



Job Access and Reverse Commute (JARC) Program

**FY 2009 Service Profiles**

**Region VII**

**Iowa, Kansas, Missouri, and Nebraska**

**October 2010**

**FTA-08-0162**

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

October 2010

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# INTRODUCTION

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

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

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

## Document structure

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

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

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

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

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

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

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

## 

## Profile content

Each profile includes the following information:

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

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

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

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

# LARGE URBAN PROJECTS

## Iowa

### Des Moines Area Regional Transit Authority (1831)

#### Des Moines Area Regional Transit Authority (340)

##### Night Service (316)

**Location**: Des Moines Area (IA)

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

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

S**ervice description**:In 2000, MTA (now DART) extended its weekday service hours until 10:45 PM with discretionary JARC funding through Iowa DOT. Many of the jobs provided by the retail and service sectors are entry level occupations aimed at low-income and welfare recipients who are just entering or returning to the work force. The availability of public transportation enables these individuals to gain self-sufficiency and in turn better their lives. DART’s night services are on Routes #1 West Des Moines/Fairgrounds, #3 University Highland-Oak Park, #4 Urbandale/E14th, #6 Indianola/Douglas, #7 Ft DSM/Walker and DSM On-Call. These routes serve the communities of Des Moines, West Des Moines, and Windsor Heights. We started using the 5316 funds in spring 2008, after state JARC funds were exhausted. DART used FFY 2008 funds for the FY 2009 service.

**Evaluation**:Public support has kept the service in operation for ten years. The ridership is secondary to the need for the service and the impact it has on the overall system. DART was recently forced to slash some services to balance the budget; the public was quick to support night service and no service cuts were made.

**Accomplishments**: Ridership increases over the years and strong public support for the service.

**Lessons learned**:Success of the service is shown in the overall system, not just the individual route stats.

##### University Corridor Service (318)

**Location**: Des Moines Area (IA)

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

**Goal**: Improved system capacity

S**ervice description**:DART implemented the University Corridor service in August 2002 (prior to 2008 it was funded with discretionary JARC funds through Iowa DOT). As employers in the city moved west, they took entry level job opportunities in growing companies. The solution was to provide better access and reduced travel times in a highly productive and frequent service along University Avenue in the communities of Des Moines, Windsor Heights, and West Des Moines. This high-frequency corridor connects to nine other DART services, eliminating the need to travel downtown and transfer before continuing to the western suburbs. Most importantly, this service crosses through the heart of the Enterprise Community, which serves the highest population of low-income and welfare recipients in the area. Route Name: #3 University/Highland-Oak Park. Service to/from Valley West Mall, Dowling Catholic, Windsor Heights, Drake University, Downtown Des Moines, Vet's Auditorium, Mercy Medical, North High, Highland-Oak Park, Harding and Park Fair Mall. DART used FFY 2008 funds for the FY 2009 service.

**Evaluation**:Ridership increases along the route and connecting routes; public comments.

**Accomplishments**: The tremendous increase in ridership along Route #3 has created support in continuing the concept along a north-south corridor and spurred interest in BRT. Staff is currently conducting a planning and feasibility study.

**Lessons learned**:We were planning for the service for some time; was not a quick implementation.

## Kansas

### City of Wichita (1824)

#### City of Wichita (110)

##### Wichita Transit (79)

**Location**: Wichita (KS)

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

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

S**ervice description**:In FY 2009, we provided a demand response system for low-income individuals going to work and back within the City of Wichita, Kansas. To provide these services 24 hours a day, seven days a week, we use taxi and human service agencies vehicles. We provided 9,223 rides in FY 2009. Our fixed route system only operates 12.5 hours during weekdays and 10.5 hours on Saturdays, with no Sunday service. By using taxis and human service providers, the JARC program allowed us to provide rides 24/7, which in turn allowed workers to work all three shifts.

**Evaluation**:For seven years we were able to keep the cost (that we paid demand response providers) at an average of $12 per ride to any place within the City of Wichita. In 2007, we raised the rate that we provided our largest provider to $15 a ride. Now the average cost of a ride is still $12 a ride because we are sending more rides to the lower cost agencies.  
 We also measure the number of rides per fiscal year for evaluation purposes. In FY 2007 we provided 15,446 rides; in 2008 we provided 12,595; and in 2009 we provided 9,223 rides. The decrease is due to the fact that the matching fund agencies do not have as much money for the match as they did in the past.

**Accomplishments**: For seven years we were able to keep the cost (that we paid demand response providers) at an average of $12 per ride to any place within the City of Wichita. In 2007, we raised the rate that we provided our largest provider to $15 a ride. Now the average cost of a ride is still $12 a ride because we are sending more rides to the lower cost agencies.

**Lessons learned**:Make sure that you maintain good relationships with the service providers in your area. Now that the funds are no longer earmarked, we must go through a competitive bid process and all the service providers in our area are members of the CTD 12, which selects which grants get funded and which grants don't. Last funding cycle we received funds from the CTD 12. Of course, at any time they could award part or all the money to another agency or agencies.

## Missouri

### Bi-State Development Agency D/B/A Metro (1830)

#### Bi-State Development Agency D/B/A Metro (720)

##### Expansion of Fairview Heights - O'Fallon MetroLink Feeder (1170)

**Location**: St. Clair County (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The #12 O’Fallon-Fairview Heights Route is designed to provide service to major employment and shopping destinations within St. Clair County, and to provide connections at key MetroLink stations. This route serves the St. Clair Square Mall, several schools, the Green Mount Crossing shopping area, and Scott Airforce Base. The route offers connections at Fairview Heights Station including MetroLink and the #1 Main St – State St, #13 Caseyville – Marybelle, and #16 St. Clair Square. Other connections include the Shiloh Scott MetroLink Station with bus connections including the #15 Belleville Shiloh Scott and #21 Main & East Base Shuttles.

**Evaluation**:The primary benchmarks used for service evaluation include the overall ridership growth, ridership per hour, on-time performance, and customer satisfaction ratings gleaned from onboard customer survey data.

**Accomplishments**: This route provides service to employment, education, and shopping trips by connecting two MetroLink stations and MetroBus routes with a single route that services major destinations along the way. This has been an effective expansion of service and ridership has increased significantly on this route, and on connecting MetroBus routes.

**Lessons learned**:Metro planning staff worked with large retail establishments along this area to create opportunities for the bus route to pull in to mall or shopping center parking areas. Without this option, transit customers would have to walk much longer distances to reach their destination.

##### West County Service Expansion (1135)

**Location**: St. Louis County (MO)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The #258 Clayton Chesterfield serves the central corridor of west St. Louis County from Clayton Station to Spirit of St. Louis Road in Chesterfield, via I-64, Chesterfield Parkway, and Chesterfield Airport Road. At its origin point at Clayton Station, this route has access to MetroLink and six connecting MetroBus routes including the #1 Gold, #47 Hanley, #58 Clayton Ballas, #66 Clayton Airport, #75 Hanley Clayton, and #97 Delmar. This route also serves the Ballas Transfer Center, with connecting routes #49 Lindbergh, #58 Clayton Ballas, #98 Hanley Chesterfield, and #58X Twin Oaks Express. This route serves several major medical facilities including St. John’s Hospital, Missouri Baptist Hospital, Barnes West County, and several extended care facilities. Other major employment centers served by this route are Chesterfield Valley and Spirit of St. Louis Airport. The route also provides access to eastbound commuters via a park-ride lot at Chesterfield Mall.

**Evaluation**:The primary benchmarks used for service evaluation include the overall ridership growth, ridership per hour, on-time performance, and customer satisfaction ratings gleaned from onboard customer survey data.

**Accomplishments**: This route effectively provided service to a dense corridor of employment, and at one point from March 30, 2009 to August 3, 2009, was the only service on this corridor west of Ballas Transit Center. Ridership on this route has grown steadily, in part due to the effective alignment of feeder routes bringing employees from residential areas north, east, and south of the corridor. These customers connect with the #258 at Clayton or Ballas Transit Centers. The hubs provided by these transit centers are critical nodes for making routes like this successful.

**Lessons learned**:Metro planning staff worked with major employers along this route to coordinate the routing and schedule to coincide with major shift times. The route is also time-coordinated to other routes at the two transit centers. Both of these efforts make this route reliable for customers, even in a low-density service area.

#### Madison County Transit (722)

##### Fixed Route Service Expansion (887)

**Location**: Madison County (IL)

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

**Goal**: Improved access/connections

S**ervice description**:Funding from this JARC grant enabled MCT to expand service on two local bus routes, expanding access to employment centers in two Madison County communities. On the #5 Tri-City Regional, MCT added earlier bus service to the Gateway Commerce Center in Pontoon Beach, a growing distribution complex that employs between 1,200 - 1,700 entry level full and part-time positions. On the #15 Collinsville Shuttle, MCT improved frequency in low-income areas and added service to the new Collinsville Crossing retail development, where 32 businesses employ a total of 1,000 full and part-time employees.

