



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region III**

**Delaware, Maryland, Pennsylvania, Virginia, West Virginia,**

**and the District of Columbia**

**October 2011**

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JARC FY 2010 Service Profiles: Region III

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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

## District of Columbia

### Metropolitan Washington Council of Governments (1473)

#### Boat People SOS

##### RISE Program (2004)

**Service area**: Fairfax County, Falls Church, Arlington and Loudoun County (VA: Arlington, Fairfax, Loudoun)

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

**Goal**: Expanded geographic coverage

**Service description**:This program targets job seekers and low-income workers who do not have transportation to go to work or job interviews due to limited income. The program offers an alternative, short-term, free-of-charge and door-to-door transportation service to help individuals to go to work/home while they are looking for other, long-term ways to commute, such as taking buses or saving money to buy or repair their vehicles. During FY 2010, the subrecipient provided nearly 2,000 trips to clients who live and work around the Washington, DC metropolitan area.

**Evaluation**:The subrecipient uses its performance to measure the success of the project including how satisfied their clients are with the services, the number of people they have assisted with transportation services, and the number of clients who receive transportation to work. Subrecipient will continue to measure their success by continuing to survey clients in the future.

**Accomplishments**: Most of subrecipient's clients have arrived in the US within the last year. Since they are new to the country, many of these clients start their lives from the beginning - learning a new language, new skills, and ways to adapt to a new culture, all while finding a job.  
Subrecipient's goal is to help their clients live and work independently after they enter the program. Their biggest achievement is that most of their clients are able to get drivers licenses, buy cars or learn to use public transportation after participating in their program. Many of their clients who look for jobs and receive services have found full or part-time jobs. They also enjoy their time traveling with others, which helps them build relationships, and sharing their new cultures and lifestyles in the US.

**Lessons learned:** It is important to have a van driver who understands the area well enough to navigate highways and local roads, rush hour and unavoidable traffic delays to find alternative routes when needed. As a result of their experience, they ask the driver to prepare his route at least one day in advance.  
Additionally, subrecipient has learned the importance of providing a window of time within which the client will be picked up, so the client knows what to expect. Similarly, maintaining good communication with the client, including while he/she is at work, is important to keep track of the client's schedule.   
Since the program provides only a short-term solution, it is important for program staff to have good knowledge of other, mainstream public transportation options to prepare, instruct and refer clients to when they finish receiving services from the agency.

##### 

#### Doorways for Women & Families

##### Transportation Assistance for Homeless Families and Survivors of Domestic Violence (2010)

**Service area**: Arlington County, with trips into DC, Fairfax and Alexandria (VA: Arlington)

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

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

**Service description**:Doorways uses JARC funds to assist residents of its family homeless shelter, domestic violence shelter and transitional housing program with taxi vouchers to attend job training, conduct job searches, or reach employment locations. They reserve use of taxi vouchers, through their long-time transportation partner Red Top Cab, for our clients who have physical disabilities or chronic health problems, or who they assess as needing transportation to training or job locations not easily or reasonably (time-wise) accessible by public transportation. Doorways already has policies and procedures in place for the use and tracking of taxi vouchers.

**Evaluation**:Doorways has assessed rates of spending among the three internal programs using the taxi vouchers, and has monitored on the therapeutic/employment value of voucher use for individual clients on a case by case basis. They know anecdotally that both clients and staff appreciate the vouchers. However, they have not conducted any formal evaluation of the program.

**Accomplishments**: Child care subsidies in Arlington County have been declining and are not available at all for clients who are searching for a job or attending training. For several Doorways clients, the primary benefit of having the JARC taxi vouchers has been allowing access to childcare arrangements that would have otherwise been out of reach or heavily burdensome in terms of time and number of buses/trains used to access childcare. Vouchers allowed these interim childcare arrangements to work for women in shelter as they job searched and planned for employment that would ultimately be convenient to their childcare arrangements. This also assisted by focusing clients on where to look for post-shelter housing that would also "work" in a transportation sense with both their childcare and employment. Taxis were not used for housing search! Having the flexibility to use the vouchers while women are in shelter was a tremendous benefit in allowing temporary arrangements to truly work with their job searches and childcare needs.

**Lessons learned:**

1. Create policies and procedures for use of taxi vouchers in concert with line staff who will be distributing them to clients.  
2. Create a feedback loop to keep Program Directors informed throughout the quarter both on their voucher spending compared to budget, but also to note trends in usage.   
3. Communicate clearly and directly with clients using vouchers about the purpose of voucher use and that continued use is contingent upon both client need and engagement with services. The purpose is ultimately to promote employment in a location that will be economically sustainable after a client's involvement with Doorways. We want to prevent a culture of entitlement or dependence from developing.  
4. Have line staff keep a written log of any challenges with taxi service so they can be communicated with the taxi company. We have found that having evidence of specific incidents is quite helpful in dialogue with the company to improve service.

#### Family Matters of Greater Washington

##### Ways to Work Used Car Loan Program (2011)

**Service area**: Washington, DC and Southern Prince George's County (MD: Prince George's)

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

**Goal**: Improved access/ connections

**Service description**:The Ways to Work car loan program provides small, short-term, low-interest loans to families to help purchase cars or pay for car repairs to get to work, educational or job training opportunities. The program includes financial literacy education and credit repair assistance.

**Evaluation**:The Ways to Work program measures success by calculating the number of loans that are in good standing versus those that have defaulted.

**Accomplishments**: Program Pre-Launch: Identified loan committee members and singed MOUs. Selected credit report company and report access. Prepared a secure area to keep confidential files. Daily operations staff training. Prepared all documentation needed for program.  
Marketing outreach: Developed marketing plan, website content, and brochures.  
Community Outreach: Identified community banking partners and signed MOUs, identified mechanics to offer maintenance and signed MOUs, identified car dealerships and signed MOUs.

**Lessons learned:** They are currently not approved to provide small car loans to DC residents in Wards 1, 2, 3, and 4. For the areas in which they are approved to provide service, some of the barriers that clients are expressing are the limited access and times of the financial literacy training. They are currently providing one training a month and it is usually held on a weekday during business hours. Extending their training to be held twice a month and on a Saturday morning may help improve the service provided to clients.

#### Metropolitan Washington Council of Governments

##### Regional Transportation Information Clearinghouse (2027)

**Service area**: Washington, DC Region (MD: Charles, Frederick, Montgomery, Prince George's; VA: Arlington, Fairfax, Loudoun, Prince William)

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

**Goal**: Improved customer knowledge

**Service description**:The regional clearinghouse website was in the planning phase in FY 2010.

**Evaluation**:The Regional Clearinghouse website was in the planning phase in 2010.

**Accomplishments**: A Working Group was established that provided guidance on the development of the website. A plan for developing and implementing the site was agreed upon and put into place.

**Lessons learned:** There are a lot of resources required to put this kind of project together, and the data can get stale very quickly. It's important to identify how and how often updates to the data will be done, and where the funding to support those updates will come from.

##### 

#### Northern Virginia Family Service

##### Ways to Work Program (2006)

**Service area**: Washington, DC region (VA: Arlington, Fairfax, Loudoun, Prince William, Stafford)

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

**Goal**: Improved access/ connections

**Service description**:The goal of the Ways to Work program is to help families achieve self-reliance by providing the necessary resource to get to and from employment. To that end, the program provided both loans and grants to low-income working families to help them purchase a car or to repair a car that they already owned. It served 105 families in total. To be eligible for the loan or the grant repair funds, clients had to be already working. These funds help these clients to maintain their jobs and help to prevent loss of employment or a break in employment. Clients throughout the region utilized the program, including the service areas listed above.

**Evaluation**:Clients are surveyed annually to help evaluate resulting benefits and outcomes for families. This survey is sent to clients via email, mail and telephone. The survey is sent to clients who have received services in the current year and to those who received services in prior years but who are still in repayment. Relevant performance measures and benchmarks include current employment status, wage gain, increase in credit worthiness, reduction in utilization of public benefits, use of other financial services and quality of family life activities.

**Accomplishments**: Of clients who responded to the survey, 92% are still employed, and 83% reported that they had increased their credit worthiness. Half of clients reported a reduction in public benefits received, and 42% have completed some education or job training program. A quarter of clients received a wage gain since getting their vehicle, and a quarter have also reported that they were able to access other financial services. All clients reported easier access to daily living activities such as grocery shopping, medical appointments and childrens' activities. An innovative part of the program is its ability to connect clients to low-cost repair facilities and especially with NOVA's drive to employment program. This program helps clients to repair their cars at no charge for labor as long as they could provide parts. The grant helped clients to obtain the parts needed for the repairs. Another innovative part of the program is that the grant funds are being used to provide a case manager's time to work with clients, but it does leverage the Ways to Work National office's lending pool of over $200,000. As clients are able to repay these loans, it helps them to build and repair their credit history.

**Lessons learned:**

• Partnership with local business and educational institutions are important to service delivery.  
• Good customer relationships are essential to repayment of loans.  
• This economic downturn over the past few years has significantly impacted clients' ability to repay on time and their situations are empathetic because it is essential that they provide for their families' basic needs first.  
• Each geographic region is different but because ours is so comprehensive, it is often hard to keep clients engaged.

##### 

#### Prince George's County Dept Public Works & Transportation

##### UPS Shuttle (2399)

**Service area**: Prince George's County

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

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

**Service description**:The service is a shuttle service that aids low wage earning employees in travel to and from work or at least to provide more accessible connections to their homes. The service only operates during non-traditional work hours and in areas that have no other public and affordable option. The route is along Route 1 in Prince George's County and is known as the UPS Shuttle bus.

**Evaluation**:This project is regularly evaluated. It has the ability to negatively impact the operation if the employees are not on time and cannot leave when they have completed the shift. Relevant benchmarks pertain to the notification of UPS in the event of a delay or problem. All disciplines have the chance to compensate and plan effectively.

**Accomplishments**: The communication has continued to get better, enabling the operation at UPS to run tightly and efficiently. The employees have been helped as a large number of them do not own vehicles and would not be able to have a way to the job if it were not for this service.

**Lessons learned:** The initial application did not reflect the cost of operation, however upon review and time, they increased the funding amount requested and were more adequately able to expand service and cover the cost.

### Washington Metropolitan Area Transit Authority (1398)

#### Washington Metropolitan Area Transit Authority (WMATA)

##### Centers for Independent Living (CILs) - Travel Training (2031)

**Service area**: Washington, DC; Virginia; Maryland (MD: Montgomery, Prince George's; VA: Arlington, Fairfax)

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

**Goal**: Improved customer knowledge

**Service description**:This is a two-year pilot project that was launched in January 2010 to provide comprehensive, individualized travel training for people with significant disabilities throughout the Washington, DC metropolitan region. Between January and March 2010, the three Centers for Independent Living (CILs) partners hired two travel trainers each to provide comprehensive travel training for 600 people with significant disabilities over the course of the two year project. Comprehensive travel training is individualized to the needs of the person, who may require more than the one-day individual Metro system orientations currently provided through the Metro Department of Access Services.

**Evaluation**:Inclusion Research Institute (IRI) is the project’s evaluation and research partner. IRI developed both an Outcome Evaluation Performance Chart and a Process Evaluation Performance Chart to assess and evaluate the program. The process evaluation assesses program performance in the domains of service utilization and program organization. The purpose of the outcome evaluation is to determine the impact and effect that the program has on the intended outcomes. A Year-End Benchmark Report was prepared by Inclusion Research Institute in December 2010. That report is attached.

**Accomplishments**: The travel training program is proceeding as anticipated, with high satisfaction scores from trainees and some strong preliminary evidence that the training is having a positive and measurable impact on trainees’ attitudes, knowledge, and behaviors for independent travel.  
An Advisory Committee was established and began meeting quarterly beginning in January 2010 to provide oversight and input regarding the implementation of the travel training grant project. The Advisory Committee, which has met six times, is comprised of consumers with disabilities and service providers who work with people with disabilities. The Advisory Committee includes representatives of the Arlington County Disability Advisory Commission, Alexandria Commission on Persons with Disabilities, D.C. Commission on Persons with Disabilities, Fairfax Area Disability Services Board, Montgomery County Commission on People with Disabilities, Prince George's County Commission on Persons with Disabilities, The Arc of the District of Columbia, The Arc of Northern Virginia, The Arc of Montgomery County, The Arc of Prince George’s County, the D.C. Rehabilitation Services Administration, the Virginia Department of Rehabilitative Services, the Maryland Division of Rehabilitation Services, DCCIL, ECNV, Independence Now, Inclusion Research Institute, and Metro.   
Metro and its project partners and associates have conducted extensive outreach to consumers with disabilities to make them aware of travel training options available throughout the region and to refer them to the appropriate organization for service implementation.

**Lessons learned:** The goal of the project was to provide travel training for individuals with more significant disabilities who require more comprehensive, intensive travel training (training beyond the one day travel training program currently available through Metro). We have found that the majority of trainees have been people with fairly significant intellectual disabilities and mental health disabilities, who have required a longer amount of travel training that originally anticipated.  
The original program plan was to provide travel training to and from up to three different trips that a consumer wanted to learn. Because of the extensive length of travel training beyond what was originally anticipated, we made a second year course correction to travel train each consumer to and from one trip. The destination selected should be the most essential trip for the consumer, and the trip that the consumer takes on a regular basis.

##### 

## Pennsylvania

### County of Lackawanna Transit System (1443)

#### County of Lackawanna Transit System

##### City Circle North and South (1790)

**Service area**: Lackawanna County

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

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

**Service description**:JARC funding is used to provide the City Circle North and South routes. These routes extend service hours Monday through Friday. Trips begin at 8 PM and the last run begins at 12 AM. The fare structure is exactly the same as all other routes, $1.25.

**Evaluation**:COLTS sends a voucher every month to qualified individuals who have applied for a discounted bus pass. The individuals who utilize this service change residences frequently. As such, COLTS tracks voucher redemption in order to analyze how many individuals are using this service. COLTS also reviews ridership data pertaining to the City Circle routes.

**Accomplishments**: COLTS has partnered with a business that has many employees that would qualify for this program. The business's HR office has agreed to be a point of contact for applications. COLTS also utilizes the HR office to verify that applicant's are still employed.

**Lessons learned:** Be very organized.

### Lehigh and Northampton Transportation Authority (1419)

#### Lehigh and Northampton Transportation Authority

##### Metro Plus After Hours (2718)

**Service area**: Lehigh Valley (PA: Lehigh, Northampton)

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

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

**Service description**:Provided extended hours paratransit services

**Evaluation**:Number of trips

**Accomplishments**: Improved access to industrial center jobs

**Lessons learned:** None

##### 

#### PIC

##### Mobility Manager (2716)

**Service area**: Lehigh Valley (PA: Lehigh, Northampton)

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

**Goal**: Improved access/ connections

**Service description**:Mobility management services for car/public transit/bike

**Evaluation**:Number of contacts

**Accomplishments**: Higher use of public transit

**Lessons learned:** None

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#### Ways to Work

##### Car Loan Program, Financial Education Classes, Credit Counseling (2715)

**Service area**: Lehigh Valley (PA: Lehigh, Northampton)

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

**Goal**: Improved customer knowledge

**Service description**:Car loan program, financial education classes, credit counseling

**Evaluation**:Number of clients served

**Accomplishments**: 100 clients served

**Lessons learned:** None

##### 

### Port Authority of Allegheny County (1441)

#### Port Authority of Allegheny County

##### 28X Airport Flyer Service (857)

**Service area**: Oakland, Downtown Pittsburgh, Sheraden, Ingram, Crafton, Carnegie, Robinson Towne Centre (PA: Allegheny)

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

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

**Service description**:28X Airport Flyer Service- Port Authority’s 2010 JARC request involves the 28X Airport Flyer (fixed route) service which originally began in 1996 as a route linking the Oakland and Downtown area with the Pittsburgh International Airport for travelers flying to and from Pittsburgh. As the route continued to gain popularity, service was increased from every 45 minutes to every 20 minutes, including a routing through Robinson Town Centre. Today, thousands of people use the 28X to seek and sustain employment throughout the Airport Corridor and at the Pittsburgh International Airport. Total average ridership includes the following: Weekday 1,800; Saturday 1,600; and Sunday 1,600.  
Port Authority will concentrate on adding, as well as altering trips, to ensure employers’ needs are being met within the AM, mid-day, PM and late evening work shifts. This also includes Saturdays, Sundays and holidays.

Service will also be adjusted and monitored through the collaboration with the Airport Corridor Transportation Association’s (ACTA) per their “on demand JARC shuttle.” This direct link to the 28X is an important “piece of the complete puzzle” for people seeking and sustaining employment. Since employers and retail establishments are spread throughout the corridor, the “on demand” shuttle creates a solution for “door-to-door service” for multiple employers seven days a week.   
Reverse Commute – The 28X’s schedule will permit workers to access employment sites located in the Airport Corridor and the Pittsburgh International Airport. Residents living in Oakland, Downtown and along the West Busway will have direct access to these employment sites and other Allegheny County residents can commute to these jobs by transferring from other routes to the 28X seven days per week. People traveling to Downtown and Oakland from the Airport Corridor area during non-traditional commute periods will be able to use the 28X to access employment opportunities.

**Evaluation**:Currently, average weekday ridership on the 28X Airport Flyer is 1,800. Previous on-board surveys and customer feedback indicate that over 60% of the individuals who utilize the service (traveling outbound) towards Robinson Town Centre and the Pittsburgh International Airport are utilizing the route to commute to and from work.  
According to 2008 rider counts on the 28X, 63% of the 28X ridership occurred during the early am, am peak period and base period and 90% of the inbound ridership occurred during the base, pm peak period and late pm period. These numbers reflect substantial reverse commute patterns. Robinson Town Centre and the Pittsburgh International Airport accounted for 78% of the outbound riders. The ridership data is collected by farebox counts and vehicle-mounted automated passenger counters. Rider counts are obtained daily. Average weekday, Saturday and Sunday counts are calculated for each month for inclusion in a monthly ridership report.   
The PAAC Service Planning & Development staff maintains data on vehicle hours and vehicle miles for all bus routes, including the 28X. Port Authority defines Vehicles Hours as "The total number of hours that a vehicle spends from the time it pulls out from its garage to go into revenue service to the time it pulls in from revenue service. This includes the time spent in revenue operation, time spent going to and from the garage and layover time." Port Authority defines Vehicle Miles as "The total number of miles that a vehicle travels from the time it pulls out of the garage to go into revenue service to the time it pulls in from revenue service. This includes miles in revenue service and miles used going to and from the garage."

**Accomplishments**: Given the above mentioned ridership statistics, one of the greatest accomplishments of this program is the continuous and reliable service provided to both riders and employers as well as the convenience of factor. The route remains in operation seven days a week, with extended service hours ranging from 4:30/5 AM to 1 AM. This creates enhanced service to riders on second and third shifts especially with the 24 hour a day operations of the Pittsburgh International Airport, thus providing cost effective transportation to a larger population of the public. The 28X operates every 20-30 minutes throughout the day, therefore workers who need to return home to respond to an emergency during the day would be able to utilize the route. Parents transferring between other transit services and the 28X are able to drop off and pick up their children at several daycare facilities located in Downtown Pittsburgh. Robinson Town Centre and the Pittsburgh International Airport are located 11 - 17 miles from Downtown Pittsburgh respectively. Travel times to these destinations, even by automobile, are typically longer than other locations with major employment opportunities within Allegheny County. Port Authority's West Busway provides the 28X a bypass around significant traffic congestion which occurs daily between Carnegie and the Fort Pitt Tunnel. Thus the 28X travel times to Robinson Town Centre and the Pittsburgh International Airport are significantly less than those of automobiles due to the major congestion on public roadways such as the Parkway West.

**Lessons learned:** Obtain the best information possible before starting a new service. However, understand that some services may not perform to the expected levels.

### Red Rose Transit Authority (1434)

#### Red Rose Transit Authority

##### Metro Region Demand Responsive Access to Jobs Program (2024)

**Service area**: Lancaster County

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

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

**Service description**:The Metro Region Demand Responsive Access to Jobs Program utilizes demand responsive shared ride services in the Lancaster, PA metropolitan region at times and to locations not currently served by traditional fixed route bus services. The metropolitan region is defined as an area within six miles of Lancaster City. The Program is designed to fill the gaps in fixed route bus service between 11 PM and 5 AM on weekdays and weekends. Many individuals are excluded from accepting employment due to the lack of affordable transportation between second and third shifts. Individuals use fixed route bus service for one leg of their trip and the Access to Jobs program for the other leg when and where fixed route bus service is not available. An individual using the Access to Jobs program for one leg of their trip will receive door-to-door service. Approximately 90% of the trip origins are within Lancaster City and 90% of the jobs are located in the suburbs surrounding Lancaster City. The service is fully accessible for persons with disabilities.

