



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region V**

**Illinois, Ohio, Minnesota, Wisconsin, Indiana, and Michigan**

**October 2011**

**FTA-08-0162**

JARC FY 2010 Service Profiles: Region V

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*Prepared by:*

Commonwealth Environmental Services, Inc.

1419 25th Street

Newport News, VA 23607

TranSystems Corporation

38 Chauncy Street, Suite 200

Boston, MA 02111

*Prepared for:*

Federal Transit Administration

U.S. Department of Transportation

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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

## Illinois

### Commuter Rail Division of Regional Transportation Authority (5005)

#### Commuter Rail Division of Regional Transportation Authority

##### Sunrise Express (Union Pacific North) (1341)

**Service area**: Northeastern Illinois (IL: Cook, Lake)

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

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

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

**Evaluation**:In evaluating performance, emphasis is placed on quantifiable measures with daily ridership being the key indicator of success. During the 12 month period ending September 30, 2010, the Sunrise Express averaged 304 daily passengers and the earlier inbound train averaged 67 daily passengers for a daily total average of 371 passengers, reflecting a 3.89% decrease compared to average ridership at September 30, 2009. While not quite at the level desired, the average ridership remains strong suggesting the importance of the Sunrise Express in providing access to jobs for Chicago's residents. Metra has also evaluated performance via passenger surveys, documenting the importance of this service particularly for transit dependent populations. Surveys reveal that as many as 33% of respondents do not have access to a private auto for their work trip. Surveys also illustrate a regular pattern of use with nearly 80% of respondents reporting that they rely on the Sunrise for daily transportation to their jobs.

**Accomplishments**: Certainly, ridership is the most apparent accomplishment and levels reached strongly suggest long term viability and sustainability of the Sunrise Express. Also of note is the number of private companies that contribute to the success of the service by providing or partnering on connecting shuttle services so employees can reach job sites from destination stations. Through the Transportation Management Association of Lake Cook, more than 10 companies partner on shuttles serving Braeside and Lake Forest. Through the Conway Park Business Owners Association, another cluster of companies receive connecting services at Lake Forest. Also, at Lake Forest, Lake Bluff, North Chicago, Great Lakes and Highland Park a number of employers provide private services for their own employees. These partnered and private routes add to the strong network of public bus routes connecting the Sunrise Express to job destinations in Highland Park, Waukegan and Evanston. Additionally, we view our outreach work as an accomplishment for through this we are able to keep employers engaged in the active promotion of this service and we are able to reach the general public to raise awareness about job opportunities and access to jobs in the northern suburbs. Finally, Metra's success in the operation of this service is well documented by the reliability of the service. Operating now for 45 consecutive months (at September 30, 2010), only one day has service been disrupted causing passengers to take a later train. This degree of reliability is vital to retention of jobs by those who rely on this service.

**Lessons learned:** With significant past experience with various JARC funded and other reverse commute projects, Metra was well prepared to achieve success with the Sunrise Express. For other organizations planning and implementing JARC projects, we recommend the following: 1. The project should serve a job market of various skill levels. That is, in order to be sustainable over time, there should be both entry level jobs as well as an assortment of positions that require graduated and varied levels of knowledge/skills/abilities. 2. Also, density of the destination job market is crucial in attracting a critical mass for fixed route JARC services. 3. Project partners/sponsors must be committed to promoting the service via all available outreach modes. Outreach for JARC projects is well suited to targeted individual efforts that include public transit events as well as meetings/mailings/outreach to job developers, individual employers and public/civic officials/organizations along the route. 4. Set benchmark goals and closely monitor performance to readily identify, evaluate and respond to concerns such as low ridership. This includes quantifying daily ridership and conducting periodic passenger surveys. 5. Keep all partners involved by providing periodic reports on ridership, outreach activities and other.

##### 

### 

### Regional Transportation Authority (1888)

#### Dupage County

##### Ride Dupage: Transportation to Work (1239)

**Service area**: DuPage County

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

**Goal**: Improved access/ connections

**Service description**:The Ride DuPage Transportation to Work program is demand responsive curb-to-curb service that transports persons with developmental disabilities back and forth to work. Service is available 24 hours per day, seven days per week. The primary service area is DuPage County, Illinois. Each trip must either originate or terminate within the county boundaries, however the vast majority of trips are entirely within the county.

