



Job Access and Reverse Commute (JARC) Program

**FY 2009 Service Profiles**

**Region V**

**Illinois, Indiana, Michigan, Minnesota,**

**Ohio, and Wisconsin**

**October 2010**

**FTA-08-0162**

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

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

## Illinois

### Chicago Transit Authority (1182)

#### Chicago Transit Authority (976)

##### #67 67th/71st Route Extension (1599)

**Location**: Cook County, Chicago (IL)

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

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

S**ervice description**:This project involves extension of the #67 67th/69th/71st St. bus route from its present terminal at 71st Street and Pulaski Road to the Ford City Shopping Center, a distance of approximately 8/10 of a mile. The route operates between 5 AM and 11:00 PM on weekdays, Saturdays from 6 Am to 11 PM, and on Sundays from 7 AM to 11 PM.

**Evaluation**:Ridership on the route is down on a year-over-year basis, based on October 2009 data. However, ridership for the #67 route is down less than the CTA average (-2.1% versus -6.1%, for example, on weekdays). Thus, it can be inferred that the increase from the additional service offset what could have been a larger loss in ridership. Given the current economic circumstances, ridership is within expectations.

**Accomplishments**: None to report at this time

**Lessons learned**:None to report at this time

### Danville Mass Transit (6310)

#### Danville Mass Transit (254)

##### 10 Danville - Champaign (163)

**Location**: Danville and Champaign (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 10 Danville - Champaign operates between the two cities. Seven round trips are provided on weekdays, and five on Saturdays. The Danville UZA has a significant portion of low-income individuals and high unemployment rates. Champaign UZA, a partially university-driven economy has more employment and a lower unemployment rate. The route connects with local bus services at both ends of the route; transfers are interchanged to facilitate travel throughout the two UZAs. The basic headway is 120 minutes.

**Evaluation**:Ridership has been the main criteria. It has grown almost continuously since the start of service. Financial performance of the service was also good due to the higher fares, based on the distance involved. That declined in the FFY 2009 as the governor, in addition to the free rides for seniors added in FFY 2008, added free rides for persons with disabilities who qualified for Circuit Breaker, a state low-income designation. No trip purpose information has been collected. Based on ad hoc discussions with riders, some are using the service for work purposes. Many other uses are also represented.

**Accomplishments**: Steady ridership growth over 3+ years is significant. The service has been integrated with the local services in each UZA.

**Lessons learned**:Promotion needs to be ongoing

##### 14 Lynch Road (172)

**Location**: Danville (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 14 Lynch Road in part replaces a former route, but extends service to the far east portion of the city. The new area served is primarily industrial and commercial, including seven motels. It is also the location of the intercity bus station. The route operates only during weekday morning and afternoon travel periods. It operates hourly in each direction, so that most of the route has two trips per hour. Connections are made with other routes at both ends of the route.

**Evaluation**:Ridership is the main evaluator; both the total ridership and the ridership increase. Thus far ridership has increased about 15% over the prior service. There has also been some shifting between services.

**Accomplishments**: The route is a meant to provide more frequent service to one of the busier residential areas.

**Lessons learned**:Keep the employers informed of the development and institution of the service.

##### Evening Dial-A-Ride (329)

**Location**: Danville (IL)

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

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

S**ervice description**:Service was extended until 9:40 PM on core routes. Rather than operate some of the lighter routes during the same time, a Dial-A-Ride operation was started, providing service from 6:45 PM until 9:40 PM. The area encompasses all of one route and portions of three others, all on the south and west sides of Danville.

**Evaluation**:Service began at the end of the year.

**Accomplishments**: In addition to providing the demand response service in the designated area, the service also serves as the ADA provider for all of Danville for the hours of 7:45-9:40 PM.

**Lessons learned**:It was difficult to estimate the demand for the service before implementation. Thus the exact boundaries of the service area were difficult to establish. We have since expanded the service area somewhat based on the actual usage.

##### Various (176)

**Location**: Vermilion County (IL)

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

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

S**ervice description**:One route, 9 Georgetown, had Saturday service added, while six routes began operating longer hours on weekdays. The added Saturday service is three round trips. On weekdays, each route is extended by one trip in the early evening.

**Evaluation**:Ridership is the main criteria. Each trip is reviewed and will be evaluated at the end of the grant funding.

**Accomplishments**: Working the three, 9 Georgetown trips into the Saturday schedule. which has limited service was an accomplishment, working with labor agreement parameters.

**Lessons learned**:Work with other communities where service extends into their jurisdictions.

##### Various evening (323)

**Location**: Danville (IL)

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

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

S**ervice description**:Extend service on core routes from 7:40 PM to 9:40 PM on weekdays. In total, six routes were extended.

**Evaluation**:Service began late in the fiscal year.

**Accomplishments**: The service supports additional non-traditional work shifts.

**Lessons learned**:Better knowledge of employer work hours would have been helpful, but difficult to obtain since many are small employers.

### Metra (5005)

#### Metra (377)

##### Sunrise Express (356)

**Location**: Northeastern Illinois (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Metra's Union Pacific Sunrise Express provides early morning reverse commute service to Chicago's northern suburbs, reaching an estimated 15,000 to 16,000 entry level jobs. Leaving Ogilvie Transportation Center in downtown Chicago at 5:42 AM (Monday-Friday), the train arrives in Waukegan at 6:49 AM, with stops at all Chicago and Evanston stations, as well as Wilmette, Braeside, Highland Park, Lake Forest, Lake Bluff, Great Lakes, and North Chicago. Major employers in these destination communities include Abbot, Baxter, Takeda, Hospira, HSBC, Discover, Hewitt, Walgreens, Grainger, Underwriters Laboratories, and several other large corporations. The Sunrise Express offers the only public transit option for Chicago residents who must report to work by 7 AM at these and other area companies. In order to provide this early reverse commute service, Metra provides an even earlier inbound train that leaves Waukegan at 4:20 AM and arrives downtown Chicago at 5:23 AM, meeting 5:30 and 6 AM downtown start times for employees, particularly those in restaurant/hospitality services, healthcare, and financial/trading industries.  
 Inaugurated in April of 2007, Metra's Sunrise Express received an initial JARC grant in the amount of $250,000 (2006) and a second grant in the amount of $179,000 (2007), with matching funds provided by Metra.

**Evaluation**:In evaluating performance, emphasis is placed on quantifiable measures of which daily passenger counts in the most significant. During the 12-month period ending September 30, 2009, daily ridership on the Sunrise Express averaged 308 reverse commuters, with 78 passengers on the earlier inbound, for a total daily average of 386 passengers. While this is down slightly from last year's report of 410, the decrease has been within a reasonable tolerance considering the 25-year high unemployment levels. That ridership has slipped only about 5% strongly suggests that the service has been valuable in helping these riders retain their jobs.  
 Metra has also evaluated performance of the Sunrise Express via passenger surveys, attesting to the importance of this reverse commute service, particularly to transit dependent passengers. Surveys reveal that as many as 33% of respondents do not have access to a private auto for their work trip. Surveys also illustrate a regular pattern of use with nearly 80% of respondents reporting that they rely on the Sunrise for daily transportation to their jobs.

**Accomplishments**: Clearly, ridership is the ultimate accomplishment as this determines long term viability of the service. Beyond this obvious indicator, Metra also points to the number of companies that have demonstrated their support of the service by providing and/or partnering to support connecting shuttle services. Through the Transportation Management Association of Lake-Cook, more than ten companies are served by shuttle routes at either Lake Forest or Braeside. Additionally, through the Conway Park Business Association, a similar number of companies receive connecting service at Lake Forest. Also at Lake Forest, Lake Bluff, North Chicago, Great Lakes, and Highland Park a number of employers provide private services to their own employees. These partnered and private routes add to the already strong network of public bus routes in Highland Park, Waukegan, and Evanston.   
 We also view our public outreach as an accomplishment. Via Transit Events and other types of presentations at destination employers and at downtown Chicago venues, we continually raise awareness about the Sunrise Express and other reverse commute transit options, with the intent of opening suburban job opportunities to unemployed and under-employed Chicago residents.   
 Finally, in the delivery of service, Metra's success is well documented in the reliability of the service. Operating for 33 consecutive months at September 30, 2009, only one day has there been a disruption of service that caused passengers to have to take a later train. This degree of reliability is vital to job retention among passengers who rely on this service.

**Lessons learned**:Having had significant past experience with JARC projects and having wide support for the Sunrise Express prior to applying for funding, Metra was well postured to achieve success with this project. For other organizations planning and implementing JARC projects, we recommend the following:  
1. The project should serve a job market of various skill levels. That is, in order to be sustainable over time, there should be both entry level positions as well as an assortment of jobs that require graduated and varying levels of knowledge/skill/abilities. Also, density of the destination job market is crucial in attracting a critical mass for fixed-route JARC services.   
2. Project partners/sponsors must be committed to promoting the service via all available outreach modes. Beyond any type of mass media, outreach for JARC projects is well suited to targeted individual efforts that include public events along with mailings/conversations/meetings with destination employers, job developers and public officials in destination communities.   
3. Track performance early and often in order to readily identify, evaluate and respond to various concerns, particularly low ridership, as needed. This includes daily passenger counts and periodic passenger surveys.  
4. Keep all partners involved in the service by providing periodic reports on ridership, outreach activities and other.

### Pace (5118)

#### Pace (751)

##### Ride In Kane (958)

**Location**: Kane County (IL)

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

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

S**ervice description**:The JARC-funded service provided during FFY 2009 was part of the Ride In Kane transportation program in Kane County, Illinois. The service is a demand response service that is 24 hours a day, seven days a week, 365 days a year. The service is provided by a mix of bus and taxi service providers. There are approximately 15 to 25 bus runs and 16 taxis. Trips are booked as far in advance as seven days and up to one day prior to travel. Same-day trips are booked only if the time is available in the day's schedule.

**Evaluation**:The transportation operation is evaluated by using on-time performance and productivity performance measures. The on-time performance standard is 95% or above and productivity is 1.6 trips per hour.

**Accomplishments**: Adding taxi providers to the program has enabled us to create more productive bus runs. Long trips or trips with pick-up locations in remote areas are best suited for taxi, as they would otherwise force a bus to "deadhead" to the next destination.

**Lessons learned**:It is important to know the transportation demand of any given area to plan for cost and capacity. When the program began, this information wasn't completely available to us because demand response transportation was entirely new to some of the areas in Kane County.

##### Ride DuPage to Work (1068)

**Location**: DuPage County (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**: The JARC-funded service provided during FFY 2009 was part of the Ride In Kane transportation program in Kane County, Illinois. The service is a demand response service that is 24 hours a day, seven days a week, 365 days a year. The service is provided by a mix of bus and taxi service providers. There are approximately 15 to 25 bus runs and 16 taxis. Trips are booked as far in advance as seven days up to one day. Same-day trips are booked only if the time is available in the day's schedule.

**Evaluation**: The transportation operations is evaluated by using on-time performance and productivity performance measures. The on-time performance standard is 95% or above and productivity is 1.6 trips per hour.

**Accomplishments**: Adding taxi providers to the program has enabled us to create more productive bus runs. Long trips or trips with pick-up locations in remote areas are best suited for taxi as they would otherwise force a bus to "deadhead" to the next destination.

**Lessons learned**: It is important to know the transportation demand of any given area to plan for cost and capacity. When the program began this information wasn't completely available to us because demand response transportation was entirely new to some of the areas in Kane County.

##### Ride In Kane (1066)

**Location**: Kane County (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**: The JARC-funded service provided during FFY 2009 was part of the Ride In Kane transportation program in Kane County, Illinois. The service is a demand response service that is 24 hours a day, seven days a week, 365 days a year. The service is provided by a mix of bus and taxi service providers. There are approximately 15 to 25 bus runs and 16 taxis. Trips are booked as far in advance as seven days up to one day. Same-day trips are booked only if the time is available in the day's schedule.

**Evaluation**: The transportation operations is evaluated by using on-time performance and productivity performance measures. The on-time performance standard is 95% or above and productivity is 1.6 trips per hour.

**Accomplishments**: Adding taxi providers to the program has enabled us to create more productive bus runs. Long trips or trips with pick-up locations in remote areas are best suited for taxi as they would otherwise force a bus to "deadhead" to the next destination.

**Lessons learned**: It is important to know the transportation demand of any given area to plan for cost and capacity. When the program began this information wasn't completely available to us because demand response transportation was entirely new to some of the areas in Kane County.

### Regional Transportation Authority (1888)

#### DuPage County (583)

##### Ride DuPage: Transportation to Work (1007)

**Location**: DuPage County (IL)

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

**Goal**: Improved access/connections

S**ervice description**:The Ride DuPage Transportation to Work program provides demand responsive transportation for persons with developmental disabilities traveling to work. The service operates 24/7/365.

**Evaluation**:Service quality is measured through on-time performance (approximately 94%) and turn-downs (zero). Service efficiency is measured through fare box recovery (24%). Service effectiveness is measured through the number of trips and the number of unique individuals served (208).  
 Targeted Jobs: Because this is demand responsive service with no service hour or geographic boundary restrictions, it theoretically provides access to every one of the hundreds of thousands of jobs in DuPage County. However, a more realistic indicator is the number of actual jobs that were reached which is expressed by the number of different individuals served, 208.

**Accomplishments**: The most significant accomplishment of all of the components of Ride DuPage including the Transportation to Work program is the elimination of geographic and service hour barriers. This allows the Ride DuPage user to travel wherever they need to go, whenever they need to get there. The significance for the Transportation to Work program is that it supports workers who work non-typical hours such as evenings and weekends.

**Lessons learned**: **C**ommit a significant amount of time to identifying a stable and dedicated funding source rather than searching for short term grants.

### Rock Island County Metropolitan Mass Transit District (1180)

#### Rock Island County MMTD (938)

##### Route 70 (1439)

**Location**: Rock Island County (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 70 extension to Milan/SW Rock Island/Moline Industrial Park: This extension of service provided transportation opportunities to low-income and unemployed individuals to employment areas not previously reached with previous service and connections to major transfer centers in the Rock Island County MMTD service area. The expanded transit service also provided opportunity for first and second shift employment access.  
 Increased transit mobility from low-income, minority areas of the Quad Cities enhanced economic status by providing low cost transit between impoverished areas and job opportunities.

**Evaluation**:Evaluation was conducted through ridership numbers. Route 70 ridership increased from 84,925 in FFY 2008 to 119,806 in FFY 2009 as a result of this service extension.

**Accomplishments**: Achieving economic, environmental, and personal benefits through this extension of service which increased mobility of low-income, minority area residents to access job opportunities, medical facilities, recreation, shopping, and education through the use of public transit to reduce pollution as a viable alternative to the use of private automobiles. The ridership number increases alone, 34,881 in a year’s time, clearly justify the need for this expanded service.

**Lessons learned**:Conduct extensive reviews of your existing service areas and the residential and employment areas and work with the employers and employment centers to determine the available opportunities created by extensions or provision of transit services that most benefit your community.

### Rockford Mass Transit District (1186)

#### Rockford Mass Transit District (562)

##### Cherry Valley/Cherryvale Service (556)

**Location**: Cherry Valley (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The JARC service extended RMTD's weekday Route 11 and our weeknight Route 36. Our Sunday Route 40 was also changed to accommodate this area. RMTD also shortened headways on Saturday, Route 11, to 1/2 hour. These JARC funds allow RMTD to transport passengers beyond Wal-Mart, to Cherryvale Mall, through part of Cherry Valley and back to right before Wal-Mart. As this mall had not allowed us on their property in decades, the JARC service to the mall was a major accomplishment and would not have possible without the JARC funds.

**Evaluation**:The ridership has continued to be evaluated on a monthly basis. The route has continued to average about 1,000 riders a month.

**Accomplishments**: The greatest accomplishment is to provide long-awaited service to the most requested area - Cherryvale Mall. The mall had not allowed RMTD onto their property for decades and the JARC funds gave that extra "push" to get RMTD vehicles onto their property. This allowed us to show the mall that they would benefit from our passengers - as employees and as shoppers. It has also allowed us to show Cherry Valley that transit can benefit their area.

**Lessons learned**:Use JARC's extra "push" to get much needed service to mall areas that have previously rejected bus service.

##### D/R Cherry Valley Service (557)

**Location**: Cherry Valley (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:JARC service extended RMTD's Paratransit service to the Cherry Valley area for the first time. This allows our Paratransit vehicles to access Cherry Valley, Cherryvale Mall, and all the surrounding businesses, including jobs and health care, as well as the Magic Waters water park. Bus access to the mall is significant as the RMTD bus, fixed route and demand response, have not been allowed onto mall property in decades. The service to this area would not have been possible without the JARC funds.

**Evaluation**:The benchmark that is most significant is the ridership. The ridership started with the numbers that have increased to average over 184 passengers per month. The most amount of demand response passengers in a month was 271. As the numbers started as low as 20 per month, there has been definite growth in ridership.

**Accomplishments**: The greatest accomplishment is to provide service that was previously denied to our passengers. The mall had not allowed RMTD onto their property for decades and the JARC funds gave that extra "push" to get our vehicles onto their property. This allowed them to see that the transit service is a benefit to their community.

**Lessons learned**:Use the JARC "push" to get much needed service to mall areas previously blocked to the mass transit districts.

### Tri-County MPO/Transition Linkage Partnership (6196)

#### Greater Peoria Mass Transit District (899)

##### Bartonville Express (1325)

**Location**: Peoria region (IL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Bartonville is a suburb of Peoria, Illinois and began service in December 2008. This service is aimed towards commuters and operates as an express route with limited stops.

**Evaluation**:This project was evaluated by examining one way trips.

**Accomplishments**: This service was funded for an additional year. JARC funds were awarded last year for marketing the service and a marketing campaign will start this summer.

**Lessons learned**:Because there has never been transit service between the two cities, the service has had lower than expected ridership. The marketing campaign slated to start this summer may be beneficial.

##### Illinois Central College Express (1239)

**Location**: East Peoria (IL)

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

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

S**ervice description**:The project is addition of Saturday service between the cities of Peoria and East Peoria, Illinois. The two major destinations that this route serves are Illinois Central College and Par-A-Dice Casino. Illinois Central College is a junior college with over 11,000 students attending the East Peoria campus. Par-A-Dice Casino employs many low- to moderate-income persons during non-traditional work hours. This service was a continuation of service that was funded in FFY 2007 and 2008.

**Evaluation**:This service is evaluated primarily on the number of Saturday passenger trips.

**Accomplishments**: This service was successful in its first year and was funded for an additional year in FFY 2009.

**Lessons learned**:It is important to provide transportation to persons who do not work traditional work hours.

##### Peoria - Pekin Connector (1323)

**Location**: Peoria region (IL)

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

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

S**ervice description**:Pekin is a suburb of about 33,000 in the Peoria, Illinois metro area. Pekin is not a member of the Greater Peoria Mass Transit District (CityLink), though CityLink has provided transit service in Pekin for several years on a contractual basis. This service increases the number of round trips between Peoria and Pekin to twelve a day.

**Evaluation**:This project was evaluated using ridership statistics. While ridership in FFY 2009 was down 35% from FFY 2008 due to economic factors and lower fuel prices; ridership is still 15% higher than the first year of service, FFY 2007.

**Accomplishments**: This service provides transportation to low- and moderate-income workers who are not employed during traditional work hours. This service also allows older adults to travel between the two cites during more times.

**Lessons learned**:The service is very popular; it would be good if the service could continue once the JARC funding is no longer available.

## Indiana

### Bloomington Public Transportation Corporation (1909)

#### Bloomington Public Transportation Corporation (32)

##### Late Weeknight Fixed Route Service (6)

**Location**: City of Bloomington (IN)

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

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

S**ervice description**:The JARC-funded service provided by the Bloomington Public Transportation Corporation in 2009 included extended late weeknight hours on five different routes including the 1 Fee Lane/S. Walnut; 2 S. Rogers/W. 11th Street; 3 Highland Village/College Mall; 4 Bloomfield Road/Sherwood Oaks; and 5 Sare Road. Hours were extended on routes 1 through 4 to operate from 9 PM to 11:35 PM and on Route 5 to operate from 8 PM to 11:05 PM. These routes are all downtown-oriented radial routes that arrive and depart from downtown Bloomington at the same time so as to enable easy and convenient transfers between routes.

**Evaluation**:Performance measures used include ridership by route, ridership per revenue hour, ridership by day and hour of the day, and ridership by month. This data is used to identify productivity and performance compared to the system as a whole.

**Accomplishments**: Ridership in 2009 was 45,063, which represented 1.5% of total system ridership for the entire year. Especially significant was the fact that an average of 175 passenger trips were made per day as a result of the JARC-funded service expansion. The provision of late weeknight transit service has enabled people in the community to access jobs, education, entertainment, health care, and recreation after the 8-9 PM hour.

**Lessons learned**:Some interesting lessons were learned in negotiating with our union local, relative to the development of late night runs and how they necessitated going to many 4-day shifts for drivers, rather than 5-day shifts. This necessitated negotiations with our union to waive a contract-mandated lunch break and pay for when such a lunch break was not provided.

### Fort Wayne Public Transportation Corporation (1191)

#### Fort Wayne Public Transportation Corporation (836)

##### Route 7/7a (1136)

**Location**: Fort Wayne (IN)

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

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

S**ervice description**:The JARC-funded service provided during FFY 2009 was increased service frequency (1/2 hour service) on Route 7/7a. One of the goals of the project is to improve low-income individuals' access to employment and related activities and to transport residents of targeted urban areas to employment and services outside of their residential area. Route 7 is designated by the JARC plan as a disadvantaged area requiring residents to commute outside of the area to access jobs. Increasing frequency of service from areas where people live but do not have jobs available to areas where jobs are developing will strengthen the economic picture of the entire community.  
 Another goal for this service is to inform the public about transportation services available in the community and to train the public to use the services to get to work, job training, child care, and other services as effectively as possible.

**Evaluation**:This project was evaluated by measuring the year over year increase in ridership on Route 7/7a, with the increased service frequency in place. We also documented the number and type of presentations that staff made at community events to share information about the benefits of using public transit to access jobs and education. Opportunities to provide specialized travel training for human service agency job coaches and people with disabilities were also documented.

**Accomplishments**: Ridership on Route 7/7a continues to increase since the 1/2 hour service was implemented. There were an additional 5,304 riders on the route in 2009 compared to 2008; a 3% increase.   
 FWPTC has been very active over the past two years informing the public about the benefits of using public transit to access jobs and education. Specific JARC-related activity includes outreach to Ivy Tech, IPFW, Indiana Institute of Technology, and University of Saint Francis.  
 FWPTC also produced a video and held live presentations regarding travel training to Hispanic and Burmese groups in Fort Wayne in an effort to help these groups assimilate into the local community. The training will assist these new groups in getting to educational facilities, jobs, social service agencies, medical appointments, and shopping.  
 A new transit center, Hanna Creighton, was established in 2005 to serve as a hub and transfer point for three FWPTC routes (5,6,7). This neighborhood transit center serves an underprivileged area and coordinates with Fort Wayne Urban League programs, Brown Mackie College classes, and Hanna Creighton Neighborhood activities.  
 Route 7 was also extended to serve the revitalized Southtown Center commercial district. This service change reduced the number of transfers required to access major destination points; thus, improving service quality and dependability which are key factors for employment related transportation.

**Lessons learned**:It is always important to coordinate efforts with other agencies, governmental and social services, in the community when determining goals and prioritizing projects. Cooperation is also key to accomplishing these goals and implementing the projects.

### Greater Lafayette Public Transportation Corporation (1194)

#### Greater Lafayette Public Transportation Corporation (848)

##### (2) Route Extensions - Wal-Mart and Clarian Arnett Hospital (1413)

**Location**: Lafayette (IN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The targeted service area is 1) a Wal-Mart store on the south side of Lafayette and 2) a hospital on the east side of Lafayette.  
 Route 6B extended existing service to S. 18th Street and County Road 350 South. Buses operate every 30 minutes on weekdays, from 6:15 AM to 6:40 PM. Saturday service improved from every 60 minutes to every 30 minutes, from 7:15 AM to 6:10 PM.  
 Route 7 State Road 26 E. provides service to the new hospital every 30 minutes during the daytime, Monday through Saturday, once per hour on weeknights, and once per hour on Sundays. Also, after running every 30 minutes until 7:15 PM, it operates once per hour with trips departing downtown from 7:45 PM until 11:45 PM, Monday through Friday.

**Evaluation**:Since the 2003 land use survey three new retail areas have developed, all three of which are located in the suburban areas of the communities. The Citizen Participation Committee identified this area as one in need of bus service. A windshield business survey conducted on November 2, 2007, located 77 employers in this specific area. Since the survey, two new businesses have opened: a bank and Good Will store. One of the restaurants has also expanded. A 2007 survey using the Polk directory accounted for 947 jobs in this retail strip area. For those business not listed in the directory, direct phone calls were made requesting employment numbers. Approximately twenty five new jobs were added with the new and expanded businesses. This brings the total up to 972 jobs.  
 A measure of low-income is a federal program more commonly referred to as Section 8 housing. Several maps show where the Section 8 participants live. Throughout the communities, there are specific areas that typically have higher concentrations of low-income residents. In West Lafayette they include the Purdue University area and an area located in northern West Lafayette. In Lafayette, the areas are located just north of downtown, in the Wabash Avenue/Elston Area, and the area located near the Tippecanoe Mall. While these Section 8 participants have access to GLPTC, they previously had no access to the new jobs located along CR 350S.  
 A transit needs study compiled by First Transit identified an initial ridership of 151 passengers per weekday and 195 on Saturday for the extension of the 6B route to Wal-Mart. They estimated twelve hours of service per weekday and fifteen and a half on Saturday. GLPTC staff estimated that 90% of that ridership would be employment related. Thus, the initial estimated number of low-income persons served is 68 per day. The initial estimate is most likely low. GLPTC also received a petition from Wal-Mart employees requesting bus service.

**Accomplishments**: Based on the fact that both the Wal-Mart and Clarian Arnett employees received access to their jobs (with a petition in the case of the Wal-Mart employees), and employment was increased for both riders and GLPTC employees, the program was successful.