**Evaluation**:The Human Services Transportation Plan (HSTP) for the Lancaster Region was adopted on April 23, 2007 by the Lancaster MPO. The HSTP recommended the continuation of the Metro Region Demand Access to Jobs Program as it fills an important need in the transportation network and supports employment. The Human Services Transportation Advisory Committee and the MPO endorsed the continuation of the Access to Jobs program in 2008 and 2009. The continued endorsement of this program recognizes the need to provide this service for connecting individuals and families whose income meets the 150% poverty level guideline to places of employment.

**Accomplishments**: A significant accomplishment is that the Access to Jobs program removes a transportation barrier that individuals and families below the poverty level may experience in seeking and maintaining employment. These individuals utilize the transportation service in order to travel to or from their place of employment. By staying with their employer for a period of time, these individuals receive a steady source of income and there are opportunities for raises. The steady income and potential raises are one overall goal of the agencies working with individuals below the poverty level who experience initial difficulties in finding and retaining employment. When an income verification requirement was implemented in January 2007, RRTA arranged with two local social service agencies to handle the income verification process. These agencies were familiar with the income verification process as this was already part of their program implementation. The income verification process also provided an additional connection between RRTA and the agencies. The implementation of the JARC program tapped into existing fixed route and shared ride service opportunities. The Access to Jobs program service was included as one element of the shared ride demand responsive service provided by a third party carrier. A combination of several service programs provides an opportunity for cost and operating efficiencies. In addition, the JARC service is door-to-door which is attractive to individuals making the trip between 11 PM and 5 AM when the fixed route bus service is not operated.

**Lessons learned:** There is a need to assure sufficient funding is in place to support the program over an extended period of time. Over the last eleven years the Access to Jobs program has been in place, there have been periods of time where there was a question whether funding would be able to support the operation of the JARC program (as well as the overall RRTA operation). Under these circumstances, it is difficult to consider enrolling additional eligible persons for this service if there is the prospect of reducing service in the immediate future due to funding problems. The funding was ultimately made available. However, people using the service on a regular basis need an assurance the program will continue and there are individuals who qualify for this service if adequate and sufficient funding is available.

##### Welfare2Work Transportation Service Program (2205)

**Service area**: Lancaster County

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

**Goal**: Improved access/ connections

**Service description**:Local human service agencies, working with individuals to locate and hold jobs (including the necessary training), have identified transportation as a barrier. The Welfare2Work (W2W) program works at overcoming this barrier. Furthermore, the W2W Program uses existing fixed route bus services to provide the transportation service. Under the W2W Program, the JARC funds are used to fund the passes for the fixed route bus system that RRTA makes available through the following programs:  
(1) For individuals currently receiving benefits through the County Office of Assistance (COA), the program provides 24 non-contiguous months of fixed route transportation. Employment must be confirmed each month by the recipient`s COA caseworker. The first 12 months of bus service are provided at no cost to the recipient. For the second 12 months, the recipient pays 25% of the cost.  
(2) The chronically unemployed can receive bus transportation for job interviews or up to two weeks of bus transportation to a new job through the Lancaster County Office of Domestic Relations or the Urban League.   
(3) Individuals enrolled in the programs offered by PA CareerLink/Workforce Investment Board can receive All Day Passes and 10 Ride Passes in order to participate in PA CareerLink`s job training sessions and to reach job interviews.   
(4) Individuals attending the programs offered by the Community Homeless Outreach Center (CHOC) are homeless. RRTA will provide CHOC with All Day Passes so individuals can attend job interviews. Individuals who gain employment can receive bus transportation for the first two weeks until they

**Evaluation**:The Lancaster County Transportation Coordinating Committee, upon the recommendation of the Human Services Transportation Advisory Committee, approved amending the regional Human Services Transportation Plan to designate the use of JARC funds to support the W2W Program. Transportation is a barrier for individuals looking for and holding a job and the W2W helps in overcoming this barrier. In addition, the existing fixed route bus system is being used to provide the transportation service needed; no new or additional service is being added to meet the service needs identified under this program. The number of passes being provided to eligible individuals is being used to assess the impact and success of the program by RRTA and by the human service agency through whom the passes are distributed. Due to the nature of this program, it is difficult to determine the actual number of unlinked passenger trips.

**Accomplishments**: JARC funds were first used to support this program in July 2010. For the July, August and September 2010 period covered by this report, an average of 34 monthly passes per month were provided through this program.

**Lessons learned:** It is important the passes are provided through local human service agencies. The agencies are aware of the individuals who are eligible and need the passes to overcome the transportation barrier as they seek and retain employment. Through this approach, the transit authority is not making the decision on the eligibility of individuals to receive the passes. The transit authority’s role in this process is to assure that the proper tracking, control and reporting for the distribution of the passes is in place.

### Southeastern Pennsylvania Transportation Authority (1947)

#### Bucks County Transport

##### BCT Welfare to Work (383)

**Service area**: Bucks County (PA: Bucks, Montgomery, Philadelphia)

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

**Goal**: Expanded geographic coverage

**Service description**:The type of services offered are: Shared Ride Transportation from home to school/daycare/ if required then on to work training and return transportation from home or employment to public transit services and regional rail lines.

**Evaluation**:Our project is evaluated based on cost per trip, number of trips provided, and client severed.

**Accomplishments**: This service provides access to childcare for working parents, which allows parents to have more flexibility in choosing a job location. The lack of childcare is a primary barrier to employment among TANF and low income individuals.

**Lessons learned:** Coordination. For a shared ride service there must be a coordinated effort between provider and county agencies.

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#### Bucks County Transportation Management Association, Inc.

##### Doylestown RushBus (382)

**Service area**: Greater Doylestown Area (PA: Bucks)

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

**Goal**: Improved access/ connections

**Service description**:The Doylestown Rushbus provided a connection to employment destinations throughout the greater Doylestown, Bucks County region. Service operated from 7:30 AM to 6:30 PM, Monday through Friday, with reduced service (approximately every two hours) during the off-peak hours of 10 AM to 2 PM.  
This fixed route, open door public transportation service provided a job access and reverse commute transportation connection for users of the SEPTA Doylestown Line rail and Route 55 bus services. The large number of jobs at residential facilities combined with the open-door public transit policy resulted in many community members making use of the service as well.

**Evaluation**:This and all Rushbus services are consistently monitored to ensure consistent and reliable access to the maximum number of employment opportunities at the lowest possible cost per rider. Trips are regularly monitored (no fewer than four times per year) to identify trips that, as a result of changing employment conditions, should be adjusted or eliminated to maintain cost-effectiveness. Additional monitoring is applied as required by the arrival or departure of employers and/or observation of significant increases or decreases observed in average ridership.  
Ridership is scrutinized on a weekly basis and charted on a monthly basis to gauge performance, as is cost per rider, with any significant variances in either figure promptly analyzed.

**Accomplishments**: The greatest accomplishment realized with the Doylestown Rushbus was keeping it operating for six more months following the loss of JARC funding after June 30, 2010. Emergency funds were secured through Bucks County to maintain service through December 30, 2010, but were not able to be maintained in the County's 2011 budget, marking the end of the service.

**Lessons learned:** Thoroughly research alternative means of funding your service. The formula-based allocation of JARC funds specified in SAFETEA-LU continues to destroy the network of successful services that were created in the Philadelphia region under its predecessor bill, TEA-21. Successor legislation to SAFETEA-LU that could correct the allocation problem is already more than one year overdue, a delay that has allowed the steady decrease in federal funding to continue to the point where well patronized, job producing services are being denied funding for simple lack of money for the region.

##### Newtown RushBus (411)

**Service area**: Newtown, Oxford Valley (PA: Bucks)

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

**Goal**: Improved access/ connections

**Service description**:The Newtown Rushbus provides weekday peak-hour connections between SEPTA West Trenton Line service at Woodbourne Station and businesses in the Newtown and Oxford Valley, PA areas. Routes run Monday through Friday between 7 and 9 AM and 3 and 6 PM.  
The service operates two separate routes, one traveling to the Newtown Business Commons, Lockheed Martin, and Sykes in Newtown Township, and the other to Middletown and Lower Makefield Townships including the Middletown Town Center at Oxford Valley Mall, Sesame Place, Floral Vale, and Lower Makefield Corporate Center.

**Evaluation**:This and all Rushbus services are consistently monitored to ensure consistent and reliable access to the maximum number of employment opportunities at the lowest possible cost per rider. Trips are regularly monitored (no fewer than four times per year) to identify trips that, as a result of changing employment conditions, should be adjusted or eliminated to maintain cost-effectiveness. Additional monitoring is applied as required by the arrival or departure of employers and/or observation of significant increases or decreases observed in average ridership.  
Ridership is scrutinized on a weekly basis and charted on a monthly basis to gauge performance, as is cost per rider, with any significant variances in either figure promptly analyzed.

**Accomplishments**: The fact that this route has maintained a cost effective operation for nearly six years despite large increases in operating cost combined with precipitous decreases in federal JARC funding for the Philadelphia region is a great accomplishment. Equally impressive is the number of individuals who are employed and self-sufficient in a poor economy because they can get to work on this service.  
Unfortunately, this service has been denied JARC funding for the fiscal year beginning July 1, 2011. It is our hope that our next success will be to secure funding to continue this vital, job-supporting service.

**Lessons learned:** Thoroughly research alternative means of funding your service. The formula-based allocation of JARC funds specified in SAFETEA-LU continues to destroy the network of successful services that were created in the Philadelphia region under its predecessor bill, TEA-21. Successor legislation to SAFETEA-LU that could correct the allocation problem is already more than one year overdue, a delay that has allowed the steady decrease in federal funding to continue to the point where well patronized, job producing services are being denied funding for simple lack of money for the region.

##### Richboro-Warminster RushBus (381)

**Service area**: Warminster Township/Ivyland Borough/Northampton Township (PA: Bucks)

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

**Goal**: Improved access/ connections

**Service description**:The Richboro-Warminster Rushbus provides morning and evening peak-hour connections between existing SEPTA services at Warminster Station (Warminster Line rail and Route 22 bus) and employers on and near the PA-332 corridor between the station and the village of Richboro in Northampton Township.  
This is an open-door public transportation service that extends the reach of public transportation to an additional estimated 10,000 or more filled and unfilled jobs.

**Evaluation**:This and all Rushbus services are consistently monitored to ensure consistent and reliable access to the maximum number of employment opportunities at the lowest possible cost per rider. Trips are regularly monitored (no fewer than four times per year) to identify trips that, as a result of changing employment conditions, should be adjusted or eliminated to maintain cost-effectiveness. Additional monitoring is applied as required by the arrival or departure of employers and/or observation of significant increases or decreases observed in average ridership.  
Ridership is scrutinized on a weekly basis and charted on a monthly basis to gauge performance, as is cost per rider, with any significant variances in either figure promptly analyzed.

**Accomplishments**: The fact that this route has maintained a cost effective operation for nearly ten years despite large increases in operating cost combined with precipitous decreases in federal JARC funding for the Philadelphia region is a great accomplishment. Equally impressive is the number of individuals who are employed and self-sufficient in a poor economy because they can get to work on this service.

**Lessons learned:** Thoroughly research alternative means of funding your service. The formula-based allocation of JARC funds specified in SAFETEA-LU continues to destroy the network of successful services that were created in the Philadelphia region under its predecessor bill, TEA-21. Successor legislation to SAFETEA-LU that could correct the allocation problem is already more than one year overdue, a delay that has allowed the steady decrease in federal funding to continue to the point where well patronized, job producing services are being denied funding for simple lack of money for the region.

#### Delaware County Transportation Management Association

##### Quick Silver I (414)

**Service area**: Chester City to Middletown Twp and Glen Mills. / Delaware County (PA: Delaware)

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

**Goal**: Expanded geographic coverage

**Service description**:The Quicksilver I is a closed door shuttle service that runs seven days a week, 365 days a year, three times a day to cover all shifts. Each route equals a 30 mile loop totaling 90 miles a day. It services Fair Acres and Brinton Manor facilities.  
The Fair Acres Geriatric Facility is located north of Route #1 on Route #352; Brinton Manor Nursing Home is located on Route #1, south of Cheyney Road (both suburban locations). Although Fair Acres is served by SEPTA bus routes 110, 111 and 117, the QuickSilver I fills existing gaps in these services from the City of Chester (urbanized residents).   
SEPTA is unable to serve Brinton Manor all together because of its physical location. It is up a narrow road with no area for a bus to turn around. Employees would need to be dropped off at the end of the road, with a steep incline. Also, employees could not access SEPTA for a return trip. They would need to cross busy Route #1 and there is a cement barrier dividing the road.

**Evaluation**:The Quicksilver shuttles have an excellent performance record. The DCTMA rarely receives any complaints from the partners regarding the shuttle service and has received many letters thanking the DCTMA for the shuttles' ability to meet their needs especially during bad weather. This enables shift workers to leave on time, because their replacements have been able to make it into work.  
The DCTMA established and operates these programs in partnership with employers, and is in constant communication with SEPTA personnel to ensure that there is no duplication with existing SEPTA service. Adjustments are made with the shuttle routes and services to avoid duplication with existing SEPTA service and schedules are modified to encourage workers to use public transportation that may become available.  
The Quicksilver shuttles allow employees living in Delaware County's eastern and southern communities to access jobs in the county's western suburbs or airport area where public transit service is limited in both hours of service and accessibility.  
All shuttle services are monitored and evaluated on a continuous basis. Monthly reports that analyze the total trips, number of workers using the service and the operating costs are submitted. These reports will allow the DCTMA to monitor the cost per ride and the number of employees using the service. We all determine which shifts have the highest number of riders and will survey riders to gain feedback regarding the effectiveness of the service. Surveys are distributed to solicit information about riders and their reasons for using the shuttle service. Results are tabulated and considered as part of the process of ongoing evaluation of the program.   
Invoices from the transportation providers and receipts are kept on file for reference and validation of the service. All reports are completed and submitted as required by all service partners.

**Accomplishments**: The Quicksilver I is a closed door shuttle service that has been running since 1998 and supplements SEPTA service in areas where public transit service does not meet the needs of two key employers in the County from the City of Chester (a low-income area). SEPTA does not provide service on weekends and/or holidays to these areas and, in some instances, is not accessible to these locations from the City of Chester at all. Quicksilver I transports employees over three shifts, 365 days a year. It provides workers with safe, reliable transportation to both Fair Acres and Brinton Manor from the City of Chester (both are senior living facilities), thereby enabling employees to reach employment opportunities that would otherwise be unavailable to them.

**Lessons learned:** The service provider must be experienced, reputable and reliable. If problems occur, address them immediately. Always keep the communication opened between all parties involved.

##### Quick Silver IV (415)

**Service area**: Chester City to Philadelphia Airport Area (PA: Delaware, Philadelphia)

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

**Goal**: Expanded geographic coverage

**Service description**:The Quicksilver IV is a closed door shuttle service that runs six days a week, Monday through Saturday, 52 weeks a year. The pickups start at 9:30 PM at 15th and Highland Street in Chester and continue through to 3:30 AM, transporting employees to and from the UPS facility.   
UPS is located behind the Philadelphia International Airport. SEPTA serves this area during the day, but does not service during the overnight hours. Therefore, SEPTA asked the DCTMA to take over their old #122 route. There are a number of positions that need to be filled on the overnight shift at UPS and for the employees from the city of Chester this is their only option.

**Evaluation**:The Quicksilver shuttle has an excellent performance record. The DCTMA rarely receives any complaints from UPS regarding the shuttle service and has received letters thanking the DCTMA for the shuttle's ability to meet their needs especially during bad weather.   
All shuttle service is monitored and evaluated on a continuous basis. Monthly reports are prepared and analyzed the total trips, number of workers using the service and the overall operating costs. We survey riders to gain feedback regarding the effectiveness of the service. Invoices from the transportation provider and receipts are kept on file for reference and validation of the service. All reports are completed and submitted as required by the service partner.

**Accomplishments**: The Quicksilver IV is a closed door shuttle service that has been running since 2001 when SEPTA asked the DCTMA to take over their route #122. SEPTA decided to no longer service UPS, located behind the airport, during the overnight hours.   
QSIV provides service over night, Monday through Saturday, 52 weeks a year. For employees coming from the City of Chester, predominately a low income area, this is their only option. Because of the QS shuttle, UPS has been able to retain employees year after year. With the safe and reliable transportation, employees are able to get to their jobs every night even in the worst weather. The shuttle has never been cancelled.

**Lessons learned:** Make sure the service provider is experienced, reputable and reliable. If any problems occur, address them immediately. Always keep the communication opened between all parties involved.

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#### Impact Services

##### Job on Time (JOT) (417)

**Service area**: Philadelphia, Montgomery, Bucks County (PA: Philadelphia)

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

**Goal**: Expanded geographic coverage

**Service description**:Impact transported employees of Smithfield Packing (MOPAC) from Philadelphia to Souderton, PA. Transportation was provided six days per week for two shifts per day. Most riders were low-income residents.

**Evaluation**:• Number of rides - as measured by one way trips provided and/or the number of riders  
• The actual number of estimated jobs available as a result of geographic location  
• The cost per one-way passenger trip for each employer or a group of employers  
• Total Project Expenses during the eligible budget period

**Accomplishments**: We are proud of the collaborations we developed with:   
• Community Corrections Sites  
• Suburban Employers  
• SEPTA  
• Other job placement providers  
• Support of Lockheed Martin's IT Apprenticeship Program for high school students

**Lessons learned:** Develop an equitable fare for low-income riders and if possible have the employer deducted from the rider's paycheck. Take the time to develop pick-up and drop-off sites that are accessible to all riders

#### Partnership Transportation Management Association

##### Community Coaster (418)

**Service area**: Indian Valley/North Penn Region (PA: Montgomery)

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

**Goal**: Expanded geographic coverage

**Service description**:The Community Coaster services low income housing complexes, retail establishments, the train station and a variety of other job providers such as assisted living communities. It is the only service available in this part of the county and provides a life line to those without an automobile.

**Evaluation**:Ridership figures were the best way to evaluate the program. However, there was significant fluctuation due to rising gas prices and then drastic cuts in service when funding was reduced.

**Accomplishments**: The greatest accomplishment has been maintaining the small system for so long despite the cuts in funding. We also are fortunate to have municipal buy-in on the project with municipalities contributing financially to the system.

**Lessons learned:** Be sure that your funding stream is diverse.

#### Southeastern Pennsylvania Transportation Authority

##### Airport Regional Rail Line (387)

**Service area**: Philadelphia (PA: Philadelphia)

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

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

**Service description**:This project adds two early morning trains operating from Glenside to the Philadelphia International Airport to provide service to accommodate employee shifts starting at 5 AM and 5:30 AM. SEPTA’s Airport Line provides this service with transfer opportunities in North Philadelphia and Center City, and with distribution at all airport terminal stations. This service was requested by airline and airport related employers, and is considered essential for access by employees who begin at 5 AM and 5:30 AM.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The addition of a second early morning train to the Airport in 2004 to accommodate 5 AM shift start times for airport workers allowed for the original added train to be retimed for a 5:30 AM start time, resulting in increased travel on both trains.

**Lessons learned:** Due to the growth in early morning flights, and the earlier arrivals of airport passengers required by expanded airport security since 9/11, both airline and concession employees report to work much earlier (5 AM) than before.

##### Paoli Regional Rail (393)

**Service area**: Philadelphia's western suburbs (PA: Chester, Delaware, Montgomery, Philadelphia)

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

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

**Service description**:This activity provides for the addition of one outbound trip originating at 5:15 AM on SEPTA’s R5 Paoli Regional Rail Line from North Philadelphia to Paoli and Thorndale on weekdays. This trip accommodates employees on early start/shift work in the Radnor, Chesterbrook, Great Valley Corporate Center along the US 202 High Tech Corridor. Connecting private and SEPTA (204, 206) bus services to various employment sites are available at Paoli Station to meet this early morning train to reach employment locations before 7 AM.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This one trip has made it possible for employees from the City of Philadelphia and the inner ring suburbs to take jobs in the Radnor and Malvern (Great Valley) employment areas. Prior to this service being implemented, you could not access these jobs by transit for a 7 AM or 7:30 AM start time. At the same time, connecting shuttle routes to employment areas from Paoli station were made to operate earlier to meet this new train connection.

**Lessons learned:** Services provided for access to employment need to begin at least as early as 7 AM.

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##### Route 1 - Casino Expansion (405)

**Service area**: Bucks County

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

**Goal**: Expanded geographic coverage

**Service description**:With the opening of slots gaming at the Philadelphia Park Race Track, SEPTA Route 1 was extended to provide employee access from several Philadelphia neighborhoods. Route 1 was selected because it cuts across a large area of the City, operating between 54th & City Avenue and northeast Philadelphia via Roosevelt Boulevard, with connections to several routes at the Wissahickon Transfer Center. Route 1 provides a one-transfer trip from wWest Philadelphia (connections at 54th & City Avenue), Roxborough (connections at Wissahickon) and Germantown/ East Falls (connections to Routes J and K along the Roosevelt Boulevard). Route 1 also operates through the Hunting Park are of north Philadelphia.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The extension of Route 1 to serve the Race Track and Casino at Philadelphia Park has proven successful. Originally transporting just 40 trips per day, the route now carries over 200 riders on weekdays and 100 riders on Saturdays, with just hourly service. These riders are primarily employees at the facility.

