  
Route 30 – J-Street DASH – cross-town  
Route 51 – Broadway-Stockton – Radial route in South Sacramento  
Route 54 – Center Parkway – Radial light rail connection, South Sacramento  
Route 56 – Pocket-CRC – Radial light rail connection – South Sacramento  
Route 67 – Franklin Blvd. – Radial route – South Sacramento  
Route 68 – 44th Street – Radial Route – South Sacramento  
Route 72 – Rosemont-Lincoln Village – Light rail connection – East Sacramento  
Route 75 – Mather Field – Light rail connection – East Sacramento  
Route 80 – Watt-Elkhorn – Radial light rail connection – North Sacramento  
Route 81 – Florin-65th Street – Light rail connection – South Sacramento  
Route 84 – Watt-North Highlands – Radial light rail connection – N. Sacramento  
Route 87 – Howe Ave. – Light Rail connection – North Sacramento  
Route 93 – Hillsdale – Radial route in North Sacramento  
Route Length (one way) in miles would be 19 routes totaling 192.7 miles.

**Evaluation**:All routes are monitored for ridership. The subject routes are equipped with Automatic Passenger Counters (APC) and the data is summarized on a monthly basis.

**Accomplishments**: Ridership has been retained on these routes despite a significant downturn in the regional economy. While the economic disruption began in late fall of 2009, the level of transit use remained higher than in 2008 by 4.3% for the JARC supported routes.

**Lessons learned**:Plan the routes for JARC service to serve local job training and state job assistance sites. The subject routes were planned for broader purposes, and remain tied to economic conditions. Due to the multi-faceted nature of the routes, accomplishments in job-seeking and retention are difficult to track.

### San Joaquin Regional Transit District (1665)

#### San Joaquin Regional Transit District (685)

##### RTD Urban Travel-Training Program (799)

**Location**: Stockton (CA)

**Type**: Information-Based Services/One-on-one transit training ("travel training")

**Goal**: Improved customer knowledge

S**ervice description**:RTD teamed with Paratransit Inc. of Sacramento to identify and train individuals to use fixed route bus service or appropriate demand response Dial-A-Ride (DAR) service; extend outreach efforts with public schools, service agencies, and care providers; and identify and refer customers to the travel-training program.  
 The travel-training program is an innovative and flexible program that supports the transportation needs of individuals with limited incomes for employment transportation through travel training. The program assists participants to overcome transportation challenges and enjoy more freedom and mobility.

**Evaluation**:The program has been evaluated through the number of clients that have been trained and the feedback that staff has received through the travel trainers and participants.

**Accomplishments**: The travel training program is innovative in the mechanism to fund the project. As a JARC project RTD partners with local social service agencies, primarily those that serve individuals with developmental disabilities to teach participants to use the fixed route bus to get to work. This program has given these participants a new mechanism to get to work and has assisted them in developing mobility and independence that can be used every day.

**Lessons learned**:Initially staff thought that there would be enough referrals to the program that the travel trainers would be overwhelmed. Staff found that case workers were resistant to the program, initially not wanting to make referrals to the program until they were certain of the track record. Continuous outreach has been required to keep the program vibrant.  
 The recommendation for an agency beginning this type of program is to have a considerable amount of time dedicated to outreach.

### SunLine Transit Agency (5057)

#### Riverside County Transportation Commission (892)

##### The Coachella Valley Ridershare Project (1229)

**Location**: Coachella Valley (CA)

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

**Goal**: Improved system capacity

S**ervice description**:The Coachella Valley Rideshare Project provides transit alternatives to commuters in Coachella Valley through the use of rideshare incentives, such as the $2 per day Advantage Program marketed to employers. This ridesharing arrangements offers low-income individuals more flexible travel options and improves access, as well as connects participants throughout Coachella Valley. The Rideshare Project serves working residents of Coachella Valley and especially those with low paying jobs in the service industry employed by the various desert resorts and hotels.

**Evaluation**:Using information submitted by program recipients, data is tracked on a monthly basis to determine positive program impact. The performance measures used in tracking success of the Coachella Valley Rideshare Project include the number of commuters enrolled; the number of vehicles miles reduced; one way vehicle trips reduced; total miles saved; and total pounds of emissions reduced.

**Accomplishments**: Before offering commuter benefits to residents of the Coachella Valley through their employers, only eight employers utilized the service. It was difficult to convince employers in Coachella Valley to enroll in the program because there was no benefits to offer their employees. Once RCTC was able to offer them the commuter benefits, the client base increased from eight to 55.  
 Two clients that have had the most success with this program are Bighorn Golf Club (Bighorn) and the Desert Springs JW Marriott Resort & Spa (Marriott). Bighorn has 91 participants and Marriott has 99 participants since inception of the program. What makes these accomplishments especially outstanding is that both these businesses are seasonal. Both employers are located in Palm Desert, which is a resort area that relies on tourism as part of its economic base.   
 Bighorn is the largest golf club in the Coachella Valley and employs a large number of landscape maintenance workers during high seasons. These employees really embraced ridesharing from the beginning and most continue ridesharing two years after the program was launched. The Marriott has a large hospitality staff that work during banquets and those working in the housekeeping departments are a great fit for the program. Most of them have very low-income, so the commuter benefits encouraged a lot of these employees to use public transportation, bicycle, or walk to work. Subsequently, this helps them financially.   
 Additionally, the Employer Transportation Coordinator (ETC) at the Marriott was one of three employers to beta test a new online form processing system. Even though most of the employees’ English skills are limited and do not have computers in their homes, the ETC sets up computers at the hotel for them to work on the documents and submit their rideshare program enrollment and claim forms.

**Lessons learned**:When implementing such a program, it is important to remember that it takes a while to gain momentum. It takes ETCs more time to understand, promote, and begin administering the program. Most have full time jobs and this is “just one more thing” they need to fit into their busy schedules. Even those who are very committed to the idea of ridesharing must continually market the benefits of ridesharing through marketing materials, employee meetings, benefits fairs, etc. RCTC relies on the ETC to follow through with marketing by using knowledge and materials gained. The success of the program at each worksite fully depends on the commitment and follow-through by the ETC.  
 We encourage agencies implementing such a program to be diligent and patient. It will be helpful to assure employers that the program will be available on a long term basis. Most employers do not want to expend the time, energy, and cost of promoting a program that might only be available to their employees on a short term basis. They also do not want to be responsible for “taking benefits away” from their employees once it is provided to them, as it affects employee morale.  
 The essential component of any successful commuter assistance program is to provide enough hours for the marketing representative to market and follow up with employers throughout the entire contract period. Momentum is lost when less marketing hours are budgeted to provide continuing support that employers need after they enroll in the program.

#### SunLine Transit Agency (669)

##### Line 91 (1512)

**Location**: Coachella Valley (CA)

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

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

S**ervice description**:SunLine's Line 91 links the cities of Indio and Coachella, as well as the unincorporated communities of Thermal, Mecca, and Oasis. Riders on Line 91 connect to lines 80, 90, and 111 at the transfer location on Highway 111 and Flower Street in Indio. This allows passengers to access employment sites, medical and shopping facilities.   
 SunLine added two one way trip to the weekday schedule, between October 2008 through September 2009, to enhance service options for low-income residents in the eastern segment of the Coachella Valley, especially in the unincorporated areas. SunLine continues to monitor the route and will add more trips between October 2009 through September 2010.

**Evaluation**:SunLine staff monitors monthly ridership and performance of each route. Ridership has slightly increased since the addition of more morning trips. Furthermore, SunLine uses the Productivity Improvement Program (PIP) targets established for transit operators in Riverside County to ensure that routes meet performance targets developed and approved for each fiscal year, including FY 2008/2009.

**Accomplishments**: The addition of the two one way trips on weekdays has improved access to employment sites, medical and shopping facilities for low-income residents who use Line 91 for their mobility and transportation needs.

**Lessons learned**:SunLine recommends that other agencies planning to implement service using JARC funds to develop an outreach plan prior to adding and implementing the trips to ensure users of the additional service are notified and informed. Agencies should also continue to monitor the routes and distribute periodic surveys to collect data on improving the route if needed, as well as ensure they evaluate the productivity of the additional trips.

### Ventura County Transportation Commission (5579)

#### The Arc of Ventura County (395)

##### Arc Travel Training (892)

**Location**: Ventura County (CA)

**Type**: Information-Based Services/One-on-one transit training ("travel training")

**Goal**: Improved customer knowledge

S**ervice description**:The Arc of Ventura County has contracted R&D to perform the scope of work for the Travel Training Program in Ventura County. The program consists of an initial assessment with each candidate, the development of an individual transit plan appropriate to each candidate, one-to-one instruction in the situational environment of fixed route transit systems use, final report along with field assessment, and periodic evaluation and on-going follow up with each participant after the Travel Training Program has been completed.  
 The project is modeled after R&D’s Travel Training Program supported by 15 years of experience providing individualized instruction to clients with developmental and physical disabilities and has been applied in working with clients assigned to California Regional Centers, Paratransit system riders, and transitional age students. The curriculum encompasses a client-centered thinking model that is directed to provide skills and practice time to learn how to use public transit systems safely and independently.

**Evaluation**:During the Travel Training Program, the Trainer evaluates the Participant’s skills documented on daily mobility lesson forms. When the participant masters the necessary skills, including the final safety component, he or she is ready for independent travel. After the participant completes the training program and is ready to use public transit services independently, R&D will continue to monitor continued use of transportation to assure that the participant continues to utilize public transit services successfully and independently. This on-going evaluation also allows an opportunity for the participant, family or support personnel, to express any concerns, and if needed to request a new training to a different destination. Follow-up and periodic reporting consists of:   
- 1-week satisfaction survey to evaluate the Travel Trainer interaction   
- 1-month, and 2-month follow up process to monitor continued public transit ridership  
- Collaboration with families, care providers, and program support personnel pertaining to participant’s progress

**Accomplishments**: Two specific success stories immediately come to mind, the greatest accomplishment in both stories encompass increased independence and community integration for participants with cognitive disabilities. One participant’s family and support staff did not believe that she would be able to overcome the challenge of time-management to meet her regular fixed route on time. However, one year after completing the training, this participant continues to use public transportation to attend her day program that provides her with support for her employment opportunity, to work, and to run personal errands, and to volunteer.  
 A second accomplishment involves another participant, who has also continued to use fixed route transit independently for almost one year. While this client mostly uses public transit to travel from home to and from her day program in Ventura, through her noted success this participant has encouraged participation amongst her peers in the travel training program. To this extent, on a regular basis five to seven riders now travel together to and from their day program and to additional life-enrichment activities.  
 An innovative element took shape early in the implementation of this project, during our outreach venues. R&D conducted street safety and stranger awareness workshops at various day programs. The workshops were delivered in a classroom environment that included individual activities and group exercises that captivated the attention of riders with developmental disabilities. These workshops provided an opportunity to learn about the needs of our participants and the barriers of using fixed route transit systems. The valuable information learned, allowed R&D personnel to customize the individualized training according to the unique learning abilities of our participants, to thereby optimize the one-to-one instruction time scheduled.

**Lessons learned**:It is extremely beneficial to allocate time for staff to conduct an environmental barrier analysis of the region where the service is to be provided during the development phase of a travel training program; Easter Seals Project ACTION has a great tool for important elements to consider. This will help travel training staff identify environmental or architectural barriers that riders with disabilities will encounter along their path of travel. Architectural barriers are especially important when providing instruction to participants that require the use of mobility devices such as wheelchairs, canes, or walkers.

##### Employment Transportation Services (889)

**Location**: Ventura County (CA)

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

**Goal**: Improved system capacity

S**ervice description**:One of the major barriers to employment in the community for people with developmental disabilities is the availability of transportation to and from work sites, at hours compatible with their working hours. Although some of the individuals we serve are able to use public transportation or paratransit, not all routes are accessible to work sites, or have stops that are within safe walking distances to their places of employment. The safety of the individuals we serve is of utmost importance to our agency.   
 The Arc of Ventura County provides transportation to 600 individuals with disabilities every day (including vehicles supported by this grant and pre-existing vehicles). Our transportation programs make it possible for individuals who cannot drive or use public transit to have safe and reliable transportation to and from medical appointments, business errands, shopping and other activities. We use both “fixed routes” (with scheduled stops and routes) and “on demand” (i.e., taxi service with door-to-door service) upon request. In addition, we also advocate for transportation services for our participants, such as reduced bus passes and Dial-A-Ride services, and provide travel training instruction.  
 The Arc of Ventura County’s Transportation Program continue to provide participants with transit services to and from employment sites, as well as volunteer sites that provide job skills training. When we need to provide transportation to an individual that requires an accessible vehicle, we use one of the agency’s existing wheelchair accessible vehicles to provide this service.

**Evaluation**:The agency’s case managers keep track of each participant utilizing the service, and also address employment goals and objectives, including transportation issues and needs, during the participant’s initial intake and at employment performance meetings. The program managers keep track of vehicle mileage, ridership, and number of daily trips. If the transportation services are not used as frequently as expected, the case managers and program managers assist in interviewing the participant as to why the service is not being utilized. The service continues to be used by many of the participants and demand exceeds the resources available.

**Accomplishments**: After purchasing the six vehicles, we have provided over 12,000 rides to employment sites throughout Ventura County.  
 Volunteer opportunities provide people with the opportunity to explore a wide variety of work-like environments. The exploration of these various community activities also gives the individual the chance to begin formulating informed plans for themselves and personal vocational goals. Volunteer activities provide opportunities for people who have little or no experience to be perceived as competent, contributing members of the community and these experiences often lead to ongoing, paying jobs.

**Lessons learned**:Don't underestimate the needs of individuals with disabilities. The unemployment rate in Ventura County is almost 12%. Finding employment for persons with disabilities has been difficult. We have a number of individuals who volunteered with a business and subsequently were offered employment with that business.  
 I wish we would have known that more of our clients wanted to work in the community. The demand is already exceeding our resources.