**Evaluation**:MCT reviews ridership on these routes every month to gauge the success of these improvements. Ridership on both routes increased immediately. The #5 reported a 17% increase in October 2008, while the #15 grew by 27% that month. The #15 reported ridership growth every single month in FFY 2009, in some cases growing as much as 43% from January of the previous year in January 2009.

**Accomplishments**: By working with community leaders, MCT was able to identify residential and commercial areas in both Collinsville and Pontoon Beach that would benefit from additional service. The greatest accomplishment was on the #15, a route that was previously declining this route has grown significantly month by month since introducing service to new neighborhoods and growing employment centers.

**Lessons learned**:When developing new routes and making decisions about how and where to utilize resources, its critical to speak with a community's stakeholders. In this case, input from elected officials, city administrators, business owners, and opinion leaders in low-income areas were crucial to the success of the #15 Collinsville Shuttle.

### City Utilities of Springfield (1828)

#### City Utilities of Springfield (267)

##### Continue Expanded Fixed Routes 8, 10, 11, and 15 for JARC Service (190)

**Location**: Springfield (MO)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Each year since 1999, City Utilities has been awarded a JARC grant funded by FTA or through MODOT to continue operating the four bus routes to assist people getting to and from work, job training, school, and childcare facilities by fulfilling major transportation gaps in Springfield. All the bus routes are within the city limits of Springfield covering the northwest, northeast, southeast, and south central areas of Springfield.  
The geographical locations for the four fixed routes are as follows:   
 Line 8 - Norton covers the northwest part of Springfield by going west on Norton Rd. to west Kearney out to the Partnership Industrial Park West and back east on Kearney and Norton to Glenstone. This route operates Monday through Saturday, on a once an hour schedule and connects to five other fixed bus routes.  
 Line 10 - Cedarbrook covers the northeast and east central areas of Springfield by going east on Division to Cedarbrook, south to Cherry, west to Glenstone, and north to Kearney. This route operates Monday through Saturday, twice an hour during peak hours in the morning and hourly from 8 AM to 6 PM and once an hour on Saturday.  
 Line 11 – Ingram Mill covers the southeast to south central areas of Springfield by going south on Ingram Mill, west on Battlefield, north on Golden and Seminole, east on Sunshine to Ingram Mill. The route operates Monday through Saturday, with hourly bus service, and connects with four other fixed bus routes.  
 Line 15 – E. Kearney covers the northeast area of Springfield out to the Partnership Industrial Park East. This route leaves north Glenstone going east on Kearney to the Partnership Industrial Park and other related industries on Kearney and near the I-44 interstate. This route operates Monday through Friday, with half an hour service during peak morning hours and hourly service from 7:30 AM to 5:30 PM and connects with three other fixed bus routes.

**Evaluation**:The estimated number of low-income individuals served on these four routes is 1,372 or 18% of the total low-income families, based on information provided by the Ozarks Transportation Organization and the CDBG census data. Of the total low-income individuals, 674 are TANF recipients. In FY 2009 the Line 8 provided 40,903 passenger trips, 4,039 bus hours, and 67,036 bus miles; Lines 10 provided 32,128 passenger trips, 2,705 bus hours, and 44,314 bus miles; Line 11 provided 37,757 passenger trips, 4,028 bus hours, and 60,909 bus miles; and Line 15 provided 19,747 passenger trips, 2,425 bus hours, and 45,550 bus miles for a grand total of 130,535 passenger trips, 13,202 bus hours, and 217,809 bus miles for the four routes.  
 The success of these four fixed bus routes is measured by several factors: 1) passenger counts, 2) costs to provide the serve either per bus hour, per bus mile, or per passenger, 3) number of low- to moderate-income passengers served, 4) number of businesses and industries served, 5) number of service agencies served, 6) number of daycare centers served, and 7) number of schools and training centers served.

**Accomplishments**: These four fixed routes provide connections to over 8,000 businesses with various entry level positions. Of the 8,000 businesses reached by the total fixed route bus system, 61% of all major entry level employers for Low to Moderate Income Families (57 out of 93 employers for TANF recipients) were served by the CU bus system within a ¼ mile buffer. Besides the business reached, 75% or (61 out of 81) of all healthcare services were served and 73% of all supportive service agencies (317 services out of 436) for Low to Moderate Income Families are served by the CU bus system. In order for parents to work outside the home, the total fixed bus routes reached 54% of all childcare providers (119 childcare providers out of 219). Housing has the greatest percentage of bus service with 96% (27 out of 28) provided within a ¼ mile buffer of all CU bus routes.   
 Information provided by Community Partnership of the Ozarks - The businesses and service agencies that have requested bus route service and who have benefited from the partnerships formed to establish these routes are as follows:  
 Line 8 – Norton: Springfield/Branson National Airport, Partnership Industrial Park West industries, The Library Station, Wal-Mart North SuperCenter, Northrop-Goodman, Doctor’s Hospital, Jordan Valley Medical Center, American Inn, Doling Senior Center, T-Mobile, Baptist Bible College, Central Bible College, various industries and businesses along Glenstone, Norton Road, Kansas Expressway, and Kearney, and the hotels along N. Glenstone, Norton, Kansas Expressway, and W. Kearney.  
 Line 10 – Cedarbrook: Alpha House, Cedarbrook Apartments (low-income apartments), several low-income trailer parks, a Women’s Violence Shelter & Home, businesses and industries along Chestnut Expressway, Division, & Glenstone, Solo Cup, OACAC Offices, Ozarks Food Harvest, Evangel University, Developmental Center of the Ozarks, Springfield Regional Center, State School for the Mentally Retarded, and National Guard Armory.   
 Line 11 – Ingram Mill: Library Center, Low-income Apartments & Housing on Ingram Mill, Hotels on Battlefield, Glenstone, Campbell, and Sunshine, Chase Card Services, St. John’s Hospital, Battlefield Mall, Primrose Marketplace, Wal-Mart South SuperCenter, South Oaks Wal-Mart SuperCenter, Bass Pro, Wonders of Wildlife, Corporate Centre, Plaza Towers, businesses and industries along Battlefield, Glenstone, Campbell, and Sunshine.  
 Line 15 – E. Kearney: Partnership Industrial Park East industries, a low-income trailer park, businesses & industries along east Kearney, Northtown Wal-Mart SuperCenter, Greyhound Bus Depot, Springfield Underground, American Inn, DeGraffenreid Pickle Factory, Bass Pro Sportsman Park, Prime Trucking, Missouri Department of Transportation, The Diesel Exchange and The Courts.

**Lessons learned**:Areas of Springfield that were not being served prior to the implementation of the four bus routes were the northeast, northwest, southeast, south central, east central parts of Springfield. Each of these routes were designed to better serve areas that did not have coverage for the low to moderate income populations, reached vital employment opportunities for entry-level positions, training and schools, and hundreds of daycare centers. Total cost for all four fixed routes is approximately $1,154,251 (Annualized cost per vehicle hour of 13,202 hours x $87.43 per hour), while the amount of funding authorized in FY 2009 Section 5316 Allocation was $159,009 federal dollars. As you can see, the total cost of all four bus routes far exceeds the amount of federal funding that Springfield receives for JARC funding. When we started these routes in 1999 with JARC funding there was more federal funding available to offset the cost of operating these four routes. As the years have passed the funding continues to get less, but City Utilities is committed to continuing to provide this vital fixed route service to those that are benefitting from the bus coverage.

### Kansas City Area Transportation Authority (1827)

#### City of Olathe Taxi Coupon/Voucher Program (950)

##### City of Olathe, KS Work Taxi Coupon/Voucher Program (1472)

**Location**: City of Olathe in Johnson County (KS)

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

**Goal**: Improved system capacity

S**ervice description**:The City of Olathe Work Taxi Coupon/Voucher Program provides transportation for Olathe resident who qualify for low-income employment transportation within the city limits of Olathe, Kansas. The program was established in the fall of 2003. Increases in the usage of the program, based on calendar year, is as follows:  
2006 - 9852 one way trips  
2007 - 14,243 one way trips  
2008 - 19,350 one way trips  
2009 - 23,570 one way trips  
**Evaluation**:A participant customer rating survey was completed in the calendar year of 2009. The results indicated that 92% of the participants raged the taxi service as good or very good.

**Accomplishments**: Previously low-income citizens that were unable to obtain or maintain employment as a result of affordable transportation are now accomplishing their goals of working towards self sufficiency due to the safe, dependable, and affordable transportation provided through the Olathe Work Taxi Coupon/Voucher Program.  
 With funding received from a local foundation, the City of Olathe Taxi staff and the City of Olathe Information Technology staff partnered to develop a Customer Database program. The goal is to have this program operable in June, 2010. This program will enable the staff to manage the transportation service in a more efficient manner.