**Lessons learned:** Hourly service is a minimum for employee access to jobs.

##### Route 1 - Extended Coverage (401)

**Service area**: Philadelphia and Bucks Counties

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

**Goal**: Improved system capacity

**Service description**:Bus Route 1, Northeast Philadelphia. Expansion of bus service to business parks in northeast Philadelphia. Bus Route 1 extended service operates 5 AM to 1:20 AM Monday through Friday. The primary beneficiaries are residents and employers of northeast Philadelphia, North Philadelphia and Germantown. There is also additional peak hour and mid-day service. Route 1 formerly operated limited hours, weekday only service between 54th & City Avenue and Northeast Philadelphia (Roosevelt Boulevard and Comly Road). Route 1 provides a one-transfer trip to Northeast Philadelphia from West Philadelphia (connections at 54th & City Avenue), Roxborough (connections at Wissahickon) and Germantown, East Falls (connections to Routes J and K along the Roosevelt Boulevard and North Philadelphia. Route 1 also operates through Hunting Park. Route 1 is now serving the Byberry East Business Parks in Northeast Philadelphia, located east of the Roosevelt Boulevard near Byberry and Southampton Roads. This extension further expands Route 1 weekday service to locations with employment opportunities for entry-level workers. Route 1 provides connections to Routes 44, 52, 65, 9, 27, 38, 61, 65, 124, 125, R, and the R6 Norristown Regional Rail Line.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This project provides full service on the Route 1 bus on weekdays, and provides trips specially routed to serve the Byberry East Industrial Park in Northeast Philadelphia. The utility of having a full service route has allowed ridership to grow on the entire route.

**Lessons learned:** Less than a full days service schedule is inadequate for corridors with multiple employment types which include office, retail and restaurant employment.

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##### Route 1 - Saturday (400)

**Service area**: Philadelphia and Bucks Counties (PA: Bucks, Philadelphia)

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

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

**Service description**:SEPTA Bus Route 1- Northeast Philadelphia- Saturday Service. Until this project was implemented in 2004, Route 1 operated only weekday service. Route 1 operates between 54th & City Avenue and Northeast Philadelphia (Roosevelt Boulevard and Comly Road). Some trips originate or terminate at the Wissahickon Transfer Center and all through-trips serve it. Route 1 provides a one-transfer trip to Northeast Philadelphia from West Philadelphia (connections at 54th & City Avenue), Roxborough (connections at Wissahickon) and Germantown and East Falls (connections to Routes J and K along the Roosevelt Boulevard). Route 1 also operates through Hunting Park. This project expands Route 1 service with the addition of Saturday service to business parks along the routing and was more recently extended to the Philadelphia Park Race Track and Casino in Bucks County.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This service was needed due to the growth of retail, hotel and restaurant jobs in this corridor. In fact, Sunday service should be added when funding is available. Ridership has doubled from an initial level of 250 per day, to over 500 per day with only hourly service.

**Lessons learned:** Saturday service in employment corridors with retail, hotel and restaurant uses is a necessity and will likely result in strong ridership levels.

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##### Route 105 (402)

**Service area**: Delaware County (PA: Delaware, Philadelphia)

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

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

**Service description**:Route 105, Sunday Service. This enhancement added Sunday service to the Lancaster Avenue (U.S. 30) corridor from Overbrook to Ardmore beginning in 2004 and has been a very successful Sunday service addition. Route 105 operates from 69th Street Terminal and the Route 10 trolley loop at 63rd Street and Malvern Avenue, and serves Lankenau Hospital and numerous employers located along this dense retail and restaurant corridor. This segment of the route has the highest ridership activity of the entire route. This enhancement expands transit service along the Lancaster Avenue corridor to seven days a week. 69th Street Terminal provides numerous opportunities for transit connections with other services. Examples of connecting services include: Light Rail routes 100, 101, and 102, the Market-Frankford Subway/Elevated line, and bus routes 21, 30, 65, 104, 108, 109, 110, 111, 113, 120, and 123. Transit service seven days a week is extremely beneficial to employees working in service sector jobs. Employment potential in the service area includes: Lankenau Hospital, Wynnewood Shopping Center, and Suburban Square Shopping Center.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This service has proven to be extremely successful, surpassing original ridership estimates. Immediate ridership on this service was 200 per Sunday and is now averaging over 600 trips per Sunday.

**Lessons learned:** There may be pent up demand for Sunday service if a corridor has many retail and restaurant employment opportunities.

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##### Route 109 OWL Service (403)

**Service area**: Delaware County

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

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

**Service description**:This enhancement adds all night “Owl” service to Route 109 and allows this route to operate 24 hours a day, seven days a week. Route 109 travels from 69th Street Terminal to Chester, Delaware County. This service provides access to numerous employment centers along the routing. 69th Street Terminal provides numerous opportunities for transit connections with other services. Examples of connecting services include: Light Rail routes 100, 101, and 102, the Market-Frankford Subway/Elevated line, and bus routes 21, 30, 65, 103, 104, 105, 106, 107, 108, 109, 110, 111, 113, 120, and 123. Likewise, the Chester Transportation Center also provides opportunities for connections with other transit services and a Regional Rail line, including bus Routes 37, 113, 114, 117, 118, 119 and the R2 Marcus Hook/Wilmington and Newark Regional Rail line. “Owl” service on Route 109 offers improved that transit connectivity and convenience for employees destined to this key employment region of Delaware County. Transit service is 24 hours a day, seven days a week, is extremely beneficial to employees working in service sector jobs.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This route has shown a gradual ridership increase.

**Lessons learned:** Ridership on all night services will grow slowly and may take years to reach an acceptable level.

##### Route 111 (398)

**Service area**: Delaware County (PA: Delaware)

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

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

**Service description**:SEPTA Bus Route 111. This enhancement enables Route 111 service to operate early trips on weekdays and Saturdays as far as the Chadd’s Ford Business Campus. Route 111 travels from SEPTA’s 69th Street Terminal to the Granite Run Mall and Penn State University in Middletown Township, Delaware County, with limited service to Chadd’s Ford (Routes 202 and US 1). Service from 69th Street Terminal during weekdays begins at 5:20 AM and 6 AM on Saturdays, allowing transit customers the flexibility to begin their workday earlier. 69th Street Terminal provides numerous opportunities for transit connections with other services. Examples of connecting services include: Light Rail routes 100, 101, and 102, the Market-Frankford Subway/Elevated line, and bus routes 21, 30, 65, 104, 108, 109, and 113. The Route 111 early morning service enhancement offers improved transit connectivity and convenience for employees destined to this key employment region of Delaware County. This service enhancement was implemented in September 2001.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Originally operated weekdays only, when Saturday service was added, it equaled and then surpassed the weekday ridership. Originally carrying only ten passenger per day, the early weekday trip carried as many as 30 trips until declining back to 11. Saturday early morning service continues strong with 60 passengers on one round trip.

**Lessons learned:** Ridership has fluctuated due to the economy.

##### Route 129 Evening and 124 Early Morning (396)

**Service area**: Philadelphia, Montgomery and Bucks Counties (PA: Bucks, Montgomery, Philadelphia)

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

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

**Service description**: **<sdesc**SEPTA Suburban Transit Division Route 129 (Evenings) and Route 124 (Early AM) Bus Service. These service enhancements enable the operation of weeknight and Saturday evening service on Suburban Transit Division Route 129, and one early AM outbound trip on Route 124. This expansion of service accommodates 2nd and 3rd shift workers in retail, manufacturing, and other service sector employment. Route 124 operates an additional early-morning trip (Mon-Sat); and additional service on Route 129 is operated between 7 PM to 11 PM (Mon-Sat). Route 124 service also provides transfer opportunities with numerous City Transit Division routes and Regional Rail at Wissahickon Transfer Center, 30th Street Station, and Center City Philadelphia. Transfers can be made from Route 129 at Morrell Park, Franklin Mills and Oxford Valley Malls for Routes 14, 20, 66, 67, 84, 130, and 304.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The evening service ridership on Route 129 has grown steadily since its inception, from a mere 20 to 30 trips to almost 100 trips taken per day.

**Lessons learned:** Ridership on these types of off-hours services may take a long period to grow to acceptable levels.

##### 

##### Route 14 (388)

**Service area**: Philadelphia and Bucks Counties

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

**Goal**: Improved system capacity

**Service description**:Prior to this service enhancement, Route 14 operated limited service to the numerous business and industrial sites in Northeast Philadelphia and Lower Bucks County. These include: Internal Revenue Complex and Byberry West Industrial Park near Comly Road, the Byberry East Industrial Park near Byberry and Southampton Roads, the Neshaminy Interplex Business Center just north of the City/Bucks County Line and the Bucks County Technology Park near Street Road. Route 14 also directly serves the Neshaminy and Oxford Valley Malls as well as hundreds of individual commercial locations along the Route 1 corridor in Bucks County. Service to many of these industrial and business parks was limited to select weekday trips scheduled around primary shift times. With the growing demand for employee access to these sites, new, more flexible service was needed. Improvements implemented include, adjusting service patterns to ‘group’ several employment sites, and improving frequency and spans of service. The primary beneficiaries are Philadelphia residents seeking employment in the business parks of Northeast Philadelphia and lower Bucks County.  
Weekend service between Neshaminy and Oxford Valley Malls was also added as a second Job Access initiative. Weekend service previously ran only as far as Neshaminy Mall or Langhorne during early morning and late evening hours, precluding the use of public transportation for employees working second and third shifts. The span of service has been expanded and operates between the hours of 6 AM to 11 PM on Saturdays and Sundays.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Ridership growth continued on this route until the Fall of 2008. At that time, articulated (60 foot) buses were substituted for the standard forty foot buses for added capacity. Since that time, employment growth in the corridor has leveled off. With the relocation of over 5,000 IRS employees in late 2010, four specially routed Route 14 trips to their facility were eliminated.

**Lessons learned:** Since this route serves several employee destinations, it is important to contact major employers to adjust the service to their needs.

##### 

##### Route 14 Weekend (399)

**Service area**: Philadelphia and Bucks Counties

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

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

**Service description**:. SEPTA Bus Route 14 Weekends. Route 14 previously operated to Oxford Valley Mall from 6 AM until 11 PM on weekdays. Under this service item, a similar service span now operates on weekends to improve transit accessibility for service sector employees. Weekend service previously ran only as far as Neshaminy Mall or Langhorne during early morning and late evening hours, precluding the use of public transportation for employees working late or starting early. Span of service expanded to 6 AM – 11 PM on Saturdays and Sundays.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Continued ridership growth on the weekend trips

**Lessons learned:** In areas with retail employment, weekend service hours are needed to provide for service for employees who stay after the mall or restaurant closes.

##### 

##### Route 206 Midday (397)

**Service area**: Chester County -Paoli to Great Valley Corp. Center (PA: Chester)

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

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

**Service description**:SEPTA Bus Route 206 Midday. This enhancement enables Route 206 to operate mid-day service during weekdays. Weekday, midday service consists of hourly trips from 10:10 AM until 2:40 PM. Paoli Station provides numerous opportunities for transit connections with other services. Examples of connecting services include the R5 Thorndale/Paoli Regional Rail line and bus Routes 92, 105, 204, 205 and 206. Paoli Station is also served by Amtrak. The enhanced Route 206 service offers improved transit connectivity and convenience for employees destined to this key employment region of Chester County.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Mid-day ridership has remained steady at about 40 trips per day. Prior to this service, there was a reluctance to use transit to reach these employers because there was no service between 9:30 AM and 2:30 PM.

**Lessons learned:** While the mid-day service has been utilized, the type of employment in the Great Valley Corporate Center did not necessitate evening and weekend service and thus it was eliminated in 2003.

##### Route 304 (390)

**Service area**: Bucks County

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

**Goal**: Expanded geographic coverage

**Service description**:This service operates weekdays and Saturdays from 6:30 AM to 5:30 PM. This route was established in 2001 to serve business centers along State Road in Bucks County. The primary beneficiaries are low-income residents of the City of Philadelphia and Bucks County. This route directly connects low-income residents in Bristol Borough and Bristol Township with industrial-based employers along State Road in Bensalem Township. Low-income Philadelphia residents are able to access these same Bensalem employers via a connection with the Route 66 at SEPTA’s City Line loop. Route 66 is a direct trip from the Frankford Transportation Center (the end of the Market-Frankford Line) to the Frankford Avenue and City Line loop.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need; benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The ridership on this route has continued to decline due to the economic downturn and the loss of manufacturing jobs found along this route. The demand for Saturday (overtime) service has particularly diminished, and that service was shortened in September 2009. Due to the lower ridership and higher cost per passenger, this project was not funded after FY 2010.

**Lessons learned:** Ridership along a route serving primarily manufacturing and light industrial employment will fluctuate with the economy.

##### 

##### Route 305 (385)

**Service area**: Delaware County (PA: Delaware, Philadelphia)

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

**Goal**: Expanded geographic coverage

**Service description**:This service was developed in cooperation with the Darby Revitalization Task Force and Delaware County, and began operating in September 1999 as Route 305. It gives Darby residents and those from neighboring communities, especially TANF recipients, access to the expanding job base located in and around the Philadelphia International Airport. Previous transit service from Darby to the airport employment area required Darby residents to take two transit vehicles, resulting in excessive combined travel and transfer time. The 305 route was incorporated into Route 115 in 2009, but still connects Darby to the airport and the Airport Interplex employment area with a one-seat ride. Service is provided such that former welfare recipients have access to and from Airport employers at virtually all hours (5 AM to midnight), seven days per week. Route 115 also provides a connection to Routes 11, 13, 113, 114 and the Route 102 trolley from 69th Street Terminal. JARC funding is used to subsidize the former Route 305 portion of the revised 115 route. Weekday round trips – 21, weekends -19 ½.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need; benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The combination of Route 305 with Route 115 to form new Route 115 has improved the cost recovery of these services and added access to the Airport employment from other areas.

**Lessons learned:** Airport employment requires transit services to accommodate shifts beginning as early as 5 AM and ending as late as 1 AM.

##### 

##### Route 37 (384)

**Service area**: Philadelphia and Delaware Counties

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

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

**Service description**:This project supplements former hourly midday and evening Route 37 service south of the PNC Bank Operations Center, in order to provide a 30-minute service frequency along the entire route, and improve connectivity to Bus Routes 113 and 114. This new service operates weekdays from 11 AM to 4 PM and from 7 PM to midnight. The primary beneficiaries are the low to moderate-income residents of Delaware County commuting north to seek employment at the Airport and surrounding businesses, but also Philadelphia County residents seeking employment south of PNC Bank as far as the Harrah’s Casino. This enhanced service began operation in September 1999. The Route 37 also provides connection to the R2 Wilmington Train, Broad Street Line and routes 109, 113, 114, 117, 118, and 119. Employment potential in the service area includes: the Philadelphia Airport Business Center, Cargo City, Philadelphia International Airport, Airport Interplex Hotels along Bartram Avenue, PNC Bank Operations Center, Eastwick Industrial Park, United States Postal Service Eastwick Facility and the Harrah’s Chester Casino and Race Track.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The portion of bus Route 37 which has added frequency due to this project is between the Philadelphia Airport and the City of Chester. This segment had low ridership when operating only once an hour, but the JARC funded 30-minute frequency has more than doubled the ridership in this corridor. More recently, ridership has grown even more with the opening of the Harrah's Race Track and Casino, primarily due to employee use to access employment.

**Lessons learned:** Hourly service does not provide adequate flexibility for employee start times. Half hour service as provided made a significant change in people’s willingness to use it to access jobs.

##### 

##### Route 95 (389)

**Service area**: Montgomery County

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

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

**Service description**:This project is for expanded Route 95 service from the Gulph Mills Station of the Norristown High-Speed Line (Route 100) to the numerous employers in the municipalities of Upper Merion, West Conshohocken and Conshohocken. This project continues the evening service both weekdays and Saturdays for employees destined to and from this area of Montgomery County. Transfers are made to Norristown High Speed Line (Route 100), and are also possible with reverse-peak bus Routes 124 and 125 from Philadelphia. Span of Service: 7:15 PM to 11 PM. Two round-trips operate on weeknights and Saturday evenings.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: The weekday service added to this route originally resulted in expanded use and full employment in the industrial park nearby. Now, with one of the major employers gone, the weekday service ridership has dropped and was scaled back to former levels (as of September 2009) with the additional weekday and Saturday evening service continuing.

**Lessons learned:** Keep abreast of the changing employment in your service area to make adjustments to the levels of service when necessary.

##### Route 96 (391)

**Service area**: Montgomery County

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

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

**Service description**:The enhanced service on Route 96 includes adding a 5 AM northbound trip from Norristown Transportation Center to Lansdale on weekdays and an early morning round trip on Saturdays beginning at 6 AM. Also included is an extension of the 10:25 PM northbound trip from Dekalb and Germantown Pikes to Lansdale and provision of a return trip at 11:10 PM from Lansdale to Norristown. These new trips offer improved access to and from service employers located in the municipalities of East Norriton, Whitpain, Lower Gwynedd, Upper Gwynedd, North Wales, Montgomery, and Lansdale. The primary beneficiaries of this service are low to moderate income residents of Norristown, with others transferring from the Norristown High Speed Line. This enhanced service operates Mondays through Saturdays.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Ridership on these early morning trips has grown over the length of the project, resulting in a lower cost per passenger over time.

**Lessons learned:** Ridership on early morning trips in suburban areas may take a long time to reach an acceptable level.

##### Routes 110, 111, and 1113 (404)

**Service area**: Delaware County (PA: Delaware)

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

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

**Service description**: Routes 110, 111, 113 Enhancements for Nursing Home Employees:  
Transports TANF and low-income workers from Eastern Delaware County municipalities to Fair Acres Geriatric Center in Delaware County. Route 113 links Darby, Yeadon, Lansdowne, East Lansdowne and Upper Darby, with bus Routes 110 and 111 which provide service from 69th Street Terminal to Fair Acres Geriatric Center. This service fills early morning and late evening schedule gaps on these routes to permit use by late shift employees. Added trips operate on Saturdays and Sundays.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This service, by supplementing the fixed route service which was already provided by SEPTA, permits all nursing home employee shifts, seven days per week, to access the Fair Acres County Nursing Home from the City of Chester and from several other Eastern Delaware County communities.

**Lessons learned:** Nursing homes require transit service for three shifts, seven days per week.

##### Routes 96/201 Late Night Service (392)

**Service area**: Fort Washington (PA: Montgomery)

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

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

**Service description**:The enhanced service on Route 96 includes extending the 10:25 PM northbound trip from Dekalb and Germantown Pikes to Lansdale and providing a return trip at 11:10 PM from Lansdale to Norristown. These new trips offer improved access to and from service employers located in the municipalities of East Norriton, Whitpain, Lower Gwynedd, Upper Gwynedd, North Wales, Montgomery, and Lansdale. These trips operate Mondays through Saturdays. The evening Route 201 service adds a weeknight round trip departing 7:14 PM, connecting to the R5 Lansdale/Doylestown Line, and provides improved access for employees of the Fort Washington Office Center. Most employees using this service reside in the City of Philadelphia.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: This project adds improved transit service from two major source of moderate income employees, Norristown via bus route 96 and Philadelphia via Regional Rail and the connecting Route 201 circulator service.

**Lessons learned:** Ridership has fluctuated on this service depending on the season. This may be due to part time retail jobs during holiday periods.

##### SEPTA OWL Service (394)

**Service area**: Philadelphia, Montgomery and Bucks Counties

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

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

**Service description**:The purpose of this project is to expand the network of all-night SEPTA Bus routes (Owl Service) connecting suburban job sites with the City of Philadelphia by improving the “Owl” (all night) network within the neighborhoods of the City. This allows City residents to return from work or begin work during late night and early morning hours. All of these transit services provide residents from various City neighborhoods with access to numerous employment centers. These routes now operate 24 hours a day, seven days a week. Routes L, 14, 18, 20, 56 and 65 enable passengers to connect with other SEPTA services at Olney Terminal, Frankford Terminal, 69th Street Terminal, and Wissahickon Transfer Center. The enhanced service on these routes offers improved transit connectivity and convenience for employees destined to key employment regions in suburban locations adjacent to Philadelphia. Transit service 24 hours a day, seven days a week, is extremely beneficial to employees working in service sector jobs.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Ridership on these late night and early morning trips has increased over time from about 160 to 340 trips per day. Unfortunately they still result in a high cost per passenger and the funding for this project was reduced in FY 2011 to include fewer routes.