#### VCTC (337)

##### VISTA Coastal Express (310)

**Location**: Ventura and Santa Barbara counties (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:VCTC provides the VISTA Coastal Express bus service using fully-maintained bus leases, on Route 101 between the Ventura County Government Center, Ventura’s Pacific View Mall, downtown Ventura, Carpinteria, and downtown Santa Barbara. The peak commuter direction serves Ventura County residents commuting to Santa Barbara. However, this line also provides significant reverse-commute service, accessing suburban employment locations in Carpinteria and Ventura for access by Santa Barbara residents. There is also significant Saturday and Sunday service.

**Evaluation**:The project is monitored using ridership and farebox recovery ratio. For the grant period, ridership increased only approximately 1.5% due to significant reductions in employment caused by the economic slowdown. The expectation is that the ridership will increase annually by 10% under normal economic conditions. Farebox recovery ratios for the Coastal Express are holding steady at approximately 65% of the total operating costs.

**Accomplishments**: The VISTA Coastal Express has been able to attract approximately 300 of the 15,000 daily individual commute trips between Ventura metro area and the Santa Barbara south coast area. This represents approximately 2% of the total commute trips.

**Lessons learned**:Long distance commute trips can be attractive if there is an accessible start point with adequate parking, even if there is not a robust transit feeder system and high density housing – and concentrated employment centers.

### Victor Valley Transit Authority (5538)

#### Victor Valley Transit Authority (739)

##### Increased Frequencies (924)

**Location**: Victor Valley (CA)

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

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

S**ervice description**:To meet the unmet demand identified in the Public Transit Human Services Coordination Plan, VVTA increased service frequency on four routes. The specific initiatives include nine trips added to Route 31 and three trips added to each of routes 43, 53, 45, for a total of an additional 18 hours of weekday service. Peak service on routes 43, 45, and 53 started August 13, 2008. On February 2, 2009, the Saturday peak service for these three routes was eliminated and Route 45 gained three more 30-minutes trips in the morning. On August 2, 2009, peak service was added to Route 31 to match the longer schedule of the Route 45 peak service.

**Evaluation**:The routes are reviewed monthly for productivity by recording boardings, boardings per hour, and boardings per mile. Along with the increases in frequency, some route modifications were made. Since the increases were implemented in stages, it is it difficult to do an apples-to-apples comparison with before and after the service was implemented.

**Accomplishments**: This service has been very successful, both in ridership and in customer satisfaction.

**Lessons learned**:Be sure to analyze where major transfer activity takes place and match the service frequency. Otherwise, the service will only be marginally successful as it does not meet the needs of the majority of riders. We could see that the peak service on Saturday was carrying the same amount of riders so we added three morning peak service runs to Route 45 - our biggest ridership/transfer route. But the extra three morning trips floundered until we were able to add the Route 31 matching peak service.

## Nevada

### Regional Transportation Commission of Southern Nevada (1643)

#### Southern Nevada, Regional Transportation Commission (614)

##### Worksite Transportation (692)

**Location**: Las Vegas Valley urbanized area (NV)

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

**Goal**: Improved system capacity

S**ervice description**:In 2000, RTC established transportation for cognitively challenged individuals going to sheltered workshops. The service took on the characteristics of a many-to-one service, creating highly productive, dedicated routes that efficiently delivered targeted service to individuals, who while ADA eligible, had operational issues within a purely demand response service. JARC funding provided the opportunity to expand the program and add newer worksites that had developed since the origination of the program. The service was able to expand from 37 program runs to 56 runs covering the entire service area.

**Evaluation**:The program is evaluated based on the following criteria:  
1) Increasing ridership by 15%  
2) Maintaining a four trips per service hour rate  
3) Decreasing ADA service hours while maintaining no capacity constraints

**Accomplishments**: During the program year, ridership increased by 43% from the base period while maintaining a four trips per service hour rate. By shifting ridership from the less productive ADA demand response service, a net reduction in service hours of 1.5% was achieved without impacting ADA ridership capacity.

**Lessons learned**:This program is successful because of the close working relationship between the transit agency and the worksite centers. The centers help to funnel passengers into programs that minimize long distance travel, resolve parent concerns about using public transportation, and help to mediate disruptive behavior issues.

### Regional Transportation Commission of Washoe County (1669)

#### The Ridge House (269)

##### The Ridge House (271)

**Location**: Washoe County (NV)

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

**Goal**: Improved system capacity

S**ervice description**:JARC funds were used to purchase three minivans for the Ridge House. The minivans were used in an employment program for ex-felons re-entering society. The three vehicles were used to transport the clients to/from employment related activities, job training, filling out applications, interview training, and interviews and for the first few weeks after obtaining employment to facilitate job retention.

**Evaluation**:Project was evaluated based on the usage of the minivans, including number of passenger trips (rides), number of unduplicated clients, and accomplishments.

**Accomplishments**: The success rate for participants was unusually high - 82.5% of clients were hired and/or retained their jobs. The re-entry program has a long application and screening process prior to prisoners being released which helped the focus of participants for successful re-entry into society. The positive reinforcement from other participants in the minivans encouraged the clients to continue applying for jobs.   
- 177 clients participated  
- They took 1,648 rides  
- They submitted 2,833 job applications  
- Participated in 166 interviews  
- 146 were hired/continued working

**Lessons learned**:Confirm the lead time on purchase of capital equipment and plan ahead for continued operating funding

#### Washoe (268)

##### RTC INTERCITY (193)

**Location**: Washoe County - Carson City (NV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:RTC INTERCITY connects the Reno-Sparks area with Carson City, located 30 miles south. The service operates only in peak hours on weekdays. While those traveling from Reno are largely state workers, those originating in Carson City have a higher rate of use for shopping and medical trips.

**Evaluation**:When the service was first designed, RTC set a goal of achieving seven passengers per revenue vehicle hour (P/RVH). Initially, service spanned the full day and included weekend service. After identifying the most productive trips, service was trimmed back to improve performance. In FFY 2009, productivity on INTERCITY reached 12.1 P/RVH.

**Accomplishments**: Since the service connects the largest metropolitan area in northern Nevada with the state capitol, interagency agreements and communication were enhanced between the two cities and the Nevada Department of Transportation. In addition to reaching the projected productivity goal, many of the riders previously drove alone so that the service has had the benefit of reducing some congestion and air quality improvements along the corridor.

**Lessons learned**:We started the service using a private contractor. This gave us the opportunity to start with a significant amount of service hours and equipment without having to invest in capital until we had a better understanding of demand.

# SMALL URBAN/RURAL PROJECTS

## Arizona

### Arizona Department of Transportation (1635)

#### City of Avondale (471)

##### START Route 131 (1695)

**Location**: Cities of Avondale, Tolleson, and Goodyear (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:One route, START 131 provides service to three member cities (Avondale, Goodyear, and Tolleson). This route is eligible for JARC funding because it provides low- to moderate-income areas with a public transportation option to employment hubs. The START Route 131 is the only circulator type service in the southwest valley. The route connects to several other routes which help to move people to work, school, and shopping, operating Monday through Friday, from 5:10 AM until 7:38 PM. The Avondale Urbanized Area consist of 29.4 square miles.

**Evaluation**:JARC funding is used to operate Route 131. This route operates by passing two hospitals, a community college, several medical offices, and many other retail locations for citizens to be able to use the route for job access. Avondale did a rider survey in 2008 and will be doing another one in July 2010. The START route only runs Monday through Friday and 23% of the riders use it all five days. Also reported on that survey was 22% use the route to get to work or school. We believe that those numbers will increase during our next survey that we are doing in July 2010. The survey states that a total of 617 riders completed surveys, the margin of error for the total sample size is +/- 4% at the 95% confidence level.

**Accomplishments**: Avondale's greatest accomplishment is that we are continuing to provide service to our residents with the greatest need during these extremely difficult times. Funding is becoming a real issue now that the State of Arizona has taken transit funding from the cities, and we are very glad to have the JARC funding for this service. Additionally this small urbanized area continues to collaborate on this project and put people first to ensure coordinated transportation.

**Lessons learned**:This service started ten years ago and has been our most successful route in the Southwest Valley. As we have said previously, although this is fixed route service it runs through our low-income areas of the cities and therefore our residents are able to get to work and school. I would encourage anyone that does not have something like this, to give it a try. Also, evaluations have been difficult, we intend to do a survey on just the JARC route to give us accurate data.

#### City of Maricopa (468)

##### MaricopaXPRESS (1588)

**Location**: Pinal County (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Maricopa begin its inaugural transit program in April 2008. The Transit Feasibility Study completed in 2007 identified a clear pattern of travel into Maricopa County for employment, recreational, and medical trips. Several concentrated employment destinations were identified, including downtown Phoenix and southern Chandler. The City is hopeful that transit services will provide some relief for traffic congestion and assist low-income residents. Maricopa desires to meet the needs of commuters and the transit dependent with two established routes. The first route is to the downtown Phoenix area for commuters and the other route to south Chandler to serve those in need of medical facilities and shopping.  
 As a key component to beginning a transit program is the continuation of a Transit Coordinator position. This position is vital in designing and implementing the framework for a job access program for the City of Maricopa. The Transit Coordinator generates direct interaction assistance to targeted individual beneficiaries, which include connections to job centers, community college campuses, the Department of Economic Security agencies, and human service programs. While the dynamics of the population of Maricopa has been affected by rapid growth, the fact remains there are limited job opportunities within the City limits. According to Census 2000, 29.8% of individuals and families were living below poverty. The Transit Coordinator will begin to assist low skilled workers and welfare recipients to reach jobs they otherwise would not be able to access.   
 The tasks associated with job access and reverse commute are part time and will focus on marketing the existing transit/ transportation services to the citizens and employees of Maricopa, coordinating services with surrounding communities, day to day oversight of the Maricopa transit service and potentially working on a city rideshare program. The Transit Coordinator will market the program. Promotional materials for the transit pilot program are currently under design. The program will be marketed through local circulars, council meetings, public meetings, local business and the City's website and local access channel.

**Evaluation**:The City of Maricopa has provided annual surveys to the riders on satisfaction of service. Information on the service has also been provided in the form of presentations to the Maricopa City Council and during any other public meeting forum.

**Accomplishments**: Ridership has increased by 15% and unemployment base in the City of Maricopa has decreased.

**Lessons learned**:Lessons learned include more options need to be made available outside of a specific targeted area that service is provided in. This could be provided to residents in rural areas if more funding was available to increase the service areas to riders.

#### City of Nogales (483)

##### Nogales rides (1573)

**Location**: Santa Cruz, Nogales (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Nogales rides currently runs a 5310, 5316 & 5317 programs where services have been extended approximately 1/2 mile north of city limits to accommodate older adults, persons with disabilities, or low-income clients that need rides to/from work or school.

**Evaluation**:Internal client surveys and tracking measures

**Accomplishments**: Nogales rides has become very successful in the City. We have worked closely with City as well as County agencies to better reach our goals. The City of Nogales currently offers free PASS trainings to agencies that need to accomplish their certifications so a similar program can be offered to all city and county residents we service. The City of Nogales is also the coordinating agency that holds monthly meetings so all providers are up to date on city, state, or federal news and or information.

**Lessons learned**:What a difference a person can make in a passengers life. Working with the elderly and disabled population can be challenging as well as rewarding at times. Never under estimate the need.

#### Cochise County Association for the Handicapped (485)

##### Cochise County Association for the Handicapped (1559)

**Location**: Cochise County (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:Cochise County Association for the Handicapped (CCAH) partners with NISH (Ability One), the United States Army at Fort Huachuca, the Department of Homeland Security, the Border Patrol, the DES Rehabilitation Services Administration, the DES Division of Developmental Disabilities, mental health, and related entities to provide employment opportunities to people with disabilities in the fields of grounds maintenance, custodial, recycling, and document destruction. Employees may need instruction and transportation to and from work and transportation to varied job sites. As an example, the Fort Huachuca grounds maintenance is base wide and employees must travel throughout Fort Huachuca to perform their work at varied sites within the Base.

**Evaluation**:Overall, 65 individuals were able to access employment opportunities in one of the three noted job sites. People improved their social and job related behaviors. Some people have Individual Service Plans that are tailor made to the specific person. These plans in detail outline goals and objectives for the person and of course with their input. Skill plans and related data collection allow us and the person to note progress and to revise the plans as deemed necessary by the person and his or her team. We are proud that progress has been noted in many areas including increasing positive behaviors. Note that in 2009, $536,243.66 was paid to persons with disabilities at Fort Huachuca performing grounds maintenance. In 2009, $161,797.32 was also paid to persons with disabilities performing custodial work for the Border Patrol through the Department of Homeland Security.

**Accomplishments**: It is difficult to quantify that a person can feel good about a job well done, how a person feels when he or she accomplishes a goal, the pride of receiving a paycheck and being able to provide for oneself or ones family. A smile that comes when a person is told "good job." Also learning a task, learning to get along with fellow workers, and learning how to properly accept supervision.  
 We have been able to move more people towards self sufficiency. Transportation has allowed people to get to work and to move to their required job sites to learn to perform their required duties. We currently are in the process of implementing a master plan that will create four buildings on about four acres in the San Jose area of Bisbee. One of the buildings is a vocational center designed with production in mind. We hope to secure federal product contracts where people with severe disabilities can work and learn as their abilities allow. Our employers are most happy with our work which will allow us expand employment opportunities in the given fields and allow us to expand into new fields. We are most proud of our staff and their support for the people we serve. Thank you to ADOT for their support and encouragement of our programs. Employment of persons with disabilities is good business.

