



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region I**

**Connecticut, Maine, Massachusetts, New Hampshire,**

**Rhode Island, and Vermont**

**October 2011**

**FTA-08-0162**

JARC FY 2010 Service Profiles: Region I

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# INTRODUCTION

This appendix presents the profiles that JARC grantees submitted as part of the FY 2010 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\_7188.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 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 2010 JARC/New Freedom evaluation database and do not map to any FTA designation.

## Profile content

Each profile includes the following information:

* **Service area**  – Including the local service area as defined by the recipients, as well as the counties where service touches, as identified by the project team, if necessary
* **Project type** – Grant recipients were asked to categorize each project as trip-based, information-based, capital investment project, or planning/feasibility studies. 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 2010. 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. Partially 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 2010) or the records were duplicative.

# large urban projects

## Massachusetts

### Central Massachusetts Regional Planning Commission (1364)

#### Lutheran Social Services of New England

##### Lutheran Social Services of New England (877)

**Service area**: Worcester to Northborough and Shrewsbury (MA: Worcester)

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

**Goal**: Expanded geographic coverage

**Service description**:Lutheran Social Services of New England provides transitional services to new immigrant refugees. Most come to this country from rural/agricultural areas in African countries with little to no English language skills. This service allows refugees to begin gainful employment in farming jobs while developing networks for transportation to their jobs. Clients are often placed in seasonal farming jobs in the Northborough or Shrewsbury area where farms are in need of help. As these areas are not served by fixed route and underserved by paratransit, this shuttle from Worcester to the farms was necessary. Additional work in the farming off-season is available at nearby Federal Express for some workers.

**Evaluation**:This program continues to grow and has targeted up to 60 jobs in a single month. Since the clientele is constantly changing, new job seekers are always entering the program.

**Accomplishments**: Lutheran Social Services has been very successful in helping new refugees to find employment and network among their peers. They then help this steady stream of workers to succeed as new immigrants.

**Lessons learned:** As a non-profit on a shoe-string budget LSS seems to have a high employee turnover. Documentation of agreements and expectations has proved very important.

### Pioneer Valley Transit Authority (1379)

#### Pioneer Valley Transit Authority

##### HCC Shuttle Service (2661)

**Service area**: Springfield and Holyoke (MA: Hampden)

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

**Goal**: Improved access/ connections

**Service description**:Holyoke Community College (HCC) operates this shuttle service between the College campus and PVTA's Springfield transfer center. The shuttle augments PVTA's fixed route service to provide more frequent service between Springfield and Holyoke for faculty, staff and students of HCC.

**Evaluation**:PVTA ensures the service is being operated efficiently by monitoring the schedule to ensure this service supplements PVTA's existing fixed route bus service that operates between Springfield and Holyoke.

**Accomplishments**: HCC continues to use the Shuttle service to provide transportation for a college "jump start" program where high school students in Springfield can take pre-college summer courses. This program is geared toward low-income, less fortunate students who would otherwise not be able to explore a college level education.

**Lessons learned:** PVTA has benefited from this partnership with HCC. The HCC shuttle supplements PVTA's fixed route service and provides better access to a large employer with a large student population who use public transit throughout the PVTA service area.

##### Preservation of G1/G1 Express (Chicopee Center/Sumner-Allen) (2662)

**Service area**: Chicopee and Springfield (MA: Hampden)

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

**Goal**: Improved access/ connections

**Service description**:PVTA operates this route on a local and express line to provide service for commuters to get to/from high employment locations such as Baystate Medical Center. The Express service reduces the trip time by 50%.

**Evaluation**:PVTA reviews ridership on a monthly basis to monitor service levels. PVTA implemented a Mystery Rider program to gather additional information about service such as on-time performance, Customer Service, cleanliness of vehicles etc.... PVTA continues to have on-time performance checks completed at two major stops on this route to look at travel time and on-time performance throughout the day. PVTA recently conducted an on-board rider survey of the G1 & G1 Express and we are in the process of analyzing the feedback to ensure the service is meeting customer needs.

**Accomplishments**: Partnering with large employers such as Baystate Medical Center has been very beneficial for both organizations. PVTA holds information hours at Baystate Medical Center on a monthly basis to ensure their employees are aware of the service and the opportunity to expedite their commute by utilizing the express service.

**Lessons learned:** A thorough/ongoing marketing plan is critical. Be prepared to make adjustments if needed.

# small urban/rural projects

## Connecticut

### Connecticut Department of Transportation (1334)

#### CTTransit - Hartford, New Haven, & Stamford

##### Hartford Bloomfield Service (255)

**Service area**: Hartford (CT: Hartford)

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

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

**Service description**:Route #54, Blue Hills Avenue Extension, traverses Albany Avenue and Blue Hills Avenue, passing through the heart of Hartford’s north end, and then continuing on Blue Hills Avenue in Bloomfield to Day Hill Road. This route connects the minority and low income communities of the north end to job opportunities at commercial/corporate locations in the Griffin Office Park and along the Day Hill Road corridor. Six outbound and five inbound trips between 8:35 AM and 2:29 PM would be paid for by this grant.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned:** None

##### Hartford L-Tower Avenue (Route 92) (252)

**Service area**: Hartford (CT: Hartford)

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

**Goal**: Improved access/ connections

**Service description**:The Bradley Flyer bus route provides service from Hartford to Bradley International Airport, and environs, in Windsor Locks. This route affords Hartford residents, and others, access to job opportunities at the airport and in the vicinity of the airport. The service is designed to provide transportation to the many service sector jobs in the airport area.

**Evaluation**:No

**Accomplishments**: No

**Lessons learned:** No

##### Hartford Stew Leonard's (263)

**Service area**: Hartford (CT: Hartford)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 47, Franklin Avenue and Route 45, Berlin Turnpike Flyer, provide service to the Berlin Turnpike, traversing it between Prospect on the north and Stew Leonard’s on the south. The Berlin Turnpike area is a suburban commercial/retail zone with many job opportunities. This route connects the Turnpike area with its many jobs to Hartford and the rest of the CTTransit system. Only the portion of the service on the Turnpike between Price Chopper at Pascone Place and Stew Leonard’s are JARC-funded.

**Evaluation**: None

**Accomplishments**: None

**Lessons learned:** None

##### Stamford Saturday Night service enhancement (247)

**Service area**: Stamford (CT: Fairfield)

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

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

**Service description**:The project provides extended hours of service on Saturday evening on seven bus routes. This allows transit users to access job opportunities in various parts of the service area, but especially the commercial areas of downtown Stamford and Connecticut Avenue in Norwalk.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned:** None

##### Stamford Sunday Service (206)

**Service area**: Stamford (CT: Fairfield)

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

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

**Service description**:Operate buses in the Stamford division on Sundays. A total of seven buses provide hourly service on 12 routes. The 11 and 41 routes which operate from Port Chester to Norwalk along U.S. Route 1 connect with other Stamford routes at the Transportation Center. This network of service allows transit users to access job opportunities in the key commercial areas, especially Connecticut Avenue in Norwalk.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned:** None

##### Stamford Weeknight Service (248)

**Service area**: Stamford (CT: Fairfield)

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

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

**Service description**:The project provides extended hours of service on weeknight evenings on ten bus routes. This allows transit users to access job opportunities in various parts of the service area, but especially the commercial areas of downtown Stamford and Connecticut Avenue in Norwalk.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned:** None

#### Greater Bridgeport Transit

##### Coastal Link (CL) - Bridgeport (251)

**Service area**: Fairfield County

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

**Goal**: Improved access/ connections

**Service description**:Coastal Link service extending from Norwalk to Milford, Connecticut along Route 1. This service is provided in cooperation with Milford and Norwalk Transit Districts.

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership, trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
• An interactive website (www.gogbt.com) providing complete route and schedule information, live bus tracking, trip planning, on-line bus pass sales, automatic rider alerts.  
• An ongoing site visit program where GBT and Connecticut Commuter Services (MetroPool) visit major employment sites along all GBT routes promoting the services.  
• Bi-lingual (English/Spanish) customer service representatives.   
• A social media presence including Facebook and twitter. These outlets have been used for the past two years to promote GBT services, announce service changes and for other promotions.

**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over ten years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
The difficulty in the provision of such services, and something to be cognizant of at start-up is the continuation of funding. Agencies beginning such services should do so with a plan to fund their continuation once the services are demonstrated successfully.

##### Expanded (Extended) Route 15 Service (245)

**Service area**: Fairfield County

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

**Goal**: Expanded geographic coverage

**Service description**: Extension of GBT Route 15 (Bridgeport to Shelton and the Derby Train Station). This service modification was implemented on July 1, 1997 and had been operating using JARC funding since that time. It includes the 8.5 mile extension of GBT’s Route 15 from the Hawley Lane Mall on the Trumbull/Stratford Border to Bridgeport Avenue the Shelton Office Park, Downtown Derby and the Derby Train Station serving numerous employment sites including: Hawley Lane Mall, Best Buy, Target, Marriott Hotel, Big Y Supermarket

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership, trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
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##### Expanded Weeknight and Weekend Service - Multiple Routes (242)