**Evaluation**:Service quality is measured by on-time performance, late and missed trips, and number of complaints. Service efficiency is measured by cost per trip, cost per mile, and farebox recovery ratio. Service effectiveness is measured by the number of clients served.

**Accomplishments**: A recent survey of riders indicated that approximately 70% would be unemployed were it not for the transportation service provided to their work place. These individuals simply have no other transportation options available to them.

**Lessons learned:** Coordinating trips is relatively simple. Coordinating funding is extremely hard. Therefore if I were starting a service like this over again, I would spend more time and energy advocating for a single, stable, funding source.

#### Safer Foundation Ride to Work

##### Safer Foundation (2116)

**Service area**: Chicago Metro Region (IL: Cook, DuPage, Kane, Lake, McHenry, Will)

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

**Goal**: Expanded geographic coverage

**Service description**:Transportation services to Greatlakes Naval Base for employment. The population in which Safer serves is the ex-offender population. Persons have attained a position in the food service sector.

**Evaluation**:Evaluation at the Safer Foundation is based on retention benchmarks. We currently measure at 30 days, 90 days, 180 days and one year of employment. In addition recidivism rates are also measured.

**Accomplishments**: Getting this innovative project off the ground and getting the clients back into the workplace.

**Lessons learned:** The planning process and the service

##### 

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

#### Rock Island County Metropolitan Mass Transit District

##### Route 70 (2062)

**Service area**: Rock Island County

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

**Goal**: Improved system capacity

**Service description**:Route 70 extension to Milan and SW Rock Island-Moline Industrial Park: This extension of service provided transportation opportunities to low income and unemployed individuals to employment areas not previously reached with previous route service and also provided connections to major transfer centers in RICMMTD (MetroLINK) service area. The expanded transit service also provided opportunity for first and second shift employment access. Increased transit mobility from low income and minority areas of the QCA enhanced economic status by provision of low cost transit between impoverished areas and employment centers for increased job opportunities.

**Evaluation**:Evaluation was derived from ridership numbers. Route 70 ridership increased from 119,806 in FFY 2009 to 174,833 in FFY 2010, an average of 487 riders per day. This ridership increase is attributed directly to the Route 70 Extension.

**Accomplishments**: Working with area communities and employment centers to identify ways public transit could assist in achieving economic, environmental and personal benefits to increase mobility of low income and minority area residents to enable access to employment centers and job opportunities. This route also serves medical facilities, recreation, shopping and educational areas. Increasing public awareness on how using public transit is a viable alternative to using the automobile and reduces pollution.

**Lessons learned:** Work with your community leaders and employment centers to see how the provision of public transit services can assist them and their employees or the acquisition of new employees.

### Rockford Mass Transit District (1186)

#### Rockford Mass Transit District

##### Machesney Park Industrial Area (1100)

**Service area**: Machesney Park (IL: Winnebago)

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

**Goal**: Expanded geographic coverage

**Service description**:THIS This service was an addition to the north end of the Alpine Crosstown Route 20 to provide access to jobs in the industrial area north of 173 in Machesney Park. And additional 1.4 miles were added to the end of the route.

**Evaluation**: We are tracking ridership through fareboxes. Unfortunately, the fareboxes were not working properly for the first few months of the project and we were unable to extract ridership data.

**Accomplishments**: Drivers indicate that riders are using the service to access jobs in the industrial area.

**Lessons learned:** Test the fareboxes before the services starts to make sure the buttons are tabulating correctly.

### Suburban Bus Division - RTA (5118)

#### Suburban Bus Division - RTA

##### Regional Call Center (2389)

**Service area**: Kane and DuPage Counties (IL: DuPage, Kane)

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

**Goal**: Improved system capacity

**Service description**:The Regional Call Center was a mobility management component of the demand response transportation that managed the reservations, scheduling, trip facilitation, trip inquiries, performance of service on the street, travel planning, trip data management and trip brokering.