**Lessons learned**:It would have been advantageous to have the Customer Database system up and running prior to 2010.

#### Johnson County Transit (947)

##### Route R-Downtown-Olathe; Route I-KCK-Olathe- Route K- (1458)

**Location**: Johnson and Wyandotte counties, KO and Jackson County, MO (KS)

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

**Goal**: Improved system capacity

S**ervice description**:During FY 2009, the following three routes provided Job Access Reverse Commute service:  
 Route R - service from downtown Kansas City and Crown Center to downtown Olathe and the Great Mall via I-35. This route has one northbound trip and one southbound trip. Days of operation are Mondays, and Wednesday through Friday from 6:40 AM until 6:06 PM.  
 Route I - Provides service from Kansas City, Kansas and downtown Kansas City, Missouri to Lenexa and Olathe, Kansas. Days of operation are Monday through Friday from 5:35 AM until 6:15 PM.  
 Route K - Provides service throughout Olathe, Mondays, Wednesdays, and Fridays from 8 AM to 3 PM. Route K connects potential employees with a wide variety of retail, factory, and other employment opportunities within Olathe.

**Evaluation**:JCT surveys the community or service partners on a continuous basis to gain information for route development and to address service efficiency. The project is evaluated based on projected and actual ridership and whether it has met the needs of the target community and the general public. As a result, the service is expanded or modified, if necessary, to address the needs of the targeted service as well as the general public.

**Accomplishments**: Provided convenient, reliable, efficient, and safe transportation to our customers that constantly exceeded their expectations.

**Lessons learned**:Thoroughly assess the needs of the target group within the community and ensure that the public is included in the process. Evaluate the service to ensure it will meet the needs of the community and consider all types of service (fixed route, route deviation, etc.) during the evaluation process.

#### Kansas City Area Transportation Authority (837)

##### KCATA Program Administration (1145)

**Location**: Kansas City Metropolitan Region (MO)

**Type**: Capital Investment Projects/Other capital projects

**Goal**: Improved customer knowledge

S**ervice description**:KCATA is responsible for grant administration of JARC and New Freedom formula funded projects.

**Evaluation**:KCATA works with the MPO, MARC, and the Special Transportation - Job Access Partnership Committee to select the JARC and New Freedom projects through a competitive selection process. Meetings are held monthly were monthly updates on the progress of the projects are provided.

**Accomplishments**: KCATA continues to work with MARC and the Special Transportation - Job Access Partnership Committee concerning the administration of the JARC and New Freedom projects and project selection process.

**Lessons learned**:Working with the MPO and other partners in the region is key to program success.

##### KCK JARC Service (1144)

**Location**: Wyandotte County, Kansas City (KS)

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

**Goal**: Improved system capacity

S**ervice description**:FFY 2009 JARC-funded transportation services operated by KCATA for the Unified Government of Wyandotte County consisted of routes #104 Argentine Avenue and #106 Quindaro Avenue. These routes service low-income individuals seeking employment in the metropolitan Kansas City urban core including Wyandotte County, Kansas. Both routes are fixed route service operating Monday through Friday, from approximately 4:30 AM to 11:30 PM and on Saturdays from approximately 6:30 AM to 8 PM.  
 Route #104 Argentine Avenue provides service between 7th & Armstrong Ave. to 40th & Lawrence Ave.   
 Route #106 Quindaro Avenue provides service between downtown Kansas City, Missouri (10th & Main) to the Indian Springs Transit Center at 47th & State Avenue.

**Evaluation**:Coordination of service by the three public transit agencies in the region at key transfer points widens the accessibility of jobs for residents of Wyandotte County and residents throughout the region. Service is evaluated using ridership data and surveys of transit users which are conducted on a regular basis. Residents are encouraged to voice their opinions about the service and transportation needs through the ATA's customer service lines.

**Accomplishments**: KCATA continues to provide accessibility to jobs via public transit for low-income and transit dependent populations.

**Lessons learned**:It is important to work with the communities you serve to assess their transportation needs in order to provide service that is beneficial to those you serve.

##### Northland Service (1067)

**Location**: Clay, Jackson, and Platte counties MO (MO)

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

**Goal**: Improved system capacity

S**ervice description**:Route #129, I-29 Express is a fixed route service which provides reverse commute transportation opportunities to low-income individuals residing in the metropolitan Kansas City urban core seeking employment or who are employed along the I-29 corridor to KCI Airport. Regular route buses serve downtown Kansas City, Prairie View Rd. between 56th and Barry Road, the Boardwalk Square MetroCenter, and KCI Terminal C. Reverse commute trips operating in the northbound direction from 6:17 to 9:30 AM and southbound from 4:26 to 7:01 PM, make passenger stops only at KCI and the Boardwalk Square MetroCenter and 10th and Main Transit Plaza, Monday through Friday.

**Evaluation**:KCATA uses ridership data and passenger surveys to evaluate the service and these tools, along with input from employers along the corridor, are used to make route adjustments as needed and the available funding allows.

**Accomplishments**: The area the route serves continues to experience growth and employment opportunities. KCATA continues to partners with the community to provide service that is of the greatest benefit to the community with the limited resources that are available.

**Lessons learned**:It is important to work with the communities you serve to assess their transportation needs in order to provide service that is beneficial to those you serve.

##### Northland Service - Demand Responsive (1142)

**Location**: Clay, Jackson, and Platte counties (MO)

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

**Goal**: Improved system capacity

S**ervice description**:Route #229, Tiffany Springs MetroFlex is a demand responsive service provided between downtown Kansas City, Missouri (10th & Main Transit Plaza) along the I-29 corridor to the KCI Airport. The majority of the service is provided between Barry Road (south) and Cokingham Drive (north) and within approximately two miles east or west of I-29 with KCI being the most western point.  
 Reverse commute service is provided to low-income individuals residing in the metropolitan Kansas City urban core seeking employment or who are employed along the I-29 corridor to the KCI Airport, the Tiffany Springs employment market, and other retail and employment centers in north Kansas City. The demand responsive service also offers transportation services to those working second and third shifts and weekends in the area.  
 The # 229 demand responsive service is available from 5:40 AM to 6:05 PM, Monday through Friday within the service boundary from KCI to Barry Road. On weeknights from 7 PM to 12 AM, and all day on weekends, the service boundary extends to 10th and Main Transit Plaza in downtown Kansas City, Missouri.

**Evaluation**:KCATA uses ridership data and passenger surveys to evaluate the service along with complaints or suggestions that are received by our call center concerning the route. These tools are used to make route adjustments as needed and funding allows.

**Accomplishments**: The area the route #229 serves continues to experience growth and increased employment opportunities. KCATA partners with the community to provide service that is of the greatest benefit to the community with the limited resources that are available.

**Lessons learned**:It is important to work with the communities you serve to assess their transportation needs in order to provide service that is beneficial to those you serve.

#### Mid America Regional Council (948)

##### MARC Program Administration (1464)

**Location**: Kansas City Metropolitan Region (MO)

**Type**: Capital Investment Projects/Other capital projects

**Goal**: Improved customer knowledge

S**ervice description**:MARC performs the program administration duties as described above.

**Evaluation**:MARC works with the designated recipient, KCATA and the Special Transportation - Job Access Partnership (ST-JAP) Committee to select the JARC and New Freedom projects through a competitive selection process. Project updates and progress are reported at the monthly ST-JAP committee meetings.

**Accomplishments**: MARC continues to work with KCATA and the Special Transportation - Job Access Partnership Committee in the administration of JARC and New Freedom projects and the project selection process.  
 MARC is working with partners to update the region's Coordinated Public Transit-Human Services Plan.

**Lessons learned**:Working with KCATA and other stakeholders in the region is key to program success.

#### Oats (832)

##### Belton to CASCO Area Workshop (1065)

**Location**: Belton (MO)

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

**Goal**: Improved system capacity

S**ervice description**:OATS, Inc. has provided safe and reliable transportation to Cass County residents for many years. In FFY 2009, OATS provided service to persons with disabilities and low-income residents in Belton, Missouri to and from the CASCO Area Workshop in Harrisonville, Missouri for employment purposes. OATS is providing service to individuals within the Belton, Missouri area that rely on transportation because of their disabilities and that do not have any other options for transportation. Funds from the FFY 2009 JARC/NF grant helped subsidize transportation for these individuals. In the past, OATS has used JARC funds from previous grants to help subsidize transportation service to and from the CASCO Area Workshop.

**Evaluation**:OATS currently has a waiting list of 14 individuals in the Belton area that need transportation to the CASCO Area Workshop. On a regular basis OATS Regional Director meets with CASCO staff to discuss funding options for transportation along with availability at CASCO for these individuals. OATS and CASCO continue to look for additional funding partners to assist in meeting the service demands for the future. The OATS Regional Director also participates in the Community Transition Committee for Cass County. This committee consists of high school counselors, special needs teachers, CASCO staff and people from a variety of business in Cass County

**Accomplishments**: The greatest accomplishment has been to provide person with disabilities and low-income individuals transportation to and from the CASCO Area Workshop for employment purposes. Many of these individuals do not have any other means of transportation to CASCO which would result in them not maintaining the employment skills, childcare, and health related resources defining "quality of life".