**Lessons learned**:GLPTC continues to find new ways to service community needs in cooperation with FTA and the local Area Plan Commission (MPO). Initial research is critical to the program's success.

##### (2) Route Extensions - Wal-Mart and Clarian Arnett Hospital (1416)

**Location**: Lafayette (IN)

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

**Goal**: Improved access/connections

S**ervice description**:The targeted service area is 1) a Wal-Mart store on the south side of Lafayette and 2) a hospital on the east side of Lafayette.  
 Route 6B extended existing service to S. 18th Street and County Road 350 South. Buses operate every 30 minutes on weekdays, from 6:15 AM to 6:40 PM. Saturday service improved from every 60 minutes to every 30 minutes, from 7:15 AM to 6:10 PM.  
 Route 7 State Road 26 E. provides service to the new hospital every 30 minutes during the daytime, Monday through Saturday, once per hour on weeknights, and once per hour on Sundays. Also, after running every 30 minutes until 7:15 PM, it operates once per hour with trips departing downtown from 7:45 PM until 11:45 PM, Monday through Friday.

**Evaluation**:Since the 2003 land use survey three new retail areas have developed, all three of which are located in the suburban areas of the communities. The Citizen Participation Committee identified this area as one in need of bus service. A windshield business survey conducted on November 2, 2007, located 77 employers in this specific area. Since the survey, two new businesses have opened: a bank and Good Will store. One of the restaurants has also expanded. A 2007 survey using the Polk directory accounted for 947 jobs in this retail strip area. For those business not listed in the directory, direct phone calls were made requesting employment numbers. Approximately twenty five new jobs were added with the new and expanded businesses. This brings the total up to 972 jobs.  
 A measure of low-income is a federal program more commonly referred to as Section 8 housing. Several maps show where the Section 8 participants live. Throughout the communities, there are specific areas that typically have higher concentrations of low-income residents. In West Lafayette they include the Purdue University area and an area located in northern West Lafayette. In Lafayette, the areas are located just north of downtown, in the Wabash Avenue/Elston Area, and the area located near the Tippecanoe Mall. While these Section 8 participants have access to GLPTC, they previously had no access to the new jobs located along CR 350S.  
 A transit needs study compiled by First Transit identified an initial ridership of 151 passengers per weekday and 195 on Saturday for the extension of the 6B route to Wal-Mart. They estimated twelve hours of service per weekday and fifteen and a half on Saturday. GLPTC staff estimated that 90% of that ridership would be employment related. Thus, the initial estimated number of low-income persons served is 68 per day. The initial estimate is most likely low. GLPTC also received a petition from Wal-Mart employees requesting bus service.

**Accomplishments**: Based on the fact that both the Wal-Mart and Clarian Arnett employees received access to their jobs (with a petition in the case of the Wal-Mart employees), and employment was increased for both riders and GLPTC employees, the program was successful.

**Lessons learned**:GLPTC continues to find new ways to service community needs in cooperation with FTA and the local Area Plan Commission (MPO). Initial research is critical to the program's success.

### Indianapolis Public Transportation Corporation (1202)

#### Family Service of Central Indiana (684)

##### Ways to Work Car Loan Program (801)

**Location**: Indianapolis and adjacent counties (IN)

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

**Goal**: Improved access/connections

S**ervice description**:The Ways to Work car loan program is operated by Family Service of Central Indiana and provides low-interest loans to low-income individuals (18 years or older) to help them repair our purchase modest automobile transportation allowing for access to employment opportunities. The program has an ultimate goal of helping families become self-sufficient and credit worthy members of the community. The JARC grant supports the coordination of the loan program, which is funded through a revolving loan pool provided through the National Bank of Indianapolis. Recipients of loans are required to participate in the local ride share program and provide transportation support for others seeking access to employment.

**Evaluation**:The loan program coordinator completes monthly reports documenting inquiries and loan service data which is reviewed by the loan committee, Senior Vice President, and Services Planning Committee. This information is also relayed to the Board of Directors and is further evaluated on a quarterly basis as a part of an agency-wide Quality Improvement Program. Applicants were required to complete a Money Management workshop to improve overall financial literacy skill as a consideration for loan approval. All loan recipients were required to sign an agreement to participate in a ride sharing program. To date, 21 jobs have been accessed as a result of our loan recipient's ride sharing activities.

**Accomplishments**: Family Service was pleased that despite the economic downturn and high unemployment rate, they were still able to qualify 29 people for loans and keep the default rate below the 15% targeted maximum level. In addition, they had three loans that were paid off early. One of the loan participants was featured in the local United Way television simulcast demonstrating the impact of our loan program in helping her achieve financial stability.

**Lessons learned**:We have learned that you cannot accurately predict whether a borrower will repay their loan. Frequent contact with borrowers has proven to be helpful in encouraging repayment and also in identifying those who are experiencing crisis that could lead to payment problems. Family Service also found that the program was negatively impacted by the recession: First, people who inquired about loans later developed "cold feet" and did not follow through on the loan request due to anxiety about taking on debt; Second, loan defaults increased over the past year as borrowers lost jobs or experienced reduced hours; Third, the supply of used cars in the marketplace was reduced as people held onto their cars longer making it more difficult for clients to find affordable, reliable vehicles to purchase with their loans.

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#### Indianapolis Public Transportation Corporation (687)

##### Fixed Route Extension - Route 8 Airport (814)

**Location**: Indianapolis (IN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:A service extension was made to the Route 8 Washington Street service utilizing JARC funding support. This route serves many destinations, including the Indianapolis Airport, which is a destination and a major employer. A new terminal opened in November 2008. Access to the new terminal meant that service had to be extended seven miles (one way) to be able to serve this important destination and provide access to jobs. This expansion not only provided service to the new terminal, but allowed for more service further west on Washington Street to the county line. Many people live and work in this area. There are a number of folks who get off the bus near the county line and walk into the next county for job access.

**Evaluation**:Evaluation of this service is based on usage. There are a high number of boardings and alightings at the airport terminal, as well as other points along this extended portion of the route. Service information relative to performance and ridership are acquired through the use of automatic vehicle locator (AVL) software and fare box revenue and is monitored daily. Statistical reports are generated for management, Service Committee, and Board review. Service is ranked and critiqued using IPTC adopted service standards.

**Accomplishments**: As a result of funding of this project, IPTC has been able to not only expand the Route 8 service, but also continue service to the new passenger terminal and airport area. Yearly boardings on the extension of the route for 2009 totaled approximately 79,912 and alightings totaled 85,668 for a total of 165,580 passenger trips. Overall, Route 8 ridership was 1,017,167. As a result of expanding coverage of the Route 8, access to employment opportunities in adjacent Hendricks County is closer and more accessible.

**Lessons learned**:Expanding the Route 8 service was an easy decision for IPTC, as the alternative would have resulted in no public transit access to the Indianapolis International Airport passenger terminal and one of the city's major employment hubs.

#### John H. Boner Community Center (509)

##### Near Eastside Orbiter (NEO) Circulator (459)

**Location**: Indianapolis (IN)

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

**Goal**: Improved access/connections

S**ervice description**:The Near Eastside Orbiter (NEO) is a public transportation community circulator service that was implemented by the John H. Boner Community Center to primarily provide job access for residents on the near eastside community of Indianapolis. The NEO circulator provides hourly, fixed route, scheduled service during peak morning and evening hours, along a 15-mile route through the near eastside community and provides connections to several of the city's IndyGo (public transit) bus routes. The circulator has eleven bus stops along its route that provide access to employment, retail, and healthcare centers.

**Evaluation**:A small planning committee consisting of Boner Center employees as well as individuals from other community organizations would meet on a regular basis to monitor and evaluate the route and service delivery. Review of ridership numbers, service demands (time of day), and origin and destination trends relative to route structure are a major focus of review. In addition, a larger group of community stakeholders also meet to offer broader community based input.

**Accomplishments**: As a result of the NEO project, two residents from the community were hired as drivers for the NEO bus service, which has allowed them to become contributing members in the community. The service has also been accident free and has also allowed the Boner Center to link men from a "work release" re-entry program to their place(s) of employment or employment training sites.

**Lessons learned**:Would encourage others to gather the input from the community and approach businesses in the community for partnership opportunities. Having a back-up vehicle and driver are also important to insure continuity during break downs, routine preventive maintenance, and driver absences.

## Michigan

### Interurban Transit Partnership (1210)

#### Calder City Taxi (129)

##### County Connection (80)

**Location**: Kent County (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The JARC grant funded our County Connection transportation service. It provides job transportation, including childcare stops, if needed, to job sites in Kent County not served by regular transit service, targeting TANF-eligible clients. County Connection is a demand response, curb-to-curb transportation service that covers all of Kent County. It is available twenty-four hours a day, seven days a week and is primarily intended for people working with local workforce agencies, the Department of Human Services, and ACSET (Area Community Service Employment and Training Council). Employees referred to County Connection through one of these agencies start with a fully subsidized fare, which slowly increases to a $14 fare. People using County Connection service through the workforce agencies can also make dare cay stops for no extra charge. The general public can also access County Connection service for a $14 fare.

**Evaluation**:We monitor ridership on a monthly basis to ensure the program is being properly utilized. We also monitor Department of Human Services/ACSET usage versus general public usage to ensure that the service is primarily being used by Temporary Assistance for Needy Families (TANF)-eligible riders using the service for employment purposes. We monitor on time performance, cost per ride, and number of customer complaints to ensure a high quality of service. We also monitor cost per hour to ensure an efficient delivery of transportation service.

**Accomplishments**: The program allowed many people in the Department of Human Services and ACSET programs to access jobs they could not otherwise have reached because of a lack of transit service. We successfully partnered with two human service agencies to target transportation service to those who needed it the most. We also provided child care stops for free, allowing parents to access this crucial service.

**Lessons learned**:There still exists a need in the region for expanded transportation options. This service is being utilized, even though it is limited to DHS and ACSET clients. There are many others who cannot afford or operate a private automobile and cannot access jobs that are outside the times and geographic locations served by the current transit system. This will be taken in to account by a new countywide transit needs study being undertaken by the Grand Valley Metropolitan Council.

#### MV Transportation (81)

##### County Connection (45)

**Location**: Kent County (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The JARC grant funded our County Connection transportation service. It provides job transportation, including childcare stops, if needed, to job sites in Kent County not served by regular transit service, targeting TANF-eligible clients. County Connection is a demand response, curb-to-curb transportation service that covers all of Kent County. It is available twenty-four hours a day, seven days a week and is primarily intended for people working with local workforce agencies, the Department of Human Services, and ACSET (Area Community Service Employment and Training Council). Employees referred to County Connection through one of these agencies start with a fully subsidized fare, which slowly increases to a $14 fare. People using County Connection service through the workforce agencies can also make dare cay stops for no extra charge. The general public can also access County Connection service for a $14 fare.

**Evaluation**:We monitor ridership on a monthly basis to ensure the program is being properly utilized. We also monitor Department of Human Services/ACSET usage versus general public usage to ensure that the service is primarily being used by Temporary Assistance for Needy Families (TANF)-eligible riders using the service for employment purposes. We monitor on time performance, cost per ride, and number of customer complaints to ensure a high quality of service. We also monitor cost per hour to ensure an efficient delivery of transportation service.

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**Lessons learned**:There still exists a need in the region for expanded transportation options. This service is being utilized, even though it is limited to DHS and ACSET clients. There are many others who cannot afford or operate a private automobile and cannot access jobs that are outside the times and geographic locations served by the current transit system. This will be taken in to account by a new countywide transit needs study being undertaken by the Grand Valley Metropolitan Council.

### Mass Transportation Authority (1216)

#### Mass Transportation Authority (855)

##### MTA Regional Transportation Service (1104)

**Location**: Genesee County (MI)

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

**Goal**: Improved access/connections

S**ervice description**:Service provided with JARC funding in FY 2009 was a continuation of regional transportation services designed to provide a connection between workers in Genesee County and employers in other counties. In FY 2009 MTA operated ten routes that originate at the downtown Flint transfer center and travel to destinations in Oakland and Livingston counties. One route provides connection with SMART buses serving metro Detroit at Great Lakes Crossing Mall; other routes are designed to deliver and pick up workers at job sites in the metro Detroit area.

**Evaluation**:The primary benchmark is passenger trips, which is collected and reviewed daily by staff and reported to the Board of Directors monthly. MTA has a set of ten performance indicators which are reviewed quarterly. These are measures of cost effectiveness (cost per vehicle mile, cost per passenger, etc.), service efficiency (passenger per revenue hour, etc.), maintenance performance (miles between pulloffs), financial subsidy (farebox recovery ratio), safety (accidents per 100,000 miles) and labor relations (grievances and arbitrations).

**Accomplishments**: FY 2009 was a continuation year in which existing services were maintained. We did lay the groundwork for introduction of a new route into Saginaw County, which began operation in FY 2010.

**Lessons learned**:When working with specific employers, stay in touch. Their employee requirements, work days, and hours will change according to the amount of work orders they have. Be flexible, and reserve some capacity to allow for changes in stops, times, etc. Build a set of employers in a local area to provide transportation meeting several sets of needs.

## Minnesota

### Metropolitan Council (1305)

#### Anoka County (620)

##### Anoka County JARC Job Training Program (673)

**Location**: Anoka County (MN)

**Type**: Information-Based Services/Trip/itinerary planning

**Goal**: Improved customer knowledge

S**ervice description**:This Anoka County collaboration includes representation from various community-partnering organizations which serve low-income Anoka County residents in various areas, such as employment and training. The purpose of this group is to look at continuing to work in a collaborative manner to address the transit barriers and develop on-going solutions for transportation issues for low-income Anoka County residents.

**Evaluation**:On a quarterly basis, the Transportation Committee meets to discuss ridership levels and project implementation issues, such as number of referrals, denied rides, what the services are being used for (job search, employment, etc.), number of employers served, and number of daycare stops. We review the budget and look at sustainability factors as well.

**Accomplishments**: 1) Securing diversified funding streams to support a transportation initiative.  
2) Earmarking dial-a-ride/standing order rides services with daycare stops.  
3) Developing a solid collaborative bringing various organizations with similar goals and targeted populations to the table for unified discussions building strong partnerships.

**Lessons learned**:It has been extremely helpful for our Transportation Committee to have a comprehensive transportation plan in place that looks at the needs of the clients we serve in addition to proposing solutions to those transportation needs. Having key stakeholders at the table for these discussions is key and allows for additional options for leveraging resources.  
 Also, the fact that our Transportation Committee meets quarterly to review project progress or areas needing improvement. This allows for on-going project evaluation as well as setting goals for future project adaptations.

##### Anoka County Traveler (1356)

**Location**: Anoka County (MN)

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

**Goal**: Improved access/connections

S**ervice description**:This Anoka County collaboration includes representation from various community-partnering organizations which serve low-income Anoka County residents in various areas, such as employment and training. The purpose of this group is to look at continuing to work in a collaborative manner to address the transit barriers and develop on-going solutions for transportation issues for low-income Anoka County residents.

**Evaluation**:On a quarterly basis, the Transportation Committee meets to discuss ridership levels and project implementation issues, such as number of referrals, denied rides, what the services are being used for (job search, employment, etc.), number of employers served, and number of daycare stops. We review the budget and look at sustainability factors as well.

**Accomplishments**: 1) Securing diversified funding streams to support a transportation initiative.  
2) Earmarking dial-a-ride/standing order rides services with daycare stops.  
3) Developing a solid collaborative bringing various organizations with similar goals and targeted populations to the table for unified discussions building strong partnerships.

**Lessons learned**:It has been extremely helpful for our Transportation Committee to have a comprehensive transportation plan in place that looks at the needs of the clients we serve in addition to proposing solutions to those transportation needs. Having key stakeholders at the table for these discussions is key and allows for additional options for leveraging resources.  
 Also, the fact that our Transportation Committee meets quarterly to review project progress or areas needing improvement. This allows for on-going project evaluation as well as setting goals for future project adaptations.

#### Emerge Jobs Transportation Program (619)

##### Emerge Access to Jobs (1038)

**Location**: Henepin County/Minneapolis and suburbs (MN)

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

**Goal**: Improved system capacity

S**ervice description**:During this 12-month period we served employees who are working at over 62 different sites, for 37 employers, and provided them with transportation from home to the work site and back home again. The Access to Jobs transportation program is operated with eight vehicles and 5-8 full/part time drivers and one Transportation Coordinator that provides daily support and encouragement while taking people to/from work. These job seekers and employees are participants working with employment counselors of Emerge Community Development in Minneapolis. The programs include Emerge Staffing, MFIP, Career Services, Northside Job Connections, and Emerge StreetWerks.

**Evaluation**:When a request for transportation is received we attempt to link the employee up with the Metro Transit bus system. When that is not possible due to work shift or location, we route them into our transportation system. At times, the route is busable one way, but due to the timing of the shift start/end it is not busable both ways. It is that trip that our transportation becomes important to the job seeker.

**Accomplishments**: During this 12-month period we had an order from an employer who had 26 different sites with job opportunities, most of which were on the second shift. Many of the sites were busable in the afternoon, but not when the employee got off work. We pick up the employees up at 1 AM, 1:30 AM, and 2 AM and return them to their homes, as the bus system is not operational at this time. Many of these employees have been hired full time and many of them are still using our transportation services to return home.

**Lessons learned**:In addition to providing transportation services, we also work on helping our participant/employees with good work and communication skills. For example, there are times when our participant employees do not notify us that they are not going to work, the driver goes to their home or work to pick them up only to find they are not there. This causes additional unnecessary costs to our transportation department. Conversations from both our job counselors and the drivers occur which helps the participant/employee become more valuable to the employer.

#### Metro Transit /Metropolitan Council (622)

##### Route 14 Cedar Point Extension (676)

**Location**: Minneapolis/St. Paul (MN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Metro Transit continued operating the Route 14 extension from 54th/Bloomington Avenue in south Minneapolis to serve employment in the new Cedar Point Commons retail development and at MSP Airport's air freight terminals. One additional peak bus and approximately 15 daily platform hours were added to the route in May 2008 to serve Cedar Point Commons and the air freight terminals. In May 2009, the routing was changed to use Chicago Avenue between 54th and 57th streets to provide a connection with Route 5. Minor service reductions were made in December 2008, primarily on early morning trips with very low ridership. A few trips extend to Cargo Road at MSP Airport (14-F terminal) via 66th Street- Longfellow Ave. - Cargo Road. (The Cargo Road extension is generating only about six rides per day and will be eliminated in Dec 2009. Economic slump in the air cargo business has stopped these businesses from hiring in 2008 and 2009.) Service is timed for shifts at UPS and FedEx. One way travel time is eight minutes and frequency is generally every 30 minutes from 7 AM - 11 PM, daily.

**Evaluation**:Ridership goals were set as follows to achieve Metro Transit's standard of 20 passengers / in-service hour.

- Weekdays +264 rides

- Saturdays +208 rides

- Sundays = +236 rides.

Actual new rides as of September 2009:

- Weekdays +176 rides

- Saturday +200 rides

- Sundays = +139 rides.

**Accomplishments**: Metro Transit continues to make good progress towards achieving ridership goals, and has essentially reached the Saturday target already. About 15 customers contacted us to thank us for the new service. Several of them live on 12th Ave S, near 60th Street, a neighborhood that had regular local bus service until the late 1990s. Most of the new riders are traveling from the new Cedar Point Commons Shopping Center in Richfield. Most are shoppers, not workers.

**Lessons learned**:Transit staff should mail out a letter with route map to all residents and businesses along planned route extension explaining the route, bus stop locations, and the frequency and span of the service, about six months before implementation. Send copy of letter and map of route to local elected officials representing the neighborhoods along the route. We asked the city staff to do this, but due to a misunderstanding, it did not happen until after implementation and caused some issues with local residents.

#### Metropolitan Council (495)

##### Route 219 (1543)

**Location**: Maplewood, White Bear Lake, Oakdale, and Landfall (MN)

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

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

S**ervice description**:Prior to receiving JARC funding, Route 219 operated hourly on weekdays from approximately 6 AM to 7 PM. JARC funding provided for several enhancements to the route: additional weekday span of service until approximately 10:30 PM, additional frequency on weekdays between 6 AM and 7 PM from once to twice per hour, and added Saturday service. Route 219 operates between two suburban transit centers in the eastern metro, Sunray and Maplewood Mall. In addition, the route serves downtown Oakdale, downtown North St. Paul, and Century College.

**Evaluation**:Metropolitan Council has a comprehensive route evaluation process, which is called the route analysis. Within the route analysis, all routes operated by Metropolitan Council are compared to one another on the basis of passengers per hour, passengers per mile, cost per passenger, and subsidy per passenger. Routes with statistics that fall outside the regional expectations are candidates for adjustments or reductions in frequency, span of service, or geographic coverage or for complete elimination.

**Accomplishments**: None

**Lessons learned**:None

##### Route 540 (1502)

**Location**: Bloomington, Edina, and Richfield (MN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Prior to receiving JARC funding, Route 540 operated along I-494, a major regional freeway corridor. JARC funding allowed extension of the route to serve a suburban office park, Normandale Lakes, located in Bloomington and home to a significant concentration of jobs of various levels. Service operated at approximately 30-minute frequency during weekdays. Prior to JARC service, this complex received limited express service from downtown Minneapolis and local service, both during rush hours only. JARC funding allowed all day service and additional crosstown service.

**Evaluation**:Metropolitan Council has a comprehensive route evaluation process, which is called the route analysis. Within the route analysis, all routes operated by Metropolitan Council are compared to one another on the basis of passengers per hour, passengers per mile, cost per passenger, and subsidy per passenger. Routes with statistics that fall outside the regional expectations are candidates for adjustments or reductions in frequency, span of service, or geographic coverage or for complete elimination.

**Accomplishments**: None

**Lessons learned**:None

##### Route 612 (1547)

**Location**: Minnetonka, Hopkins (MN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 612 operated in the western suburbs of Minneapolis, connecting portions of Minnetonka with downtown Hopkins. Metropolitan Council has an ongoing struggle providing meaningful transit service to several low-income communities within Minnetonka; rush-hour routes perform well, but local service has not. JARC funding provided an opportunity to demonstrate this route. Service provided under this funding included hourly frequency on weekdays during midday and fringe of the peak that did not require a peak bus. The peak service was provided by the express routes. All day Saturday service was also provided.

**Evaluation**:Metropolitan Council has a comprehensive route evaluation process, which is called the route analysis. Within the route analysis, all routes operated by Metropolitan Council are compared to one another on the basis of passengers per hour, passengers per mile, cost per passenger, and subsidy per passenger. Routes with statistics that fall outside the regional expectations are candidates for adjustments or reductions in frequency, span of service, or geographic coverage or for complete elimination.  
 Route was eliminated in August 2009 due to low ridership.

**Accomplishments**: None

**Lessons learned**:None

##### Route 720 (897)

**Location**: Maple Grove, Brooklyn Park (MN)

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

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

S**ervice description**:Route 720 connected a district of service and entry-level jobs to the regional fixed route network. Maple Grove, located on the NW corner of the metropolitan area, has developed into an area with a significant concentration of retail and service jobs. Prior to JARC funding on this route, Metropolitan Council operated a small transit center at Starlite in Brooklyn Park, which provided connections between four routes. Route 720 operated every day with trip times focusing on non-traditional work start and end times. The route operated 14 hours each weekdays and Saturday and nine hours each Sunday/holiday.

**Evaluation**:Metropolitan Council has a comprehensive route evaluation process, which is called the route analysis. Within the route analysis, all routes operated by Metropolitan Council are compared to one another on the basis of passengers per hour, passengers per mile, cost per passenger, and subsidy per passenger. Routes with statistics that fall outside the regional expectations are candidates for adjustments or reductions in frequency, span of service, or geographic coverage or for complete elimination.   
 This route was eliminated in August 2009 due to low ridership.

**Accomplishments**: None

**Lessons learned**:None

##### Route 721 (1544)

**Location**: Brooklyn Park, Brooklyn Center, Crystal (MN)

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

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

S**ervice description**:Route 721 provides hourly service in the northern suburbs of Minneapolis, connecting a suburban transit center, Brooklyn Center Transit Center, with Hennepin Technical College. This route is one of several routes that radiate from BCTC and serve the suburban area. Prior to JARC funding, this route operate hourly 5:30 AM to 7 PM on weekdays only and was the only route in the area that did not operate on weekends. JARC funding allowed extension of weekday span to include evenings until 9:30 PM and allowed addition of Saturday and Sunday service.

**Evaluation**:Metropolitan Council has a comprehensive route evaluation process, which is called the route analysis. Within the route analysis, all routes operated by Metropolitan Council are compared to one another on the basis of passengers per hour, passengers per mile, cost per passenger, and subsidy per passenger. Routes with statistics that fall outside the regional expectations are candidates for adjustments or reductions in frequency, span of service, or geographic coverage or for complete elimination.

**Accomplishments**: None

**Lessons learned**:None

#### SouthWest Transit (621)

##### SouthWest Transit Reverse Commute (675)

**Location**: Minneapolis - Eden Prairie (MN)

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

**Goal**: Improved access/connections

S**ervice description**:Route 693 JARC serviced Southdale Center (retail, commercial, and restaurant businesses), Shady Oak Park & Ride, eastern portion of Golden Triangle area (concentrated light industrial and technology-based companies), Eden Prairie Center (retail commercial and restaurant businesses) and additional strip malls, restaurants, schools, and small businesses on Preserve Blvd., Flying Cloud Drive, Anderson Lakes Parkway, Technology Drive, and SouthWest Station. Route 693 provided both eastbound and westbound hourly service from 7 AM through 6:45 PM.

**Evaluation**:Initially the primary evaluation was predicated on monitoring ridership, with emphasis placed on time/location of boarding and alighting. An analysis of that ridership data indicated that while the AM and PM peaks carried the highest percentages (as expected), we were also experiencing consistent “spikes” in ridership at times we were not expecting. Further research into these demand “spikes” pointed to the varying start and end times of jobs within the service area. We addressed this issue by modifying the original plan.