**Evaluation**:Bookings per hour – 20; Average hold times - no more than 150 seconds; call durations - less than two minutes.

**Accomplishments**: Greatest accomplishment was the development of an efficient operating model that allowed for effective use of staff. Utilizing the technology that enabled us to monitor quality/performance measures and improve service. The reports that were developed to provide a check and balance for service on the street and data management is an innovative way to maintain the quality of service in real time. This allowed us to anticipate any upcoming problems (traffic, weather, no-show riders, late transfers, etc.) and fix them before the trip is performed.

**Lessons learned:** This type of comprehensive mobility management is extremely sophisticated. It's important to invest time in training and maintain on-going training for the service provider. Make sure training and trip planning is included in the service providers operating model.

##### 

##### Regional Call Center (2386)

**Service area**: Kane County (IL: DuPage, Kane)

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

**Goal**: Improved access/ connections

**Service description**:The Regional Call Center was a mobility management component of the demand response transportation that managed the reservations, scheduling, trip facilitation, trip inquiries, performance of service on the street, travel planning, trip data management and trip brokering.

**Evaluation**:Bookings per hour – 20; Average hold times - no more than 150 seconds; call durations - less than two minutes.

**Accomplishments**: Greatest accomplishment was the development of an efficient operating model that allowed for effective use of staff. Utilizing the technology that enabled us to monitor quality/performance measures and improve service. The reports that were developed to provide a check and balance for service on the street and data management is an innovative way to maintain the quality of service in real time. This allowed us to anticipate any upcoming problems (traffic, weather, no-show riders, late transfers, etc.) and fix them before the trip is performed.

**Lessons learned:** This type of comprehensive mobility management is extremely sophisticated. It's important to invest time in training and maintain on-going training for the service provider. Make sure training and trip planning is included in the service providers operating model.

##### 

##### Ride In Kane (2283)

**Service area**: Kane County

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

**Goal**: Expanded geographic coverage

**Service description**:The Ride In Kane service is a coordinated project that consisted of buses and taxi transportation providers. There were between 9 to 12 bus routes and 15 to 20 taxis providing daily service. The vehicles were wheelchair accessible and ambulatory. It's a 24/7, shared ride, curb-to-curb, demand response service. Service providers are brokered to the lowest cost provider and fares for the riders are determined by each participating sponsor. This is a transportation platform that was developed to go above and beyond ADA service and is available to municipal agencies or private human service organizations provided that the riders are eligible under the terms of the grant.

**Evaluation**:The performance measures are based on bus productivity - 1.6 trips per hour, on-time performance - taxi and bus 95%.

**Accomplishments**: The greatest accomplishment with this program is that costs were reduced by 5.7% from 2009 to 2010. Riders who used the program increased by 15% due to the low cost fare.

**Lessons learned:** Utilize taxis and buses and the lowest cost provider brokering method

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

#### Greater Peoria MTD

##### Bartonville Express (2106)

**Service area**: Peoria and Bartonville (IL: Peoria)

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:This project was evaluated on the number of passenger trips.

**Accomplishments**: The ridership numbers for this service surpassed to FFY 2009 numbers in just five months.

**Lessons learned:** Because there was never service between these two cities, the idea of transit has been slow to develop with the public. A marketing campaign that was started in May 2010 should continue to build public knowledge of the service.

##### Bartonville Express Marketing (2114)

**Service area**: Peoria and Bartonville (IL: Peoria)

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

**Goal**: Improved customer knowledge

**Service description**:This marketing campaign was for the Bartonville Express route that runs between the city of Peoria, IL and the suburb of Bartonville. This service is focused on commuters, with limited stops.

**Evaluation**:This project is being evaluated by the increase in ridership for the route.

**Accomplishments**: Since the beginning of the marketing campaign, average monthly ridership has increased nearly 32%.

**Lessons learned:** When introducing transit service to an area that has never had service before, marketing is vitally important.