**Service area**: Fairfield County

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

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

**Service description**: Extended Weeknights and Weekends – Multiple Routes  
Beginning on April 4, 1998, GBT, using JARC funding extended the service spans of several routes on weekdays, Saturdays and Sundays providing improved access to jobs throughout the region. These improvements consisted predominantly of extending the service day one or more additional trips. The table below indicates the routes included in this service enhancement. GBT JARC Expanded Weeknight and Weekend Services:  
Weekday Evening Extensions:  
Route Name  
3 Downtown Bridgeport to Westfield Trumbull Mall Via Madison Avenue  
4 Downtown Bridgeport to Westfield Trumbull Mall Via Park Avenue  
6 Downtown Bridgeport to Westfield Trumbull Mall Via Trumbull/Reservoir Avenues.  
8 Downtown Bridgeport to Westfield Trumbull Mall Via Main Street  
9 Downtown Bridgeport to Hawley Lane Mall via East Main Street  
10 Black Rock Turnpike to Main Street Stratford  
13 Downtown Bridgeport to Success Park via Central Avenue  
Saturday Evening Extensions:  
Route Name  
3 Downtown Bridgeport to Westfield Trumbull Mall Via Madison Avenue  
6 Downtown Bridgeport to Westfield Trumbull Mall Via Trumbull/Reservoir Avenues.  
8 Downtown Bridgeport to Westfield Trumbull Mall Via Main Street  
10 Black Rock Turnpike to Main Street Stratford  
Sunday Evening Extensions:  
Route Name  
3 Downtown Bridgeport to Westfield Trumbull Mall Via Madison Avenue  
4 Downtown Bridgeport to Westfield Trumbull Mall Via Park Avenue  
6 Downtown Bridgeport to Westfield Trumbull Mall Via Trumbull/Reservoir Avenues.  
8 Downtown Bridgeport to Westfield Trumbull Mall Via Main Street  
10 Black Rock Turnpike to Main Street Stratford

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership, trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
• An interactive website (www.gogbt.com) providing complete route and schedule information, live bus tracking, trip planning, on-line bus pass sales, automatic rider alerts.  
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• Bi-lingual (English/Spanish) customer service representatives.   
• A social media presence including Facebook and twitter. These outlets have been used for the past two years to promote GBT services, announce service changes and for other promotions.

**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over 10 years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
The difficulty in the provision of such services, and something to be cognizant of at start-up is the continuation of funding. Agencies beginning such services should do so with a plan to fund their continuation once the services are demonstrated successfully.

##### Route 10 Frequency Improvement (241)

**Service area**: Fairfield County

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

**Goal**: Improved system capacity

**Service description**: Route 10 Frequency of Service Improvement – Black Rock Turnpike (Fairfield and Bridgeport) to Stratford Center. This service modification was implemented on October 29, 2001 and had been operating using JARC funding since that time. It includes a change from 60 to 30 minute frequency during weekday peak periods. Major employers along this route include: Stratford Square, Stratford Crossing (Shaw’s, Wal-Mart, Home Depot), The Dock Shopping Center (BJ’s, Super Stop and Shop), Stratford Train Station.

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership, trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
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• A social media presence including Facebook and twitter. These outlets have been used for the past two years to promote GBT services, announce service changes and for other promotions.

**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over 10 years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
The difficulty in the provision of such services, and something to be cognizant of at start-up is the continuation of funding. Agencies beginning such services should do so with a plan to fund their continuation once the services are demonstrated successfully.

##### Route 19 Express (Bridgeport To Trumbull) - Expanded Service Area (238)

**Service area**: Fairfield County

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

**Goal**: Expanded geographic coverage

**Service description**: Route 19 Peak Period Express Service – Downtown Bridgeport, Bridgeport Train Station, Highway 111 commercial corridor, Monroe.  
This express service was introduced on October 29, 2001 and had been operating using JARC funding since that time. It includes weekday, peak period express service connecting Downtown Bridgeport with numerous commercial areas on Highway 111 in Monroe. Major destinations include: Monroe Super Stop and Shop, Big Y Supermarket, Goodwill Industries, numerous commercial locations, United Health Care (2 facilities), medical office buildings, Home Depot.

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership. Trips/hour, subsidy per trip and unduplicated riders (estimated).

**Accomplishments**: GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
• An interactive website (www.gogbt.com) providing complete route and schedule information, live bus tracking, trip planning, on-line bus pass sales, automatic rider alerts.  
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**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over 10 years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
The difficulty in the provision of such services, and something to be cognizant of at start-up is the continuation of funding. Agencies beginning such services should do so with a plan to fund their continuation once the services are demonstrated successfully.

##### Route 5 Service Enhancement (Expanded Geographic Coverage) Formally Route 8 (239)

**Service area**: Fairfield

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

**Goal**: Expanded geographic coverage

**Service description**: Route 5 Extension (Formally Route 1 and 8). Beginning on October 29, 2001 GBT, GBT implemented a 3.5 mile geographic extension (of its then Route 1) from PT Barnum Apartments to Black Rock providing access to Super Stop and Shop, BJ’s Wholesale Club and numerous other commercial establishments. This extension provides direct service from PT Barnum Apartments to the Bridgeport Transportation Center as well as employment sites along Stratford and Fairfield Avenues:

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership. Trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
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**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over 10 years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
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##### Route 8 (Frequency Improvement) (240)

**Service area**: Fairfield County

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

**Goal**: Improved access/ connections

**Service description**: Route 8 Weekday Afternoon Frequency Improvement. Beginning on February 2002 GBT, GBT implemented frequency Improvement from 30 to 20 minute service weekday afternoons - providing more reliable and frequent service to employment sites on Main Street in Bridgeport, Saint Vincent’s Medical Center and the Westfield Trumbull Regional Mall.

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership, trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
• An interactive website (www.gogbt.com) providing complete route and schedule information, live bus tracking, trip planning, on-line bus pass sales, automatic rider alerts.  
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**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over 10 years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
The difficulty in the provision of such services, and something to be cognizant of at start-up is the continuation of funding. Agencies beginning such services should do so with a plan to fund their continuation once the services are demonstrated successfully.

##### Routes 14 and 18 (Highways 25 and 111 Trumbull and Monroe) (244)

**Service area**: Fairfield County

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

**Goal**: Expanded geographic coverage

**Service description**: Routes 14 and 18 (Highways 25 and 111 Trumbull and Monroe). Beginning on July 1, 1997, GBT implemented local service to Trumbull and Monroe - providing access to the rapidly growing commercial corridors of State Route 111 and, to a limited extent, State Route 25. Route maps for both services are shown below. These routes offer service to numerous major employment centers including Trumbull Mall, Hawley Lane Mall, Target, Big Y Supermarkets, Super Stop and Shop, Goodwill Industries and several new medical office buildings on Highway 111.

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership, trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
• An interactive website (www.gogbt.com) providing complete route and schedule information, live bus tracking, trip planning, on-line bus pass sales, automatic rider alerts.  
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• Bi-lingual (English/Spanish) customer service representatives.   
• A social media presence including Facebook and twitter. These outlets have been used for the past two years to promote GBT services, announce service changes and for other promotions.

**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over 10 years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
The difficulty in the provision of such services, and something to be cognizant of at start-up is the continuation of funding. Agencies beginning such services should do so with a plan to fund their continuation once the services are demonstrated successfully.

##### Weekend Service Enhancements - Multiple Routes (243)

**Service area**: Fairfield County

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

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

**Service description**: Weekend Service Enhancements – Multiple Routes  
Beginning on February 4, 2007 GBT, using JARC funding extended the service spans of several routes on Saturdays and Sundays providing improved access to jobs throughout the region. These improvements consisted predominantly of extending the service day one or more additional trips. The table below indicates the routes included in this service enhancement. Weekend Service Enhancements-  
Saturday:  
8 Downtown Bridgeport to Westfield Trumbull Mall Via Main Street  
Sunday:   
3 Downtown Bridgeport to Westfield Trumbull Mall Via Madison Avenue  
4 Downtown Bridgeport to Westfield Trumbull Mall Via Park Avenue  
6 Downtown Bridgeport to Westfield Trumbull Mall Via Trumbull/Reservoir Avenues.  
8 Downtown Bridgeport to Westfield Trumbull Mall Via Main Street  
13 Downtown Bridgeport to Success Park via Central Avenue

**Evaluation**:The productivity of this service is tracked along with all other GBT service using the following metrics: Overall ridership, trips/hour, subsidy per trip and unduplicated riders (estimated). These services are also regularly reviewed by the Southwestern Connecticut People to Jobs Task force.

**Accomplishments**: In addition to enabling riders to find and sustain employment, GBT has an extensive outreach program which includes:  
• Wide distribution of the GBT Rider’s Guide – A bi-lingual system timetable will everything a riders needs to make the best use of the services.  
• An interactive website (www.gogbt.com) providing complete route and schedule information, live bus tracking, trip planning, on-line bus pass sales, automatic rider alerts.  
• An ongoing site visit program where GBT and Connecticut Commuter Services (MetroPool) visit major employment sites along all GBT routes promoting the services.  
• Bi-lingual (English/Spanish) customer service representatives.   
• A social media presence including Facebook and twitter. These outlets have been used for the past two years to promote GBT services, announce service changes and for other promotions.

**Lessons learned:** It is important to take a regional, collaborative approach toward the provision of Jobs Access services. GBT is part of an ongoing collaborative in Southwestern Connecticut known as “People to Jobs”. This collaborative (including job developers, transit agencies, advocates for riders with disabilities, CDOT, CDOT Commuter Services and others) has been meeting for over 10 years and has had many successful service start-ups which are now integral to the region’s mobility infrastructure and essential to accessing jobs.   
The difficulty in the provision of such services, and something to be cognizant of at start-up is the continuation of funding. Agencies beginning such services should do so with a plan to fund their continuation once the services are demonstrated successfully.

#### Housatonic Area Regional Transit

##### Mall-Hospital Loop (218)

**Service area**: Danbury (CT: Fairfield)

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

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

**Service description**:The Mall-Hospital LOOP is one of three coordinated bus routes operated by HART that serves the core urban area of Danbury when other local bus service does not run on week nights, Saturday nights, and on Sundays and holidays. Service runs from 6:30 PM-10:30 PM week nights, 5:30–10:30 PM Saturday nights and from 9 AM -7 PM on Sundays and Holidays.  
The bus route provides service to Danbury Fair Mall, Main Street Danbury, Danbury Hospital and the North Street Shopping Center.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services. Ridership is a critical benchmark for the service, and has grown from less than 10,000 trips in FY 2000 to over 26,000 in FY 2010.

