



Job Access and Reverse Commute (JARC) Program

**FY 2009 Service Profiles**

**Region VI**

**Arkansas, Louisiana, New Mexico,**

**Oklahoma, and Texas**

**October 2010**

**FTA-08-0162**

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

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

## Louisiana

### City of Shreveport (1994)

#### City of Shreveport (884)

##### Extended hours of service (1205)

**Location**: Shreveport and Bossier City (LA)

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

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

S**ervice description**:All routes operate using one bus:

#101, 6 trips/night, 20.6 miles loop  
#201, 6 trips/night, 18.0 miles loop  
#301, 6 trips/night, 17.9 miles loop  
#401, 6 trips/night, 21.8 miles loop  
#501, 2 trips/night, 17.7 miles loop  
#601, 4 trips/night, 16.9 miles loop

**Evaluation**:Evaluation is through a system that collects and documents, among other performance measures: total passengers, total miles, revenue, coach hours, and passengers per mile.

**Accomplishments**: Major accomplishments have come through positive feedback from riders, employees, faith based organizations, and civic groups.

**Lessons learned**:Must have a good initial needs assessment. Ours was result of comprehensive jobs access extended service transportation strategic plan commissioned by the MPO, North West Louisiana Council on Government.

### Jefferson Transit (1864)

#### Jefferson Transit (252)

##### Increased Service for Jefferson Transit Fixed Route (162)

**Location**: Jefferson Parish (LA)

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

**Goal**: Improved system capacity

S**ervice description**:With the FY 2009 JARC funds, Jefferson Transit continued its additional service of three buses to enhance service on four established routes. This additional service was originally added with FY 2008 JARC funds. Jefferson Transit added one bus to the E3 Kenner Local route between 7:20 AM and 7:20 PM on weekdays. This additional bus reduced headways from 41 minutes to 30 minutes during the base/off-peak period and from 33 minutes to 23 minutes during the peak period.

One bus was added on the W3 Lapalco route from 9 AM to 3 PM on weekdays, which reduced headways on this route from 60 minutes to 40 minutes during the base/off-peak period.

By adding another bus to the W1/W10 route between 9 AM and 3 PM on weekdays, Jefferson Transit was able to eliminate the large headways during the base period when these two lines were interlined and reduce headways from 125 minutes to 70 minutes. The added bus has improved headways on both the Avondale and Huey P. Long routes and eliminated the need to interline these routes during the base period.  
 The buses added with the JARC funds continue to provide riders with more frequent service. After Hurricane Katrina, it was necessary to reduce Jefferson Transit service in accordance with the reduced demand for service and to meet budgetary constraints. On the E3 Kenner Local route, the added bus has increased service for the concentration of older adults, persons with disabilities, and low-income populations along the Jefferson Highway corridor which is significantly higher than other areas on the Eastbank.

The two buses added to routes on the Westbank increased service for commuters on the Westbank and reverse commuters who travel from New Orleans to the Westbank for work. Since these routes were already established, decreasing headways and increasing service capacity was the most cost efficient way to increase service for the targeted populations identified in the grant application.

**Evaluation**:Jefferson Transit calculates the added service hours and miles due to the additional three buses, and carefully keeps track of the amount of the JARC funds that are used monthly for the additional service. Jefferson Transit also keeps careful records of the ridership numbers during the time periods the 3 additional buses were added with JARC funding. On the Eastbank, one bus was added on weekdays for both peak and off peak hours. On the Westbank, two buses were added during off peak hours, and these two buses increase service for three routes.

Jefferson Transit has kept records of the ridership numbers during the time periods where buses have been added with FY 2009 JARC funds and FY 2008 JARC funds. Jefferson Transit has also compared the ridership from these two fiscal years with the ridership numbers for the same time period from 2007 before the three buses were added; ridership has remained steady for two of the routes and continued to increase for the other two. Jefferson Transit hopes to continue to see a steady and increase in ridership for the four routes where service was increased. As long as there continues to be an increased ridership, Jefferson Transit realizes the need for the additional service.

**Accomplishments**: Jefferson Transit has noticed a steady or increase in ridership numbers for the routes where buses were added. This increase in ridership is one indicator that the added service is needed and should continue if possible. In addition, Jefferson Transit is now able to provide more frequent service on the four routes.

**Lessons learned**:Before you begin to use your JARC funds, identify the statistics and the measures you will use to track the success of your project.

### Lafayette Transit System (1871)

#### Lafayette Transit System (808)

##### Night Service (1013)

**Location**: City of Lafayette (LA)

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

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

S**ervice description**:The Lafayette Transit System day service consists of 12 routes, some with 30 minute headways, and some with 60 minute headways. It generally runs from 6:30 AM to 6:30 PM. The JARC-funded night service starts at 6:30 PM and runs until 11:30 PM (10:30 PM on Saturday), consisting of four routes that generally serves the same area as the day service. The Blue Route serves the area northeast of the downtown central terminal; the Red Route serves the area southeast ; the Green Route serves the area southwest; and the Brown Route serves the area northwest of the downtown central terminal. The routes utilize the same bus stops as the day service, with a few exceptions.

**Evaluation**: **R**idership is tracked and monitored for continuing trends and following the same percentages of the day service. All comments and recommendations from the riders and the business community are carefully considered and evaluated. Random reports from the riders indicate that this service is utilized mostly for work to home trips. A smaller percentage use it for home to work trips, especially night shift workers. The day service or a shared ride is used for the other leg of the trip.

**Accomplishments**: The service is contacted. As an incentive to market and encourage ridership, the contractor is allowed to keep the fare revenue.

**Lessons learned**:It is very hard to accurately determine trip purpose on a fixed route system.

## New Mexico

### City of Santa Fe (2066)

#### City of Santa Fe (949)

##### Sunday service (1473)

**Location**: Santa Fe (NM)

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

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

S**ervice description**:JARC funds are used to provide fixed route (routes 1, 2, 4, and M) and ADA complimentary paratransit service on Sunday. Service is operated almost entirely within the city limits of Santa Fe, with some service in Santa Fe County, immediately adjacent to the city limits.

**Evaluation**:We have collected ridership information for this service expansion since initial implementation. Although Sunday ridership is the lowest compared to other days of the week, the level of service provided (number of routes and operating hours) is as also the lowest.

**Accomplishments**: Sunday fixed route service and ADA complimentary paratransit service is provided on four routes from 8 AM to 7 PM. ADA complimentary paratransit service is

**Lessons learned**:Promote the service well in advance of the actual start date to build "buzz" in the community about the expansion before you actually have it in operations.

### Mid-Region Council of Governments (1579)

#### ARCA (596)

##### ARCA (771)

**Location**: Albuquerque Metropolitan Planning Area (AMPA) (NM)

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

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

S**ervice description**:Number of targeted jobs based on a monthly average.  
ARCA's JARC-funded services provide demand responsive day-to-day mobility, employment, and employment-related transportation to hundreds of low-income transportation disadvantaged individuals with developmental disabilities who commute daily within the Albuquerque Metro Planning Area (AMPA). ARCA's 5316 program supports fleet operations and deploys specially trained drivers and/or door-to-door escorts to provide employment transportation to individuals with developmental disabilities and to train individuals with developmental disabilities in employment, literacy, health, and job related activity programs to increase their independence and ability to work. ARCA is a private 501(c)3 community based human services organization. There are no route names or numbers. The 5316 services operate beyond the hours of existing metro paratransit services and bridge temporal gaps in transportation services.

**Evaluation**:ARCA's requirement is to meet the customized employment and employment-related transportation needs of 452 individuals with developmental disabilities through ride-shares and demand responsive service on a daily basis within a metropolitan area. ARCA uses a Stop Light system of segmented performance measures to report transportation performance to the organizational Board of Directors. ARCA evaluates JARC transportation funding performance by tracking the jobs accessed and number of one way rides monthly.

**Accomplishments**: With JARC funding, ARCA has expanded vehicle capacity to meet existing need and growing transportation demands, and received the New Mexico Passenger Transportation Association award (2008) for the most improved transportation service.

**Lessons learned**:None

##### ARCA (772)

**Location**: Albuquerque Metropolitan Planning Area (AMPA) (NM)

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

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

S**ervice description**:Number of targeted jobs based on a monthly average.  
ARCA's JARC-funded services provide demand responsive day-to-day mobility, employment, and employment-related transportation to hundreds of low-income transportation disadvantaged individuals with developmental disabilities who commute daily within the Albuquerque Metro Planning Area (AMPA). ARCA's 5316 program supports fleet operations and deploys specially trained drivers and/or door-to-door escorts to provide employment transportation to individuals with developmental disabilities and to train individuals with developmental disabilities in employment, literacy, health, and job related activity programs to increase their independence and ability to work. ARCA is a private 501(c)3 community based human services organization. There are no route names or numbers. The 5316 services operate beyond the hours of existing metro paratransit services and bridge temporal gaps in transportation services.

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**Accomplishments**: With JARC funding, ARCA has expanded vehicle capacity to meet existing need and growing transportation demands, and received the New Mexico Passenger Transportation Association award (2008) for the most improved transportation service.

**Lessons learned**:None

#### Rio Metro Regional Transit District (585)

##### Rio Metro Regional Transit District - JARC/TANF Transportation Services (598)

**Location**: Albuquerque Metropolitan Planning Area (NM)

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

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

S**ervice description**:Rio Metro Regional Transit District JARC program is a demand response, curb-to-curb transportation services for qualified low-income residents to get to a job or job-training program in the Albuquerque Metropolitan Planning Area. The demand response services is available to participants 24 hours a day, seven days a week via taxi cab service.   
 Participants go through a referral process to determine income qualification and transportation needs. If public transportation is an option for clients, then the applicant does not qualify. In that instance, we educate applicants on public transportation, specifically how it will meet their transportation needs.

**Evaluation**:During monthly reporting; total jobs accessed and cost per ride are compared with prior months. In addition, in an effort to reduce cost per ride and transit service costs, an monthly audit is done for clients whose monthly costs are higher than the average costs. For those clients, a follow-up also is completed.

**Accomplishments**: Providing transportation to those who have no other options because public transportation does not meet their needs. And, providing service as a means of back-up for those who may need the service when their vehicle is out of commission.  
 Customer Service works with each client on an individual basis to understand their transportation needs and assist with public transportation options when it's available. In addition, we expanded services from 124 rides in a life time to allowing folks to utilize services long term if they continue to qualify for program. Re-certification was implemented to assure that individuals who continue to need services can re-apply.

**Lessons learned**:Services and rides need to be closely watched to verify that clients are not taking advantage of the service and/or not following rules and regulations. Transportation providers such as cab companies also need to be closely audited, specifically no-show charges.

#### Village of Los Lunas Transit (595)

##### Los Lunas Public Transportation (963)

**Location**: Village of Los Lunas (NM)

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

**Goal**: Improved access/connections

S**ervice description**:The Los Lunas Public Transportation Program is the only JARC-funded service provider in Valencia County. As such, it has become the most reliable source of transportation for Welfare-to-Work participants and low-income households in the County. Our services is curb-to-curb, demand response transportation to work, training, school, and other employment-support activities, including delivery and pick up of children to and from child care centers. The program also serves a large number of reverse commuters that access employment on a daily basis. JARC funds have made it possible for passengers referred by the local Department of Human Services to receive these transportation services.   
 The program operates Monday through Friday, from 5 AM until 6 PM. Los Lunas Public Transportation’s current service delivery area for JARC-eligible riders consists of approximately 74% of Valencia County, serving the Village of Los Lunas and other areas within the Albuquerque Metropolitan Planning Area.

**Evaluation**:Evaluation of service is measured through the following factors: number of referrals received from collaborating agencies monthly and annually; number of clients; number of clients/passenger trips; average miles per client/passenger trip; active riders per month; identification of trip purpose and number; net operating cost per trip (as a means to analyze the cost efficiency of service provision); and the number of jobs accessed.  
 Qualitative evaluation of service provision is conducted through annual questionnaire/survey of customers and referral partners to determine their satisfaction with the services provided.

**Accomplishments**: We consider the implementation and availability of the JARC program in Valencia County as a key accomplishment for our Agency. Our ability to provide these services to Welfare-to-Work and low-income people, as well as to reverse commuters so that they can access jobs and job-related activities is a tremendous benefit to our region. We have increased our ridership by more than 20% and continue to strengthen coordination with local social service agencies and other partners to further increase those numbers.

**Lessons learned**:Educate yourself about the transportation needs of your service area. Engage your local social service agencies, community leaders, collaborating partners, local employers, etc. in a dialogue about the type of services that would benefit their clientele and/or constituents. Utilize community input to design and implement a program that best addresses the transportation needs of the target population. Secure adequate funding to implement, sustain and grow the program. Establish a good working relationship and partnership with your local social service agencies so you can be assured that eligible passenger referrals will be forthcoming.

##### Los Lunas Public Transportation (1366)

**Location**: Village of Los Lunas (NM)

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

S**ervice description**:The Los Lunas Public Transportation Program is the only JARC-funded service provider in Valencia County. As such, it has become the most reliable source of transportation for Welfare-to-Work participants and low-income households in the County. Our services is curb-to-curb, demand response transportation to work, training, school, and other employment-support activities, including delivery and pick up of children to and from child care centers. The program also serves a large number of reverse commuters that access employment on a daily basis. JARC funds have made it possible for passengers referred by the local Department of Human Services to receive these transportation services.   
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## Oklahoma

### Central Oklahoma Transportation and Parking Authority (1525)

#### City of Edmond (486)

##### Express Bus Service between Edmond and Oklahoma City (418)

**Location**: Edmond and Oklahoma City (OK)

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

**Goal**: Improved access/connections

S**ervice description**:Edmond’s Citylink JARC-funded service is called Expresslink, Route 100X. It utilizes two, 29-seat vehicles and provides 11.5 daily round trips between Edmond and Oklahoma City, Monday through Friday. The Oklahoma City portion of Expresslink serves the areas of downtown Oklahoma City, the OU Health Sciences Center, and the State Capitol. The route has been improved and extended to include the University of Central Oklahoma’s new Academy of Contemporary Music in Bricktown. All Citylink buses are equipped with bike racks and two wheel-chair tie-down and lifts and all Citylink services are fare-free, including Expresslink and paratransit.