**Accomplishments**: SouthWest Transit conducted a series of multi-lingual customer service surveys which targeted the reverse commute riders. A significant number of the responses included two specific requests which led to our restructuring the route. The first issue was a request for greater frequency of service in order to accommodate the varying work start and end times, and those were dependent upon the job category to which the rider belonged. The second issue was the riders’ requests for more extensive local coverage and more bus stops closer to their places of employment.  
 SouthWest Transit addressed the customers’ concerns by implementing a strategy which integrated three primary components. We designed a restructured route which would extensively service the primary employment areas, including light industry, retail, restaurants, and other commercial enterprises. We increased our frequency service to allow our customers more choices and options for their starting and ending work times. We then integrated our route timings and schedule with other service providers’ arrivals and departures at Southdale Center, ensuring connectivity for our existing customers and hopefully build a ridership increase.

**Lessons learned**:Regardless of how well the reverse commuter route was designed, implemented, and then fine-tuned per customer feedback, factors outside the Agency’s control dictated the success of the undertaking. The reverse commute service coincided with declining economy and subsequent recession. The soaring unemployment rates no doubt affected the ridership numbers (especially in the job categories of our customers on the 693) and therefore affected the viability of providing such a specialized service.

## Ohio

### Central Ohio Transit Authority (1228)

#### Franklin County Board of Developmental Disabilities (737)

##### FCBDD (1151)

**Location**: Franklin County (OH)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Persons with developmental disabilities desire to work and to be productive members of their society. FCBDD provides assistance with jobs and job placements in a number of settings such as sheltered workshops, supported employment, enclaves, and community settings. Transportation is an essential component for these individuals ability to retain their community based jobs and income. Practically all of the persons eligible for services by FCBDD are unable to obtain drivers licenses and therefore cannot drive themselves. They are low-income and Medicaid eligible, most of their job opportunities require a type of transportation that is often unavailable, inaccessible, not timely and reliable, unavailable at the required times, unsuitable for their disability, located off the normal public transit routes, or other barriers to their employment. Without the transportation supports available from FCBDD, many potential employment opportunities would be unreachable and unsustainable.  
 The following work locations are served by FCBDD Transportation and are affected by JARC funding:  
1. Downtown Columbus Supported Employment Janitorial Work sites at four state office buildings located in downtown Columbus, requiring transporting 135 persons daily on two work shifts.  
- Low-income, SSA eligible individuals  
- Late night job assignments requiring returns to home after the cessation of other transportation   
- Delivery to work downtown at peak rush hour times when transportation services are designed to exit the DT area  
2. Young Adult Services (YAS) operated by Goodwill Industries, on the grounds of FCBDD’s West Sheltered Workshop, is a training program to develop young adults to access the community. This program transports 32 persons daily.  
- Low-income, SSA eligible individuals  
- There are a high number of people using wheelchairs for mobility participating in the program.  
- Require curb-to-curb service, scheduled at the fixed training hours of 9:30 AM to 3:30 PM  
3. Thirteen (13) smaller Supported Employment Janitorial Work sites operated by ARC Industries, each requiring the transportation of five or more employees. These work sites support various evening work schedules  
- Low-income, SSA eligible individuals  
- Late night job assignments requiring returns to home after the cessation of other transportation   
4. Parker Hannifin is a light manufacturing enclave employing 60+ people with developmental disabilities. This is a 2-shift operation with ARC Industries supervision. FCBDD has been in collaborative support with Parker Hannifin for the last decade.   
5. Work and Behavioral Services (WBS), previously known as Uniworks, is a facility affiliated with Goodwill Industries. The program provides training and other day-hab activities for approximately 30 individuals afflicted with significant emotional or behavioral disabilities. The WBS second shift program ends at 7:30 daily. These individuals require transportation back to their homes in a controlled environment.

**Evaluation**:Franklin County Board has a proven track record of identifying and meeting the changing and ongoing needs of our county’s DD target population, acting singly or in close collaboration with other service providers. We are conscious of the changing demographics in our Franklin County service area and are committed to growing and adapting our services to meet those emerging needs.

The JARC program funding will support the efforts of our Alternative Transportation Department, which is responsible for the planning, coordinating, contracting, and monitoring of all transportation provided by the County Board in other than our fleet of 200 school buses. This department has been in place for almost six years and provides support and monitoring of all transportation provided to our participants. This department also contracts with our contract providers and monitors their performance through daily on time reports, ridership input, on site vendor audits, and open dialog on the overall satisfaction of the riders, families, and care givers supported by this program.  
 Franklin County Board of Developmental Disabilities has a long history of successfully meeting and overcoming the transportation issues confronting FCBDD consumers and their caregivers, since 1967 when SB 169 created our agency. Today we are approaching 20,000 individuals being served in some capacity by FCBDD. FCB Transportation services have kept pace with these changing developments over the years. In 2009, FCB Transportation safely arranged, routed, and accomplished over 600,000 trips. Our mission is to help our FCBDD population live learn and work in the community.   
 We have had success in monitoring/managing contracted transportation services by asking for immediate feedback from our transportation customers, including building management, supervision, case workers, FCB consumers, and their caregivers and maintaining a database of customer concerns and complaints. We will continue this practice to assure our services are kept at a high level. In monitoring contractor billing, FCB transportation will continue to oversee Attendance Sheets for billing accuracy. FCB Transportation will continue to keep good communication with Mobility Management and react to any requests as needed.

**Accomplishments**: FCBDD collaborated with and reached out to our area transportation community in a number of significant ways:  
1. Competitive bidding is used to select qualified vendors, allowing all suppliers an equal opportunity to obtain contracted work.  
2. Training of current and prospective providers. Scheduled for four days, FCBDD transportation provides regularly scheduled training classes for new transportation vendor-providers to the standards set by the NTSB, American Red Cross, ADA, Ohio Department of Education, Ohio Department of Developmental Disabilities, and the Ohio Revised Code. These classes also include Defensive Driving from the National Safety Council, Crisis Intervention, and Incident Reporting. Exposure to this material ensures each training participant has been given the best opportunity to further the overall goals of both this agency and to meet JARC criteria  
3. Scheduled and random vendor audits are performed to insure compliance and understanding of vendor expectations and to insure safe transport of our riders.

**Lessons learned**:My advice to someone wishing to start a similar service would be to learn to deal with multiple and changing situations, people. and cultures.

### City of Niles - Trumbull Transit Service (6176)

#### City of Niles - Trumbull Transit Service (813)

##### Niles Trumbull Transit System (NITTS) - TCESC (1031)

**Location**: Trumbull County (OH)

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

**Goal**: Improved access/connections

S**ervice description**:The service provided was to Trumbull County Educational Services Center clients by the City of Niles using our Niles-Trumbull Transit System (NITTS) demand response service for young adults up to the age of 22, who were transported to and from on-the-job training sites and to employment locations at which they had been hired through the efforts of TCESC. The service provided operated as NITTS public transit demand response service does, countywide, and during the same hours that NITTS normally operates. NITTS is a system that operates an entirely demand response service, operating no fixed route service.

**Evaluation**:We benchmarked the service against the same service standards we use for our regular transit service, using the same performance measures, and found the service we provide under JARC was somewhat more efficient and productive in terms of trips per hour and cost per trip. We anticipated our cost at $30 and realized a cost per trip as low as $25.75. We anticipated 1.6 trips per hour and realized as high as 1.85. We also achieved serving the maximum number of young people we hoped to of 74.

**Accomplishments**: The service was able to keep pace with demand and operate within budget from the inception of the service in August 2007 through September, 2008, successfully providing transportation for 74 young adults to and from their employment, all of whom otherwise may have not been able to be transported. Enough funding remained to continue the service during the first two months of FFY 2009.

**Lessons learned**:Set clear expectations at the outset so that there is clarity as to what the aims of the JARC program are and what the service is designed to provide.

### Clermont County Commissioners (6278)

#### Clermont County Commissioners/Clermont County Connection (164)

##### Route 3 Milford to Goshen via Miami Twp (1146)

**Location**: Clermont County (OH)

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

**Goal**: Expanded geographic coverage

S**ervice description**:We started a bus route which provides service to the City of Milford, Miami Township, and Goshen Township, Ohio. The route is named "Route 3 Milford to Goshen via Miami Twp" and follows major roads in the area and connects several mobile home parks in the Goshen area with several job centers in the Milford/Miami Township area.

**Evaluation**:We have monitored ridership and compared it to the efficiency of our demand response service. Through the evaluation of demand response data we determined this to be a high demand corridor. We continuously compare it to other services we provide, mostly through the use of passenger trips and number of passengers per revenue hour.

**Accomplishments**: The route has proved that there is significant public support for the type of service.

**Lessons learned**:We do not feel the service has been as successful as it could be. We would suggest that relying on data too much can actually work to your disadvantage. Our data indicated we would have higher ridership than we do.

### Greater Cleveland Regional Transit Authority (1237)

#### Greater Cleveland Regional Transit Authority (968)

##### Work Access Bus Service (1545)

**Location**: Cuyahoga County (OH)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 15 extension to job-rich suburban area near Richmond and Emery roads. Route 19 extension to job-rich suburban area near Richmond and Miles roads. Route 27F freeway flier early morning; weekday route to job-rich area in Solon, Ohio. Route 81, route deviation to serve major new shopping mall located outside walking distance of any RTA route. Route 94 extension to job-rich suburban area in Beachwood, Ohio.

**Evaluation**:Evaluation is conducted quarterly. We consider ridership, rides per vehicle hour, cost, and cost per ride.

**Accomplishments**: Expanding the number of jobs that can be accessed by regular route service

**Lessons learned**:Build service incrementally

##### Work Access Mobility Specialist Services (1594)

**Location**: Cuyahoga County (OH)

**Type**: Information-Based Services/Trip/itinerary planning

**Goal**: Improved customer knowledge

S**ervice description**:Clients contact a Mobility Specialist by phone or in person at the Cuyahoga County Neighborhood Family Service Centers. The Mobility Specialist helps plan trips using regular routes. In cases where the whole trip cannot be done on regular service, the Mobility Specialist arranges for van service to supplement or link with regular routes.

**Evaluation**:Quarterly evaluation based on number of customer contacts and program expenses. We also consider that the Mobility Specialists help manage the van service.

**Accomplishments**: The Mobility Specialists successfully contains the cost of the van service. This has enabled RTA to expand eligibility for the van service. As a result, every county resident with a regular work schedule can access every job in the county.

**Lessons learned**:Empower the Mobility Specialist to run the program within general guidelines.

##### Work Access Van Service (1587)

**Location**: Cuyahoga County (OH)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Reserved ride van service links jobs to the transit network. In a few instances, service to and from a residence is provided when transit is not available. Clients must have a predictable work schedule and must work a full shift.

**Evaluation**:Evaluation is conducted quarterly. We consider ridership, rides per vehicle hour, cost, and cost per ride.

**Accomplishments**: We have accomplished universal access to jobs throughout our service area on a 24/7 basis.

**Lessons learned**:Start a van service with eligibility restrictions and relax or tighten the restrictions based on funding availability.

### Greene County Transit Board (6281)

#### Greene County Transit Board (686)

##### Mobility Manager (806)

**Location**: Greene County (OH)

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

**Goal**: Improved access/connections

S**ervice description**:In October 2008, Greene CATS hired a Mobility Manager. The goals of the Mobility Manager are, through the implementation of trip information and referral system, trip brokerage, and non-service coordination, to:   
- Maintain and expand the transportation services network available to seniors, people with disabilities, and people with low-incomes  
- Make information about that system available easily at both the county and regional level so that the public and advocates have a customer-friendly resource(s) to match travel needs with available options  
- Actively coordinate among and between transit, human service agencies, and private providers to reduce gaps and overlaps in service  
- Actively coordinate among and between transit, human services agencies, and private providers to reduce the costs involved in providing specialized transportation and reinvest savings in providing more service to seniors, people with disabilities, low-income individuals and the general public  
 The objectives of the project are to:  
- Have a steadily increasing number of trip information and referral requests and matches, including transportation to work for persons with low-income, and new transportation for persons with disabilities  
- Have a steadily increasing number of trip brokerage agreements in place  
- Have a steadily increasing number of trips that are attempted to be brokered and that are actually brokered, including transportation to work for persons with low-income, and new transportation for persons with disabilities  
- Have a steadily increasing number of non-service coordination agreements in place  
- Have a steadily increasing number of non-service coordination projects and resulting improvements in efficiencies  
- Have a steadily increasing amount of resources (freed up from these efforts) to be plowed back into additional trips, including transportation to work for persons with low-income, and new transportation for persons with disabilities

**Evaluation**:The mobility management efforts are supervised by the Greene CATS Executive Director, and monitored by the Greene County Transportation Coordinating Council.

**Accomplishments**: Working with Greene CATS and the Greene County Coordination Council, a token program was developed and implemented for the public transit provider. Travel Training was provided to two classes (22 students) at a local high school who are transitioning into the workforce. Helped two human service agencies apply for state vehicles for their agencies. Identified a grant opportunity for local agencies and an agency applied and received a grant for $2,500 to take individuals to and from cancer treatments.

**Lessons learned**:When funding the local match for the Mobility Manager position, it is important to have multiple agencies come up with the local match. This coordination of funds provides more value to each agency and the utilization of that Mobility Manager within the funding organizations. In addition, it is important to house your Mobility Manager within a human service organization or better yet have them work outside of their home and not within the public transit office. This will help the Mobility Manager not to be seen as an employee of a particular agency, but of the community as a whole.

### Metro RTA (1235)

#### Metro RTA (670)

##### Demand Response (722)

**Location**: Summit County (OH)

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

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

S**ervice description**:Demand response service from home to work and back

**Evaluation**:By riders

**Accomplishments**: 373 riders in FY 2009

**Lessons learned**:A clear understanding of deliverables with the local TANF agency is critical for success.

##### North Coast Express Reverse Commute (723)

**Location**: Summit County (OH)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC-funded North Coast Express provides commuter service to Cleveland from Akron.

**Evaluation**:The service has provided revenue for what were formerly deadhead miles, allowing extended service into Cleveland and back.

**Accomplishments**: Extended service for METRO and improved job possibilities for regional residents.

**Lessons learned**:There are riders for the service.

##### Special Pack (721)

**Location**: Summit County (OH)

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

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

S**ervice description**:Special Pack employs minimum wage labor to package consumer commodities for distribution to retail outlets. The owners lease factory space, administrative personnel, and labor staffing services.

- 29 A&B- Morning service from downtown Akron to Special Pack in Green, Ohio  
- 33 A&B- Afternoon service from downtown Akron to Special Pack in Green, Ohio and return to Akron  
- 34 A&B- Evening service from Special Pack to downtown Akron   
**Evaluation**:Project is evaluated by the number of passengers transported to work.

**Accomplishments**: FY 2009: 23,191 passengers

**Lessons learned**:Passengers are very unruly and present staffing problems for transit agency.

### Southwest Ohio Regional Transit Authority (2020)

#### Everybody Rides Metro (506)

##### Voucher Reimbursement Program (448)

**Location**: Hamilton County, Cincinnati (OH)

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

**Goal**: Improved access/connections

S**ervice description**:This program provides transportation vouchers for work-related purposes to low- and very low-income individuals in Cincinnati and the surrounding area. These vouchers are distributed to individuals through a network of 80 non-profit and governmental social service organizations. These entities screen clients to ensure that they fall within the required income guidelines, and distribute the vouchers. This enables the distribution of the vouchers to occur with very minimal overhead as no social service functions are duplicated.  
 In FFY 2009, Everybody Rides Metro distributed 511,926 vouchers to 66,376 clients. All of these vouchers were used for work-related purposes on public transportation.

**Evaluation**:Everybody Rides Metro evaluates the success of its work based on a number of measures, including the following:

1) Number of rides provided; Everybody Rides Metro tracks the number of rides provided each month. The monthly number of vouchers distributed is assessed by agency. These monthly numbers are also assessed on a cumulative basis each quarter and at the end of the year. Everybody Rides Metro bases its success on the ability to provide vouchers at the level needed, and on the ability to serve more people each month/quarter/year.

2) Number of clients served; Everybody Rides Metro tracks the number of clients served. Agencies that distribute the vouchers utilize them in slightly different ways. Some, for example, will only distribute one or two vouchers at a time. Others will distribute two weeks of vouchers for the first two weeks of new employment to provide an individual with reliable transportation until they receive their first pay check. Everybody Rides Metro is learning more from agencies about how distribution impacts individuals long term and is seeking ways to maximize the sustained social impact in the clients served through this program.

3) Number of partner agencies; The ability of Everybody Rides Metro to meet diverse and geographically spread needs is dependent upon the partnerships with agencies. A primary measure of success for Everybody Rides Metro is to increase the number of partner agencies in order to increase the number of vouchers distributed. This number continues to steadily increase.

**Accomplishments**: As the first entity of its kind, Everybody Rides Metro continues to learn and innovate as it evolves and grows. One of the most significant accomplishments of the organization is that the existence of Everybody Rides Metro is calling attention to the specific need many low- and very low-income individuals have for reliable transportation. While transportation is nationally recognized as a significant barrier to employment and self-sufficiency, Everybody Rides Metro is one of the few strategic initiatives designed to address this barrier.  
 Second, Everybody Rides Metro's unique partnership with local, non-profit and governmental social service agencies facilitates community conversation and coordinated efforts in developing strategies to address transportation needs and to improve access to public transit. This ultimately will result in stronger transportation and more opportunities for low- and very low-income individuals to get where they need to go in order to achieve self-sufficiency.

**Lessons learned**:One of the most difficult challenges for Everybody Rides Metro has been to continually find and access funding for program operations and vouchers. With the significant decline in private foundation giving in 2009, resulting from the economic issues that manifested in 2008, it is increasingly difficult to secure private funds to match the public dollars invested in this program. We would recommend that entities looking at this type of service fully assess funding sources and strategies before launching, and know that funding strategies may need to change in response to the market and changes in giving patterns.

#### Southwest Ohio Regional Transit Authority (734)

##### Youths to Jobs (905)

**Location**: Greater Cincinnati, including Hamilton and Warren counties (OH)

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

**Goal**: Improved access/connections

S**ervice description**:Youths to Jobs is a reverse commute route that provides transportation from the City of Cincinnati to Kings Island Amusement Park in southwestern Warren County. Kings Island employs thousands of summer workers each year in a wide range of positions, but without transportation, these employment opportunities are not accessible to youth living in Cincinnati. The Youth to Jobs route provides inner city youth with a reduced fare to access employment at Kings Island via public transit. This reduced fare allows youth to get to and from work at Kings Island for a cost of $2.50 per day as opposed to the $8.50 that would be required without the reduced fare. The service is provided via routes 71x and 72. There are three outbound trips from Cincinnati to Kings Island and five inbound trips to Cincinnati from Kings Island between the two routes. These routes are seven days a week through mid August then these trips are weekends only through November 1.

**Evaluation**:The project is evaluated based on the number of rides provided, as route usage informs us of both demand for and benefit of this service. With 11,585 rides this year, this reverse commute clearly is meeting the employer's need to fill numerous positions and providing opportunities for inner city youth to access these positions.

**Accomplishments**: This service fills a major gap for both the employer and for youth seeking employment by connecting youth with employment opportunities and Kings Island with employees. The route connects central city, low-income, environmental justice populations with one of the area’s largest seasonal employers.

**Lessons learned**:There are two lessons that we have learned in this process: 1) to make sure that fares for non-JARC trips are clearly communicated to riders; and 2) to disseminate information about this opportunity to as many youth as possible in the city by working with Kings Island and with community resources.

### Stark Area Regional Transit Authority (1226)

#### ABCD, Inc. (510)

##### Transportation to Enable Reentry (553)

**Location**: Canton (OH)

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

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

S**ervice description**:ABCD provided transportation services for those recently released from incarceration. The trips were all job related with referrals coming from probation officers, judges, and staff of halfway houses. The major purpose is to enable a successful re-entry into society through employment. The service was provided for 30 days at no charge, after which the person must obtain his or her own transportation or pay for the service.

**Evaluation**:We receive feedback from referring agencies, probation officers, halfway houses, employers, and others. A sampling showed a 96.5% success rate in avoiding recidivism.

**Accomplishments**: We enabled ex-offenders to obtain jobs. The transportation services provided additional job opportunities which were not accessible by public transportation. Our service increases the chances for a successful re-entry for ex-offenders. Our service is also making the jobs easier for staff at halfway houses, probation offices, etc.

**Lessons learned**:Most of the jobs are during odd hours and located outside the main cities in the county. For someone else starting a similar service, I would recommend that they attempt to get employers to schedule group shifts thus enabling the transport of multiple employees for the same shift.

#### Trillium Family Solutions (511)

##### Ways to Work Loan Program (554)

**Location**: Stark County (OH)

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

**Goal**: Improved access/connections

S**ervice description**:Ways to Work is a proven, innovative program that provides small loans to hard working parents who cannot get loans elsewhere. The purpose of the loan is to help family members eliminate their transportation barrier surrounding employment. Many people take reliable transportation for granted. But to some, owning a car means the difference between getting or keeping a decent job. Dependable transportation is associated with decreased absenteeism, shorter time in transit, and being able to meet employer shift requirements. The vehicle loans are provided for up to $6,000 for a term of no more than 30 months at an 8% interest rate.   
 All Ways to Work loans are used to help individuals remain in or move forward in their job. Besides stabilization or improvement in their employment situations: “Ways to Work clients are provided financial education and coaching. They find that involvement in the program results in a better understanding of their finances, increases to their credit rating, increases in their annual household income, improves their sense of self esteem, and enhances their family’s quality of life”.

**Evaluation**:The Ways to Work Loan Program gathers information at the time of loan approval that focuses on the households current situation, we gather information six months in to the program, at loan payoff, and six months after the loan has been paid in full. Please see our most recent reported outcomes.  
54.2% of individuals have seen an increase in their credit ratings  
63.2% have decreased their time spent in transit  
32.1% of the individuals that reported days missed due to transportation have reduced their absenteeism   
95% have reduced their need for cash assistance   
91.5% have reduced their childcare subsidy   
71.2% have reduced their need for food stamps  
81.4% have reduced their housing subsidy  
68.2% have seen an increase in their monthly household income

**Accomplishments**: The outcomes- performance measures listed above clearly speaks to the benefits to the client and their households as a result of receiving a small, low interest loan for a used vehicle. Many of the households we serve our households that have worked their way off of the public assistance rolls - Welfare to Work. Of the households we serve, most are underemployed and have a household income equal to or less than 150% of the FPG. Last June we were able to increase our loan limit from $4,000 to $6,000, which makes it possible for a household to obtain a newer, more dependable form of transportation. This has resulted in less break downs.   
 We are also happy to report that one of our families receipt of a vehicle loan resulted in improved household income, the ability to start saving money, the ability to purchase their first home, the ability to receive an $8,000 tax credit and now the household has established their own small business. This service while small in comparison to other services, has broader effects for the households served.

**Lessons learned**:We need to put more dollars towards marketing the services. We have served a lower than anticipated number of households. We have started reaching out to the larger area business to promote through payroll stuffers the Ways to Work Program.   
  
 With the poor economic situation in Stark County we have seen some household struggle to make the auto loan payments- this has resulted in household that receive a loan having an involved financial coach.  
 It is a challenge to work with households that are often times second-generation poverty. Values, behaviors, and attitudes are learned. This program takes a lot of one on one contact time, phone calls, encouragement, and coaching in order to see positive outcomes. We hope to see that with a financial coach attached to every client that behaviors, values, and attitudes through this relationship and other relationships will assist the household in ongoing change and financial and employment success.

### Toledo Area Regional Transit Authority (1243)

#### Toledo Metropolitan Area Council of Governments (724)

##### TMACOG Local Car Buy Program (895)

**Location**: Lucas County (OH)

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

**Goal**: Improved access/connections

S**ervice description**:The Local Car Buy Program helps low-income, working families obtain mechanically sound, used vehicles. The applicants must be a parent of a minor child, at least 21 years old, work at least 30 hours per week, reside in Lucas County, and have a good driving record. The approved applicants pay $150 per month, which includes insurance, for a 12-month period. The participant receives the title once the vehicle is paid in full. Qualified applicants are also required to attend three car care classes, a budgeting class, and a defensive driving class. The JARC funds pay for the cost of vehicles only; all other costs is paid for by Lucas County Department of Job & Family Services.

**Evaluation**:This program is implemented by current TMACOG staff under the guidance of the Car Buy Committee and the Commuter Services Council. The program follows the Car Buy policies and procedures as established by TMACOG and the Commuter Services Council. The staff interviews applicants that meet Prevention, Retention, Contingency (PRC) requirements and ensure that they meet the Car Buy eligibility guidelines. The applicants that qualify will be reviewed by the Car Buy Committee for their approval. The applicants receiving the approval will then begin the program and have to attend the required classes before they receive a vehicle.  
 The effectiveness of the program has been determined through surveys that are sent in by clients after they complete the program. After receiving their vehicle title, each clients receives a survey gauge their level of satisfaction with the program. As an incentive to return the surveys, they are sent a voucher for a free oil change after TMACOG receives the completed form. The survey asks qualitative questions such as how the program has improved their life, what they learned from the budget, car care, and defensive driving classes, if they are carpooling or are interested in it and other general thoughts or comments they would like to offer about the program.

**Accomplishments**: Since the Car Buy program was established in 2001, as of March 8, 2010 there have been 562 clients whom have received vehicles and 414 clients have paid off their vehicles. It has been reported that 20 vehicles have been delivered and 20 vehicles have been paid off this fiscal year. Twelve applicants are on the waiting list to receive vehicles and three applicants were approved for the program at in March 2010. There are currently 58 active clients.

**Lessons learned**:The staff has learned the success of the program is through coordination and outreach with multiple partners. The Car Buy program is coordinated by TMACOG in cooperation with Lucas County Job & Family Services, the Commuter Services Council, and the Car Buy Committee, as well as with Owens State Community College (car care classes), Huntington Bank (budget class), and the Safety Council of Northwest Ohio (defensive driving class); without the coordination this program would not be a reality.