**Lessons learned**:Plan. If you fail to plan you plan to fail. Empower your staff. Teach and educate them and make sure they have the tools to succeed. Be open and honest in all of your communication and relationships. Deliver as promised. Give thanks as appropriate and be sincere. Acknowledge support and be grateful. Empower the people you serve. Listen to them and help them develop goals and objectives for what they want to achieve. Establish baseline data. Make objectives achievable and measurable. Make sure the person served understands the data collection. Allow them to taste success. Understand that people learn in different ways. Model the desired behaviors. Reinforce positive efforts and be positive. If you have the opportunity to do good, do it.

#### Douglas ARC (462)

##### Douglas Arc (589)

**Location**: Douglas (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:Douglas Arc has three grounds keeping crews and a janitorial crew that go out into the community. Douglas Arc provides work skill training to individuals with developmental disabilities. We train, provide employment, and make tax payers out of people instead of fostering tax burdens. We seek a crew cab (four door) pickup to transport disabled workers to their work sites and for other employment related transportation needs.

**Evaluation**:The JARC truck replaced a 1995 Chevy four door truck, with over 100,000 miles on it. Without the JARC funds, our landscaping crew would have to shut down due to lack of transportation to and from the work sites. By continuing to employee five individuals with disabilities is how we measure the success of the JARC program in assisting our Vocational Program.

**Accomplishments**: Our workers are people with developmental disabilities. By earning a paycheck because they are able to be transported to a jobsite with the equipment needed to perform yard work, these workers are able to live on their own. They are able to have money to spend at the grocery store, purchase items at Wal-Mart, pay rent, etc.   
 The operating capital allowed us to use that money to pay for transportation, gas, and insurance. This allowed us to use the proceeds from the grounds crew to go into the individual's paycheck not the truck's gas tank and up keep.

**Lessons learned**:Best advice I have is to find your niche group. Our grounds keeping crew targets senior citizens on a fix income; people that as a rule cannot afford a high price landscaper. Concentrate on doing a large number of customers at a reasonable price instead of a few at high prices.

#### Easter Seals Blake Foundation (470)

##### Sage Transportation (1493)

**Location**: Graham and Greenlee counties (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Sage provides an expanded level of transportation services to include door-to-door, accessible vehicle service to outlying communities on both a scheduled and on-demand basis. Sage operates a morning and evening route which departs from Safford to the communities of Morenci, York Valley, Sheldon, Duncan and then returning to Safford. Rides may be pre-arranged or on demand if vehicle location, direction, and capacity permit. When the vehicles are not in use for the above-mentioned routes, they will be available for pre-scheduled and on-demand ride requests. This service is intended to provide an option for low-income individuals who require accessible transportation.

**Evaluation**:The project is evaluated using the following:  
- Utilization - % of increase of customers and number of trips  
- Feedback from customers and drivers  
- Fiscal responsibility.

**Accomplishments**: Within rural Arizona there has been no public transportation. We have successfully been able to provide transportation for individuals to go to and maintain a job within Graham and/or Greenlee counties.

**Lessons learned**:Even though we were aware of the distances within the two counties served, we were overwhelmed by the wear and tear on the vehicles and tires. Additionally the maintenance and fuel costs which continue to rise. How quickly the service would be appreciated and utilized which would have assisted with some of the planning around these costs.

#### EXCEL Group dba Yuma WORC Center (467)

##### Excel Group (1687)

**Location**: Yuma (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Transportation from Yuma Arizona to Yuma Proving Grounds

**Evaluation**:We evaluate by customer surveys

**Accomplishments**: Being able to provide transportation to individuals with disabilities that cannot drive to their work sites

**Lessons learned**:To make sure that a transportation budget is in place. We have been successful with our transportation services.

#### Horizon Human Services (460)

##### Horizon Human Services (1335)

**Location**: Pinal County (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:Horizon Human Services coordinates with the Arizona Department of Economic Services with job placement and job coaching for the individuals it serves. The majority of these individuals have no access to transportation. Through JARC, Horizon Human Services is able to transport individuals to education classes, job searches, and job interviews and transport them to and from work. The majority of individuals served reside in Casa Grande, Eloy, and Arizona City, Arizona.

**Evaluation**:The program is evaluated by tracking successful job placement and continued employment. Transportation services are evaluated by tracking passenger trips and meeting the needs of the consumers.

**Accomplishments**: The service area for Horizon Human Services is rural and there are no transportation services available in the communities being served. One of the great accomplishments of the program is providing individuals a way to obtain and maintain employment by providing them a means of transportation until they are able to acquire their own individual means of transportation.

**Lessons learned**:One of the lessons the agency has learned is to not underestimate the need for employment transportation in rural areas where there is no alternative transportation. The agency found there was a much higher interest in the program than was anticipated and the agency was not able to meet all the needs at the beginning of the program.

##### Horizon Human Services (1359)

**Location**: Pinal (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:Horizon Human Services coordinates with the Arizona Department of Economic Services with job placement and job coaching for the individuals it serves. The majority of these individuals have no access to transportation. Through JARC, Horizon Human Services is able to transport individuals to education classes, job searches, and job interviews and transport them to and from work. The majority of individuals served reside in Casa Grande, Eloy, and Arizona City, Arizona.

**Evaluation**:The program is evaluated by tracking successful job placement and continued employment. Transportation services are evaluated by tracking passenger trips and meeting the needs of the consumers.

**Accomplishments**: The service area for Horizon Human Services is rural and there are no transportation services available in the communities being served. One of the great accomplishments of the program is providing individuals a way to obtain and maintain employment by providing them a means of transportation until they are able to acquire their own individual means of transportation.

**Lessons learned**:One of the lessons the agency has learned is to not underestimate the need for employment transportation in rural areas where there is no alternative transportation. The agency found there was a much higher interest in the program than was anticipated and the agency was not able to meet all the needs at the beginning of the program.

#### Mt. Graham Safe House, Inc. (475)

##### Mt. Graham Safe House, Inc. Job Rehabilitation and Education Program (1379)

**Location**: Graham, Greenlee, Safford, Thatcher, Pima, San Carlos Reservation, Clifton, Morenci (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:Mt. Graham Safe House, Inc. provided 532 annual transportation trips without JARC funding. We anticipate a 25% increase with the additional funding. The funding will allow us to travel to the rural satellite offices more frequently to offer services to clients and new participants entering our program. MGSH will offer the job rehabilitation education program to clients on Monday, Wednesday, and Friday from 8 AM to 10 AM and 3 PM to 5 PM. The area boundaries are the city limits Safford, Pima, Thatcher, Ft. Thomas, Peridot, San Carlos, Morenci, Dunacan, and Clifton which are located in the counties of Graham, Greenlee, and the San Carlos Apache Reservation. The rides provided participants to job access, day care facilities, schools, social service agencies, and assistance with employment training.

**Evaluation**:As this is our first year for receiving the JARC funding, we have implemented sign in sheets that measure the amount of passengers, the destinations, and the amount of mileage per trips and will be able to produce monthly reports to track the amount served. Upon exit from the program we have included an evaluation of the transportation services provided. We will use these to measure the performance of program and hours of service. Throughout the duration of the transportation services our staff is available for any comments or suggestions made by participants.

**Accomplishments**: The funding, once received, will allow for our participants to attend the local community colleges, job access, and have transportation to services agencies.

**Lessons learned**:Unknown at this time.

#### Northern Arizona Council of Government (NACOG) (484)

##### Voucher Transportation System (1580)

**Location**: Prescott (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Voucher Transportation System provided rides throughout the Prescott area for low-income individuals, the unemployed, under-employed, those over age 55, and persons with disabilities. Private transportation providers were used to transport individuals within the city or between cities and towns in a rural area. The only fixed route served is through a private citibus operation. NOTE grant funds for FFY 2008 were not received until Nov. 09. Services were provided with other support.

**Evaluation**:A transportation report was maintained on a monthly basis to track the number of individuals and the number of rides requested. The number of job-related rides was included on the report.

**Accomplishments**: The program has provided mobility to those without transportation and allowed a number of individuals to begin employment in the local area. This is the greatest accomplishment of this program.

**Lessons learned**:The voucher process has been in place for several years and the application process has been perfected so that is runs smoothly. It is not always possible to estimate the scale of usage of the program, so possibly a beginning survey would be beneficial to a start up operation.

#### Northern Arizona Intergovernmental Public Transportation Authority (469)

##### Mountain Lift (859)

**Location**: Flagstaff (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:The vehicle slated for procurement with this funding will be a replacement vehicle for Mountain Lift Demand Response service. Demand for Mountain lift service has increased over 30% in the past year, with 40% of rides used for job access, and the remainder providing reverse commute to scheduled appointments, shopping needs, and meals. All service will be provided in the City of Flagstaff.

**Evaluation**:Project is evaluated based upon on-time performance, ridership, and safety record. Customer satisfaction is also a benchmark we monitor.

**Accomplishments**: Mountain Lift Service has a 100% on-time service record. Combine that with a two-year accident free record, it provides a great snapshot of the quality of service and safety record provided the Flagstaff special-needs riders. The new vehicle provided with this funding, will allow the on-time record to continue, with fewer equipment failures. The Hybrid Electric van will contribute to reducing the carbon footprint within our community.

**Lessons learned**:A secure funding source is critical to operations, as well as a conscientious Preventative Maintenance program. Adequate training for drivers is a critical component.

##### Route 5 Commuter Service (797)

**Location**: Flagstaff (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:JARC-funded service consisted of funding for Route 5, a dedicated commuter route. Transit studies indicated 55-60% of riders used the route for job access on weekdays and 50% on weekends. For JARC purposes, NAIPTA used a conservative estimate of 40% weekdays and 30% weekends to estimate actual Job Access service. The route serves residential neighborhoods, The Adult Center, and low-income housing neighborhoods where a definite need has been established. It also serves two high schools and Northern Arizona University, connecting the route the with downtown area and heavy retail district of Milton Road, which includes Target and grocery stores. The route repeats every 60 minutes, from 6:16 AM to 8:58 PM weekdays, and 7:15 AM to 7:58 PM on weekends and holidays.

**Evaluation**:The steadily increased ridership is a good benchmark to gauge the need and success of the project. Mountain Line grew to over 1 million riders in FY 2009, with a 15% increase over 2008. Compared to 2007 levels, ridership increased 40%. Providing consistent, on time service is the goal. Ridership is a key element to measuring performance.

**Accomplishments**: Routes were re-aligned in 2008, to accommodate new Route 7 and increased service frequency through PEAK time service is NAIPTA's response to over-crowded buses was critical to coordinated service in Flagstaff. NAIPTA made the commitment to convert to a hybrid electric fleet, reducing the carbon footprint in our community. We currently have three hybrids in service, with two additional hybrids on order in a fleet of 12 peak vehicles.

**Lessons learned**:Riders want consistent and on-time service, at low cost. Current economy and geographic location, specifically weather, make it a challenge at times, to provide it all. Lessons learned include a solid PM programs as backup and facilities crew- including shelter maintenance. Collaboration with local agencies is critical to coordinate service.

##### Verde Lynx (869)

**Location**: Verde Valley (AZ)

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

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

S**ervice description**:The Roadrunner Commuter, now re-branded as the Verde Lynx, connects retail and service jobs in Sedona with a residential workforce in Cottonwood. Service expansion in FFY 2009 increased from two daily trips to four daily trips. Further service expansion for FY 2010 includes eight daily trips. This service provides critical access to regional employment opportunities.

**Evaluation**:Performance measures are primarily ridership-based.

**Accomplishments**: ARRA funds provided vehicles for this service. A great deal of coordination between the cities of Sedona and Cottonwood took place, to make this commuter route a success.

**Lessons learned**:Funding is the primary problem. As economy slows, the demand for public transit in rural areas becomes greater. Even with federal dollars, the local rural cities and towns have a challenge in prioritizing the local match requirement.

#### Regional Transportation Authority of Pima County (458)

##### Ajo/Tucson Regional Connector (1574)

**Location**: Pima County (AZ)

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

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

S**ervice description**:One way trip distance between Ajo and Tucson is 130 miles. This route is designed to provide people with a way to get to shopping, medical, governmental, and other activities and services not available in the community of Ajo. The route traverses the entire length of the Tohono O’odham Indian Reservation and provides residents of the Nation access to Tucson, Ajo, Sells, and all points in between. The route operates daily Monday through Friday, departing from Ajo at 6:15 AM and arriving in Laos Transit Center in Tucson at 9:05 AM. Once at the transit center, passengers can use the City of Tucson’s Sun Tran bus system, or Ajo Transportation Company offers continuation service to various destinations in the metropolitan area for an additional fee. The return trip departs the Laos Transit Center at 3:20 PM and arrives back in Ajo at about 6:15 PM. The Ajo to Tucson fare is $7.50, with lesser fares for connecting trips between the outlying communities such as Why, Sells, and Robles Junction. Ajo Transportation Company presently operates this route using two 30-passenger busses provided by the RTA.

**Evaluation**:This project is evaluated and tracked using indicators such as passengers per service hour and ridership numbers. This service has continued to improve under both of those parameters and to date has been meeting all passenger and productivity goals set by our organization.

**Accomplishments**: Our greatest accomplishment to date is keeping the service going in tough economic times and our communication with the Native American community that is served by this route. This year we opened up new lines of communication with them and are hoping to collaborate in the future regarding route expansion.

**Lessons learned**:Starting a service that travels a long distance in a very rural area like ours creates a unique set of challenges. The best advice I can offer is to build a schedule with sufficient recovery time and to also check the technology that you plan to use prior to implementation. We have found that very rural areas can present unanticipated communication challenges.

#### Saguaro Foundation (478)

##### Demand Response Transportation (1496)

**Location**: Yuma County (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Saguaro Foundation has been providing a variety of local services to  
Yuma older adults and persons with disabilities since 1980. Transportation has been a central and necessary service which allows access to community resources by older adults and persons with disabilities as well as the general population. The implementation of job access transportation has enhanced and helped to facilitate the mission of Saguaro Foundation and is a valuable asset to the community by assisting unemployed and underemployed individuals with  
critical and needed assistance to and from work. The service area covers all of Yuma County.