**Lessons learned:** While the all-night "Owl" service continues to be one of the highest cost to operate on a per passenger basis, it is necessary for those returning from late night shifts or going to early morning shifts to access their neighborhoods.

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##### SEPTA OWL Service - Route 108 (395)

**Service area**: Delaware County

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

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

**Service description**:This enhancement adds all night “Owl” service on the Route 108 and allows operation 24 hours a day, seven days a week. Route 108 travels from 69th Street Terminal to the Philadelphia International Airport. This route provides access to several employment centers along the way.  
69th Street Terminal provides numerous opportunities for transit connections with other services. Examples of other connecting services include: the Norristown High Speed Line (Route 100), the Market-Frankford Subway/Elevated line, and bus Routes 36, 37, 68, 109, 113, and 305. The enhanced service offers improved transit connectivity and convenience for employees destined to this key employment region of Philadelphia and Delaware County. Transit service 24 hours a day, seven days a week, is extremely beneficial to employees working in service sector jobs.

**Evaluation**:All projects funded through the JARC program in the Delaware Valley Region are selected through a competitive process which the regional metropolitan planning organization, the Delaware Valley Regional Planning Commission (DVRPC) coordinates. Each project application is evaluated by a regional committee based on need, benefits received, and project sustainability/coordination. Within SEPTA, projects are evaluated based on number of riders and the cost per passenger. Services with high costs are evaluated for possible modification or elimination, especially when ridership drops or increases are detected due to employment changes.

**Accomplishments**: Originally transporting about 30 weekday and 50 Saturday passengers, this all night service now carries over 100 trips each day. This is probably due to the expanded hours and earlier start times seen for airport related employment.

**Lessons learned:** Airport and airport related employment requires transit service almost 24 hours per day.

#### Transportation Management Association of Chester County

##### Coatesville Link (413)

**Service area**: Western Chester County

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

**Goal**: Expanded geographic coverage

**Service description**:The Coatesville Link is a scheduled public transit route with on-demand route deviations for ADA passengers and provides access to jobs for many residents of western Chester County. The Coatesville Link service area is comprised of the Lincoln Highway corridor (US Route 30), between a point just east of the city of Coatesville and the area north of Parkesburg (PA 10 & US Route 30).   
The Evening Link provides limited evening service to Exton, providing access to hundreds of jobs in the retail, service and hospitality industries for many residents of the city of Coatesville and adjacent western Chester County townships. The Evening Link provides the only nighttime service between Coatesville, Thorndale, Downingtown and Exton, allowing second shift workers to go to various employment opportunities along the US Route 30 corridor.

**Evaluation**:TMACC employs several methods for assessing the performance of the Coatesville Link bus. TMACC staff conduct "ride-checks" on-board the Coatesville Link to determine where passengers are boarding and departing the Coatesville Link bus. This enables TMACC to determine which stops are under-performing as well as interact with passengers for feedback on service  
TMACC maintains a database of all trips taken on the Coatesville Link bus and evaluates this data at the close of every month. TMACC maintains a database of all passenger trips taken on the Coatesville Link bus for the previous five years of operation. TMACC compares ridership from previous years to determine ridership gains/losses.  
TMACC maintains a business phone and email address that is published throughout the Coatesville Link service area where passengers may call with questions and concerns about service. TMACC records all calls taken with regard to bus service and coordinates with its sub-contractor, Krapf Coaches, Inc. to resolve issues.   
TMACC works closely with the Chester County Planning Commission (CCPC) to evaluate the Coatesville Link route through passenger interviews and ride-checks mentioned above.

**Accomplishments**: The Coatesville Link bus is one of few public transit services operating in western Chester County. This area of Chester County has a high rate of poverty and minority population of whom many do not have access to automobiles. Through the delivery of the Coatesville Link service, TMACC is able to connect the thousands of residents in western Chester County to employment opportunities, shopping and recreation in supporting the local economy of the region.   
In order to better market the Coatesville Link service and make it more accessible to the public, TMACC eliminated all previously enforced zone boundaries along the route. As a result, TMACC has received numerous commendations from both passengers and drivers alike and increased ridership in the process.   
TMACC, with the assistance of its subcontractor Krapf Coaches, implemented "route deviated" ADA service by utilizing its public transit fleet. TMACC saved thousands of dollars by using its public transit fleet and eliminating the need to for a separate paratransit fleet.   
TMACC generates additional income through its on-board advertising program. TMACC uses the income generated through its advertising program for additional service amenities such as bike-racks and new bus stop signs though this advertising program.

**Lessons learned:** Communication is the key to the success of this service. While steady ridership has proved the demand for this service, TMACC benefits through regular communication with Coatesville Link passengers to find out where service requires improvement and where things are working well. For example, TMACC was able to determine that bike-racks were an important amenity to our passengers and that some bus stop signs were faded or missing. By communicating often with our passengers, TMACC ensures that we are delivering responsive and beneficial customer service and that passengers are an important partner in the success of the Coatesville Link.

##### SCCOOT (412)

**Service area**: Southern Chester County (West Chester to Oxford)

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

**Goal**: Expanded geographic coverage

**Service description**:The SCCOOT bus is a scheduled public transit route with on-demand route deviations for ADA passengers providing employment access for residents of southern Chester County, Pennsylvania. The SCCOOT bus provides access to jobs and community services for residents of Oxford, West Grove, Avondale, Toughkenamon and Kennett Square. SCCOOT also provides transportation to Lincoln University, a historically black college in Oxford. The university attracts many students from Philadelphia who depend on SCCOOT for transportation to school and to local businesses for shopping and part-time employment. There is also limited service to West Chester, providing access to West Chester University, county governmental agencies and connections to SEPTA bus services.

**Evaluation**:TMACC employs several methods for assessing the performance of the SCCOOT bus. TMACC staff conduct "ride-checks" on-board the SCCOOT to determine where passengers are boarding and departing the SCCOOT bus. This enables TMACC to determine which stops are under-performing as well as interact with passengers for feedback on service  
TMACC maintains a database of all trips taken on the SCCOOT bus and evaluates this data at the close of every month. TMACC maintains a database of all passenger trips taken on the SCCOOT bus for the previous five years. TMACC compares ridership from previous years to determine ridership gains/losses.  
TMACC maintains a business phone and email address that is published throughout the SCCOOT service area where passengers may call with questions and concerns about service. TMACC records all calls taken with regard to bus service and coordinates with its sub-contractor, Krapf Coaches, Inc. to resolve issues.   
TMACC works closely with the Chester County Planning Commission (CCPC) to evaluate the SCCOOT route through passenger interviews and ride-checks mentioned above.

**Accomplishments**: The SCCOOT bus is the only public transit service operating in southern Chester County. This area of Chester County has a high rate of poverty and minority population of whom many do not have access to automobiles. Through the delivery of the SCCOOT service, TMACC is able to connect the thousands of residents in southern Chester County to employment opportunities, shopping and recreation in supporting the local economy of the region.   
  
In order to better market the SCCOOT service and make it more accessible to the public, TMACC eliminated all previously enforced zone boundaries along the route. As a result, TMACC has received numerous commendations from both passengers and drivers alike and increased ridership in the process.   
TMACC, with the assistance of its subcontractor Krapf Coaches, implemented "route deviated" ADA service by utilizing its public transit fleet. TMACC saved thousands of dollars by using its public transit fleet and eliminating the need to for a separate paratransit fleet.   
TMACC generates additional income through its on-board advertising program. TMACC uses the income generated through its advertising program for additional service amenities such as bike-racks and new bus stop signs though this advertising program.

**Lessons learned:** Communication is key to the success of this service. While steady ridership has proved the demand for this service, TMACC benefits through regular communication with SCCOOT passengers to find out where service requires improvement and where things are working well. For example, TMACC was able to determine that bike-racks were an important amenity to our passengers and that some bus stop signs were faded or missing. By communicating often with our passengers, TMACC ensures that we are delivering responsive and beneficial customer service and that passengers are an important partner in the success of the SCCOOT.

### Southwestern Pennsylvania Commission (1480)

#### Airport Corridor Transportation Association (ACTA)

##### RideACTA Shuttle Service, RideACTA IKEA Shuttle, RideACTA Penn Center Shuttle, Mobility Management (1733)

**Service area**: Airport Corridor (PA: Allegheny)

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

**Goal**: Expanded geographic coverage

**Service description**:

• RideACTA IKEA Shuttle – IKEA hub/bus stop to work sites, seven days per week

RideACTA IKEA is a demand responsive shuttle service that operates seven days per week and complements the public transit route that serves the IKEA bus stop every 20 to 30 minutes by providing the critical “last mile” portion of the transit trip. RideACTA IKEA serves business and employers located within 1.5 mile radius of the IKEA bus stop.

• RideACTA Penn Center Shuttle – Busway stop to work site, five days per week

RideACTA Penn Center West provides last mile service to transit riders transferring from Port Authority service on the West Busway. This shuttle takes workers from the busway to the Penn Center West Business Complex on Campbell’s Run Road. This service operates five days a week during peak hours only. Ridership on the RideACTA shuttles is fast approaching capacity.  
• Mobility Management – specific activities and programs that focus on increasing awareness of programs and services, increasing RideACTA ridership, increasing job access for low income and entry level workers and engaging area employers and business with RideACTA programs.  
RideACTA incorporates comprehensive marketing strategies and programs (like Transportation 101) designed to create awareness while promoting the “whole” transit trip. RideACTA’s marketing and outreach activity focuses on the job seeker and the employer/business community. The intent is to create an understanding of the benefits of reliable and affordable public transportation in recruiting and retaining employees to support a strong and vibrant business community and to assist workers in getting to and from work. RideACTA addresses the most critical workforce transportation gap in the Robinson/North Fayette area. RideACTA provides the “last mile” trip from the central transit hub to the work site. RideACTA ridership has grown to over 300 rides per day serving over 100 area employers and/or businesses. RideACTA makes more than a dozen employer to employer trips each day for workers in the area working two jobs.

**Evaluation**:RideACTA staff monitors program performance and shuttle operations on a daily basis. The following is an example of the data collection practices:  
• Daily ridership reports   
• Number of riders   
• Passengers per trip, per vehicle hour  
• Cost per vehicle hour, per trip, per ride  
• Percentage of rides to work or work related activity   
• On-time performance  
• Employers and businesses served daily  
• Weekly call logs – taken by central dispatch  
• Number of calls to schedule rides  
• Complaints  
• Customer satisfaction survey and JARC biannual survey  
• Percentage of rides to work or work related activity  
• Impact of marketing materials   
• Rider satisfaction  
• Rider demographics  
• Origin and destination information  
ACTA staff tracks the following information internally:  
• Quality assurance – random service checks  
• Employer and employee awareness – outreach, meetings, information sessions, employers contacted  
• Number of potential consumers reached – distribution lists  
• Agency awareness – Transportation 101 session and follow-up surveys  
• Cost per consumer reached, employer reached, outreach sessions  
Benchmarking of activity is based upon transportation industry standards as they fit the unique service provided by RideACTA Mobility Management Model.  
ACTA staff does pay close attention to industry standards like passengers per vehicle hour and cost per ride along with those listed above. ACTA staff has seen tremendous growth since operation began 20 months ago. ACTA staff constantly evaluates program progress and adjust its objectives and goals accordingly.

**Accomplishments**: • The RideACTA mobility management model has facilitated unprecedented growth in RideACTA shuttle ridership during the fifteen months of operation. RideACTA shuttle ridership has increased over 200% between calendar year 2009 (RideACTA began 8/31/2009) and calendar year 2010. Ridership continues to grow.  
• ACTA accomplished the objective of creating a constant level of awareness in a constantly changing market by branding shuttle service and all related programs as RideACTA.   
• RideACTA demonstrates a suburban mobility management model that is efficient and cost effective, complements the remaining transit network and can be replicated in any suburban area with similar employment dynamics. A very significant accomplishment.   
• RideACTA has accomplished educating consumers in understanding the “whole trip”. Riders, employers, businesses and job placement agencies all agree that understanding the “whole trip” is critical for realistic trip planning. RideACTA mobility management model creates awareness and understanding of the whole transit trip for potential riders through a comprehensive marketing approach. ACTA staff is extremely cognizant of transit services to the corridor when designing, producing and communicating informational brochures about how to use transit and shuttle services in the Airport Corridor.   
• RideACTA has accomplished educating human service professionals on the intricacies of realistic trip planning using multiple modes of transportation. This has produced better job placement and retention for their clients because the transportation component was a crucial element of that placement. Transportation 101 Program  
• RideACTA program has accomplished getting area employers interested workforce transportation and the impact it has on hiring and retention of employees. In late 2010 staff began to develop an employer outreach strategy that includes:  
- Introducing employers to ACTA and RideACTA services  
- Discussing with them the benefit of understanding workforce transportation challenges and the impact it has on their business  
- Assisting them with current transportation challenges  
- Communicating with them on a monthly basis about the number of current employees using transit and RideACTA  
- Discussing with them how they can get more involved in supporting the RideACTA mobility management model  
• RideACTA program has accomplished introducing real time shuttle information that is accessible via the web from ones desktop or phone. Staff continues to investigate and evaluate new technologies that might provide a consumer benefit as well as a benefit to data collection.   
• RideACTA has accomplished reaching key goals of the federal JARC program. Our most recent statistics tell us that:  
- 68% of current riders are below 150% of poverty  
- 98% ride to work or work related activity  
- 95% use other public transit in conjunction with RideACTA shuttle

**Lessons learned:** Over a number of years ACTA staff implemented numerous studies and surveys to validate the “real” transportation gaps in the corridor. This activity resulted in a number of small transportation service demonstrations that in turn provided ACTA staff with the final confirmation needed to implement the RideACTA Mobility Management Model.   
Gaps analysis and an in depth look at potential solutions is critical. Implementation success and early program success must have good solid planning and development.  
From a financial end it is difficult to keep up with growth when resources are constrained due to the grant process. ACTA has managed to grow RideACTA by monitoring the program closely and through ongoing communication with it consumers and partners.

#### Beaver County Transit Authority (BCTA)

##### Route 1 (1789)

**Service area**: Rochester (PA: Beaver)

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

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

**Service description**:Route 1 originated in Chippewa Township at the Wal-Mart Supercenter, and traveled the main thoroughfares of Route 18 and Route 65 within Beaver County. The Route 1 then continued to travel Route 65 and the North Shore Expressway through Allegheny County as far south as the East Busway. JARC funded only some (early morning/late evening) trips on this route, in order to extend accessibility to some of the most densely populated employment and residential areas within Beaver County.   
Route 2 originated in Rochester and traveled the main thoroughfares of Route 18 and Brodhead Road. The Route 2 continued to travel along Kennedy Boulevard, Monaca Road, Franklin Avenue, and Route 51 in Beaver County before going as far south as Merchant Street and 4th Street in Ambridge. JARC funded only some (early morning/late evening) trips on this route, in order to extend accessibility to some of the most densely employment and residential populated areas within Beaver County.   
Route 11 originated in Rochester and traveled the main thoroughfares of Third Street, Market Street, State Avenue, and Route 68 in Beaver County, and as far west as the Drug and Alcohol Services building in Vanport. JARC funded only some (early morning/late evening) trips on this route, in order to extend accessibility to some of the most densely employment and residential populated areas within Beaver County.

**Evaluation**:All BCTA fixed route service is subject to our internal performance standards and reviewed by BCTA Management on a monthly basis. BCTA’s internal standards in the “Ridership” category include ridership totals, weekday/Saturday ridership, productivity per revenue hour, productivity per trip, and productivity per revenue hour among JARC service.   
In addition, BCTA reports these measurements monthly to the JARC program specifically for the JARC service: weekday/Saturday average daily ridership, cost per revenue mile, and cost per trip.   
Beyond such direct measurements in BCTA’s “Ridership” category and for the JARC program, BCTA’s internal performance standards also include the categories of Maintenance, On-time performance, Customer Service, Paratransit, Risk Management, Finance, Human Resources, and Technology. Without successful management and operation of BCTA’s fixed route and paratransit services already in place, the JARC expansion of service could not have been implemented or achieved its level of success.

**Accomplishments**: BCTA highly anticipated its implementation of fixed route service improvements, including modification of JARC service, as recommended by technical assistance from PennDOT. These service modifications were effective on July 1, 2009 and were operated during this Federal Fiscal Year.   
From the beginning of the Federal Fiscal Year in the month of October 2009 to September 2010, BCTA’s JARC service recorded a ridership increase of 9.8% (5,641 passengers in October 2009 and 6,194 passengers in September 2010). The average monthly ridership of BCTA’s JARC service during this Federal Fiscal Year was 5,856.1.   
Fares were not increased during this Federal Fiscal Year.

**Lessons learned:** A lesson that BCTA learned was to partner with employers. It is important to understand the needs of employers. By interviewing employers in our Center Twp retail corridor (as a part of the technical assistance that BCTA received from PennDOT/Gannett Fleming), BCTA was specifically and directly told that they had a need for earlier and later transportation service to accommodate various working shifts. This service was implemented with JARC funds, beginning in July 2009.

##### Route 6 (1728)

**Service area**: Beaver County

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

**Goal**: Expanded geographic coverage

**Service description**:During the Federal Fiscal Year from October 1, 2009 through September 30, 2010, these services were operated by BCTA in all 12 months:  
BCTAs Route 6 originated in Rochester and traveled the main thoroughfares of Route 18, Brodhead Road, and Route 151 within Beaver County, as far south as the Hopewell Industrial Park. JARC fully funded this route at all hours of its operation in order to connect the employment centers of Hopewell Industrial Park and Hopewell Shopping Center to BCTA’s Rochester Transportation Center, where passengers could then transfer onto any other Fixed Route service in the system.

**Evaluation**:All BCTA fixed route service is subject to our internal performance standards and reviewed by BCTA Management on a monthly basis. BCTA’s internal standards in the “Ridership” category include ridership totals, weekday/Saturday ridership, productivity per revenue hour, productivity per trip, and productivity per revenue hour among JARC service.   
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#### Family Services of Western Pennsylvania (FSWP)

##### Ways to Work/Keys to Success (1788)

**Service area**: Southwestern Region (PA: Allegheny, Beaver, Butler, Fayette, Greene, Washington)

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

**Goal**: Improved access/ connections

**Service description**:Ways to Work program is a family loan program designed to help low to moderate income working families maintain economic stability by providing, short term, small low interest loans to working parents/families with challenging credit histories, to help parents keep a job or stay in school. A main program goal is to move families toward self sufficiency by helping them purchase modestly priced used vehicles. Loans are made for transportation needs, either to purchase or repair an automobile. The cars are intended to increase program participants job security by cutting down on lateness and absenteeism and help them move forward in their careers. The size of the loan is up to $1,000 dollars for car repair and up to $6,000 dollars for a car purchase. Borrowers must repay the loan within 30 months at a modest interest rate. Qualified individuals must have a PA drivers license, be employed a minimum of 20 hours per week and have been employed at least three consecutive months. Household income cannot exceed 80% of the area’s median income. The transportation loan program is available throughout western Pennsylvania.

**Evaluation**:The Ways to Work program uses a national follow-up form that measures outcomes on each individual. Credit rating is done at loan entry and loan exit. Participants are asked via follow up phone calls if they have had a decrease in their travel time, maintained or enhanced their employment, if there has been an increase in monthly income, and are they receiving some kind of assistance (housing, child care, food stamps). This is done at six months post entry, loan exit, and six months post exit. This information helps us to measure additional information on all of the individuals in the program.

**Accomplishments**: a. The Ways to Work program operated by Family Services has expanded its service population beyond the criteria set by the national Ways to Work organization, in that Family Services had recently implemented another very important protocol that has opened the program to a broader group of consumers. The national Ways to Work program is only available to people who have dependent children 18 years of age or younger. Consequently, our local program had to deny loans to many people over the past years because they did not have dependent children. This limited our capacity to address the public need for loans, so we developed a new adjunct program to the existing Ways to Work transportation loan model, which we call Keys to Success. The Keys to Success program serves individuals who do not have dependent children. This change is showing great promise and we are now finding that significantly more people are able to be provided with car loans using this expanded criteria. We believe this change will improve access to transportation for a greater number of individuals.   
In addition to stabilization or improvement in participants employment situations, participants also report that the program has caused an increase in their financial knowledge, raised their credit rating, heightened their sense of self esteem, and decreased their travel time giving them more quality time to spend with their families. This has brought about a significant improvement in their families quality of life.  
We have also experienced an increase in the number of loan pay-offs and individuals making monthly payments on time.