**Accomplishments**: The LOOP services grew out of collaborative discussions with social service providers, passengers, and business interests at the time of welfare reforms in the late 1990s, that determined that the major transit need in the region was extension of bus service weeknights and Saturday nights and on Sundays and holidays.  
Rather than extending the entire fixed route system, a scaled-down route structure was developed to hit the major trip generators and several short trial versions of the service were implemented before the final version was put in place. Body-on-chassis buses are utilized, rather than transit coaches.  
The success of the service has resulted in the extension of the service area and the addition of more routes.   
Surveys show that nearly a third of users are TANF eligible. The collaborative process continues and has proven to be key to the success of the service.

**Lessons learned:** Starting a service from scratch on Sunday afforded an opportunity to adjust pulse times and set up a structure different than what is typically operated by the urban fixed system here (in the off peak, buses leave at the top of the hour on an hourly basis). It might have been worthwhile running a few pilots to see if perhaps a different pulse time, such as quarter past the hour, would be advantageous for the public.  
We ran several pilot versions of our JARC routes before settling on what worked; this was a valuable exercise.

##### New Milford Loop (217)

**Service area**: Danbury, Brookfield and New Milford (CT: Fairfield, Litchfield)

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

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

**Service description**:The New Milford LOOP is one of three coordinated bus routes operated by HART that serves the core urban areas of Danbury, Brookfield and New Milford when other local bus service does not run on week nights, Saturday nights, and on Sundays and Holidays. Service runs from 6:30 PM-10:30 PM week nights, 5:30–10:30 PM Saturday nights and from 9 AM -7 PM on Sundays and holidays.  
The bus route provides service to Main Street Danbury, New Milford Hospital, the Federal Road/Route 7 corridor in Brookfield and New Milford.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services. Ridership is a critical benchmark for the service, and has grown from less than 10,000 trips in FY 2000 to over 26,000 in FY 2010.

**Accomplishments**: The LOOP services grew out of collaborative discussions with social service providers, passengers, and business interests at the time of welfare reforms in the late 1990s, that determined that the major transit need in the region was extension of bus service weeknights and Saturday nights and on Sundays and holidays.  
Rather than extending the entire fixed route system, a scaled-down route structure was developed to hit the major trip generators and several short trial versions of the service were implemented before the final version was put in place. Body-on-chassis buses are utilized, rather than transit coaches.  
The success of the service has resulted in the extension of the service area and the addition of more routes.   
Surveys show that nearly a third of users are TANF eligible. The collaborative process continues and has proven to be key to the success of the service

**Lessons learned:** Starting a service from scratch on Sunday afforded an opportunity to adjust Pulse times and set up a structure different than what is typically operated by the urban fixed system here (in the off peak, buses leave at the top of the hour on an hourly basis). It might have been worthwhile running a few pilots to see if perhaps a different pulse time, such as quarter past the hour, would be advantageous for the public.  
We ran several pilot versions of our JARC routes before settling on what worked; this was a valuable exercise.

##### 

##### Newtown Road - South Street Loop (216)

**Service area**: Danbury and Bethel (CT: Fairfield)

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

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

**Service description**:The Newtown Road – South Street LOOP is one of three coordinated bus routes operated by HART that serves the core urban areas of Danbury and Bethel. This service provides access to transit into the evening hours on weeknights and on Saturday nights, and on Sundays and holidays when HART fixed route service does not run.  
The bus route provides service to WCSU, the Berkshire Shopping Center, Main Street, Danbury, the Bethel CBD, and Target, as well as Danbury city housing complexes at Wooster Manor, Crosby Manor and Eden Drive.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services. Ridership is a critical benchmark for the service, and has grown from less than 10,000 trips in FY 2004 to nearly 25,000 in FY 2010.

**Accomplishments**: The LOOP services grew out of collaborative discussions with social service providers, passengers, and business interests at the time of welfare reforms in the late 1990s, that determined that the major transit need in the region was extension of bus service weeknights and Saturday nights and on Sundays and holidays.  
Rather than extending the entire fixed route system, a scaled-down route structure was developed to hit the major trip generators and several short trial versions of the service were implemented before the final version was put in place. Body-on-chassis buses are utilized, rather than transit coaches.  
The success of the service has resulted in the extension of the service area and the addition of more routes.   
Surveys show that nearly a third of users are TANF eligible. The collaborative process continues and has proven to be key to the success of the service

**Lessons learned:** Starting a service from scratch on Sunday afforded an opportunity to adjust Pulse times and set up a structure different than what is typically operated by the urban fixed system here (in the off peak, buses leave at the top of the hour on an hourly basis). It might have been worthwhile running a few pilots to see if perhaps a different pulse time, such as quarter past the hour, would be advantageous for the public.  
We ran several pilot versions of our JARC routes before settling on what worked; this was a valuable exercise.

#### Middletown Transit District

##### Middletown M-Link (250)

**Service area**: Middletown (CT: Middlesex)

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

**Goal**: Expanded geographic coverage

**Service description**:Route name is MLINK. Provides connective service to residents of Meriden and Middletown for shopping, employment, educational and human services.

**Evaluation**:The route is evaluated in conjunction with Middlesex Chamber of Commerce.  
Evaluation includes jobs filled by Meriden residents in Middletown.

**Accomplishments**: The establishment of the route itself despite political opposition from towns.

**Lessons learned:** The importance of conducting a valid feasibility study to identify need, in order to persuade key opinion makers.

##### Night Owl (249)

**Service area**: Middletown (CT: Middlesex)

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

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

**Service description**:Night Owl Service (NOWL) primarily provides citizens access to second shift jobs especially in the service sectors.

**Evaluation**:Service measured on bus trips, persons hired, and continued employment on the NOWL service corridor

**Accomplishments**: Continued increase in trips over seven year period from 987 to 22,000

**Lessons learned:** Consistency in marketing and service

#### Milford Transit District

##### Coastal Link - Milford (1488)

**Service area**: US RT 1 Corridor from Milford to Norwalk (CT: Fairfield)

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

**Goal**: Improved system capacity

**Service description**:The Coastal Link is a jobs access service that is operated from Milford, CT to Norwalk, CT by the Milford Transit District, the Greater Bridgeport Transit Authority and the Norwalk Transit District covering 25.2 miles along the US RT 1 corridor. This route operates with 12 vehicles during a 20 minute peak period and four vehicles during a 60 minute off peak period. This route passes hundreds of possible places of employment within that corridor.

**Evaluation**:Ridership is always important and ridership usually averages 27 to 30 passengers per hour, which in this environment is very good. The prospect of offering a one seat ride with the minimum number of transfers, one reason that this route was created, is also an evaluation tool as we identify a larger number of one seat riders than ever before.

**Accomplishments**: The greatest accomplishment was the ability for three distinct transit organizations providing one service in a mostly seamless manner. The level of co-operation had to be such that all three operate on the same schedule and that riders could get on any bus and receive the same service.

**Lessons learned:** Although coordination was high in our initial stages there are areas that should have been better addressed and are now being looked at more closely, including fares and supervision. We started with a common fare and now have two different fares along the service as one agency independently changed their fare. We should have agreed at the beginning that all fare adjustments would be done unilaterally. Supervision is accomplished by the individual agencies with no cross supervision in the different areas. One agency will supervise it's drivers and when necessary for supervision to occur from one agency to the next the supervision breaks down. These two items are now being addressed.

#### New Britain Transportation Co., Inc.

##### Berlin Turnpike Extension (230)

**Service area**: Berlin (CT: Hartford)

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

**Goal**: Expanded geographic coverage

**Service description**:The Berlin Turnpike Extension provides service to a large number of strip malls, box stores and fast food restaurants.

**Evaluation**:The cost per trip is very low due to the high volume of passengers.

**Accomplishments**: We have linked people to jobs.

**Lessons learned:** A proposed route should have many points of interest (i.e.., job opportunities) along the way.

##### New Britain Evening Services (231)

**Service area**: Hartford (CT: Hartford)

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

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

**Service description**:There are four routes involved with this night service: Oak-Stanley, Arch-Meriden, Corbin-Plainville, and Burritt-Farmington. These routes each have several points of interest (i.e., hospitals, shopping malls, strip malls).

**Evaluation**:High volume of ridership; low cost per trip.

**Accomplishments**: Linking people to jobs.

**Lessons learned:** There must be a wide variety of points of interest (job opportunities) when considering establishing a bus route.

##### Oak Street Saturday morning (232)

**Service area**: New Britain (CT: Hartford)

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

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

**Service description**:The Oak St Route links a downtown Central Business District with a large shopping mall in the early morning hours on Saturdays only.

**Evaluation**:High ridership, low cost per trip.

**Accomplishments**: Linking people to jobs at the mall as well as numerous businesses along the way.

**Lessons learned:** Make sure there are many points of interest (job opportunities) along a proposed route.

##### Westfield Shoppingtown Meriden Extension (229)

**Service area**: Meriden (CT: Hartford)

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

**Goal**: Expanded geographic coverage

**Service description**:The Arch/Meriden route links a large city with a large shopping mall in a neighboring city where numerous jobs are available. Each end of this route serves as pulse points (connections with other buses) to other cities and towns and points of interest.

**Evaluation**:The cost per trip is very low because it serves so many people.

**Accomplishments**: Aligning people with jobs.

**Lessons learned:** Make sure there is a high degree of interest (job opportunities) among people in specific places along a proposed route.

#### North East Transportation Co., Inc.

##### Beacon Falls (227)

**Service area**: Waterbury, Beacon Falls (CT: New Haven)

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

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

**Service description**:Beacon Falls - The contractor, NET, will provide service for employees in Beacon Falls for the first shift. Service areas in Beacon Falls include the Murtha Industrial Park and the Pines Bridge Industrial Park location.