**Evaluation**:Evaluation of service from within, first shows an ever increasing number of trips performed. Also the cost effectiveness has improved for miles traveled for number of trips provided. Ongoing training programs are in place to assure quality of service is maintained with increased numbers. Periodic customer surveys reflect the satisfaction of quality service and also the need for continued service.

**Accomplishments**: Maintaining a relatively small fleet and still increasing the service area and the number of individuals served.

**Lessons learned**:Get accurate trip information at the beginning from the customer. Accurate information saves time on the road. Schedule trips that are in the same area and time frame to the same vehicle. Make sure customers know that If the develop a history of no shows they  
will no longer be eligible for transportation.

#### San Carlos Apache Tribe TANF (464)

##### Discovery Park / G.E.D. Educational Route (1595)

**Location**: Graham County/Bylas&Thatcher cities of (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:TANF Apache Transit transportation services for the San Carlos Apache Tribal members that are seeking educational High School/G.E.D. completions to better assist them in their future endeavors of becoming self-sufficient in the work related activities of America. Without these services it would be very detrimental to the San Carlos Apache people that have barriers permitting them to fulfilling their goals. This G.E.D. transport services is valuable under the JARC funding.

**Evaluation**:TANF Apache Transit Services / Discovery G.E.D. is one of our major projects concerns for it is very important to the San Carlos Apache Tribe, the participating customers, and the programs involved (TANF Apache Transit/E.A.C.-Discovery G.E.D. Program) that this is a major connection to the outcome of families involved. TANF Apache Transit are/will continue monitoring with periodic updated verbal questions to the participating customer of the services received and how its helping them. The overall response was that they are extremely thankful for the services available that was not available in the past.

**Accomplishments**: This transportation services have been commended by the San Carlos Apache Tribe/ADOT Representative/The Discovery Staff/and the participating customers of these transportation services which is a success - Our greatest achievements is that if only one receives their G.E.D. Corticated it was worth it. Just an overview - During this time frame 10/1/2010 - 09/30/2010 = eight individual participants/customers have achieved their goals (its just a start) received their G.E.D. Certificates. REJOICE!

**Lessons learned**:That to start out small and get all the information available with the local entities/programs/clubs/agencies/etc., so that collaborating will be your starting strength that will eventually grow for the betterment of all involved in assisting to be successful in whatever endeavors you have. Keep it simple and legal.

##### Eastern Arizona College/Education Services Transit (1592)

**Location**: Graham County Region (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Eastern Arizona College Educational Route-TANF APACHE TRANSIT VANS #001 Provides transportation five days a week (7-10 AM) and (2-9 PM) to the communities members of the San Carlos Apache Tribe to further assist in obtaining their educational/training pursuant to become self-sufficient in the workforce of America.

**Evaluation**:TANF APACHE TRANSIT has developed a spreadsheet that is similar to the G.S.A. (Government Services Association) of tracking monthly transportation services (ridership, mileage, trips, driving services hours, referrals, etc.) that assists us on keeping records for further references in evaluating the services performance.

**Accomplishments**: TANF APACHE TRANSIT transportation program has provided transportation services throughout the San Carlos Apache Reservation and the neighboring communities surrounding the Reservation. It has been both exciting and challenging to serve our customers. During the performance period 10/1/08-09/30/09 we served 1,100 customers which exceeded our projected goal of 595 customers. We shall continue our efforts to enhance the quality of transportation services in our area with the possibilities and opportunities provides.

**Lessons learned**:Get all the help from your local representative from the Department of Transportation in your state. Attend all the meetings in your local county, city, neighborhood to coordinate services and the needs of the area. Establish a Transportation Committee in your area and also your business service Manual/ including the drivers manual. Create a spreadsheet/report of transportation services rendered for reference considerations and evaluating purpose with documentation security.

##### Fixed Route/ San Carlos (1593)

**Location**: City/ San Carlos Apache Indian Reservation (AZ)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The local fixed route will provide services to a greater number of tribal members of the low-income population and also the general public to the work activities, training activities, educational activities necessary to continue their endeavors to completion.

**Evaluation**:TANF APACHE TRANSIT has been on a learning experience with these local routes to grow in the area of planning/establishing schedules that would be suitable for the community at the present times of the year and documented for further reference so that the Transit program will be prepared and have the best schedule available at that time of year.

**Accomplishments**: The highest accomplishment is that there is now a transportation service available to the public and that these services are beginning to be utilized by the community with progress being verified by the transits daily log forms that are reported/documented and filed for further reference. This is an indication of the public realizing it has opportunities that the TANF Apache Transit can assist in providing the daily transit services needed.

**Lessons learned**:That these transportation services are a very important factor in the lives of the families associated in this program. Safety first is to be the primary factor in the establishment of a transportation Business. Also get as much collaborating assistance with the surrounding area agencies, clubs, schools, programs, businesses, etc., to build a strong/growing appreciated Transit business in your community.

#### Santa Cruz Training Programs, Inc. (461)

##### SCTP Transportation - Group Supported Employment (1331)

**Location**: Santa Cruz County (AZ)

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

**Goal**: Improved access/connections

S**ervice description**:SCTP has been providing transportation to its consumers for over 40 years. SCTP has previously been awarded funds for vehicles for employment related services. SCTP provides employment training and transportation to individuals with disabilities from their home to the sheltered work center to community locations for employment opportunities and to contracted sites and back to the consumers home.

**Evaluation**:Consumers and contracted services are requested twice a year to fill out a "Satisfaction Survey". From these surveys, we are aware about the quality of our service and they also sometimes make suggestions for improvements.

**Accomplishments**: We are proud of our consumers due to their improvement in their work skills, the way they interact with the community, making responsible choices, and how they have improved and developed their self respect and that they are able to work and earn money that helps their families.

**Lessons learned**:If you are working with persons with disabilities, you must be committed to treat them as normal as possible guiding and teaching but not enabling. Trainings for staff must be taken seriously upon hireling employees to avoid unnecessary pitfalls.

#### Southeastern Arizona Community Action Programs (SEACAP) (481)

##### JARC (1628)

**Location**: Graham and Greenlee counties (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:Service is provided by SEACAP from several locations in Graham and Greenlee counties. Vehicles are based in Safford, Clifton, and Duncan. SEACAP operates in Graham County, Monday-Friday from 8 AM to 5 PM and in Greenlee County, Monday through Friday, from 9 AM to 2 PM. Services are provided to take welfare recipients and other low-income persons to jobs, employment, trainee development, and college classes.

**Evaluation**:A spreadsheet tracks ridership, mileage, and hours, and our drivers send out survey sheets on the service provided and the drivers performances. A follow-up is done by the Transportation Supervisor to see how we can improve our services.

**Accomplishments**: Completed grant writing workshops, became a (PASS) certified Train-The-Trainer program. As a Transportation Supervisor, I have used my accomplishments to provide in house training, and provided training to five other agencies.

**Lessons learned**:Starting out as driver and now a Supervisor get all the training you can. Take notes on everything and start a volunteer program in your agency.

#### Territorial Transit (459)

##### Mobility Management Planning Project (1364)

**Location**: Central Yavapai MPO region (AZ)

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

**Goal**: Improved access/connections

S**ervice description**:The JARC and New Freedom funded service is a mobility management planning project designed to conduct short term planning and management activities during fiscal years 08/09 and 09/10 with a goal of improving coordination among public transportation and other private and nonprofit transportation providers in the Central Yavapai Region. The planning project is also funded with 5310 dollars in addition to JARC and New Freedom funds. The project furthers a major goal of the Regional Public Transit/-Human Service Transportation Coordination Plan, and also builds on two recently completed transit studies commissioned by the Central Yavapai MPO. The intent is to integrate mobility management activities with the regional public transit system being planned by the MPO, and which is anticipated to be operational sometime after fall 2010.

The MPO first established a Mobility Management Project Team in late 2007. The initial five person Team was invited to attend the April 2008 Project ACTION Mobility Planning Services Institute where the Team crafted an initial Mobility Management Plan for the CYMPO region. Subsequent to the institute, the Team applied for funding from 5310/5316/5317 to continue to broaden and refine the details of a mobility management program for the region. This next phase of the Mobility Management project started in April 2009. Main deliverables for the 5310/15/17 funded project are: 1) Preparation of a detailed mobility management plan for the region; 2) Compilation of a comprehensive list of all area transportation providers; 3) Assisting CYMPO in drafting/updating the Regional Coordination Plan; 4) Establish a regional transportation information database; and 5) Preparation of a Job Access Mobility Management Plan.

**Evaluation**:Territorial Transit provides a detailed quarterly narrative report to Arizona Department of Transportation covering all progress on all goals and objectives of the mobility management planning project. Along with the report, we submit copies of any completed deliverables, for example a comprehensive list of all identified area transportation providers. The Mobility Management Project team has been expanded to 12 members and acts as a "steering committee" for the project. The team meets monthly. Each team meeting includes a short educational presentation, updates on current activities, and scheduled participatory action items related to the project work plan.

**Accomplishments**: We have identified over 300 agencies in the region that deliver some type of transportation services to some population for some trip purposes. These agencies are all potential mobility management partners. From this "universe" we have identified a subset of approximately 40 agencies who provide transportation for a wider range of the public (passengers beyond their own enrolled clients). We published this list as a provider's directory with information on services provided, geographic coverage, accommodations available, and fares or fees changed. The directory, Central Yavapai Transportation Providers, has proven to be very popular and has been updated three times since the beginning of the project.  
 A second major accomplishment was the hosting of a transportation planning summit in November 2009. Fifty four (54) people attended the six hour session. Included among attendees were members of the Central Yavapai Mobility Management team, many local transportation providers, transportation customers, transit advocates, social service agency representatives, CYMPO staff, a couple of business people, several municipal staff members, and at least four local city or town council members. The day included training segments on benefits of public transportation and mobility services, information on existing area transportation services, plans for a regional transit system and building a family of transportation services. There were also several breakout sessions in which participants worked on mobility solutions and suggested creative ways to expand transportation options in the central Yavapai region.

**Lessons learned**:It is important to constantly engage and re-engage all stakeholders.  
Need to identify and emphasize the WIIFM (What's In It For Me?) as you recruit partners to mobility management.  
 I wish we had known that the deteriorating economy would force delays in the establishment of a regional transit system. When we began the mobility management project in late 2007, we anticipated that a regional transit system would be on the road by fall of 2009. We intended for the mobility management program to be implemented concurrently with the implementation of the regional transit system (specifically the fixed route portion). Instead we have no start date in sight for regional transit, but have been underway with mobility management planning for two years. It feels a little like the cart before the horse, and plans, strategies and timeframes have had to be adjusted accordingly.

#### The Guidance Center (482)

##### "Meet me where I am" Program (1511)

**Location**: Coconino County (AZ)

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

**Goal**: Improved system capacity

S**ervice description**:The "Meet me where I am" program is designed to provide services to children and families in their own home and community. Its purpose is to get children out of congregate care, prevent out of home placements, work to keep placements from disrupting children, and to assist children at risk. This requires a mobile solution, as dedicated case managers must be capable of responding to the immediate needs of at risk children and families anywhere in the community, when needed. Vehicles were received at the end of July 2009.

**Evaluation**:Quarterly reviews of billed services reflecting an emphasis on rehabilitative and supportive services delivered outside of the office. The Arizona Department of Behavioral Health Services has incentivized community based services beginning in 2007 by increasing reimbursement rates for rehabilitative and support services, such as living skills training and family support services delivered in the home, and decreasing reimbursement rates for individual and group counseling services delivered in an office setting.

**Accomplishments**: We only had the vehicles for two months before the reporting period (federal fiscal year) ended. We had already begun to see a slight increase in the number of out of office hours spent each month. This was with 1.5 less FTEs in our dedicated case management division.

**Lessons learned**:We have not always felt comfortable asking for the money we need to provide the services that are so desperately required. One thing that we learned was the great potential reward that can be reaped when you ask for what you need. We have been able to increase our opportunities to provide services to a wider geographic area. We were also forced to learn to develop additional processes and procedures to fulfill statewide mandates and improve the needs of the high risk/high needs children we serve.

## California

### California Department of Transportation (1622)

#### 211 California (Information and Referral of LA) (217)

##### 211/Mobility Management (1164)

**Location**: Shasta County (Pilot Location) (CA)

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

**Goal**: Improved customer knowledge

S**ervice description**:This is the first pilot project led by 211 California to coordinate 211/mobility management services in small urban and rural areas. In the pilot project area of Shasta County, this project will coordinate demand responsive trips consistent with the needs identified in the Coordinated Plan through a collaboration of transit, social service and emergency partners. The initial task was to coordinate with existing service providers in the area as the Consolidated Transportation Services Agency (CTSA), Shasta Senior Nutrition, and Shasta County Opportunity Center. 211 California worked in support of Shasta County’s 211 efforts for the area. Application and stakeholder buy-in (signed support letters from county partners to establish the 211 service). Once the service is established using technology linkages with the key providers, 211 California would expand the level of service to target groups (elderly, low-income and employment) based on expanded information and referral calls and services, which will ultimately be coordinated by of a Mobility Manager for the pilot project area.  
**Evaluation**:As a first endeavor in California, this pilot project will provide tools  
and strategies for implementing 211/mobility management services in rural  
and small urban areas. Starting with a baseline, the project evaluation  
and benchmarks consist of the following elements which will be monitored  
over time to measure effectiveness:  
- Number of outreach and education in rural counties for coordination of 211/mobility management services  
- Number of transportation-related referrals in rural/small urban areas via 211 services  
- Number of successful rural/small urban 211 locations  
- Percentage of coordinated trips in the rural/small urban areas

**Accomplishments**: Engaged social service agencies and transportation partners through this  
project. Assisted Shasta County with obtaining the approval from the Public Utilities Commission to be established as a "211" Call Center. Initiated the coordination of trips between providers for older adults, persons with disabilities, and low-income riders to senior centers and workforce centers.