##### Illinois Central College Express (2104)

**Service area**: East Peoria (IL: Peoria, Tazewell)

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

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

**Service description**:This project is Saturday service between the cities of Peoria and East Peoria, IL. The two major destinations that this route serves are Illinois Central College (ICC) and Par-A-Dice Casino. ICC is a junior college with over 11,000 students attending the East Peoria campus. Par-A-Dice Casino employs many low to moderate income persons during non-traditional work hours. This route also serves a shopping areas in East Peoria, that includes a Wal-Mart and several restaurants. This service is a continuation of service that was funded beginning in FFY 2007.

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

**Accomplishments**: This service is continuing to grow in ridership and has become an important part of our transit system. FFY 2010 saw a ridership increase of nearly 50% over FFY 2009.

**Lessons learned:** It is important to provide transportation to persons who do not work traditional work hours, and to reach out to those employers to promote the service to their employees.

##### 

##### Peoria - Pekin Connector (2107)

**Service area**: Peoria and Pekin (IL: Peoria, Tazewell)

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

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

**Service description**:Pekin is a suburb of about 33,000 and the second largest city in the Peoria, IL metro area. Pekin is not a member of the Greater Peoria MTD (CityLink), but CityLink has provided service to Pekin for a number of years on a contractual basis. This service increases the number of round trips between Peoria and Pekin to 12 times a day.

**Evaluation**:Ridership numbers

**Accomplishments**: As more people have become aware of the increased number of trips, ridership numbers have significantly increased. FFY 2010 saw a nearly 173% increase in ridership over FFY 2009.

**Lessons learned:** As this service has continued to gain popularity, we are hoping that JARC funding can continue for the service.

##### 

## Indiana

### Bloomington Public Transportation Corporation (1909)

#### Bloomington Public Transportation Corporation

##### Late Weeknight Fixed route Service (535)

**Service area**: City of Bloomington (IN: Monroe)

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

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

**Service description**:The JARC-funded service provided by the Bloomington Public Transportation Corporation in 2010 included extended late weeknight hours on five different routes including the 1 Fee Lane/S. Walnut; 2 S. Rogers/W. 11th Street; 3 Highland Village/College Mall; 4 Bloomfield Road/Sherwood Oaks; 5 Sare Road. Hours were extended on routes 1 through 4 to operate from 9 PM to 11:35 PM. Hours were extended on the Route 5 to operate from 8 PM to 11:05 PM. These routes were all downtown-oriented radial routes that arrived and departed from downtown Bloomington at the same time so as to enable easy and convenient transfers between routes.

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

**Accomplishments**: Ridership in 2010 was 43,636 which represents 1.35% of total system ridership for the entire year. Especially significant was the fact that an average of 227 passenger trips were made per day as a result of the JARC-funded service expansion. The provision of late weeknight transit service has enabled people in the community to access jobs, education, entertainment, health care, and recreation after the 8-9 PM hour.

**Lessons learned:** Working with our union to change some shifts from five day to four day to implement the late night runs.

### City of Evansville (2565)

#### City of Evansville

##### Shoppers Shuttle, East Connection (1967)

**Service area**: Evansville (IN: Vanderburgh)

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

**Goal**: Expanded geographic coverage

**Service description**:The Shoppers Shuttle, East Connection routes provide transportation opportunities between METS transfer points, business, shopping, housing, and College and Technical schools. The Shoppers Shuttle is a fixed route service Monday through Friday, 6:45 AM to 6:15 PM, that has been extended to provide opportunities to developing business, housing, shopping, healthcare, ITT Technical Institute, also a mutual transfer point with a neighboring county's transportation system (WATS). Allowing greater opportunities for the public from Evansville, Vanderburgh County and Warrick County.   
The East Connection, a point deviation service operated Monday through Saturday, 6:15 AM to 12:15 AM, has been extended to provide service to the developing business, shopping, Harrison College, and housing.

**Evaluation**:Daily and monthly reporting of ridership and total miles reported.

**Accomplishments**: Providing service to developing businesses, shopping, housing, and the mutual transfer point with the neighboring county's transportation system.