**Evaluation**:All Citylink services, including the Expresslink, are evaluated monthly. This includes on-time performance, accidents, maintenance, schedules, route efficiencies, customer service, and customer complaints. In July 2009, when Citylink began, we projected annual Expresslink ridership to be 25,337. Based on current trends, we have increased our goal to 30,000 this year. Within three years, we hope to be serving 52,000 commuters annually. Additional performance-based goals:   
- Citylink strives to meet 85-95% on-time performance. Through well-timed scheduling, knowledgeable dispatch and customer service, and tentative driving, this can be accomplished.   
- A safety goal of one preventable accident per 500,000 miles  
- All citizen comments and complaints received by city staff are forwarded to Citylink. The information and results are included in the monthly report provided to the Edmond Public Transportation Committee, the City Council, and to the public as requested.

**Accomplishments**: The greatest accomplishment for this reporting period is the start of the new service and exceeding our goals for ridership and customer service. We are also appreciative of the partnership developed with COTPA to lease vehicles to start the service.

**Lessons learned**:I would advise anyone starting a transit service to focus on the core of the service, customer service, and keep the operations simple, efficient, and effective. Completing a comprehensive transit operations and feasibility study prior to seeking a service provider and starting service were keys to not only a successful service plan, but key stakeholders and city leaders were part of that study and shared the vision and therefore, the commitment to the service. Prior to starting Citylink, I wish I had known the cost and problems associated with leasing older transit vehicles.

#### COTPA (399)

##### Continuation of Fixed Routes JARC Service (372)

**Location**: Oklahoma City (OK)

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

**Goal**: Improved access/connections

S**ervice description**:In FFY 2009, routes 3, 5, 7, 8, 9, 10, 11, 12, 13, 14, 16, 19, 20, 22, 23, and 38 were partially funded through JARC for the entire twelve months. These transit services have been concentrated into a service area of Oklahoma City. In addition, the Express Route 37 and Route 34 (in Edmond) were partially funded for the first nine months until June 30. Since July 1, the City of Edmond has been providing these services through MacDonald Transit Associates, Inc.

**Evaluation**:COTPA has established internal monitoring and evaluation procedures to measure the performances of its routes and services. Its staff prepares ridership information and analysis and reports to the Board of Trustees and the City of Oklahoma City on a monthly basis. Should a trend appears that is inconsistent with the goal, staff will work on determining the cause(s) and take actions needed to fix it. The following performance measures and benchmarks were used for the JARC routes:  
Total ridership/day - 7,000 and Passenger/hour - 16.  
 Many other measurements are also used in the Leading For Results (LFR) performance database to evaluate overall services. COTPA participates at the Oklahoma City LFR process which provides monthly and quarterly performance measures related to various transit factors. For example, percent of service hours lost due to breakdowns, number of passengers per service mile, number of miles driven between road calls, number of vehicle accidents per 100,000 miles, and number of ridership complaints per 10,000 passengers.

**Accomplishments**: Due to the addition of trips during the peak hours, Routes 5, 8, and 23 have experienced a significant ridership increase as many of the riders are using these routes for traveling to and from their jobs. These routes provide services to Mercy Hospital, Quail Springs Mall, major employment locations, and apartment complexes.

**Lessons learned**: **P**lan ahead for any future funding cuts. Once the service is expanded using the JARC funds, it is very difficult to cut back. In recent years, COTPA's JARC funding has been reduced roughly by 3%. We wish we had known about this funding cut.

### Metropolitan Tulsa Transit Authority (1527)

#### Metropolitan Tulsa Transit Authority (493)

##### Tulsa Transit Fixed Route JARC Service (956)

**Location**: Tulsa (OK)

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

**Goal**: Improved access/connections

S**ervice description**:Route 105 provides service for individuals to be able to access a major employment area referred to as the Cherokee Industrial Area. This route assists people to be transported from South Peoria and North Peoria to the industrial park of which such companies as Whirlpool, Capital One, Nordam, and Honeywell occupy building spaces for employment options.   
 Route 114 is a route that connects the cities of Tulsa and Sand Springs. It gives individuals that live in Sand Springs the opportunity to be employed in the Tulsa area, and vice versa. This route travels along Charles Page Blvd. in which there are many industrial-type jobs.  
 Route 203 gives many opportunities to help transport people from their homes to employment options such as OSU Tulsa campus, an industrial area on E. Apache Street, the airport, and Wal-Mart. This route services many low-income areas.   
 Route 508 operates in the City of Broken Arrow and is connected to Tulsa routes by using routes 318 and 471, allowing those who live in Broken Arrow to work in Tulsa, and vice versa. This route also helps mobilize people in Broken Arrow to work within the Broken Arrow city limits.

**Evaluation**:The Tulsa Transit JARC projects are all designed to provide bus services to low-income individuals in the City of Tulsa and its largest suburb, Broken Arrow. All of these routes travel through residential areas, and all serve a multitude of urban employers (major retailers, restaurants, city services, hospitals, etc). The people using these services are overwhelmingly low-income, and are primarily commuting to work. Tulsa Transit surveys its passengers on a regular basis to gather information on who uses our services and for what reason. According to our latest passenger survey, 55% of our users are using the service to commute to work and 74% have household incomes below $25,000.

**Accomplishments**: In 2009, Tulsa Transit began an initiative to reach out to our Hispanic community. Our survey data showed that we were not doing a good enough job of reaching this important group, many of whom fall within the definition of 'low-income'. In this regard we have partnered with the Tulsa Hispanic Chamber of Commerce, as well as both area Hispanic newspapers to get the word out people with limited English proficiency that public transit is an affordable, safe, and convenient way to commute to work. Our work on this project is still in its beginning stages, but we are very encouraged by the partnerships we have begun.

**Lessons learned**:Have a good information gathering system. Surveys and state-of-the-art farebox systems can provide information that can help you determine where you need to focus scarce resources. Tulsa Transit has done a good job of learning who its customers are and what services they need. This is an ongoing process.

## Texas

### City of El Paso Sun Metro (1539)

#### Sun Metro (276)

##### Job Express (199)

**Location**: City of El Paso (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Job Express Service provides demand response/flexible route service within the city limits of El Paso. Client referrals/applications are accepted from workforce development agencies, social service providers, and 25 area Transitional Living Centers serving the homeless. Services are 24 hours per day, seven days per week, including holidays and transportation is provided to work, school, job training, and daycare.  
 We also initiated fixed route service (JARC 103) in September to provide semi-express service from El Paso County Transit System to urban system transit terminals. This route provides transportation through El Paso's Empowerment Zone to encourage use of transit by the neediest segment of local population. The route also provides access to new four-year medical college (Texas Tech System), which is one of the largest employers in the area.

**Evaluation**:The project is monitored for compliance to standards for safety and customer service using a Customer Service Hotline and also with a Customer Satisfaction Survey. Surveys monitor timeliness, safety, and cleanliness of vehicles. Also monitored are driver appearance, efficiency, and customer service skills.

**Accomplishments**: The biggest accomplishment is the formation of the area Transportation Alliance, an action oriented consortium of agencies assisting placement of individuals into jobs. The Alliance sets the priorities for the service and explores opportunities for continuation funding. This Alliance has become more than just a "transportation" consortium, it has become a problem solving entity for jobs and transportation for the extremely low-income populations.

**Lessons learned**:The importance of having a support system made up of community action groups to assist in guiding the service and setting priorities and goals for the program.

### City of Lubbock (1993)

#### City of Lubbock (753)

##### Routes 19 & 34 (953)

**Location**: City of Lubbock (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**: **C**ontinued fixed route service on routes 19 and 34 (previously the JARC-funded Route 25). As Route 25, this service began in 2001, as a cross-town route that was anchored at one end by Citibus’ Downtown Transfer Plaza and at the other end by the Convergys call center, near 34th Street and West Loop 289. It was modified in 2007 and is now two routes, allowing service to an expanded area.   
 Route 19 serves the following educational facilities: Bowie Elementary School, Dupre Elementary School, Wester Elementary School, Lubbock High School, Lubbock Christian University, and Texas Tech University; and significant areas of employment, including Convergys, Covenant Health System (two locations), Lubbock Christian University, South Plains Mall, and Texas Tech University. Convergys, Covenant Health System, and Texas Tech University are listed by the Lubbock Economic Development Alliance as major local employer.) Additionally, passengers on Route 19 have access to affordable housing, primarily near 32nd Street and Genoa and north of the South Plains Mall; medical services at the two locations of Covenant Health System and the related facilities in the medical district; and the Social Security office.  
 Route 34 serves the following educational facilities: Bean Elementary School, Stewart Elementary School, Williams Elementary School, O.L. Slaton Middle School, Hutchinson Middle School, Wilson Middle School, Byron Martin Advanced Technology Center, and Coronado High School; as well as the entire 34th Street corridor and the South Plans Mall, both of which offer significant employment opportunities. Passengers on Route 34 also have access to the LIFE/Run Independent Living Center and the City and County Health Department.  
 In the past, planning partners for this service included the Texas Department of Human Services, Women’s Protective Services, LMPO, Women’s Empowerment Program/Catholic Family Service, Inc. and the Texas Department of Transportation. All of these agencies have been involved with and supportive of Citibus’ JARC program since our first program was funded; most of these agencies are currently involved in the local regional coordination efforts.  
 Beginning in April 2005, Citibus has been the lead agency and has headed the regional transportation coordination efforts for the South Plains region. As part of the formal process of developing a regional plan, the regional group identified unmet needs across the region. One significant unmet need was identified as “Citibus operating assistance.” and the associated remediation strategy was stated as, “Utilize JARC funds to maximum extent possible to offset loss of Federal operating assistance, while maintaining current route structure.”  
**Evaluation**:These two routes carried a total of 65,253 passenger trips during FY 2009; 44,132 passenger trips were during the eight months that JARC helped fund the service in FY 2009.  
 We use these performance measures to evaluate our fixed routes: cost per hour, cost per mile, passenger per hour, and passenger per mile. If any of the fixed routes drop below 60% of the system wide average, then that route is looked at and we try to promote it more. If that doesn't work then we look at cutting the route. Both routes 19 and 34 are strong performing routes and operate well above this threshold.

**Accomplishments**: Every day we are carrying approximately 250 trips to and from jobs on these two routes. These people would not be able to get to these jobs without public transportation. Most of these jobs are lower wage jobs. In many circumstances, the employee will take the fixed route to work and then use the evening service (partially funded by New Freedom funds) to get home or vice versa.

**Lessons learned**:If they are looking at adding a fixed route to serve primarily businesses then they need to look at where the major employment centers are and what type of employees that they need. They need to find where the jobs are that the employees would be willing to take public transportation to. For fixed route service to work, they need to have multiple businesses to serve and also either connect to other routes or go thru the neighborhoods that these workers will come from to make it work.

### Corpus Christi RTA (1535)

#### Corpus Christi RTA (934)

##### Regional Transportation Coordinator (1434)

**Location**: Coastal Bend region (TX)

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

**Goal**: Improved access/connections

S**ervice description**:The Regional Transportation Coordinator position was vacant from September 1, 2008 through April 26, 2009. During the period of April 27, 2009 through September 30, 2009, the Regional Transportation Coordinator held monthly Transportation Coordination Network (TCN) meetings with stakeholders and service providers in the 12-county Coastal Bend region. As part of the duties in the role of the Regional Transportation Coordinator, a PTN grant was written for FY 2010 through 2012 for updating the Regional Public Transportation Plan. A team of seven TCN members attended the Texas Institute for Transportation Coordination, August 3-6, 2009, to develop and formulate a 12-month plan for Coastal Bend regional transportation for outreach/awareness and rural area summits to survey rural stakeholders and residents regarding transportation needs.

**Evaluation**:The JARC funding was successful in that it assisted with the PTN grant application and the Texas Institute 12-month plan were both effective September 1, 2009. Two items of the 12-month plan were completed; a rural operator training session attended by all rural public transportation operators and rural operations staff was held August 1, 2009. On September 18-19, 2009 a Mental Health Conference was held at which available rural transportation services were used to transport attendees and a rural transportation presentation was made to make conference attendees aware of services available.

**Accomplishments**: The Transportation Coordination Network is a working network of Coastal B end region stakeholders and service providers who are actively planning and coordinating public transportation needs of the Coastal Bend region. Funding and planning for updating the Regional Public Transportation Plan is in place to assure that the updated plan is comprehensive and inclusive of the entire 12-county Coastal Bend region.

**Lessons learned**:The Regional Transportation Coordinator and the Transportation Coordination Network needs to be at the forefront of public transportation planning, development and implementation. Needs assessments need to be comprehensive and inclusive of all 12 Coastal Bend counties and stakeholders as well as residents must have input regarding current services available and services needed in the region.

##### Work Commute 3 (1428)

**Location**: Nueces County (TX)

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

**Goal**: Improved access/connections

S**ervice description**:These three routes are providing services in underserved rural areas in an effort to connect residents to work centers in Corpus Christi.   
Route # 84-Serving persons with disabilities by providing access to blind individuals with a route to and from their work destination, the South Texas Lighthouse for the Blind   
Route # 65-Seasonal service is connecting temporary workers to jobsites at the Padre Island tourist area.  
Route # 67-Connects underserved rural areas of Bishop and Driscoll, Texas

**Evaluation**:These routes are evaluated based on ridership and contacts with the local employers.

**Accomplishments**: Rt. 84 Lighthouse provides an alternative to ADA paratransit for riders with disabilities traveling to and from work at the South Texas Lighthouse for the Blind. While ridership has been low, there has been a benefit in increased interaction with staff and workers. That dialogue has lead to participation by Lighthouse representatives on RTA's Committee on Accessible Transportation that has the potential to improve service and drive ridership.  
 Route 65 has been very effective in bringing seasonal workers to an area without a fixed route opportunity; numbers have been growing but ridership was affected in 2009 by a soft economy. The relationships with employers has also resulted in an increase in van pools in the area.  
 Route 67 is service provided in a rural area that has very limited options in mobility and transportation overall. Although ridership figures have not increased significantly, this service represents a lifeline for individuals served.