**Evaluation**:Periodically we perform customers surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Beacon Falls is one of the most successful and largest projects in terms of ridership in the Waterbury area of the northwest region Joblinks Program. Upon the recommendation of the Operation Committee based on the needs of a Staffing Service, Beacon Falls started with a 12-passenger vehicle for 1st and 2nd shift provided by Managed Transportation Services. Within months after implementation in program year 2000 the project increased ridership so as to necessitate a full bus provided by North East Transportation Company. Relocation of a Waterbury Manufacturer and expansion of other employers in Murtha and Pines Bridge Industrial Parks has increased ridership needs, resulting in the Beacon Falls project carrying a new high of 194 unduplicated passengers and 7,036 total passengers on five buses during the month of April 2008. For the reporting year Beacon Falls carried an average of 4,323 passengers per month.

**Lessons learned:** Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non profits, staffing services, employers and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Brass Mill Center (226)

**Service area**: Waterbury, Watertown (CT: New Haven)

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

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

**Service description**:Brass Mill Extension- The contractor shall provide “customized ride home” services Monday through Friday after 6 PM.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: None   
**Lessons learned:** Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non profits, staffing services, employers and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Child Care Reservation (225)

**Service area**: Waterbury (CT: New Haven)

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

**Goal**: Expanded geographic coverage

**Service description**:Childcare Reservation- The contractor shall provide individualized transportation service to TANF clients needing to access childcare providers during non-traditional hours. The contractor shall provide four daily hours of service Monday through Friday with a weekly reservation for childcare transportation, based on space availability 24-hrs advance notice. The contractor shall provide a projection of two to three trips an hour for a total of 18 trips per day serving potentially 36 riders.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Childcare Reservation Project is an innovative program which originated in the Program Year 2003. Based on the number one barrier of childcare faced by TANF clients, the need for transportation to the childcare centers from the home in the morning is a challenge. The project transports parent and children to the childcare centers so the parent can more efficiently get to work and training and provides the return trip home in the evening. Traditionally this project builds to a waiting list status and then opens up reservations once families have reached a level of self sufficiency.  
This highly customized free service provided transportation for seven families and 20 individuals totaling 268 trips a month.

**Lessons learned:** Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non profits, staffing services, employers and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Naugatuck Industrial Park (220)

**Service area**: Waterbury, Naugatuck (CT: New Haven)

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

**Goal**: Expanded geographic coverage

**Service description**:Naugatuck Industrial Park and Green- The contractor through NET and MTS shall provide service to the Naugatuck Industrial Park and Prospect Industrial Park, the Spring Street area in Naugatuck, and any additional service if needed.

**Evaluation**:Periodically we perform customers surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services

**Accomplishments**: None

**Lessons learned:** Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non profits, staffing services, employers and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

##### Southbury (223)

**Service area**: Waterbury, Southbury (CT: New Haven)

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

**Goal**: Expanded geographic coverage

**Service description**:Southbury/Waterbury (Route 84) Project-The contractor shall provide a shuttle service from Waterbury to Southbury Monday through Friday between the hours of 7:15 AM and 4:30 PM.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: None.   
**Lessons learned:** Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non profits, staffing services, employers and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

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##### Waterbury to Torrington (222)

**Service area**: Waterbury, Torrington (CT: Litchfield, New Haven)

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

**Goal**: Expanded geographic coverage

**Service description**:Torrington/ Thomaston/Waterbury (Route 8) Project- The contractor (MTS) shall provide a shuttle service from Waterbury to Torrington at 5:15 AM and the return trip to Waterbury at 2:30 PM by Northwest Transit District with a stop in Thomaston.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: None

**Lessons learned:** Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non profits, staffing services, employers and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

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##### Watertown Straits Turnpike (219)

**Service area**: Waterbury, Watertown (CT: New Haven)

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

**Goal**: Expanded geographic coverage

**Service description**:Watertown/Straits Turnpike- The contractor, NET, shall provide transportation to serve businesses in the Watertown/Straits Turnpike area and Watertown Industrial Park area.

**Evaluation**:Periodically we perform customers surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: None

**Lessons learned:** Joblinks projects are started on recommendations from area Operations Committees comprised of transportation providers, non profits, staffing services, employers and State agencies. Once endorsed by the Policy Committee, which has a similar composition, the project is implemented and monitored for ridership and cost effectiveness. The partnerships within these committees and the ability to work closely together are key to the success of Joblinks and would be a recommendation for any Job Access program for start up.

#### Northwestern Connecticut Transit District

##### Torrington - Canaan (215)

**Service area**: Torrington (CT: Litchfield)

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

**Goal**: Expanded geographic coverage

**Service description**:Torrington to Canaan route provides employees the opportunity to be able to work north of Torrington. The routes go through Goshen and Winsted up to Lakeville/Canaan employers. Employers along the route often hire employees who utilize the bus.

**Evaluation**:The ridership is kept on a daily basis. If there seems to be a decline in ridership the employers are contacted as to what is transpiring. The main reason is usually the factories have no pending orders to fill, but the lull is never for a period longer than a month.

**Accomplishments**: Without this service there would be no transportation available. Most of the workers are level-entry positions and they are unable to afford personal transportation. They rely on this service 100%. The employers in the northern corner of the state have been able to reach out to the local staffing agencies to hire employees because they now have reliable transportation.

**Lessons learned:** Before we started this service the employers were interviewed as to what job options would be available if there was transportation to the Lakeville/Canaan area. After a need was established we contacted the staffing agencies in the area and began to advertise the transportation. The route has been successful since the inception.

##### Torrington to Waterbury (214)

**Service area**: Torrington (CT: Litchfield, New Haven)

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

**Goal**: Expanded geographic coverage

**Service description**:The Waterbury-Torrington service enabled workers from Waterbury to find employment along the Route 8N corridor. Until this service began, there was no such transportation for employees. The route began at the Waterbury Green and ended at Commercial Blvd - Torrington Industrial Park. The route then reversed back to Waterbury. NWCTD drove the afternoon route back to Waterbury, while NETS did the AM route from the Waterbury Green.

**Evaluation**:The route was evaluated within our office by the amount of daily ridership. When the route was being researched many companies along the Route 8 Corridor expressed interest in hiring employees that would require the bus service.

**Accomplishments**: The route was highly successful. At one point in the service a second bus was necessary to accommodate the increasing employees.

**Lessons learned:** When we started the service many companies were excited to have this opportunity to hire workers from the Waterbury area. When the route was established and began running only one company was in a position to hire employees. This made the service start and stop due to the flow of one company's needs. When we surveyed the employers on the Route 8 corridor they were in need of employees, but by the time the route was ready to run, the need was gone.

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#### Norwalk Transit District

##### Coastal Link - Norwalk (237)

**Service area**: Regional (CT: Fairfield)

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

**Goal**: Improved access/ connections

**Service description**:The Coastal Link provides service to a transportation corridor that links “people to jobs”. This corridor had previously been served by the Norwalk Transit District, Greater Bridgeport Transit and the Milford Transit District, however, service hours and days of operation were different in each area. Also, transfers were required form from one system to another. The Coastal Link provides for a trip without transfers along the Route 1 corridor between Milford and Norwalk.   
The three transit operators pool their resources and provide service from 5:30 AM to 11 PM Monday through Saturday, and from 9 AM to 7 PM on Sunday. Service frequency on weekdays is every 20 minutes during peak hours and 60 minutes during off-peak; Saturday every 30 minutes; and, 60 minutes on Sunday. The Coastal Link’s western terminus is the WHEELS hub (Transit District pulse point) in Norwalk where free transfers can be made to the local WHEELS routes, CTTRANSIT’s Route 41 to Stamford and the 7 Link to Danbury. Traveling through Bridgeport, free transfers can be made to the Greater Bridgeport Transit’s local routes at the Bridgeport Bus Terminal. The Coastal Link’s eastern terminus is the Connecticut Post Mall where free transfers can be made to the Milford Transit District’s local routes, and CTTransit’s routes to New Haven.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force that dates back to 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include: total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: Ridership has slowly started to increase following a decrease that spanned a couple of years. The economic downturn had a major impact on Fairfield County, Connecticut with soaring unemployment. The Norwalk Transit District saw significant decreases in ridership during that period. During FFY 2010, Coastal Link ridership increased 3.5%. Marketing of this and all other JARC supported services continued with enhanced schedules in both English and Spanish, website improvements and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned:** The challenge faced by all transit providers is the guarantee of continued funding. This service established in 1999 has benefited from the financial support of various People to Jobs initiatives; however, it has now become a core service and riders have expectations that it will continue so their access for employment purposes is always there for them. With the stressed state budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement as well as continued advocacy for the services.

##### CT Avenue Evening Service (235)

**Service area**: Norwalk (CT: Fairfield)

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

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

**Service description**:The Norwalk Evening Shuttles are made up of two shuttles operating from 7:30 PM to 10:30 PM, Monday through Friday and from 6:30 PM to 9:30 PM, Saturday, on one-hour frequencies. These shuttle routes also operate on Sunday. The CT Avenue Shuttle operates along US Route 1 from the pulse point to its western terminus at Norwalk Community College. At the Transit District pulse point, transfers may be made to CTTransit Route 41, the Coastal Link, and to the other shuttle. The CT Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the daytime WHEELS Route 13 and Route 10. The Main Avenue Shuttle operates along local Route 7 from the pulse point to the northern terminus at Wal-Mart. Transfers to the routes noted above are made at the Transit District pulse point. The Main Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the daytime WHEELS Route 3 and Route 9.  
The design of these routes was intended to offer transportation along the busiest corridors where numerous employment opportunities exist from the most densely populated areas of Norwalk and where persons with the lowest income reside. The base local service (WHEELS) ends at 7:30 PM, so this service extended service hours and has provided more employment options with the increased span of service.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force that dates back to the 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include: total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: Ridership has slowly started to increase following a decrease that spanned a couple of years. The economic downturn had a major impact on Fairfield County, Connecticut with soaring unemployment. The Norwalk Transit District saw significant decreases in ridership during that period. During FFY 2010, the CT Avenue Evening Shuttle ridership increased 6.1%. Marketing of this and all other JARC supported services continued with enhanced schedules in both English and Spanish, website improvements and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned:** The challenge faced by all transit providers is the guarantee of continued funding. This service established in 1998 has benefited from the financial support of various People to Jobs initiatives; however, it has now become a core service and riders have expectations that it will continue so their access for employment purposes is always there for them. With the stressed State budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement as well as continued advocacy for the services.