**Lessons learned:** No advice to offer at this time. Project has progressed as planned.

### Fort Wayne Public Transportation Corp. (1191)

#### Fort Wayne Public Transportation Corp.

##### Route 7/7a (1434)

**Service area**: Fort Wayne (IN: Allen)

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

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

**Service description**:The JARC-funded service provided during FFY 2010 was increased service frequency (1/2 hour service) on Route 7/7a. One of the goals of the project is to improve low income individuals' access to employment and related activities and to transport residents of targeted urban areas to employment and services outside of their residential area. Route 7 is designated by the JARC plan as a disadvantaged area requiring residents to commute outside of the area to access jobs. Increasing frequency of service from areas where people live but do not have jobs available to areas where jobs are developing will strengthen the economic picture of the entire community. Another goal for this service is to inform the public about transportation services to get to work, job training, child care and other services as effectively as possible.

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

**Accomplishments**: Ridership on Route 7/7a continues to increase since the 1/2 hour service was implemented. There were an additional 5,929 riders on the route in 2010 compared to 2009, a 3% increase. Total ridership on Route 7 for FFY 2010 was 174,988. This increase over 2009 ridership is particularly noteworthy as overall system ridership decreased by 13% during that time period. FWPTC (Citilink) has been very active over the past two years informing the public about the benefits of using public transit to access jobs and education. Specific JARC related activity includes outreach to Ivy Tech, IPFW, Indiana Institute of Technology and University of Saint Francis. Utilizing CMAQ and university funding, Citilink initiated a circulator route linking campuses to housing and shopping in the NE Anthony Blvd. corridor. This has improved access in this area. Discounted Citilink monthly bus passes have helped Ivy Tech and IPFW students, faculty and staff use Citilink fixed routes to connect to jobs and education. Citilink also produced a video and held live presentations regarding travel training to Hispanic and Burmese groups in Fort Wayne in an effort to help these groups assimilate into the local community. The training assists these new groups in getting to educational facilities, jobs, social service agencies, medical appointments and shopping. A new transit center, Hanna Creighton, was established in 2005 to serve as a hub and transfer point for three Citilink routes (5,6,7). This neighborhood transit center serves an underprivileged area and coordinates with Fort Wayne Urban League programs, Brown Mackie College classes and Hanna Creighton Neighborhood activities. Route 7 was also extended to serve the revitalized Southtown Center commercial district. This service change reduced the number of transfers required to access major destination points; thus, improving service quality and dependability which are key factors for employment related transportation.  
The Joblink page on Citilink's website provides valuable information to employees and employers to help access jobs and provide transit as a workplace benefit. Link to www.fwcitilink.com/joblink.

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

### Gary Public Transportation Corporation (1200)

#### Gary Public Transportation Corporation

##### University Park (35th Avenue Fixed Route Service) (1868)

**Service area**: Gary/Merrillville/Hobart (IN: Lake)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC service was created based on the expressed need to connect passengers in the GPTC system to job and training opportunities in the Glen Park area of Gary and the adjacent suburbs of Merrillville and Hobart. In particular, it was designed to provide transit to:  
1) Employed users of a facility for the disabled  
2) Students of two colleges, that have received an influx of students due to the recession   
3) Residents using WorkOne unemployment and training facilities that are also served by the service in question

**Evaluation**:This service has been monitored for 1) use at three main training/education centers, 2) the generators covered, and 3) ridership.  
1) Activity has been monitored at two colleges and a center for the disabled, served by the JARC service. Use at the latter has yet to be fully realized due to mobilization delays at the facility.   
2) The number of generators - including the aforementioned facilities and job/education opportunities in the suburban communities - have been expanded as the service area was studied. GPTC staff feels that an optimized set of job centers has been achieved, including facilities that, during planning, requested service for job creation.  
3) Ridership: Ridership has been monitored on this route on a monthly basis.

**Accomplishments**:

1) Activity at key centers: Activity has been strong at the two colleges on the JARC system. The institutions on the system have a sense of "ownership" with the route that serves their neighborhood.  
2) Generators: This project has brought new fixed route service to a key area of job creation that not only had seen a large increase in employment but had contained companies that have actively identified transportation as an impediment for its job-seekers.  
3) Ridership: From the start of the route through the end of CY 2010, ridership almost tripled on the service in question.

**Lessons learned:** Active, dynamic planning should be undertaken both before and after any service has begun, to gain maximum benefit from the grant's funding. Additionally, dialogue with target generators can facilitate this.