**Lessons learned:** While the programs default rate is on par with the national standard, we continue to seek ways to decrease our loan defaults. One method that we have recently found to be effective is using a learning device called Enfo-Trace/GPS to help participants be responsible in making their car payments on time. Devices are installed on all cars purchased through the loan program. This device has improved our loan default rate by alerting the owner to their loan status. The loan officer can keep monthly contact with the consumer to determine if any changes have taken place, for example: change of address, contact numbers, employment, etc. We believe this device may help some individuals avoid defaulting on their auto loans.

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#### Heritage Community Initiatives

##### Ship of Zion (1851)

**Service area**: Hill District to Southside Hazelwood to the Waterfront (PA: Allegheny)

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

**Goal**: Expanded geographic coverage

**Service description**:The Ship of Zion van service operated in the Hill District, Hazelwood and the Southside and was designed to connect residents with jobs, job-training providers and other transportation operators. Ship of Zion operated a fixed route service Monday through Friday. In FFY 2010, the Ship of Zion van service only operated from October 1, 2009 to June 30, 2010.

**Evaluation**:We tracked number of rides, mileage, and new rider registrations. In FFY 2010 we provided a total of 9,138 one way rides; operated 8.7 miles of routes; and registered 83 new riders. To track and maintain high service quality we also conducted a yearly rider survey. We further evaluated the service by periodically riding the vans and discussing the service with riders at community events and outreach locations.

**Accomplishments**: Heritage Community Initiatives (HCI) was asked to administer the SOZ project to better track performance and increase JARC performance. This project was designed prior to ATWIC’s formation and FY 2010 was the second year of HCI’s administration. The SOZ service started in FY 2006. The original goal was to enhance the regional transportation system with its fixed route service, connecting low income neighborhoods with job rich areas, enabling low income individuals to support their families by obtaining and maintaining employment. In FY 2010, HCI provided more outreach, increasing our visibility in the community and our number of registered riders. HCI worked with ACCESS to decrease the cost of the service by turning the mid-day route into a deviated fixed route for ACCESS clients (thus reducing costs by the sponsoring trip fees).

**Lessons learned:** Although HCI provided increased outreach, increased registered riders and made progress with increasing work – related trips, after an evaluation of the service, it was clear that those trips could be made by Port Authority and the main trip purpose of the riders was to provide access from the Hill District and Hazelwood into the South Side for shopping purposes. At the end of FY 2010, HCI discontinued this service.

##### WorkLink (1852)

**Service area**: Braddock, East Pittsburgh, Clairton, Homestead, McKeesport (PA: Allegheny)

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

**Goal**: Expanded geographic coverage

**Service description**:The Heritage WorkLink van service operates in the Mon Valley and connects residents with jobs, job training providers and other transportation operators. WorkLink operates three fixed van routes Monday through Saturday. In FY 2010, the service operated in Swissvale, Braddock, East Pittsburgh, Turtle Creek, Homestead, Duquesne, McKeesport, Glassport and Clairton. The Heritage WorkLink van service operated continuously from October 1, 2009 to September 30, 2010.

**Evaluation**:We tracked number of rides, mileage, and new rider registrations. In FFY 2010 we provided a total of 70,626 one way rides, operated over 25 miles of routes, and registered 589 new riders. To track and maintain high service quality we also conducted a yearly rider survey. We further evaluated the service by periodically riding the vans and discussing the service with riders at community events and outreach locations.

**Accomplishments**: This project enhanced the regional transportation system with its fixed route service. We are able to connect low income neighborhoods with job rich areas, enabling low-income individuals to support their families by obtaining and maintaining employment. In FY 2010 we increased ridership to our highest numbers to date. We also did more outreach, increasing our visibility in the community and our number of registered riders.

**Lessons learned:** Planning is key to success. The service needs to be flexible to respond to long term road closures and other events out of our control. Also, all routes need to be constantly reviewed for their effectiveness. A route that at one time was serving the working rider can shift over time to be used primarily for shopping. Gathering data on ridership and monitoring the routes ensures long term success.

#### Three Rivers Workforce Investment Board (TRWIB)

##### Regional Workforce Mobility Management and Planning (1690)

**Service area**: 10 County SWPA region (PA: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, Westmoreland)

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

**Goal**: Improved access/ connections

**Service description**:Regional Workforce Mobility Management and Planning focuses on analyzing job access issues geographically, collecting and maintaining labor market data, identifying employer transportation and transportation-related needs, promoting the use and development of transportation services and resources, bringing workforce related issues including transportation, to regional economic development and land-use planning agendas, and providing technical and assistance to ATWIC.

**Evaluation**: Service effectiveness was evaluated based on number of assets created, organizations served, employers reached, and hours of support provided. The cost efficiency was evaluated based on cost per staff hour. The cost effectiveness was evaluated based on cost per asset created. The service quality was evaluated based on timelines, relevance, availability and reliability of generated information and professional quality of support provided.

**Accomplishments**: The project has created 15 Job-access analyses, two case studies and two databases, and used the data and information to directly support regional mobility management efforts. The project also included five employer-driven initiatives (100+ employers reached), five legislative outreach events, 600+ hours of technical support to ATWIC, and 50+ hours in leadership support to ATWIC.

**Lessons learned:** Coordination – Human services, workforce development, and transportation agencies need to work closely together to develop viable strategies for connecting people to jobs and training.  
Type of service provided - Improving the mobility experience is equally as important as providing transportation services.

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#### Travelers Aid

##### Employment Transportation Assistance Program (ETAP) (1722)

**Service area**: Allegheny County

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

**Goal**: Improved customer knowledge

**Service description**:Employment Transportation Assistance Program (ETAP) is a program designed to assist low income populations to remove the transportation barrier in accessing work related activities. With the increasing cost of public transit and gasoline alike the populations we serve are often faced with having to make choices to get to work, or a work related activity such as job search, by sacrificing other necessities or simply not being able to get to work. ETAP is designed to assist the client with a pass or gasoline debit card at no charge during the first two months of participation and during the third and fourth months they pay $28 co-pay, which will increase to $33 during the fifth month and $45 during the final month. The co-pay not only assists clients with the cost of transportation it also helps them to budget their money and continue to pay for other necessities. ETAP operated on a monthly basis during October 1, 2009 through September 30, 2010.

**Evaluation**:Travelers Aid surveys both the partnering agencies as well as the clients throughout the program. Clients are required to complete an application and an Initial Survey upon entering the program and are then required to complete an additional survey every three months they are participating in the program.   
Performance measures that we are looking for through the completion of the surveys include: an increase in clients reaching 180 days of employment retention, an increase in clients keeping appointments with their case managers, reduction in program dropout rates, increase in overall employability of the clients, improvement in work attendance and arriving to work on time.

**Accomplishments**: ETAP has assisted clients in removing the transportation barrier to employment or employment related activities. During the July 2009 – September 2010 we have found that there was a 22% increase in clients keeping their appointments with case managers, a 16% improvement in clients reaching 180 days of job retention, a 56% reduction in number of days required to locate work and 37% increase in clients finding employment.  
We have also found a reduction of clients not being able to access childcare, medical appointments and employment programs among various trips.  
I believe that one of the greatest accomplishments of ETAP is that we are able to assist clients in becoming more self sufficient by removing the transportation barrier.

**Lessons learned:** Throughout the years that ETAP has been in operation there have been two lessons learned. The first lesson learned is that in order to achieve a successful data collection when you are not present, you need to have a good relationship with your partner agency. If you are working with an agency that is not responsible or has no attachment to the program they are careless in collecting and completing surveys. The second lesson is that there is often a greater need for a program than there is funding available and that you should be creative in ways of purchasing transportation for example purchasing annual passes and getting twelve for the price of eleven.

#### Washington County Transit Authority

##### SW PA Regional Welfare to Work (1999)

**Service area**: Greene, Washington, and Westmoreland Counties

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

**Goal**: Expanded geographic coverage

**Service description**:The Southwestern PA Regional Welfare to Work Transportation Program (RTP) serves residents of Washington, Greene and Westmoreland counties in southwestern Pennsylvania. RTP provides paratransit shared ride and taxi cab transportation for low income individuals to get to and from employment and also day care services if needed. Individuals are eligible for the program if they are working at least 20 hours a week, meet the Federal Poverty Income Guidelines of 185% and meet the definition of a needy family as outlined in the TANF requirements. In addition, the place of employment must be more than one mile but no more 15 miles from the individual’s home.   
RTP is coordinated by the Washington County Transportation Authority (WCTA). Individuals are determined eligible by each County Assistance Office and a referral form is submitted to WCTA. Those individuals that are eligible are then instructed to contact WCTA to schedule their trips. The trips may be scheduled up to 30 days in advance, but are typically scheduled weekly. Transportation is available 24 hours a day, seven days a week, including holidays. WCTA subcontracts the transportation out to 15 different transportation companies in the three county area.

**Evaluation**:The number of unduplicated individuals served, the number of one way trips provided and the average cost per trip are statistics that are used to evaluate the program. In addition, since the service is demand response, the demand for service is reviewed as an indicator of need.

**Accomplishments**: The greatest accomplishment of this program has been the ability to serve individuals in need to enable them to become more self sufficient by securing employment. The program has been in operation since Welfare Reform began and continues to operate adapting to programmatic and funding changes as needed.

**Lessons learned:** In order to effectively evaluate the program, it is necessary to provide a social service/casework element in order to track the individuals who are utilizing the program. Rather than rely on outside agencies to conduct this activity, we would have hired an individual to focus solely on this project to interact with the individuals in order to analyze the program with the best possible data.

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#### Westmoreland County Transit Authority (WCTA)

##### Route 14J (1685)

**Service area**: Westmoreland County

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

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

**Service description**:Route 14J, which was originally implemented in April 2006, provides access to employment and education from the City of New Kensington to the Penn State New Kensington Campus, the Westmoreland Business and Research Park, and the Pittsburgh Mills Mall. This route connects with other Westmoreland Transit routes as well as with routes operated by the Port Authority of Allegheny County, providing job access to residents of both Westmoreland and Allegheny County. The route operated five weekday round trips. The project is designed to expand this route from 4.40 weekday revenue hours to 14.2 weekday revenue hours.

**Evaluation**:Ridership on each trip is tracked and entered into a database. Performance is based on passengers per hour. Similar routes are grouped together and compared against each other to measure performance.

**Accomplishments**: This route provides the only public transportation service to Penn State New Kensington and the Westmoreland Business and Research Park, and provides the only direct service from New Kensington to the Pittsburgh Mills Mall. Without this route, residents who do not have access to a vehicle would be unable to seek employment or education at these facilities.

**Lessons learned:** The biggest obstacle faced has been the availability of vehicles to implement the planned expansion. Delays in delivery, and maintenance issues on existing vehicles presented a challenge. The advice that I would give to someone expanding service is to ensure availability of resources to implement the project.

## Virginia

### Greater Richmond Transit Company (1458)

#### Greater Richmond Transit Company

##### CVAN (1861)

**Service area**: City of Richmond and Henrico County

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

**Goal**: Improved system capacity

**Service description**:CVAN works with the local departments of social service to provide work trips to citizens in Richmond and Henrico County. This is a demand-based, shared ride system. Hours of the service are 5:30 AM - 12:30 AM. All participants must be approved through case workers. Once they are approved, they can begin to schedule trips. Trips are scheduled and performed in the same vehicles that perform our ADA service. As such, the entire fleet is also accessible.

**Evaluation**:Service is evaluated for performance through established quarterly meeting with stakeholders. There is also a complaint process in place. Evaluation for efficiency includes trips per hour, revenue hours, deadhead miles, location frequencies. Customer service evaluation is based on complaint volume and on-time performance.

**Accomplishments**: Since the JARC funds became available the use of the service has increased tremendously. The availability of sustainable funds helps us to provide this valuable service. In addition, by combining this service with our ADA service we have been able to realize certain synergies and reduce duplicated work functions. We are now able to provide this service more efficiently.

**Lessons learned:** We think that we could do a better job in two regards:

1) Matching the service area to areas that have strong commercial growth and opportunity.

2) Making sure stakeholders are more active in process of policy development.

### Transportation District Commission of Hampton Roads (1456)

#### Norfolk Redevelopment and Housing Authority

##### Workforce Development Transportation Program (1182)

**Service area**: Norfolk (VA: Norfolk)

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

**Goal**: Improved access/ connections

**Service description**:The Workforce Development Academy has utilized these funds to support the continued operation of its workforce transportation program. The program focuses on expanding the opportunities for residents of low-income areas to obtain and maintain employment by offering transportation to and from their respective work locations via a voucher system.

**Evaluation**:The short term results include an increased motivation of participants to work based upon preparedness for van pickup and job attendance, improved partnership with employers based upon commitment of additional positions. The long term results are the positive effects of the program on the economic impact on the employment and financial stability of program participants. Overall, the program encourages the creation of additional job opportunities without transportation remaining a barrier.

**Accomplishments**: Based on surveys submitted by patrons of the service, the indication was the financial benefit obtained through the service. Patrons stated that due to their ability to maintain consistent reliable transportation to and from work, their absenteeism has decreased and they are also afforded the opportunity to maintain more of their income; which has allowed some to obtain better housing conditions. In addition, patrons and employers both indicated the increased improvements relative to scheduling, since the service provides service during hours which may not be conducive to the fixed route schedule of public transportation.

**Lessons learned:** In order to establish an effective workforce transportation program, it is crucial to determine the needs of area employers and employees in order to best tailor the service to fulfill those needs. Collaborations with area businesses aids in increasing the success of the program due to their ability to promote the use in order to position their new, less fortunate employees with the security of being able to arrive to and from work in a timely manner.

#### PORTCO, Inc.

##### Reverse Commute Program (1185)

**Service area**: Portsmouth (VA: Portsmouth)

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

**Goal**: Improved system capacity

**Service description**:The Reverse Commute program was established to provide transportation for those low-income patrons from the places of employment. The service is meant to relieve the barriers with fixed route service times that force some patrons to experience increased hardships related to transportation needs.

**Evaluation**:The project has been evaluated primarily through the increased ridership and request for service by both patrons and employers. The request by employers was based on retaining valuable employees who experience difficulty with working various shifts, but present a strong desire to maintain their current employment.

**Accomplishments**: The most revered benefit of this service was the ability for those who experienced transportation issues in the past to maintain employment without the burden of locating transportation from work to their respective homes.

**Lessons learned:** Understanding the needs of the community and partnering with various employers would allow for maximum success with regards to a program of this nature. By keeping both the employers and patrons aware of the opportunities for transportation, it will allow more individuals to obtain and retain employment thereby increasing their earning potential.

#### Transportation District Commission of Hampton Roads

##### Enhanced Computer Dispatch (1181)

**Service area**: Hampton Roads (VA: Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, Suffolk, Virginia Beach)

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

**Goal**: Improved access/ connections

**Service description**:This service is provided throughout our current service area which includes seven cities (Norfolk, Portsmouth, Chesapeake, Virginia Beach, Hampton, Newport News and Suffolk). The service provides scheduled pickup for the patrons of our Paratransit service which requires scheduled appointments. With the addition of the additional GPS equipment, we are able to locate and navigate our current fleet in a more efficient manner allowing for increased timeliness and additional pickups.

**Evaluation**:Since the daily operation of the Paratransit service is contracted out to a third party, the performance indicators are captured and communicated to us via the Trapeze software provided. The information exchanged relates to ridership increases as well as fare increases and areas of concern which should be addressed to ensure quality service for our consumers; this information is conveyed on a monthly basis.

**Accomplishments**: Since the installation of the GPS equipment and software, the Paratransit service has experienced increased satisfaction of the consumer base especially in areas of emergency pickups. The software allows for the location of vehicles and near instant dispatch to a location which may be closer than their next scheduled pickup.

**Lessons learned:** There should be a great focus on the route development as well as relative tracking devices in order to accommodate for emergency pickups. This would require the development of an effective analysis of the advantages and disadvantages that may arise due to both economic and environmental factors.

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### Virginia Department of Rail and Public Transportation (1459)

#### Blacksburg Transit

##### Christiansburg Expansion - Go Anywhere! Christiansburg service (1723)

**Service area**: Town of Christiansburg, Montgomery County

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

**Goal**: Expanded geographic coverage

**Service description**:The Go Anywhere service provides demand response service throughout the town limits of Christiansburg. Service is provided Monday through Thursday, 7 AM to 6 PM; Friday, 7 AM to 10 PM; and Saturday, 8 AM to 11 PM. Reservations may be made up to 14 days in advance; same day service is also available. Many of the most common origins and destinations include low to moderate income housing neighborhoods, fast food/other restaurants (employment access),retail(economic development and employment opportunities), public access to government services and the NRVCC (New River Valley Community College) for employment and training/retraining.

**Evaluation**:Ridership trends are monitored on a monthly basis with focus on evaluating both total ridership, number of new passengers and the number of riders per revenue hour to determine service level efficiency. Frequent pickup and drop-off locations are also analyzed to better understand rider patterns. Ridership through 9/30/10 totaled 8,266, far exceeding expectations. As part of the TDP process, a peer review was recently performed. Out of the five demand response systems included, the Go Anywhere service had the highest passengers per revenue mile and second highest passengers per revenue hour statistics.

**Accomplishments**: October 1, 2009 – September 30, 2010  
• Established a Community Ambassador Program for coordinated planning and service kick off. Staff members were on hand to answers questions and welcomed riders on first day of service.  
• November 23, 2009 – Launched service with a ribbon cutting ceremony, included a bus passport program with live radio remote and prizes given out hourly.  
• Carried a combined total of over 8,000 passengers in the first year of service, far exceeding expectations  
• Provided expanded hours of service for the holiday shopping/seasonal retail jobs period from November 23 through December 31, including 4 AM service on Black Friday  
• Created a unique public/private partnership program to help finance service. The first partner was recently signed with a contribution of $5,000.  
• The Town of Christiansburg and Town of Blacksburg were jointly awarded the VTA Outstanding Program Award for their efforts in promoting regionalism through Blacksburg Transit's Christiansburg service  
• In the face of increasing fuel costs, persuaded the Town of Christiansburg to authorize a fare reduction to further encourage low-income ridership  
• Expanded service to include same day reservations (originally required at least one day advance notice) and allowed reservation up to 14 days in advance (increased from seven days)  
• New passengers continue to sign up to use the service with over 500 registered by October of 2010 or an average of about 45 new passengers per month

**Lessons learned:** Our creation and use of a community ambassador program to help promote, launch and sustain the service was instrumental. Communication with a non-wired community proved to be challenging, but encouraged a grass roots approach to advertising/marketing the service including community presentations.   
Given the time, developing employer support and garnering insight into methods of developing a transit benefit program to encourage use of public transportation would be helpful in the development of the service.

##### Christiansburg Expansion-Explorer & Shopper Express Service (1688)

**Service area**: Montgomery County- Town of Christiansburg (VA: Montgomery)

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

**Goal**: Expanded geographic coverage

**Service description**:The Christiansburg Expansion Service expanded public transportation within the Town of Christiansburg limits by providing new neighborhood deviated fixed route service throughout the Town of Christiansburg. The service connects riders to economic employment centers, government locations and educational institutions (all are major employers in the region). Hours of service are Monday through Thursday, 7 AM to 5 PM and Friday 7 AM to 6 PM; connections are also available to neighboring public transit providers. This expansion met the identified goal of expanded public transportation services in the New River Valley.  
Expanded service includes: 1. Commuter and Economic Development routes (Explorer); 2. Economic and Employment development circulator (Shoppers Express). These links are vital to our strategic regional plan of an expanded public transportation system in the New River Valley.

**Evaluation**:Ridership trends are monitored on a monthly basis with focus on evaluating both total ridership and the number of riders per revenue hour to determine service level efficiency. Ridership through 9/30/10 totaled 6,274, significantly exceeding projections. Minor changes have been made based on customer demand/input including additional stops. A stop was added to both The Explorer and Shopper Express to connect the two routes, ultimately providing additional connectivity between the central business district and the primary shopping area in Christiansburg.

**Accomplishments**: October 1, 2009 – September 30, 2010  
• Established a Community Ambassador Program for coordinated planning and service kick off. Staff members were at all bus stops, rode the routes to answers questions and welcomed riders on first day of service.  
• November 23, 2009 – Launched service with a ribbon cutting ceremony, included a bus passport program for first day riders with live radio remote and prizes given out hourly.  
• Carried a combined total of over 6,000 passengers in the first year of service for both routes, greatly exceeding expectations  
• Provided expanded hours of service for the holiday shopping/seasonal retail jobs period from November 23 through December 31, including 4 AM service on Black Friday  
• Created a unique public/private partnership program to help finance service. The first partner was recently signed with a contribution of $5,000.  
• The Town of Christiansburg and Town of Blacksburg were jointly awarded the VTA Outstanding Program Award for their efforts in promoting regionalism through Blacksburg Transit's Christiansburg service  
• In the face of increasing fuel costs, persuaded the Town of Christiansburg to authorize a fare reduction to further encourage low-income ridership

**Lessons learned:** Our creation and use of a community ambassador program to help promote, launch and sustain the service was instrumental. Communication with a non-wired community proved to be challenging, but encouraged a grass roots approach to advertising/marketing the service including community presentations.   
Given the time, developing employer support and garnering insight into methods of developing a transit benefit program to encourage use of public transportation would be helpful in the development of the service.