##### Main Avenue Evening Shuttle (236)

**Service area**: Norwalk (CT: Fairfield)

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

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

**Service description**:The Norwalk Evening Shuttles are made up of two shuttles operating from 7:30 PM to 10:30 PM, Monday through Friday and from 6:30 PM to 9:30 PM, Saturday, on one-hour frequencies. These shuttle routes also operate on Sunday as previously reported. The Main Avenue Shuttle operates along local Route 7 from the pulse point to the northern terminus at Wal-Mart. At the Transit District pulse point, transfers may be made to CTTransit Route 41, the Coastal Link, and to the other shuttle. The Main Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the daytime WHEELS Route 3 and Route 9. The CT Avenue Shuttle operates along US Route 1 from the pulse point to its western terminus at Norwalk Community College. Transfers to the routes noted above are made at the Transit District pulse point. The CT Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the daytime WHEELS Route 13 and Route 10.  
The design of these routes was intended to offer transportation along the busiest corridors where numerous employment opportunities exist from the most densely populated areas of Norwalk and where persons with the lowest income reside. The base local service (WHEELS) ends at 7:30 PM, so this service extended service hours and has provided more employment options with the increased span of service.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force that dates back to the 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include: total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: Ridership has slowly started to increase following a decrease that spanned a couple of years. The economic downturn had a major impact on Fairfield County, Connecticut with soaring unemployment. The Norwalk Transit District saw significant decreases in ridership during that period. During FFY 2010, Main Avenue Evening Shuttle ridership increased 3.7%. Marketing of this and all other JARC supported services continued with enhanced schedules in both English and Spanish, website improvements and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned:** The challenge faced by all transit providers is the guarantee of continued funding. This service established in 1998 has benefited from the financial support of various People to Jobs initiatives; however, it has now become a core service and riders have expectations that it will continue so their access for employment purposes is always there for them. With the stressed State budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement as well as continued advocacy for the services.

##### Sunday Shuttles (234)

**Service area**: Norwalk (CT: Fairfield)

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

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

**Service description**:The Norwalk Sunday Shuttles are made up of two shuttles operating from 9 AM to 6 PM, on one-hour frequencies. The CT Avenue Shuttle operates along US Route 1 from the pulse point to its western terminus at Norwalk Community College. At the Transit District pulse point, transfers may be made to CTTransit Route 41, the Coastal Link, and to the other shuttle. The CT Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the weekday WHEELS Route 13 and Route 10. The Main Avenue Shuttle operates along local Route 7 from the pulse point to the northern terminus at Wal-Mart. Transfers to the routes noted above are made at the Transit District pulse point. The Main Avenue Shuttle then continues on to South Norwalk. This shuttle mirrors the weekday WHEELS Route 3 and Route 9.  
The design of these routes was intended to offer transportation along the busiest corridors where numerous employment opportunities exist from the most densely populated areas of Norwalk and where persons with the lowest income reside. The base local service (WHEELS) does not operate on Sunday, so this service extended service days and has provided more employment options with the increased span of service.

**Evaluation**:The Southwest Region of Connecticut formed a People to Jobs Regional Transportation Task Force that dates back to the 1996. This Task Force is coordinated through the regional workforce development organization, The WorkPlace, Inc. Meetings of transit operators, workforce development advocates, social service agencies and other stakeholders are held on a scheduled basis. At these meetings, performance of services supported by JARC is evaluated to determine whether they are meeting the goals originally established for said services. Performance measurements include: total passenger trips, productivity (passengers per vehicle hour), cost per passenger trip and total individuals accessing services. This data is compared to similar periods in the previous year to determine trends. All of these measurement tools assist the Task Force in evaluating which services are still of value and which need to be reconsidered for continued funding.

**Accomplishments**: Ridership has slowly started to increase following a decrease that spanned a couple of years. The economic downturn had a major impact on Fairfield County, Connecticut with soaring unemployment. The Norwalk Transit District saw significant decreases in ridership during that period. During FFY 2010, Sunday Shuttle ridership remained stable. Marketing of this and all other JARC supported services continued with enhanced schedules in both English and Spanish, website improvements and the continued cooperative outreach of the People to Jobs Task Force.

**Lessons learned:** The challenge faced by all transit providers is the guarantee of continued funding. This service established in 2002 has benefited from the financial support of various People to Jobs initiatives; however, it has now become a core service and riders have expectations that it will continue so their access for employment purposes is always there for them. With the stressed State budgets and the increased cost of delivering services, operators need to consistently evaluate all segments of service to find ways to contain costs, streamline inefficient segments of service and do as much grassroots marketing as possible. In addition, operators must deliver responsive service to the customer, whose needs change. Evaluation is an on-going requirement as well as continued advocacy for the services.

#### Southeast Area Transit District

##### Run 101 New London/Mohegan Sun/Norwich (212)

**Service area**: New London County - Norwich, Montville, New London (CT: New London)

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

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

**Service description**:This is an extension of hours to an existing fixed route. The service operates Monday – Saturday, 6 AM to 9 AM. The morning portion of the service puts additional service on one of our routes that transports people to Mohegan Sun Casino. This allows for a bus every hour in the morning for individuals to get to work for the various start times at the casino and many other employers. The evening portion is an extension of hours to the existing fixed route that would end at 7 PM. This was not conducive to many that work second and third shift, therefore this service was extended to midnight thereby providing service to get home from work after second shift and the opportunity to get to work for third shift. The service is to transport low income, elderly and disabled to work.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being serviced. it also allows us to get feedback from the customers on how the services are functioning. We monitor the ridership counts on the services.

**Accomplishments**: Through surveys completed it is understood that the service provided through JARC continues to allow individuals to access jobs and opportunities for jobs. Routes that are funded (in whole or in part) perform well because of the extension of service hours or weekend service that is provided.

**Lessons learned:** To the extent possible determine the sustainability of funding to provide the service.

##### Run 108 - New London/Mystic/Foxwoods (213)

**Service area**: Town of Ledyard, Town of Mystic, Town of Groton, Town of New London (CT: New London)

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

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

**Service description**:This service is extended hours to an existing fixed route. The extension added service from 8 PM to 10 PM Monday through Saturday. This allowed individuals to access second shift positions and nontraditional shifts. This service provides transportation to many hotels, restaurants and one of the largest employers in the region - Foxwoods Resort Casino. This service is to transport low income, elderly and disabled to work.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being serviced. It also allows us to get feedback from the customers on how the services and functioning. We also monitor the ridership counts on the services.

**Accomplishments**: The continued extended service through JARC allows individuals to accept jobs and opportunities for jobs.

**Lessons learned:** To the extent possible determine the sustainability of funding to provide the service.

##### Run 15 - New London evening extension (211)

**Service area**: City of New London - Town of Waterford (CT: New London)

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

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

**Service description**:This service is extended hours to an existing fixed route to the New London/Waterford area. The service combines several of the services that operate during the day and allows the most heavily trafficked areas to receive evening service. The service operates Monday - Saturday 7 PM to 11 PM. This service allows second shift workers to get home and third shift workers to get to work. It provides service to major mall and several strip malls along with many restaurants, gas stations and convenience stores. This also provides service to several low income housing developments and shelters. This gives individuals access to more employment opportunities. The service also connects with our corridor service which allows for movement to other areas of the system.

**Evaluation**:Periodically we perform customer surveys to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. Ridership counts are monitored on the services.

**Accomplishments**: The service provided through JARC continues to allow individuals to access jobs and opportunities for jobs. Routes are funded (in whole or in part) perform well because of the extension of service hours and weekend service which is provided.

**Lessons learned:** To the extent possible determine the sustainability of funding to provide the service.

##### Run 7 (209)

**Service area**: City of Norwich, City of Montville (CT: New London)

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

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

**Service description**:This service provides service to one of the largest employers in the region, Mohegan Sun. It also provides service to many restaurants, gas stations, retail stores and other employers in the region. The service is to provide transportation for low income individuals to get to work. The area has a large population of low income workers who were walking to work. This provides safe transportation.

**Evaluation**:Periodically we perform customers surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. Ridership counts are also monitored on the services.

**Accomplishments**: Through surveys completed it is understood that the service provided through JARC continues to allow individuals to access jobs and opportunities for jobs. Routes that are funded (in whole or in part) perform well because of the extension of service hours or weekend service that is proved.

**Lessons learned:** To the extent possible determine the sustainability of funding to provide the service.

##### Run 9 - Norwich/Lisbon Landing/Jewett City (210)

**Service area**: City of Norwich, Town of Lisbon, Town of Griswold (CT: New London)

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

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

**Service description**:This is an extension of hours to an existing fixed route. The existing fixed route only operated three hours in the morning and three hours in the afternoon; the extension filled the gap in service. The service extension covered the hours of 10 AM - 3 PM, Monday through Friday. By filling in the gap it provided access to second shift employment. It also addressed the various shift hours that many employers offered. This service covers several large retail employers (Wal-Mart, Kohl’s, etc.) This also provided those in Griswold the opportunity to access the entire system. This service is to transport low income, elderly and disabled to work.

**Evaluation**:Periodically we perform customer surveys. These surveys allow us to see if the target population is being served. It also allows us to get feedback from the customers on how the services are functioning. We also monitor the ridership counts on the services.

**Accomplishments**: Through surveys completed the service provided through JARC continues to allow individuals to access jobs and job opportunities. Routes that funded (in whole or in part\_ perform well because of the extension of service hours or weekend service provided.