### Greater Lafayette Public Transportation Corporation (1194)

#### Greater Lafayette Public Transportation Corporation

##### (3) Route Extensions/IU Health Arnett Hospital (1606)

**Service area**: Lafayette (IN: Tippecanoe)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 7 - State Road 26 East to IU Health Arnett Hospital. The targeted service area is a hospital on the east side of Lafayette with 1,160 employees, as well as two smaller employers with nine employees. Route 7, SR 26 E., provides service to the targeted area every 30 minutes during the daytime Monday through Saturday, once per hour on weeknights, and once per hour on Sundays. After running every 30 minutes until 7:15 PM, it operates once per hour with trips departing downtown from 7:45 PM until 11:45 PM, Monday through Friday.  
#1/#3A/#4 - Route extensions for #1A Market Square/#1B Salisbury, #3A Lafayette Square, and #4A Tippecanoe Mall/#4B Purdue West/Klondike. Targeted service includes the Purdue Campus (largest employer in Tippecanoe County), downtown Lafayette, Wabash National, Alcoa, Caterpillar, Fairfield Manufacturing, Rea Magnet, the Tippecanoe Mall area, Market Square, the Levee, the retail corridor along Sagamore Parkway West in West Lafayette, and Lafayette Station (formerly Lafayette Square). This service runs every 30 minutes during the daytime Monday through Friday, once per hour on weeknights, once every 30 minutes during the daytime on Saturdays (except 3A which runs once per hour), and once per hour on Sundays. All told, the extended routes access 68,024 jobs, 14,340 retail and 53,684 non-retail jobs. That's roughly 72% of the jobs in Tippecanoe County, and 81% of the county's retail jobs.

**Evaluation**:The Citizen Participation Committee identified this area as one  
in need of bus service. A measure of low income is a federal program more commonly referred to as Section 8 housing. Several maps obtained by GLPTC show where the Section 8 participants live. Throughout the communities, there are specific areas that typically have higher concentrations of low income residents. In West Lafayette they include the Purdue University area and an area located in northern West Lafayette. In Lafayette the areas are located just north of downtown, in the Wabash Avenue/Elston Area, and the area located near the Tippecanoe Mall.   
Prior to 2009, no GLPTC service was provided to the new IU Health Arnett Hospital, which opened on the east side of Lafayette in October, 2008. Transit-dependent riders did not have access to jobs at the new hospital, which is located two miles beyond the terminus of Route 7 at Meijer.   
Another problem facing transit-dependent workers was GLPTC’s span of service. Second and third shift workers did not have access to employment because GLPTC service ended too early to get to or from work late at night.  
Drawing upon the Coordinated Plan, there are an estimated 31,659 persons with low or limited incomes who live near or adjacent to the routes with extended service. This is roughly 21% of Tippecanoe County’s population (2000 Census).

**Accomplishments**: Since GLPTC began offering late-night service in August 2009 on these routes, allowing second- and third-shift workers to use public transportation to get to and from their jobs, ridership has been high. About 400 passengers ride CityBus late-night routes daily. The busiest time period is 8:45 to 9:45 PM.  
One success story, from GLPTC’s quarterly Rider’s Digest, Spring 2010: With children in school at Tecumseh, Jeff and Ivy Tech, and mom and the kids working jobs all around town, there’s one constant in the Tracey Smith family’s daily routine: CityBus, day and night.   
“They have posted designated stops, and all of my children know how to ride the bus,” Smith says. “They feel safe on the bus, and I’m safe on the bus. I was able to take a new job at Clarian Arnett Hospital, and I catch the 12:10 AM bus home. I’m thankful CityBus can accommodate my needs.”  
Day or night, she says, “CityBus is a wonderful thing. You get to know your driver; they’re so nice. And another thing about the buses is they are always so prompt. It’s foolproof, I’m serious.”   
Smith believes public transportation is important to the local economy. “CityBus is the reason why a lot of people are still working. CityBus is helping many families get to grocery stores, doctor’s appointments, and most of all, being able to go to work. I’m thankful for that. It meets the needs of the people.”