**Lessons learned**:The above services present several challenges, especially difficulty in providing a service over long distances and limited service frequency. I cannot over emphasize the importance of communication with stakeholders regarding needs. It really is the only way to get it right. I believe that even with the limited success represented by two of these three services outlined above, there was a need to provide that service. Sometimes you must be willing to accept a less than stellar productivity to meet community need.

### Denton County Transportation Authority (6464)

#### Denton County Transportation Authority (754)

##### Commuter Express (1019)

**Location**: Denton, Lewisville, Carrollton, Dallas (TX)

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

**Goal**: Improved access/connections

S**ervice description**:Commuter Express takes forward commuters into downtown for access to employment in the urban core. This service connects with DART's bus and light rail system and carries reverse commuters to education and employment opportunities in Lewisville and Denton.

**Evaluation**:DCTA looks at the monthly ridership both on the forward and reverse commute to ensure an efficient operation with limited dead-head.

**Accomplishments**: Over the past year of service we have experienced increase in overall ridership and a trend toward a more balanced service, with trends of increased ridership balancing out between forward and reverse commuter ridership numbers.

**Lessons learned**:Continue to build working relationships/ partnerships with other transit agencies, large employers, and the communities within our service area. These successful partnerships with universities and employers will continue to encourage ridership.

##### DCTA Connect (1016)

**Location**: Denton, Lewisville, Highland Village, (TX)

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

**Goal**: Improved system capacity

S**ervice description**:DCTA funded service enhancements which included increased frequency and reduced headways on DCTA fixed routes in Denton, Lewisville, and Highland Village, providing employment connectivity for low-income residents to recently development retail centers in Highland Village, expanding the service, and increasing the frequency in Denton to better accommodate non-traditional working hours.

**Evaluation**:DCTA evaluates the performance of each service monthly including passenger per revenue hour and cost per revenue hour.

**Accomplishments**: In Denton and Lewisville, DCTA has seen ridership continue to grow- the retail development and route changes have improved services and route schedule. Most recently, DCTA has increased the frequency to accommodate travel needs and ridership growth. In Lewisville and Highland Village, DCTA modified its service to better align service with ridership needs. Since that time, the agency has seen record ridership.

**Lessons learned**:Continue to monitor urban development for growth potential; maintain current events of road constructions that could affect routes.

### Fort Worth Transportation Authority (1540)

#### Fort Worth Transportation Authority (380)

##### Alliance Fixed Route Express Service and Alliance Vanpool Service (361)

**Location**: North Central Texas Region (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Fort Worth Transportation Authority operates two expanded routes along with vanpool services to the Alliance and Mercantile areas using FY 2007 and FY 2008 JARC funding. Route 69 is the Alliance Express (29.4 miles one way) and Route 23 goes to the Mercantile Business Center (7.6 miles one way). Vanpools operate to and from central Fort Worth throughout the business park. The suburban areas served are aproximately 20 miles north of downtown Fort Worth. The targeted population of this service are relatively low skilled workers who may not have an extensive work history. These individuals are the least likely to have access to an automobile, which makes this service one they utilize. The Alliance area now houses more than 170 companies, including 66 from the Fortune 500, Global 500, and Forbes List of Top Private Companies. These firms have invested more than $6.5 billion to build 28 million square feet and create nearly 28,000 full-time jobs (with nearly another 4000 construction jobs). Over the past 17 years, the Alliance Texas area has generated a $28 billion economic impact to the North Texas region.

**Evaluation**:Two JARC grants: Alliance Fixed Routes (TX-37-X062) and Alliance vanpools (TX-37-X070). TX-37-X062: Ridership on the routes is the primary evaluation measure. TX-37-X070: Ridership in the vanpools is the primary evaluation measure.

**Accomplishments**: TX-37-X062 (Two fixed routes to Alliance Business Center): An accomplishment associated with the Fort Worth Transportation Authority's use of JARC funding is providing essential transportation services for many urban dwelling suburban workers.   
  
 TX-37-X070 (vanpools to Alliance Business Center): This service is particularly helpful when gas prices increase. The accomplishment is providing much needed shared ride transportation in a very congested area of Interstate 35N. This improves air quality and cuts down on travel time for citizens of North Texas.

**Lessons learned**:Route 69 in particular serves mostly temporary employees within a vast industrial park. Boarding counts fluctuate widely from day to day depending the quantity of orders to be processed and the number of employees needed for production levels. The T has had to react instantly to changing demand, from sending out additional buses to carry the load to cancelling entire trips when production is shut down.

Route 23 serves multiple employers and two technical colleges in a smaller business park but it struggles with inconsistent shift times/class times by the multiple employers and colleges. Communication with the tenants of the parks is needed in order to keep up with the changing needs but the management and even ownership of the companies turns over making it difficult to maintain contacts. Business Parks should be encouraged to establish a Transportation Management Association (TMA) and/or appoint a Transportation Management Coordinator (TMC) to work with the local transit agency as well as provide standardized travel demand management services.

### Lower Rio Grande Valley Development Council (1868)

#### Lower Rio Grande Valley Development Council (809)

##### Career Link (1010)

**Location**: Hidalgo County (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Career Link is a flexible service route operated with two buses running along a loop pattern in opposite directions in Hidalgo County. Hours of service are from approximately 6 AM to 7 PM, Monday through Saturday. The service area is primarily located along the Business 83 and Highway 107 corridors, including the cities and towns of La Joya, Peñitas, Palmview, Edinburg, Alton, Palmhurst, Mission, McAllen, Pharr, San Juan, Alamo, Donna, Weslaco, Mercedes, Indian Hills, La Villa, Edcouch, Elsa, La Blanca, and San Carlos.  
 The primary goal of the route is to provide trips to Colonia residents and other citizens who want access to employment, training, schools, workforce resources, and other employment-related services throughout the County. There are numerous businesses, shopping locations, day care centers, social service offices, and other relevant attractors along this corridor. There is also a major university – the University of Texas – Pan American. The route was also designed to connect to small urban service within the city limits of McAllen, allowing passengers to transfer without cost from the Career Link to McAllen Express’ routes and employment services within that city.

**Evaluation**:Ridership in terms of passengers per revenue hour and passengers per revenue mile were evaluated against past performance and other routes in the system. The route was the second most productive route in the system out of ten total routes, according to these measures.

**Accomplishments**: The greatest accomplishment of this route was bringing needed transit service into areas such as Colonias that never had it before. Hidalgo County is one of the poorest counties in the United States, and this route allowed access to employment and employment-related locations, which is a tremendous benefit to this area.

**Lessons learned**:It is important to anticipate expected trip patterns before the service begins so that people can be matched to the service they really need. Also, when it comes to marketing the service, it is important that a strong grassroots component be in place. In our region, workers who specialize in Colonia issues helped disseminate information about the route through word-of-mouth, because a significant portion of our ridership cannot read.

### Metropolitan Transit Authority of Harris County (1547)

#### Family Services of Houston (105)

##### Ways to Work Car Loan Program (616)

**Location**: Harris County (TX)

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

**Goal**: Improved access/connections

S**ervice description**:Established in 2008, the Family Services’ Ways to Work Loan Office is the sole nonprofit agency in the Greater Houston area providing this innovative solution to the transportation needs of the working poor. The program complements Family Services’ mission to provide individuals and families with the counseling and guidance they need to strengthen themselves and their relationships.  
 Family Services works closely with the national Ways to Work office. The national office provides Family Services with guidance, training, and secured loan capital. Family Services then provides car loans of up to $6,000 at 8% interest. As a Ways to Work program office, Family Services recruits applicants; screens for eligibility criteria; assists with selecting and evaluating vehicles; guarantees full repayment for each loan; services loans to borrowers; provides financial education; and provides case management.

**Evaluation**:Family Services, as accredited by the Joint Commission, closely monitors performance for all service areas through a Quality Improvement Process. This process involves tracking and evaluating data for each program on a monthly basis. Data is benchmarked against performance standards, historical data, and qualitative programmatic information. If program performance is not meeting expectations, a Quality Improvement Team thoroughly investigates the program and makes recommendations for improvement.  
 Relevant benchmarks for Ways to Work include number of loans made, household income and financial situation, and successful completion of loan.

**Accomplishments**: Since the end of FFY 2009, Ways to Work has made an additional 32 car loans. In total, because of Ways to Work, 63 families have gone through financial and credit counseling, stabilized their finances, learned how to make a positive vehicle purchase, formed relationships with trusted mechanics and learned techniques to increase the life of their cars while reducing the environmental impact of those cars (regular oil changes, tire inflation, shared rides/carpooling, planning trips for greater efficiency, etc.). The most innovative and successful element of Ways to Work is its holistic approach. Clients are assisted with everything from financial advising to learning about car maintenance, from case management to counseling, from parenting skills to resume and job search help. This holistic approach helps clients make progress in all areas of their lives.   
 Over 90% of clients have maintained or improved their employment and have stabilized or increased their income significantly, which impacts communities as clients spend additional dollars in grocery stores and other local businesses. Maintained employment and increased income also means that clients are less likely to engage in government benefit programs; clients add to the tax base as opposed to taking away from it.

**Lessons learned**:Much of Ways to Work’s success is due to the program’s unique staff, which possesses talents in both finance and human services. This combination of skills is crucial, as loan coordinators must also act as advocates and case managers for clients.

#### Metropolitan Transit Authority of Harris County (103)

##### METRO STAR Regional Vanpool Program (921)

**Location**: Houston, TX (TX)

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

**Goal**: Improved system capacity

S**ervice description**:JARC-funded service for METRO STAR Regional Vanpool involves the lease of vanpool vehicles for vanpool routes that provide reverse commute trips to employees of suburban or rural employers where no fixed route transit service is available to meet the commute needs of the participating employees. Service was operated between April and September, 2009. As of September 2009, 112 routes consisting of 987 employees served 29 employers. Van routes are primarily suburban to suburban routes.

**Evaluation**:Regional vanpool services are evaluated on the basis of routes, trips, passenger miles, reduction in vehicle miles of travel, and emissions reductions. The original target was approximately 100 routes. For the six month operational period in FFY 2009, the following results were achieved:  
Routes = 112  
Riders = 987  
Trips = 109,344  
Passenger Miles = 2,959,150  
VMT Reduction = 2,453,386 miles  
NOx Reduction = 1,840,040 grams  
Carbon Dioxide Reduction = 1,124 tons

**Accomplishments**: The target of 100 routes was achieved, serving over 900 employees of 29 different companies where transit alternatives were not previously available to meet the commute needs of employees.

**Lessons learned**:The JARC-funded vanpool routes represent a different funding model than previously used in the METRO STAR Regional Vanpool program. This initiative demonstrates a capital funding alternative to our historical operating funds / incentives approach to Regional Vanpool.

### North Central Texas Council of Governments (1588)

#### Goodwill Industries of Dallas, Inc. (940)

##### Goodwill Job Training Enclave for Persons with Disabilities (1424)

**Location**: Dallas and Ellis counties (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Partnership between Goodwill Industries, Walgreens, and the Department of Assistive and Rehabilitative Services (DARS) to provide transportation from Goodwill headquarters in Dallas to the Walgreens Distribution Center in Waxahachie.

**Evaluation**:We analyzed the number of jobs accessed through the training program and the impact of transportation assistance in their ability to train and qualify for employment. We recorded the number of trips made and the number of jobs accessed through the program.

**Accomplishments**:

1. Number of one way trips: 3,364  
2. Route length (one way in miles): 33 miles  
3. Number of targeted jobs: 25 jobs  
4. Number of jobs accessed: 33 jobs  
 We served two job training programs that put 33 individuals with disabilities to work at Walgreens Distribution Center, in Waxahachie, Texas. The daytime TWG (Transitional Work Group) program served 12 individuals with severe disabilities for seven months. These clients received six hours per day of job training in washing totes, general cleaning, and parking lot maintenance. The night time TWG served 21 individuals with disabilities for 11 months. These clients were trained under the supervision of their coach in medium duty work, including shipping and packing of individual products. Clients typically went through nine weeks of training and were hired on by Walgreens at a pay rate of $12.25 per hour.

**Lessons learned**:Some of the difficulties we have had are in training clients in two different areas of work during different shift periods. It is important to be able to respond to the needs of the employer quickly to ensure that we can access more jobs. We had planned the project against two very well defined shifts and now cater to several shifts over the year.

#### Kaufman Area Rural Transportation (941)

##### Rockwall Expansion (1426)

**Location**: Rockwall County (TX)

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

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

S**ervice description**:Increased demand responsive service hours within the City of Rockwall from 6 AM to 6 PM, previously 8 AM to 4 PM. The extended hours provide individuals the opportunity to get to employment, training, and childcare activities that were previously inaccessible.

**Evaluation**:We have evaluated the project by ridership increased within the increased time.

**Accomplishments**: A client was able to take advantage of the earlier hours to schedule a ride to a transfer point where a Dallas Area Rapid Transit (DART) connection is available to the individual’s place of employment.

**Lessons learned**:Do not to expect immediate success. It takes time to build the relationship between a transportation system and a rider.

### Via Metropolitan Transit (1937)

#### Via Metropolitan Transit (37)

##### Routes 2, 97, and 608 (149)

**Location**: Bexar County (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 608 began operation on May 29, 2007, providing new service to employment centers at Bandera and Loop 1604. The route provides job access with the help of existing Route 88. The 88 travels through areas with a high density of households considered low-income. The transfer is necessary to prevent duplication in service that already exists through the main trunk of Bandera Road. During FY 2009, this route provided 46,388 passenger trips over 5,460 hours and 77,801 miles.  
 Route 2 provides an extension that serves Blanco Road from downtown to Loop 1604. Only the extension is being submitted for funding as it too is adding new service along Blanco Road from Parliament Square to Loop 1604. The route provides a direct trip from areas with predominately low-income households to employment centers and opportunities at Blanco and Loop 1604. The extension begin operation on August 27, 2007. During FY 2009, this route provided 74,156 passenger trips over 5,451 hours and 66,240 miles.  
 Route 97 is routed such that it allows individuals the opportunity to receive a direct trip to major employment centers along Fredericksburg Rd., West Ave., NW Military Hwy., and The Rim Shopping Center at IH-10 and Loop 1604. The route travels through areas with high densities of low-income households. During FY 2009, this route provided 543,614 passenger trips over 29,686 hours and 446,829 miles.  
**Evaluation**:Two of the routes (2 and 97) were extended to employment areas that were not previously served. The separate Route 608 was also developed to extend to an area not previously served. The total ridership increase on the line and the productivity (passengers per hour) was evaluated against previous years. The performance measure was to maintain the same productivity on the route after extension and to reach 150 average daily riders in the segment of new service. The original benchmarks were at -0- riders and the productivity on the new route or new segments were also at -0- when this service began.