**Lessons learned:** To the extent possible determine the sustainability of funding to provide the service.

#### Valley Transit District

##### Bridgeport Avenue Commuter Connection (233)

**Service area**: City of Shelton (CT: Fairfield)

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

**Goal**: Improved access/ connections

**Service description**:The Bridgeport Avenue Commuter Connection provides a link from Greater Bridgeport Transit (route 15) service and CTTransit’s New Haven (route F6) service to employers along the Bridgeport Avenue corridor in Shelton, CT. These employment sites are difficult to access with a large bus and are not pedestrian friendly. The Bridgeport Avenue Commuter Connection provides a much needed link to connect workers who rely on public transportation to their work site.

**Evaluation**:Periodic riders surveys are used to determine if the target population is being served. Ridership is monitored daily, monthly, and quarterly by passengers by hour and passengers by mile counts.

**Accomplishments**: The Bridgeport Avenue Commuter Connection provides a much needed link to connect workers who rely on public transportation to their work site. The flexibility of this commuter service allowed the provider to enhance the service to serve a new employer that relocated to the Bridgeport Ave area.

**Lessons learned:** Get as much input as possible from employers who are creating new jobs in areas that are not served by public transportation. The planning and reporting requirements are burdensome when compared to available funding.

#### Windham Region Transit District

##### Route 32 Commuter Service (208)

**Service area**: Willimantic (CT: New London, Windham)

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

**Goal**: Expanded geographic coverage

**Service description**:The Route 32 Commuter Service travels Route 32 from downtown Willimantic through Franklin to Norwich and then follows Route 2 from Norwich to its final destination. It provides service four times daily between Willimantic, Norwich and Foxwoods Resort Casino. Trip times are based on the shift times at Foxwoods, but also accommodate employers in the Norwich Business Park as well as other employers along the route. This service meets the Southeast Area Transit (SEAT) buses at the Viaduct Transportation Center in Norwich, enabling passengers to make connections to SEAT buses to get to many other employment sites throughout southeastern Connecticut.

**Evaluation**:This project is evaluated on a regular basis, paying particular attention to current ridership trends and cost per passenger. Ridership has increased 4.84% from FFY 2008 to FFY 2009 and 6.82% from FFY 2009 to FFY 2010. The cost per passenger has decreased 6.30% and 4.75% respectively during this same time period.

**Accomplishments**: The latest survey of riders showed that more than 75% of riders obtained or were able to keep their job because of this service and more than 65% said they would not have access to alternate transportation (including walking). The survey also revealed that more than 87% of respondents had a family income of less than $33,500 annually and 94% of the respondents said the service was convenient for them.

**Lessons learned:** While this service was targeted at one particular employer (Foxwoods Resort Casino) it was very important that we not exclude other potential employers. When the casino was adversely impacted by the economic climate, we were prepared to promote this service more vigorously with other employers along the route. Open communication with our operators, the passengers and the various employers is essential.

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##### Storrs/Willi Service (207)

**Service area**: Storrs-Mansfield, CT (CT: Tolland, Windham)

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

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

**Service description**:The Storrs-Willimantic Service provides additional peak hours of service between Storrs and Willimantic, primarily along the Route 195 corridor, as well as additional trips into downtown Willimantic. Since its inception in 1999, this service has undergone various schedule adjustments as necessary in order to meet the needs of employees and employers along the route. Ridership surveys are conducted on this service at least twice a year and these always provide very useful information on how successful the service is as well as what can be done to make it better. According to a survey done in June, 2010, 72% of respondents said this service enabled them to get or keep a job and 85% of respondents said the service was convenient.

**Evaluation**:This project is regularly evaluated using survey results (see above) as well as customer and employee feedback. Ridership and cost per passenger figures are reviewed monthly

**Accomplishments**: Ridership has increased 12.43% from FFY08 to FFY09 and 10.37% from FFY09 to FFY10. Cost per passenger has decreased 14.33% and 12.34% respectively for the same periods. Due to the current economic climate, this service is closely monitored so that we can continually provide the most convenient service. We recognize that employers may adjust shift times or work schedules and try to be responsive to that when possible.

**Lessons learned:** If a service is started that targets jobs access, it is necessary to keep up to date with the employers along the route and the employees you transport. During these uncertain economic times, flexibility is key.

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## Maine

### Maine Department of Transportation (1346)

#### City of Bangor (BAT)

##### Brewer Service (1726)

**Service area**: City of Brewer, Penobscot County

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

**Goal**: Expanded geographic coverage

**Service description**:The project service area is the section of the Wilson Street Corridor in Brewer, beyond the point at which the previously existing service turned, Marden’s. This part of the corridor had been identified as a growing economic development area and needed transit service to support the new employees attracted to the new opportunities in the corridor. The Brewer service that existed prior to the inception of the JARC-funded project was extended by approximately 0.8 miles, and service provided twice each hour, six days per week. This extended service connects directly to BAT services throughout the urban area, comprising Bangor, Brewer, Hampden, Old Town, Orono, and Veazie.

**Evaluation**:The project is evaluated on an ongoing basis. The number of rides provided annually is used as a performance measure. Prior to the implementation of the project (July 2003), the route in Brewer was carrying 44,328 JARC rides (FFY 2002) on a single bus. By adding a bus and extending the route, total rides for Brewer (JARC + regular service) have more than doubled since the JARC service was implemented.

**Accomplishments**: Developing a high demand route improvement that, based on ridership, immediately justified the investment of time, effort, and funding.

**Lessons learned:** Transit 101 - Look for a service opportunity that will serve several rider groups, and will be supported by funding/planning partners whose reasons for support may differ, but all are equally valid. The service opportunity should be anchored by a developing high-density workplace area/corridor that is transit friendly.

#### Downeast Transportation

##### Bangor-Bar Harbor (1876)

**Service area**: Hancock County (ME: Hancock, Penobscot)

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

**Goal**: Expanded geographic coverage

**Service description**:Bangor- Bar Harbor. This Reverse Commute route operates along the Rte 1A/rte 3 corridor with stops in Brewer, Holden, and downtown Bar Harbor along the way. It is subscription service and open to the public.

**Evaluation**:We work and meet regularly with our private partners to ensure the service is meeting the need it was designed for. We monitor ridership.

**Accomplishments**: This service gets people from a challenged urban location to good paying jobs with good benefits.

**Lessons learned:** Plan well. Engage the businesses you will work with.

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##### Cherryfield to Bar Harbor (1883)

**Service area**: Hancock County (ME: Hancock, Washington)

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

**Goal**: Expanded geographic coverage

**Service description**:Cherryfield to Bar Harbor. This Job Access service operates along the Rte 1 corridor with stops in Gouldsboro, Sullivan, Hancock and Downtown Bar Harbor. It gets people from rural, depressed communities to good paying jobs with good benefits.

**Evaluation**:We work with, communicate with, and meet with our private partners regularly to make sure we're meeting their needs. We monitor ridership to ensure quality.

**Accomplishments**: This meets the needs of rural populations and the largest employer in Hancock County.

**Lessons learned:** Plan well. Enlist the input of local employers and municipalities.

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##### Ellsworth to Bar Harbor (1922)

**Service area**: Hancock County

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

**Goal**: Improved system capacity

**Service description**:This Job access service provides multiple trips Monday through Friday along the Rte 3 corridor. It connects the Hancock County seat, Ellsworth, with the largest employer in the county. It is subscription service and open to the public.

**Evaluation**:We work closely with our private partners, meeting and conversing with them regularly to ensure quality.

**Accomplishments**: This route has been a real success with some trips fully subscribed with a waiting list.

**Lessons learned:** Work with local employers and municipalities.

##### Franklin to Bar Harbor (1917)

**Service area**: Hancock County

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

**Goal**: Expanded geographic coverage

**Service description**:This Jobs Access service travels mostly rural roads between the Hancock County towns of Franklin and Bar Harbor. It has stops in Hancock, Trenton and downtown Bar Harbor along the way. It connects people in rural, depressed communities with good paying jobs with good benefits. This is subscription service and is open to the public.

**Evaluation**:We work closely with our private partners, conversing and meeting regularly with them to ensure quality. We monitor ridership.

**Accomplishments**: This service has had steady and increasing ridership since its inception.

**Lessons learned:** Plan well. Work with your partners and local municipalities.

#### Greater Portland Transit District (METRO)

##### Falmouth Flyer, Route 7 (1961)

**Service area**: Falmouth (ME: Cumberland)

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

**Goal**: Expanded geographic coverage

**Service description**:The Falmouth Flyer, Route 7, operates six days a week and provides one hour service between Portland and Falmouth. The program hours are between 6:30 AM and 7:25 PM, hourly. The Falmouth Flyer provides inexpensive and safe transportation between the member towns of Portland and Falmouth, permitting access to jobs in Falmouth that would not otherwise be available to Portland and Westbrook residents and provides the same service for those who reside in Falmouth.   
Retirees in Falmouth also use the service traveling from Falmouth to other destinations served by the District. Many social services for the area are in Portland and the Falmouth Flyer allows residents of Falmouth easy access to these service providers, which would otherwise require the use of a more expensive taxi or alternative transportation service.

**Evaluation**:A relevant performance measure was monitoring additions to ridership while the District is operating the Falmouth Flyer; ridership has grown with each successive year. Especially telling was a growth of 3.4% for FFY 2009 when the District ridership overall reflected a decline of 6%. Ridership for the Flyer has increased 27.8% since 2006, with 77,800 riders in 2010, compared to 60,869 riders in 2006. Surveys have been conducted by the town and GPCOG which results are shared with the District. Surveys indicate a positive support by the residents and businesses of Falmouth.   
Benchmarks considered for measuring the success of the project was increasing ridership and the Town of Falmouth's willingness to join the District, which occurred in April 2009.