##### TMACOG Share-A-Ride (898)

**Location**: Lucas, Wood, Seneca, Erie, Ottawa, Huron, and Sandusky counties (OH)

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

**Goal**: Improved customer knowledge

S**ervice description**:Share-A-Ride is a computerized service that matches car and vanpool partners for the daily commute to work or school. The participants are to be matched with other people who share common neighborhoods, work locations, and work hours.  
 TMACOG utilizes this Share-A-Ride software component through a contract with the Mid Ohio Regional Planning Commission (MORPC) that allows TMACOG staff to enter participants into the computer system and perform ride matching. TMACOG staff then mails the results to the participants. In general, it takes a few days from the time a participant's information is received until they have contact other participants.   
 The recent upgrade to the Share-A-Ride system provided an enhancement to the existing system, allowing participants to register themselves online and receive matching automatically. This eliminates waiting time and offers the public a more responsive system to assist in their transportation needs.

**Evaluation**:The Share-A-Ride computerized system project effectiveness is measured by the number of hits the website receives and through surveys that are distributed to partisans via email. Each of the participants who registers the program also qualifies for the guaranteed ride home program. Participants that utilize the guaranteed ride home program are an indicator of the number of people that actively rideshare. The performance has shown that the website has more than 500 hits per month and that 5% of registered participants will seek reimbursement through the ride guaranteed home program each year.

**Accomplishments**: The program has garnered over 1,000 clients in the database with FREE assistance; the response time for participants to get rides matched had dramatically improved.  
Carpooling helps reduce:  
- Gas and oil expenses   
- Maintenance and repair costs   
- Wear and tear on your vehicle   
- Pooling on a regular basis can save you $1,000 or more each year!  
 Besides the benefits of saving money through car or vanpools, individuals help the environment. Ohio Environmental Protection Agency states that vehicle emissions account for 45% of ground-level ozone. Ground-level ozone forms when pollutants react with sunlight and heat. When we prevent pollution by making slight changes in our driving, refueling, and household maintenance activities, we significantly reduce ozone-forming pollution.

**Lessons learned**:By utilizing in a collaborative approach with other agencies to promote and market the ridesharing program through awareness and word-of-mouth. The imperativeness of the outreach is conducted on an ongoing-basis, staff disseminates information at job fairs, community festivals, local businesses and colleges, and a variety of other venues to educate the public and sign up participants.

### Western Reserve Transit Authority (1234)

#### Western Reserve Transit Authority (332)

##### Boardman Loop (836)

**Location**: Youngstown (OH)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Boardman Loop provides transportation to a high employment area south of the existing WRTA service area and is a feeder service to WRTA's fixed route system. The service runs from the Southern Park Mall (where it connects with WRTA's fixed route system) south to Western Reserve Road in a loop providing service to a hospital and other medical facilities, nursing homes, call centers, restaurants, shopping plazas, and other places of employment. Service runs from 6 AM to 9 PM on weekdays and 7 AM to 7 PM on Saturdays.

**Evaluation**:This project is evaluated using the number of jobs accessed, the number of rides, cost of services per ride, and cost per vehicle mile and hour. Since this service only began on September 14, 2009, it's too early to evaluate.

**Accomplishments**: The service provided 208 one way trips in a two week period, which means that it is necessary to have transportation available to areas of high employment.

**Lessons learned**:The service began on September 14, 2009 and the reporting period ends September 30, 2009. It's too early to comment on this section.

##### Saturday Service (299)

**Location**: Youngstown (OH)

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

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

S**ervice description**:Saturday service is provided with 15 fixed routes throughout the Youngstown urbanized area from 7 AM to 7 PM, covering approximately 1,816 miles each Saturday. This Saturday service is a scaled down version of WRTA's weekday service in terms of frequency, however the total area covered matches that which is covered on weekdays.  
 The service provides extensive coverage to WRTA's service area and transportation to OWF clients and other low-income persons to reach jobs and look for job opportunities at numerous shopping centers, restaurants, medical facilities, etc.

**Evaluation**:This project was evaluated based on the number of rides accessed, cost per mile, and hour of service operated as well as number of jobs accessed. It was estimated that this project would provide access to 24,450 jobs and provide approximately 150,100 one way trips.

**Accomplishments**: While average ridership started out slow, it is gradually increasing.

**Lessons learned**:None

# SMALL URBAN/RURAL PROJECTS

## Illinois

### Illinois Department of Transportation (1177)

#### Henry County (1040)

##### Employment Transportation (1753)

**Location**: Henry County (IL)

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

**Goal**: Improved system capacity

S**ervice description**:County-wide employment transportation services to persons with disabilities

**Evaluation**:Four criteria:  
1. Ridership  
2. Accessibility  
3. Pick-up Time  
4. Arrival Time

**Accomplishments**: Increase in ridership, employer interest, and accessibility to persons with disabilities

**Lessons learned**:Large need for employment transportation for persons with disabilities

#### Shawnee Mass Transit District (1041)

##### Employment Transportation (1754)

**Location**: Alexander, Johnson, Massac, Union, and Pulaski counties (IL)

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

**Goal**: Improved system capacity

S**ervice description**:Employment transportation in the five-county service area

**Evaluation**:Driver feedback and satisfaction surveys

**Accomplishments**: Increased ridership to places of employment in all five counties

**Lessons learned**:Public perception is that our service is for elderly and persons with disabilities, only. We are conducting outreach to increase awareness.

#### South Central Illinois Mass Transit District (1042)

##### Employment Transportation (1755)

**Location**: Franklin County (IL)

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

**Goal**: Improved access/connections

S**ervice description**:Employment transportation for low-income, developmentally disabled riders

**Evaluation**:Cost per trip

**Accomplishments**: Increased ridership

**Lessons learned**:JARC program is too restrictive for our overall service design

#### West Central Mass Transit District (1043)

##### Contractual Employment Services (1756)

**Location**: Cass, Brown, Morgan, and Scott counties (IL)

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

**Goal**: Improved access/connections

S**ervice description**:Contractual services with DOT Foods and Cargill companies

**Evaluation**:Ridership and accessibility

**Accomplishments**: Provided ridership to each of the contracted companies and expanded commuting services from the areas where the companies are located into Morgan county employers

**Lessons learned**:Shift work hours and overall instability in number of hours worked requires a more creative approach to transportation options.

## Indiana

### Indiana Department of Transportation (1189)

#### Central Indiana Regional Transportation Authority (713)

##### Coordinated Plan for Rural Demand Transit (1425)

**Location**: Central Indiana (Indianapolis and surrounding counties) (IN)

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

**Goal**: Improved system capacity

S**ervice description**:As Central Indiana grows, the rural transit providers in the region are seeing a change in the needs of service recipients and increasing demand for services. Providers are being asked to connect to other providers in neighboring counties and employers are looking for mobility options for the workforce. Area leaders are looking for performance outcomes that meet local needs and rural transit providers are constantly looking to increase efficiencies and leverage partnerships. As a result, the rural transit providers of Central Indiana have agreed to partner on a planning effort that will bring attention to these matters.  
 The rural transit providers of the eight counties of central Indiana that surround Marion (Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, and Shelby) have agreed to partner in developing a coordinated planning process that will evaluate and make recommendations to address concerns in the following areas:   
- Address the need for seamless travel from urban to rural areas and county-to-county transit  
- Identify opportunities for resource sharing among rural transit providers looking specifically for economies of scale in purchasing, communications, and technology  
- Develop a marketing plan for regional service operations

**Evaluation**:As of reporting, the planning activities were still in process. Though evaluation will be measured by increased ridership through use of communication tools, increased shared resources, increased number of cross county trips, and improved performance on a cost per trip basis that results in improved capacity through implementation of strategies in the plan.

**Accomplishments**: As of the program year, we have successfully improved communication among the participating providers. Rural transit has been identified as a primary component in the family of transportation options in central Indiana. The planning process has also been covered by the regional weekly business journal.

**Lessons learned**:Coordination is best served by communication. Work to understand the goals and challenges of the providers individually. As your work to build coordination, strategies can be tailored to meet individual needs into the fabric of a regional transportation network.

#### Johnson County Access (705)

##### Access Johnson County JARC Capital Project (1314)

**Location**: Johnson County (IN)

**Type**: Capital Investment Projects/ITS-related hardware/software investments

**Goal**: Improved system capacity

S**ervice description**:Used the additional computer hardware and software to outfit the third position of the dispatch room

**Evaluation**:There are fewer errors in the scheduling and dispatch process.

**Accomplishments**: We are able to go paperless in the dispatch and scheduling process.

**Lessons learned**:It would be much more efficient to have two monitors to assist passengers with their rides and drivers with directions, etc.

#### LINK Hendricks Co. (704)

##### Link (1397)

**Location**: Hendricks County (IN)

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

**Goal**: Improved access/connections

S**ervice description**:Provide transportation services to bring persons with disabilities to Sycamore's Work Center for sheltered work or to take supported employment to their place of employment.

**Evaluation**:Evaluation is based on increase in ridership to their place of employment. No benchmarks were available because this was a new service.

**Accomplishments**: Satisfaction in helping clients to get to their job and provide meaningful fulfillment in their lives

**Lessons learned**:It would have been very helpful if we would have had training up front.

#### Marshall County Public Transit (708)

##### Marshall County Public Transit (1137)

**Location**: Marshall County (IN)

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

**Goal**: Improved customer knowledge

S**ervice description**:Advertisement and promotion of our transportation service, especially for people with jobs who will not drive

**Evaluation**:We are hoping for an increase in ridership. We have seen some increase in the outlying areas.

**Accomplishments**: Set up program within sheltered work shop

**Lessons learned**:Continually work with group homes; getting word out to them as well as general population regarding our transportation service

#### Van-Go (706)

##### Knox County Commissioners dba Van Go (1275)

**Location**: Knox County (IN)

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

**Goal**: Improved system capacity

S**ervice description**:Our first attempt at utilizing JARC funding began with a three month education plan. From October to December, our focus was on preparing a new voucher program for Head Start children and their families. The primary goal was to provide much needed transportation to low-income children/families to Head Start, employment, and school. By allowing these children to get to Head Start, parents had the opportunity to continue their education or find work while the child was away. In addition, the Head Start program was assisting families with medical, dental, nutrition, and early intervention for the child. Transportation seemed like a continuum of the service.

The new voucher program would allow for parent to earn vouchers through the public transit system for their children and themselves. The voucher must be earned by going to classes, work, or volunteering at different functions. Vouchers are good for one month and must be re-issued each month. For the first year, our goal was to establish one new route inside the City of Vincennes. We hired one new driver. Due to the young age of these children, this route was established as a door-to-door service with drop off at PACE. The route was to run to accommodate both morning and afternoon classes, though some children would stay all day. Rides would also be available to parents, low-income, and persons with disabilities who need to access public transportation for work-related purposes. The vouchers were issued through the PACE/BABE store; who kept track of those earning a voucher for the month.

**Evaluation**:Surveys were sent out to all Head Start families in July, however the return rate on those were minimal. Our biggest evaluation was the how quickly the program took off. In the first six months, one part time driver was capable of handling most of the riders, with slight spillover to other route drivers. As the year went on, we realized that the driver would need to be fulltime and the requests from children and their families were coming in countywide. Our one small route had turned into making twelve individual runs daily to accommodate all the families needing transportation.

Head Start numbers have increased to the point where we have established a whole new route system for these children. AM and PM routes have now been established in both Vincennes, Bicknell, and the surrounding area. Two buses and drivers are needed to accomplish these routes. By the end of the first grant year, we had gone from six to 80 families being served. We have based the success of the program on increases in calls, routes, drivers, and families served.

Another evaluation is the number of businesses we are transporting individuals to for employment. Currently, we are taking individuals to YMCA daycare, Grandy's, Lincoln High School, Clark Middle School, Taco Bell, Fazoli, Big Lot, Subway, Norge Laundry, Mr. Gatti, Cardinal Liquor, Pizza Hut, KCARC, Dove Manufacturing, McDonalds, Gentlecare, and Willow Manor Nursing Home.

**Accomplishments**: Established four routes. One route originates in Vincennes and takes children to Bicknell for services. We have extended our hours to pick up workers as early as 5:45 AM. Creation of a new voucher program, which has greatly enhanced the lives of many of our consumers. The fact that the vouchers must be earned, not just given out, seems to give these families a sense of pride and independence. Vouchers may also be earned through volunteer program within the city, such as community events, bus aide, or volunteering for PACE. Our biggest accomplishment is seeing people utilize the system who would otherwise be unable to be so independent.

**Lessons learned**:The amount of time it would take to get started; the whole first quarter was spent with paperwork, marketing, and education. Our actual routes did not start until January and even then at a very slow pace. Give yourself more lead time when getting your ideas together. When this takes off, it really takes off. Have a target number of people that you will be happy serving your first year. Be prepared to handle it when things finally fall into place. Our service seemed to blossom over night after several months of hit or miss. Don't be afraid to try new things. We ran into so many family dynamics that we were unprepared for. Hauling small children has it's challenges. Be prepared.

## Michigan

### Michigan Department of Transportation (1207)

#### Allegan County (346)

##### Allegan County Job Access (590)

**Location**: Allegan (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Job Access Reverse Commute project provides expanded access to employment transportation Monday through Friday (6 AM to 5 PM) to any employment site within our service area. This is service over and above the regular service availability. It was the goal of ACT to provide 1,725 hours of JARC services and 3,450 employment trips for FY 2009.

**Evaluation**:Number of trips provided is the main story of success; the second are the stories of people that share how grateful they are to keep their employment or start a new job because JARC is there to provide extra service otherwise not available.

**Accomplishments**: We have several passengers that have reached total independence because of their reliable access to employment. In our county, many low-income individuals can qualify for car purchase, but must be gainfully employed for period of time. The JARC program has been the only option for them to reach eligibility, in which they are then able to purchase a vehicle and achieve independence.

**Lessons learned**:We had found it very difficult to track actual employers served. Not everyone is willing to provide information about their job. It is very importation to fully understand the needs of job seekers. The local Job Club can help identify barriers to employment. Partnership and coordination with the local job training organization (Michigan Works) is vital. Learn about and understand alternate transit option for your customers. Share with employers your efforts made to meet employees’ needs. Don’t take for granted the employers willingness to be flexible with the drop off and pick-up times.

#### ALTRAN (347)

##### JARC evening/weekend services (583)

**Location**: Alger County (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Providing transportation seven days per week for work trip runs throughout most of Alger County, including late evenings and weekends for people who were unemployed for lack of transportation and for people who cannot afford their own vehicle; coordinate with employment counselors and businesses to help keep the service cost effective.

**Evaluation**:We monitor by the number of rides in the evenings and weekends and compare year to year. We have a database program that records all work trips. We also monitor cost per ride, and we work with businesses and passengers on scheduling to keep costs down.

**Accomplishments**: Our greatest accomplishment is the provision of these services to specific individuals who would not otherwise be able to work. Because the majority of unskilled jobs in our area involve working various shifts, many of these people without vehicles had not been able to maintain their employment. Because of the availability of our weekend and evening services, these people are now able to maintain their jobs and continue to provide for their families.

**Lessons learned**:Probably the most important thing we learned and would recommend is to have a system in place for making reservations and scheduling. The most difficult aspect of this service is educating our riders on how to keep us informed of changes in their schedule and the need to communicate. We would also recommend using a smaller vehicle, such as a mini-van, for cost-efficiency.

#### Bay Area Transportation Authority (348)

##### After Hours (608)

**Location**: Traverse City (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:After Hours Service operates inside the Traverse City city limits with four buses to provide expanded service to Grand Traverse County residents who need a ride home from work or who work a late shift at an area business. These rides are set up on a daily basis through our dispatchers before 3 PM. The service runs from 4:30 PM to 12:30 AM, Monday through Sunday.  
 This program has been a great addition for our ridership who are transit-dependent and work non-traditional hours.

**Evaluation**:We use ridership trends and feedback from large local employers. We track ridership per route on a daily basis. In 2009, we did see a slight decline due to large factories in the area closing, but ridership is on the rise again. We also use annual comparisons to make decisions on whether to provide the service each year.

**Accomplishments**: We are starting to get more "choice riders" who have the ability to drive but would rather ride transit. This means our service has improved and riders are choosing to leave their car in the garage to ride public transit.

**Lessons learned**:It is important to understand what the employers in the area need and form a good working relationship with them.

#### Bay Metropolitan Transportation Authority (349)

##### JARC (335)

**Location**: Bay County (MI)

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

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

S**ervice description**:The BMTA JARC Program is contracted service which provides rides to and from work outside of regular, fixed-route service hours. The contractor provides curb-to-curb, demand response service anywhere in Bay County with a one way fare of $1.50. BMTA reimburses the contractor $2 per mile with JARC grant funds.

**Evaluation**:BMTA maintains a registration list of clients wishing to use the service. Once the client is initially registered, they are then able to book rides with the contractor. The BMTA evaluation is a comparison of the number of different individuals registered, the number of actual rides provided, and the ability of the funding level to sustain the program.

**Accomplishments**: The JARC Program registration list has over 300 individuals listed and through the fiscal year, accounted for 11,500 rides.

**Lessons learned**:BMTA has started this service relying on a "word-of-mouth" approach to marketing. If this service were to be publicized, it is felt the funding would not be able to sustain this type of program. Also, further expansion would require more policing of rides being booked directly to the contractor to avoid the contractor providing service outside the standards set in the program and turning in claims for reimbursement.

##### JARC (342)

**Location**: Bay County (MI)

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

**Goal**: Improved system capacity

S**ervice description**:One lift van was purchased with JARC funding and leased to the contractor providing JARC service.

**Evaluation**:Demand for JARC service has been such that the contractor needed an additional vehicle. BMTA has a lease agreement with AAA Transport and Limo LLC.

**Accomplishments**: Based on FY 2009 service, the additional vehicle has been able to sustain service. However, additional vehicles may be needed in the future.

**Lessons learned**:The level of service needed was difficult to judge, especially for service running outside of BMTA fixed route service.

#### Blue Water Area Transportation Commission (350)

##### JARC Evening Service Demand Response (471)

**Location**: Port Huron (MI)

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

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

S**ervice description**:Blue Water Area Transportation Commission (BWATC) expanded demand response evening service to all of our service area with this JARC funding, increasing service from 6 PM until 10 PM, Monday through Friday. This expansion of demand response service included service in the cities of Port Huron and Marysville, as well as Burtchville Township, Port Huron Township, and Fort Gratiot Township.

**Evaluation**:Passenger count, review of passenger origin/destination, anecdotal evidence, and onboard surveys

**Accomplishments**: BWATC’s expanded demand response evening service was immediately popular when first instituted in FY 2008 and remained very popular in FY 2009. Ridership was up 20% compared to FY 2008.

**Lessons learned**:It is easier to add additional buses later, if needed, than it is to reduce the number of buses later, if not needed.

##### JARC Evening Service Fixed Route (467)

**Location**: Port Huron (MI)

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

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

S**ervice description**:Blue Water Area Transportation Commission (BWATC) expanded fixed route service until 10 PM, Monday through Friday. BWATC had extended evening line haul service for Port Huron and Fort Gratiot Township on Thursday and Friday, but this JARC program allowed us to extend line haul evening service for Port Huron and Fort Gratiot Township from 6 PM to 10 PM for Monday, Tuesday, and Wednesday as well.

**Evaluation**:Passenger counts, review of passenger origin/destination, anecdotal evidence, and onboard surveys,.

**Accomplishments**: BWATC’s expanded line haul evening service was immediately popular when introduced in FY 2008 and remained so for FY 2009. BWATC experienced a 16% increase in ridership from FY 2008.

**Lessons learned**:It is easier to add additional buses later, if needed, than it is to reduce the number of buses later, if not needed.

##### JARC Mobility Manager (468)

**Location**: Port Huron (MI)

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

**Goal**: Improved access/connections

S**ervice description**:The Blue Water Area Transportation Commission (BWATC) Mobility Manager helps people in St. Clair County access existing transportation services. With the help of the Mobility Manager, people have access to BWATC’s fixed routes, demand response, and ADA service. In addition, through the Mobility Manager, people can access BWATC’s coordinated, non-profit agency transportation service, our commuter route to Macomb County, and our Voucher Programs. The Mobility Manager matches requests for transportation with existing service and works with the non-profit agencies to ensure the eligibility of travel under our Voucher Program.

**Evaluation**:BWATC keeps detailed records of vouchers issued and work-related transportation to eligible low-income passengers.

**Accomplishments**: Adding the Mobility Manager function was the necessary next step in our efforts to coordinate and consolidate non-profit agency transportation. With the Mobility Manager’s help, people throughout St. Clair County are now able to access available seats on directly operated service, as well as service provided by several non-profit agencies.

**Lessons learned**:Need to have a Mobility Manager in order to get the maximum benefit from coordination and consolidation of existing non-profit transportation programs.

##### JARC Regional Route (461)

**Location**: Port Huron (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Blue Water Area Transportation Commission (BWATC) operates two fixed commuter regional JARC routes, both of which connect the greater Port Huron area to the more densely job populated Macomb County SMART transportation system. One route, the "Express," runs from Port Huron to 23 Mile Road and Gratiot in Macomb County, via I-94 with one stop in the City of Marysville. The other route, the "Local," starts in Port Huron and runs along the M-29 corridor with stops in Marysville, St. Clair, Marine City, Algonac, Fair Haven, and New Baltimore. The Local also ends at 23 Mile Rd. and Gratiot in Macomb County.

**Evaluation**:Passenger counts, review of passenger origin/destination, anecdotal evidence, and onboard surveys

**Accomplishments**: FY 2009 was the first full year that the regional routes were in place. BWATC experienced an increase in ridership of 64% for FY 2009 compared to the same three quarters of service that were performed in FY 2008.

**Lessons learned**:Service was immediately too popular to be operated with a van.

##### JARC Voucher Program (469)

**Location**: Port Huron (MI)

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

**Goal**: Improved access/connections

S**ervice description**:Blue Water Area Transportation Commission (BWATC)’s JARC Voucher Program was designed to lower barriers to employment for people who could not meet their job-related transportation needs with the existing public transportation services available. The Voucher Program was coordinated between BWATC’s Mobility Manager and nine non-profit agencies who primarily deal with low-income clients in St. Clair County. Clients were reviewed and approved for work-related travel vouchers and were reimbursed for approved travel at IRS mileage rates.

**Evaluation**:BWATC maintains detailed records for Voucher Program eligibility of participants as well as number of participants, number of trips, number of miles, and purpose of trips. Transportation needs of each client were reviewed and reapproved monthly.

**Accomplishments**: BWATC was able to help 170 people maintain employment during very difficult economic times in southeast Michigan.

**Lessons learned**:Work with existing service providers that are familiar with the low-income population to determine eligibility for vouchers.

#### Branch Area Transit Authority (351)

##### Work First (591)

**Location**: Branch County (MI)

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

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

S**ervice description**:The Branch Area Transit Authority provides JARC service for Work First in Branch County. The local Work First office contacts the transit agency to coordinate transportation for their clients. Transportation is provided to and from jobs, employment services, job training, education. Service is available seven days per week, 24 hours per day. The clients using this service must be registered with the local Work First office. The transit agency schedules drivers to accommodate the needs of Work First and their clients on an as-needed basis.

**Evaluation**:We evaluate this project based on meeting the needs of Work First and their clients.

**Accomplishments**: We feel having the ability to meet the needs of the unemployed in Branch County to be our greatest accomplishment. Of course, we could not succeed in this accomplishment without having the staff at Work First helping to coordinate the service.

**Lessons learned**:Establish a good working relationship with your local Work First agency and be prepared to have a system in place to complete the required reporting.

#### City of Ionia Dial-A-Ride (353)

##### JARC Trip-Based Service (507)

**Location**: Ionia County (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The service provides public transportation for WtW participants and persons with disabilities the full opportunity for employment and training programs as well as a means to conduct personal business. Routes are operated between the Village of Saranac (twice a month), the City of Ionia, and surrounding townships. Another route is run Monday through Friday, twice a day, from the City of Ionia to the City of Belding, Orleans, and Otisco Townships.

**Evaluation**:Monitoring of the project is done by the Coordination/Consolidation Committee on a quarterly basis. The performance measures used to track effectiveness are the number of clients utilizing the service. The service addresses the unmet needs of countywide transportation. Many residents of Ionia County, prior to June 1, 2000, were unable to reach job sites or WorkFirst facilities for job-related training due to lack of transportation.

**Accomplishments**: This program has fostered partnerships between Ionia Dial-A-Ride, Michigan Works, Department of Human Services, Community Mental Health, City of Belding Dial-A-Ride, Ionia County Intermediate School District, Saranac Housing Commission, and Belding Housing Commission. This program has reduced the transportation gaps in our County.

**Lessons learned**:I would suggest meeting with area agencies to determine their transportation needs.

#### City of Jackson Transportation Authority (354)

##### JARC (346)

**Location**: Jackson County (MI)

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

**Goal**: Improved system capacity

S**ervice description**:Service to work is provided through a demand response mode of transportation, 24 hours a day, seven day a week at a premium fare throughout the County of Jackson in the State of Michigan.

**Evaluation**:Our community tracked the ridership, dollars expended, and trips performed.

**Accomplishments**: Providing a meaningful life experience for persons that really appreciate the opportunity to work and be productive taxpaying citizens. Partnering with local agencies that know much more about work service than bus guys do!  
**Lessons learned**:Keep your mind open to trying different options.  The Locally Derived Coordinated Human Resource-Transit Plan is a document that needs to have clear and concise communication on who creates it and who edits the document. The required changes to our previously acceptable document have created additional work for many local agencies on short notice. Hopefully, the plan will be accepted by the deadline, given that each agency has other priorities.  
 I wish I had know how much need (demand) there is from persons with disabilities to go to work.

#### City of Sault Ste. Marie (355)

##### JARC (369)

**Location**: Sault Ste. Marie (MI)

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

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

S**ervice description**:Four hours of demand response service was added during the peak time of the day and service hours were extended one hour later each day to provide more job-related trips to persons with low-income.

**Evaluation**:Customer feedback, drivers, dispatch, and drivers logs

**Accomplishments**: Add more service

**Lessons learned**:How much service to provide and check maximum funding is available

#### Clare County Transit (356)

##### AM JARC (618)

**Location**: Clare County (MI)

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

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

S**ervice description**:We are located in Clare County in rural Michigan, serving a population of approximately 30,000 with 570 square miles. Unemployment in this area is between 15-20%. Currently, we offer curb-to-curb service for regular riders, with no set pattern of pick up. As other rides gain employment, they call in and we schedule them.