To provide employment transportation of riders and allow for transportation services as space becomes available.

**Lessons learned**:OATS has been providing this type of service to CASCO Area Workshop for Cass County residents since 1974. I would encourage someone else starting up this type of service to always look for additional funding sources so that all the individual needs are met.

## Nebraska

### City of Lincoln (1896)

#### City of Lincoln (442)

##### Center for People in Need - Driver Voucher Program (785)

**Location**: Lincoln (NE)

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

**Goal**: Improved access/connections

S**ervice description**:This service provided by the Center for People in Need reimburses volunteer drivers on a per trip basis for providing eligible low-income workers with transportation to and from employment and employment-related activities. This program is targeted toward eligible low-income workers who will be responsible for locating a driver and making the transportation arrangements that best suits their needs. Program funding is used to reimburse a volunteer driver on a per-trip basis for car-related expenses. The intent of the program is to provide transportation for low-income persons and persons to access employment and job training opportunities. Priority for participation is given to those who are unable to utilize public transportation and who are not eligible for any other type of funding for transportation.

**Evaluation**:We evaluated the program based on a number of performance measures including the number of individuals served, the number of volunteer hours tracked, and the number of agencies partnering with us for this program.

**Accomplishments**: Some of the accomplishments included getting individuals linked to resources that kept them employed and forming strong partnerships. This program has allowed us to serve individuals getting to and from employment and helping retain that employment. We hear positive feedback from participants who say this has helped them stay in programs like GED so they can better themselves with higher paying jobs for the future.

**Lessons learned**:Lessons learned and advice would have be to notify agencies of this partnership earlier in the program. This program has allowed us to teach participants the importance of planning ahead and accessing the resources needed to stay employed.

##### Subsidize StarTran JARC Routes (408)

**Location**: Lincoln (NE)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The use of JARC funds are for the continued support of two fixed bus routes that are intended to access additional employment and job training opportunities. These two bus routes serve key employment centers such as Wal-Mart, Nebraska Heart Institute, Kawasaki, Pfizer, Verizon, Immigration & Nationalization Services, and Lincoln Plating Co.

**Evaluation**:This project will continue to be evaluated against a set of service standards as part of the evaluation process. The evaluation method that will be examined will be productivity (passengers/mile).

**Accomplishments**: Since starting the service to new areas, we have received positive feedback from patrons regarding this service.

**Lessons learned**:No lessons learned.

##### Transportation Support for New Americans Preparing for Work Entry (784)

**Location**: Lincoln (NE)

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

**Goal**: Improved system capacity

S**ervice description**:This service provides door-to-door transportation and voucher program for refugees and their preschool children and infants in traveling to and from work readiness English classes. The Lincoln Literacy Council provides such classes in various locations in Lincoln on weekdays and Saturdays. These classes are crucial to refugees and new Americans in the community in becoming employable and achieving self-sufficiency. The Lincoln Literacy Council primarily serves low-income, non-English-speaking refugees and new Americans and has experience in providing the mix of efficient, effective transportation and language services necessary to refugees to become employable.

**Evaluation**:This service helps make it possible for adult English language learners to attend classes that help them become employable by learning English and job-seeking skills. It does this by providing transportation assistance to those who cannot otherwise attend the classes. To evaluate our effectiveness in preparing participants for the workforce, we employ the Basic English Skills Test (BEST) assessment. Its creator, the Center for Applied Linguistics, predicts that a student will gain one level on the test per 30 hours of learning, which roughly equates to a school year of study with LLC. For workforce readiness classes, we also measure how many student meet benchmark expectations, which are as follow: Students will identify job openings and make at least five applications during the school year, with the goal of having at least two job interviews.

**Accomplishments**: With help from this grant, we were able to serve 59 refugee women within our Workforce Readiness English classes. Most identified openings and applied for jobs as specified. Of these, 21 obtained job interviews, and 15 of them got jobs. Of those, seven were full time, and eight were part time. In a tough economy, we regard this is a highly positive outcome. End-of-year BEST results were also encouraging: 75 percent of students advanced at least one level, and the average advancement was 1.22 levels.  
 Innovative step: Partnerships. A key to success in identifying job openings and getting jobs was job counseling provided by our partner, Goodwill Industries, which has on staff an employment specialist focused on assisting New Americans. Additionally, we relied on partner agencies to help us recruit students and to hold classes in convenient spaces.  
 Essential Transportation: Owing to the diffuse nature of Lincoln’s low-income housing and the difficulty for mothers of young children of using public transportation during harsh winter months, the transportation (and childcare) services LLC provided were essential to getting the mothers into class. The gas voucher program was very helpful for initiating rides by a volunteer for Burmese refugees.

**Lessons learned**:Demand for free transportation always exceeds supply, so you need to have a system for determining who is eligible, first of all, and secondly how to ration the service among the eligible. For example, you may want to set certain distance limitations for your van, or limits on how many children may accompany an adult. Last but not least, it is important to instruct the riders on safety and courtesy. Many New Americans are unfamiliar with seatbelt laws, and we experienced some litter problems on the van.

### Metropolitan Area Planning Agency (1856)

#### Black Hills Workshop (75)

##### Black Hills Workshop (46)

**Location**: Omaha-Council Bluffs Metropolitan Area (NE)

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

**Goal**: Improved access/connections

S**ervice description**:Black Hills Workshop supports the individuals employed at Offutt Airforce Base and provides transportation on an almost 24/7 basis. There are currently eight runs per day, during which BHW travels approximately 500 miles to provide door-to-door services. The majority of these runs take place during the hours that MAT does not operate in the Omaha-Council Bluffs Metro Area. All riders meet low-income standards and most riders live in impoverished areas of the community. This project meets the needs of approximately 50 persons with disabilities who have been referred by state agencies in the area. The mission is to find employment opportunities for people with severe disabilities. Most of the people supported do not have the ability to own or operate their own vehicle and therefore are dependent on this transportation service.

**Evaluation**:Success is measured through the continuation of this service and is evaluated by the number of people employed/trips undertaken per year.

**Accomplishments**: Black Hills Workshop has been in operation for 12 years and supports the needs of approximately 50 individuals who would otherwise not be able to support themselves.

**Lessons learned**:There are individuals who can serve the community who need assistance in getting to and from work. They are a vibrant community and are in need of assistance.

### Omaha Metro Area Transit (1839)

#### Metro Area Transit (967)

##### Route 16 / Abbott Drive (1538)

**Location**: Omaha (NE)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Metro Area Transit (MAT) was approached by The Open Door Mission, Douglas County Corrections, and Eppley Airfield to provide the following JARC related transit service on Abbott Drive between downtown Omaha and Eppley Airfield: Job access for Eppley Airfield employees; job access and general transit access for clients of The Open Door Mission; and job access for prisoners participating in work-release programs. The route name is 'East Omaha/North 16th and the route number is '16'. The route operates primarily north and south between downtown Omaha and the North Omaha Transfer Center, along Abbott Drive and 16th Street, Omaha's easternmost corridors.

**Evaluation**:To evaluate this JARC service, MAT analyzes ridership data on a monthly basis and compares same to previous years data.

**Accomplishments**: This routes greatest accomplishment is providing transit connectivity to clients of The Open Door Mission; enabling them to improve their situations by obtaining employment, attending school, etc.

**Lessons learned**:MAT would advise engaging the community to identify and resolve transit issues.

##### Route 92 / Dodge Express (1539)

**Location**: Omaha (NE)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Metro Area Transit (MAT) started this JARC-funded service to address a need for public transit in the westernmost corridors of its service area. There was a lack of transit connectivity for persons who live or work in the area. The Dodge Express/Route 92 travels from the North Omaha Transit Center to downtown via the interstate and between downtown Omaha and 168th and Dodge via Dodge Street.

**Evaluation**:To evaluate this JARC service MAT analyzes ridership data on a monthly basis and compares same to previous years data.

**Accomplishments**: The greatest accomplishment of this JARC service is the enhanced access to jobs it provides.

**Lessons learned**:MAT would advise engaging the public to identify and resolve transit issues.

# SMALL URBAN/RURAL PROJECTS

## Iowa

### Iowa Department of Transportation (1812)

#### 10-15 Regional Transit Agency (21)

##### Vermeer Job Access (159)

**Location**: Iowa Region 15 (IA)

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

**Goal**: Improved access/connections

S**ervice description**:Vermeer Corporation launched an employee Job Access Reverse Commute program for their employees. Vermeer Corporation has committed to buying the fleet, notifying the employees of this opportunity, and contributing toward the cost of the operation.  
 In contacting 10-15 Transit, Vermeer offered an opportunity for coordination of services and expansion into an area that 10-15 Transit has not entered before – providing access to jobs from the rural areas of Region 15 into a major job market. This private, public partnership has provided new access to employment to residents within our service area.

**Evaluation**:Initial projections of rides have been slightly below the target. This was due to a schedule reduction at Vermeer due to economic downturn. This is now starting to rebound and ridership is reflecting the changes in FFY 2010. The costs have been also below the targeted amount. This was due to schedule reductions.