**Accomplishments**: The ridership on the Route 2 extension has met our expectations and provided the job access to the large retail employment center, but we were surprised by new ridership using the service from along the line to access the entire transit system.

**Lessons learned**:Evaluate the census data of the new areas to be served. Provide higher scoring for areas with dense employment and population. Identify and establish a relationship (surveys, needs, etc.) with employers with good pedestrian connections to the future route.  
 We would have liked to known the probable market share that we could anticipate from the new area.

# SMALL URBAN/RURAL PROJECTS

## Arkansas

### Arkansas State Highway and Transportation Department (1561)

#### Bi State MPO (101)

##### River Valley Mobility Manger (804)

**Location**: Crawford, Franklin, Logan, and Sebastian counties (AR)

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

**Goal**: Improved access/connections

S**ervice description**:Hired Mobility Manager (MM) to identify opportunities for coordinated service among 24 providers in the four county area. Also, the MM is placing automated vehicle locators on transit vehicles to identify most used routes in the area, as well as time of day service. This information will be used to update the region's PT-HS Transit Coordination Plan.

**Evaluation**:Use the number of agencies contacted to date compared to original 24. Also discussed the progress and activities with MM on a regular basis.

**Accomplishments**: Developed a MM Handbook that can be used as a guide for other areas of the state.

**Lessons learned**:There is a very high and long learning curve for a MM if they are unfamiliar with the transit industry. Agencies are apprehensive to discuss coordination of vehicle use or drivers in the rural areas.

#### Birch Tree Communities, Inc. (696)

##### Birch Tree JARC (812)

**Location**: Izard, Jackson, Saline, Sharp, Stone, and Van Buren counties (AR)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Provides demand response service in large and small urbanized and rural areas throughout the State

**Evaluation**:The AHTD uses the following factors to measure service: percentage of passenger trips, passenger trips per number of vehicle passengers, trips per day, cost per vehicle, cost per mile, and cost per passenger trip.   
**Accomplishments**: Sub-recipient was lower than state average in all measures except one (passenger trips per mile).

**Lessons learned**:Based on performance measures, rural providers scored better than urban providers. Also, human service providers scored better than public transit systems.

#### Centers for Youth & Families, Inc. (746)

##### Centers JARC (937)

**Location**: Pulaski County (AR)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Provides demand response service in Pulaski County

**Evaluation**:The AHTD uses the following factors to measure service: percentage of passenger trips, passenger trips per number of vehicle passengers, trips per day, cost per vehicle, cost per mile, and cost per passenger trip.   
**Accomplishments**: Sub-recipient was lower than state average in all measures except one (costs per day).

**Lessons learned**:Based on performance measures, rural providers scored better than urban providers. Also, human service providers scored better than public transit systems.

#### Central Arkansas Transit Authority (743)

##### CATA JARC - NLR (933)

**Location**: North Little Rock (AR)

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

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

S**ervice description**:Established fixed-route service during non-traditional work hours in North Little Rock

**Evaluation**:The AHTD uses the following factors to measure service: percentage of passenger trips, passenger trips per number of vehicle passengers, trips per day, cost per vehicle, cost per mile, and cost per passenger trip.   
**Accomplishments**: Sub-recipient exceeded State program averages of all passenger trip measures, but was high in costs measures.

**Lessons learned**:Based on performance measures, rural providers scored better than urban providers. Also, human service providers scored better than public transit systems.

#### Friendship Community Care, Inc. (794)

##### FCC - JARC (986)

**Location**: City of Benton (Saline County) and Pope County (AR)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Provides demand response service in one urban and one rural county

**Evaluation**:The AHTD uses the following factors to measure service: percentage of passenger trips, passenger trips per number of vehicle passengers, trips per day, cost per vehicle, cost per mile, and cost per passenger trip.

**Accomplishments**: Sub-recipient was only higher than State average in three measures: passenger trips per mile, costs per vehicle, and costs per day.

**Lessons learned**:Based on performance measures, rural providers scored better than urban providers. Also, human service providers scored better than public transit systems.

#### Mid Delta Community Services, Inc. (795)

##### Mid Delta Transit (987)

**Location**: Arkansas, Lee, Monroe, and Phillips counties (AR)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Provides demand response service in four rural counties in the economically- depressed Mississippi River area.

**Evaluation**:The AHTD uses the following factors to measure service: percentage of passenger trips, passenger trips per number of vehicle passengers, trips per day, cost per vehicle, cost per mile, and cost per passenger trip.

**Accomplishments**: Sub-recipient was lower than State average in all measures except one, costs per mile.

**Lessons learned**:Based on performance measures, rural providers scored better than urban providers. Also, human service providers scored better than public transit systems.

#### Ozark Regional Transit (796)

##### ORT JARC (988)

**Location**: Springdale (AR)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Established fixed route service for faculty and students attending community college in Springdale, Arkansas

**Evaluation**:The AHTD uses the following factors to measure service: percentage of passenger trips, passenger trips per number of vehicle passengers, trips per day, cost per vehicle, cost per mile, and cost per passenger trip.

**Accomplishments**: Sub-recipient was lower than State average in all measures

**Lessons learned**:Based on performance measures, rural providers scored better than urban providers. Also, human service providers scored better than public transit systems.

#### Rainbow of Challenges, Inc. (797)

##### Rainbow Training (989)

**Location**: Hope (AR)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Provides demand response service in the City of Hope

**Evaluation**:The AHTD uses the following factors to measure service: percentage of passenger trips, passenger trips per number of vehicle passengers, trips per day, cost per vehicle, cost per mile, and cost per passenger trip.

**Accomplishments**: Sub-recipient exceeded State averages for all measures except three: passengers per day, costs per vehicle, and costs per mile

**Lessons learned**:Based on performance measures, rural providers scored better than urban providers. Also, human service providers scored better than public transit systems.

## Louisiana

### Louisiana Department of Transportation & Development (1562)

#### Louisiana Department of Transportation & Development (1015)

##### Avoyelles Public Transit (1722)

**Location**: Marksville (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Demand Response. We provide transportation to the local Wal-Mart and Paragon Casino and nursing homes that have shift workers. Avoyelles COA has employers that include a public transportation announcement in their new hire packets; they partner with the local LA Workforce Office to transport low-income to jobs and job traveling.

**Evaluation**:We have customer evaluations that are reviewed by a committee to see if the services we provide are acceptable to the public and if they have any complaints against our transportation services. All complaints are looked at very carefully and action will be taken to correct any problems. At this time we have had no complaints about our transportation services. Our passenger trips have increased throughout the years 2007/2008 30,270; 2008/2009 35,000; 2009/2010 45,000.

**Accomplishments**: Our community will benefit in the following ways: it will help the economy, increase the workforce, and help low-income families.

**Lessons learned**:To have more revenue to do transportation services more efficiently.

##### Calcasieu Parish Police Jury Office of Community Services (1723)

**Location**: Lake Charles (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:We are a demand response system. Our clients are qualified quarterly or on an as needed basis.

**Evaluation**:Our JARC project is evaluated based on the following criteria and benchmarks: trips per day, miles per trip, trip cancellations, trip no shows, on time client pickups, and client complaints.

**Accomplishments**: Our ridership has increased

**Lessons learned**:These strategies are based on utilizing existing partnerships and limited information sharing as the law permits.

##### City of Alexandria (1728)

**Location**: Alexandria (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This project will fund the night service operations (6 PM - 10 PM) of ATRANS. Four fixed routes provide transit service to the low-income and minority populations for transportation to and from employment, and seeking employment opportunities.

**Evaluation**:Our increase in ridership has proven success

**Accomplishments**: This project will continue to provide an efficient means of transportation for the citizens who utilize this service for jobs.

**Lessons learned**:Educate the public about the program by marketing it.

##### City of Franklin/ St. Mary Community Action Association (1724)

**Location**: Franklin (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Transportation services designed to transport eligible, low-income persons to and from jobs and activities related to their employment. This service extends transportation to job sites outside of our normal agency hours and on weekends.

**Evaluation**:Ridership has increased. There is a need for transportation to job sites because there is no other public transportation available

**Accomplishments**: Responsible drivers are one of the main components of being successful in this business.

**Lessons learned**:Employers are committed to tell their employees who do not have transportation about our services. Transportation is one of the main obstacles to a successful employment and this is a serious concern for employees.

##### City of Monroe (1729)

**Location**: Monroe (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This project will assist the Monroe Transit System in providing its current Night Rider service until 10:30 PM, Monday through Saturday, to its retail and restaurant oriented workforce. A new route that will be started in 2009 will connect a low-income neighborhood in West Monroe to the main terminal in Monroe in addition to a large retail area that is currently not on a bus route. We anticipate high ridership on this route. The service will link low-income neighborhoods to areas of employment, allowing increased access to work sites for all riders in the Monroe area.

**Evaluation**:This grant will afford us the opportunity to continue providing late night transportation to our current riders and will allow us the opportunity to connect the two major areas within our service area allowing much more mobility between the two cities.

**Accomplishments**: We will monitor ridership to ensure the success of the project. If ridership does not meet expectations, we will re-examine the project.

**Lessons learned**:Marketing the program

##### DeSoto Parish Police Jury (1727)

**Location**: Mansfield (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:There is a great need for this type of transportation service for this area. The high demand to and from work from many individuals who cannot afford their own transportation. Our goal is to change that. We would like to offer these individuals the transportation to and from work so that they will be able to keep their jobs.

**Evaluation**:We have marked this program in order to receive clients.

**Accomplishments**: To receive letters of accomplishments from employers about how they are so thankful for our services.

**Lessons learned**:Marketing your program

##### River Parishes Transit Authority (1731)

**Location**: LaPlace (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:RPTA is providing an all new general public demand response transit system in St. Charles and St. John the Baptist. RPTA has deemed the best use of JARC funding to increase the hours of service during morning and afternoon peak hours when most people are traveling to and from work.

**Evaluation**:The lack of public transit in the River Region has been identified as the cross cutting missing link in providing job and job training access to those most in need.

**Accomplishments**: By increase in ridership

**Lessons learned**:Marketing the program and let the public know it is there to be used in such a large area.

##### St. James Parish Council (1725)

**Location**: Convent (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The transportation services are designed to transport welfare recipients and low-income individuals to work.

**Evaluation**:Increased ridership

**Accomplishments**: We have successfully provided transportation for clients to and from work who are of low-income. We have been successful in which the client no longer needs JARC assistance and becomes a public transit rider.

**Lessons learned**:Working with the public and private sectors of economic development, which includes educating the public about the benefits of the JARC program.

##### Terrebonne Parish Consolidated Government (1730)

**Location**: Houma (LA)

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

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

S**ervice description**:The project consists of operating the Good Earth Transit fixed route system for eight hours on weekend days and Parish holidays when currently no service is being provided. The system will operate complimentary paratransit service as well during this period. These routes will provide reverse commute job opportunities for the residents of the City of Houma to obtain work during non-traditional work days at various locations in the Bayou Cane suburb and other suburban work locations in the unincorporated areas of Urbanized Area near the City of Houma. The service will be comprised of operating five fixed bus routes and complimentary paratransit. The current Grand Caillou Loop will be operated to provide low-income riders from the City of Houma and opportunity to seek gainful weekend and holiday employment at work locations outside the incorporated boundary of the city of Houma.

**Evaluation**:The community will receive the benefit of weekend and holiday bus service to provide opportunities for employment.

**Accomplishments**: Ridership

**Lessons learned**:Marketing

##### Town of Franklinton (1726)

**Location**: Franklinton (LA)

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

**Goal**: Expanded geographic coverage

S**ervice description**:In the past year, the demand for transportation for employment and employment-related purposes has significantly increased. A number of requests have been denied. This has resulted in a waiting list for JARC and other services.

**Evaluation**:Ridership has increased tremendously. Employers will be able to maintain a trained, fully staffed workforce to meet the needs of their customers. From our grant we will provide approximately 150 persons who currently reside in Washington Parish the opportunity to seek and maintain employment within their communities.

**Accomplishments**: Continuing this funding will ensure that those persons who apply in the future will be assured of receiving services. More than 300 individuals have made this transition in the last three years.

**Lessons learned**:To publicize the service availability through the media sources your areas. Establish partnerships with public and human service agencies to establish a referral network to reach the largest population.

## New Mexico

### New Mexico Department of Transportation (1564)

#### Adelante (80)

##### Adelante Development Center (183)

**Location**: Eddy County (NM)

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

**Goal**: Improved access/connections

S**ervice description**:JARC funds were utilized in transporting disadvantaged populations to and from work between the cities of Carlsbad and Artesia and this was the only public transit service between those cities.

**Evaluation**:Our project was evaluated based on ridership and ability to provide safe services to and from work for those individuals. During the project period, there were no incidents and ridership remained constant.

**Accomplishments**: These transit services between the cities of Carlsbad and Artesia were nonexistent prior to JARC funding. We feel that we have provided a great resource for at-risk populations to have access to transportation services to and from work, where unemployment has steadily increased in the last two years.

**Lessons learned**:The ultimate impact to the lives of individuals being provided the ability to remain successfully employed was as rewarding as the grant itself.

#### Ben Archer (82)

##### Ben Archer Health Center Transportation (145)

**Location**: Dona Ana County (NM)

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

**Goal**: Improved access/connections

S**ervice description**:Ben Archer Health Center Transportation haw two routes. Route one operates from Hatch, New Mexico into Los Cruces, New Mexico, the largest City in Dona Ana County. This route continues on within the city limits. Route two operates in Las Cruces and surrounding areas. These routes provide transportation to work, job search, school, and job training. Route one is the only transportation available in northern Dona Ana County.