**Evaluation**:We look at the number of riders everyday and monitor. If we have no riders, we don't have provide any service. We never know when someone will call for a ride to work, but we are available when that happens. Over the few years, we have had an average of five riders per day.

**Accomplishments**: Our greatest accomplishment is getting a person to work so they can make money and support the economy. We work closely with Mid Mich Works to secure transportation for their placements.

**Lessons learned**:Go out and find people who need rides through word of mouth and social agencies.  
If I had known all the paperwork associated with this program, I might have thought twice about starting it.

#### Clinton Area Transit System (357)

##### JARC Demand Response Service (549)

**Location**: Clinton County (MI)

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

**Goal**: Improved system capacity

S**ervice description**:FY 2009 passengers at 150% poverty level, as determined eligible by appropriate human service agency, received transportation to work and work-related activities for no fare. In most cases, this was priority service during our regular operating hours, which are from 6:30 AM to 5:30 PM, Monday through Friday.

**Evaluation**:Out of 1,442 rides provided, 124 of the passengers were persons with disabilities. 82% of the bus trips were for passengers being trained on skill development and how to present oneself to an employer.

**Accomplishments**: Coordination on the MPO-level with private transportation, human service, and public transportation agencies. Additional coordination with six other human service agencies who identified clients in need of transportation to work and verified eligibility and schedule by filling out a form and signing it. Passenger then took responsibility and arranged for the service with our dispatch. 100% of the service provided was for JARC-eligible passengers.

**Lessons learned**:Once the process is in place as developed through coordination with human service agencies, it goes fairly smoothly.

#### Eastern UP Transportation Authority (359)

##### Curtis Run (477)

**Location**: Luce County (MI)

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

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

S**ervice description**:The "Curtis Run" was targeted to get low-income people to work and to provide essential transportation needs in the outlying areas of the Village of Newberry in Luce County. Currently, there are no other means of public transportation in this rural area. The Eastern Upper Peninsula Transportation Authority (EUPTA) provides transportation for people with disabilities and the general public to attend workshops, jobs, and other appointments as needed.

**Evaluation**:Ridership counts were used as our performance measure.

**Accomplishments**: Positive feedback from the general public, as well as human services agencies who use our service.

**Lessons learned**:Increased costs have forced EUPTA to cut our service hours in the past and we have not been able to bring the service back to the public needs. Develop a flexible budget that will allow the service provider room for decreased funding.

#### Isabella County Transportation Commission (360)

##### Isabella County Transportation Commission (358)

**Location**: Isabella County, Mt. Pleasant city (MI)

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

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

S**ervice description**:JARC funding has allowed the Isabella County Transportation Commission (ICTC) to increase the number of flex-routes serving the county areas outside the immediate area of the City of Mt. Pleasant and surrounding Union Township. Funds added evening service to facilitate use of public transportation services by rural county residents entering or re-entering the job force in positions traditionally referred to as second and third shift work. Additions allow efficient use of public transit to and from job sites without long waits, or no service.

**Evaluation**:Adult county ridership is up 50%. More people are using the out-county service after 5 PM and a higher percentage are using service for job-related transportation.

**Accomplishments**: Increasing county ridership. Coordination with local agencies serving job seekers; facilitating a more efficient use of tax dollars to reintegrate employees into the workforce.

**Lessons learned**:Work with human service agencies helping the unemployed seek work and with major employers in the community to help sustain their workforce.  
 We wish we had a better knowledge of workforce needs from the employer's perspective to more immediately address their service needs and to facilitate a more coordinated scheduling time frame to improve efficiency of service.

#### Key Opportunities (361)

##### Key Opportunities, Inc. - Job Access (559)

**Location**: Hillsdale County (MI)

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

**Goal**: Improved access/connections

S**ervice description**:Job Access provides rides to work and work training, application, and interview process. The top priority is to provide night and weekend service, but rides are provided at other times as well as possible within budget. Most rides are individual, although efforts are always made to combine rides and riders when feasible.

**Evaluation**:We evaluate the service by the number of people served, rides given, and meeting needs upon short notice (generally less than one day's notice is received to schedule rides). Key has been able to meet these needs with minimal notice, thus assuring that people are able to apply and interview for jobs, accept jobs, and maintain them due to this service.   
 We commit to providing rides 24 hours a day, seven days a week, 365 days a year, with 24 hour notice, however, it is frequently upon less notice.  
**Accomplishments**: 353 rides provided to 21 people (some duplication) to 20 jobs, means that those people and their families experienced increased self-sufficiency and self-worth. It also means a reduction in long term dependence on support services due to having short term transportation. This service is also helpful to employers as they do not see absence from their lines and a reduction in daily output.

**Lessons learned**:We suspend people from service for no show. This is important in saving financial and personal resources. Before we instituted this policy, some people showed no respect for the service with drivers going to pick up passengers and being frustrated as the person did not take the ride.  
 After a person has been employed for at least three weeks, they pay a minimal ride fare which increases slightly as employment is maintained. This has helped to encourage people to develop ride shares at their jobs. Prior to instituting the fare, we had some people say they would work only until the "free" rides were done.

#### Lenawee County (362)

##### Lenawee County Collaborative for Human & Transit Services (546)

**Location**: Lenawee County (MI)

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

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

S**ervice description**:Walk-ins and consumer referrals from the DHS, SCMWs, CAA, MDLEG, Goodwill Industries, CMH, our LAC, and the MPRI are evaluated through the South Central Michigan Works! office. A cost-effective transportation plan for employment-related activities is determined. Walking/bike riding/public transportation are the first and most cost-effective resources explored. JARC funds are used for transportation services needed in the evening, outside of public transit's normal service area, or during weekend hours.   
 Eligible participants call to set up their rides, at least by 5 PM the day before. With this information ahead of time, a predetermined schedule can be developed and rides can be coordinated. Same day service is available if it is reasonable and if time allows. If there is a conflict, other options are explored, such as the local taxi.  
 Services are provided as needed. We do not have a fixed route and schedules are set up based on our customers' needs.

**Evaluation**:Through the collaborative efforts of our core committee members, potential riders are identified. The fact that we have this service available "after hours" is a measure of success. We evaluate our project on the impact it has on our clients/participants. First, we consider barrier removal to be a successful outcome. With these program dollars, we are able to remove the transportation barrier for over 90% of the participants for whom otherwise would be limited. Additionally, we use entered employment as a performance measure. With unusually high unemployment rates (17.4% in Lenawee County, March 2010), we find it is important to establish realistic benchmarks. Matching candidates to employment opportunities is a measure of success. Job retention and program sustainability is another measure. Our goal is to be sure that no participant loses employment due to transportation issues.

**Accomplishments**: We consider the small increase of funding an accomplishment for this competitive grant. Our group continues to meet on a monthly basis to discuss transportation barriers and how we can best reduce or eliminate them. Our Collaborative is an example of a successful work group that focuses on the best interest of the consumer. We have been successful in compiling transportation services that are available in our County. This information has been made available to our 2-1-1 center.   
 We transported 1,661 passengers and traveled over 42,400 miles. We spent over 1,500 hours on the road at an estimated cost of $72,900. Transportation service is the primary purpose for the job retention and success for the sustained employment, despite a bleak economic climate.

**Lessons learned**:Make sure transit agencies have the proper equipment to accommodate everyone. At least one back-up vehicle would be extremely helpful, too. Make sure you have plenty of operating funds up front and be prepared for the worst. Excellent organizational skills, proper record keeping skills, and the ability to multi-task are essential for a successful operation. Flexibility and patience are a bonus. Gather a dedicated team of supporters with similar goals and keep the lines of communication open. Share ideas. Prepare agendas each time you meet.

#### Mecosta/Osceola Transit (364)

##### Mecosta Osceola Transit Authority (604)

**Location**: Mecosta and Osceola counties (MI)

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

**Goal**: Improved system capacity

S**ervice description**:Provide transportation to low-income clients to work, job training, and job seeking on all of our vehicles.

**Evaluation**:Last year our service only provided 651 one way trips. In this fiscal year, we provided 1,152 one way trips, almost double from last year.

**Accomplishments**: Having the service available for clients to train, obtain, and retain working status in their lives; creating a sense of worth in our communities

**Lessons learned**:Promote your system, contact human services, Michigan Works, senior centers, and employers in your area.

#### Muskegon Area Transit System (365)

##### Muskegon Area Transit System Suburban Transit Targeted Marketing Project (568)

**Location**: Muskegon County (MI)

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

**Goal**: Improved customer knowledge

S**ervice description**:JARC-funded marketing efforts were conducted through print and radio media to encourage ridership on a particular suburban route of the system and the system as a whole.

**Evaluation**:The project was evaluated by a comparison of FY 2008 and FY 2009 ridership. System-wide ridership during this period increased 1.3%. However, ridership on the targeted suburban route declined 4.9%. System-wide growth, but decline on this suburban route, is attributed, in hindsight, to the economics of the local community. With a high unemployment rate, the system continued to serve as an important link for the community. However, the trip attractors (jobs, shopping, etc.) of the suburban service were used to a lesser extent. The marketing and outreach efforts of this JARC project did, however, help to mitigate what could have been a more substantial dip in ridership.

**Accomplishments**: This project assisted in developing awareness of the value of public transportation to suburban retailers and non-users of the service.

**Lessons learned**:Market to ridership markets, but also to broad public support markets. These broader markets, such as the business community, can be great supporters of transit services, even where they have not been engaged before.

#### Peoples Express (366)

##### People's Express Mobility Mgt, RideConnect (394)

**Location**: Washtenaw County (MI)

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

**Goal**: Improved access/connections

S**ervice description**:RideConnect is a coordination call center that provides individuals with information on available transportation options. This information is based on the individual's trip needs in Washtenaw County and selected areas in Jackson, Lenawee, Livingston, Monroe, Oakland, and Wayne counties. RideConnect also coordinates transit services among existing public, private, non-profit, and human service transportation providers.

**Evaluation**:

Information tracked daily and compiled monthly:  
- number of calls into the call center, callers assisted with ride, callers assisted with fare subsidy, and times each transportation provider is used to complete a trip tracked by a web-based database

- number of individuals travel trained tracked via registration forms and training log  
Information tracked daily by the database and compiled quarterly:  
- number of human service agency staff travel trained tracked via training log  
- number of new providers added to the database tracked by web-based database  
- number of brochures and locations brochures distributed tracked by distribution log  
**Accomplishments**: RideConnect has developed several key relationships within the community. Due to its ability to reach a wide audience, Blue Print for Aging requested that RideConnect administer its current voucher program and as a result, the Director met with ETCs to discuss development of voucher program for WorkFirst clients. In addition, because RideConnect has become a central part of coordinated efforts in Washtenaw County, it was selected to be the lead to update both Ann Arbor Urbanized Area and Rural Coordinated Public Transit - Human Services Transportation Plans.

**Lessons learned**: **H**ave a long range strategic plan in place with an implementation plan that outlines specific benchmarks and timelines. It is also beneficial to have a clear understanding and grasp of the political climate regarding transit issues in the county.

##### People's Express Work Rides (347)

**Location**: Washtenaw County (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Transit access, demand responsive, scheduling 24 hours in advance with commuter service stops for transfer along the U.S. 23 corridor between Washtenaw, Livingston and Oakland County border boundaries. The service delivers individuals curb-to-curb and to bus stops of Livingston County and AATA in Ann Arbor.

**Evaluation**:All benchmarks exceeded expectations. Rides also available for the under-employed and employment services. All rides are designated by type of ride and funding source at the time the schedule is made. The rides that are picked up at commuter stops are recorded by the driver at the time of pick up and added to the monthly manifest by the data controller each day. All rides are tallied at the end of each month and reported to MDOT Quarterly in the PTMS. Directors reports are maintained monthly and by fiscal year.

**Accomplishments**: Keeping as many people working as possible, even if they are part time. Many people leave one part time job and have to go to another in the same day. Before JARC ride funding, we did not have the man hours available to provide these extra services. One of our greatest accomplishments is the success of providing more rides by adding two extra hours in the morning and in the evening. We adjusted our hours through the requests from the customers themselves. Through outreach to work places we were able to find small groups of people who were all going at the same time to a particular location, i.e. hospital worker/s, business associates, etc. and coordinate a time and place of pickup.

**Lessons learned**:Begin research and collaboration with Work Groups in your county and neighboring regional common borders. Set up transfer points and coordinated hours. Draw in all members of your Coordinated Human Services Plan and Urban Coordinated Plans. Though different in composition, for the person going to work many cross jurisdictional lines and collaboration is critical. People are traveling further to jobs than they once were as many have had to take jobs further from their homes. JARC is one of the most successful programs we have. We have been providing JARC rides for several years and have several victory stories. A worthwhile program from FTA.

#### Pioneer Resources (367)

##### Pioneer Resources Job Access Countywide Service (567)

**Location**: Ottawa County (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Pioneer Resources provides transportation to work for low-income adults and adults with disabilities (also qualified as low-income) within Ottawa County. The service area encompasses the entire county and includes suburban and rural areas. Pioneer Resources is the only countywide transportation provider in Ottawa County. Service hours are 24 hours a day and seven days a week to accommodate jobs that are second and third shift. The majority of these passengers are employed in manufacturing or service sector jobs that depend on these extended hours and service area to access their employment at a wide variety of companies including Herman Miller, Kandu Inc., Meijers, Pizza Hut, and many other major employers within our community.

**Evaluation**:Pioneer Resources has numerous performance measures that are used to track the quality and effectiveness of our transportation program. The most important measures are customer satisfaction and safety. We complete yearly customer satisfaction surveys. These surveys are reviewed by stakeholders within the community. Some of the other measures that are tracked include service miles, accidents, training of employees, customer complaints and the resolution process, and feedback from community partners such as social service agencies that refer individuals with unmet transit needs.

**Accomplishments**: We feel this has been a highly successful program! One of our passengers, Jessica W., boarded the bus the other day and said "I love my job!". She is unable to get a driver’s license due to a disability and relies on Pioneer Resources to get to her job. And we are supporting hundreds of employees such as Jessica. We know that the employers are depending on us to get their valued employees to work. Ottawa County has extremely limited transportation services, with most of the areas we serve having no other transportation provider. This program is our passengers only source of transportation to work, so the service is critical to keeping jobs in our community. Thank you for all of your support! The passengers might not know the bus service is being funded by the Job Access program, but they know they love their jobs and appreciate the transportation program we provide with your funding!

**Lessons learned**:Our biggest challenge was keeping up with such a dynamic system. We had people coming from all over the county and work schedules that varied by days and times. We started with paper and pencil type dispatch, but this was not enough to track all of these trips and schedules. We moved to spreadsheets and then to a customized Access database. Expensive software was out of our reach, but we were able to create homemade solutions that work. Pioneer Resources gets our passengers to their jobs safely and on time!

#### Saginaw Transit Authority Regional Services (368)

##### Saginaw Transit Authority Regional Service (350)

**Location**: Saginaw County (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The project is the continuation of taxicab services offered after STARS regular hours of operation for eligible individuals to return from work or work-related activities. The service is offered as an additional means of transportation since the Authority's hours of operation (6 AM - 8 PM) do not coincide with the employment hour opportunities within the Saginaw community (24 hours a day).

**Evaluation**:The service is coordinated by STARS acting as the administrator of the program working participants. Once eligible clients have been identified and approved through the process established, those participants may directly contact the taxicab service (HRPB, Co.) to arrange for transportation after STARS regular service hours.

**Accomplishments**: Through the first quarter of FY 2009, the service has provided 531 rides and traveled 2,412 miles in 91 hours. The first quarter numbers represent a significant increase in the utilization of this service (over six times as many passengers, miles, and hours). The addition of the Department of Human Services (DHS) has proven effective in successfully marketing this program to Saginaw County residents

**Lessons learned**:Coordination of this service could be better with more participation from DHS.

#### Shiawassee Area Transportation Agency (369)

##### JARC Operations (340)

**Location**: Shiawassee County (MI)

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

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

S**ervice description**:Our demand response service operates Monday through Friday, 6 AM - 6 PM. JARC Operations expands that service to 10 PM in the most populous portion of the County and to weekend service by appointment.

**Evaluation**:The growth of our JARC service shows the continued demand for service to and from second and third shift jobs.

**Accomplishments**: In FY 2008, we were able to provide 12,231 trips with JARC Service. The amount of JARC funding has not kept pace with expenses.

**Lessons learned**:Keep asking for help from funding sources and network with your peers for ideas.

##### Mobility Manager (341)

**Location**: Shiawassee County (MI)

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

**Goal**: Improved access/connections

S**ervice description**:Our Mobility Manager program has three major functions: 1) Manage the New Freedom Accessible Taxi and Volunteer Driver programs; 2) See local match funding for these programs and publicize the availability of services; and 3) Keep an up-to-date directory of transportation resources available in the community and coordinate their use for customers seeking such help.

**Evaluation**:Since the program is relatively new, we do not yet have accurate benchmarks. We evaluate our projects by the usage they get.

**Accomplishments**: We have been able to fill a small part of the transportation gaps for our county citizens, especially those whose needs cannot be met by our demand response service. This is especially true for medical appointments outside our county.

**Lessons learned**:Be sure that you can meet the match components of each grant.

#### SMART (370)

##### JARC (595)

**Location**: Oakland County (MI)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC grant was used to provide work rides to residents of the non urban areas of Oxford and Addison townships. NOTA provides rides to work on a demand response basis for no charge to residents within these communities. NOTA took residents to various places of employment including the Palace of Auburn Hills, Kroger, Meijer, McDonalds, Burger King, RLM Industries, Unisolar, Certified Products and Supplies, General Motors, and many more. The service area provided was within the Addison, Orion, and Oxford townships, plus 15 miles beyond each border. Service also included trips to Great Lakes Mall where a SMART connector bus was available to help riders connect to locations outside of the NOTA area.

**Evaluation**:NOTA evaluated the rides given by using the approved cost allocation plan formula as its basis. All rides were broken down by rider category, community, and purpose. The rides were then summarized on a quarterly basis and compared with the year prior to determine if the program was successful. The number of work rides by rider type was also computed including Seniors to work, Disabled Seniors to work, Disabled to work, and Regular to work.

**Accomplishments**: NOTA gave 8,773 work rides, which was up from 6,847 from the same period of the previous year. This increase of 1,926 rides equaled a 28% increase in work rides, primarily to the extra five buses that were on the road as a result of the JARC funds, as well as the start of the weekend service from 8 AM to 4 PM on Saturday and 8 AM to 2 PM on Sunday. In addition, NOTA made an effort to speak to various places of employment and employment agencies in the area, informing them of the service available.

**Lessons learned**:It would have been helpful to have the cost allocation plan done prior to starting the program to help with the evaluation as the year went on. Also, the waiting period for the available grant funds that year was difficult to pre fund the weekend service until the federal funds were available.

#### St. Joseph County Transportation Authority (371)

##### Job Readiness Transportation (573)

**Location**: St. Joseph County (MI)

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

**Goal**: Improved system capacity

S**ervice description**:Transportation of low-income and welfare recipient clients to job/work readiness training, job search, and related activities. Both job/work readiness and job search activities are provided by Michigan Works.

**Evaluation**:We look at all our numbers every month to figure out if we are missing riders that had ridden the month before and check with all of our agencies to see if we are taking care of the clients that are in need of the service. We have talked to a lot of employers about the JARC service to see what the needs are. I think the benchmarks are to make sure every year we are able to increase our awareness in the county for the program and raise our number of riders by at least 25%.

**Accomplishments**: Our county took a big hit with unemployment and we have had riders who called and said that their car had been taken away and had no way to seek work or riders who still had a job but their car was not running and in a panic about getting to work. In both cases, we have been able to transport these riders with the JARC funding. All the riders have been so overwhelmed with this service they can't thank us enough. We have been working very hard to get the service re-established in the county.

**Lessons learned**:Please make sure before you apply for JARC that you fully understand the program and make sure that you are aware of the needs in the area. We had a bigger need than we thought and the funding did not last for as long in the year as we needed it to. Do your homework in your county to determine how much service you will need to provide.

#### Thunder Bay Transportation Authority (372)

##### FY 2009 Section 5316 Job Access (JARC) Program (427)

**Location**: Alcona, Montmorency, and Oscoda counties (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The JARC Program provides funds for local programs administered by the Michigan Works and Department of Human Service agencies within our three-county service area. These programs include transportation to and from work, as well as transportation for job searching and/or employment-related activities. The service agencies of each county work together with TBTA on a regular basis to monitor ridership and funds. TBTA also works within our Coordinated Transit Plan to find additional service providers in order to stretch funds. Some of the job searching trips require transportation out of the service area (and some jobs have as well).

**Evaluation**:Currently, TBTA monitors the program based on the funding. The service agencies themselves monitor the ridership and routes to ensure effective transportation scheduling. TBTA will monitor the routes - dates and times - and schedule accordingly to ensure efficient transportation routes. We are looking at revising the performance measures for the upcoming fiscal program year.

**Accomplishments**: Currently, we are able to provide access to transportation that these individuals wouldn't have without the funds. There have been some individuals that have landed fruitful employment, but TBTA doesn't have anything spectacular to report overall; just overlying success with the program.

**Lessons learned**:TBTA is currently reviewing our Coordinated Transit Plan. We feel it is not detailed and "meaty" enough. You need a good plan, as well as a great partnership with the agencies involved in order to make this program work. We have been very lucky in that respect; all of our agencies work very well together and share the funds appropriately.

#### Western Washtenaw Area Value Express (373)

##### Mobility Management (485)

**Location**: Washtenaw County (MI)

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

**Goal**: Improved customer knowledge

S**ervice description**:JARC-funded services provided during FFY 2009 were in three specific areas: Transportation Providers Databank inclusion; human service agency contacts and education; and prospective riders.  
 Since this is grant was used to set up a Mobility Management program, it was done from the ground up....physical plant, mobility management team, data bases, then outreach to transportation providers, human service agencies, and potential users.

**Evaluation**:Performance measured used in tracking this project were award funding; and the performance of the Mobility Manager and team to continue setting up project in areas of physical plant, data base, website, and contact made with community agencies.

**Accomplishments**: Establishing the first Mobility Management center of this kind in southeastern Michigan.

**Lessons learned**:Understanding the implications of working with other contributing entities would have been helpful in setting up this collaborative venture.

#### Yates Township (374)

##### Yates Township Dial A Ride (351)

**Location**: Lake, Mason, and Oceana counties (MI)

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

**Goal**: Expanded geographic coverage

S**ervice description**:JARC funds are used to provide transportation to employment needs of individuals with limited incomes as well as providing transportation to employment opportunities from urban and non-urban areas to suburban areas for individuals of all income levels on a 24/7 basis.

**Evaluation**:We have meetings among the providers to evaluate ridership and effectiveness of services. Meetings are held two times a year to review and monitor the success of the program and to make necessary adjustments. Accounting data will reflect actual expenses and budgeting.

**Accomplishments**: We had an increase from FY 2008 of 101 rides with an additional 19,647 miles driven. We had enough funds for 11 months out of a 12-month period.

**Lessons learned**:Team work is essential with public service organization and transportation systems. Coordination and communication is vital to the success of the JARC program.

## Minnesota

### Minnesota Department of Transportation (2039)

#### Arrowhead Economic Opportunity Agency, Inc. (521)

##### AEOA Rural Rides (473)

**Location**: Arrowhead region (MN)

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

**Goal**: Improved access/connections

S**ervice description**:Mobility Management project working under the Rural Rides program. Three full time Mobility Managers and one part time Mobility Manager coordinate rides and provide client transportation service in the Arrowhead region of Minnesota. One Program Manager oversees the Rural Rides program.

**Evaluation**:The Program Manager leads all monitoring and evaluation activities and currently keeps Rural Rides program data sheets illustrating the number of rides, mode of transportation, destination, volunteer driver information, persons served, location of service, and other program information. All Rural Rides participants are enrolled into Rural Rides through "Visions,” an internet-based data tracking system that Minnesota Community Action agencies use to measure the impact of certain service programs. This tracking system allows Rural Rides Mobility Managers and the Program Manager to monitor the quality and quantity of service provided to individual participants.

**Accomplishments**: AEOA has been very successful in connecting low-income persons with employment at Fortune Bay Casino and Resort, located on Lake Vermillion, approximately 25 miles from the Quad City (Virginia, Mt. Iron, Gilbert, and Eveleth) area. Because of staggered shifts there are not a significant numbers of person traveling from the Quad City area to Fortune Bay at the same time. This makes a bus route impractical. Rural Rides has provided temporary volunteer drivers to new and at risk employees who lack transportation to and from work. Once a work schedule has been established, Rural Rides advocates work with the program participant to establish a ride share situation. AEOA has increased the percentage of program participants who have found or maintained employment from 61% in 2008 to 84% in 2009.

**Lessons learned**:Some job counselors have been over anxious to place persons in jobs and haven't considered the job seekers ability to maintain reliable transportation to and from work after JARC support ceases. We have taken steps to insure that each participant has a long term plan for maintaining employment and in unrealistic situations we confer with job counselors.

#### Clay County Rural Transit (376)

##### Heartland Industries Route (336)

**Location**: City of Moorhead (MN)

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

**Goal**: Improved access/connections

S**ervice description**:Clay County Rural Transit provided bus service transportation for people with disabilities in the City of Moorhead. The bus service picked up people at their homes and brought them to work in the morning, with a return trip in the afternoon. The Heartland Industries route enabled people who were low-income and with disabilities to go to work at sheltered workshops throughout the community.

**Evaluation**:The project is evaluated by how many rides were provided and the by the number passengers per hour. The organization also tried to provide rides to people who were low-income and had disabilities. The route provided over 21,000 trips and 6.9 rides per service hour.

**Accomplishments**: Clay County Rural Transit successfully increased ridership to their transit system in 2009. The routes enabled people who were low-income and with disabilities to go to work and obtain meaningful employment. The route increased ridership over the course of the year.