**Accomplishments**: We have successfully launched a public - private partnership that provides access to good jobs to area residents. Vermeer Corporation has committed to providing and maintaining the fleet as well as planning for vehicle replacement.

**Lessons learned**:It is often difficult to "sell" the idea of public - private partnerships when the private partner is bringing so many assets (capital and operating) to the table, but still needs the public participation.

#### Ames Transit Agency (24)

##### Summer Weekday Brown (454)

**Location**: Ames (IA)

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

**Goal**: Improved system capacity

S**ervice description**:The Brown Route summer service provides seven and a half additional fixed route trips between North Grand Mall to Iowa State University (ISU) campus going through one of the most rapidly growing residential communities in Ames. In 2007, staff identified summer trips having high ridership to appropriately plan for increased frequencies on these particular trips due to multiple requests from the public for additional service. Prior to this service expansion, CyRide's #6 Brown Route operated 40-minute service between ISU campus and North Grand Mall. The summer route increased service to 20-minute frequencies during periods of high activity. The route serves as a traditional route to ISU campus for working/educational opportunities but also as a reverse commute to the commercial district at North Grand Mall. Below are employment/educational sites that are now available to areas in North Ames due to this service extension: Iowa State University Campus, Cub-Foods, JC Penney (major North Grand Mall business), Younkers (major North Grand Mall business), Sears (major North Grand Mall business), and North Grand Mall businesses, Wal-Mart (north - Grand Ave.), Fredrickson Court (high residential housing), University Village (high residential housing) and Somerset Village (high residential housing). Somerset and apartments on the south end of the route have high populations of students and other lower income people, many of which do not own an automobile. The extra buses provide more service to improve the accessibility of education and employment on the ISU campus as well as in campustown and North Grand Mall. University Village is university housing for students and is part of the one census tract in Ames in which the automobile is not the main mode of transportation. Most of these students (who are low-income like most students) use CyRide to get to jobs around Ames. The more frequent service makes it possible to have more flexibility in working jobs.

**Evaluation**:CyRide has evaluated the project from the following data: total passengers, revenue miles, revenue hours, and cost. Passengers per revenue hour was 17.6 in FY 2009. Like many of our routes, these buses often have standing room only on the busiest trips in the morning. The afternoon routes do not carry as many passengers, but are still well utilized and give much better service to this part of town.

**Accomplishments**: The service travels through three high residential housing areas between two huge traffic generators, ISU campus and the mall. The additional service wasn't especially innovative but it was definitely needed illustrated through large loads CyRide experienced in previous years and through public requests for additional summer service.

**Lessons learned**:The service did what we expected. Prior to adding this service, we had to have a bus available to carry passengers unable to fit on the regular service. Passengers used to have to crowd together to fit. Now they still may have to stand, but they are not packed on the bus.

##### Weekday Yellow Midday (455)

**Location**: Ames (IA)

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

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

S**ervice description**:The Midday South Duff service (Gray #4A) provides three additional fixed route trips to both the South Duff Avenue and South 16th Street thereby eliminating service gaps identified within transportation coordination plan. The route extends service to one of Ames’ major commercial districts with numerous restaurants, retail outlets, and other businesses as well as a large residential area on the southern most end of the identified gap area. The existing #4 Gray Route was modified to alternate between the current route and traveling south on South Duff to Crystal Street. This would provide service to the Kate Mitchell School residential area thereby restoring a midday service option to this area with 60-minute service. This residential district is less affluent than many other areas of Ames and would connect residents directly to ISU campus providing direct linkage to educational opportunities at Iowa State University as well as employment to campus and South Duff commercial district.

Following are employment/educational/childcare sites that otherwise wouldn't be accessible during the midday by these residents: Wal-Mart Superstore, Kmart, Borders Book Store, Staples, Best Buy, Earl May, Veterinary Medicine Laboratories, ISU Child Care Center at Veterinary Medicine, Movies 12, Hickory Park Restaurant, and Iowa State University Campus. Therefore, the route would serve as a traditional route to ISU campus but also as a reverse commute to the commercial district of South Duff. The coordinated transportation provider-human service plan identifies the continued need for service to this area to improve the quality of life for Ames residents' low-income population. Service prior to this expansion in 2008 left this corridor with large gaps during the midday leaving residents without a viable option to travel throughout the community from this area. Specifically, CyRide's #5 Yellow Route only operated one mid-day trip on south Duff to Kate Mitchell School residential area connecting to Ames City Hall.

Therefore this one trip was the only midday opportunity for residential customers in this area to access other areas in Ames at their discretion between 10:30 AM and 3:30 PM.

Prior to 2008, CyRide customers complained for additional midday service transit in this area. CyRide identified down-time at the end of an existing service route and incorporated a deviation off of the #4 Gray Route to operate the southern portion of the #5 Yellow Route. The result is a minimal service cost expansion to provide better connections to the commercial district along S. Duff and to the low-income residential area of Ames. This area houses primarily Ames citizens as opposed to a high population of traditional ISU students.

**Evaluation**:CyRide has evaluated this project from the following data: total passengers, revenue miles, revenue hours, and cost. Passengers per revenue hour were 87.2 in FY 2009, however that is inflated by the trip it makes through Iowa State University before traveling to the South Duff area. The passengers per revenue hour for the portion on South Duff would be about seven per hour. This is the same as the passengers per revenue hour ratio of the rush hour service to the same area.

**Accomplishments**: The service provides a connection from a low-density residential community to a major educational destination in Ames while providing improved access to a highly growing commercial area. The additional service wasn't especially innovative other than the route was generated from inefficiencies in another service route to allow opportunities to other low-income residents of Ames. The value of this service is not in the passenger numbers but in the available service to those customers living in the southern portion of the #5 Yellow Route. However, the route gains high ridership through ISU students traveling back to the Iowa State Center (commuter parking lot). The section of served by this route is also a low middle income area of town where a second car is not usually available. Adding the midday service gave the residents a way to get home after their part time jobs in the morning. One passenger that works in a school lunchroom used to have to wait three hours for a bus back home before we started this service.

**Lessons learned**:The service has performed as we expected. The area of town served is low density, so ridership was not expected to be high. The service is one that is needed more for social reasons than creating high ridership.

##### Weeknight Brown Route (453)

**Location**: Ames (IA)

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

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

S**ervice description**:The #6 Brown Route weeknight service provides four additional fixed route trips between North Grand Mall and Iowa State University (ISU) campus going through one of the most rapidly growing residential communities in Ames. The additional service operates between 6 - 9 PM, extending the northern portion of the weekday #6 Brown Route. The service operates 40-minute headways to/from campus allowing passengers access along the corridor past 6 PM to work and educational opportunities. The employment/educational sites that are now available to areas in North Ames after 6 PM due to this service extension are Iowa State University Campus, Cub-Foods, JC Penney (major North Grand Mall business), Younkers (major North Grand Mall business), Sears (major North Grand Mall business), and other North Grand Mall businesses, Wal-Mart (north - Grand Ave.), Fredrickson Court (high residential housing), University Village (high residential housing for students) and Somerset Village (high residential housing). This additional service allows a high-density, low-income population access to educational and employment opportunities during "non-traditional" hours.

**Evaluation**:CyRide has evaluated the project from the following data: total passengers, revenue miles, revenue hours and cost. The 21.9 passengers per revenue hour is comparable to our other evening routes and is above the minimum standard of 7 passengers per revenue hour we use for new services.

**Accomplishments**: The service travels through three high residential housing areas between two huge traffic generators, ISU campus and the mall. The additional service wasn't especially innovative but it was definitely needed illustrated through large loads CyRide experienced in previous years and through public requests for late night service.

**Lessons learned**:This project has done what we expected it to do. We knew it would not be a heavily used route, but it provides a much needed service (even though it only runs hourly) to a section of town that is rapidly developing. From the first year's ridership levels, I would guess we will have to add more service.

#### Cedar Rapids Transit (25)

##### CR JARC Program Taxi Service (652)

**Location**: Cedar Rapids (IA)

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

**Goal**: Improved access/connections

S**ervice description**:The Cedar Rapids Job Access/Reverse Commute (JARC) Program provides coordinated, reduced-cost transportation services to work, school, job training, and life skill classes for low-income individuals. The program is a cooperative venture between Cedar Rapids area human service agencies and transportation providers and is coordinated by Cedar Rapids Transit. Applicants for the JARC Program must be referred by a qualified human service agency. There is a $5 application fee. Cedar Rapids Transit has used the JARC funding we have received to create a transportation program that helps a significant number of low-income individuals by using as many existing transportation options as possible. Since August 2000, the JARC program has grown steadily, and we have now served approximately 7,200 low-income participants.   
 The taxi cab component of the JARC program provides reduced cost taxi rides to JARC participants when the fixed-route bus service or NTS service is unavailable. This service provides a critical backup option and ensures transportation service available for JARC participants at all hours of the day. The co-pays for cab service vary from $1 per ride to half fare. Approximately 667 rides per month are subsidized under this program.