**Accomplishments**: A recent, town-only survey regarding ways to avoid increases in property taxes, requested residents to prioritize keeping the Flyer service at present levels, along with open space acquisition funding, public safety dispatching, curbside trash collection, curbside recycling, and maintaining the transfer station; 28.5% of the respondents were in favor of maintaining the Flyer service. This result was followed by maintaining open space (30.6%); an acquisition that cost more than twice as much to maintain as the Flyer service. 55.7% of the respondents felt that it was important to maintain service or modify it if necessary, but only 35.1% felt that it was unnecessary. 9.1% had no opinion. These results indicate that more than half of the respondents favored keeping public transportation funding at current levels.

**Lessons learned:** It is important to ensure that Town/City councilors and town management staff understand their financial role in funding the service. It is also important to publicize the service frequently and visit businesses on the proposed route so that the owner(s)/manager(s) can make employees aware of alternatives to and from their employment. It works best when there are residents to act as point personnel to build and maintain enthusiasm for the program. To this end, the District is fortunate to have a town councilor and the City Manager of Falmouth as members of the District's Board of Directors.

#### Washington Hancock Community Agency

##### Helping Hands Garage (1694)

**Service area**: Ellsworth (ME: Hancock, Penobscot, Waldo, Washington)

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

**Goal**: Improved access/ connections

**Service description**:Helping Hands Garage helps people maintain self-sufficiency by enabling them to get to work because of improved transportation options. HHG helps income-eligible working people find and finance vehicles through the program with the goal of providing transportation for families to jobs and medical services. Program includes mandatory financial literacy class with repetitions for late payers and mandatory inclusion in state ride-sharing program (Go!Maine).

**Evaluation**:Project is evaluated by number of loans made for vehicles sold through the program; number of up-to-date payments; number of repossessions and number of loans paid in full.

**Accomplishments**: Celebrated fifth year of operation during 2010 with over 150 vehicles sold with appropriate loans. Several families paid off loans.

**Lessons learned:** Establish a loan committee outside of the program. Set stricter loan guidelines. Use industry standards for late payments and repos. Use credit reports (not the scores) for history of failed loans. Follow up late payers constantly.

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#### York County Community Action

##### The WAVE (2091)

**Service area**: Sanford to Wells corridor; Sanford to Biddeford corridor (ME: York)

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

**Goal**: Improved system capacity

**Service description**:The WAVE (Wheels to Access Vocation and Education) began in November 1999, designed to connect rural workers with both training and job opportunities, and provide access for their children to childcare facilities. In December 2006, the service expanded to add a connection to a newly designated urban area (Biddeford). The WAVE provides door-to-door subscription type service, seven days/week, averaging 16 hours/day, year-round. A majority of the riders reside in Sanford, a non-urban service center, making The WAVE a unique public transit service for a region where most rural service is one to two days per week. Additional funding has been provided to expand the route capacity (number of vehicles and hours of service).

**Evaluation**:Ridership - FY08: 48,432; FY09: 50,029; FY10: 52,510;  
Employment - 81 distinct work and training sites; eight childcare facilities  
Children - 1,348 trips FY 2010

**Accomplishments**: In 2010, The WAVE provided it's 400,000th ride from inception of the service. YCCAC hears from employers and riders about the value of the service, particularly with the economic recession that has made both jobs and training a critical need in this rural area.

**Lessons learned:** Relationships built with the local business community and the Chambers of Commerce continue to be helpful as our ability to raise local match is challenged due to municipal budget woes. Partnership with the CareerCenter, the local job placement service, has been growing and needs to be nurtured.

## Massachusetts

### Massachusetts Department of Transportation (1349)

#### City of Salem/North Shore Workforce Investment Board

##### Specialized Employment Transportation/North Shore (2340)

**Service area**: Salem, Peabody, Danvers (MA: Essex)

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

**Goal**: Improved access/ connections

**Service description**:City of Salem/North Shore Workforce Investment Board is implementing a program to assist low-income individuals to obtain employment in areas not served by fixed route or other transportation services.

**Evaluation**:Number of individuals assisted in finding employment.

**Accomplishments**: Development of transit alternatives for hard-to-place individuals.

**Lessons learned:** Determine a core of customers to assist prior to starting the service.

#### Franklin Regional Transit Authority

##### "G-Link" Service (2320)

**Service area**: Gardner, Greenfield (MA: Franklin)

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

**Goal**: Expanded geographic coverage

**Service description**:Partial funding of the "G-Link" service, which provides transit options for low-income individuals accessing employment and employment related services between Greenfield and Gardner.

**Evaluation**:Identified as a priority in the Coordinated Plan for the Franklin County area. Surveys to riders.

**Accomplishments**: This service is a life-line to the low-income, rural population living and working in Franklin County. In addition to providing fixed route transportation to individuals traveling to work, the route also serves two community colleges which offer many employment-related programs.

**Lessons learned:** The service needs to be frequent enough to encourage people to use it, a fixed-route, rather than more costly demand-response service.

#### Greater Attleboro-Taunton Regional Transit Authority

##### Mobility Management Department (2236)

**Service area**: Plymouth County

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

**Goal**: Improved access/ connections

**Service description**:GATRA developed and implemented a "Mobility Management Department." The Mobility Management Department undertook a study of the transportation needs and available transportation options in the area. The Department compiled all available transportation options and entered them into a database which can be updated regularly.   
The database is an available resource for all health and human service agencies, career centers, Councils on Aging, and other municipal organizations as well as retail employers.

**Evaluation**:Quarterly report of budget vs. actual expenditures per line item basis. Each call is tracked with the question or issue documented and the solution outlined by each person. This methodology allows for the evaluation of each issue and problem and demonstrates issues common to certain areas or agencies.

**Accomplishments**: Creation of a user-friendly database.

**Lessons learned:** Important to track all issues and resolutions.

##### Pembroke Peak Period Shuttle (2225)

**Service area**: Pembroke (MA: Plymouth)

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

**Goal**: Expanded geographic coverage

**Service description**:Pembroke Peak Period Shuttle - The Greater Attleboro-Taunton Regional Transit Authority designed and implemented a shuttle service for low-income workers to access the commuter rail station. Commuter rail final destination is Boston, a key employment center.

**Evaluation**:GATRA was successful in working with the Town of Pembroke to develop a route and to advertise the service. In addition, MassDOT monitored GATRA's ability to spend down the grant money in a timely fashion.

**Accomplishments**: Pembroke, a member community of the Greater Attleboro-Taunton RTA, receives no other service. This low-cost and convenient service has afforded the working poor an opportunity to access intercity transportation.

**Lessons learned:** The route needed to be carefully plotted to ensure that the greatest number of individuals could be served with limited service.

##### Plymouth & Kingston Expansion (2233)

**Service area**: Plymouth and Kingston (MA: Plymouth)

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

**Goal**: Expanded geographic coverage

**Service description**:Expand the service hours of the fixed route buses in the Plymouth and Kingston area to meet the needs of the low-income population. This will allow access to local employment and intercity employment.  
The Greater Attleboro-Taunton Regional Transit Authority determined that availability and frequency of fixed route transit must be increased in the morning and evening to provide greater access to the commuter rail as well as to allow low-income workers on early shifts to commute locally. Many group homes and shelters, as well as a number of low-income housing developments, are located in both towns.  
The project enabled the targeted population to seek and retain employment. Coordinating local service with the commuter rail schedule and standard employment hours benefitted both the targeted population and also broadened transit options to the general public.

**Evaluation**:Number of individuals served on a daily basis; locations served that did not have service prior to project; customer feed-back.

**Accomplishments**: Meaningful coordination with existing long-distance services.

**Lessons learned:** Ensure that peak commuter rail service is synchronized with service.

#### Lowell Regional Transit Authority

##### Holiday Bus Service (2241)

**Service area**: Lowell (MA: Middlesex)

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

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

**Service description**:Continued operation of Saturday-level service on five holidays throughout the year (Martin Luther King Day, Presidents Day, Patriots Day, Columbus Day, and Veterans Day). The LRTA operated this service through a previous JARC funding award. The service was expanded to include two additional bus routes in the Towns of Chelmsford and Westford, and the Town of Tewksbury.

**Evaluation**:Survey of LRTA ridership.

**Accomplishments**: Improved access to low-wage jobs on non-Federal holidays.

**Lessons learned:** Ensure that the core area is well-served.

##### Route 110 Westford (2247)

**Service area**: Westford (MA: Middlesex)

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

**Goal**: Expanded geographic coverage

**Service description**:Additional fixed route service in order to provide low-income workers with better access to areas with high concentrations of service industry and retail employment opportunities.

**Evaluation**:Increased passengers per trip.

**Accomplishments**: New service where service had not previously existed.

**Lessons learned:** Study market.

##### Tewksbury Saturday Service (2318)

**Service area**: Tewksbury (MA: Middlesex)

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

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

**Service description**:Saturday service to the Town of Tewksbury through high service industry and retail populated route.

**Evaluation**:Ability to provide on-time, on-budget service.

**Accomplishments**: Low-income workers, who previously had to rely on family or expensive taxi service, now have a low-cost alternative to access employment during non-traditional work hours.

**Lessons learned:** Survey the market.

#### MetroWest Regional Transit Authority

##### Route 1 Shuttle (2337)

**Service area**: Framingham, Newton (MA: Middlesex)

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

**Goal**: Improved access/ connections

**Service description**:This is a reverse commute project which links two transit systems -- the MBTA and the MWRTA. Individuals traveling to the retail development and service industry sites in the Metrowest area are able to use the MBTA Green Line (rapid transit) and to transfer to an MWRTA shuttle bus which departs from the Green Line Woodland Station. It was long known that many entry level and low-wage jobs were available just west of the Boston area. However, there was no way to access those positions by public transit. The Route 1 Shuttle Service has served as a critical element in assisting low-income workers to get to work.

**Evaluation**:Increase in riders per trip.

**Accomplishments**: This is our first successful reverse commute project. While assisting people from the urban core to access more suburban areas, the service also assists people traveling from the suburban areas in access MBTA service.