**Lessons learned**:In developing a partnership with a client service based industry for transportation, it is important to be clear on the responsibilities of the project. A designated contact for the partnership should be required. This contact person should be responsible for the daily schedule changes for the route. By providing proper transfer of information for each client, a more efficient transit route is established.

#### Duluth Transit Authority (680)

##### DTA JARC Route 18 (786)

**Location**: City of Duluth (MN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 18 is a fixed route in the City of Duluth. This is a new route that connects the University of Minnesota Duluth Hub with the Millerhill Mall lines. It also serves several major employers in a more suburban setting, as well as housing complexes of below average income people.

**Evaluation**:This route is measured by the number of riders per hour and whether total ridership meets or exceeds the set goals of the project. The goal of the route was to have 33,750 rides and 15 riders per hours during the first nine months of the route. Ridership for the year totaled 67,372 and ridership per hour was over 23 passengers.

**Accomplishments**: Providing more transit opportunities in the City of Duluth for students and workers. Exceeding the total ridership goals and matching the number of riders per hour goal were also a major accomplishment. Ridership continued to grow with more employment trips made.

**Lessons learned**:This was the second year of this service that is heavily used by college students. The students knew about the service and made housing decisions with it in mind. They also looked for the employment opportunities provided by the route. It is important to market this type of service in the spring as well as the fall.   
 It takes time to develop a new route, even with strong ridership potential. The economic downturn has had a negative impact to this route. Less available jobs in the Miller Hill Mall area have reduced a higher ridership potential.

##### DTA JARC Route 20 (788)

**Location**: City of Duluth (MN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 20 is a typical reverse commute fixed route. The route starts in the downtown Duluth area and then goes out to United Health, Air Park, and Cirrus. In September, the DTA added a park and ride lot on this route and marketed the express nature of the route.

**Evaluation**:This route is measured by the number of riders per hour and whether the total ridership meets or exceeds the set goals of the project. The total ridership goal was 18,750 and ten riders per hour during the first nine months of 2008. Ridership for 2009 was 42,714, which also exceeded the hourly goals for the route.

**Accomplishments**: Route 20 serves areas where the potential ridership has been forced to drive for many years. Through August of 2008 ridership increased every month. The route exceeded ridership goals and matched projections in 2008. The total number of riders for this route during the first nine months of 2008 was 21,788, with 9.9 rides per hour. In 2009, the connections to the route were improved and the express service was marketed. Ridership continued to grow, although not at the original business that the route was focused on.

**Lessons learned**:The economic downturn and job losses at some of the employers on this route continues to affect the ridership. Even with these factors, the route was able to exceed the goals of the projected ridership. Of the two JARC projects, the number 20 Route took longer to reach the ridership goals because this route is more geared to the general working population than other routes that focus on college ridership.

#### Kandiyohi Area Transit, JPB (375)

##### Willmar Industrial Park Route (339)

**Location**: City of Willmar (MN)

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

**Goal**: Improved system capacity

S**ervice description**:The Kandiyohi Area Transit (KAT) Work Route using vehicle #81, is a deviated route service that provides residents in the downtown, south, and southeast portions of Willmar (within the city limits) transportation on a new bus to access jobs in Willmar’s Industrial Park and to downtown employers. Bus stops are identified by bus signs at highly populated areas and utilizing a bus shelter located in downtown Willmar. This service is available Monday through Friday, 5:45 AM-8:45 AM and 3 PM-6PM. The deviated route provides direct transportation from highly-populated, low-income residential areas of Willmar to major employers located in the industrial park.

**Evaluation**:Evaluation is done by surveying passengers, employers, and analyzing ridership trends and times.

**Accomplishments**: KAT being able to provide some regular riders with a more direct and efficient routing to their employment. The growth in ridership from 0 passengers to 285 passengers in five months. KAT offered a free week of fares for promotion of the route.

**Lessons learned**:Promotions are very important. If people do not know about the service, they cannot use the service. Continue the route to ensure that it is reliable; people want to make sure that they can trust the service before they will use it consistently.

#### Metropolitan Council (748)

##### Metropolitan Council Van-GO (1014)

**Location**: Isanti, Chisago, Polk, St. Croix, Pierce, Goodhue, Rice, LeSueur, Sibley, Mcleod Wright, and Sherburne counties (MN)

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

**Goal**: Improved access/connections

S**ervice description**:Van-GO! is a regional vanpool program providing rideshare opportunities utilizing a coordinated van fleet provider program. This program matches riders and drivers who benefit from the same vanpool. By vanpooling in Minnesota, congestion, fuel expense, emissions, the number of parking spaces used, and employee out of pocket expenses are all reduced.

**Evaluation**:Vanpool rosters are maintained and regularly audited to ensure that program requirements of five or more riders per vanpool are being met. Each participant who is registered in the regional rideshare database is assigned to individual vanpool rosters upon which each vanpool reports monthly ridership by registered rider. This accounts for how many people are participating, the patronage of each vanpool, how many empty seats are available, and number of active pools operating at any given time.

**Accomplishments**: Metropolitan Council formed three new vanpools in 2009 and started the year with 66 active vanpools . By December, there were only 58 active Vanpools . The decrease in program use is attributed to recession in the Twin Cities economy and sweeping layoffs within suburban area employers who actively participated in the Vanpool program. As a result of these economic factors, annual patronage declined by 8% and employer outreach declined accordingly in 2009 with fewer companies sponsored commuter fairs for their employees.

Commuter Challenge promotions were held April through June to fewer participating employers than last year. In late 2009, a new online Vanpool reporting system was implemented, providing Vanpool administrators a streamlined “paperless” system linked to the regional rideshare database. The region also embarked on a Travel Demand Management (TDM) strategic plan study to learn how TDM activities in the region are conducted, what the results are, how TDM Programs are funded, and to understand areas of strength and areas needing improvement to successfully implement TDM strategies in Minnesota.

**Lessons learned**:Economic factors have impact on creating and operating a Vanpool program. The number of jobs available and fuel prices affect the success of the program. Technology is also an important factor for managing a program. Having the proper computer software can lead to success for matching riders. Nonstop marketing is vital to maintaining the needed ridership to sustain the program.

#### Moorhead Metropolitan Area Transit (749)

##### MAT Summer Mid-Day (1008)

**Location**: City of Moorhead (MN)

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

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

S**ervice description**:Prior to the JARC grant, four of Moorhead's six daytime fixed routes changed from 30-minute frequency to 60-minute frequency, midday, during the summer weekdays from Memorial Day until late August. One bus traveled on two 30-minute routes from approximately 9:00 AM to 3 PM. Routes 1 and 4 interlined, as did routes 3 and 5. The JARC project eliminated the summer schedule and continued 30-minute frequency on all routes year-round during peak and off-peak hours. This added three hours of service to four routes Monday through Friday during the summer, for a total of 756 new hours per year. These new routes have provided passengers new opportunities to use the bus service to go to jobs throughout the City of Moorhead.

With only hourly midday service in the summer (prior to the JARC grant), not all of the six Moorhead routes met for timely transfers every 30-minutes. This left a 30 minute layover at the transfer point in order to continue travel between some of the MAT routes. These inconvenient layovers made travel time longer and provided a barrier for many riders traveling to work, school, etc. Adding service midday brought continuity in the frequency of service and provided a higher level of confidence in public transit. Travel time was reduced, making public transit a viable transportation mode to work commuters.

**Evaluation**:Evaluating ridership during the summer midday hours with information retrieved from the electronic registering fareboxes. This information is reviewed by the Metro Area Transit Coordinating Board.

**Accomplishments**: MAT increased ridership during the summer midday and maintained ridership year round. In 2009, ridership on MAT summer midday during the new service hours increased by 9%, from 12,583 in 2008, to 13,755 in 2009 during the same time period.

**Lessons learned**:Continuity in hours of service year round provides passengers with confidence that MAT can be their primary mode of transportation to work. Eliminating passenger confusion regarding schedule changes during the summer was beneficial in obtaining and maintaining new riders year round.

#### PossAbilities of Southern Minnesota (674)

##### Possabilities Travel Training (766)

**Location**: City of Rochester (MN)

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

**Goal**: Improved customer knowledge

S**ervice description**:Recognizing that public transportation is critical to the success and integration of individuals with disabilities into the workplace and the fabric of our communities, PossAbilities sought to establish a mobility management program focused on preparing, training, and equipping individuals with disabilities to safely and effectively use public transportation, specifically the city bus, for their commute to and from their jobs.   
 The desired outcome of PossAbilities’ mobility management project was multi-dimensional: -

- Individuals with disabilities would be able to reduce or eliminate their dependence on less-efficient and more-expensive transportation to access employment through use of public transportation

- The assumption of door-to-door transportation automatically being provided would begin to change across the community of service providers and individuals with disabilities

- Ridership on our city bus system would increase, thus more effectively utilizing mass transit within our community   
- Individuals with disabilities would enjoy increased access to their entire community  
Creation of two Community Transportation Specialist positions increased use of public transportation by:   
- Providing customized supports and bus training for individuals with disabilities  
- Conducting training and providing support for agency staff in gaining an understanding of our city bus system, the importance of access to public transportation in the lives of those with disabilities, and their role in supporting people with disabilities in their use of public transportation  
- Creating public awareness of the mobility management project among community members

**Evaluation**:In addition to the basic goals laid out in the grant application, we identified timelines for implementation of grant components, sought feedback from within PossAbilities, conducted informal surveys with individuals who received training, compared initial goals with actual accomplishments, and identified ways in which we could have been more effective in our implementation, things left undone that should be included in subsequent years and those which could (and perhaps should) remain so.

**Accomplishments**: From the March 1 official start of our grant through September 30, we were able to train and transition five individuals with disabilities who had never ridden a city bus and fully dependent on PossAbilities for their transportation to and from work, to fully independent individuals using the city bus for that same commute. Their personal transformation as they gained the skills and confidence in using the city bus and became independent riders was amazing and inspiring to watch. During that same period, we provided training to 12 individuals with disabilities who were current bus riders to learn new routes, had many others in the planning phase, and provided consultation to program staff and agencies on how we could provide services for their clients. In addition to training individuals, we provided training to roughly 90 staff of PossAbilities to explain our grant project, establish or increase their understanding of our local bus system, the importance of its use in the lives of those they support, and their role in making it a reality for individuals with disabilities. This training was a critical factor in overcoming resistance and changing a mindset within the organization.

One of our programs provides day services to individuals who are among the most severely disabled in our community. After the management and staff of this program received training focused at understand our local bus system and, more importantly, addressing and overcoming their own fears, biases, and assumptions, a commitment was made to utilize the city bus for some portion of day outings taken with their clients.

As a program with a community integration focus, their severely disabled clientele were provided an opportunity to routinely experience and engage in their community in an entirely new fashion, opening up opportunities to make connections within their community. This startup project allowed us a rare opportunity: changing a mindset of assumption that individuals with disabilities will be provided door-to-door transportation. It is now accepted by DT&H programs, County Social Services, and our high schools that use of the city bus system by individuals with disabilities should be considered and tried first.

We were able to more clearly identify the extent of barriers faced by individuals with disabilities in using the city bus for their transportation. The lack of bus service to all parts of the city, with enough routes running throughout the day, evening, and Saturdays, and the complete absence of Sunday service leaves many who are capable of using the city bus for some of their transportation needs with no access to it.

**Lessons learned**:Working with staff to overcome resistance to something that was different than established routines, perceived as inconvenient, or not feasible for individuals with disabilities was far more challenging and time-consuming than anticipated. The Vulnerable Adult Act of the State of Minnesota creates far more time-consuming challenges than anticipated. Addressing the relevant issues slowed down the process considerably, sometimes by weeks and months. Far more time and effort is required than anticipated to address the concerns of an individual’s entire support team (includes parents/guardians, social workers, group home management and staff, program staff, and others involved in supporting the goals of the individual) through assessments, in Abuse Prevention Plans, in creating training plans, and certainly in the day-by-day challenges of communication during training. Conducting the actual training with an individual was by far the easiest—and certainly the most rewarding—part of the process.  
 A well-defined distinction between the role of the travel trainer versus that of program or support staff and support team is an important factor in the ability to train a significant number of individuals. Asking a travel trainer to participate in planning meetings with the support team keeps decisions and advance arrangements more properly with those experienced in and responsible for them. This allows the travel trainer to focus on their role in assessing needs, planning for and conducting training, and creates a program environment in which the travel trainer can work with a greater number of individuals.  
 What advice would you give to someone else starting a service like yours? Professional education from organizations experienced in setting up programs such as this should be done as early as possible for new program staff. The two staff hired for this project received training through Easter Seals five months into a 10-month grant period. Had this happened more immediately, they would have been far better equipped to set up the program.  
 A small-but-dedicated advisory team involved in an intensive manner for the earliest months and tapering off to a more standard advisory capacity will short-cut the work of setting up a new program, and allow new staff to become truly productive and effective far sooner. Advisory team makeup should include:   
- Key management staff who understand organizational operations and are able to remove unnecessary internal barriers  
- Experienced program staff from within the organization  
- Representatives from the wider community of those providing services to and supporting individuals with disabilities, and   
- Perhaps a few knowledgeable volunteers with time available to assist new program staff in the earliest months  
Their assistance will be invaluable in areas such as:  
- Knowing who to involve early on to clearly identify needs and objectives, and define the parameters of the program   
- Creating a framework of operation  
- Developing specifics for communication, processes, tracking and reporting  
- Answering logistical questions, anticipating barriers and developing strategies for dealing with them, and removing barriers wherever possible, both real and artificial  
 Create mentoring relationships with organizations experienced in setting up similar programs to provide guidance and act as resources for those setting up new programs.

#### St. Cloud Metropolitan Transit (717)

##### St. Cloud METRO BUS Route 75 (969)

**Location**: St. Cloud (MN)

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

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

S**ervice description**:Route 75 supports a major south St. Cloud corridor in the Metro Bus service area. This route provides service to a number of businesses and many large multiple housing units with connections to St. Cloud State University (SCSU) and downtown St. Cloud. The majority of the service is used for work commutes, transportation to and from St. Cloud State University, and to the downtown Transit Center for connection to the rest of the service area.

**Evaluation**:Route 75 is evaluated by a measure of passengers per hour. This route has exceeded expectations and is filling a service gap that previously was provided by a limited public Dial-a-Ride availability. Fixed route service offers greater reliability and convenience for workers, students, and older riders along this route. Route 75 provides an average of eight passengers per hour, which meets the expectation for this suburban service area.

**Accomplishments**: Being able to extend fixed route service along the Route 75 corridor was a major accomplishment for Metro Bus, since this corridor was identified several years ago in our long range plan for fixed route service, but was only able to be served by Dial-a-Ride. Previous public Dial-a-Ride availability was inadequate to meet the demand for transit service along this route corridor in the past. Ridership has averaged eight passengers per hour since inception in January 2008; right on target for this type of suburban fixed route service.   
 A marketing campaign was created with the assistance of a local advertising agency to create direct mail campaign. The campaign consisted of three over-sized postcards mailed during the spring of 2009. The postcards included the route map and schedule, as well as free ride coupons, of which slightly over 100 were redeemed.

**Lessons learned**:Route 75 performance can be improved by extending the days and hours of the route to include weekday peak hour, evening, and weekend service, including extending the route all the way to the SCSU campus and downtown Transit Center. Planning for this will was included in the 2035 Long Range Transit Plan Update adopted in the fall of 2009.   
 In a rider survey of Route 75 passengers taken some time after the route began, 37% of Route 75 passengers earn less than $10,000 per year; 63% earn less than $25,000 per year.

##### St. Cloud METRO BUS Sunday Service (886)

**Location**: St. Cloud (MN)

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

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

S**ervice description**:This JARC project allowed Metro Bus to begin Sunday fixed route service starting May 2009 for the first time since the 1950s. Metro Bus service has become a seven-day-a-week community for workers and people of all economic levels. Providing fixed route service on Sunday has been the number one request from Metro Bus riders for nearly the past two decades. Currently, Metro Bus operates 13 routes on Sunday. By offering more convenient fixed route schedules during the day versus Dial-a-Ride at a lower cost per trip for the rider of today ($1 versus $2), many more low-income individuals and families who are transit dependent or single auto households now have a transit service option on Sunday to them with greater convenience.

**Evaluation**:The primary benchmark Metro Bus uses to evaluate performance of our Sunday fixed route service effectiveness is passengers per hour. Each individual route is evaluated along with the total fixed route Sunday operation. Sunday fixed route service has far exceeded expectations and has been very popular for riders who previously only had public Dial-a-Ride to use on Sundays for work related transportation. Sunday fixed route now averages 15 passengers per hour.

**Accomplishments**: Being able to offer Sunday fixed route service for the Metro Bus area is a major accomplishment. Due to the JARC program, successful Sunday fixed route service is feasible, allowing many people to access jobs in the St. Cloud area on Sundays when they may not have been able to get to. Many of the riders use the routes to go to work at retail and service-related business locations. Without the Sunday routes being available, people would not be able to go to work at these locations.   
**Lessons learned**:Metro Bus staff has learned that Sunday fixed route service is a very important component of Metro Bus’ overall array of services for workers of all income categories who use transit as their means of transportation. Businesses rely on employees to get to work and having affordable and reliable Sunday fixed route transit options allow workers to access those Sunday jobs. We wish we would have set aside more money for marketing Sunday fixed route service. However, the Sunday service marketing and having route information available is very important in people finding out that fixed route service is available on Sunday.

#### Trailbazer Transit (637)

##### WORKSMART (691)

**Location**: Sibley and McLeod counties (MN)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC service operated by the Trailblazer Joint Powers consists of one 17-passenger bus in operation from 7 AM to 5 PM on weekdays. The service is anchored by a route operating between Winsted, Dassel, and Cokato for individuals working at the Adult Training and Habilitation Center (ATHC) in Winsted. The route operates in both directions in the morning and the afternoon, transporting individuals with disabilities back and forth between group homes, ATHC, and various other job sites. During the middle of the day, the JARC vehicle also provides Dial-a-Ride service to the ATHC workers and to the general public within McLeod County, primarily on the eastern edge of the county.

**Evaluation**:None

**Accomplishments**: Trailblazer’s biggest accomplishment relative to the JARC program was that the service started in January 2009, even though Trailblazer did not receive a 5316 vehicle until September 2009. Trailblazer relied on its 5311 fleet to provide the JARC service while the 5316 vehicle was ordered, built, and delivered.  
 From a customer’s standpoint, the response from both ATHC and its workers has been extremely positive. There are numerous stories about how the service has changed people’s lives. One notable response originated from a mother of an adult worker who believes the JARC service has given her son reason to live because he now goes to work on a public transit bus just like a “normal” person.

**Lessons learned**:The JARC implementation was well planned and executed, so there were not a lot of problems. Trailblazer certainly reaffirmed that the hard work invested into planning pays off when the time comes to implement and execute. However, Trailblazer did have some difficulty trying to figure out how the bookkeeping system would work for JARC with respect to the financial structure, the farebox collections, and the passenger and operating statistics. Trailblazer was able to accommodate the necessary accounting and procedural changes, but the transition into a system that accounts for 5311 and 5316 programs operating side-by-side was quite challenging.

#### Tri-Valley Opportunity Council, Inc. (522)

##### Tri-Valley Bus JARC Routes (474)

**Location**: Northwest Region (MN)

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

**Goal**: Improved access/connections

S**ervice description**:The Tri-Valley Opportunity Council Transportation Program requested JARC funds to operate commuter routes in northwest Minnesota. Three routes provided commuter service between Crookston, Minnesota and surrounding communities; one route between Crookston and East Grand Forks; one route between Crookston and Bagley; and one route between Crookston and Thief River Falls. Routes were attempted between Thief River Falls and surrounding communities, but due to lack of ridership the routes didn’t continue. These routes provided job access to older adults, low-income, and persons with disabilities.

**Evaluation**:Evaluation measures were based on the number of riders who utilized the commuter buses. In 2009, 5,598 riders used the commuter buses to attend work/and or training. This benchmark was considered both an economic impact for the riders by saving on transportation costs as well as an having an environmental impact on the communities, by putting less vehicles on the roads and using less fossil fuels.

**Accomplishments**: The greatest accomplishment of the JARC commuter buses in 2009 was the number of riders who utilized the service. Marketing information about the commuter routes raised awareness throughout the service area. Radio, television stations, and newspapers ran articles, news clips, and program information as a new service available to the public.  
**Lessons learned**:When starting a commuter route project, be sure to have the 50% local match secure before starting. Many businesses were in support of the commuter routes at the beginning, but due to the downfall in the economy they quickly changed their support when funding support became the discussion point. When planning the commuter routes, the price of fuel was at an all time high; though it quickly decreased after the project was funded. This changed the minds of many consumers to continue to use their own vehicles as fuel was not as cost prohibitive as when the project was in the planning phase.

#### VINE Faith in Action, Inc. (524)

##### VINE People to Jobs (1133)

**Location**: City of Mankato (MN)

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

**Goal**: Improved access/connections

S**ervice description**:VINE provides a six-month transitional program for low-income people who are in need of safe and reliable work transportation. The service also allows for the needs of parents to bring their children to daycare and school. Partnerships with local employment services along with marketing to the public provide referrals for the program. The program focuses on providing transportation when or where traditional transit is not available.

**Evaluation**:Customer service surveys are completed. VINE's Board of Directors review performance measures of the number of riders and destinations. Each month the Board also reviews the partner participation of the program and the revenues versus the cost of the project.

**Accomplishments**: Creating a safe and reliable transportation service for people to become more self-sufficient. Partnerships with local employment services and the local public transit agency have made it possible to provide some transit training opportunities for those who have not used the services or for immigrant populations. Provide the opportunity to empower employers to positively encourage their staff to ride share. Being able to utilize our Transportation Advisory Committee provides an open communication for needs that arise within the community.

**Lessons learned**:Being able to provide information on the public transit system is important for those who can use the service but have not ever read a bus schedule or ridden the bus. Working with the low-income means that the people we are serving are also the first to lose their job status in the negative economy. This can drastically change the programs progress. Having an open and strong relationship with the other transportation providers in the area is a great resource when needs in the community arise.

## Ohio

### Ohio Department of Transportation (1225)

#### City of Sandusky (730)

##### Sandusky-Perkins Area Ride Connection (SPARC) (911)

**Location**: City of Sandusky (OH)

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

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

S**ervice description**:The Sandusky Transit System utilized its FY 2009 Job Access Reverse Commute grant funds to operate its SPARC route. The Sandusky-Perkins Area Ride Connection (SPARC) route operated within the City of Sandusky and Perkins Township, Ohio. Its primary purpose was to connect lower income neighborhoods in the City of Sandusky with the approximately 6,200 jobs found along the U.S. Route 250/Milan Road corridor between Perkins Avenue and State Route 2. The SPARC route service is a point deviation route which makes 15 regular stops at scheduled time points with deviation possible from the route up to 3/4 mile on an advance reservation basis. The route operates Monday through Saturday, 6 AM to 10 PM and is approximately a one-hour loop. Passenger fares are $1 per one way trip.

**Evaluation**:STS evaluated the SPARC route for 2009 based on overall ridership, ridership to job locations, and ridership during evening hours (6 PM to 10 PM). Overall ridership was very good for a new service with almost 20,000 riders on the route between March 16, 2009 and December 31, 2009. Anecdotal evidence from passengers was also gathered and comments were very positive. Riders really liked the convenience of boarding at a stop, knowing what time the bus would arrive based on a fixed schedule, rather than making advance reservation for trips. STS staff also had numerous requests from passengers to expand the route and add more stops so that more City of Sandusky residents could gain access to the Route 250 corridor and Perkins Avenue businesses.  
 Ridership to job locations totaled 7,694 trips and new ridership during the longer evening hours totaled 3,992. These numbers indicated that a significant number of people were using SPARC to get to their places of employment and to work during the evening hours. Sandusky is a service- and tourist-oriented employment market and many employers stay open later in the evening (mall, restaurants, hotels, etc.).

**Accomplishments**: The service has been very popular and ridership continues to increase. The route also introduced more of a "big city, fixed route" concept of public transportation into the community and people have responded positively. The service has enabled many lower income people living in the City of Sandusky to maintain their employment because they have reliable transportation and evening transportation.

**Lessons learned**:The route of travel for the SPARC bus had to be revised (not the stops/timepoints) once it was operational to avoid summer tourist traffic and to ensure that the route was not too long. It was very difficult to negotiate with the local mall for a SPARC stop to be on the mall property, so STS ended up not having a dedicated stop at the mall, though the SPARC bus will deviate to go to the mall. Amenities such as benches were needed at certain stops in the public right-of-way, so riders did not utilize private property for waiting areas.

#### Community Action Commission of Fayette County (728)

##### Wheels to Work Program (903)

**Location**: Fayette and Highland counties (OH)

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

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

S**ervice description**:Wheels to Work provided transportation services to and from work for residents living inside Fayette County. It also provided transportation for Fayette County residents to an out-of-town employment training facility in Highland County. 90% of the trips were provided to destinations within Fayette County.

**Evaluation**:Manifests were tracked daily for efficiency and data was entered into a spreadsheet. They also tracked new passengers and employers that were added each month, along with how many overall trips were made that month.

**Accomplishments**: Transportation was provided to places of employment for passengers who, without the service, would have been unable to make it to work. This allowed county residents to accept and maintain jobs.

**Lessons learned**:Many people benefited from the service and it needed to be run as efficiently as possible so that all passengers would get to work on time.

#### Community Action Committee of Pike County (729)

##### CATS Mobility Management Project (910)

**Location**: Piketon (OH)

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

**Goal**: Improved access/connections

S**ervice description**:To coordinate work trip marketing and promotion to increase access for low-income county residents and employers, enabling connections to be established between individuals and training and employment opportunities.

**Evaluation**:Evaluated by tracking web hits, presentations made, and one-stop referrals received

**Accomplishments**: 57 one-stop referrals were received, a web site was developed, and 1,994 internet hits took place. Based upon community presentations made, a brochure has been prepared for use in future opportunities.