**Evaluation**:Monthly reports track number of rides, day/time of rides, employment sites, new employment sites, jobs reached, childcare and training stops, number of participants, number of new participants, and cost associated with the service. The number of rides and number of participants are important performance measures that we use to track how the program is growing.

**Accomplishments**: Our JARC Program, including the taxi cab service provided by this portion of the program, has had great success with coordination efforts between local human service agencies, advocacy groups, and transportation service providers. The JARC Program fills a significant transportation void in the Cedar Rapids area, and program participation continues to grow. The existing JARC program is essential to the community and has been a good investment of JARC funds. Without the JARC funding, it is unlikely that these services would continue at their current levels.  
 The taxi cab service portion of the program is offered as a back-up and when no other, less costly, service is available. The taxi cab ride component is essential for low-income participants to have available and affordable transportation 24 hours per day every day of the year.

**Lessons learned**:Some participants of our JARC Program would prefer to use taxi cab service because it is easier and less intimidating than the fixed route service and night time transportation service through NTS. One lesson we learned is that sometimes it is worth the extra work/attention to teach people how to use other services that are more cost effective.

##### Neighborhood Transportation Service (NTS) (650)

**Location**: Cedar Rapids (IA)

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

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

S**ervice description**:The Cedar Rapids Job Access/Reverse Commute (JARC) Program provides coordinated, reduced-cost transportation for low-income individuals. The program is a cooperative venture between Cedar Rapids area human service agencies and transportation providers and is coordinated by Cedar Rapids Transit. Applicants for the JARC program must be referred by a qualified human service agency. There is a $5 application fee. Once on the program, a participant may use the night time transportation offered by NTS. The NTS co-pays are 1st month – free, 2nd – 4th month - $1 per ride, 5th – 7th month - $2 per ride, and 8th – 10th month - $3 per ride, and 11th & 12th months -$4 per ride.   
 Cedar Rapids Transit has used the JARC funding we have received to create a transportation program that helps a significant number of low-income individuals by using as many existing transportation options as possible. Since August 2000, the JARC program has grown steadily, and we have now served approximately 7,200 low-income participants. The Neighborhood Transportation Service (NTS) is a shared ride service that provides curb to curb transportation to and from work, school, job training, and life skill classes at night and on weekends primarily when the fixed-route bus service is not in operation. There are four components of the NTS service that rely on JARC funding:  
- Expanded night service from 2 AM to 6 AM, Monday through Friday and 2 AM to 8 AM Saturday and Sunday. Approximately 526 rides per month are provided by this service.  
- Subsidized client co-pays to buy down the cost of a ride: The subsidized client co-pay portion buys down the cost of a ride for JARC participants as described above. Approximately 677 rides per month are currently subsidized under this service.  
- A work shuttle to and from REM Services during times when the fixed route bus is unavailable (four hours a day). Approximately 633 rides per month are provided on this shuttle.  
- A life-skills class shuttle to and from the Young Parents Network that is provided three hours per week and provides approximately 97 rides per month.

**Evaluation**:Monthly reporting tracks the number or rides, day and time of rides, employment sites, jobs reached, childcare and training stops, number of participants, number of new participants, and cost associated with the service. The two main relevant performance measures are both the number of participants served by our JARC Program and the number of rides utilized. Both performance measures have been at a steady increase since the start of the program.

**Accomplishments**: The greatest accomplishment of our JARC Program is the cooperation and coordination effort between local human service agencies and area transportation services such as NTS. NTS provides the 50% local match (of their portion of the program) through their contributions to this successful program.

**Lessons learned**:The biggest lesson learned is to not give away free service. The funds are spent quickly and the transportation need still exists. Start slow and put some of the responsibility back on the participants of the program. When a participant has a vested interest in the program, they are more likely going to appreciate the service and do what is needed to sustain it.  
 The coordination efforts and reporting of our Program can be time-consuming. It is very important to get the details worked out beforehand, who tracks what details and how that information will be used once tracked.

#### City of Muscatine (23)

##### City of Muscatine MuscaBus (419)

**Location**: Muscatine (IA)

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

**Goal**: Improved access/connections

S**ervice description**:We simply refer to this service as demand response nighttime JARC service. 7191 rides were provided from October 1, 2008 - September 30, 2009. Service operates Monday through Saturday, from 5:30 PM to 12 AM. We had 94 regular riders utilize this service. The majority of riders (89) utilized the service for transport to/from work, childcare, or training/education at a local community college. The remaining five riders are dialysis patients that we transported home after treatment. Our regular routes don't operate after 5 PM.

**Evaluation**:Passengers interested in obtaining a ride call dispatch to set it up. Dispatch schedules in 15 minute increments. Not all requests can be met for the exact time requested, but rides can typically be provided within a 30 minute time frame. This is one unit of measure utilized, timely response to requested times from passengers. We do well accommodating.  
 Another informal performance measurement is “are we utilizing the bus and driver fully?” Schedules typically are booked solid, with few gaps. A good indication of needs being met.

**Accomplishments**: I cannot site specific examples but I am told by caseworkers that JARC fills a gap for the low-income individual. Reliable, on time transportation allows them to maintain jobs once placed in a position. MuscaBus delivers them to work on time.

**Lessons learned**:This service is highly utilized. I'm not sure at the onset if the transit supervisor could have anticipated the great need. I suspect other systems may hesitate to start night service anticipating difficulty finding driver's, that has not been our experience. We did not have difficulty filling the night positions, and the two drivers that work JARC/NF now have no interest in working days.

#### Coralville Transit (26)

##### Coralville Transit - Mid-Day Express (620)

**Location**: Coralville (IA)

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

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

S**ervice description**:Coralville Transit has utilized JARC funds to fund the addition of midday service to neighborhoods as well as commercial areas north of Interstate 80. The Mid-Day Express offers half hour rounds which connect with existing 10th Street and Lantern Park Routes to complete passengers trips to neighborhoods south of Interstate 80 or to the University of Iowa Campus/ downtown Iowa City. AM and PM Express service was offered prior however there was a gap in service offered north of Interstate 80 during the midday (approximately 9 AM to 2 PM). The addition of this service has enabled passengers to reach a highly commercial area of Coralville that offers a wide range of employment opportunities during all hours of the day.

**Evaluation**:Coralville Transit monitors ridership, miles, hours, and revenues for each of its routes. Periodically comparisons are made to see how each service compares to the others. Currently the JARC service proves to be underutilized in comparison to other existing routes. However, taking into consideration the JARC service is very new and the commercial area to which it is serving is also very new we are hoping to see an overall increase in ridership on this service in the future.

**Accomplishments**: Coralville Transit is very happy with the quick implementation of the service. Within a few weeks of confirmation of funding through the JARC program the service was operational. Coralville Transit has always provided and accepted transfers from Iowa City Transit, however this was Coralville Transit's first attempt with transfers within the Coralville system. It has proven to be successful with short headways on the Mid-Day Express.

**Lessons learned**:Marketing is a key part to the success. Coralville Transit receives multiple requests for service north of Interstate 80 but still seems to be underutilized. A strong marketing strategy would seem to make a significant difference.

#### Delaware, Dubuque, & Jackson County Regional Transit Authority (16)

##### Dubuque County JARC (632)

**Location**: Dubuque (IA)

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

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

S**ervice description**:The Regional Transit authority operates eight 16-passenger buses Monday through Friday on split shifts from 7 - 9 AM and from 2:30 - 4:30 PM, transporting 110 passengers to the following job sites within the city limits of Dubuque:  
Work Sites  
Vocational Services Center  
McGraw Hill Publishing  
Can Redemption Center  
Dittmer Recycling  
Pepsi  
Finnin Ford  
Colonial Terrace  
Goodwill Ind.  
Hy Vee  
Burger King  
Crescent Community Center  
Stonehill Care  
  
  
 The Regional Transit Authority also operates one 16-passenger bus, Monday through Sunday from 8 to 10 PM transporting 7-10 passengers to the following job sites within the city limits of Dubuque: work sites, Crescent Community Center, Stonehill Care Center, and Goodwill Super Center.  
 The Service is a subscription service and was implemented by the Regional Transit Authority January 1, 2007. The service is open to the general public and is predominantly utilized by passengers with disabilities who are living below the poverty level.

**Evaluation**:Since the service was created, the ridership has steadily increased by 25% annually and has expanded into second shift work opportunities for a number of low-income adults. The original routes utilized a total of five light duty buses. The service now utilizes nine light duty buses and has plans to expand into another bus and route in FY 2010.

**Accomplishments**: The greatest accomplishment to date has been to expand service to accommodate second shift employment, seven nights per week.

**Lessons learned**:Because the service is client centered and for the most part, individually billed, a solid line of communication between the worksites and a sophisticated scheduling software are essential to manage so many employment rides.