**Lessons learned**:Mobility Management projects require a lot of upfront investment in time  
and resources to bring all parties together and collaborate with each other. While there have been some successes in large urbanized areas in California, there is a lot more involved in incorporating 211 service into mobility management in small rural areas primarily due to the lack of sufficient resources and staffing. We recommend more extensive collaboration and partnership building before starting similar projects and also to seek out other project partners from surrounding counties for future expansion in a rural environment that will ultimately maximize resources, which are limited.

#### City of Escalon (242)

##### eTrans (1519)

**Location**: San Joaquin, Stanislaus, Central Valley, Escalon (CA)

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

**Goal**: Improved access/connections

S**ervice description**:eTrans Route 1 is a deviated fixed route between Escalon and Modesto via McHenry Avenue. This service operates three round trips, every 180 minutes, Monday - Friday only.

**Evaluation**:The San Joaquin Council of Governments (SJCOG) evaluates all existing and proposed services. City of Escalon staff this fiscal year evaluated the service and is compared to the performance of similar routes or dial-a-ride services in San Joaquin County. All Escalon transit services are rated on an index that uses cost per passenger, or the amount of funding required providing the service that is greater than fares received from passengers divided by the total number of passengers carried.  
 SJCOG includes the Route 1 as part of Escalon Dial-A-Ride service in its review. The standard for Escalon was $9.31 per hour in FY 2008-2009 and FY 2007-2008. It was $8.47 in FY 2006-2007.

**Accomplishments**: Ridership increased 25% over past fiscal year. Route was rebranded and a new logo was developed for transit system.

**Lessons learned**:None

##### eTrans (1517)

**Location**: San Joaquin, Stanislaus, Central Valley, Escalon (CA)

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

**Goal**: Improved system capacity

S**ervice description**:eTrans Route 1 is a deviated fixed route between Escalon and Modesto via McHenry Avenue. This service operates three round trips, every 180 minutes, Monday - Friday only.

**Evaluation**:The San Joaquin Council of Governments (SJCOG) evaluates all existing and proposed services. City of Escalon staff this fiscal year evaluated the service and is compared to the performance of similar routes or dial-a-ride services in San Joaquin County. All Escalon transit services are rated on an index that uses cost per passenger, or the amount of funding required providing the service that is greater than fares received from passengers divided by the total number of passengers carried.  
 SJCOG includes the Route 1 as part of Escalon Dial-A-Ride service in its review. The standard for Escalon was $9.31 per hour in FY 2008-2009 and FY 2007-2008. It was $8.47 in FY 2006-2007.

**Accomplishments**: Ridership increased 25% over past fiscal year. Route was rebranded and a new logo was developed for transit system.

#### Lessons learned: None

#### City of Madera (214)

##### JET Express (151)

**Location**: City of Madera (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The Jobs, Education, and Training (JET) Express service provides service to key locations to facilitate commutes to work and job skills training for a target ridership of low-income and disadvantaged passengers and persons with disabilities based on collaboration with social service agencies, educational institutions, and employers. Two dedicated fixed route buses connect residents with key educational sites, social service agencies, and training and employment sites.

**Evaluation**:Productivity of the JET service is based primarily on several key indicators, including passengers per mile, cost per passenger, and fare box return.

**Accomplishments**: The City's greatest accomplishments with the JET service has been the increased coordination and collaboration among key educational institutions, social service agencies and employers throughout the Madera region and the ability to address many transit needs that have been voiced for many years.

**Lessons learned**:Be sure to understand both the short and long term financial impacts of the proposed project and the ability to sustain services.

#### City of Rio Vista (173)

##### Rio Vista Delta Breeze (1183)

**Location**: Solano, Fairfield/Suisun City/Antioch, Bay Area (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The funding for this project will continue to sustain Rio Vista Delta Breeze intercity routes 50 – SR 12 Express to Fairfield and Suisun City, 52 – SR 160 Express to Antioch and Pittsburg/Bay Point BART Station and 53 – SR 12 Express East/Lodi to Lodi. These routes continue to provide a lifeline for Rio Vista residents trying to access employment, shopping, and quality of life issues outside of the City.

**Evaluation**:The City evaluates performance based on passengers per hour and passengers per trip. The benchmark set was at least two passengers per hour or four passengers per trip. This data was tracked monthly.

**Accomplishments**: Increasing ridership on this route from 2,019 passengers in FFY 2008 to 5,278 in FFY 2009 with more passengers discovering transit service from Rio Vista to outlying areas.

**Lessons learned**:None at the present time.

##### Rio Vista Delta Breeze (1185)

**Location**: Solano, Contra Costa, Sacramento, Rio Vista, Fairfield, Suisun City, Antioch, Isleton, Bay Area (CA)

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

**Goal**: Expanded geographic coverage

**Evaluation**:The City evaluates performance based on passengers per hour and passengers per trip. The benchmark set was at least two passengers per hour or four passengers per trip. This data was tracked monthly.

**Accomplishments**: Increasing ridership on this route from 2,019 passengers in FFY 2008 to 5,278 in FFY 2009 with more passengers discovering transit service from Rio Vista to outlying areas.

**Lessons learned**:None at the present time.

#### City of Santa Maria-Santa Maria Area Transit SMAT (195)

##### Job Access and Reverse Commute/Night Service (165)

**Location**: Santa Maria (CA)

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

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

S**ervice description**:Santa Maria Area Transit provides night service through routes 61, 62 and 7N. Route 7N provides service from the Cross Roads Shopping Center (Wal-Mart, Best Buy, and Home Depot are the big box stores located in the area as well as restaurants, shoe stores, clothing stores, a bank, a salon, Kinko’s and furniture department store) to the Town Center Mall, also serving Allan Hancock College, McCoy and Broadway, and Bradley. Route 7N provides service starting from 6:15 PM and ends 10:10 PM, Monday through Friday.

Routes 61 and 62 provide service from the Transit Center located at the Town Center Mall to residential areas. The routes cover the northern area of Santa Maria (Hidden Pine Way) as well as the most southern part of Orcutt (Santa Barbara County - Rice Ranch Road).  
 Saturday service fits the need for the JARC program because it provides bus service to individuals who work weekends and have no other mode of transportation. The service extends to the Tanglewood area as well as the unincorporated area of Orcutt. The service starts at 8 AM and ends at 6 PM. The average revenue vehicle miles for Saturday service are 5,063.2 per month. The routes for Saturday service are Route1A, Route1B, Route 2, Route 20, Route 24, Route 3, Route 40, Route 45, Route 7, and Route 8. Saturday schedule is posted on the SMAT schedule as well as on-line (City web site).   
 The routes that service Saturday service stop at the following major shopping centers: Crossroads center/Wal-Mart shopping center, Town Center Mall, Oak Knolls shopping center, K-Mart shopping center, Albertson shopping Center, Stowell shopping center, Western Village shopping center, Pine Trees Plaza, Target shopping center, Food Max Shopping center (North and South). The Saturday service also provides service to the airport, Marian Medical Center, and Allan Hancock College.   
**Evaluation**:The City of Santa Maria purchased odyssey fareboxes in September 2008. The fareboxes our able to collect data and print out reports. One of the reports used to measure performance for the JARC grant was the Transaction Detail Report. This report gives us detailed description of transactions occurring throughout the day or night. The report gives detailed information on who (Adult, Student or Senior/Disabled) and timepoints of customers boarding.  
**Accomplishments**: Since the installation of GFI our ridership for our night service has decreased, but our revenue has increased. The change between the ridership numbers is largely due to a change of how we collect and receive data. Our revenue is exceptionally higher which would suggest that ridership was over counted by our previous contractor that was manually calculating and collecting revenue and ridership information.

**Lessons learned**:It is important to invest in equipment that can provide accurate ridership and revenue collection. The reports that can be generated are not only accurate but easier and quicker to produce with daily, weekly, monthly, quarterly and yearly information. With the information collected, determinations can be made as to where changes if any need to occur for a particular route. It is important to note that due to the investment that Santa Maria Area Transit made with the validating GFI Odyssey Fareboxes, revenue is accurately captured as well as the individual riders that use fare media and cash to pay for a trip. Overall the investment made will pay for itself in the end.

#### City of Simi Valley (218)

##### Simi Valley Transit-Route C (1431)

**Location**: Simi Valley (CA)

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

**Goal**: Improved access/connections

S**ervice description**:City of Simi Valley/Simi Valley Transit - Route C: Fixed route bus service between the City of Simi Valley and the western San Fernando Valley community of Chatsworth. Route C provides roughly 68,300 passengers comprised of mainly employees and domestic workers, with Monday through Saturday connecting bus service between the City of Simi Valley and the Los Angeles County Metropolitan Transit Authority (LA Metro) bus services in the western San Fernando Valley community of Chatsworth.

**Evaluation**:Simi Valley Transit received the fully executed Standard Agreement on October 30th, 2009, with the term of Agreement listed as September 14, 2009 through September 14, 2011. During the time period September 14, 2009 through September 30, 2009, Simi Valley Transit developed a Commuter Service/Customer Survey to identify the transportation needs of the targeted group. The completed survey will be used annually to ensure that the transportation needs of the targeted group are being met.

**Accomplishments**: The availability of JARC funds enabled Simi Valley Transit to continue providing uninterrupted and much needed public transportation to the targeted individuals between the communities of Simi Valley and Chatsworth.

**Lessons learned**:None

#### City of Vallejo (174)

##### Fixed Route 5 - Vallejo Campus Solano College (1577)

**Location**: Vallejo (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Fixed Route #5 additional services to the new Solano College Satellite Campus as well as the adjacent businesses districts via the downtown area located at Vallejo, California implemented on August 2008.

**Evaluation**:GFI/Farebox equipment was utilized to capture ridership numbers. In addition, monthly management reports were prepared by the operating contractor and monitored by Agency's staff. This report includes statistics, such as ridership numbers, fare revenues, revenue hours, and revenue miles. A comparative analysis was conducted on a monthly basis to track increase in service on Route 5 between this year and the prior year (beginning August 2008) which determined the impact of the new service.

**Accomplishments**: Fixed Route #5 provides transportation services at the new college campus, reduces the crisis need for additional parking spaces at the college, increase in ridership, provide additional service to major employers in the City, and improve employee/employer utilization of the bus services.

**Lessons learned**:Celebrate and advertise the service to help improve the image of the agency and the partnership.

##### Mobility Management (1578)

**Location**: Vallejo (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The Mobility Manager has taken a strategic approach to service coordination throughout the County. We recognize the need for a paradigm shift in terms of service delivery to meet the transportation needs of the community we serve. The focus during this reporting period concentrated on bringing together the transit operators of Solano County, non-profit service providers, social services, local hospitals, school districts, senior program providers, and taxi companies. Through collaborative efforts the group identified service gaps, opportunities to unify policies, streamline marketing materials, developed a countywide transit guide, explored ADA transportation alternatives, potential synergies, cost efficiencies, conducted public outreach, design and implement programs and service to meet the needs of our aging and disabled population.

As a result of extensive outreach and research, a one-year pilot program was developed to provide a flexible alternative to traditional paratransit. The Intercity ADA Taxi Scrip Program reduces paratransit cost and takes a phased approach to service delivery. Phase one provides service to all ADA paratransit eligible, ambulatory residents in Solano County. There are thirteen participating taxicab companies countywide. Phase II seeks to identify funding to purchase accessible taxi vehicles to include service to non-ambulatory individuals. Phase III provides local & intercity taxi service. A Transit Ambassador Program was developed and will be implemented during the next reporting period.

**Evaluation**:The group obtained resources available from Project Action and United we Ride specific to senior and disabled service delivery. Existing ADA taxi services were evaluated and comparisons made regarding service quality and operating costs between traditional forms of complementary ADA paratransit and ADA taxi service. Staff interviewed existing transit operators, ADA taxi service providers, and taxi companies. An assessment was made to determine capital available countywide.   
 A comprehensive analysis will be completed during the pilot period that includes, passenger trips, mobility aids, ridership, taxi provider delivery of service, taxi response time to calls, revenue hours, revenue miles, and program cost.

**Accomplishments**: Forming collaborative public/private partnerships. Transit operators consolidated approach to unified service delivery in terms of public information and agency policies. Successful implementation of the Intercity ADA Taxi Scrip Program.

**Lessons learned**:Assign specific responsibilities and deliverables to participants early on. Due to the amount of research involved, it is prudent to establish/designate one person responsible for keeping minutes and tracking of deliverables as not to duplicate efforts.

#### City of Visalia (215)

##### The Greenline (1589)

**Location**: Visalia, Tulare County (CA)

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

**Goal**: Improved customer knowledge

S**ervice description**:Visalia Transit operates critical public transit services throughout the Visalia region. This public service offers residents with greater access to jobs, medical, social services, shopping, and recreational activities. As a Mobility Manager, the Greenline provides increased access to transit information for the general public with specific focus on added time to assist the older adults and persons with disabilities and overall increased mobility for all citizens of the greater Visalia Urbanized Area and throughout Tulare County.

**Evaluation**:The Greenline was implemented in May 2009. The call volume continues to increase each month. The Greenline has a database that collects calls received by agency, type of call, by route, date, time, and whether or not caller's questions were resolved. Each month the Greenline provides participating agencies with monthly reports with this compiled data.

**Accomplishments**: The Greenline is proud to say the call volume increases every month. They offer high level of excellent customer service in a fast and efficient way.

**Lessons learned**:It is important to learn the routes and know the call volume if you're dealing with other agencies in other cities. This will help staff the service more appropriately for the amount of calls.