**Lessons learned**:The hardest part is the need for continuous follow-up to keep all of the parties engaged.

##### Community Action Transit System (909)

**Location**: Piketon (OH)

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

**Goal**: Improved system capacity

S**ervice description**:The service provides a route that connects the City of Waverly to the Village of Piketon. This was a strategic expansion that targeted low-income housing residents in Waverly and Piketon. Since the local Workforce Investment Act program is located in a remote area of Piketon and Pike County, Ohio has notoriously high unemployment rates, the JARC route connects job seekers with job search opportunities.

**Evaluation**:The JARC route stays very busy as evidenced by the number of trips recorded.

**Accomplishments**: A route was established that is very popular with many passengers. The route also connects many to day care located in the same facility as the Workforce Investment Act program. The route has also been useful in getting Work Activities participants to job sites as assigned by the Pike County Department of Job and Family Services.

**Lessons learned**:Once employed, passengers who once rode the JARC route may use another CATS route to get to a work site and the project should have been written in a way that would capture those trips as well.

#### Community Action Partnership of the Greater Dayton Area (732)

##### CAP JARC Service (917)

**Location**: Preble County (OH)

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

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

S**ervice description**:JARC transportation is provided for low-income Preble County residents to and from employment, schooling, or job training within a 50-mile radius. Transportation is provided 24 hours a day, seven days a week.

**Evaluation**:Drivers’ run sheets are monitored monthly. The JARC program carries the majority of our clients. The program was started in June 2008 and transported 975 one way trips from June through December 2009, traveling a total of 32,951 miles.

**Accomplishments**: The project enabled residents of Preble County to find jobs and get to their place of employment or school. In the past, they would not have had a way to get there. This program has helped many people become self sufficient.

**Lessons learned**:Consideration is being given to charging a fare to offset costs. Also developing marketing toward additional second and third shift trips.

#### Jackson-Vinton Community Action (733)

##### Jackson-Vinton Community Action Transportation (919)

**Location**: Wellston (OH)

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

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

S**ervice description**:Jackson-Winton Community Action (JVCAI) provided transportation to job and training sites for the residents of Jackson and Vinton counties to expand the local Ohio Works First program as a temporary assistance to help people seek, interview for, and retain employment, where they had no other means of transportation available to them.

**Evaluation**:Surveys were distributed to the transportation participants and received a 97% satisfaction rating.

**Accomplishments**: Through marketing and coordination efforts, public awareness of the JARC program has greatly increased. Many people were able to obtain employment that they ordinarily would not have, if not for this service. Several jobs were saved through the use of JARC services that would have been lost had this program not been available. Many clients reached self-sufficiency, gaining their own transportation while utilizing the JARC transportation services.

**Lessons learned**:Most new employment is non-typical shifts, such as late night or early morning and there are no other transportation resources available for job commute. What we wished we had known when we started the service: If the OWF program was going to be eliminated two months after the JARC program began. The need for services instantly doubled.

#### Job & Family Services of Clark County (731)

##### Job & Family Services of Clark County (915)

**Location**: Clark County (OH)

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

**Goal**: Improved system capacity

S**ervice description**:Job & Family Services of Clark County (JFSCC ) provided, via contract, transportation services to TANF-eligible customers needing transportation to employment and work activities. The services were provided via a demand responsive system in which customers call and schedule their rides to their places of employment/or work activity sites within the Clark County service area.

**Evaluation**:JFSCC's transportation program provided a total of 8,333 one way trips for TANF-eligible customers accessing transportation for employment and work activities. Additionally, an average of 40 jobs/related work activities were accessed on a monthly basis. However, we have documented no increase in the number of trips provided through this service during the grant period, as the lack of jobs in the local economy prevented an increase in employment-related trips for this population.

**Accomplishments**: Although the service was not "expanded" per se, this program was a success because without the JARC grant, such trips would not have been possible due to severe budget constraints.

**Lessons learned**:It is difficult to predict mechanisms for expansion for a service that is provided on the basis of available jobs in the local economy.

#### Lorain County (736)

##### Lorain County Transit (922)

**Location**: Lorain County (OH)

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

**Goal**: Improved customer knowledge

S**ervice description**:The subject grant was to support implementation of new job access service by Lorain County Transit (LCT) during the period. The original intent was to address gaps in three LCT routes providing reverse commute service linkages to Cuyahoga County. Due to a severe budget crisis in Lorain County, those routes were discontinued (routes 11, 33, 70). Instead, the JARC funds supported the planning of evening work access routes to return workers home from Midway Mall during times after regular service terminated. These evening work access loop routes operated weekdays only from 7 PM to 10 PM, following each of two fixed route alignments, one serving Lorain workers and the other serving Elyria workers. From 10 PM to 11 PM, the service operated as an on-demand service.

**Evaluation**:A prior year budget cut resulted in discontinuation of LCT evening services, but demand was still present based largely on public feedback from June 2009 public hearings for the route changes. Using Midway Mall as the terminal, the service was very successful. From evening loop service initiation in mid-July, through December 2009, 4,420 trips were taken. Carrying over 15 passengers per hour, the productivity of this service exceeded the LCT system average of ten passengers per hour. Prior to its discontinuation at the end of May, Route 33 carried a total of 3,735 trips. So, the productivity of this long-established route, which operated eight hours daily, was about half that of the evening work access loop service which operated less than half as many hours each day.

**Accomplishments**: RLS & Associates of Dayton, Ohio was contracted to assist with the planning of the new service. Several years earlier, RLS had completed an analysis of LCT's route structure relative to service supply and demand. This JARC grant leveraged that effort by enabling earlier data to be applied to redrawing ADA Paratransit service boundaries to account for the budgetary retractions in the three above-mentioned fixed routes. The latest RLS analysis also confirmed that the evening service should follow existing route alignments rather than creating new ones.

**Lessons learned**:Customers found the evening loops extremely useful; they clearly served an important unmet travel need. Should funds become available in coming months, the evening loops should be among the first routes to be restored by LCT.

## Wisconsin

### Wisconsin Department of Transportation (1245)

#### ADVOCAP (34)

##### Vehicle Loan (11)

**Location**: Green Lake, Winnebago, and Calumet counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Upon investigating transportation options we found needs and gaps in existing services for low-income populations. Among these populations, transportation to essential services such as employment simply do not exist. This situation impedes the ability of many workers to maintain employment and in many instances hundreds of dollars are being spent on keeping an old car running when a better quality more reliable vehicle would be a better alternative. However, because of the lack of credit or in many cases poor credit that is not a viable option as conventional lenders are not able to provide loans.   
 ADVOCAP provides a car loan program which assists low-income participants with 0% interest vehicle loans to purchase reliable, affordable transportation. This program enables income-eligible individuals and families to solve their transportation needs, build a better credit rating, and experience a better quality of life through increased employment and training.   
 Participants must have a valid driver’s license, own no other vehicle and have been continually employed for a minimum of two month. All fines and fees to the State of Wisconsin must be paid before the loan will be processed. Through income verifications and a financial review the participant must show the ability and willingness to repay the loan.   
 Participants must attend a basic car maintenance class to help them keep their vehicle running properly and enable them to do small maintenance tasks: change oil, wipers, headlights, and other items that will save them money by doing them at home. Participant pay a 5% loan administration fee, tax, title, license, and dealer preparation fee. We must have proof of full coverage insurance, naming ADVOCAP as the loss payee, before making the loan and the vehicle must be continually insured throughout the loan period.   
 The 0% interest loan is repaid in monthly installments over a 30-month period. At the vehicle closing participants are given RIDESHARE information and sign they are willing to carpool/rideshare with their vehicle. They are given the RIDESHARE brochure and rideshare.wi.gov website for information on how to sign up to find Individuals interested in ridesharing/carpooling.

**Evaluation**:We carefully document every purchase as to the individuals presenting circumstances and a variety of household demographics. We also have a data system for tracking and documenting loan payments. This way we can evaluate if people in the program are making payments and if they are making them on time.  
 ADVOCAP does an annual service satisfaction survey and an unmet service needs survey every three years. The Work N Wheels Program Coordinator is also responsible for tracking how many Work N Wheels participants have been able to obtain, maintain, and increase employment for our annual report.

**Accomplishments**: The loans we make are to low-income individuals who have limited options for transportation. Green Lake, Calumet, and rural Winnebago counties have no public transportation options, making it hard to obtain and sustain employment.   
 Through our Work N Wheels car loan program we were able to help a young, rural mother who was working second shift obtain a vehicle loan so she was no longer walking two miles home from work at 3 AM. We were also able to help a mother whose child requires ongoing treatment at the Children's Hospital, obtain a reliable vehicle so she could switch to a higher paying job with more hours. She has since been able to go to part time to school, earn her CNA designation, and has recently gotten a promotion. We were able to assist a woman who took her car to a repair shop to have the brakes fixed, the car was totaled in an accident by the shop owner when he took it for a test drive after the repair and another driver ran a red light. She used her car in her job, the insurance covered the car, but the value was only $1,800 - not enough to purchase another vehicle to enable her to continue delivering mail in a rural area. Without this program, she would not have had transportation nor been able to continue her job.

**Lessons learned**:Individuals and families have a very wide variety of transportation related issues, therefore it is important to set your program eligibility guidelines and target population(s) prior to starting the program. It is also important to have contact with providers of similar transportation programs.   
 Having contact and working relationships with other individuals with transportation programs can really help reduce the learning curve and also reduces learning through trial and error. We are very fortunate in Wisconsin to have the Wisconsin Mobility Manager Group. When we started our program, we benefited greatly from the experience of individuals in the group on what approaches worked and what did not. When we have ran into a new issue we are able to contact peers who have possible dealt with and solved that same issue. Join or form a transportation peer group right from the start.

#### CAP Services (36)

##### Vehicle Loan (12)

**Location**: Portage County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:CAP Services Work-n-Wheels program provides no interest loans to income-eligible residents of Portage County, Wisconsin. Applicants must need the loan to obtain a vehicle to get them to and from work, be at or below 200% of the Federal Poverty level, yet have sufficient income for it to be feasible for the client to repay the loan.

**Evaluation**:Staff have developed a spreadsheet to track inquiries, applications, demographics, and a plethora of information in order to track who are our participants, how they learn of our services, what are the issues they are facing, and how they are faring after accessing our services.

**Accomplishments**: Successfully launching the Portage County Work-n-Wheels program in 2009 was the greatest accomplishment. The effort included meeting with community leaders, dealerships, partner agencies as well as editing forms and brochures acquired from SouthWestern CAP, the agency who initiated and developed the program.

**Lessons learned**:Keep track of as much information as possible regarding referral sources and participants. It is helpful in determining how the message gets out about the program and the variety of services that we offer. It can also reveal gaps in program promotion, such as, are all current participants from the same area of the county, or are they spread out. And always, when working for a non-profit, it is helpful to have more information instead of less to satisfy any new reporting requirements.

#### Central Wisconsin Community Action Council (38)

##### Mobility Manager (13)

**Location**: Adams County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The Mobility Manager serves as the Adams County contact person for transportation problems of low- and moderate-income families. She receives referrals from the county W-2 agency, county staff, and the local job center. She has established a network of reliable local repair shops, assists clients with getting gas vouchers from the Salvation Army, and the St. Vincent de Paul Society, helps coordinate car repair and car purchase loans with the applicable grant manager, and works with local employers to provide commuter transportation solutions. This a part time position with matching funding provided by the County.

**Evaluation**:Our project goal for the program year was to assist 16 Adams County residents monthly. The average monthly number of referrals was 18.

**Accomplishments**: Making arrangements for discounted car repairs and obtaining donated gas "vouchers" from local gas stations was especially rewarding.

**Lessons learned**:Don't expect overnight success.

##### Van Pool (14)

**Location**: Adams, Columbia, Dodge, Sauk, and Waushara counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:This employer vanpool provided free transportation to seasonal employees during November and December 2008. The company (Figi's Gifts) produces Christmas holiday gift packages and hires/transports extra workers to its production facility during its peak season. Employees were transported 46 miles (one way) from a designated pick up point to work, and then returned at the end of their work shift. There were two shuttle runs daily providing service to both day and night workers.

**Evaluation**:The project was evaluated on the number of one way rides provided. Grant funding was used to subsidize the operational cost of a 15-passenger van. The project goal was to provide vanpool service to 10 - 14 employees. At the end of the performance period, 1,362 one way rides were provided, with an average of 12 riders per day.

**Accomplishments**: The highlight of this program was the ability to bring together numerous parties into a single "team". The Waushara County W-2 agency and the County Job Center worked closely with Figi's human resource office to recruit employees. A local business allowed the use of its parking lot as the vanpool pick up and drop off point. The transportation service provider gave detailed rider data to Figi's, which was promptly reported to the grant manager.

**Lessons learned**:Having one person serve as single point of contact between the employer, transportation provider, local Job Center and grant manager is crucial. Without a dedicated contact person, collecting and reporting program performance data is very difficult.

##### Vehicle Loan (15)

**Location**: Adams, Columbia, Dodge, Sauk, and Waushara counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:This program provides 0% interest car loans for income-eligible applicants. The maximum loan is $4,200 with a repayment period of 24 to 30 months. The grant only finances the car purchase. The applicant is responsible for providing proof of insurance (collision, comprehensive, and liability) and must also pay the sales tax, title, license, and registration fees. Central Wis Community Action places a lien on the car, which is released when the loan is fully paid off. Agency staff help the loan applicant find a good, reliable car. If the applicant finds a car he wants to buy, agency staff inspect the vehicle before approving financing.

**Evaluation**:Since it is the goal of this program to establish a self-sustaining revolving loan program for car purchases, the number of "current" accounts (on time payments) served as the evaluation criterion. Sixteen loans were awarded and client payments fell below our program goal. We anticipated a 25% - 33% loan default rate, but the actual number was 7 of 16 or 43.75%.

**Accomplishments**: It is especially rewarding to assist someone who has NEVER owned a car in buying a good, clean, affordable, mechanically sound, and reliable car.

**Lessons learned**:Loan applicants MUST contribute some of their own funds to the car purchase. We initially did not require this and provided 100% financing. Once we required a down payment to cover the cost of sales tax, title, license, and registration (approximately $325 - $425 depending on the car), many high risk applicants lost interest in the program. As a result, we now have a much higher success rate with many fewer participants defaulting on their loans.

#### Community Action Coalition for South Central Wisconsin (46)

##### Vehicle Loan (20)

**Location**: Jefferson County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Vehicle loan program allowing participants to purchase a vehicle for up to $4,000 at a 0% interest rate. The program is case managed and is protected by the installation of an on-time device into the vehicle.

**Evaluation**:As we were in our first year of this project, we have not yet evaluated the project.

**Accomplishments**: As we were in our first year of this project, we have not had any major accomplishments as of yet.

**Lessons learned**:Marketing the program to the local dealerships (point of sale) is much more important than marketing to other agencies and general advertising.

#### County of Fond du Lac (50)

##### Childcare Transportation (23)

**Location**: County of Fond du Lac (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Fond du Lac County Department of Social Services provides child care transportation to assist families who have barriers to child care transportation and are meeting the income guidelines. This is done by providing transportation assistance with (not limited to) this agency, taxi services, transit system, personal vehicles, and child care facilities; which allows parents to get their children to and from daycare, school, and home. This gives the working parent(s) the ability to get to and from work in timely fashion. This is also provided in the rural areas outside the FDL city limits.

**Evaluation**:This program is evaluated by the number of clients served and trips made, along with keeping an eye on the original project outcomes.

**Accomplishments**: Meeting the proposed project outcomes along with serving the clients who need this assistance to successfully maintain or obtain a job. In addition, we promote this program with the various human service agencies and child care facilities in the community when attending various committee meetings.

**Lessons learned**:Build strong relationships with various businesses and agencies to ensure the service information is available to outreach the families in need of child care transportation assistance. Establishing these connections and services take time.

##### Guaranteed Ride Home (24)

**Location**: County of Fond du Lac (WI)

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

**Goal**: Improved access/connections

S**ervice description**:This service provides clients who are meeting the income guidelines with the insurance they have transportation to and from work when other transportation services are not available, such as the transit system. The transit system runs only Monday to Friday from 6 AM to 6 PM, which limits those clients needing transportation before 6 AM and after 6 PM. We utilize taxi services for those who are in this type of situation when carpooling/van pooling is not an option, which gives them that safety net they need to ensure they are maintaining and obtaining a job is accomplished.

**Evaluation**:The program is evaluated by the number of clients served and the number of trips provided to individuals, along with keeping an eye on the proposed projected outcomes for this program.

**Accomplishments**: Meeting the proposed project outcomes along with serving this population of citizens needing transportation assistance. In addition, knowing it is successfully helping the client keep their job or obtaining a new one. In addition, we promote this program to all local human service agencies when attending various committee meetings.

**Lessons learned**:Build strong community relations to ensure you are reaching the population that needs this assistance with transportation.

##### Mobility Manager (25)

**Location**: County of Fond du Lac (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The Mobility Manager Program with Fond du Lac County Department of Social Services works with the various community agencies to promote WETAP programs. In addition, they work with the clients who meet program guidelines and are in need of transportation assistance for work related activities. The Mobility Manager Program allows for more citizens to be served with the WETAP Program.

**Evaluation**:The program is evaluated by the number of clients served by the Mobility Manager, along with meeting the proposed project outcomes. The faster we can serve the low-income population the faster individuals are able to obtain or maintain work.

**Accomplishments**: Meeting the proposed project outcomes. Another area of success is the services we are able to provide to the low-income population who have barriers to transportation for work in this county. The Mobility Manager attends various committees and meetings to promote the program.

**Lessons learned**:Build strong relations with your community and get the word out about the program. What we wish we would of known when starting this program was the importance of those community connections.

##### Van Pool (27)

**Location**: County of Fond du Lac (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The Fond du Lac County Department of Social Services program is successful at connecting working individuals together to organize a successful carpool that can incorporate more than one place of employment, helping individuals to maintain or obtain employment. In addition, the Vanpool continues to be successful with the assistance of our own transportation coordinator, who operates a van pooling program for work transportation along with other various types of transportation needs. Local businesses look to human service agencies to assist with their employee transportation barriers for those who meet the income guidelines. These businesses are unable to support transportation programs, especially in these difficult economical times. It is found that funding is better utilized by supporting Vanpool programs already in existence.

**Evaluation**:The program is evaluated by the number of clients served along with proposed project outcomes.

**Accomplishments**: Meeting the program’s proposed outcomes. An area of success is the relationship that developed with this program. In addition, we promote this program with our community organizations.

**Lessons learned**:Build strong relations with your community organizations and businesses to ensure efficiency and effectiveness of the program. What we wish we would have know is the importance of relationship and connections to the community organizations.

##### Vehicle Loan (28)

**Location**: County of Fond du Lac (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Fond du Lac County Department of Social Services vehicle loan program is very successful. This service is provided to those individual(s) who meet the income guidelines and have the ability to pay a loan back. We complete a budget with them to ensure their ability to pay for the loan and insurance. Participants must be working 30 hours a week and have been at their job for more than three months. This program allows clients with inadequate or poor credit the ability to purchase a vehicle for up to $5,000. The loan is interest free and has repayment terms of 18 months to a maximum of 48 months. All payments are placed back in to the program to service more clients with the opportunity to purchase a new or used car. Once the client has signed our repayment agreement, a voucher is cut to the dealership for payment.

**Evaluation**:The program is evaluated by the number of clients served with the loan program, along with meeting proposed program outcomes. Our goal is to help clients with the need for a vehicle as soon as possible to ensure their transportation needs are met for employment purposes.

**Accomplishments**: Meeting the proposed program outcomes and the relationship we have developed with numerous automobile dealerships offering economical vehicles for purchase. We have found them to be accommodating and work well with our clients.  
 Word of mouth has become our biggest referral system, referring more clients than what we can serve.

**Lessons learned**:Build strong relationships with automobile dealerships and choose reputable ones. We wish we would have known that there are dealerships that are not so reputable and some vehicles ended up needing additional repairs after the purchase. We have worked with those dealers to fix the clients’ cars and get them back on the road.

##### Vehicle Repair and Maintenance (26)

**Location**: County of Fond du Lac (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Fond du Lac County Department of Social Services provides a vehicle repair and maintenance program in Fond du Lac County. This service is provided to clients who meet income guidelines. In addition, they must be working or seeking employment. We require applicants to provide income verification along with a valid driver's license and current title/vehicle registration before receiving service. Once all verification are received and approval is given, an estimate for repairs is requested. The client will go to a local repair facility to obtain the estimate. The repair facility does waive the cost for the estimate. After receipt of the estimate, the services are scheduled.   
 The maximum limit of a service provided is $500. The client is responsible to pay 10% of the total repair bill under $500. If the bill is more than $500, they must pay the difference; which includes the 10%. After the client pays their portion for the services rendered, we issue the repair facility a voucher for the balance and a check is cut directly to the service provider once the voucher is returned to the Fiscal Department.

**Evaluation**:The program is evaluated by the number of clients served, along with keeping an eye on the original proposed project outcomes. Our goal is to help clients with repairs as soon as possible, to alleviate higher repair costs. In addition, the sooner we can get a vehicle in the shop the better it is for the client and their transportation needs.

**Accomplishments**: Meeting the program’s proposed project outcomes and the relationship we have developed with the repair facilities, they are very accommodating and work well with our clients. In addition, we promote this program with all local human service agencies and business organization when attending various committee meetings.

**Lessons learned**:Build strong relations with your repair facilities to ensure an efficient process for serving this population of individuals needing help with work related transportation costs.  
  
We wish we would’ve understood the importance of establishing connections with repair facilities prior to starting the program. We have been operating this program for quite a while and building this connection takes time.

#### Forward Service Corporation (51)

##### Mobility Manager (30)

**Location**: Brown County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Forward Service Corporation's program has a Mobility Manager who directly assists applicants in meeting transportation needs for getting to work, training courses, or to interviews and other job-seeking activities. In addition to exploring resources and creating a transportation plan, the Mobility Manager also provides bus passes, gas vouchers, taxi vouchers, and no-interest vehicle repair loans.

**Evaluation**:Forward Service Corporation evaluates the project by collecting information in a database that captures each service provided by customer. The Mobility Manager is expected to see at least 30 customers a month, though it was actually 60 or more for most of 2009. The corporate program and finance staff monitor the JARC program to ensure that all expenditures are allowable and reasonable.

**Accomplishments**: The first year has a steep learning curve, particularly in the unexpected demand for transportation assistance. While some of this undoubtedly came from the effects of the recession, it also revealed the enduring need for new transportation solutions as the economic geography of Brown County changes.

**Lessons learned**:Expect a significantly higher demand. The statistics about transportation barriers are only the tip of the iceberg.

##### Vehicle Loan and Repair (31)

**Location**: Brown County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Forward Service Corporation provides vehicle repair loans to low-income (200% of the federal poverty level or less) persons in Brown County. Applicants need to show proof of title, vehicle insurance, and a valid license. They also provide two written estimates for the repairs. The Mobility Manager forwards the applications to corporate headquarters for review and approval. Those receiving a vehicle repair loan then pay back half of the original loan value, broken into installments, as well as registering on an on-line ride share database.

**Evaluation**:Forward Service Corporation evaluates this project by collecting data on whether these loans actually help people retain or find jobs. Corporate staff review each loan application and the two written estimates to ensure that funds are being spent appropriately.

**Accomplishments**: Forward Service Corporation was able to provide a number of vehicle repairs in 2009 and remain within budget.

**Lessons learned**:Investigate ways of stretching available funds, such as collaborating with technical colleges, who will fix the car and charge only for parts.

#### Milwaukee Careers Cooperative (60)

##### Mobility Management (38)

**Location**: Milwaukee County and Surrounding Radius of 45 Miles (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Mobility Management was a new concept for Milwaukee Careers Cooperative starting January 1, 2009. The Mobility Management service attempts to link riders with the most appropriate service provider and to share resources among the providers to increase efficiency and lower the overall costs.

**Evaluation**:Milwaukee Careers Cooperative is working to identify relevant performance measures and benchmarks.

**Accomplishments**: Milwaukee Careers Cooperative had a staff person trained and certified relative to Mobility Management services.

**Lessons learned**:Research and get training before implementation. That the staff who touch riders really want to share resources to improve the transit options, but that policy makers have difficulty in actually sharing because of the many potential barriers (insurance, liability, etc.) that are raised.

##### Shuttle Service (37)

**Location**: Milwaukee County and Surrounding Radius of 45 Miles (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Many Milwaukee County residents who lack reliable and/or affordable transportation cannot secure employment at jobs located in suburban communities. Usually, suburban companies not served by public transportation cannot tap into the available pools of labor located in the urban heart of Milwaukee County. To address this issue, the Milwaukee Area Workforce Investment Board (MAWIB), Milwaukee Careers Cooperative, and Esperanza Unida formed the Milwaukee Area JobRide Collaborative (MAJC), managed by Milwaukee Careers Cooperative, to operate the Wisconsin Employment Transportation Assistance Program (WETAP) Shuttle Van Service in Milwaukee that provides employment transportation solutions to close this gap between job seekers and suburban employers.  
The Milwaukee Area JobRide Collaborative provides reliable and affordable transportation to and from suburban work sites not served by fixed-route public transportation for job ready residents of Milwaukee. Employers are direct partners with the Milwaukee Area JobRide Collaborative. MAJC coordinates service with other transportation providers currently providing services in the region. Service includes:  
- Transportation of workers to and from job sites for all three shifts, seven days per weeks  
- A “Guaranteed Ride Home” in case of emergencies, such as illness, injury, or family emergency  
- Transportation to and from job interviews, pre-employment physicals, and testing, drug screening, and other pre-employment activities related to obtaining a full time job via the Job Centers   
- Covers employer work sites within a 45-mile radius of Milwaukee   
The 12 (three had three, one had two shifts, eight had on shift) Employers participating in

WETAP pay an annual program participation fee of $100 per shift, per month billed every six months to receive Customized Employer Route Service or a per trip fee to be on a shared route. Riders are required to pay a one way fare of $2 ($4 round trip) directly to the service provider. MAJC works with all participants to identify long-term solutions to their transportation needs, including driver license referrals and special auto purchase programs, including a discount auto purchase program operated by Esperanza Unida.