**Evaluation**:Surveys are sent to clients quarterly. Coordinator meets with agencies whose clients utilize the transportation services. Coordinator is active the development of a southern New Mexico MPO. Obtain a dispatcher to improve route efficiency and client management.

**Accomplishments**: Ben Archer Transportation applied for ARRA stimulus funding for the purchase of three ADA compliant busses, which was granted and will be received in the winter of 2009/2010.

**Lessons learned**:Be educated about grant money, network with other community help agencies. To have points of contact in different areas of operation.

#### Carlsbad (89)

##### Carlsbad Municipal Transit System (152)

**Location**: Eddy County/Carlsbad and surrounding area (NM)

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

**Goal**: Improved access/connections

S**ervice description**:Currently, the Carlsbad Municipal Transit System provides demand response service. The current fare is 50 cents per one way trip. The customer makes a 24-hour advance schedule and we pick them up and transport them either to work or to work-related activities and back home.

**Evaluation**:The New Mexico Workforce Connection, which is part of the Human Services Department and NMSU- Carlsbad meet the third Thursday of each month. The organizations involved are Children Youth and Families, Income Support, DVR, Mental Health, Carlsbad Battered Shelter and the New Mexico Health Department. We discuss the services provided and discuss meeting the target groups that need this service.

**Accomplishments**: Our ridership number has gone up since we started actively advertising.

**Lessons learned**:If you have demand response program, you need to have more early in the day drivers available and also drivers available from 3 PM to 6 PM.

#### Los Alamos County (90)

##### Los Alamos County (168)

**Location**: Los Alamos County (NM)

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

**Goal**: Improved access/connections

S**ervice description**:FFY 2009 JARC-funding was used for two fixed route services: Route 1, the Downtown Circulator (Job Access) and Route 5, the White Rock Route (Reverse Commute).   
 Route 1, the Downtown Circulator is a fixed route designed to connect riders coming from Espanola and Santa Fe on Park-and-Ride service to actual work sites. According to the U.S. Census Bureau, 7,235 people living in Rio Arriba and Santa Fe counties commute to Los Alamos County. Many of these individuals come from Espanola, which has a poverty rate of 18.9% among those 18 and older. This can be compared to Los Alamos County which has a poverty rate of 3.1% among those 18 and older. Specific Route 1 service information includes the following: 20 minute headway, 20 round trips per day during peak period only, 251 service days per year, and 13 service hours per day.  
 Route 5, the White Rock Route connects Los Alamos residents with the community of White Rock. According to the U.S. Census, 996 Los Alamos commuters travel more than 20 minutes to get to work. Of this number, 226 leave the County. Therefore, and estimated 770 commuters travel from Los Alamos to White Rock. Specific Route 5 service information includes the following: twice an hour peak headway and once an hour off-peak headway, 20 round trips per day, 251 service days per year, and 13 service hours per day.

**Evaluation**:Route 1 and Route 5 continue to grow and remain Los Alamos County’s most utilized routes. As indicated above, 149,775 rides were attributable to JARC funding on these two routes in FFY 2009, which was an increase from 78,693 rides attributable to JARC funding on these two routes in FFY 2008. In response to high ridership in FFY 2009, additional twice per hour service was added to Route 5, the White Rock Route, during peak morning and evening commute hours during FFY 2009. Even with the inception of this additional service, an additional White Rock Route not funded by JARC, has been started in FFY 2010, further evidence of the success and need for service to and from White Rock from the Los Alamos town site.

**Accomplishments**: Ridership has well exceeded any reasonable expectations. One especially successful element of the entire Atomic City Transit System, including the JARC routes, is that there are no fares. The system is supported entirely by grant and local money from the County’s general fund. Riders love that the system is free. It gives them a true cost saving motivation to ride the bus system instead of driving a personal vehicle. In addition, it eliminates the burden of staff implementing a fare collection system and the burden of actually collecting fares or maintaining a payment system. Fares, in regards to cost or convenience, do not act as a barrier to potential riders.

**Lessons learned**:When starting this system, rather than simply mimicking industry standards, County staff focused on simplicity and ease of use in order to maintain existing riders and recruit new riders to public transportation in Los Alamos County. We would encourage other systems to really look at their service areas and the ways they are unique and try to develop a system that truly meets the unique needs of the community.

#### Los Lunas (91)

##### Los Lunas Public Transportation (167)

**Location**: Valencia County (NM)

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

**Goal**: Improved access/connections

S**ervice description**:The Los Lunas Public Transportation Program is the only JARC-funded service provider in Valencia County. As such, it has become the most reliable source of transportation for Welfare-to-Work participants and low-income households in the County. Our services is curb-to-curb, demand response transportation to work, training, school, and other employment-support activities, including delivery and pick up of children to and from child care centers. The program also serves a large number of reverse commuters that access employment on a daily basis. JARC funds have made it possible for passengers referred by the local Department of Human Services to receive these transportation services.   
 The program operates Monday through Friday, from 5 AM until 6 PM. Los Lunas Public Transportation’s current service delivery area for JARC-eligible riders consists of approximately 74% of Valencia County, serving the Village of Los Lunas and other areas within the Albuquerque Metropolitan Planning Area.

**Evaluation**:Evaluation of service is measured through the following factors: number of referrals received from collaborating agencies monthly and annually; number of clients; number of clients/passenger trips; average miles per client/passenger trip; active riders per month; identification of trip purpose and number; net operating cost per trip (as a means to analyze the cost efficiency of service provision); and the number of jobs accessed.  
 Qualitative evaluation of service provision is conducted through annual questionnaire/survey of customers and referral partners to determine their satisfaction with the services provided.

**Accomplishments**: We consider the implementation and availability of the JARC program in Valencia County as a key accomplishment for our Agency. Our ability to provide these services to Welfare-to-Work and low-income people, as well as to reverse commuters so that they can access jobs and job-related activities is a tremendous benefit to our region. We have increased our ridership by more than 20% and continue to strengthen coordination with local social service agencies and other partners to further increase those numbers.

**Lessons learned**:Educate yourself about the transportation needs of your service area. Engage your local social service agencies, community leaders, collaborating partners, local employers, etc. in a dialogue about the type of services that would benefit their clientele and/or constituents. Utilize community input to design and implement a program that best addresses the transportation needs of the target population. Secure adequate funding to implement, sustain and grow the program. Establish a good working relationship and partnership with your local social service agencies so you can be assured that eligible passenger referrals will be forthcoming.

#### Milan (92)

##### Village of Milan (160)

**Location**: Cibola (NM)

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

**Goal**: Improved access/connections

S**ervice description**:During FY 2009 the transit system was operational for only three months.

**Evaluation**: **I**f service had continued for the entire fiscal year, benchmarks may have been obtained.

**Accomplishments**: Accomplishments were minimal because the service was only available for three months.

**Lessons learned**:Be in operation for the entire fiscal year

#### NCRTD (93)

##### North Central Regional Transit District (148)

**Location**: North Central (NM)

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

**Goal**: Improved access/connections

S**ervice description**:In FFY 2009 we have five routes utilizing JARC funding. These routes are in three counties providing commuter service for many workers that seek and hold employment opportunities outside their resident county. In Taos County, we provide service from Penasco and Questa, 24 miles to Taos, the county seat, for employment opportunities and educational opportunities that do not exist in those smaller communities.

We also provide service from the Town of Taos in Taos County to Espanola in Rio Arriba County. This route provides employment and educational opportunities for individuals commuting in either direction.

We also provide service from Espanola (Rio Arriba County) to Santa Fe (Santa Fe County) for educational and employment opportunities as well as connectivity to the State’s light rail system for destinations further south.

Service from Santa Fe to Edgewood provides transportation to riders in rural Santa Fe County to the City of Santa Fe. This route is partially covered by JARC funds and other funding to accommodate various types of riders.

**Evaluation**:Our major evaluator is our ridership, which is consistently high for these routes. Customer satisfaction is another evaluator as customers are pleased to have this type of service which enables they to seek higher education of surrounding institutions and to also seek better employment opportunities outside their home communities.

**Accomplishments**: One of our greatest accomplishments is to create a public transit system that has connectivity of over 100 miles one way to connect with the State’s light rail system, enabling riders in the northern part of the state to connect to services to Albuquerque. This has never been done and to achieve this goal is appreciated by numerous residents. Another achievement is to put together a coordinated system that covers over four counties, including five tribal entities and over 10,079 square miles of rural north central New Mexico.

**Lessons learned**:We have learned that a service plan with an implementation process is very important. In beginning to develop service it has been difficult to please all the general public with their wants and needs. With a Board of Directors approved service plan, it helps to give us direction in prioritizing route development and a map of where we will be going in the future. Budget development and planning is also very important, so growth can be planned with sustainability of existing routes.

#### Roswell (94)

##### City of Roswell Pecos Trails Transit System (146)

**Location**: Roswell (NM)

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

**Goal**: Improved access/connections

S**ervice description**:We cover about 85% of the City of Roswell, New Mexico. We have three buses that run on the Main Street route from Monday though Sunday and four buses that run into the community, Monday through Friday. Hours of service are Monday to Friday, 6:27 AM to 10:15 PM, Saturday from 7:31 AM to 10 PM, and on Sunday from 10:49 AM to 7 PM.

**Evaluation**:We have questionnaires for our patrons so they can make suggestions on how we can better out services. Video cameras were installed in each bus for the safety of our passengers and benches have been placed at 80% of our bus stops. We have ongoing training for our drivers, have purchased better equipment, and ensure that each bus has first aid kits.

**Accomplishments**: We have a clean and safe bus terminal; passenger safety is a top priority. The radios and video cameras are a big asset to ensure safety for our drivers and the passengers.

**Lessons learned**:Research your routes, make sure you are getting the best coverage. Make sure you cover the community as well as the businesses and school districts. Your buses need to run the routes in a timely manner so that they can be utilized to their fullest.

#### Sandoval Co. (95)

##### Sandoval Easy Express (182)

**Location**: Rural Sandoval County (NM)

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

**Goal**: Improved access/connections

S**ervice description**:Routes 22, 4, and 8 transport folks from the rural parts of Sandoval County to the Job Centers within Northern Rio Rancho and Bernalillo, and to the NM Rail Runner station for transport to Albuquerque and Santa Fe. In addition, they transport folks from the NM Rail Runner stations in Bernalillo, back up to the rural areas for employment, primarily at the schools and clinics.

**Evaluation**:Primary measure has been ridership. In addition, we have institute a web based customer comment tracking system. We are in the process of developing a customer service survey for FY 2010

**Accomplishments**: Reduced amount of customer complaints, added web-based comment system

**Lessons learned**:Make sure you have buy in, in the form of resolutions, from all communities being served.

#### SCCOG (96)

##### South Central Council of Governments (181)

**Location**: Northern DAC and Sierra County areas (NM)

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

**Goal**: Improved access/connections

S**ervice description**:Route will consist of demand response stops running between Village of Hatch and surrounding areas, City of Elephant Butte, City of Truth or Consequences, and Village of Williamsburg. We are looking at implementing a customized route which is based on a first call basis. This would work as follows: anyone in need of a ride to work, school, doctors appointments, shopping, bank, ISD appointments, Dept. of Labor, New Mexico Works Program, child care services, would be eligible for rides. Pick up would be from their home, providing they call 24 hours in advance.

**Evaluation**:It is the mission of the South Central Council of Governments to provide safe, reliable, and cost effective transportation to all citizens of Sierra and Dona Ana counties to improve their daily standard of living.

**Accomplishments**: Being able to help

**Lessons learned**:Have patience and be helpful

#### SWRTD (97)

##### South West Regional Transit District (174)

**Location**: Grant County, Luna County, and Hidalgo County (NM)

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

**Goal**: Improved access/connections

S**ervice description**:Modified fixed route serving Deming to Columbus and Lordsburg to Silver City and demand response service to the City of Lordsburg, Silver City, and Deming.

**Evaluation**:By utilizing 5317 funding to supplement the 5316 funding, the organization has been able to reach areas of the tri-county area that have long been neglected for transportation needs. We have been able to help ADA passengers receive medical treatment and daily quality of life needs by transporting them from Columbus, Rodeo, Cliff, and Mimbres, New Mexico into the city and county seats.

**Accomplishments**: SWRTD’s most successful accomplishment is that with the 5316/5317 funding we have been able to provide transportation for areas that need the service to obtain training for job placement and employment for residents who live up to 30 miles away from the areas of employment.

**Lessons learned**:In living in rural southern New Mexico, we were not fully prepared for the demand that was going to be required in providing this service and the amount of man power and miles that we needed to travel in order to transport passengers for the JARC/TANF program. These two obstacles have made us revise the way we write our pick up schedule. Another major problem that we are trying to overcome is when a ride is requested that we are given the correct address and phone number, as we receive at least 25% false client information, causing the bus to travel to a non-existent place of residence.

#### Torrance County (98)

##### Torrance County (173)

**Location**: Torrance County (NM)

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

**Goal**: Improved access/connections

S**ervice description**:We operate fixed route, modified fixed route, and demand response service that covers major municipalities in Torrance County. The route essentially aligns with the two north-south state highways and I-40, the primary connectors between the municipalities. We partner with Torrance Works, our local ISD Office, and Workforce Connections to identify clients and promote the service. We also promote our service through local job fairs, health fairs, community celebrations, and civic events. Fixed route service is available multiple times daily, Monday through Friday to Central and Tramway in Albuquerque where passengers can connect with ABQ ride. Demand response service is also available with advanced notice. The Connections Call Center in Moriarty had been a major employer, but went out of business during the year. However, Wal-Mart has opened a Super Store in Edgewood and it is a fixed route stop for our service. Fixed route service begins at 5 AM and ends at 7 PM in Estancia, which is the county seat.

**Evaluation**:We collect and record data in an Access database on a monthly basis with categories that include total passenger trips and total demand response trips with breakdowns for: TANF/JARC, Medicaid, Senior, Disabled, and total number of unduplicated clients. This database enables us to compare progress from month to month and year to year and evaluate when and where we may need to make changes to our service delivery system. We also conduct client surveys on a regular basis and participate on the local community health council so that we can routinely collect direct feedback from clients and area businesses, health and social service agencies, and non-profit organizations.