#### Community Transportation Agency Inc. (233)

##### Alta Regional Commute Service (1336)

**Location**: Sacramento (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:CTA provided service for ADA clients to their place of employment. Clients are picked up and transported to five different work sites in Galt and Sacramento. Clients are dropped at their work sites by 9 AM and picked up by 3 PM. Alta Regional has expressed a desire to expand this service.   
 Clients live within Galt. They are transported to The Galt Adult Program, Pride Industries, Short Center, South Art Center, Galt Herald, McCaffery, and Zacatecas. CTA is working with the Alta Regional Center to provide additional service at this time.

**Evaluation**:Evaluation is based on the continuing effort to allow ADA clients to become more independent. It is also based on the success of the program. Since its inception the request for additional service has been met. CTA tracks its ridership, miles, and hours of service to accomplish these goals.

**Accomplishments**: Success of the service has resulted in more clients able to access jobs and become independent.

**Lessons learned**:Have a good working relationship with the clients and Regional Center. Try to be helpful in their request for service and be open to new innovative ideas.

#### County of Sacramento, Department of Transportation (234)

##### HWY 99 Express (274)

**Location**: Sacramento County (CA)

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

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

S**ervice description**:The JARC funds are for the operation of the expanded Hwy 99 Express service between the City of Lodi in San Joaquin County, Galt, Elk Grove, and the Regional Transit Center at Florin Mall. The Hwy 99 bus service was expanded by two hours in 2002 from 6 AM – 6 PM to 5:20 AM – 7:20 PM for the Monday through Friday work week. The headway was reduced from 1.5 hours to 1 hour. The New Freedom grant is used for the start up of our Saturday service, same route operating between 8:20 AM and 5:25 PM, with two hour headways.

**Evaluation**:

**-** Weekday extended service goals:

Passengers /vehicle service hours - 6

Farebox Recovery - 15%   
**Accomplishments**:

**Lessons learned**:Don't expand service during a recession

#### Eastern Sierra Transit Authority (221)

##### Lone Pine to Bishop Bus Service (1564)

**Location**: Inyo County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:Three daily round trip commuter bus route operated Monday through Friday between Lone Pine and Bishop. This route was designed to take commuters from Bishop to Independence for an 8 AM work start and a 5:15 PM departure from the County seat for return to Bishop and communities north of Independence. Simultaneously, there is a bus leaving Lone Pine to gather south County residents with buses arriving in Bishop at 7:40 AM and 9:40 AM. The bus departing Bishop southbound departs at 6:30 PM in order to accommodate a larger portion of the service industry workers. The midday portion of this route (1:30 PM departure from Bishop) provides additional opportunities for the transit dependent who work various hours and shifts.

**Evaluation**:Eastern Sierra Transit Authority evaluates routes based on one way passenger trips and passenger per hour. The passengers per hour for the Lone Pine to Bishop Route was 3.69 for the 15 days in this reporting period.

**Accomplishments**: Eastern Sierra Transit's greatest accomplishment has been to maintain the previous service level with the assistance of the JARC grant funding.

**Lessons learned**:The setting of fares is critical to maintain ridership on commuter and lifeline routes. When adjusting fares include external and internal factors.

##### Mammoth Express bus Route (1563)

**Location**: Inyo / Mono counties (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The dynamics between these communities has created the need for commuter bus service in both directions. The Mammoth Express Commuter service between Bishop and Mammoth Lakes started in 2000, after the need for the service was identified through the unmet needs process. This route has proven to be successful over the past eight years. The Eastern Sierra Transit Authority does not desire to curtail this route, however increased operating costs and decreased state funding may make this necessary.  
 This route was specifically designed to transport employees from the Bishop area to Mammoth Lakes for an 8 AM work start and a 5:15 PM return trip departure. Many major employers in Mammoth including Mono County, the Town of Mammoth, Vons, Mammoth High School, and Mammoth Hospital have employees that regularly utilize the Mammoth Express route. Many of these employees for these firms are working in comparatively low paying jobs such as clerks, stockers, and facilities maintenance.  
 The time period covered under this reporting period is 15 days.

**Evaluation**:Eastern Sierra Transit Authority evaluates it routes utilizing total passengers and passenger per hour. The passenger per hour for this 15 day period was 1.66. The goal for this service type is four passenger per hour.

**Accomplishments**: The acquisition of JARC funding has allowed Eastern Sierra Transit to continue commuter transit service between Bishop and Mammoth.

**Lessons learned**:Eastern Sierra Transit Authority has found that commuter routes are very price sensitive. All factors including outside factors like fuel prices, seasonal employment, and tourism should be taken into account.

#### Fairfield-Suisun Community Action Council (180)

##### TRACS (1745)

**Location**: Central Solano County, Vallejo, Fairfield, Suisun City, Vacaville, Dixon (CA)

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

**Goal**: Improved access/connections

S**ervice description**:This TRACS element provides transit system vouchers or taxi cab script/vouchers for those who are employed or seeking employment, allowing these individuals to utilize public transit between work and home. The goal of this element is to facilitate job retention, as well as ameliorate unemployment that is linked to lack of transportation capacity.

**Evaluation**:Evaluation benchmarks consist of number of round trips between home and work provided through bus or other public transportation vouchers/taxi script/vouchers; number of clients obtaining employment following use of vouchers to attend job interviews or job training; and number of employed voucher recipients still employed 30, 90 and 120 days from initial receipt of vouchers.

**Accomplishments**: Re-enrollment in Federal Ticket to Work program. Identification of purchase location and process for Fairfield and Suisun Transit. Initial discussions with taxi companies to identify potential participants in script/voucher program.

**Lessons learned**:Transportation vouchers and pre-paid gasoline cards are "hot-ticket" items among the areas homeless and low-income populations. Anticipate a great demand for these items, including "scammers" who would utilize these items for purposes outside the program's eligibility requirements. A certain number of applicants seek to market these items on the street in exchange for controlled substances or liquor. To counter this, distribute these items in small quantities and require proof of proper use before continuing future distribution.

##### TRACS (1758)

**Location**: Central Solano County, Vallejo, Fairfield, Suisun City, Vacaville, Dixon (CA)

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

**Goal**: Improved system capacity

S**ervice description**:Van Pool - This TRACS element takes advantage of the CAC's van and routing between the cities of Dixon and Vallejo. This service will be provided by the CAC in connection with homeless veterans housing program funded through the U.S. Veterans Administration. Spare seats within the van pool operated under the VA grant are made accessible for TRACS clients by advance, telephone reservation. Minor route variations from the VA van pool route (which links between medical providers) are accommodated to facilitate, as practical, door-to-workplace transportation.

**Evaluation**:Evaluation benchmarks for this TRACS element are: number of one way trips provided and mileage; number of two way trips provided and mileage; ratio of advance reservations made and reservations kept; and number of clients served. Benchmark criteria will be measured weekly, monthly, and annually.

**Accomplishments**: In May 2010, the CAC negotiated the future donation by the City of Dixon of a surplus, currently city-owned, wheelchair lift equipped mobility van. This will improve the capability of the CAC's van pool by providing home-to-work supplemental transportation for disabled workers. The CAC is currently scheduling specialized classroom and behind the wheel training for van pool drivers: "Coaching the Van Driver" a 4-hr seminar and "Transporting Passengers with Special Needs" a 6-8 hour seminar.

**Lessons learned**:The biggest difficulty is to locate a volunteer, insurable van driver. Secondarily is the difficulty in accurately forecasting and staffing for the number of telephone contacts made by the public.

##### TRACS (1744)

**Location**: Central Solano County - Cities of Vallejo, Fairfield, Suisun City, Vacaville, Dixon (CA)

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

**Goal**: Improved customer knowledge

S**ervice description**:JARC-funded services provided during FFY 2009 fell into the category of information services. During the third quarter of FFY 2009, Fairfield-Suisun Community Action Council (CAC) staff provided educational and orientation briefings and material to a number of walk-in clients. Typically, these clients were seeking transportation to/from medical appointments and to a lesser degree, jobs or job interviews. Only job-related inquiries and reservations are included in this report. CAC management expended time in administrative functions associated with rolling out the TRACS program.

**Evaluation**:Project evaluation is twofold. Administration is evaluated on the basis of timely compliance with regulatory reporting obligations, plus the ratio of administrative hours to service hours billed. Services are evaluated using empirical benchmarks derived from the JARC's reporting matrix. Benchmarks for services provided consist of number of clients receiving public transportation system orientation material; number of clients served with one-on-one public transit system route planning by CAC staff; number of clients obtaining trip planning; and number of job-related transit trip itineraries distributed by CAC staff.

**Accomplishments**: The CAC temporarily suspended roll-out of the TRACS project when changing 100% of its management and 80% of its staff. This hiatus was necessary in order to allow new management and staff to become educated on the TRACS program, to design educational material, secure transit system routing information, explore van pool equipment and driver options, insurance needs and costs, and to catch up on reporting obligations to CALTrans/JARC. The single greatest accomplishment was to become current on outstanding regulatory reporting obligations.

**Lessons learned**:Advice - Time spent in pre-planning, staff training on program requirements, and creation of program materials is an investment that pays returns through more effective and less costly services. Plan lead time to establish this sound foundation and avoid trying to design the implementation of the program on an ad hoc, figure it out as you go along basis.  
 Wish you had known the following when starting the service - greater sensitivity to content and timing of regulatory reports.

##### TRACS (1751)

**Location**: Central Solano County, Vallejo, Fairfield, SuisunCity, Vacaville, Dixon (CA)

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

**Goal**: Improved customer knowledge

S**ervice description**:This TRACS element provides a web-linked computer terminal at the CAC's main office that is made available, under the supervision of a CAC case manager, to walk-in and scheduled clients seeking to self-plan public transit system usage via the route and schedule information and trip planning tools available on the websites of local transit system operators.

**Evaluation**:Evaluation benchmarks consist of acquisition and set-up of dedicated computer terminal; number of trip routes planned by riders via local transit operators' website tools; and number of walk-in/scheduled clients utilizing dedicated computer terminal.

**Accomplishments**: Located donor of computer terminal. Accepted donation of 4-station computer cubicle.

**Lessons learned**:n/a have not yet deployed dedicated computer terminal

##### TRACS (1750)

**Location**: Central Solano County, Vallejo, Fairfield, Suisun City, Vacaville, Dixon (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The TRACS program includes an element that would fund or co-fund the purchase of vehicles for low-income individuals, when a vehicle is necessary for the individual to obtain or maintain employment. Funding would take the form of a loan of up to $1,000 per vehicle, plus up to an additional $500 grant for mechanical repairs necessary for the vehicle to become smog certified. No loan applications were submitted during FFY 2009.

**Evaluation**:Evaluation benchmarks consist of number of vehicles purchased through loan program; number of purchasers employed at time of loan, 30 days, 90 days and 120 days after loan; number of purchased vehicles on the road 30 days, 90 days and 120 days after loan; number of loans timely repaid; and number of purchasers maintaining timely loan repayment schedule.

**Accomplishments**: Established collaborative with one used automobile lot agreeing to provide discounted pricing to TRACS program participants. Established collaborative with one local automobile repair facility for discounted pre-purchase inspections.

**Lessons learned**:Too soon to offer advice or regrets. No auto loans yet made.

#### Kings County Area Public Transit Agency (213)

##### Kern County Vanpool Subsidy Project (1596)

**Location**: Kern County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The project provides subsidies to new vanpool riders that join or form a new vanpool traveling to or from Kern County for the purposes of work or education. Each rider is eligible for up to 50% of their monthly van pool cost to a maximum of $75 per month. Persons receiving the support will be traveling to or from both rural, small urban, and large urban areas. It is anticipated that up to 150 individuals will take advantage of the program to access a work site. Routes and times of travel are determined by those in each van pool.

**Evaluation**:We are measuring individuals using the vouchers, where they go, and the amount of funds leveraged by the JARC funds. Trip purpose, length, and emission savings resulting from those using the van pools will also be captured.

**Accomplishments**: We have nothing to report to date as the project never got underway until September of 2009.

**Lessons learned**:We have nothing to report to date as the project never got underway until September of 2009.

##### Kings County Vanpool Subsidy Project (1598)

**Location**: Kings (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The project provides subsidies to new vanpool riders that join or form a new vanpool traveling to or from Kern County for the purposes of work or education. Each rider is eligible for up to 50% of their monthly van pool cost to a maximum of $75 per month. Persons receiving the support will be traveling to or from both rural, small urban, and large urban areas. It is anticipated that up to 150 individuals will take advantage of the program to access a work site. Routes and times of travel are determined by those in each van pool.

**Evaluation**:We are measuring individuals using the vouchers, where they go, and the amount of funds leveraged by the JARC funds. Trip purpose, length, and emission savings resulting from those using the van pools will also be captured.

**Accomplishments**: We have nothing to report to date as the project never got underway until September of 2009.

**Lessons learned**:We have nothing to report to date as the project never got underway until September of 2009.

#### Livermore Amador Valley Transportation Authority (181)

##### Mobility Manager - Travel Training Program (309)

**Location**: Livermore (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The project is designed to provide appropriate travel training in an effort to promote the independence of older adults, persons with disabilities, and low-income individuals. The program familiarizes the target population with public transportation and includes one-on-one instruction on how to ride public transit, group demonstrations, bus buddies who ride along with new riders, and field trips. In addition, the project provides travel training lessons/seminars to local organizations and agencies that work with low-fixed income, older adults, and persons with disabilities. Thus, enabling the organizations and agencies the opportunity to train their clients themselves and promote public transportation on fixed route services.

**Evaluation**:LAVTA has established an implementation plan and developed the necessary materials and curriculum to carry out the project, including project tasks, activities, deliverables, project working hours and percentage. LAVTA begin the program by using established models from successful travel training programs that have been administered by other transit properties, including ACTIA’s Travel Training Manual. The training process is conducted by a consultant, which is monitored by LAVTA staff on a regular basis. The consultant oversees all aspects of the program.