#### Charlottesville Area Transit

##### Charlottesville Area Transit (CAT) night service (1649)

**Service area**: Charlottesville (VA: Albemarle)

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

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

**Service description**:JARC funds support CAT fixed route bus service during night hours (6:45-11:45 PM). Service (routes 5, 7, 21, 22, 23, 24) is available from downtown Charlottesville to Fashion Square Mall, Belmont neighborhood, Prospect Avenue, Pantops, Piedmont Virginia Community College and provides reverse-commute night service from areas of low-income households to major business and retail destinations from Barracks Road Shopping Center to Wal-Mart. Routes pass within walking distance (0.3 miles) of adult education and night classes at Albemarle High School.

**Evaluation**:This program is evaluated by ridership data. CAT has an annual goal of 3% increase among all fixed routes. FY 2010 ridership on JARC routes is 44% higher than ridership when the program began in FY 2007.

**Accomplishments**: Ridership growth demonstrates the accomplishment providing critical transportation for employment and education. The FY 2010 introduction of a day-pass fare medium allows those relying on transit to make multiple trips per day for work, business or pleasure without additional cost.

**Lessons learned:** We began strategic marketing three years into the program and have seen strong growth; and earlier start would have provided earlier results.

#### UHSTS(RADAR)-Roanoke

##### Radar JARC (1636)

**Service area**: Cities of Roanoke and Salem, Town of Vinton, and County of Roanoke

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

**Goal**: Improved system capacity

**Service description**:In cooperation with the LOA Area Agency on Aging we continue to offer service to those individuals who are in need of more assistance than our regular program provides. We also expanded our coverage into two additional counties during this fiscal year. Service is provided by contracting with local taxi providers which the LOA coordinates in cooperation with RADAR. This program meets several strategies identified in our regional CHSM plan, including expanded availability of demand response service and specialized transportation, provides flexible transportation and expands access to taxi service.  
The second part of the program funds both our STAR and CORTRAN to expand service in the urbanized area. Both programs have experienced growth of between 9-12% each year for ridership. These funds give us the capability of meeting the demand for more service while local and state governments struggle with funding

**Evaluation**:Evaluation is based upon positive ridership and other data factors increases each year. During FY 2008-09 we provided 12,036 one way trips. During 2009-2010 we provided 25,299 which is an increase of over 110%. Since this transportation is targeted for employment and training we feel that this program has helped to improve the opportunities available in our community to those who are transportation disadvantaged

**Accomplishments**: The highlight of this program is being able to provide a better and more complete service to the citizens in the coverage area. This program has also helped in maintaining the level of service being provided during these rough economic times that we have experienced during the current recession.

**Lessons learned:** One of the greatest lessons that we have learned is that this type program is needed and is justified by the growth in annual ridership. For many citizens in our community, the lack of basic transportation is a harsh reality. A study conducted by Valley Metro who is our local public transit provider showed that RADAR is one of the most efficient and affordable transportation among comparable service in Virginia.

#### Virginia Regional Transit (JARC Program)

##### 7 on 7 to 7 (1549)

**Service area**: Loudoun County

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

**Goal**: Expanded geographic coverage

**Service description**:7 to 7 on 7 - Route 7 Corridor to Fairfax County line - which is timed to meet up with the Fairfax Connector. This service also stops at Dulles Town Center to connect with the Dulles to Dulles which travels to the Dulles International Airport.

**Evaluation**:Ridership continues to increase with 7 on 7 to 7 service being the main employment corridor for Loudoun County. VRT updates route schedule brochures annually. Changes in routes as new roads or other new service comes on-line to continually make transfer connections viable.

**Accomplishments**: Connection with other transit systems i.e. Fairfax Connector and various bus routes i.e. WFC Service which connects to the Metro Station - Dulles to Dulles - which connects to the airport for both entry level employment and other transit providers.   
Financial Partnerships for funding

**Lessons learned:** Educate, Educate, Educate, the political as well as the governmental agencies on what and where the service is planned for. The opportunities and challenges that both funders and passengers are faced with in these economic times.

##### Shaw - SterlingCountryside (1552)

**Service area**: Loudoun County

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

**Goal**: Expanded geographic coverage

**Service description**:Sterling Countryside Route. This route alignment targets low income housing and various grocery and professional employment centers. It also connects at the Dulles Town Center with the 7 on 7 to 7 which connects to the WFC to provide both Job Access and Reverse Commute service to and from Loudoun County employment centers within the service areas.

**Evaluation**:Ridership - In Feb 2007 with standing room only a second bus was put into service with a 30-minute headway instead of an hour. Ridership for 2007 for both buses was over 57,000. For Oct 07 - Sept 08 was over 77,000. For Oct 08-Sept 09 was over 93,000. For Oct 09 - Sept 10 was over 94,000. Again we have reached standing room only at certain times which are when passengers are trying to reach employment locations.

**Accomplishments**: To have the localities recognize that the value of the service to provide transportation to those who otherwise would not be able to fill entry level employment positions due to transportation restraints. At this time the County is looking at another bus to help with the growing demand for this service.

**Lessons learned:** Bring the funders to the table and educate the administration as well as the politicians regarding the requirements and guidelines to implement the service. Everyone wants service -

##### WFC Express (1551)

**Service area**: Loudoun and Fairfax (VA: Loudoun)

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

**Goal**: Expanded geographic coverage

**Service description**:WFC Express connects to both JARC 7 on 7 and other VRT route's to insure that all passengers from our Loudoun Service Area's have access to entry level employment through stop at West Falls Church Metro. This service also picks up passengers at WFC metro stop and delivers them to employment locations in Loudoun County. This service has scheduled bus stop locations at the hospital and some education and research institutions along the route 7 corridor.

**Evaluation**:This service continues to have standing room only at certain times. The utilization of this service for both Job Access and Reverse Commute continues to increase monthly. Wifi was installed on some of the buses. A route schedule has been recently updated and mailed to the residents in Loudoun within the service area.

**Accomplishments**: Partnerships with institutions for both funding and employee unmet transportation needs.

**Lessons learned:** This is VRT's second JARC route - by educating the employment institutions for unmet employee needs

# small urban/rural projects

## Delaware

### Delaware Department of Transportation (1396)

#### Delaware Department of Transportation

##### Rt. 117 Harrington Dover (1201)

**Service area**: Kent County

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

**Goal**: Improved access/ connections

**Service description**:DART fixed route service covers the greater Dover area with frequent service throughout the day. An area not served is a town west of the capital, Harrington with pockets of residential developments between Harrington and Dover. The JARC-funded Harrington-Dover Shuttle operated from Clark's Corner in Harrington, (a low-income residential complex) and serves Felton, Viola and Polytech Adult Education and High School and connects with DART's Rt. 104 at Mifflin Meadows (a low-income residential area). At Mifflin Meadows, passengers can transfer to the Rt. 104 and access all Dover routes at the Water Street hub as well as the inter county service. The shuttle allowed otherwise stranded residents of western Kent County access to employment as well as shopping, medical appointments, and education opportunities. JARC and state funds have sustained the free shuttle since 2002. A $1 fare was implemented in May 2007. The ridership has seen a steady increase since its inception with the exception of a minimal decrease due to the fare implementation. This valuable service fills a gap in the existing transit system and in the Kent County Coordinated-Public Transit-Human Services Transportation Plan. As a result of the Competitive Selection Process to award JARC projects, Delaware Transit Corporation was chosen to continue the shuttle as a fixed route service.

**Evaluation**:The Rt. 117 monthly ridership reports are monitored by DART's Planning section. If a stop or segment of the route has low ridership or an area along the route changes, the planner suggests changes to improve the quality of the service. We then investigate the feasibility of the recommendation and include the suggestion as part of the service change proposal. DART First State has two service changes per year for service enhancements/improvements. Service comments are received and recorded throughout the year and rider, community and contractor input is incorporated in the comment period of each Public Hearing.

**Accomplishments**: This shuttle was a success therefore it became a fixed bus route.

**Lessons learned:** The decrease in JARC funding had a severe negative impact and presented a considerable barrier to continuing current services.

#### First Transit

##### Delmar Shuttle (1208)

**Service area**: Sussex County

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

**Goal**: Expanded geographic coverage

**Service description**:The rural aspects of Sussex County present major challenges for public transit operation, but the existing routes serve the pockets of the heavier populated areas as well as the resort area. The Delmar Shuttle was implemented in January 2005, and allows access to bus service and employment to the residents of the three towns with the highest unemployment of TANF clients in western Sussex County. Seaford, Laurel and Delmar residents are able to connect with DART's Rt. 212 and Wicomico's Rts. 22 and 2 accessing potential employment as well as retail, educational and medical centers. The contractor, First Transit, provides DART's fixed route and resort service.

**Evaluation**:The Delmar Shuttle monthly ridership reports are monitored by DART's Planning section. If a stop or segment of the route has low ridership or an area along the route changes, the planner suggests changes to improve the quality of the service. The contractor is also helpful in evaluating the needs of the community and communicates that to DART. We then investigate the feasibility of the recommendation and implement if possible. DART staff ride the shuttle and ask for feedback from riders. This is very helpful since we are able to get firsthand knowledge and it also provides a platform to share information to riders.

**Accomplishments**: DART is a member of the TANF Team which consists of Directors of DOL's Employment and Training, Delaware Economic Development Office's Workforce Development, and the Division of Social Services. These groups continue to meet monthly with community groups and other social service providers. During these meetings, it was highlighted that the towns of Seaford, Laurel and Delmar had the highest unemployment for low income residents in the county, no public transit, and limited employment opportunities. The Delmar Shuttle was implemented to fill the transportation gap for these towns. The connection with Salisbury, MD transit provides access to many retail, medical, social and educational centers. The shuttle provides mobility to the residents of this rural, sparsely populated area of Sussex County. This collaboration of the agencies is a model for implementing a successful program. A fare has been implemented on the shuttle. This is the next step toward transitioning this successful shuttle to a DART First State bus route.

**Lessons learned:** We used the team approach to get the shuttle into service. Our collaboration was a success because the representatives of the different agencies were members of the same team with a common goal and the same agenda. We all took responsibility for the tasks necessary to get the service implemented and now all of the agencies reap the rewards of filling a transpiration gap in western Sussex County.

#### Generations Home Care

##### Night Owl Shuttle (1210)

**Service area**: New Castle County

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

**Goal**: Expanded geographic coverage

**Service description**:The majority of New Castle County's welfare population reside in the city of Wilmington (the state's largest city). In an attempt to help with obtaining and retaining employment in Wilmington, the Night Owl Shuttle was implemented. Most entry-level jobs require night and weekend schedules. Employees can utilize the fixed route system in Wilmington for day shifts, but nights and Sunday shifts are a challenge. Residents living and working in Wilmington typically take the bus to work, but either have to walk unreasonable distances with potential safety concerns, or pay taxis or friends exorbitant amounts for rides when the buses don't run. The Night Owl is a demand response shuttle providing late night and Sunday work transportation in the Wilmington area. The shuttle has been operational since October, 2001. The Job Access Reverse Commute grant allowed a partnership including DTC, Wilmington employers, DART's RideShare Program and a contractor to provide this service. The contractor for this service is competitively selected.

**Evaluation**:DART staff, the contractor and the participating employers meet periodically to discuss the logistics of the shuttle, the operational details, customer comments, scheduling concerns and any questions regarding the reporting and/or invoicing. DART staff also conduct unannounced audits on Sunday evenings to solicit customer feedback. This is invaluable since customer comments help improve the quality of the service and the contractor's performance and operations can be evaluated.

**Accomplishments**: The Night Owl shuttle was the only transportation provided on Sundays, prior to Sunday fixed route service which was implemented in Wilmington in May, 2008. The program is an example of collaboration. Before the service was implemented, DART, Wilmington area employers, the Transportation Management Association, and representatives for the City of Wilmington met to plan the service area, possible routes and times and implementation strategies. The partnership still exists today with most of the original members. DTC implemented Sunday service, but the Night Owl is the only transportation that accommodates late night employment shifts.

**Lessons learned:** Training new contractors and support staff in crucial to providing a quality service. Random late night monitoring insures quality performance by the contractor and increases customer confidence in the service.

## Maryland

### Maryland Transit Administration (1401)

#### Central MD Regional Transit Corporation

##### Transportation Resource Information Point (1301)

**Service area**: Baltimore Metropolitan Region (MD: Anne Arundel, Baltimore, Carroll, Harford, Howard)

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

**Goal**: Improved access/ connections

**Service description**:The Transportation Resource Information Point (TRIP) project is an information based project that is responsible for consolidating all available information on transit and transportation options in the Baltimore region of Maryland and making it available through a website (www.mdtrip.org) and a call-center (1-877-331-8747).  
During FFY 2010, Central Maryland Regional Transit (CMRT) was in the process of hiring staff to initiate the project design and concept as well as to perform outreach in anticipation of the information center's launch in early 2011. The project is currently staffed by a Mobility Manager and a Mobility Coordinator.

**Evaluation**:Performance measures and benchmarks for the TRIP project are:  
1. Customer Service Live Interaction - Central Maryland Regional Transit has an existing call center that has been taking calls for the services that we manage (Howard Transit and Connect A Ride). CMRT's customer service representatives have been engaging callers on their commuting habits and drumming up interest in the new service. Once the service goes live, commuters in the Baltimore region will be able to access the website or call the TRIP hot line for information on trip planning, schedules and fare information as well as news and alerts.  
2. CMRT Website available at www.cmrtransit.org - During the design and construction of the TRIP website and database, CMRT's website has proved to be an invaluable tool for users looking for both local and regional transit information.  
3. Live Contacts - During the design and development of the TRIP one-stop shop, the Mobility Manager and Coordinator have been proactive as regional transportation advocates attending community fairs, neighborhood festivals, senior health fairs, group trainings and other events to spread the word about the project and to recruit stakeholders to serve as advisory board members and project evaluators.

**Accomplishments**: 1. TRIP Advisory Board - TRIP has an advisory board that serves as a sounding group for the TRIP project. The board represents both the private and public sectors and is comprised of business leaders, legislators, educators and both local and state government officials. In FFY 2010, the TRIP advisory board met three times.  
2. Successful FY 2011 JARC & New Freedom Special Solicitation Applications - CMRT received notification in May 2010 regarding the success of two project applications. The 2011 JARC project will build on the existing TRIP infrastructure to allow a Mobility Coordinator to be hired to focus on mobility options for low-income workers in the Fort Meade area of Maryland. The New Freedom grant will allow for the hire of a transit trainer to implement a train-the-trainer approach to travel training people with disabilities in Howard County, parts of Prince George's County and in Anne Arundel County.  
3. Release of TRIP Database/Website Design and Hosting RFP - The official release date for the TRIP Website Request for Proposals was Friday, June 4, 2010. The Pre-Proposal conference for potential respondents was held on June 16, 2010. The Award announcement date was September 03, 2010. The TRIP website and database is set to launch on the world wide web sometime in April, 2011.

**Lessons learned:** My advice to someone starting a service like this is to ensure that they have buy-in from the transportation providers in their region as well as the involvement of both local and state government representatives. Transportation is intricately intertwined with social services, workforce development and community organization. A comprehensive survey of available transit and transportation options in the area has to be conducted before launching into the creation and organization of the center.  
I wish I had known that there were so many rules and regulations to comply with in order to get an FTA funded project off the ground. Depending on the scope of your project, it could take anywhere from six months - one year or longer before service provision is actually realized. Potential hurdles include the procurement process and broad community support for the project.

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#### Delmarva Community Services, Inc.

##### Dorchester JARC - One Stop - Cambridge & Easton - Trip-Based (1475)

**Service area**: Cambridge, Hurlock, Trappe, Easton (MD: Dorchester, Talbot)

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

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

**Service description**:Three deviated fixed routes from Cambridge, MD through Trappe, MD to Easton, MD. One route is Monday through Friday, one round trip per day, at 5:15 PM; one route is Saturday morning, two round trips per Saturday, at 8:45 AM and 12:45 PM; the final route serves Cambridge, MD and Hurlock, MD five days per week, morning and evening.

**Evaluation**:Standard performance measures, such as, cost per one way trip, cost per vehicle revenue mile, cost per vehicle revenue hour, one way passenger trips per vehicle mile, and one way passenger trips per vehicle hour are utilized.

**Accomplishments**: Accomplishments include the following: Significant increase in the number of trips, significant improvement in all performance measures, individuals who previously had no access to their job are able to utilize services to access jobs, and the coordination of efforts within the organization and outside agencies greatly enhances services, development of standardized procedures and forms, hired additional travel trainer, hired outreach worker to work more closely with Hispanic and Latino populations in our area, established a hot-line for Spanish speaking individuals, and developed and distributed Spanish language publications.

**Lessons learned:** We have learned it is most important to incorporate a Hispanic outreach coordinator as part of our mobility management team and would encourage any transportation provider to secure representation of the clientele they are serving within the transportation staff. While there have always been Spanish speaking individuals in our service area, we have not been completely successful enticing them to use our services. The Hispanic outreach coordinator understands their unique fears, their culture and spoke the language. In addition, the Hispanic outreach coordinator has educated transportation staff about Hispanic cultural norms, fears and language. Quickly ridership among Spanish speaking persons has grown and they have shared their experiences and encouraged others within their community to ride. We have liberated many seasonal workers who were completely dependent on their employers for limited transportation service.

##### 

##### Dorchester One Stop Center JARC - with New Freedom/Mobility Mgmt (1476)

**Service area**: Dorchester, Caroline, Kent, and Talbot Counties

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

**Goal**: Improved customer knowledge

**Service description**:The One Stop Service Center opened for operations on December 12, 2008. This is a place where citizens of Dorchester County can receive information concerning various social and family services. In addition, the One Stop Service Center is a focal point for senior citizens to learn about services that are available and how to access these services. Our agency has converted a building on our premises that was previously a store / dispatch office, and the office of Dorchester County Red Cross. This building has been renovated, serves as the One Stop Service Center, and is manned by trained staff at 40 hours per week. We have a Mobility Manager, Travel Trainer, Travel Navigator, Senior Information and Assistance Worker, Hispanic Outreach Worker, and a Community Action staff person housed within the One Stop Service Center. We have an answering machine to receive calls from persons in need when the office is closed and provide service to them as quickly as possible. While the One Stop Service Center is not a crisis prevention service, we have a menu of services and phone numbers available for people who feel they are in crisis. Other surrounding Maryland counties that benefit from this service include Caroline, Kent, and Talbot. Our agency will use what resources it has as matching funds to partner Maryland Department of Transportation to make this operation a success. Mobility Management Activities performed through the One Stop Service Center are as follows: Promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low-income individuals, Operation of call center to coordinate transportation information on all travel modes and to manage arrangements for customers among supporting programs. With the use of volunteer coordinator we provide public awareness training to various churches and civic organizations to solicit volunteers to provide assorted services. With the use of a part-time senior information and assistance worker to specifically work with senior citizens in accessing transportation through SSTAP services or ADA services, we are able to coordinate trips to enable a person to go to a variety of services included but not limited to senior services, social services, social security, food shopping and pharmacy visits. This enables the senior to navigate many potential trips which often lead to confusion and chaos. A Hispanic outreach worker works closely with the Hispanic and Latino populations in our area and makes a more concentrated effort to go into the community and provide direct interaction in their communities, churches and employers where the Hispanic/Latino population work.

**Evaluation**:The One Stop Service Center has been instrumental in ensuring success for JARC and New Freedom related activities. The staff evaluate, on an ongoing basis, and communicate with riders to determine needs. One Stop Service Center staff follow up with riders to ensure their needs are being met. Monthly staff meetings are held to examine issues and seek resolutions if needed. Quarterly reports are filed with MTA requiring up to date filing of benchmarks, etc. Staff are collecting testimonials of riders who wish to share the importance of transportation in their work life.

**Accomplishments**: Accomplishments are as follows: Contracted with MD Veteran's Affairs to provide public and specialized transportation to veterans for behavioral and mental health appointments. New Marketing Campaigns with distribution of brochures. Developed and initiated a plan to facilitate communication between employers and One Stop personnel about available transportation services to employees. Developed standardized procedures and forms for One Stop Mobility Management/Travel Training Program. Hired additional travel trainer. Hired a Hispanic outreach worker to work closely with the Hispanic and Latino populations. Established a hot-line for Spanish speaking individuals. Distributed Spanish language materials.