**Accomplishments**: Our service numbers for FFY 2009 reflected in total passenger trips for all categories increased 73% over FFY 2008.

**Lessons learned**:Be grounded in your community and maintain contact with existing and new community partners. Be flexible, have a reliable mechanic and hire local personnel. Our drivers are our best ambassadors. If at all possible retain the services of an experienced and successful program manager.

#### Zia (99)

##### Zia Therapy Center (288)

**Location**: Otero and Lincoln counties (NM)

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

**Goal**: Improved access/connections

S**ervice description**:This service is provided to residents of Otero and Lincoln counties

**Evaluation**:We lost at ridership and cost per trip measures

**Accomplishments**: Measure of success is that this program has coordinated with the 5310 supported employment program requirements

**Lessons learned**:None

## Oklahoma

### Oklahoma Department of Transportation (1565)

#### CART University of Oklahoma (258)

##### CART Little Axe Shuttle (180)

**Location**: Norman (OK)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Little Axe Shuttle is intended to provide enhanced job access by connecting people from rural Norman to urbanized areas of Norman and Oklahoma City.

**Evaluation**:The performance is based on ridership. The goal was six riders per week after 90 days, ten riders per week after 180 days, and 15 riders per week after 360 days.

**Accomplishments**: We have really just started to see increased ridership for this route. We reached out to the Little Axe School System last month, and were able to transport 16 special needs students from Little Axe to our main transfer station at OU for an event they wanted to attend. Students and parents were asked to cover their own fares, but the $0.25 special patron fare was much cheaper than the $5 each student or parent would have had to pay in order to utilize a district school bus.

**Lessons learned**:Don't expect too much participation in the beginning. Rural residents are not used to the availability of a bus route. The main thing to remember is that they will want to see that the service is dependable before they start making a change in their personal habits. Being consistent in your service is the best way to build steady ridership over time.

#### KiBois Community Action Foundation, Inc. (259)

##### KiBois JARC Collaborative (188)

**Location**: 47 Counties (OK)

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

**Goal**: Improved system capacity

S**ervice description**:A collaborative of seventeen transit operators located in 47 rural Oklahoma counties functioning as a jobs access project. The project has divided the JARC funding among the operators according to the ability of each to match funds.

**Evaluation**:The project is evaluated primarily by the number of passenger trips provided during a twelve month period. The goal was 149,760 trips, which was exceeded.

**Accomplishments**: Through the efforts of our providers, we have enhanced the visibility of transportation at the local level. Because of the networking required, many new agencies and groups are now aware of our transit services, particularly those providing transportation to work for both persons with disabilities and the general public. Statewide Work Force groups are now partnering with transit agencies providing JARC and New Freedom Transportation to better serve their clients.

**Lessons learned**:Our advice would be to not limit your mission. Be creative in meeting the particular needs of your community, and include as much public input as possible from those who could be served.

## Texas

### Texas Department of Transportation (1567)

#### Alamo Area Development Corporation (169)

##### JARC 1 Frio COFFEE (1382)

**Location**: Frio, Atascosa, and Bexar counties (TX)

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

**Goal**: Improved access/connections

S**ervice description**:The second JARC grant (JARC 2 and JARC 2A) continued the JARC programs begun in FY 2007, which provided rural-to-rural and rural-to-urban transportation for residents of Frio, Medinan, and Atascosa counties who were in need of transportation to and from jobs or job seeking activities, continuing education classes, technical training, and higher education college/university programs.  
 The original demand response method of transport was enhanced to include an intercity flex route designed to transport residents within the city of Pearsall, Texas. A second route was in the planning stages during FFY 2009.

**Evaluation**:The JARC administrator (AACOG’s Economic Development Specialist – Transportation), Workforce Personnel, and Alamo Regional Transit system drivers distributed customer survey cards to patrons of the routes. The cards asked riders to evaluate service in the following areas: Courtesy of drivers, assistance in entering & exiting the vehicle (if needed), availability of scheduling, driver safety, condition/cleanliness of the vehicle, cost of service (if applicable), wow well the service meets needs, Will you use the service again?, Will you recommend the service to others?  
 Additionally, need analysis surveys were administered to Workforce clients to determine how and when the shuttle service could be designed to best serve their needs for transportation into the greater San Antonio area.

**Accomplishments**: The greatest achievement was being able to provide two projects specifically designed to meet the needs of individual communities including the first local/in-town route and the second long-distance service to rural residents who would never have been able to afford or arrange transportation from the remote rural area where they live into the metro area where the jobs were more plentiful and the institutions of higher learning are located. Having a transportation service that could take them over 160 miles a day would have not been possible without the JARC funding. In addition to this, designing the project to include a dedicated shuttle service running from 5 AM to 8 PM, Monday through Friday, provided a reliable service option that could be used at-will without the need to call in and schedule service 24-48 hours in advance.

**Lessons learned**:Needs analysis is a critical function in designing a JARC transportation program. Establishing links within the community is a key component to program success as is public education and outreach efforts. Route planning, design, and refinement are parts of the process that take continual monitoring. Involvement and support from community leaders and stakeholders are also very important. Successful partnering with transportation operator(s) is also a key component.

##### Medina & Atascosa (1383)

**Location**: Frio, Medina, Atascosa counties (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The second JARC grant (JARC 2 and JARC 2A) continued the JARC programs begun in FY 2007 which provided rural-to-rural and rural-to-urban transportation for residents of Frio, Medina, and Atascosa counties who were in need of transportation to and from jobs or job seeking activities, continuing education classes, technical training and higher education college/university programs.  
 The original demand response method of transport was enhanced to include an intercity flex route designed to transport residents within the city of Pearsall, Texas. A second route was in the planning stages during FFY 2009.

**Evaluation**:The JARC administrator (AACOG’s Economic Development Specialist – Transportation), Workforce Personnel, and Alamo Regional Transit system drivers distributed customer survey cards to patrons of the routes. The cards asked riders to evaluate service in the following areas: Courtesy of drivers, assistance in entering & exiting the vehicle (if needed), availability of scheduling, driver safety, condition/cleanliness of the vehicle, cost of service (if applicable), wow well the service meets needs, Will you use the service again?, Will you recommend the service to others?  
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#### Ark-Tex Council of Governments (187)

##### Bowie, Cass, Morris, Titus, Lamar & Red River Counties JARC Program (912)

**Location**: Bowie, Cass, Morris, Titus, Red River, and Lamar counties (TX)

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

**Goal**: Improved system capacity

S**ervice description**:Currently, ATCOG is supplying JARC trips through a demand response type transit program in Bowie, Cass, Morris, Titus, Red River, and Lamar counties in northeast Texas. ATCOG partners with two local taxi companies in Bowie and Lamar counties in order to provide JARC service 24/7. All JARC customers are referred by the Northeast Texas Workforce Solutions participating in programs such as TANF, RIO, Welfare to Work, and other work-related programs. Our JARC program supplies trips for persons training for work, actual job-search, and to and from work for six weeks after a participant finds a job.

**Evaluation**:ATCOG’s JARC performance measure for FY 2009 was to provide transit services for 350 JARC participants, from training for employment, jobs search, and actual employment for six weeks. In FY 2009, ATCOG with our partners, City Cab of Texarkana and Yellow Cab of Paris, provided transportation services to 438 JARC participants within our region. ATCOG not only met our performance measure – we provided 79% more JARC participants transit services from stage one of joining the job market to actual employment. Unemployment is 14% in our region, one of the highest rates of unemployment in the State of Texas.

**Accomplishments**: With a 14% unemployment rate in our region in 2009, being able to assist 927 Workforce JARC participants in transportation services from day one of job training to six weeks of transit services after they are gainfully employed, is a great accomplishment. In 2009, we have seen 36 people leave homeless shelters and move into homes and apartments after getting jobs. Each day we have accomplishments in our JARC Programs.

**Lessons learned**:The hardest lessons we have learned in our JARC program is that one quarter of the participants do not want to get a job and come off government assistance. We have had to police the participants and report them to their case workers at the Workforce Centers. Our drivers have been asked to comb participants children’s hair and dress them on the way to day care. ATCOG is a firmly behind the push to have all welfare participants be required to have drug and alcohol testing before they are accepted to any program.

#### Big Bend Community Action Committee, Inc. (168)

##### JARC (918)

**Location**: Presidio, Marfa, and Jefferson Davis (TX)

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

**Goal**: Improved access/connections

S**ervice description**:BBCAC provides rides to persons from Presidio, Marfa, and Jeff Davis to job sites and to Sul Ross State University for students attending school.

**Evaluation**:We provided 208 one way trips between Oct. 2008 and Sept. 2009. We had increased trip demand advertisements and have picked up 14 persons to take to work at Cibolo Creek daily.

**Accomplishments**: We have seen a rise in numbers of persons obtaining a jobs due to our agency having the means of providing them transportation.

**Lessons learned**:When starting a service with employers involved, be sure that the employers are going to participate and not leave you hanging. The partners need to be sure they are going to be involved from beginning to end of project

#### Capital Area Rural Transportation System (198)

##### Hyatt Route (861)

**Location**: Elgin and Bastrop (TX)

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

**Goal**: Improved access/connections

S**ervice description**:Hyatt Route- Transportation was provided to get employees from Elgin and Bastrop to and from work at the Hyatt Lost Pines Resort, Monday through Sunday, for three shifts.

**Evaluation**:This service was evaluated by providing a survey to the employer to see if the service being provided met the needs for the employer. A survey was also provided to the employees to see if they were satisfied with the service being provided and if there were needs for improvement.

**Accomplishments**: We were able to provide transportation service to 17 customers to get to work and back. Without this service, they had no transportation

**Lessons learned**:Make sure there is always communication between the agency and the employer. That is when the employer no longer needs the transportation service for their employees they will let you know in advance so you will not have to run an empty bus for two days and not knowing why until you call.

#### Central Texas Rural Transit District (745)

##### Ride to Success (936)

**Location**: Brown, Callahan, Coleman, Comanche, Eastland, Nolan, and Stephans counties into the cities of Abilene, Eastland, and Sweetwater (TX)

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

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

S**ervice description**:Central Texas Rural Transit District has partnered with the Workforce Solutions Center of West Central Texas to provide transportation services to the residents of Brown, Callahan, Coleman, Comanche, Eastland, Nolan and Stephens counties into the cities of Abilene, Eastland, and Sweetwater. Services are planned to primarily center around job search, workshops and trainings held at local workforce centers; and workshops and training held offsite by funded by the Workforce Solutions Center of West Central Texas.  
 CTRTD has also extended service hours in Brown County to 5:30 AM to 7 PM, Monday through Saturday. The Ride to Success program has enhanced employment opportunities and has provided a much needed transportation service to the residents of Brown County to succeed in the workforce.

**Evaluation**:Central Texas Rural Transit District has required any passenger interested in utilizing the Ride to Success program to complete a one page application. This application consists of the same data required for our scheduling software. With these applications we are able to evaluate each passenger whether they are new, existing, or past passengers. Monitoring of monthly ridership and tracking hours of service/mileage is also conducted. CTRTD has issued random surveys and ride alongs to gather input directly from the passengers to evaluate quality of service that is being provided.

**Accomplishments**: CTRTD has definitely increased awareness of public transit in general. In promoting the Ride to Success program, it has increased ridership and has allowed CTRTD to partner with Central Texas Opportunities, Texas Workforce Center, local radio stations, and various agencies that benefit from our services. CTRTD partnered with local radio stations and local food bank to promote a "Stuff the Bus" food can drive, it benefited the community and allowed CTRTD to promote "Ride to Success." In an effort to encourage customers to utilize Ride to Success services, CTRTD has offered free rides to work, training, and to include dropping off children at daycare prior to work or training. Free transportation service for Ride to Success will continue through June 2010.

**Lessons learned**:CTRTD did not form designated routes in fear of restricting service. However, this does make it more difficult to sell to any employer when transporting only a handful of their employees. The majority of our passengers that ride the JARC program are employed by nursing homes, home health, or restaurants. We have learned that these individuals are lower paid and their work shifts are compatible with hours of transit service for Brown County.

#### City of Brownsville (176)

##### Brownsville JARC Project - Routes 14, 30 & 31 (1603)

**Location**: Brownsville, Cameron County (TX)

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

**Goal**: Improved access/connections

S**ervice description**:The Brownsville JARC Project provides fixed route public transportation service connecting targeted, low-income, rural areas in Cameron County with the existing fixed route bus system operating within the City of Brownsville. Three new fixed routes (routes 14, 30, and 31) were implemented. Route 30 and Route 31 serve neighborhoods in non-urbanized areas of southern Cameron County including several “Colonias.” Both routes operate on a “split” schedule – covering morning and afternoon hours – and are aligned to make connections with at least three of the fixed routes serving the City of Brownsville. Route 14 was implemented to provide new public transportation service within the City of Brownsville to a local training and education center, which also houses a workforce center, retail, service, manufacturing, and back-office employment sites.

**Evaluation**:Standard transit industry operating performance measures are used as a basis from which to monitor the operational performance of the three new routes that have been implemented. Those measures include the number of passengers per mile and per hour. The performance measures are tracked and analyzed on a monthly basis and compared to other routes. Route adjustments have been implemented to increase performance including modifications to route alignments and passenger capacity adjustments (including changing vehicle type and frequency).   
 Additionally, the City of Brownsville partnered with the University of Texas at Brownsville to collect and analyze passenger information for specific routes, including the JARC routes. A survey was developed and administered to passengers using the targeted bus routes in order to determine how well the routes were meeting the objectives of the JARC program i.e. services targeted to employment and employment-related transportation needs. The survey results indicated that at least 54% of trips are for employment and employment-related purposes (school, job training, childcare). Another important finding was that 37% of the ridership requested additional hours of service. As a result, more hours were added to two of the routes (14 and 30). However, ridership did not increase in tandem with the additional hours of service and both routes began performing at lower than average levels. The added hours were cut and performance returned to previous levels.