#### Iowa City Transit (28)

##### Afterhours Cab Program (685)

**Location**: Iowa City (IA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Iowa City Transit (ICT) began offering after-hours subsidized cab ride service to residents of Iowa City in June 2008 (start-up of program was delayed by transition in staffing and by flooding). Applicants to the program were required to possess an valid ICT bus pass and were usually referred to the cab ride program by local job placement and/or social and human service agencies.   
 Upon approval, participants were issued a cab ride “voucher” which enabled them, upon completion of the cab ride, to pay only 50% of the total fare (all program travel must have occurred within the Iowa City corporate city limits). Participants could access the cab ride program when fixed route service was not available (e.g. after hours, on Sundays, etc.). Monthly, the contracted cab company would remit a detailed invoice to ICT requesting payment of the remaining 50%; the invoice would show the date of ride, the passenger name(s) and program ID number, the start and end point, time of pick up and drop off, the destination and total mileage. Once invoice was checked and approved ICT would submitted a check to the cab company, and then bill the JARC program for their part of the payment (25%).

**Evaluation**:Ridership/program participation

**Accomplishments**: For the patrons that used the program for assistance in meeting their transportation needs, it worked very well.

**Lessons learned**:Advertising was done to all area job placement and human/social service agencies, but perhaps more and repeated advisement could have been done as not many agencies and programs referred clients.

##### JARC Melrose Express (684)

**Location**: Iowa City (IA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:In August of 2006 Iowa City Transit (ICT) began operating the Melrose Express route (Route # 18), a fixed route service that operates during the week to the Chatham Oaks Care Facility. Chatham Oaks is a Residential Care Facility located on the western edge of Iowa City, providing treatment and residential services to 70-80 persons who deal with issues of severe chronic mental illness, and also operates an 18 unit transitional and permanent housing program on property immediately adjacent to the facility. Both residents and staff ride the Melrose Express route daily.  
 The Melrose Express route is a 30-minute route which operates between Chatham Oaks and downtown Iowa City once every hour, and gives ICT the ability to offer increased service to stops along the way, e.g. University of Iowa Hospitals and Clinics (UIHC), UIHC Family Care Center, etc.

**Evaluation**:In determining the outcome of the route addition we look primarily at ridership. From FY 2008 to FY 2009, the Melrose Express route saw an approximately 36% increase in ridership.

**Accomplishments**: The Melrose Express route allows residents of Chatham Oaks a safe venue in which to learn to use public transit. When residents first begin using the transit system, in order to facilitate their transition back into society, staff from the facility will perform "ride training" activities with them. The Melrose Express route also offers increased service to the UIHC and west-campus UI areas, as well as to the residential areas situated along Melrose Avenue.

**Lessons learned**:Collaboration with local partners (in this case Chatham Oaks) improves communication and enhances access to public transit services.

##### Service Expansion to North Dodge & Manville Heights, and route addition to Cross Park (682)

**Location**: Iowa City (IA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:In May 2008, Iowa City Transit (ICT) expanded two existing weekday routes from 30 minute to 45 minutes, and added a new 30 minute off peak route. The routes expanded were the Manville Heights (Route # 8) and North Dodge (Route # 12). These expanded routes allow ICT to better serve an area of low-income housing and a developing commercial employment center which are located north-northeast of the downtown area. The addition of a new, 30 minute route, the Cross Park route (Route #23), allows ICT to provide additional off peak service to an area south-southeast of downtown, where most of the social and human services agencies are located as well as an area of low-income housing.

**Evaluation**:In determining the outcome of the route expansions and route addition, ICT looks primarily at ridership. From FY 2008 to FY 2009 ICT saw an ridership increase of approximately 8% on the North Dodge and Manville Heights routes (averaged between the two routes), and in FY 2009 the Cross Park route transported 10,898 passengers.

**Accomplishments**: The two route expansions provided the ability to offer expanded service to areas of low-income housing and growing development/potential job sources. The addition of the new route afforded increased services to social/human service agencies and low-income housing; in 2009 the Johnson County Health and Human Services offices moved to its new location which is on the Cross Park route.

**Lessons learned**:Repeated and on-going advertisement to area businesses and agencies service by the routes, especially those whose employees and/or customers could make greater use of public transit bus service.

#### Metropolitan Transit Authority of Black Hawk County/Waterloo MET (30)

##### Prime Time After Hours Service (315)

**Location**: Waterloo/Cedar Falls (IA)

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

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

S**ervice description**:This service operates after 5:45 PM weekdays and 5:15 PM on Saturdays and all day on Sunday; the hours the MET Transit does not operate. This service provides transportation to individuals for work which otherwise would not be available within our community.

**Evaluation**:Ridership; this service continues to increase in ridership each year.

**Accomplishments**: Increased ridership shows the need for the service.

**Lessons learned**:Work as partners with all of the businesses served.

##### Route 9 Cedar Falls Loop (314)

**Location**: Cedar Falls (IA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 9 Cedar Falls Loop provides access to employment and training with the ultimate objective of allowing persons to become independent contributors to the local economy. This route connects with other fixed routes, enabling passengers access to the Cedar Falls Industrial Park which has grown to approximately 142 companies. Prior to this JARC-funded service, no public transportation was available.

**Evaluation**:Ridership data, customer satisfaction, and employer responses to the service. Ridership has increased each year of operation from 10-12%.

**Accomplishments**: Providing service to transit dependent passengers who are now able to get to and from work.

**Lessons learned**:Meet with the businesses that service is being provided to. Work with them as a partner.

#### North Iowa Area Council of Governments/Region 2 Transit (9)

##### Cerro Gordo Evening/Weekend Service (325)

**Location**: Cerro Gordo County (IA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:County wide demand response transit service, Monday – Friday, 6 PM to 10 PM, Saturdays 8 AM to noon.

**Evaluation**:Ridership is used as our performance measure and there has been steady growth of this service since its inception.

**Accomplishments**: Witnessing continued ridership increases

**Lessons learned**:Be sure that adequate local matching funds are in place

#### Northeast Iowa Community Action Corp. (10)

##### Northeast Iowa Community Action Corp - Transit (488)

**Location**: Clayton (IA)

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

**Goal**: Improved access/connections

S**ervice description**:Our services are operated in extreme northeastern Iowa, encompassing Allamakee, Clayton, Fayette, Howard, and Winneshiek counties. In general, our service area is made up of rural communities surrounded by rolling to flat farm ground with distinct areas of the region in the northern counties made up of very high hills and bluffs cut by rivers. In short, the topography of RPA 1 is unlike any other RPA in the State of Iowa.   
 Although JARC service is available in all five counties, its use is most wide spread in Clayton County. In Clayton County an employer has contracted service with us to pick up their employees throughout the county and bring them in to their training centers and work sites. We operate two vehicles from 7:30 AM until 10:30 AM to bring the riders in, and again from 2:30 PM until 4:30 PM take the employees back home.

**Evaluation**:We track number of rides, hours of operation, and revenue miles daily and report on these statistics monthly.

**Accomplishments**: The employer use to operate four buses. but since they started to use JARC funding they were able to give up their buses and contract with us to do the service. Do to the fact that we set up routes and time tables we are able to do this with only three buses.

**Lessons learned**:With all new service there are kinks that need to be worked out, one for us was when we started to get the service under way some of the partners were under the impression that we would operate this at no cost to them when they discovered that there was a 50% match they backed out.

#### Ottumwa Transit Authority (58)

##### OTA Job Access Service (157)

**Location**: Ottumwa (IA)

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

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

S**ervice description**:OTA Job Access service provides a demand response, door-to-door service six days a week (Monday through Saturday) to first, second, and third shift employees that work in Ottumwa, Iowa. At last count, over 25 employment sites are being served by this service.  
 The first shift begins around 3:30 AM and runs until about 8:30 AM. This provides rides to people beginning work on a first shift jobs and returns third shift employees home after work. The second shift begins at 11:45 AM and runs until about 4:30 PM. This provides rides to second shift workers and returns first shift workers home. The third shift begins at 7:45 PM and run until about 1:30 AM. This provides rides to third shift jobs and returns workers from second shift jobs home.

**Evaluation**:Evaluations are based on the number of rides provided. Initially, we projected about 800 rides per month. Our average number of rides per month has exceeded that projection almost 4-fold. Further evaluation is based on the cost per ride. At $3.32 per ride for a demand response service, this has been lower than the fixed route cost per ride in our agency which is $3.59.

**Accomplishments**: This service has been recognized by major employers as helping them retain good workers and provide reliable transportation to workers who struggle with that element of their employment. It has been so well accepted in the community, that an expansion to a new employment site at the Ottumwa Industrial Airport has been requested beginning in 2011.

**Lessons learned**:There are two major lessons we have learned. First, customers like the door-to-door service aspect, but demand on-time performance as well. Second, the service must be broadly promoted with all types of employers as well as human service agencies attempting to find employment opportunities for their clients who may needed supported employment jobs.