**Lessons learned:** Consistent service and ability to wait for transfer riders (from the MBTA) has made his service successful.

## New Hampshire

### New Hampshire Department of Transportation (1385)

#### Community Alliance of Human Services, Inc.

##### Volunteer Driver Program (1364)

**Service area**: Sullivan County

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

**Goal**: Improved access/ connections

**Service description**:Community Alliance is establishing a volunteer driver program that will blend existing fragmented programs with an added component that will result in a volunteer program that will encompass all areas of Sullivan County. Community Alliance is collaborating with other agencies to develop and maintain a centralized pool of volunteer drivers, incorporating existing volunteer drivers with the added pool of new drivers. The Volunteer Driver Program connects individuals who are willing to use their own vehicles to provide rides for individuals who do not have access to other transportation options. We anticipate being able to provide our first volunteer ride on January 1st of 2011.

**Evaluation**:We will use several methods to evaluate the success of this program. The first will be the number of rides provided. The second will be the number of agencies that collaborate with our agency to provide volunteer transportation. The third will be the number of agencies that refer clients for volunteer transportation.

**Accomplishments**: After forming a consensus of qualifying criteria for drivers, creation of a formal qualification packet was completed, along with a rider packet. The rider packet contains all program information on available public transportation as well as a code of conduct that riders will abide by. Our Volunteer Driver Program is the first in our region to require our volunteer drivers to pass a NH Department of Motor Vehicle records check, a criminal records check, and a Bureau of Elderly & Adult Services Registry background check. Our volunteer drivers are also required to attend a driver training class the covers defensive driving principles and communicates core aspects of safe driving.

**Lessons learned:** It is important to research other volunteer driver programs to determine what works and what does not work. The key to having a successful program is to make sure that your volunteer drivers are well qualified and that the necessary background checks are completed. Driver training is also a key to the success of the program. It would have been nice to know what the existing need was within our region prior to starting this program. As in most programs the demand for rides are more than the availability of drivers.

#### Contoocook Valley Transportation Company

##### CVTC Rideshare Program (1367)

**Service area**: Monadnock Region (NH: Cheshire, Hillsborough)

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

**Goal**: Improved access/ connections

**Service description**:The CVTC Rideshare Program facilitates the formation of carpools to work, events and errands through its online Rideboard database with toll-free telephone access.

**Evaluation**:We targeted employers and major destinations within our region. Three employers and one cultural destination signed up as partners in the Rideshare program during FY 2010. We held six on-site employer events to promote carpooling to employees, resulting in 75 employees registering to carpool. We signed up another 30 carpoolers at two regional events where we had a booth. On 30 Sep 2010 we had 226 registered users and 128 posted rides.

**Accomplishments**: Getting employers signed on was a major milestone for us, as it legitimized our program in the community.  
Our monthly email newsletter, filled with photos of our participants and tips on forming a successful carpool, is helping our community of carpoolers to grow. Every month in the newsletter we have a prize raffle for those who carpool a minimum amount during the month and record it in an online carpool calendar. The number of people recording their carpooling is growing slowly.  
Local restaurants and theaters have been generous in donating prizes for the monthly raffles.  
Our web-based software makes it easy for employers and employees to see at a glance the cost savings and carbon emissions reductions made on an individual level and company-wide. Our employer portal allows companies to individualize their carpool programs with special incentives and information.

**Lessons learned:** Make carpooling easy and fun. Make it easy to sign up and post a ride.   
At least 95% of a rideshare program should be marketing. Use social marketing (different from social media) techniques to gradually change behavior.  
Prepare a strategic marketing plan, and have your materials ready ahead of time.  
Find a carpool "champion" at each company to help spread the word.  
Build a carpool "community" using newsletters, events and contests.  
Hold "block party" events for smaller companies located near each other.

##### 

#### North Country Council

##### North Country RideShare (1365)

**Service area**: Berlin and Littleton Labor Market Areas (NH: Coos, Grafton)

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

**Goal**: Improved access/ connections

**Service description**:The purpose of this project is to develop the North Country RideShare program and conduct outreach in the communities listed above. The major steps included in this work are:  
1. Develop and facilitate a North Country RideShare Advisory Committee.   
2. Design and set up a North Country RideShare web page to interface with the NH Department of Transportation carpool ride-matching database.  
3. Design and purchase leave-behind promotional materials and educational materials such as how to be a good rider and how to be a good carpool driver, as well as information on cost savings, environmental benefits and FAQ's addressing typical concerns.  
4. Conduct outreach and education in the Berlin and Littleton LMA's.  
5. Conduct outreach to businesses, schools and agencies employing residents from communities in the Berlin and Littleton LMA's. This includes on-site training for workers on using the RideShare service, and exploring options for providing incentives and a guaranteed ride home for carpoolers.

**Evaluation**:Project success will be measured by the increase in RideShare participation rates in the Littleton and Berlin Labor Market Area communities.

**Accomplishments**: At this point, North Country RideShare is (and has been) waiting on the New Hampshire Department of Transportation to get the instant ride-match software up and running. We are in the process of identifying a number of community events to participate in to teach about RideShare and help people sign up. Staff has also begun visiting employers to explain the benefits of the program and to make plans to return to help employees sign up.   
Outreach efforts were slowed because of the need to have the instant-match software (Trapeze) up and running. Internet access is not readily available to all residents of the North Country, so the new software is critical to the success of the program in this rural area.

**Lessons learned:** The advice would be to look at what other areas most similar to yours are doing. There are a lot of creative ideas out there that you can borrow that can help make your program a huge success. Not all areas are the same and what works for highly populated area is not what is going to be the best fit for a rural region.

##### 

#### Tri-County Community Action Program

##### Tri Town Bus (1328)

**Service area**: Lancaster, Whitefield and Littleton (NH: Coos, Grafton)

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

**Goal**: Expanded geographic coverage

**Service description**:The Tri Town Bus is a Demand Response Flexed Route which deviates up to a 1/4 mile. The route runs along the Lancaster, Whitefield, Littleton corridor of Route 3 in NH. The first stop in the morning is at 6 AM and the last stop is at 4:45 PM. The route is designed to stop at major employers located in all three towns. The bus provides much needed trips to medical appointments, shopping, social activities and most importantly, employment.

**Evaluation**:We evaluate our service twice a year. We provide customers with surveys to fill out. This information is evaluated for on time performance, vehicle cleanliness, driver performance, convenience and affordability. We also monitor ridership trends using our scheduling format, and make slight route changes if needed.

**Accomplishments**: During the summer months we transport foreign workers living in Lancaster to a large resort in Whitefield. This has become a yearly summer long event. We work closely with the resort to ensure their summer employees have transportation to and from work.

**Lessons learned:** My advice to someone wanting to start a new service is to do your homework. Find out what the needs are of the people you would be traveling. Where do they want to go? How often do they need to travel? What time do they need to be there?

##### 

## Rhode Island

### Rhode Island Public Transit Authority (1388)

#### Rhode Island Public Transit Authority

##### Route 52, 34,92 extension of service (1768)

**Service area**: Providence County

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

**Goal**: Expanded geographic coverage

**Service description**:Extensions to routes 1) 34 East Providence extended Evergreen to Citizens Bank Operations Center; 2) 52 Douglas Pike extension out to Fidelity Investments and Bryant University in Smithfield; and 3) 92 known as the Green Trolley in Providence have provided transit connections to Catamore Industrial Park in East Providence, Douglas Pike in Smithfield and Valley Neighborhood in Providence. These extensions of existing transit services provide access to job locations with routes 34 and 52 and route 62 provides transit connections for a low income neighborhood that were not previously been served.

**Evaluation**:Three times a year, RIPTA evaluates all of its fixed route service based on passengers per trip, passengers per mile, and passengers per hour. We look at entire routes, individual trips and route segments.

**Accomplishments**: At RIPTA, we try to serve more than one segment of our population when we extend one of our fixed route transit services. In the case of the extension of route 52, we were able to provide the additional service to Bryant University, with whom we have a UPass program for students. This relationship gave us the ability to provide service that also benefits other employers and employers in the area. Since the introduction of the extension we have been surprised and pleased to find that we can provide transportation to job sites that we had not been aware of before the extension of service on route 52.

**Lessons learned:** Transit service that supports more than one destination and rider group provides a greater chance of successful operation of the route. More support comes from having various groups that have an interest in the transit service. Two examples in our JARC service are route 52, where students and employees of Bryant University provide an anchor for the extension of this route. The extension of the 92 Green Trolley service increased our local support from the Valley Street neighborhood and from segment of the route that serves Federal Hill supports tourism in Providence.

## Vermont

### Vermont Agency of Transportation (1393)

#### Chittenden County Transportation Authority

##### Williston (1755)

**Service area**: Williston, South Burlington and Essex Junction (VT: Chittenden)

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

**Goal**: Expanded geographic coverage

**Service description**:CCTA's Williston route (#23) was funded by JARC funds in FFY10 through mid-June 2010, at which time service upgrades along the route's service corridor were implemented and there were slight routing changes to the JARC funded service and new route names and numbers assigned; Williston (#1) and Williston-Essex (#1E).  
Before and after the service upgrades the JARC-funded service provided connections to big box store locations in the Taft Corners area of Williston, Vermont. The service also provided connections to downtown Burlington and Essex Junction.

**Evaluation**:CCTA monitors route ridership on a monthly basis. On an annual basis CCTA looks at cost per passenger and boardings per service hour. Additionally, in FFY10 CCTA performed an on-time performance analysis and origin-destination ridership survey of the Williston route to better understand ridership patterns and route performance.

**Accomplishments**: The greatest accomplishment of CCTA's JARC-funded service is its ridership levels. In FFY10 the route carried over 79,000 passengers.

**Lessons learned:** It is important to coordinate JARC services with the entire system to ensure the greatest number of people can access the route.

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