**Accomplishments**: Successful collaboration between multiple agencies – Both the development of the JARC plan and the project implementation included interaction and cooperation between multiple agencies. The City of Brownsville, Cameron County, and the local Workforce Development Board all contribute resources to operate the JARC services.   
 Partnership with UTB for project evaluation – The City of Brownsville partnered with the University of Texas at Brownsville to analyze the ridership of the JARC routes. Data was collected on specific trip purposes to determine how well the routes are meeting the objectives of the JARC program and to provide quantitative data for the City and its partners to decide if the services need to be continued, adjusted or terminated.

**Lessons learned**:Make sure that a comprehensive marketing plan is included as part of the project. Another lesson learned was that while it may be possible to convince a mix of public and private organizations to contribute funds in order to scrape together non-federal match for operating new public transportation service for a year or two, gathering non-dedicated operating funds on a piecemeal basis is impractical. Unless a dedicated source of revenue can be secured for new services, their sustainability are always at risk once all grant funding has been exhausted, especially considering that the JARC program itself is not a dedicated/ reliable source of funds.

#### City of Abilene (CityLink Transit) (165)

##### CityLink Transit Access to Jobs (Evening Service) (914)

**Location**: Abilene (TX)

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

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

S**ervice description**:The City of Abilene (CityLink Transit) operates a demand response-based transportation service called the Access to Jobs (Evening Service). This service operates at the conclusion of the day's fixed route and ADA Paratransit service from 6:15 PM until midnight, Monday through Saturday. This service caters to individuals within our community who are seeking transportation to and from their evening employment or school schedules, however, we also make it available to the general public at a premium price. The City of Abilene has been operating the service since 1999 with minimal changes.

**Evaluation**:The evaluation of our Evening Service is based on annual ridership and passengers per hour. The agency also employs Trapeze scheduling software, which enables our agency's schedulers to maximize the efficiency of our nightly manifests.

**Accomplishments**: As for successful or innovative elements, the entire Evening Service operation can be considered successful and innovative. In speaking with other Texas transit agencies that provide evening transportation, for a community of our size, our service greatly outnumbers theirs in ridership and interest. The greatest accomplishment of the Evening Service is its ability to retain its usefulness and relevance within the community. With annual JARC and CDBG funding to support the service, staff has been able to maintain passenger fares at $2 per trip for work- and school-related trips and $5 per trip for general trips. Since 2001, Evening Service ridership has not dropped below 15,750, and in FY 2007, it surpassed annual ridership of 20,000 trips. Additionally, we are able to maintain a monthly average of between 1.75 and 2.0 trips per hour, which is tremendously efficient.

**Lessons learned**:None

#### City of Del Rio (199)

##### Del Rio Transportation (1090)

**Location**: Val Verde County (TX)

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

**Goal**: Improved access/connections

S**ervice description**:The City of Del Rio Transportation Program currently provides curb-to-curb demand response transportation services in the Val Verde County area seven days a week to provide daily service for jobs, education, work interviews, day care, and shopping when required.

**Evaluation**:Kept daily records on clients, miles traveled, and missed events. Reports to management and called several clients randomly.

**Accomplishments**: Provided needed transportation for individuals that had no other means of transportation and in some cases when vehicle was out of service for an extended time.

**Lessons learned**:Need to advertise the service locally in various media and presentations.   
Get with major employer in the city and county and make them aware of the service. Contact community groups and have them advertise the service.

#### Colorado Valley Transit (175)

##### Austin and Colorado County JARC Project (916)

**Location**: Austin County (TX)

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

**Goal**: Improved system capacity

S**ervice description**:Colorado Valley Transit District (CVTD) JARC service for Austin County includes the following daily deviated bus service with to address work transportation in Bellville, Sealy, Wallis, and San Felipe. Target audience for access to jobs and services includes Welfare to Work recipients and low-income individuals. Route includes WorkSource of Sealy and Health and Human Services, which addresses job readiness, training, retention service, WtW, TANF, WIA, and placement in the service areas. Route service provided to, but not limited to the following major employers in Austin County: Armor Holdings, Wal-Mart Distribution Center, Wal-Mart Super Center, Rinker, Acne Brick, Bellville Hospital, Valmont, TESCO Ind., Seacon, Bellville Tube, Weyer Haeuser, and Gulf Coast Toyota.

**Evaluation**:Our agency conducted a customer survey which revealed the majority of the clients approved of the service, service met their needs, and revealed multiuse of the transportation project. We had no relevant performance measures and benchmarks.

**Accomplishments**: An ongoing partnership with the local Economic Development Corporations contributing their 4b taxes as match was our greatest accomplishment.

**Lessons learned**:We would advise someone starting a service to seek long term partners to help sustain service after grant terminates. We wish we had known the maximum number of years the grant would cover to assist with long range planning and commitments.

#### Community Action Council of South Texas (186)

##### JARC Colonias Project (1089)

**Location**: Starr, Jim Hogg, and Duval counties (TX)

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

**Goal**: Improved access/connections

S**ervice description**:Our JARC Project had a slow start, but continued to grow during 2007 and was well developed by 2008. During 2007 CACST had a major restructuring of administration as an agency and as a department. As the new administration, we took on the challenge of implementing this project with little background on its primary focus. Our main goal was to provide job access and reverse commute services to low-income individuals who lived in Colonias. Geographic criteria defined our service area and our target population. Our staff was trained (and in some cases re-trained) on the specific criteria and implementation of this project.  
 Our agency improved services by increasing the area of coverage, requiring more time on the road for drivers, creating additional routes or incorporate into existing route, hours of operation were increased, and new vehicles that are more fuel-efficient were put into use.

**Evaluation**:We feel that it has been successful because the public is still requesting the service, both individually and through local agencies. We also developed some long standing partnerships. Relevant performance measures include the procurement of five vehicles to meet the demand of the service area for job access activities.

**Accomplishments**: Our greatest accomplishment has been improved public awareness of our transportation program. Although this agency has existed for over 15 years, many still had the impression that we only provide services for older adults and persons with disabilities or medical transportation. We were able to operate efficiently by being flexible and constantly adjusting to the demands of the riders.

**Lessons learned**:I would advise someone starting a service like this to prepare by establishing partnerships in the community with public and private agencies that understand the needs of the community and goals of this project. Another very important aspect that has a major impact on goal accomplishment is marketing.

#### Community Council of Southwest Texas, Inc (193)

##### SouthWest Transit (920)

**Location**: Maverick, Zavala, and Uvalde counties; Crystal City (TX)

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

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

S**ervice description**:Routes to work and school in Maverick, Zavala, and Uvalde counties; direct shuttle route from Eagle Pass to the Del Monte Plant in Crystal City, Texas.

**Evaluation**:Based on one way trip service and jobs filled. Trips varied depending on demand by employers. Those employers covered were home health agencies, day cares, and the Del Monte Food Plant.

**Accomplishments**: Working with Del Monte Food Plant was a first in the region. It was used as a model throughout the region to set up similar coordination with other employers.

**Lessons learned**:Work to have employers garnish fees directly from employees.

#### Concho Valley Transit District (912)

##### CVTD JARC (1319)

**Location**: City of San Angelo (TX)

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

**Goal**: Improved access/connections

S**ervice description**:Provide demand response – open to the public for employment related trips.

**Evaluation**:Using demand response to determine the activity in first few months to further develop the course of the project.

**Accomplishments**: None

**Lessons learned**:None

#### East Texas Board Workforce Solutions (741)

##### JARC (931)

**Location**: Anderson, Camp, Cherokee, Gregg, Harrison, Henderson, Marion, Panola, Rains, Rusk, Smith, Upshur, and other counties (TX)

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

**Goal**: Improved system capacity

S**ervice description**:The Job Access Reverse Commute (JARC) Program seeks to expand the availability of work-related public transportation for low-income workforce center customers. The program represents a partnership between the Workforce Solutions East Texas Board and the major public transportation providers (East Texas Rural Transit, Longview Transit, Tyler Transit, and NDMJ, Ltd. Transportation) of the region. Workforce Solutions East Texas Board is contracting with the Texas Department of Transportation for JARC services.   
 Currently, funding allocated for transportation expenses for Workforce Investment Act, Temporary Assistance for Needy Families (TANF) Choices, and Supplemental Nutrition Assistance Program Employment and Training (SNAP E & T) is primarily in the form of cash payments to participants. While some participants may utilize these funds for bus fares etc., the primary approach to transportation is the use of these funds to defray gas and other operational expenses for private motor vehicles either owned by the participants or by friends, family, or acquaintances. It is intended that the funding leveraged through this project will be used to offer an alternative transportation option for workforce participants. Ride usage projected for this project is based upon estimates of the number of workforce participants who will opt for public transportation and the amount of match available (through federal workforce funds) to access JARC funds. The public transportation offered through this program will be purchased through existing transit providers who are project partners and will not duplicate services already available. By purchasing additional rides for workforce participants, it is anticipated that routes will be expanded into additional geographic areas and ridership will increase on existing routes.

**Evaluation**:The Workforce Center Operator staff submits an invoice to the Workforce Solutions East Texas Board monthly by the 5th working day of the month following the time period being reported. The Workforce Solutions East Texas Board established monitoring policies, procedures, and forms for all of its existing workforce programs. The JARC program is reviewed according to the Board’s existing monitoring policies and procedures.

**Accomplishments**: Board staff is in the process of amending our original grant to include a Transportation Navigator. The Navigator will be an employee of the Workforce Center Operator and serve as a resource person to the center and persons with transportation needs.

**Lessons learned**:Using federal workforce program funds (with competing priorities for usage) is a challenge. Alternative match sources are very important.  
  
 I underestimated the importance of organizing routes with congregate ridership and the impact that this can have on the cost per participant who is provided transportation. Increasing ridership for workforce programs participants involves in many cases, a change in travel habits (traveling alone in a motor vehicle is the norm). A marketing strategy and patience is needed.

#### Fort Bend County Public Transportation (979)

##### FT. Bend JARC (1607)

**Location**: Fort Bend County (TX)

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

**Goal**: Improved access/connections

S**ervice description**: Service did not begin until March of 2009. The fare for each one way trip is $1. The service is a trip-based program which provides transportation services directly to individuals in rural areas of Fort Bend County on a demand response basis in order to improve their access to existing services. The project helps to expand transportation options to promote full-access to their community, including work, shopping, school, rehabilitation, medical care, and social events, for people with disabilities.  
 Phase 1 of this project provides reserved bus service Monday through Saturday, AM and PM, except Fort Bend County holidays. Advance reservations are required even though there is a route schedule. Riders in need of assistance may be accompanied by one attendant at no charge. Plans are being developed to implement bus stop attendants and ride attendants in order to assist passengers who cannot travel independently.  
 In order to access service, individuals or their guardians must complete and return a registration form prior to their first reservation. The purpose of registration is to ensure that the passengers accessing the service are people living with disabilities. Registration is a requirement of the New Freedom Grant and information is kept on file for future use.

**Evaluation**: Our evaluation process is ongoing.

**Accomplishments**: Our reach is ever-expanding into economically depressed and under-served communities. Innovative elements implemented include travel training for passengers and the upcoming implementation of ride monitors.

**Lessons learned**: None

#### Galveston Island Transit (194)

##### Galveston Island Transit (940)

**Location**: Galveston (TX)

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

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

S**ervice description**:Annually 12,376 total hours of Island Transit routes and services encompass the JARC-supported operations. Route 7 is fully JARC-supported, with a weekly total of 168.5 revenue hours. The combined Routes 1 – 6 Extended Hours are served by two buses 7:30 PM - 11:30 PM each day, totaling 48 revenue hours per week. The Extended Sunday Service for combined Routes 1 – 6 is serviced by two buses totaling 21.5 revenue hours per week. The total JARC supported services is 238 revenue hours per week and therefore 12,376 revenue hours for 52 weeks a year.   
 According to the Galveston Housing Authority, the City of Galveston has residents below the poverty level living throughout the city. In addition, the largest employers, UTMB and the hotel and recreation industry, are on opposite ends of the city. Island Transit operates seven interconnected routes throughout the city which enable low-income residents to obtain and maintain employment throughout the city, but especially with the larger employers that are not in a centralized location. Therefore, JARC funds are to be applied on a proportional basis for the routes and services Island Transit designed to primarily accommodate JARC trips.

**Evaluation**:Island Transit total operating cost for 12,376 annual total hours are derived at an average cost per revenue hour. The total operating cost less the farebox revenue results in a net operating cost. TxDOT has agreed to reimburse the City of Galveston for 50% of the JARC-related cost based upon surveys of riders ever six months. Based upon the extensive survey information above, the JARC-eligible trips constitute 67% of the net operating cost. Fifty percent of the JARC-eligible cost is invoiced in equal monthly requests, and adjusted every six months based upon updated rider surveys.

**Accomplishments**: Providing a service that is fundamental to locomotion of residents in this community. In particular, the identification of the role of that service by riders, employers, work source providers, and daycare users and providers. The network system developed between riders and drivers, conveying inquiries, requests and information. The importance of this service entity in the overall role of Galveston’s Transit System.

**Lessons learned**:Integral role of close communication and response between provider and riders and provider and employers, and implement extended and consistent hours.

#### Golden Crescent Regional Planning Commission (172)

##### Flexible Job Access Service (888)

**Location**: Victoria (TX)

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

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

S**ervice description**:The Flexible Job Access Service is made up of four routes which operate in the north, south, and central areas within the city limits of Victoria. The primary purpose is to provide our riders with better access to employment opportunities within the city of Victoria. These flexible routes operate approximately every 30 minutes, and have the ability to flex off their route within a ¾ mile corridor to provide ADA flex services such as access to work, job training, and education and/or job search for riders who have ADA-eligible disabilities and have been prior approved. The hours of operation are Monday through Friday, from 6 PM to 10 PM, Saturday, 7 AM to 10 PM, and Sunday, 11 AM to 7 PM.

**Evaluation**:Detailed trip data is captured for all four flex routes by bus stop this data is then reviewed regularly. Performance measures reviewed based on this data are passenger trips per revenue hours, passenger trips per revenue mile, operational expense per revenue hour, and operational expense per revenue mile. We than compare this data against previous data to determine efficiencies.