#### Regional Transit Authority/RIDES (11)

##### Buena Vista County JARC (586)

**Location**: Buena Vista County (IA)

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

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

S**ervice description**: **On t**he Buena Vista County JARC Route, we extended the hours in the morning 6 AM to 10 AM and in the evenings, 2 PM to 6 PM targeting the first shift work pool that fit into those hours. It is a demand response route.

**Evaluation**:Ridership is our main performance measure and we have noticed very little, if any, increase in this service. We will be looking closely at this route this year and evaluate the performance and decide if we continue the service.

**Accomplishments**: The extension of hours for people needing transportation to become or stay employed.

**Lessons learned**:Work with area employers to have a local buy-in situation for their employees.

##### Dickinson County JARC (585)

**Location**: Dickinson County (IA)

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

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

S**ervice description**:RTA provided extended hours both in the morning (6 AM to 10 AM) and evening (2 PM to 6 PM) on what we referred to as out Dickinson County JARC Route, where we provided the extended morning and evening hours for persons going to work and returning home.

**Evaluation**:We have not seen any dramatic change in our ridership. Our evaluation method was looking at destinations of our morning and evening ridership.

**Accomplishments**: Extending the hours of service for employees needing or wanting a ride to their place of employment.

**Lessons learned**:Work better with area employers, to have a buy in for their employees.

#### River Bend Transit (17)

##### River Bend Transit JARC Guardian (170)

**Location**: Clinton, DeWitt (IA)

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

**Goal**: Improved access/connections

S**ervice description**:River Bend Transit JARC Guardian: "DeWitt manufacturer, employment shuttle provider". The first employee shuttle along the U.S. Highway 30 corridor from a park-and-ride location in Clinton. The service provided seven day per week transportation services for two, 12-hour employment shifts.

**Evaluation**:Based on a twelve month evaluation, the project was regarded as a success based on the number of rides provided, approximately 7-10 employees per shift.

**Accomplishments**: A great accomplishment was the development and education of public transportation to a local manufacturer where this service had previously not been considered.

**Lessons learned**:Develop a system of communication within the employee/plant workforce, both verbal and written information/brochures. Without these lines of communication, your link between the service and the rider is ineffective.

##### River Bend Transit QC JARC (169)

**Location**: City (IA)

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

**Goal**: Improved access/connections

S**ervice description**:QC JARC helps in breaking down barriers that prevent WtW/low-income families from developing self sufficiency and independence by providing demand response shuttle transportation for employment, school, training, job search, and child daycare. JARC provides accessible and affordable curb-to-curb transportation for the urban and suburban areas of Davenport and Bettendorf, Iowa. The service area is approximately 60 square miles.  
 QC JARC has developed with the help and collaboration of riders, health and human services providers, and other local transits.

**Evaluation**:Statistics are evaluated monthly, quarterly, and annually and compared from previous year of service. A variety of surveys are conducted to determine project effectiveness and passenger satisfaction.

**Accomplishments**: JARC continues to provide service and develop new ridership for the past ten years, despite a down turn in the economy and local employee lay-offs. We continue to work closely with Iowa Workforce Development and other agencies that provide assistance for employment and work related support.

**Lessons learned**:Continually keeping in touch with all health and human service organizations and most importantly, maintaining a relationship with the mid to higher level management at those agencies, where is there is less turnover. Maintain continuous presence at area job fairs, community colleges, business shows, etc. where employees and employers often attend.

#### South East Iowa Regional Planning Commission/SEIBUS (22)

##### East West Staffing (338)

**Location**: Iowa Region 16 (IA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The East West Staffing project has enabled valuable transportation services to employees living in Burlington, Iowa and working in Ft. Madison. East-West Staffing is an employment agency that has contracted with Scott's Inc., a manufacturer of lawn and garden products, to provide temporary and permanent employment for their Ft. Madison production facility. Serving two shifts per day, the route runs five days per week. The East West service charges $3 per one way trip, or $6 per round trip, which is currently less than a typical automobile would use for the 25 mile trip.

**Evaluation**:Rides and revenues have been monitored and compared to other JARC services in place.

**Accomplishments**: None

**Lessons learned**:Be pessimistic when evaluating the scope of service. The program that was initiated never came to realization as the riders never materialized.

##### Tyson (337)

**Location**: Iowa Region 16 (IA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Tyson route encompasses service from Burlington, Iowa to Tyson Foods north of Columbus Jct. The daily commutes that run four times per day including the midnight maintenance shift. The Tyson service charges $3 per one way trip, or $6 per round trip, which is currently much less than a typical automobile would use for the 95 mile trip.

**Evaluation**:Rides and revenues have been monitored and compared to other JARC services in place.

**Accomplishments**: As the program was severely underestimated, keeping the rolling stock in acceptable condition to satisfy the increased demand.

**Lessons learned**:Ensure that your equipment is capable of handling the program parameters plus an extra 20% if necessary.

#### Southwest Iowa Transit Agency (20)

##### Red Oak Taxi Service (62)

**Location**: Red Oak (IA)

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

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

S**ervice description**:Red Oak Taxi JARC Service was initiated to get customers back and forth to work. Our previous hours of service were not conducive to meeting work hours, we adjusted hours to be open earlier and offer the service.

**Evaluation**:Performance measures are mainly ridership

**Accomplishments**: Making work transportation services available to those in need is an accomplishment.

**Lessons learned**:Advertise the available services more effectively.

#### Western Iowa Transit System (19)

##### Partnership 4 Families (275)

**Location**: Carroll, Audubon, Greene, and Guthrie counties (IA)

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

**Goal**: Improved access/connections

S**ervice description**:The Partnership 4 Families developed a program in the region that provides rides for "latch-key" children. Western Iowa Transit System utilizes JARC funds to provide transit services to children of working parents to and from activities, daycares and pre-schools, using the Job Access connection that by providing these rides, parents can opt to work, or work full days while not having to transport their children to and from various activities.  
The services is "on-demand" in the various communities in our region.

**Evaluation**:We work closely with local human service agencies, day cares, pre-schools, and Head Start centers to ensure that services are available to all families that need them, especially those with financial barriers.

**Accomplishments**: The greatest accomplishment of this program is that it has allowed many children of low-income parents to have access to pre-school and Head Start services that they otherwise would not.

**Lessons learned**:

1. Identify a clear need  
2. Work closely with other local agencies to ensure that the most needy are able to benefit from the program.  
3. Market the service to local human service agencies because they have access to the most needy in the region.

## Kansas

### Kansas Department of Transportation (1813)

#### Prairie View (694)

##### Prairie View JARC Service (1063)

**Location**: Harvey County (KS)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC was awarded to our agency on July 1st, 2008. The Capital(vehicle) was received on May of 2009. JARC ridership began on June 11th, 2009. The JARC was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to get and keep jobs. We provide ridership outside the designated times of the public transportation program(s). We primarily serve early mornings, evenings, and weekends. We are a demand response program, typically with a 24-hour notification requirement after the application and income verification process. This has proven to be a much needed service within the counties served.

**Evaluation**:We utilize annual evaluations with staff internally and also coordinated transportation surveys with the area metropolitan planning organization(s). We also simply ask how do we increase ridership every month which we review timely. We also utilize several of the local newspapers and chamber organizations to "advertise" our service. We also incorporate information through brochures and other creative options such as magnets. We also participate in local Central Transit District meetings and are members of the local Para-Transit organization(s)where timely goals and program measures are discussed and reviewed.

**Accomplishments**: Our greatest accomplishment is the fact we have implemented the JARC program in our county. By providing this essential service people are gaining self-esteem that can only be obtained by the idea of self worth through employment.   
 We have limited public transportation and many of the surrounding areas are defined as "densely-settled rural" populations. Now instead of walking to work, people now have the option of safe affordable and reliable transportation for work. We have seen program goals increase and the demand for higher paying jobs, that were simply out of reach because of logistics, become more in demand. Also people’s attitudes towards transportation has change as they now have more options to help reach their goals.

**Lessons learned**:

1. Have clear budgetary/demographic/logistical boundaries clearly defined  
2. Have program policy and state policy defined  
3. Have partnerships in place with local as well as state DOT systems

## Missouri

### Missouri Department of Transportation (1814)

#### City of St. Joseph (343)

##### City of St. Joseph (326)

**Location**: St. Joseph (MO)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Two buses operate between 11 PM and 8 AM, Monday through Friday, serving second and third shift workers. Route begins at low-income area of St. Joseph and ends in industrial park.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned**:None

#### OATS, Inc. (344)

##### OATS, Inc. (327)

**Location**: Cole, Boone, Adair, Randolph, Grundy, Camden, Pettis, Stone, Newton, Barry, Lawrence, and Polk counties (MO)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Demand/response service is provided from rural communities to employment centers such as larger cities, tourism areas, and industrial parks.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned**:None

#### Ray County Transportation, Inc. (345)

##### Ray County Transportation, Inc. (328)

**Location**: Ray County (MO)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Service is provided for residents of Ray County into the Kansas City area for employment.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned**:None

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