**Lessons learned:** Mobility Management is a unique and new transportation service. We have learned that required evaluation forms do not extract the type of interaction and service provided by mobility management. We have adapted evaluation forms to reflect the work we do and document statistics. The narrative sections of the reporting forms are very useful in reporting unique activities of our mobility management program.  
We have learned it is most important to incorporate a Hispanic outreach coordinator as part of our mobility management team and would encourage any transportation provider to secure representation of the clientele they are serving within the transportation staff. While there have always been Spanish speaking individuals in our service area, we have not been completely successful enticing them to use our services. The Hispanic outreach coordinator understands their unique fears, their culture and spoke the language. In addition, the Hispanic outreach coordinator has educated transportation staff about Hispanic cultural norms, fears and language. Quickly ridership among Spanish speaking persons has grown and they have shared their experiences and encouraged others within their community to ride. We have liberated many seasonal workers who were completely dependent on their employers for limited transportation service.

##### 

##### Upper Shore One Stop Service - JARC Information Based (1462)

**Service area**: Denton, Federalsburg, Hurlock, Easton, Wye Milles, Preston (MD: Caroline, Dorchester, Queen Anne's, Talbot)

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

**Goal**: Improved customer knowledge

**Service description**:The One Stop Service Center operates in Denton, MD. This is a place where citizens of Caroline County receive information concerning various social, family, and transportation services. In addition, the One Stop Service Center is a focal point for senior citizens to learn about services that are available and how to access these services. Our organization rents an office in Denton, MD which is serving as the One Stop Center. The One Stop Service Center is manned by trained staff 40 hours per week. We have an answering machine to receive calls from persons in need when the office is closed and provide service to them as quickly as possible. Activities performed under the One Stop Service Center are as follows: promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low-income individuals. Also, operation of a call center to coordinate transportation information on all travel modes to manage arrangements for customers among supporting programs.

**Evaluation**:Standard performance measures. The One Stop Service Center has been instrumental in ensuring success for JARC related activities. The staff evaluate, on an ongoing basis, and communicate with riders to determine needs. One Stop Service Center staff follow up with riders to ensure their needs are being met. Monthly staff meetings are held to examine issues and seek resolutions if needed. Quarterly reports are filed with MTA requiring up to date filing of benchmarks, etc. Staff are collecting testimonials of riders who wish to share the importance of transportation in their work life.

**Accomplishments**: Accomplishments include coordinating efforts with DCSDCT Dispatchers, Amy Lynn Ferris Center in Kent County, Talbot County Senior Services, and Health Departments in each county.

**Lessons learned:** It is important to determine what kind of team is needed in the service area. What kind of services would be best grouped together to achieve a common transportation goal? All staff should be cross trained to understand all responsibilities of all team members.

##### 

##### Upper Shore One Stop Service - JARC Trip Based (1410)

**Service area**: Denton, Easton, Federalsburg, Hurlock, Preston, Wye Mills (MD: Caroline, Dorchester, Queen Anne's, Talbot)

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

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

**Service description**:Four deviated fixed routes:

• Denton, Federalsburg, and Easton, MD, Monday through Friday, 7:30 AM to 4:30 PM

• Wye Mills, Easton, Hurlock, and Preston, MD, Monday through Friday, 4:15 pm until end

• Easton, MD, Saturday, 8 AM to 2: PM

• Easton, MD (Route 50 corridor) Monday through Friday, 5:05 AM to 7:15 AM

The One Stop Service Center operates in Denton, MD. This is a place where citizens of Caroline County receive information concerning various social, family, and transportation services. In addition, the One Stop Service Center is a focal point for senior citizens to learn about services that are available and how to access these services. Our organization rents an office in Denton, MD which is serving as the One Stop Center. The One Stop Service Center is manned by trained staff 40 hours per week. We have an answering machine to receive calls from persons in need when the office is closed and provide service to them as quickly as possible. Activities performed under the One Stop Service Center are as follows: promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low-income individuals. Also, operation of a call center to coordinate transportation information on all travel modes to manage arrangements for customers among supporting programs.

**Evaluation**:Standard performance measures such as cost per one way trip, cost per vehicle revenue mile, cost per vehicle revenue hour, one way passenger trips per vehicle mile, and one way passenger trips per vehicle hour are utilized.

**Accomplishments**: Accomplishments include the following: Significant increase in the number of trips, significant improvement in all performance measures, individuals who previously had no access to their job are able to utilize services to access jobs, and the coordination of efforts within the organization and outside agencies greatly enhances services.

**Lessons learned:** Ridership changes can't be predicted. Economic influences can affect behavior of riders. Surveying specific needs of employers and riders in an effort to be most efficient is an important function to be considered. In rural areas such as ours, time is an important factor when considering dead head miles and distances between stops and deviations. It is also most important to inform all dispatchers and staff involved with coordination efforts about changes as soon as possible so that they can be helpful in promoting new services such as extended hours.

##### 

##### UpperShore Sect 5316 MD-37-0010 1030-168 (1491)

**Service area**: Caroline, Kent, Talbot, and Dorchester Counties

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

**Goal**: Expanded geographic coverage

**Service description**:One small expansion vehicle and one support vehicle used for operating JARC services.

**Evaluation**:Standard performance measures such as vehicle maintenance expenses, one way trips, vehicle hours in service, vehicle miles in service, odometer readings, insurance certificate compliance, and quarterly reporting to MTA.

**Accomplishments**: Securing small vehicles is most important as these vehicles can be used to supplement existing transit routes which are limited in our rural geographic region. Using small vehicles is very cost efficient and provides greater flexibility. Regarding expansion bus, the increase in ridership is an accomplishment.

**Lessons learned:** None

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#### Harford County Transit

##### Harford Transit LINK (1214)

**Service area**: Harford County

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

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

**Service description**:The Extender Service currently serves what may best be described as the designated growth area for Harford County. The vicinity served is approximately a little over two miles outside of our designated fixed route service area. We focus our efforts on the most densely populated areas of the County which presents our customers the greatest probability to enjoy their independence by offering them the opportunity to visit most of the services provided and popular sites within Harford County.  
The Harford Transit Extender Service operates between the hours of 4 PM and 9 PM, Monday-Friday. It serves the primary transit service areas of the County: the Route 22/Route 40 corridor between Havre de Grace and Bel Air and the Route 40 corridor between Aberdeen and Edgewood, and the area bounded by those corridors. The Extender Service provides transportation to employment, health care, and educational facilities, primarily for persons with disabilities, but also serves low income wage earners and senior citizens.

**Evaluation**:Harford Transit continues to use criteria developed in the first year of the project for measuring the success of the program as follows:  
• Number of passenger trips provided by the Extender Service to persons with disabilities, low income wage earners and senior citizens  
• Number of passengers who benefit from coordinated transportation efforts that include the Extender Service  
• Number of referrals from agencies resulting in clients able to access employment opportunities through the Extender Service  
• Percent of Extender Service passengers expressing satisfaction with the quality of the service   
• Harford Transit reviews ridership data on a daily, weekly and monthly basis to ascertain if the Extender Service is performing as expected   
• The Transportation Planning Committee meets quarterly to review the status of the project and to make recommendations for changes and service adjustments  
At the end of the fiscal year, Harford Transit's Special Projects consultant evaluates the project through ridership collection, review of referral data, and interviews with key stakeholders. The consultant will prepare a report based on findings from the evaluation, which could be distributed to the Planning Committee and MTA.

**Accomplishments**: Accomplishments can be established in many forms. For example:  
• Ridership on Harford Transit's Extender Service has been steadily rising over the period of the FY 2010-2011 grant. In October of 2009 our ridership was approximately 75 trips. Ridership reached a new monthly high in October 2010 of 196 trips.   
• Without the Extender Service, late afternoon and evening transportation services for persons with disabilities are very limited in Harford County  
• A few agencies serving persons with developmental disabilities and mental health needs provide transportation after 4 PM for employment, but such service is limited to a small number of eligible clients. County residents who need specialized transportation resources such as lift-equipped vehicles are not likely to have access to them. This gap affects both the ability of this population to be self sufficient, enjoy a good quality of life and participate in community activities.  
• Example: Passenger “A” is a member of the County Commission on Disabilities. He has a disability which prevents him from driving. The Commission meets monthly, with meetings beginning at 5 PM in the afternoon in Bel Air, and ending between 6:30 PM and 7 PM, too late for Passenger "A" to catch the last bus leaving Bel Air. As a result, in the past, he has not been able to participate fully in the work of the Commission. The Extender Service enables him to attend the Commission meetings, by riding a regular route bus to Bel Air in the mid afternoon, and taking the New Freedom-financed service back home.  
• The Extender Service has also made medical transportation more available to persons with disabilities and senior citizens. This is particularly important for family members who are unable to transport their relatives because they have work hours that conflict with medical appointments.  
• Passenger “B” moved to Harford County to live with her daughter in Bel Air in 2009. She requires dialysis three times a week. The only appointment she could get was for 2 PM, and she is on the machine until 6 PM. Her daughter does not get off work until early evening. The Extender Service enables Harford Transit to transport Passenger “B” to and from her appointment, so that her daughter does not have to leave work early.   
• We also worked in partnership with the States Department of Social Services to provide job opportunities and life skill training to children in their foster care program.

**Lessons learned:** In our opinion, having a successful strategy for marketing the service to the general population (who maybe caregivers), by working with the County's Transportation Committee of the Commission on Disabilities and other partners in the disabilities field is essential.   
Providing presentations about the service and related transit opportunities available through Harford Transit to support groups, civic organizations and community clubs.   
The Coordinator for the Commission on Disabilities, working with staff of Harford Transit provides in-service training for staffs of partner agencies, with particular focus on job developers, counselors, and job coaches who work one-on-one with clients with disabilities and/or Temporary Cash Assistance clients. This training is a “Train the Trainer” model. Staff members who receive this training are equipped to assist clients and consumers of their agencies, with instruction on how to use a fixed route bus schedule, how to apply for disability passes and ADA eligibility, and how to use the Extender Service as part of an overall trip planning strategy.   
We continue to distribute brochures specially designed to publicize the services, which feature basic information about eligibility, hours of operation, and the service area.  
Harford Transit continues to market the New Freedom service by featuring it on its Web page on the County Web site.   
We even attend events that are specifically slated for people with disabilities to help market and promote the service. We recently transported customers to the “Western Hoe-Down Dance” on a Friday night. While there, we took advantage of the patrons and in many cases their parents to show them the bus, hand out applications; schedules etc. and describe the service.

#### Humanim

##### Deaf Vocational (506)

**Service area**: Howard County (MD: Baltimore, Howard)

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

**Goal**: Expanded geographic coverage

**Service description**:JJ wheelchair Van Name: 8 Balt.Co. Rides (Kriel St./Charles Street area); 32 Howard County--(2 Ellicott City area/ 14 Waterloo Rd./Blazing Brook/Calvert Dr. and several Columbia area).

**Evaluation**:The Case Manager Supervisor, and Job Coach Supervisor, Vice Pres. over Transportation Department and the Transportation Manager meet monthly and critique cost effectiveness for consumers we transport. Things considered are geographical location of each consumer, time on the van, behavioral problems, and amount of consumers we’re able to transport per van for morning and afternoon.   
The average cost per ride based on all we transport is $11 a ride. We analyze work rides and work with the employees to make adjustments with the start and ending time so we can blend with existing runs to be more cost-effective.

**Accomplishments**:

1. Increased enrollment for our programs

2. Increased vocational opportunities for clients: One of our Work Enclaves at E-Structors in Elkridge, MD (able to take two clients there five days a week to work for noon shift and return four clients from there to home at the same time we drop off the others)

3. Provide 14 work rides a day and 26 rides a day to programs

4. Provide eight rides each day for clients using wheelchairs

5. Our PRP program at Woodside has transitioned several more individuals to public transportation and set a goal to have all of the PRP clients transitioned to public transportation in the next six months

**Lessons learned:** When reaching out for consumers with severe disabilities, put the procedures in place in anticipation for how the consumer will behave on the van (worst case scenario) so the driver, client and others on the van will have a more enjoyable ride.  
Blend taking clients to work with bringing others home when it's a work enclave. We have three different times we take clients to some enclaves and two different times we take them home; thereby making it possible to use one van to take more people (as different start and end times) for work enclaves.  
Our drivers take home their vans so they can pickup clients close to where they themselves live and work their way into our building from the far out places.

##### 

#### LifeStyles of MD, Inc.

##### "Job Ready" Transit Program (499)

**Service area**: Charles County

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

**Goal**: Improved access/ connections

**Service description**:LifeStyles of Maryland’s “Job Ready” Transit Transportation Program provides eligible Charles County residents with affordable and accessible transportation services to assist with employment- and employment-related appointments. The goal of the JARC program is to assist low-income and welfare-recipient individuals with transportation services to employment and employment-related activities. This can include, but is not limited to:   
• Gaining identification documents, i.e., birth certificate, identification card, social security card  
• Travel for interviews to seek employment  
• Travel for the gathering of work-related items, i.e., uniforms, background checks, fingerprinting  
• Travel to the One-Stop Career Center and other such sources to seek assistance with employment-related activities, i.e., job search, resume development, career training

**Evaluation**:The program is monitored and evaluated by:  
• Appropriate and user-friendly client survey instruments that will gather qualitative and quantitative information   
• Quarterly provider survey instruments for volunteer drivers  
We take seriously any complaints or concerns that participants may bring forth, which include suggestions they may have to operate the program more effectively. Our participants fully believe in ride-sharing amongst each other to ensure that everyone can benefit from the program. LifeStyles will also monitor if participants require additional services that are not being addressed and take steps to link individuals with available agencies.

**Accomplishments**: Our accomplishments during July - September 2010 included the following:  
• Developed a partnership with the Charles County Department of Social Services to refer eligible persons to the program  
• Began the development of program marketing materials and application process  
• Started to fundraise for additional funds to assist with "Job Ready" program  
• Hired a part-time driver   
• Contacted existing stakeholders and partnering agencies to share confirmed grant support

**Lessons learned:** We believe in what we do, and it is essential to the services we provide. We understand the plight of this targeted population, and are committed to providing a quality service. We believe that any other recipient must have this as a central component and philosophy of their program for it to be effective. Persons and agencies must be passionate about serving others.

#### Sojourner Douglass College

##### Workforce Transportation & Referral Center (1494)

**Service area**: Baltimore Metropolitan Region (MD: Anne Arundel, Baltimore, Carroll, Harford, Howard)

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

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

**Service description**:The Workforce Transportation & Referral Center uses a coordinated approach to provide access to jobs for unemployed or low income job seekers. It provides information and training on existing transportation services; and if required, provides demand response and shuttle services when transportation needs are not served by public and private companies.   
The Workforce Transportation & Referral Center works closely with Baltimore City Department of Social Services and its vendors, as well as employers and transportation service providers, to provide clients that are Temporary Assistance for Needy families access to jobs in remote areas paying a livable wage. Most often, transportation is provided to meet the demands for second and third shift jobs, including weekends and holidays.

**Evaluation**:Customer quality assurance surveys, performance measures, subcontractor site visits, feedback from the Workforce Transportation & Referral Center's advisory board, staff performance appraisals, as well as lessons learned from previous years are used to assess the Workforce Transportation & Referral Center's operation and to seek opportunities to reduce cost, and develop strategies for sustainability.   
The Workforce Transportation & Referral Center uses the Maryland Transit Administration performance measures for operating cost per hour, operating cost per mile, operating cost per passenger trip, cost per mile, passenger trips per mile, and fare box recovery for its benchmarks.

**Accomplishments**: Some of our accomplishments consisted of creating new services to meet the demands for employees going to work for special shift assignments for the Census in Essex, Maryland, as well as meeting the ongoing demands for transportation needs for second and third shifts within the Baltimore region.  
• We conducted a customer survey and received zero non conformance; riders and partners (one who is an employer) indicated that we provide excellent customer service.  
• We also improved our performance measures (using Maryland Transit Administration's measurements for demand response services) over previous fiscal year:   
Measurement Acceptable Rating FY 2010 Jul 10 Sept. 10  
Operating Cost/ hr $30-$40 $55.91 $47.50  
Operating Cost/ mile $1.50-$2.50 $2.42 $1.91  
Operating Cost/ pass trip $9.00-$13.00 $23.06 $19.44  
Local Operating Revenue 30%-40% Not rated Not rated  
Fare Box Recovery Ratio 7%-15% 2% 4%  
Passenger Trips/ Mile 0.15-0.25 .10 .10  
Passenger Trips/ hour 2.5-4 2.42 2.67

**Lessons learned:** Coordination with key constituents (job developers, employers, job seekers and transportation service providers) is a key component to providing demand response transportation services, especially when the work schedules are nontraditional work hours. An example of this can be seen in our efforts to coordinate transportation for job seekers going to work for the Census in Essex, Maryland. If we had not worked closely with the job placement specialists, as well as had some communication with the employer (the Census) to gain a sense of what time the job seekers were scheduled to start and end their work assignments, many riders may have been stranded and perhaps even quit their jobs and our operating cost may have been greater.

##### 

#### The Arc of Howard County

##### Computer Software (2212)

**Service area**: Howard County

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

**Goal**: Improved system capacity

**Service description**:The project is to purchase a transportation manager software system that features trip reservations, scheduling, routing, route optimization, trip assigning and dispatching. The reporting component includes drivers manifest reports, passenger counts, etc. This automated system will enable the ARC of Howard County to coordinate client trips and to improve the quality of services provided to the customers.

**Evaluation**:The effectiveness of the program is monitored by the transportation coordinator. Measures include: the increase in overall coordination among agencies, increase in transportation accessibility and availability, improved efficiency in the scheduling of trips by less time spent being transported and improved maintenance of vehicles and lower maintenance costs.

**Accomplishments**: The most noteworthy accomplishment is the ability to add and delete clients on the driver's manifest.

**Lessons learned:** You should make sure you know and get what you want the software to do for your agency.

#### The BWI Business Partnership, Inc.

##### Sunrise Shuttle (1351)

**Service area**: Baltimore City (MD: Anne Arundel)

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

**Goal**: Improved access/ connections

**Service description**:Sunrise Shuttle: One way transportation for low wage workers from Baltimore City to BWI Marshall Airport employers. The service operates during the hours that public transit is not available. The initial hours of operation are Saturday and Sunday, 3 AM to 9 AM. Expansion is a planned goal.   
A JARC funded Mobility Manager has developed the program and worked with employers to participate in the program.

**Evaluation**:Our service was planned in conjunction with an Airport Employer Advisory Committee established by the Mobility Manager. That committee advised on the times service was most needed. We evaluate our effectiveness through increases in ridership, employer satisfaction, and the ability of employees to retain employment. The Mobility Manager meets individually with employers participating in the program to evaluate effectiveness.

**Accomplishments**: Having worked towards this goal, and run a "test" of the service for employees during the Christmas holidays, our major accomplishment was getting service " on the road" by the end of March for Sunday mornings, the most critical need. The second accomplishment we would note is our success at getting key airport employers to participate in the program, which we are continuing to expand.  
Innovative element: To ease the burden on employers, and maximize their willingness to participate, we encouraged the use of Commuter Check as a source of fare box collections for employers.

**Lessons learned:** 1. Many employers do not provide (or have not in the past) transit benefits for employees, and it is a lengthy marketing process to get them willing to do so, and ready and able to develop internal mechanisms for providing those benefits.   
2. The challenge of developing a 50% match for the JARC funding is a true challenge in this fiscal environment.

#### The League for People with Disabilities

##### Vocational Services Van Pooling Program (1304)

**Service area**: Baltimore/Towson Metropolitan service area (MD: Baltimore, Harford)

**Type**: Capital Investment Projects/Vanpool vehicles (purchased)

**Goal**: Improved access/ connections

**Service description**:The League for People with Disabilities Vanpooling Program for Vocational Services, Employment and Training provided lift equipped transportation services for participants with disabilities enrolled in the Vocational Services program. The intent of the project is to assist persons with disabilities to move towards self sufficiency by providing transportation to help them obtain and retain employment. We were awarded two vans that were used to provide transportation to and from job interviews and places of employment outside of the Mobility travel routes. Most important was the need to provide services at times when Mobility service was not available including early morning, mid day, evenings, and weekends and for second and third shift job hours. This service also helped with job search, placement activities, and transportation to and from job interviews, pre-employment training and job fairs.   
The grant has helped us to respond to the increasing need for expanded transit services targeting disabled persons who needed very specialized transportation services. This often becomes a limiting factor in employment for this population. The program provided demand response services. Of the 150 persons enrolled in the program, 30% directly benefited from this project, as the vans afforded expanded accessibility to job training opportunities and employment seeking efforts. During this period, 38 trips were provided. (It was projected that 50 trips per month would be provided and for the time period of this report our target was 150 trips). While we initially only met 25% of our projected target, we have seen increased usage since September 30, 2010.