**Evaluation**:The Milwaukee Area JobRide Collaborative evaluates the WETAP project based rider complaints, employer complaints, cost per trip, and the number of low-income individuals that obtain employment. For the year ending September 2009, there were seven rider complaints (mostly about pick up times), one employer complaint about a drivers attitude, a cost per trip that ranged from a low of $14 to a high of $22.41, and there were 94 low-income individuals that obtained employment.

**Accomplishments**: The greatest accomplishment was implementing the Milwaukee Area JobRide Collaborative that linked the van shuttle services directly to the Job Centers. The Employer Services representatives in every Job Center can assist any employer to access the van services to transport workers to and from their work sites. The Job Seeker Services Representative in every Job Center can assist job seekers to get to Job Fairs and employment interviews. The MAJC required the collaboration of nine different agencies.

**Lessons learned**:The amount of time it takes from the first contact with employers to the point of actually providing services and the employers concern about the cost of the service when the economy slowed dramatically.

#### Northwest Wisconsin Community Services Agency (63)

##### Van Pool (42)

**Location**: Ashland, Bayfield, and Douglas counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The service provided in 2009 was the continuation of the Vanpool program. We also provided bus passes for those individuals who could access the bus service but could not be accommodated in the Vanpool. The bus pass service had to be paid for by another source due to both our agency and the transit system receiving federal funding. A Transportation (Mobility) Manager is available to provide these services, as well as make referrals to other services that clients may need along with assistance in accessing those services.  
 The Vanpool program meets the needs of clients that do not have a vehicle or drivers license, do not have access to the bus, and need to get to employment, employment supportive services, or education/training. Our routes include all of Douglas County as well as Duluth, Minnesota and the surrounding area as many of our residents work in Duluth. The service is door-to-door.

**Evaluation**:The overall effectiveness of the program is measured in terms of client success and those who are able to obtain and maintain employment. A large number of clients accessing the Vanpool program are residing in homeless shelter programs. The Vanpool is allowing them to get to work and increase their income. After a month or so of riding in the van a majority of these households are able to find other transportation alternatives such as ride sharing. Without the Vanpool, these riders would have little or no other solutions to obtain and maintain employment.

**Accomplishments**: The service we provide to homeless households. Those in shelter or "Couch surfing" waiting for an opening in a shelter have literally nothing. We provide the Vanpool as a means to look for work and access other employment supportive services as needed. This is a big step for gaining and obtaining employment and leading the household to self-sufficiency.

**Lessons learned**:The service is expensive to operate due to insurance issues and the price of gas etc. As funding and resources for local match money become leaner, so does our ability to provide the service. It has been difficult making the service become self-sustaining.

##### Vehicle Loan and Repair (41)

**Location**: Ashland, Bayfield, and Douglas counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The services provided include minor vehicle repairs and assistance in purchasing a vehicle. The Mobility Manager is available to provide these services as well as referrals to other services clients may need along with assistance in accessing those services. Based upon requests in the last three years, NWCSA will continue to provide minor car repairs for items such as a battery, tires, brakes etc. which are small monetary solutions to maintaining employment.  
 The Vehicle Purchase Program will continue to provide assistance in acquiring a vehicle for low-income households. In previous years, NWCSA provided the Jump Start Program (down payment assistance). In 2009, we began providing direct loans up to $4,000 to employed, low-income households/individuals. These households tend to have either little, no, or bumpy credit. This program allows them a means to purchase an affordable vehicle for maintaining employment.

**Evaluation**:The Vehicle Purchase Program will be documenting success through those who are able to maintain employment or obtain better employment. The program will be able to assist households who are not able to obtain financing from other sources and are in need of a vehicle for employment.

**Accomplishments**: The greatest accomplishments have been that our clients maintain or improve their employment while in the program and still have a vehicle that has value after paying off the loan. One client, single mother of two, who was a native of the Czech Republic was referred to us from the domestic violence shelter where she and her two children were staying. Due to her having decent credit she was able to find a job, a place to live, and purchase a vehicle with our help within a week. She has since gotten a degree in the medical field, tripled her income with a great job locally, purchased a new home, and traded her six year old vehicle in for a newer vehicle.

**Lessons learned**:It is very important to do background checks on prospective clients looking for unpaid judgments or fines, especially traffic violations. Also verifying that the client has a valid driver’s license. Making sure NWCSA is listed as a lien holder on all loans. Dealerships can make mistakes when it comes to listing lien holders and paying the correct fee for such. Making payment booklets for our loan customers has helped in reminding the client when the payment is due, what their balance is and how much the payment is.

#### Servant Manor (64)

##### Shuttle Service (43)

**Location**: Milwaukee County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The D.R.I.V.E. Transit Program represents a working collaboration on the part of four Milwaukee area social service, vocational training, and community organizations. Our collaboration includes Servant Manor, a youth and family social service agency, the New Horizon Center, a child placing agency, the Milwaukee Community Service Corps, a vocational rehabilitation agency, and the Pieper Hillside Boys and Girls Club.  
 The D.R.I.V.E. Transit Program (Delinquency Reduction through Innovative Vocational Exposure) targets young adults ages 16-29 referred by the Department of Corrections, the Juvenile Justice System, and the foster care system, to receive specialized, vocational training and employment, while completing high school or obtaining their GED. Servant Manor provides transportation to the young adults enrolled in MCSC to and from the job, as well as to various job sites throughout the day. MCSC provides education and vocational training to the young adults, often utilizing Pieper Hillside Boys and Girls Club.

**Evaluation**:When evaluating the program, we looked at the original goals of the program and whether or not we were able to meet those goals. We looked at the turnover rate at MCSC to determine whether the program was able to maintain more youth than before the program started. Servant Manor also looked at how cost effective the program was, specifically due to cash flow issues.

**Accomplishments**: Successes:  
- Funding from Elizabeth Brinn and Bradley Foundations totaling $45,000

- Increase in timeliness when reporting to work   
- Reduction in absences  
- Higher morale due to being transported to and from work   
- Greater accountability to MCSC in reporting if absent or late  
The Milwaukee Community Service Corps reports that a greater number of their members have been maintained in the program due to D.R.I.V.E. Transit. Due to this, the number of services members have received has increased and members are able to gain more skills through the program. Thus, members are more marketable to employers.

The routine that has been established through the D.R.I.V.E. Transit Program has positively affected the young adults and their work performance and the Corps. The goal is to have members arrive at MCSC at least 15 minutes prior to their scheduled time. This will hopefully result in members maintaining employment after leaving MCSC.  
 In addition, Transit drivers provide support to Corps members and staff. Drivers are able to build a rapport with the members and can reinforce rules, expectations of conduct, and provide any additional counseling that is needed. Drivers assist the Corps staff by allowing them to work on a project or teach skills uninterrupted.

**Lessons learned**:

Challenges:  
- Delay in payment from state   
- Low cash flow   
- Length of time and requirements for becoming Medicaid certified and enrolling in Wraparound Milwaukee’s network   
- Reliable drivers for flexible schedule  
- Limited to transporting 11 members at a time during course of the day  
- No additional back up vehicle large enough to accommodate 11 individuals  
- Wear on vehicles used to transport clients/Corps members from home and to various worksites  
- Gasoline cost  
- Insurance cost  
 The challenges of the D.R.I.V.E. Transit program largely revolve around low cash flow and slow payment. We have not received grant funds of up to $90,000 and are hoping for at least $25,000 to help bridge the gap. Due to the low cash flow and delay in payment from the state, we have been unable to lease an additional vehicle or hire additional drivers. Therefore, we are unable to accommodate more than 11 passengers at a time, which results in multiple trips and decreases program efficiency.  
 In addition, we are unable to expand the program and make it self-sustainable, as we would not be able to accommodate partnering with additional organizations. We have worked to obtain Medicaid certification, which required significant work to the vehicle. The state regulations for human service vehicles have also required work and maintenance, which has delayed our entry into Wraparound Milwaukee’s provider network. The goal was to have the D.R.I.V.E. Transit program self-sustainable by the end 2010; however, we are now looking at 2011 as a more realistic time frame.

#### Southwest Wisconsin Community Action Program (65)

##### Vehicle Loan (44)

**Location**: Southwest region (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The Work-n-Wheels program helps income-eligible families and individuals with a 0% interest loan to purchase an affordable, dependable automobile. We found that the lack of reliable transportation was preventing many workers from maintaining employment. Because of the lack of credit or, in many cases, poor credit conventional lenders would not provide loans. The maximum amount of the loan is $4500 with 30 months to repay at $150 per month. We require the participant to pay a 5% administration fee, as well as a portion of the tax, title, and license so the participant has a vested interest in the vehicle and therefore may be more inclined to make the payments.

**Evaluation**:We maintain monthly contact with participants. We follow up with them in several different areas including employment wages, health insurance, food share, auto insurance, housing, family changes, and education completions. We also send out a yearly survey asking about the program with a rating scale and a comments section asking how participants feel they have been served. We also keep track of and report to WisDOT on the number of work rides, daycare trips, and school rides provided.

**Accomplishments**: We feel that the amount we have in collection ($50,205.25) is a great accomplishment, given the population we are serving and with the recent economy. In 2009, 43 loans were provided for a total of $182,490; since inception, 352 loans provided for a total of $1,079,808.  
 Some of the program success may be due to having the participant paying some upfront costs and not just giving them a vehicle. Also, the monthly contact and case management wards off many potential small issues before they become a big problem. One of our more innovative elements is the 5% fee we charge. The fee is put into a fund to help out with major vehicle repairs if they are needed. As part of the loan closing contract, we also have a statement on rideshare/car pooling that the participant signs and agrees to. We give them information on the e-rideshare website and a sheet to fill out and return if they are interested in participating in a volunteer driver program.

**Lessons learned**:During 2008 and 2009, we actually replicated our loan program with six other agencies that wanted to start a vehicle loan program. One of the things we learned through this process was that one shoe does not fit all. Some things we have been doing since we started such as purchasing only from licensed auto dealerships, does not work if there are no dealers in the area selling cars in the program price range. Also, not every agency has access to a financial literacy program such as the one we utilize through UW Extension.   
 One major hurdle everyone seems to go through is getting the word out about the program. We have been operating the program for several years now and we still have people asking us why they have not heard about us before. Advertising is very difficult and something that I wish we had known more about when we started and something we still would like to know more about.

#### V.E. Carter Development Group (66)

##### Childcare Transportation (50)

**Location**: Milwaukee County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Our service area includes all of Milwaukee County, however the majority of our ridership is concentrated in the inner-city areas where most minority-owned childcare centers reside. Our focus has been with family- and group-owned childcare centers in need of transportation services and then finding reliable van services that contract with us to provide this service. Match funds are provided by participating centers seeking services for eligible families.

**Evaluation**:Our evaluation is marked by the enormous demand for our services which repeatedly outweigh our capacity to deliver. Our surveys reveal the number of working parents who have obtained or maintained employment because of our timely daily pickup of their child with door-to-door service enabling them to get to work with the assurances that their child is safe and will be transported to and from their destination without incident. Surveys also reveal the dependency of childcare centers as each one demands and is willing to pay for more seats if available because of the high demand for transportation.

**Accomplishments**: We are transporting approximately 250-350 children per day to and from childcare. As our service increases, the impact upon participating centers and vendors is significant and has a domino effect upon both businesses bottom line. For example, 25 centers enrollment increases, this means adding new staff (creating new jobs); van companies employ drivers and assistants; as need arises more vans are purchased to keep up with demand and both centers and vendors profit, etc. It is because of this fact that we have consistently maintained a waiting list of childcare centers and transport vendors wishing to participate.

**Lessons learned**:The program needs five times the funding its allocated. This is evident by the fact of the waiting list, the phone calls, and the monthly demand by participating centers for more and more seats. I believe therefore, that the lesson learned is that you can run a viable program that provides a much needed service, but without the adequate funding needed you cannot make the kind of impact that is necessary to address the real issues for which the program was intended-the elimination of barriers to employment and transportation of low-income, W-2 participants. I believe more funding would give us more alternatives to address this issue outside of and in addition to childcare.

#### West Central Wisconsin Community Action Agency (67)

##### Jump Start (53)

**Location**: West central region (WI)

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

**Goal**: Improved access/connections

S**ervice description**:West CAP’s JumpStart Program cooperated with private lenders to secure low-interest, work-related vehicle loans and repair funds in 2009. Each of these loans allowed a client to keep or maintain a job. Clients were required to have vehicles available for ridesharing options.

**Evaluation**:Our project goals were 1) Provide 30 low-interest loans to qualified clients for work related transportation. We provided 35 loans. 2) Provide Vehicle Education Sessions, including each client and their family. We provided training sessions to each family. In total 94 persons participated in training sessions. 3) Provide loans on vehicles with a minimum fuel efficiency of 30 mpg. All JumpStart clients purchased vehicles with at least 30 mpg. 4) Provide a significant price and interest rate discount on every vehicle. Vehicle price discounts averaged $955. Clients received an average interest rate discount for the lender of between 7% and 10%. Interest savings will average at least $900 over the first three years of their loan. 5) Establish a Vehicle Maintenance account for each client with automatic monthly deposits. Each client established an account with an automatic monthly deposit of $20 as part of their vehicle loan. 6) Clients will use vehicles for work or training related trips. We estimate our 2009 JumpStart clients used vehicles during the year as follows: Work related (1,386), Job Seeking (99), Childcare (396), School (99).

**Accomplishments**: West CAP’s emphasis on providing access to affordable financing for good quality, highly fuel efficient vehicles is an innovative element. This positions our clients with access to reliable transportation for up to five years at the about the same monthly payments as provided by programs that rely primarily on older and usually less-fuel efficient vehicles. Our partnership with local lenders is also an innovative element. On a typical vehicle loan, West CAP uses $1,250 in grant funds to leverage an additional $7,200+ in private financing. In 2009, we leveraged $40,000 in grant funds into over $245,000 in private financing. Our agreement with local lenders also provides significant interest rate savings for our clients. JumpStart clients receive the same financing rate that lenders provide their most credit worthy clients. We project that this will save our 2009 clients a combined total of over $27,000 during the first three years of their loan.

**Lessons learned**:Our focus on better quality cars provides a high value service to customers. Our partnership with local lenders provides additional financing leverage. Requiring automatic monthly payments into a Person Vehicle Maintenance Fund provides important client accountability. In the future, we will be looking for ways to increase client’s participation in the down payment. Also, we will explore options to work with employers to establish formal employee assistance programs with West CAP and local lenders.

##### Rideshare (54)

**Location**: West central region (WI)

**Type**: Capital Investment Projects/Car-sharing

**Goal**: Improved system capacity

S**ervice description**:West CAP’s RideShare Project partnered with the Barron Somali Community Corporation, Workforce Resource, and Wisconsin Office of Refugee Assistance to provide work- and training-related transportation to clients in the Barron County area.

**Evaluation**:Our goals were 1) Assist the Somali Community Corporation in purchasing a good quality van. We arranged for an interest free loan from the regional Business Loan Fund, and helped to secure a 2008 Dodge van at a significant discount; 2) Assist in establishing an operating partnership between the Corporation, Workforce, and West CAP. We established and implemented a three-way Partnership Agreement; 3) Initiate shared-ride services. The Corporation initiated services in cooperation with Workforce Resources.

**Accomplishments**: The Rideshare Program was able to establish an operating and business model for a new transportation service. The Regional Business Fund was able to structure an interest free loan to purchase the van. The program established a working partnership between the Somali Corporation, Workforce Resource and West CAP.

**Lessons learned**:Working with a refugee population is always challenging, especially when the program elements include development of a unique business and operational model. Working with the state Refugee Assistance program helped us bridge some of the gaps.

#### Western Dairyland Economic Opportunity Council (68)

##### Vehicle Repair and Purchase (55)

**Location**: Buffalo, Eau Claire, Jackson, and Trempealeau counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The program provided down-payment and repair loans to eligible individuals and families within our four-county service area (Buffalo, Jackson, Eau Claire and Trempealeau counties, Wisconsin). Clients applying to the program are within 200% of current federal poverty line guidelines and many are unbanked--without access to depository accounts, or traditional auto loans. Clients that apply analyze their budgets and establish both short-term and long-term financial goals. They develop payment plans to pay off any traffic fines, can access a free copy of their credit reports, and budget for auto liability insurance. Clients that are approved for repair or down-payment loans are able to retain and upgrade their employment opportunities.

**Evaluation**:The program is reviewed several times per year by our Western Dairyland Board of Directors with the annual goal of loans given, reached, or exceeded. Additionally, clients are surveyed after receiving loans and process improvements are based upon survey results.

**Accomplishments**: This year the repair and purchase loan program collaborated with Western Dairyland's Financial Literacy Improvement Program (FLIP). The program provides low-income individuals with individual and group mentoring (free of charge) on their personal financial situations. Mentors hail from local financial institutions or the local state university, and have a background in personal finance and a desire to help those in need. Many clients report that participation in FLIP has enabled them to take control of their finances and build their credit.  
 Another way that we have streamlined the process is to provide our application online and being able to provide temporary license plates to clients onsite to ensure accuracy.

**Lessons learned**:Make sure that clients purchasing vehicles get a mechanical inspection done on the vehicle (with an independent mechanic). We have learned, unfortunately, that there are some individuals and businesses (not many, but a few) who have less than scrupulous ethics and will try and sell a vehicle that they know has major mechanical problems.  
 Additionally, we have learned that we have to keep on top of the collection process (to collect money loaned to clients for repairs or purchases.

#### Wisconsin Interfaith Needs Response (69)

##### Vehicle Loan and Repair (56)

**Location**: Adams, Brown, Calumet, Marathon, Outagamie, Portage, Waupaca, and Winnebago counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Provided 0% interest loans for vehicle purchase, major repairs (more than $500; average $1,000), and minor repair loans and grants.   
 Calculated rides per WINR vehicle placed is 5,000 with quality requirements to be able to achieve two years or 20,000 miles. Fifteen loans have been made, generating and estimated 75,000 rides (5,000 riders per vehicle x 15 loans).

**Evaluation**:We had a budget for placements in 2009 based on the quote. Due to the change from 25 to 50% local match and JARC funds not being released until late in the year, we didn't come close to those numbers. Considering all this, we feel that we did make good progress and that momentum for the program is definitely building.   
 Even though this is a new program for WINR, we anticipated only about a 20% delinquency rate because it fits in extremely well with what we have been doing for 13 years in our Donated Wheels Program. We were able to use two successful models to build on. We have had only one of 15 loans default, yielding a delinquency rate of 6.6%, far better than anticipated.

**Accomplishments**: WINR's mission is to help families gain self-sufficiency by providing them reliable personal transportation. Especially with the economic pressures of 2009, we became acutely aware of just how critical that need is. Seldom did we help families that had time to go through the process and take a few weeks to do that. We were dealing with folks, sometimes ill from concern, about losing their jobs or not being able to access a new job opportunity that provided more income. The need was immediate and we were able to respond! We know that without this loan program many of those families would currently be among the unemployed.   
 We are particularly proud of the loan program that WINR operates. We were able to build on a successful model, engage the services of a local bank executive on our Board of Directors and two accounting teaching staff at UW-Oshkosh along with a senior business executive to develop it. We then coupled it with elements of our very successful Donated Wheels program ending up with what we feel is a superb program.

**Lessons learned**:

1. Important skill-set to have is familiarity with automobiles. It is a critical attribute in providing older used vehicles to families for employment. They must be reliable! Without that expertise or reliable mechanic-partners who understand a higher level of required capability (for WINR it is two years, 20,000 miles) it is difficult to assure success.  
2. Don't reinvent the wheel when starting a loan program. There are many successful programs around the state. Use them as a base and build your own better program.  
3. Wish I had known when the money was coming! A tremendous slow down in momentum for this program was the September release of JARC funds on a program that ran from 1/1/09 to 12/31/09. We did well even so and momentum continues to build.

#### Women's Employment Project, Inc. (70)

##### Mobility Manager (58)

**Location**: Door County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The Mobility Manager worked with the Door County Transportation Consortium to coordinate resources and services for the entire Door County community and held a second joint fundraising event. Also continued working with northern Door employers and employees on the Vanpool system and Share-a-Ride program.  
 From 2008 to 2009, this position increased from a 0.5 FTE to a 0.8 FTE, based on the requests made for the gas/taxi vouchers, car repair/purchase loans, and the new Vanpool system. The Mobility Manager is stationed in the Job Center and works closely with employment programs and employers.

**Evaluation**:There has been significant growth in services provided and requests, showing that our marketing efforts have been successful. For the first time, the Mobility Manager needed to work from a waiting list in January 2009. Furthermore, we send out client surveys on customer service, ease of service access, and vendor services.

**Accomplishments**: Since the position was increased from 0.5 to a 0.8 FTE, it allowed us to hire a person to work on the program only and not job share. By having an individual working on the program it allowed more time for direct service offerings.

**Lessons learned**:To narrow down eligibility, to allow funding to last throughout the year, work with employed individuals or clients referred from another partnering agency.

##### Travel and Gas Voucher (57)

**Location**: Door County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The gas and taxi vouchers served job seeking or employed individuals in FFY 2009. Due to the increased cost of fuel, this service has received more requests than ever before. The program has helped low-income workers to and from work until their first or next paycheck or until they work out a long term solution to carpool with a coworker or someone else traveling the same way to a different employer. Taxi and bus vouchers are used in instances where there is not a vehicle, license, or option to share a ride. The program works with private taxi companies and local non-profit companies.

**Evaluation**:We served more than our projected number of clients.

**Accomplishments**: We issued more travel vouchers than prior years, assisting 105 individuals with affordable transportation to employment.

**Lessons learned**:Don’t limit your local share options to other agencies and resources. When able, see if the client can cover some of the match. For example, a client pays $5 and receives double or triple that amount back in fuel. If funds are running out quickly, consider prioritizing employed clients and/or clients who can verify good faith effort towards employment search with a partner agency at the Job Center.

##### Van Pool (60)

**Location**: Door County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Based on surveys taken in 2008, funds were requested to begin a Vanpool for northern Door employees who travel 30 miles one way from Sturgeon Bay, Monday through Sunday. In April 2009, the Vanpool was put into operation. The Vanpool is accessible to any Door, Kewaunee, or Brown county resident who works in northern Door and can meet the van at a key pick up point in route to northern Door.

**Evaluation**:There were four riders in April 2009 and two volunteer drivers. As of 2/2010 there are seven riders and four volunteer drivers and the van is operating seven days a week. This increase gives tribute to the marketing that has been done and since the additional riders were referred from current riders, this proves that riders are happy with the service.

**Accomplishments**: This is the first employment Vanpool of its type in our community. Due to thoroughness of research prior to starting and the ease of implementation, other counties have sought information on setting up a similar program.

**Lessons learned**:To get started, we felt it would be more economical to lease a vehicle in case the program was not used. After seeing the success, we wished we purchased a van rather than a costly lease. We are also looking for additional funding to be able to pay a driver so that the van isn’t stuck where the volunteer is employed and the van can make more trips throughout the day to help other shift employees.

##### Vehicle Purchase or Repair Loan (59)

**Location**: Door County (WI)

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

**Goal**: Improved access/connections

S**ervice description**:The vehicle repair or purchase loan program is a 0% loan program. Clients have up to 50% of the costs of repair or purchase deferred if they obtain and/or retain employment for the period of their loan. The remaining 50% of the loan is due in monthly payments.

**Evaluation**:Due to overwhelming requests for the program, original funds requested were depleted in August 2009. Some funds were transferred from less used areas, still leaving a waiting list of 26 people entering into 2010 program.   
 Every client receiving a car purchase or repair loan is sent a program survey 30 days after completion of the loan process. The survey asks for their input on the program, vendor, and result of the service.

**Accomplishments**: We were able to administer 23 loans in 2009. From surveys sent as a 30 day follow up, we received very good feedback from clients regarding services received.

**Lessons learned**:Find out and understand all match options available. Work with employed individuals who are able to repay a loan or have a written statement from future employer on hire date, hours, and pay.

#### Workforce Connections, Inc. (71)

##### Mobility Manager (61)

**Location**: Crawford, Juneau, Monroe, Vernon, and La Crosse counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:Transportation assistance in the form of gas vouchers or bus passes are provided for first two weeks of employment or until receipt of first paycheck upon starting new employment. This program also assists with purchase of bicycle for employment, car pool connections, and auto repair to maintain employment transportation.

**Evaluation**:Performance measures are based upon number of individuals served in the program and no customer complaints as well as maintaining employment, obtaining employment, or obtainment of a better job with an increase in wages and/or benefits.

**Accomplishments**: Marketing and outreach of the program. Networking with other service providers and transportation planning committees in the area of program operation. Staff work with employers to post ride share information as well as program information in employee break areas.

**Lessons learned**:It is a great idea to become familiar with Wisconsin Department of Transportation web site and to work with employers and other agencies to maximize the program benefits to the customer.

##### Vehicle Loan and Repair (63)

**Location**: Crawford, Juneau, Monroe, Vernon, and La Crosse counties (WI)

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

**Goal**: Improved access/connections

S**ervice description**:This program provides auto loans for low-income individuals at 0% interest for up to $4,000. Individuals must meet income eligibility requirements, complete a budgeting/financial literacy workshop, be employed in unsubsidized employment at least part time, and complete an auto ownership workbook to gain knowledge of the cost of operation, insurance, and routine auto maintenance to better prepare our consumers to keep and maintain an automobile.

**Evaluation**:This program is evaluated on the number served, customer satisfaction, retention of employment, and obtainment of increased wages and/or benefits.

**Accomplishments**: Accomplishments are attainment of total number served goal in 2009 program year, no customer complaints, and increased vendor relationships to better serve our program participants.

**Lessons learned**:The most valuable lesson is to know the market value of an automobile by using NADA and Kelly Blue Book websites. Also, working with the Wisconsin Department of Motor Vehicles to assist in tax, title, and license fees for participants. We also have great relationships with faith based and community based organizations to further assist our program participants with the cost of operating and maintaining autos. Vendor relationships are vital to the success of the program as well. We have many vendors that set aside cars for our clients that meet the price limit and the vendors have agreed to do oil changes free for the first six months of ownership in many cases.

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