**Accomplishments**: This project has been successful because of the partnership we developed with our local Workforce Development Board. Their input was invaluable in the development of the routes and service. The Golden Crescent Workforce Development Board also provides 25% of the local match needed to offset the federal JARC dollars.  
 Also, since this project is addressing the need for evening services, a concern was how to address safety and lighting at our bus stop locations. We installed solar lighting (I-Stops) in areas where additional lighting was necessary. When activated, the I-Stops also serve as a flasher to notify the driver that a passenger is waiting at the bus stop because the driver is able to spot the light from down the street.

**Lessons learned**:Use the best data available when route planning. All the best planning cannot take into account changes in your own service area that may affect service delivery, so flexibility is the key. Don’t waste time. If a route or bus stop aren’t performing than rework them, and last don’t forget to capture important data so that you have the information needed to make those important decisions.

#### Golden Crescent Regional Planning Commission - Victoria (170)

##### Rural JARC Van Pool (884)

**Location**: Victoria; Jackson County (TX)

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

**Goal**: Improved access/connections

S**ervice description**:The Inteplast Van Pool started with one route beginning at HEB in Victoria and heading north, picking up at designated stops in Jackson County and heading to the Lolita Plant. The PM shift then returns home. At 6 PM the route starts again for the PM crew back to the Lolita Plant, and the AM crew is picked up and taken home. The second route initiated is for Matagorda County workers with stops in Bay City, Blessing, Palacios, and then on to the Lolita Plant; two shifts of workers also travel to and from the plant. (7 AM shift/7 PM shift)

**Evaluation**:Performance measures reviewed based on this data are passenger trips per revenue hours, passenger trips per revenue mile, operational expense per revenue hour, and operational expense per revenue mile. We than compare this data against previous data to determine efficiencies. We also surveyed the employer and before we began this service they were experiencing over a 20% turnover rate now it is less than 5%. The employer and employees surveyed are happy the service is in place.

**Accomplishments**: Our partnership with the employer has been the key to why the program is so successful.

**Lessons learned**:Reliability is the key to providing this type of service, and finding vendors in these rural communities to keep up with the important preventive maintenance and upkeep on the vehicles.

#### Heart of Texas Workforce Board (197)

##### Highway 6 to Success (1608)

**Location**: Falls County, McLennan County, Waco (TX)

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

**Goal**: Improved access/connections

S**ervice description**:The service, branded Highway 6 to Success, is a fixed route, six-day-a-week service connecting Falls County and southeastern McLennan County to the City of Waco. Passengers transfer at no additional cost at Waco Transit’s Intermodal Center to access the entire urbanized bus service, or remain on the bus to its final destination Sanderson Farms, which employs 1,200 workers. Waco residents as well as rural residents use the service to reach Sanderson Farms for employment.   
 In 2009, Highway 6 to Success continued to address a critical workforce need in the region’s county with the highest unemployment, lowest weekly average wages, and declining population – Falls County. Through an ongoing inter-local agreement with Waco Transit System, Inc., this project provided residents of Falls County and southeastern McLennan County with reliable and affordable transportation to employment, education, job skill training, and other quality of life opportunities. In 2009, over 11,000 passenger trips were provided.  
 Workforce Solutions for the Heart of Texas has a workforce center in Marlin as well as services in the high school. These locations continue to be key sources of information and outreach for the service.

**Evaluation**:In order to measure whether 6 to Success is meeting its objectives, a number of evaluative strategies are used including analysis of ridership data, on-time trip analysis, on-board surveys, and evaluations. These evaluative strategies are used to determine if the service is meeting the needs of low-income residents, communities, the colleges, and the businesses with financial commitments to the project.   
 On-board surveys solicit passenger opinions of the service and suggestions for improvement. In addition, evaluations are collected at travel trainings for specific groups, such as dislocated workers. Survey data collected during the summer of 2009 revealed that 60% of riders using the service for employment found employment after the service began.   
 And more importantly, these riders indicated that the service was indeed very important to keeping their jobs.  
 In 2009, juniors and seniors of three high schools, Riesel, Mart, and Chilton participated in a survey to measure participation and interest in Highway 6 to Success. These youth are the first who have risen through high school knowing that they have this service to access Waco. And since it takes time to develop the public transit mind-set, it is anticipated that as these students graduate from high school, they will use the service to a greater extent than previous graduates. Results of this survey provide evidence that the service has helped meet a critical need of young people. It is without question that opportunities for future employment, higher education, and/or job-skill training are vital to their personal economic success, but also to the economic strength and development of the area.  
 Regular and consistent ridership data are collected to determine if the service is meeting the transportation needs of low-income residents, the communities, the colleges, and the businesses with financial commitments to the project. Careful attention was paid to passenger trips from the cities added along the expanded route which included Chilton, Golinda, and Robinson. There were two primary reasons for expanding the route; 1) survey results of residents asking for service through their communities, and 2) at attempt to address the declining passenger trip trend noticed as fuel prices fell. Although the expansion of the service area did not meet hoped for benchmarks, it did bring strengthened commitments to the service from elected officials, independent school districts, and small businesses who were involved in outreach and advertising activities.

**Accomplishments**: The route continues to originate in Waco, and was modified to serve unmet need for other small communities. The bus now makes a circular route from Waco to Riesel to Marlin to Chilton to Robinson and then back to the transit station in Waco and on to Sanderson Farms. The first four trips of the day travel on Highway 6 to Marlin and return via Highway 7 and 77. The last two trips of the day circulate the opposite direction. This ensures that passengers residing in Robinson, located right outside Waco, enjoy a short commute into and out of Waco. As a result of strategic planning, the route adds service to a 25-mile stretch where previously no public transportation was available. This was accomplished without affecting the schedule for residents of Marlin as it is equidistant from Waco in both directions. The route change provided access to 6 to Success to approximately 8,000 new potential passengers which should assist without sustainability plans.  
 From a regional perspective, HOT Workforce, Waco Transit, and HOTCOG’s Rural Transit District are working toward centralized scheduling and dispatch for the region. This will allow greater efficiency and more service to passengers who will be able to connect to 6 to Success from additional rural communities using the rural demand-response service. This will allow demand-response vehicles to remain in the rural areas resulting in more service within the county.

**Lessons learned**:Introducing public transportation service in an area where it has not previously existed is challenging. Our advice to any agency hoping to implement service in a poor county, with high unemployment, and low educational levels, would be to engage and involve workforce and human service partners to the fullest extent possible. Individuals living in generational poverty need a menu of services and supports available to them so that they can make the behavioral and lifestyle changes necessary to make use of the opportunities that public transportation provides. We recommend that at least 50% of a staff person be dedicated to coordination, outreach, and partnerships activities.

#### Lulac (167)

##### JARC #7230 (1362)

**Location**: El Paso County (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:LPA transports riders that are attending school, work, job training, interviews, etc. from within El Paso County to their destination. JARC demand response service has been a major success; ridership has continued to increase yearly.

**Evaluation**:LPA considers this a successful project. Client satisfaction has been measured by distributing surveys. LPA has received numerous compliments from passengers for the service provided.

**Accomplishments**: LPA has been working in marketing and promoting the JARC program through media, word of mouth, and presentations. LPA distributed program information during several workforce and consortium meetings and seminars. LPA has also developed a training schedule for LPA drivers that focuses on customer service and continues to inform drivers for the criteria needed to qualify under the JARC program.

**Lessons learned**:To develop and plan routes to cover needed areas, as well as add shifts to the existing ones. Develop trainings for drivers and advertise, using word of mouth, flyers to employers and riders, and conduct site visits to increase clients using the service.

##### JARC #7282 (1346)

**Location**: El Paso County (TX)

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

**Goal**: Expanded geographic coverage

S**ervice description**:LPA operated fixed routes in Montana Vista and Socorro Areas. LPA transports riders attending school, work, on job training, interviews etc. from within the County of El Paso, but outside the city limits, to other points within the City where they can be transferred to Sun Metro to go into the City.

**Evaluation**:LPA considers this a successful project. Client satisfaction has been measured by distributing surveys and according to LPA records this service has increased. Although there were funds provided to this program, a ride fare has been implemented to help sustain cost, efficiency, and to continue to provide the service in the future. LPA has sent letters to all JARC riders informing them of the fee implementation in April 2009.

**Accomplishments**: LPA has been working in marketing and promoting the JARC program through media, word of mouth, and presentations. LPA distributed program information during several workforce and consortium meetings and seminars. LPA has also developed a training schedule for LPA drivers that focuses on customer service and continues has participated in meetings with Workforce to increase ridership.

**Lessons learned**:To develop and plan routes to cover needed areas, as well as add shifts to the existing ones. Develop training for drivers, and advertise as much as possible by on site by word of mouth, flyers to employers and riders, to increase number of clients using the service,

#### Panhandle Community Services Panhandle Transit (978)

##### Panhandle Transit JARC (1606)

**Location**: Hereford, Friona (TX)

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

**Goal**: Improved access/connections

S**ervice description**:Panhandle began with one 29-passenger bus and two routes traveling from Hereford, Texas to a meat packing plant ten miles west of Friona, Texas. This plant runs two shifts and employs 1,600 workers. At that time, turnover rate at the plant was 45%. The primary reason given to Panhandle Community Services was that a personal vehicle broke down and caused the loss of a job.

Cargill agreed to actively seek passengers and setup payroll deducting and meet additional expenses above the cost covered by workers. A send route began from the same location to the plant with another 29-passenger bus and a waiting list was formed. Panhandle received assistance from local business and a sponsor group was formed to evaluate the need by local residents. Cargill and the Work Source from Hereford located a parking location for the workers riding the bus. Late last year a JARC grant was given and we expanded the routes to include a route from Dimmitt, Texas to the same plant. We also contacted another plant in Hereford because they were scheduled to close the Friona plant. Both the Tejas and Cargill plants agreed to shift their schedule enough to allow our bus to deliver riders to Friona and then pickup riders from Friona and take to Tejas plant in Hereford.   
 Tejas entered into the same type of agreement and also uses payroll deduction. This plan was identified in the last Regional Coordination Plan from Panhandle Regional Planning Group task force. Plan includes adding an additional route from Farwell, Texas to the same plant in the near future. We also worked to secure South Plains Community Action transportation to provide a route from Muleshoe, Texas because they cover that county in a rural transit district.

We are looking to expand the JARC project to include additional businesses in the Hereford area. This region was selected because of the employer’s willingness to work with us and their employees to secure funds to maintain the routes past the three year startup money. This area is one of the poorest counties in Texas.

**Evaluation**:We currently use the same evaluation as our public transportation system. The public is the best judge of how you are doing. Our riders are always on time and we are seldom late. Buses are full and they are looking for more. Our plan was to have the system up and going in three years. We are already ahead of schedule and should have no problems meeting the schedule. If we finish this JARC ahead of schedule, our plans are to open additional JARC service to other regions. Anytime you partner with an active company and they help promote the service, it will be successful.

**Accomplishments**: We entered in to the agreement after we demonstrated to the heads of the department that we are honest and trustworthy. All of the discussion began on how to assist workers to the job. We allowed Cargill to use us as part of their benefit to work from them. Their advertizing budget allowed them to get on several Spanish speaking radio stations. We allowed the citizen group that was formed to carry the message that Panhandle Transit is committed to the region.

**Lessons learned**:Make very good plans for how soon the grant will be awarded and what to do if it is late. I feel that you must have someone within the company that believes the need for the service. Next, I would make sure that everyone (riders, elected officials, staff, and the public in general) understand the project. I believe that you need at least 20 plus riders to make the JARC route work. The goal is to help people to work and support them after they get the job. This service is much different than the usual routes because once the driver is at work they can provide public service until they need to make the second run. You need to make sure that you have enough CDL licensed drivers to deliver service on time. It’s hard to find drivers that want the midnight runs because of the hours associated with that run. Because of this program we are thinking outside of the box and are now considering service ideals that we have not in the past 20 years. This service was tried long ago with no success. The real difference this time is with the supporting agencies that were a very big part of the ability to try something new. This project required a lot of work to prepare everyone for what is to come.

#### West Texas Opportunities, Inc (189)

##### JARC Project (1092)

**Location**: Andrews (TX)

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

**Goal**: Improved system capacity

S**ervice description**:Two routes began serving customers in October 2008. One route was implemented in Andrews, which provided service to employees of Waste Control Specialist (WCS) located 35 miles west of Andrews. This route served WCS’s 7:30 AM to 4 PM shift, Monday through Friday, morning and afternoon. The second route was developed in Big Spring. It provided transportation to employees and students traveling to Midland for work and school with a connection to EZ Rider, Midland’s urban transportation provider. This service was available Monday through Friday, departing each morning at 8 AM and returning at 4:45 PM in the afternoon.   
 In June 2009, a second route was added to the Andrews WCS service. This route served the 8 AM to 5 PM shift, Monday through Friday.

**Evaluation**:Relevant performance measures addressed were:  
1. Develop three Job Access/Reverse Commute routes (Achieved)  
2. Provide two, one way trips per day for 45 clients (Units served: 36)  
3. Provide 3,870 one way trips (Achieved)  
4. Place bus shelters at three locations (Units served: 0)  
5. Hold four partner meetings (Units served: 4)  
6. Receive contributions from four employers (Units served: 0)  
 A graph was also maintained showing ridership numbers on a month to month basis. Its bars progressively moved up as the routes grew from 2-3 riders to 36 riders by September 2009.

**Accomplishments**: The Big Spring route connected to Midland’s urban transportation provider, EZ Rider. Partnering with EZ Rider enabled us to provide service to people with various work and school schedules. This coordination was an efficient way to serve additional people.  
 The success of the Andrews WCS route allowed for the highly requested second route to be implemented. Providing service for both shift schedules gave the customers a choice as to which route they would take. Many times the customers alternated between the two routes in order to have a shorter or extended work day.  
 Marketing materials were created for WTO’s bus wrap program. Revenue created from advertisement on our vehicles will be used to help subsidize the JARC routes. Results of these efforts will be reported in the FY 2010 report.

**Lessons learned**:Partner with your community leaders and service agencies. They provide a plethora of information and support, and are promoters of those services which help with the needs and interests of their community. Coordinate with other transportation modes in order to build ridership and provide for a larger geographical span of service.

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