**Accomplishments**: The program was originally launched in late 2007 as a pilot program by an Alameda County Transportation Improvement Authority (ACTIA) GAP Grant and continued with funding from Section 5316/Section 5317, which was initiated in January 2009.  
 Since then, LAVTA has created a Travel Training Registration Form, Mobility Management Project Monitoring Sheet, and a Travel Training Ambassadors Certification Program along with Travel Training Marketing Materials.

**Lessons learned**:The success of the program is coordination. The program needs to constantly interact and inform the target population and local social service/community-based agencies of services provided.

##### Route 14 (307)

**Location**: Livermore (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The funded project provides operating service that enables low-income individuals to have access to jobs in downtown Livermore, and provides connectivity to regional transit services. Route 14 is an important component of low-income population’s ultimate success in central Livermore. From the Livermore Transit Center, passengers can transfer/board onto the ACE Train Clara County, or they can transfer to a bus that will take them to any number of job locations within the Tri-Valley, or a bus that will connect them with BART which could connect them to a large number of jobs all over the Bay Area.

**Evaluation**:A portion of this data was generated using GFI fareboxes, which provides features such as improved data registration, security and ease of operations. GFI fareboxes are supported by a data system that provides built-in custom operations and report generation. The system is transaction-based and includes revenue reports, pass usage reports, fleet operations reports, and security/audit reports.   
 In 2007, LAVTA conducted a Market Segmentation Study completed to evaluate and assess the demographics of its fixed route passengers and to determine how best to improve existing transit services offered in the Tri-Valley. LAVTA uses the results of the study to determine target population and other related statistics/information.

**Accomplishments**: Using FY 2009 statistics for Route 14, a total of 51,786 passengers used Route 14. Based on the Market Segmentation Study, 77% of these riders use Route 14 for work related trips; a total of 39,875 trips during FY 2009. In addition, the monthly ridership increased 21% from October 2008 to September 2009 ridership.

**Lessons learned**:This service seeks to continue the convenience and direct transit service to support the transportation needs of an affected low-income community in central Livermore. This route will continue to serve as an economic and employment engine for users and employers in Livermore and the Tri-Valley in general.  
 LAVTA provides service to an affluent suburban community with non-urbanized and low-income areas. However, due to the drastic gap between the suburban, upper class and low-income population, the low-income population is often neglected and over shadowed by the upper class population. Current target population studies along with surveys and outreach are needed in order to identify a more accurate number of the target population, which is larger than many census and population reports may conclude.

#### Mendocino Transit Authority (229)

##### Ukiah Evening Service (1528)

**Location**: Ukiah (CA)

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

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

S**ervice description**:Route #8, Local Evening Service  
 Service began operation on Monday, August 20, 2007, the first day of class for fall quarter at Mendocino College. Two different 20-passenger buses were used on two shifts. Buses run 60-minute headways between Mendocino College in the north to the MTA bus yard at the south end of the Ukiah area.

**Evaluation**:Ridership dropped in the winter, with earlier sunset and cooler evenings. Ridership has steadily increased with each quarter. Ridership in the last quarter (Jul-Sep 09) increased 56% as compared to the winter quarter (Oct 08-Dec 08).

**Accomplishments**: Our existing service was expanded to include evening service to meet the needs of clients attending the local college, and was designed to be flexible enough to adjust to changing clients needs for the times and locations of training, education, and employment. The service provided circulation within the community served, allowing clients access to local employment related activities as well as essential local services.

**Lessons learned**:With the schedule changes at the College, the route needed to be adjusted slightly to make the time available for ADA deviations more equal throughout. Promotion is critical for the start of the service.

#### Monterey-Salinas Transit (MST) (201)

##### Line 48 Salinas-Airport Business Center (1518)

**Location**: Salinas (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Line 48 is a continuation of a FY 2006 JARC-funded route. No changes have been made since the last reporting period.

**Evaluation**:Ridership declined markedly in FY 2009 due to the economic downturn. Since the one-stop career center is the primary destination for riders of this line, when jobs evaporated during the recession, people stopped looking for work. Unemployment hit Salinas particularly hard during this period.  
**Accomplishments**: Line 48 is a continuation of a FY 2006 JARC-funded route. No changes since the last reporting period.

**Lessons learned**:Line 48 is a continuation of a FY 2006 JARC-funded route. No changes since the last reporting period.

##### Line 55 San Jose Express (1515)

**Location**: Monterey County (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This project is a continuation of a pre-existing JARC-funded Line 55 Monterey-San Jose Express. Please see previous report for description. The service has not changed since FY07-08 report.

**Evaluation**:Ridership continues to increase, although the worldwide economic crisis has affected ridership due to the high unemployment rate. Average monthly ridership in FY 2009 was 2,547.

**Accomplishments**: Since last report's accomplishments, the greatest accomplishment is finding funding (non-JARC) to implement a new Monterey to San Jose bus line. There are now five round trips a day between Monterey and San Jose -- three on Line 55 and two additional ones on the new Line 79 Presidio-San Jose Express.

**Lessons learned**:No change. Same as last report.

##### Line 56 Monterey-Memorial Hospital (1516)

**Location**: Monterey County (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Line 56 is a continuation of an ongoing transit line that began as a New Freedom-funded line in FY 2008. It provides reverse commute service during shift change times at Salinas Valley Memorial Hospital to serve primarily employees who live on the Monterey Peninsula, but work 20 miles away in Salinas at the hospital. The Salinas Valley Memorial Healthcare System, which owns the hospital, provides the 50% local match for the service. The service only runs during shift change times at the hospital; it is not an all-day service. There are approximately nine one way trips to coincide with shift change times, ranging from 6:30 AM until 11:30 PM.

**Evaluation**:Ridership increased when fuel prices increased and started dropping when fuel prices decreased and the economy soured. Virtually all of these riders are discretionary riders.  
**Accomplishments**: Securing private-sector funding partner. No MST dollars are used to fund this program.

**Lessons learned**:Find a local funding partner and get a long-term commitment. MST had a year to year commitment from the funding partner. They backed out of the service in January of 2010 and we had to shut down the line due to lack of local match.

#### Outreach & Escort Inc (182)

##### Family Transportation Services Project (693)

**Location**: Santa Clara County (CA)

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

**Goal**: Improved system capacity

S**ervice description**:Project consists of demand response transportation service that targets Welfare-to-Work program participants and low-income wage earners as the primary rider groups. Working closely with the County’s Welfare-to-Work (CalWORKs) program staff, project staff conducts weekly informational sessions with newly enrolled CalWORKs participants at multiple service locations throughout the County to educate eligible individuals regarding available benefits and services and to assist them with enrollment into the program.

Demand response transportation may be scheduled 365 days per year through a reservation department that is open from 8 AM to 5 PM, daily. Guaranteed Ride services are available to program participants by calling the Day of Service Department that operates from 5 AM to 10 PM daily, or through an after-hours phone number that is active when the Day of Service Department is closed. In addition to providing demand response transportation, the program also offers vehicle repair services. Recipients of vehicle repair benefits must provide vehicle ownership, registration, and insurance documentation as well as possess a current driver’s license.

**Evaluation**:Quantitative project performance is monitored on monthly basis by comparing actual performance data with monthly and cumulative objectives such as projected trips per month and number of clients served. This performance data is reviewed by management staff as well as the organization’s Board of Directors to ensure that adequate progress is being made toward achieving performance objectives. Qualitative project performance is evaluated through quarterly satisfaction surveys of a random sample of project riders/beneficiaries. These questionnaires capture participant responses to questions that range from their experience scheduling rides to the timeliness of their pickup, cleanliness of the vehicle and responsiveness of the project’s drivers and staff.

**Accomplishments**: During the term of this report period, OUTREACH received a grant from Caltrans to conduct a planning study for the development of a mobility management center in Santa Clara County. The successfully completed project led to OUTREACH’s establishment of a Mobility Management Center which is contributing to the expansion of transportation services available to low wage workers and job seekers through non-JARC-funded programs. These new services were made possible, in part, because of this JARC grant and the project’s successful long-term relationship with the County’s Welfare-to-Work program staff.

**Lessons learned**:I believe the most important advice for a new program is to identify other providers of transportation within their community and pursue any potential opportunities to coordinate transportation for their service populations in a shared, collaborative manner. With limited available funding, it is important to maximize the transportation assets that exist in a community and this can sometimes be effectively accomplished through ride sharing and the collaborative scheduling and routing of trips.

#### Palo Verde Valley Transit Authority (219)

##### Palo Verde Transit Agency (279)

**Location**: Blythe (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Mobility Management Project (MMP) continued on track according to the JARC grant. Data collection and field query are an ongoing process. MMP also operates a one-stop transportation traveler call center to provide information, coordinate transportation, and provide outreach in the Blythe Community. We worked collaboratively with local agencies to coordinate free regional transportation for veterans from Blythe, held meetings with key partners in the community, and conducted information workshops with civic leaders, Department of Social Services, and the local community college. MMP also established services for the local Youth Recreation Center to provide transportation to and from special events and activities.   
We continue to have unmet transit needs for Palo Verde and Desert Center. The true difficulty of moving people from an extremely rural environment is a tremendous challenge. Gaps in service between service areas are vast and the need is enormous.

**Evaluation**:The Mobility Management Project (MMP) provided clear information and a broad base of transportation options not only locally but also regionally. With these new possibilities, persons with disabilities and seniors have expressed interest in a much larger scope of travel to the Coachella Valley and Phoenix metro areas. Participation has increased as the rider(s) is more informed and confident in navigating their transportation options explained by the MMP.

**Accomplishments**: We have provided outreach at the Senior Center during lunch offering information regarding Mobility Management resources and services. We have also coordinated travel for citizens of Blythe needing to travel to the Palm Springs area and the Phoenix Veterans Hospital. In addition, we coordinated transportation with Greyhound and Sunline Transit in Indio for patients from Blythe needing to receive medical treatment in that area. Staff also arranged a charter for the first annual river float with Hidden Beaches Resort.

**Lessons learned**:The true difficulty of moving people from an extremely rural environment is a tremendous challenge. Gaps in service between service areas are vast and the need is enormous.  
The information for the services is disseminated to a media sources. Unfortunately, the consumers are not fully taking advantages of the services available to them. Network with your community to obtain and provide information to develop your inventory of available resources and services. Identify the transportation needs in your community and develop strategies to meet those needs. Advertise your services on all available media sources. Changes in the economy and demographics require constant searching for new approaches to provide transportation services especially for those customers with special needs.

##### Palo Verde Valley Transit Agency (1446)

**Location**: Blythe (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The Mobility Management Project (MMP) operates a one-stop transportation traveler call center to provide information, coordinate transportation, and provide outreach in the Blythe Community. We worked collaboratively with local agencies to coordinate free regional transportation for veterans from Blythe, held meetings with key partners in the community and conducted information workshops with civic leaders, Department of Social Services, and the local community college. MMP also established services for the local Youth Recreation Center to provide transportation to and from special events and activities. We are developing an inventory of available services and promote the use of those innovative services.  
We continue to have unmet transit needs for Palo Verde and Desert center as well as the communities north of Blythe on the Colorado River. The true difficulty of moving people from an extremely rural environment is a tremendous challenge. Gaps in service between service areas are vast and the need is enormous. We initiated detailed travel training with Department of Social Services staff providing information on alternative transportation options in our area for those users of that department.

**Evaluation**:The Mobility Management Project (MMP) provided clear information and a broad base of transportation options not only locally but also regionally. With these new possibilities, persons with disabilities and seniors have expressed interest in a much larger scope of travel to the Coachella Valley and Phoenix metro areas. Participation has increased as the rider(s) is more informed and confident in navigating their transportation options explained by the MMP. We have successfully developed many key steps for meeting the transportation needs of the community such as:  
- Identifying customers needs  
- Developing strategies to meet the needs  
- Developing an inventory of available services

**Accomplishments**:

- Providing transportation options to the Coachella and Moreno Valley for medical appointments.   
- Working with the recreation department to provide transportation to and from activities that would otherwise not be an option for them.   
- After meeting with several local physicians to determine the necessity, a free van service has been established and made available to transport patients from Blythe to the Coachella and Moreno Valley for medical appointments.  
- Conducting community meetings which allows the bridging of services which would otherwise remain intangible without the communication amongst the attendees such as educating seniors and persons with disabilities on becoming fixed route bus riders.   
- MMP provided detailed travel training with Department of Social Services staff offering information on alternative transportation options in our area for those users of that department.

**Lessons learned**:The true difficulty of moving people from an extremely rural environment is a tremendous challenge. Gaps in service between service areas are vast and the need is enormous.  
The information for the services is disseminated to a media sources. Unfortunately, the consumers are not fully taking advantages of the services available to them. Network with your community to obtain and provide information to develop your inventory of available resources and services. Identify the transportation needs in your community and develop strategies to meet those needs. Advertise your services on all available media sources. Changes in the economy and demographics require constant searching for new approaches to provide transportation services especially for those customers with special needs.

#### Riverside Transit Agency (220)

##### HOPE Bus (1562)

**Location**: Hemet, Riverside County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The HOPE Bus provides specialized transportation services for low-income individuals who are seeking employment, or vocational /educational training and/or who are starting new jobs. The HOPE Bus serves adult riders and their dependent children, with stops at day care facilities on the way to work or home from work. The HOPE Bus also serves youth consumers (ages 16-24) to increase access to the workforce. Many entry level jobs require working evening or weekend hours when public transportation is often unavailable. Youth and low-income adults served also lack personal vehicles, often cannot afford the upkeep of cars, and have difficulties obtaining a driver’s license. Care-A-Van provides on-demand, door-to-door transportation specifically for the target population. This project also helps educate youth about alternatives to transportation and introduce them to the transportation industry.

**Evaluation**:Evaluation of performance includes monthly reports to capture operating data, financial data, and performance measures. These include subsidy per passenger, subsidy per vehicle hour, subsidy per vehicle mile, passengers per vehicle hour, and number of passengers per vehicle mile. Also, data is collected concerning customer commendations and number of customer complaints.