**Evaluation**:The League uses the CARF (Commission on Accreditation of Rehabilitation Facilities) Standards Framework. This framework is designed to help agencies demonstrate the value of services provided. Each program at The League, including Transportation which is responsible for implementing this grant, selects performance measures across four domains (effectiveness, efficiency, access and consumer satisfaction) that reflect the values of consumers served in the respective programs. These measures are tracked. On a quarterly basis, the Director is required to report on the results to the IAC (Internal Accountability Committee), which is a standing committee of The League. The Outcome review is an interactive process that looks at various sources of program information and performance and involves a discussion of the key questions with peers, “Have the outcomes been met? Is your program successful?” This process has been in place for five years.   
The following measures were tracked for the JARC project:   
• Number of one way trips taken  
• Number of Vocational participants served  
• Number of job contacts  
• Number of job placements  
• Number of miles driven by the awarded vehicles for the project  
• Adherence to preventive maintenance schedule for the van  
For the time period requested, the results were 38 one way trips for 55 participants. The buses were driven 730 miles. There were 240 job contacts and 60 job placements. There was 100% adherence to the maintenance schedule for the buses. Barriers identified included late start up of project and internal coordination issues.

**Accomplishments**: Our greatest accomplishment is being able to provide transportation to participants that will expand their capacity to work and to find work. With the new Maryland Employment First Initiative for Persons with Disabilities, there have been many needed programming changes including expanded capacity for transportation to employment sites. We know as the program grows that more people will be able to attend work programs because of this expanded capacity to provide transportation. Although Baltimore, Maryland is in a region with very developed transportation systems, unfortunately many of our participants due to their disability are not able to take regular transportation services. In addition, many of the eligible jobs are not accessible due to location or hours served by regular transit services. This service will increase our ability to look at shift work that sometimes means late work hours for employment options.   
By increasing the fleet of vehicles available at our agency, we have been able to support increases in paratransit trips, thus increasing customer satisfaction with services here at the League. The purchase arrangement was very cost effective since the vehicle was directly purchased through MTA.

**Lessons learned:** One of the lessons learned is the importance of coordination between need and delivery. It takes coordination from all involved to make this project successful. Clear communication and planning will help to make services go smoothly. As we move forward we intend to encourage the Job Developer for Vocational Services to identify a few specific large employers so we can achieve efficiency in transporting larger groups of persons at one time to the same location. So often it came down to one or two individuals needing transportation and the program opted to use cars for agency efficiency and cost effectiveness.   
We also recognize the importance that JARC is not an endless source of funding for this service. We need as a community to work with the MTA system to fill-in the gaps with alternative strategies. Currently we work with MTA on identifying strategies to make regulate transportation services more accommodating to persons with special needs. One of our Vocational participants is representing The League and persons with disabilities on the Travel Training Advisory Committee convened by the Maryland Transit Administration. The goal of Travel Training, “Freedom in Transit” Program is to fully integrate the disabled, elderly and transitioning youth to MTA’s public transportation system.

##### 

#### Tri County Council for the Lower Eastern Shore of MD

##### JARC Voucher Program (1561)

**Service area**: Wicomico and Worcester Counties

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

**Goal**: Improved access/ connections

**Service description**:This program is designed to offer transportation services beyond those currently provided by our organization. These services will be provided through members of a consortium of transportation providers who have agreed to participate in the program. The goal of the program is to provide transportation to employment and employment-related activities for welfare recipients and eligible low income individuals.

**Evaluation**: Evaluation will be based upon ridership, customer service and agency participation.

**Accomplishments**: Final planning stages completed with good participation by agencies.

**Lessons learned:** Begin partner/agency meetings early on to assure complete understanding by everyone involved. Meetings should include potential or confirmed transportation vendors.

##### 

##### Somerset Sunday Service (1291)

**Service area**: Somerset County

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

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

**Service description**:Somerset Sunday Service provides fixed route transit service on Sundays for the citizens of Somerset County, Maryland. This is a service that runs two round trips that originates at the Shore Transit terminal in Salisbury, MD to Crisfield, MD in the southern most end of Somerset County. This service provides rides to employment and employment activities on Sundays, when no other service is available.

**Evaluation**:Evaluation of service is measured through one way rider trips and through communication with various employers in the area. This is a very new service and shows growth potential through continued education and awareness to the public and employers of this new service.

**Accomplishments**: There is a definite increase in the ridership on the Sundays this route is running. Coordination with local county officials and local nonprofit agencies that have contributed financially will assure the continued growth of this Somerset Sunday Service.

**Lessons learned:** Conduct public outreach. Encourage input from employers. Designate a vehicle and use that vehicle at all times so public will associate that vehicle with the service. Keep the financial supporters informed as to the growth and progress of the service.

#### Washington County Community Action Council, Inc.

##### CAT (Community Action Transit) (501)

**Service area**: Hagerstown, Washington, Western Maryland (MD: Frederick, Washington)

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

**Goal**: Improved system capacity

**Service description**: We have disabled/non-disabled, elderly/non-elderly and low income persons that use our fixed routes to go to work sites. We transport the disabled to work at day programs and job sites using several buses depending on the area they live, which includes Washington and Frederick counties. We offer round rides from downtown Hagerstown for low income persons that is open to the general public seeking employment or already working at the various centers located in the Hopewell Rd. area.

**Evaluation**:We are meeting goals to provide services needed to fill in the gaps in Washington County. CAC is performing services that did not exist or were going to end, by continuing the services 3,288 low income employees received transportation to work sites from July to September 2010. During the 12 months 3,821 disabled and/or elderly were provided transportation to and from work sites. Coordinating services with local agencies have made possible trips that would otherwise be denied. From the various monitoring (mileage, attendance etc.) we measure growth, costs, necessary training and many other valuable measures to identify the project’s success.

**Accomplishments**: Our transports to and from job sites strive to meet the needs of the low income individuals that would otherwise have no other means of transportation to and from work related activities or jobs. The need is great and to be able to continue the service without interruption has accomplished a much needed service in Washington County. The services to the disabled/non-disabled, elderly/non-elderly have made possible transportation for the individuals that live in the remote areas to have access to transportation to various work sites in Washington County, that would otherwise have no means of transportation services.

**Lessons learned:** Make sure you partner with local agencies to utilize transportation to the fullest extent of services without duplication. Meet all required qualifications for the fleet and staff, monitor your services to make sure you are meeting the consumers needs.

##### 

## Pennsylvania

### Pennsylvania Department of Transportation (1429)

#### Centre Area Transportation Authority

##### CATACOMMUTE Program (1336)

**Service area**: Centre County

**Type**: Capital Investment Projects/Vanpool vehicles (purchased)

**Goal**: Improved access/ connections

**Service description**:The vanpool program provides an option for groups of 12-15 commuters to rideshare. CATA provides the van, gas, maintenance and insurance for a monthly fee that is distributed among the riders. Nineteen vanpool groups currently travel from the Philipsburg, Tyrone, Altoona, Lock Haven, Lewistown and Penns Valley areas.   
The RideShare program includes a 10-county area, offering assistance in finding matches for carpool and vanpool transportation options coming into or out of the State College area. A Guaranteed Ride Home program offers rides back home in the event of an emergency for those in registered carpools or vanpools.

**Evaluation**:Data is collected monthly from vanpool groups and the RideShare system. Total number of miles traveled, ridership, trips, and new registrations are examined to ensure that the program is operating at a level that sustains the vanpool program (must have seven or more riders monthly) and indicates growth within the ride matching database.

**Accomplishments**:

•2009 Recipient of the Governor’s Award for Local Government Excellence  
•The vanpool program directly contributed to 1.9 million miles less traveled, 57,450 fewer cars on the highways; and according to EPA standards, 95,000 gallons of gas were saved and 1.8 million less pounds of CO2 were emitted into the air.

**Lessons learned:** My advice would be to reach out to another program that has been established for a few years and find someone who is willing to be a mentor; visit websites of other programs to see what they do; and ask lots of questions. I did a lot of research, about six months’ worth, and was very fortunate in finding several very experienced people who were more than willing to help me with every aspect. As a result, I did not find any “surprises” when we started the program.

#### Erie Metropolitan Transit Authority

##### JARC Operating Assistance - Shared Ride Service (1331)

**Service area**: Erie County

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

**Goal**: Expanded geographic coverage

**Service description**:The project allows the Transit Authority to provide service designed to transport welfare recipients and low-income residents of urban, suburban, and rural areas to employment opportunities. This service fills the gaps that exist in many areas between where people live and employment sites. Most of the current service takes workers from the urbanized area of Erie to manufacturing jobs located in suburban areas such as Lake City, Fairview, and North East.

**Evaluation**:We track the total number of one way trips to evaluated ridership success. We benchmark between 2,900 to 3,500 one way trips as a performance goal. For FFY 10, 36,631 trips were performed.

**Accomplishments**: Many riders are repetitive month after month, which indicates a willingness to continue employment. The employers have actually hired some riders on a full-time basis, in part due to the fact that they could consistently access their employment opportunities.

**Lessons learned:** Working with employment placement agencies, we have, from the beginning, required them to help subsidize the cost of the service. “Independent” riders who are not associated with the employment agencies are required to pay the standard fare.

##### JARC Shared Ride Service - Capital Equipment (1332)

**Service area**: Erie County

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

**Goal**: Expanded geographic coverage

**Service description**:The project allows the Transit Authority to provide service designed to transport welfare recipients and low-income residents of urban, suburban, and rural areas to employment opportunities. This service fills the gaps that exist in many areas between where people live and employment sites. Most of the current service takes workers from the urbanized area of Erie to manufacturing jobs located in suburban areas such as Lake City, Fairview, and North East.

**Evaluation**:We track the total number of one way trips to evaluated ridership success. We benchmark between 2,900 to 3,500 one way trips as a performance goal. For FFY 10, 36,631 trips were performed.

**Accomplishments**: Many riders are repetitive month after month, which indicates a willingness to continue employment. The employers have actually hired some riders on a full-time basis, in part due to the fact that they could consistently access their employment opportunities.

**Lessons learned:** Working with employment placement agencies, we have, from the beginning, required them to help subsidize the cost of the service. “Independent” Riders who are not associated with the employment agencies are required to pay the standard fare.

#### Mid-County Transit Authority

##### MCTA/TACT Extended Evening Service (1308)

**Service area**: Kittanning (PA: Armstrong)

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

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

**Service description**:The late night route (Blue line) serves the hospital and the main retail corridors in the Kittanning service area. The hospital has 45 departments, two of which work shifts that the TACT route serves. The hospital has about 1,000 jobs, many that are mostly filled by support staff that works shifts. The retail corridor consists of hundreds of jobs at two shopping centers (Franklin Village and Hilltop Plaza) that include a Shop and Save, Foodland, Big Lots, Wal-Mart and fast food restaurants like Wendy’s, McDonalds, Ponderosa and A&W/Long John Silver’s. The project’s service area is from downtown Kittanning from the transit center into West Kittanning, serving the retail area in East Franklin and culminating at the hospital. The reverse trip heads back downtown along the same routing.

**Evaluation**:Customer need within the community is the primary evaluation tool used to measure this program. The need for transportation for low income and transit-dependent riders is vital to many in securing and maintaining employment within this economically depressed area.

**Accomplishments**: Polling existing riders and the human resource department at the hospital, we were able to adjust our route schedules by 15 minutes at the beginning and end of the day will gain riders on both first and second shift, both at the hospital and retail outlets alike. The success of the PwD program has also opened the door for employment opportunities for several new riders that are taking advantage of the service.

**Lessons learned:** To understand the fluidity of shift changes more so that riders’ needs may continue to be met in the changing job market as their transportation needs change. Also to realize the importance of developing and maintaining relationships with key employers along the service routes to ensure communication stays current regarding customer needs.

#### Schuylkill Transportation System Authority

##### STS - Welfare to Work Program (1335)

**Service area**: Schuylkill County

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

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

**Service description**:Schuylkill Transportation System provided transportation to clients that were transitioning off of public assistance and back into the workforce throughout Schuylkill County. The process for transportation services began at the local Career Link offices where a clients eligibility to meet income and dependant guidelines was verified. The application is then screened to determine if the shared ride van or fixed route tickets would provide the most efficient means of transportation for each client. A client that is approved for fixed route tickets would be issued an appropriate amount of tickets (typically two weeks’ worth) from the Career Link and be instructed on returning for additional tickets. A client that is approved for shared ride van service has their application forwarded to STS’s Master Scheduler to determine the feasibility of the trip. Certain trips, such as trips with varying hours or extensive distances, are denied due to their cost impact on the program’s limited budget. Those trips that can be efficiently serviced, and thereby provide the most service with the funds given, are approved and scheduled for transportation. Clients are permitted three months of service along with one additional month of service with co-payment required before it is expected that they will be able to provide their own transportation.

**Evaluation**:Each month ridership is compared against cost for the program in an attempt to provide the most service with the allotted budget. We also work with local leaders and program managers throughout the year and at quarterly Transportation Advisory Committee (TAC) meetings to determine the overall effect. Adjustments are made to income levels that can be accepted for transportation, length of service, and general program administration throughout the year and in conjunction with the Career Link.

**Accomplishments**: The greatest accomplishment in our program is the amount of service that we are able to provide with the funding that is available. I believe this efficiency is brought about by combining the efforts of our staff at STS along with other county agencies. The limited amount of time that each client is afforded also ensures that the program is used to transition clients from welfare to work, as the program intended.

**Lessons learned:** Work with your local officials and other agencies, such as the Career Link. The amount of time necessary to manage a program such as this cannot be completely funded through JARC. It is necessary to work with others in your community to make the best use of the funds that are available. Always remember that there are many folks hurting out there and it is your ability to work with others and manage these funds prudently to avoid abuses and ensure availability to those that need it the most.

#### STEP, Inc.

##### Western Lycoming County Route Expansion (1329)

**Service area**: Lycoming County

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

**Goal**: Expanded geographic coverage

**Service description**:River Valley Transit operates a route/point deviation service ¾ of a mile from any RVT fixed routes within the Hughesville-Muncy-Montgomery fixed route service area. This service is targeted to accommodate work trips for individuals that need transportation to and from the Reach Road Industrial Park. This deviated fixed route service is provided Monday through Friday to the boroughs of Hughesville, Muncy, and Montgomery, as well as to the townships of Clinton, Wolf, Muncy, Muncy Creek and Fairfield, from 6:30 AM – 9:15 AM and 2:30 PM – 5 PM.

**Evaluation**:Ridership Stability-Number of riders and consistency of ridership. The potential of the route to become self-sustaining.

**Accomplishments**: The route has been established to a point where flexibility and expansion are now part of the implementation of the route.

**Lessons learned:** I would recommend that projects ensure that all partners involved are coordinated in order to ensure positive implementation. Logistics can create issues for implementation, but positive partnerships help reduce barriers.

## West Virginia

### West Virginia Department of Transportation (1501)

#### CHANGE, Inc

##### JARC -Capital (2668)

**Service area**: Marshall County

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

**Goal**: Improved system capacity

**Service description**:The Change Inc. JARC service targets and transports individuals living in Marshall County of WV to and from their place of employment, in order to assist residents in obtaining and maintaining employment and self sufficiency.

**Evaluation**:Change Inc., senior management and program manager monitor the JARC program operation and fiscal stability on daily basis. Routine analysis of ridership needs are examined to assure that customers needs are being met for all counties served. Satisfaction surveys are distributed to customers which help to assist in determining needs. Time studies are looked at initially to determine how to best utilize personnel and vehicles. Change, Inc. sets an annual goal for ridership and tracks that ridership using an intake system known as WVFACS PRO.

**Accomplishments**: To continually be able to provide reliable transportation for those individuals employed or seeking employment within the service area.

**Lessons learned:** Program resources are limited, especially with regard to vehicles and partnering with other transit related programs to assist more customers. So meeting the needs as efficiently as possible is very important.

##### JARC -Operating (2667)

**Service area**: Hancock County (WV: Brooke, Hancock, Marshall)

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

**Goal**: Improved system capacity

**Service description**:The Change Inc. JARC service targets and transports individuals living in Hancock, Brooke, and Marshall Counties of WV to and from their place of employment, in order to assist residents in obtaining and maintaining employment and self sufficiency.

**Evaluation**:Change Inc., senior management and program manager monitor the JARC program operation and fiscal stability on daily basis. Routine analysis of ridership needs are examined to assure that customers needs are being met for all counties served. Satisfaction surveys are distributed to customers which help to assist in determining needs. Time studies are looked at initially to determine how to best utilize personnel and vehicles. Change, Inc. sets an annual goal for ridership and tracks that ridership using an intake system known as WVFACS PRO.

**Accomplishments**: To continually be able to provide reliable transportation for those individuals employed or seeking employment within the service area.

**Lessons learned:** Program resources are limited especially with regards to vehicles and partnering with other transit related programs to assist more customers. So meeting the needs as efficiently as possible is very important.

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#### Kanawha Valley Regional Transportation Authority

##### JARC -Operating (2676)

**Service area**: Kanawha County

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

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

**Service description**:The KRT JARC service will be utilized to maintain existing fixed route service in the Southridge, Dudley Farms and Trace Fork area. The service will continue to serve and implement new fixed route bus service as warranted to link low-income individuals and welfare recipients to employment centers throughout the Kanawha Valley Regional Transit Authority's service area. The service is provided seven days a week, Monday through Friday 5:45 AM to 11:25 PM, Saturdays from 7 AM to 9:25 PM and Sundays from 10 AM to 6 PM. This service is accessible to connect with the transit mall which can be accessed by all the other routes for easy access to employment in all areas of Kanawha County.

**Evaluation**:Kanawha Valley Regional Transportation Authority (KRT) utilizes rider surveys, software and electronic fare box technology to evaluate its service.

**Accomplishments**: Being able to provide public transit to an area that has become the largest employment center outside the city of Charleston has allowed low-income residents of Kanawha County continued access to employment opportunities.

**Lessons learned:** Maintain some flexibility with respect to setting up routes, scheduling and employer needs. Getting input from business and developing relationship with the city and other municipal partners will assist with future negotiations.

#### Mountain Line Transit Authority

##### JARC/NF -Operating (2672)

**Service area**: Morgantown (WV: Monongalia)

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

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

**Service description**:Monongalia County Urban Mass Transit Authority dba Mt. Line's JARC service is a continuation of existing JARC deviated fixed route service that operates Monday through Saturday. The service connects the Evansdale, Ruby Hospital, downtown Morgantown and Westover commercial corridor. The service is a primary connector to major employers in the service industries such as retail, food and medical services. The JARC service provides access for shift work and evening jobs.

**Evaluation**:Monongalia County Urban Mass Transit Authority dba Mt. Line utilizes rider surveys, software and electronic fare box technology to evaluate its service.

**Accomplishments**: Being able to grow with the city of Morgantown and the University has enabled the agency to continue to provide needed services and be a valuable resource in the community.

**Lessons learned:** Having a transportation plan and process in place to implement and make changes is very important. Having a good relationship with community and its jobs sector is a good idea.

#### Raleigh County Community Action Association

##### JARC -Operating (2664)

**Service area**: Raleigh County

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

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

**Service description**:RCCAA's JARC service is designed to aid low-income individuals by providing them transportation to and from employment and employment related activities in order to obtain and maintain employment. RCCAA operates its service from 6 AM to 12 AM, Monday through Saturday.

**Evaluation**:The service is evaluated by utilizing DBA FACS pro system. This allows RCCAA to track clients, destinations, and number of boardings.

**Accomplishments**: That riders or clients were not only able to get where they need to go but to ensure their self sufficiency through employment and employment opportunities.

**Lessons learned:** A lesson learned would be to make that a good transit plan is in place that is responsive to the community’s needs.

##### JARC Capital (2666)

**Service area**: Raleigh County

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

**Goal**: Improved system capacity

**Service description**:The RCCAA JARC program is designed to aid low-income individuals by providing them with transportation to and from employment and employment related activities.

**Evaluation**:RCCAA evaluates its JARC project by the use of DBA FACS Pro system. The system allows for the tracking of vehicles and client trips based on destinations and actual boardings. As it relates to this specific vehicle's purchase, data is not available for the specific vehicle but is available for the JARC program.

**Accomplishments**: To continue to provide service to the community that is very much needed to sustain a level of self sufficiency.

**Lessons learned:** To have transportation plan in place for the agency and polices to deal with contingencies and situations.

#### Tri-State Transit Authority

##### TTA JARC-Operating (2670)

**Service area**: Cabell County

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

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

**Service description**:The TTA JARC service will continue to expand its mass transit service in the areas of Huntington and Cabell County that were not served by a regular route service prior to 2000. In addition to the expanded service route, night service along the same route make up the JARC service.

**Evaluation**:The Tri-State Transit Authority (TTA) utilizes rider surveys, software and electronic fare box technology to evaluate its service.

**Accomplishments**: Being able to provide a much needed service and extended hours to areas that contain employers and retail nodes fulfills community need.

**Lessons learned:** Having a transportation plan and process in place to implement and make changes is very important. A good relationship with community and its jobs sector is a very good practice as well.

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