**Accomplishments**: A great accomplishment for Care-A-Van was connecting this project to Workforce Investment Act participants and ARRA participants to assist with job access and to serve consumers within the targeted population.

**Lessons learned**:To Increase communication across the partnership and establish a feedback loop to keep services at an efficient and effective level. This includes setting planning meetings and ongoing advisory meetings to address areas that need improvement.

##### Mobility Manager (1566)

**Location**: Riverside County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:The HOPE Bus route includes the four zip codes that comprise greater Hemet area: 92543, 92544, 92545, and 92546, and includes outlying region with zip codes: 92582, 92583, and 92584. The target group for the HOPE Bus is specifically people residing in the Hemet area and outlying region. Through CFLC’s service to low-income individuals in the Hemet area, the HOPE Bus also serves low-income youth consumers between the ages 16-24. The WIA Youth Title I-A targets over 240 youth and over 500 from WIA Title II Adults targeted, and 300 of welfare recipients.   
 The Mobility Manager provides the necessary leadership to help coordinate transportation. Transportation coordination holds great potential for addressing multiple needs and goals with limited resources. The Mobility Manager provides necessary effective transportation solutions that can lead to better access to jobs, and more efficient provision of transportation services. The Mobility Manager has strengthened the Partnership to include such partners as Mt. San Jacinto College Workforce Development Department, Cal-Works program.

**Evaluation**:Evaluation of performance includes monthly reports to capture operating data, financial data, and performance measures. These include subsidy per passenger, subsidy per vehicle hour, subsidy per vehicle mile, passengers per vehicle hour, and number passengers per vehicle mile. Also data is collected concerning customer commendations and customer complaints.

**Accomplishments**: The Mobility Manager helped to build partnerships between Economic Development Agency Workforce Development for outreach to individuals seeking jobs. More than 300 consumers were notified of the HOPE bus services through this partnership.

**Lessons learned**:Educating consumers about transportation in the community is vital, oftentimes agencies and individuals are not aware of the services that are available. It is important to have a good marketing program to inform the community of transportation services.

#### San Diego Metro Transit (222)

##### Route 905 (1560)

**Location**: San Diego County (CA)

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

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

S**ervice description**:Route 905 operates between the Otay Mesa Border Crossing and the Iris Avenue Trolley station. It is a fixed route service operating with standard coaches. On weekdays, it operates with a base 30-minute frequency and improves to 15-minute frequencies in the AM and PM peak periods. On weekends, it operates with 30-minute service all day. Overall, 85 weekday one way trips and 27 weekend one way trips are operated. Service is provided between the Iris Avenue Trolley Station and the Otay Mesa Border Crossing via SR-905, and the industrial areas in Otay Mesa along Siempre Viva Road, Airway Road, and surrounding streets.

**Evaluation**:MTS evaluates its routes based on various performance measures. The performance measures used most frequently are productivity measures (passengers per revenue hour) and cost efficiency measures (farebox recovery rate and subsidy per passenger). For FY 2009, Route 905 averaged 25.3 passengers per hour; had a farebox recovery rate of 40.6%; and had a $2.03 subsidy per passenger. The fixed route bus system averages are 31.1, 40.6%, and $1.43 respectively. Route 905 ranks in the top half of routes in farebox recovery rate, and is within the top 60% of routes in terms of subsidy per passenger and passengers per hour.

**Accomplishments**: Despite lower gas prices and a down economy, ridership on Route 905 has remained relatively steady, as passengers per hour have only dropped from 25.5 to 25.3. Continuing this route has enabled thousands of passengers continue to access the jobs in the Otay Mesa area. In terms of innovation, MTS holds one of the largest service contracts with a private provider (Veolia) in the United States. This contract is a result of consolidating several smaller operating contracts for MTS, Chula Vista Transit, and National City Transit. As a result of the efficiency of scale, the cost per mile for Route 905 service is extremely competitive at $5.60, including energy.

**Lessons learned**:Route 905 service was started many years ago. As with any route, MTS consistently monitors the route and continues to look for ways to improve service. MTS is consistently monitoring passenger activity -- to determine when and where passengers are using the system -- and on-time performance. If needed, schedules are adjusted three times annually.

#### San Luis Obispo Regional Transit Authority (SLORTA) (206)

##### Santa Maria Reverse Commute fixed route service SA#648654 (1282)

**Location**: San Luis Obispo County (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The project consists of the Reverse Commute part of the Route 10 service from San Luis Obispo to Santa Maria. The Reverse Commute coverage extends from Pismo Beach in the Five Cities, south to Nipomo and Santa Maria. With the JARC grant as seed monies and local support from the City of Santa Maria and the County of Santa Barbara, the RTA successfully implemented the weekday reverse commute runs; the focus of the new service was on southbound AM peak service from the South County Area Transit service area (called Five Cities) and Santa Maria and a northbound PM service from Santa Maria to the Five Cities.   
 This grant reporting cycle is only for 15 days of service during FFY 2009 for SA#648654.

**Evaluation**:SLORTA looks at ridership per hour and hopes to see an increase in ridership per hour from 12 riders per hour (current) to 14 riders per hour after the first two years.  
 This grant reporting cycle is only for 15 days of service during FFY 2009 for SA#648654.

**Accomplishments**: There is not too much to report due to the fact we have only 15 day of service during the FFY 2009 for SA#648654.

**Lessons learned**:Make sure that you get a Standard Agreement prior to starting service. It took about two years to get a letter stating what amount we will be granted and then a couple months later we got another later stating due to budgetary constraint in this program Caltrans has to reduce the amount of funding. This caused us to use reserves to fund this project while we wait for funding.  
 We wished there was a better timeline on the processing of grants from the application to the reimbursement and Caltrans stick to the timeline.

#### Seniors Council of Santa Cruz and San Benito Counties (210)

##### Seniors Council of Santa Cruz and San Benito Counties (1571)

**Location**: Santa Cruz, San Benito, and Monterey counties (CA)

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

**Goal**: Improved system capacity

S**ervice description**:The Seniors Council of Santa Cruz and San Benito Counties is not a transit district, it is a social services agency. JARC funds are used to reimburse very-low-income senior Foster Grandparent & Senior Companion community volunteers to commute to and from their work sites which include schools, Head Start centers, child day care centers, adult day care centers, and assisted living facilities. These community volunteers receive a non-taxable stipend for their services. JARC funds are provided through California Dept. of Transportation (CalTrans). JARC funding started on September 14, 2009. This report covers Sept. 14 - 30, 2009.

**Evaluation**:140 Foster Grandparent and Senior Companions commuted to their volunteer sites from Sept. 14 - 30, 2009. 78 traveled by privately-owned vehicle; 58 rode the bus; and four were transported by paratransit. Travel and attendance at work was validated by September 2009 timesheet vouchers signed by the senior volunteer, the work supervisor, and the Seniors Council Program Director.

**Accomplishments**: Reporting period of two weeks is too brief for any greatest accomplishments to be registered.

**Lessons learned**:Nothing to report

##### Seniors Council of Santa Cruz and San Benito Counties (1572)

**Location**: San Benito County (CA)

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

**Goal**: Improved system capacity

S**ervice description**:The Seniors Council of Santa Cruz and San Benito Counties is not a transit district, it is a social services agency. JARC funds are used to reimburse very-low-income senior Foster Grandparent & Senior Companion community volunteers to commute to and from their work sites which include schools, Head Start centers, child day care centers, adult day care centers, and assisted living facilities. These community volunteers receive a non-taxable stipend for their services. JARC funds are provided through California Dept. of Transportation (CalTrans). JARC funding started on September 14, 2009. This report covers Sept. 14 - 30, 2009.

**Evaluation**:140 Foster Grandparent and Senior Companions commuted to their volunteer sites from Sept. 14 - 30, 2009. 78 traveled by privately-owned vehicle; 58 rode the bus; and four were transported by paratransit. Travel and attendance at work was validated by September 2009 timesheet vouchers signed by the senior volunteer, the work supervisor, and the Seniors Council Program Director.

**Accomplishments**: Reporting period of two weeks is too brief for any greatest accomplishments to be registered.

**Lessons learned**:Nothing to report

#### Shasta County Health and Human Services Agency, Social Services (230)

##### JARC Trip Based Services for JOBS in Shasta County (1672)

**Location**: Shasta County (CA)

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

**Goal**: Improved access/connections

S**ervice description**:This service in Shasta County provided trip tickets to local social services program participants and income-eligible community members to meet program work search activity requirements, look for employment, and to travel to and from new jobs. It also improved collaboration and networking amongst the case managers in the community serving CalWORKs (CW), General Assistance (GA), and Mental Health consumers.

**Evaluation**:We tracked trips to work search activities and new jobs through participant self certification at the time of request or subsequent requests. We measured increased number of active job searches for CW and GA recipients; increased number of new jobs; increased number of jobs retained beyond six months; and the number of active job searches for multi-agency employment program participants.

**Accomplishments**: Served a total of 1,501 county citizens, an increase of 160%.

**Lessons learned**:This grant application was a hurried effort in the County. We would have started sooner.

#### South Tahoe Area Transit Authority (238)

##### OnCall - Night (1621)

**Location**: City of South Lake Tahoe and El Dorado County (CA)

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

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

S**ervice description**:Demand response service for access to jobs during the hours of 7 PM to 7 AM, when fixed route service is unavailable. The service provides access to jobs with casinos and other operations where employees are traveling to work 24 hours a day.

**Evaluation**:This is a new service with significant improvements to job access.

**Accomplishments**:

- Service expansion to 24 hours a day  
- Safe transport of employees who work at night

- Elimination of unmet need related to services at night

**Lessons learned**:Education of prospective riders is paramount to the success of the service.

##### OnCall Door-to-Door (1620)

**Location**: City of South Lake Tahoe and El Dorado County (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Door-to-Door: Demand-response service for elderly individuals and persons with disabilities beyond the ADA requirements.

**Evaluation**:Door-to-Door:   
- Increased ridership - 401 certified riders  
- Outreach - added programs to encourage use of fixed route system by persons with disabilities  
- Fare structure: special fare instituted for older adults and persons with disabilities

**Accomplishments**: Door-to-Door:  
- Wait times improved with dispatch and driver training  
- Coordination with area social service agencies  
- Driver escort passenger to destination

**Lessons learned**:The greatest hurdle faced was the additional outreach required to both make riders aware of the service and to instruct them how to use it. We breached some of the difficulties with the inclusion of service-specific information on the BlueGO website and offering public group presentations.

#### Yuba-Sutter Transit Authority (237)

##### Sacramento Midday Express, Inter-County Employment Shuttle; Weekday Evening General Public Dial-A-Ride service; and a one hour afternoon extension of Saturday fixed route and demand response services to 5:30 PM, which began in July of 2004 (1037)

**Location**: Yuba and Sutter counties, Sacramento (CA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Funding was provided for a package of services, including a one hour extension of the local fixed route service on Saturdays (six routes from 4:30 PM - 5:30 PM; the operation of a weekday evening demand response service (6 PM – 9:30 PM); Sacramento Midday Express, an Inter-County Employment Shuttle.

**Evaluation**:All three of the service components are regularly monitored and evaluated as part of the monthly reporting process. The actual number of miles and hours operated by each service component along with the number of passenger trips provided are documented on a daily basis from driver logs. All service is evaluated against past performance levels to assess performance growth and identify potential issues that may need to be addressed.

**Accomplishments**: Providing access by low-income urban and rural residents to local and regional employment and training opportunities since the region consistently ranks among the highest in unemployment levels; lowest in household incomes; largest in percentage of population on aid; and lowest in employment growth rates in California.

**Lessons learned**:Be sure your agency has the necessary expertise, equipment and personnel to successfully implement the service.

## Nevada

### Nevada Department of Transportation (1625)

#### Carson Area Metropolitan Planning Organization (840)

##### CAMPO (1074)

**Location**: Carson City (NV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Bluego Route 21x (Spooner Express) provides express service between the Stateline Transit Center in South Lake Tahoe and the Downtown Transfer Point in Carson City along U.S. Highway 50.

**Evaluation**:In keeping with federal requirements, the primary goal of this service is improved system capacity, which includes adding resources that result in additional quantities of service.

**Accomplishments**: Regional transit coordination between South Lake Tahoe and Carson City; using local resources dedicated for public transportation to leverage Federal funding for this service; and linking these two communities with a public transportation option for commuters.

**Lessons learned**:Provide some type of midday service for commuters who need it. Currently, there are four morning trips and four afternoon trips; but there is a 6-hour gap in service during the midday, from 9:30 AM to 3:30 PM. If necessary, re-allocate one or two of the existing trips to midday runs.

#### Northern Nevada Transit Coalition (838)

##### NNTC fixed route services (1069)

**Location**: Elko (NV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Reverse commute-from city to city or mines for employment.

**Evaluation**:Through community and Board collaboration

**Accomplishments**: Public and private relationships

**Lessons learned**:Choose your contractors and vendors very carefully

#### South Tahoe Area Transit Authority (839)

##### Bluego (1070)

**Location**: Lake Tahoe Basin and surrounding Douglas and Eldorado counties (NV)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service is a joint effort between CAMPO and Bluego services. The Bluego Route 21x (Spooner Express) provides express service between the Stateline Transit Center in South Lake Tahoe and the Downtown Transfer Point in Carson City along U.S. Highway 50.

**Accomplishments**: Regional transit coordination between South Lake Tahoe and Carson City; using local resources dedicated for public transportation to leverage Federal funding for this service; and linking these two communities with a public transportation option for commuters.

**Lessons learned**:Provide some type of midday service for commuters who need it. Currently, there are four morning trips and four afternoon trips; but there is a 6-hour gap in service during the midday, from 9:30 AM to 3:30 PM. If necessary, re-allocate one or two of the existing trips to midday runs.

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