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

##### Veterans Memorial Parkway South (2064)

**Service area**: Lafayette (IN: Tippecanoe)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 6B - South 18th Street to Wal-Mart. The targeted service area is a retail strip, including a Wal-Mart store, in south suburban Lafayette. Route 6B extends existing service to S. 18th St. and Veterans Memorial Parkway South, f/k/a Co. Rd. 350 S. Buses operate every 30 minutes on weekdays from 6:15 AM to 6:40 PM; Saturday service operates every 30 minutes from 7:15 AM to 6:10 PM.

**Evaluation**:A customer satisfaction survey conducted in February of 2010 revealed that, system wide, 23% of trips were for work. For the route serving the Veterans Memorial Parkway South area, the numbers for work trips were higher. 45% of the morning riders said they used the service for work trips, and 55% of the afternoon and evening riders identified work as their trip purpose.   
The 2007 survey accounted for 947 jobs in this retail strip area. The area was resurveyed on August 16, 2010. Many of the business listed in the initial survey are still open. While some of the businesses did close, there were even more that had recently opened. There are now 87 businesses within the corridor and they employ 1,053 persons.

**Accomplishments**: Ridership continues to increase and is substantially greater than before the service began. Before the additional service began, ridership in 2007 for the route was at 170,111. For 2008, ridership was at 224,117 persons, an increase of over 30%. In 2009, economic recession resulted in a system-wide decrease in ridership. However, 2009 route 6 ridership was still 22% higher than it was in 2007, and 2010 year-to-date ridership is shaping up to surpass the 2008 totals.

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

### Indianapolis Public Transportation Corporation (1202)

#### Exodus Refugee Immigrations Inc

##### Refugee Employment Transportation Program (1767)

**Service area**: Indianapolis and Suburban Region (IN: Boone, Hamilton, Hancock, Hendricks, Johnson, Marion)

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

**Goal**: Improved system capacity

**Service description**:The Exodus Refugee Employment Transportation program provides transportation assistance to refugees newly relocating to the central Indiana region. In doing so the program helps the clients in reaching financial and personal self-sufficiency here in the United States. Through receipt of JARC funding the organization was able to acquire a 12-passenger accessible bus allowing it to expand services to an additional 300 refugee passengers. Transportation is provided for all shifts, seven days a week, with service in Marion County and surrounding counties.

**Evaluation**:Exodus has evaluated and measured the success of this project by successfully acquiring one 12-passenger accessible bus by the eight month of the grant period. As a result Exodus was able to begin providing transportation support in August of 2010.

**Accomplishments**: Acquired a 2010 Ford 12-passenger accessible bus on August 25, 2010 utilizing the Indiana Department of Transportation's Quantity Purchase Agreement. During the report period Exodus had activity during the final 45 days and was able to provide 152 trips to 120 refugees, accessing 22 employment sites in and around the Indianapolis community.

**Lessons learned:** Challenges included the length of time to order and receive the vehicle. Acquiring a vehicle with federal funding requires a competitive procurement process. The vehicle type selected is one that usually requires a two step manufacturing process and can take a long time from order to delivery. Exodus was able to expedite some of this procurement process by petitioning for use of the state DOT's Quantity Purchase Agreement (QPA) which had already been competitively bid.

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#### Family Service of Central Indiana

##### Ways to Work Car Loan Program (1739)

**Service area**: Indianapolis (IN: Marion)

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

**Goal**: Improved access/ connections

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

**Evaluation**:The loan program coordinator completes monthly reports documenting inquiries and loan service data which is reviewed by the loan committee, Senior Vice President, and Services Planning Committee. The information is also relayed to the Board of Directors and is further evaluated on a quarterly basis as a part of an agency-wide Quality Improvement Program. Applicants were required to complete a Money Management workshop to improve overall financial literacy skill as a consideration for loan approval. All loan recipients were required to sign an agreement to participate in a ride sharing program. As a result, 69 jobs have been accessed during the report period due to the ride sharing activity.

**Accomplishments**: Family Services (Families First) continues to be pleased that despite the state of the economy and the sustained high unemployment rates, they were still able to qualify 52 people for loans and keep default rate below the 15% targeted maximum level.

**Lessons learned:** Family Services (Families First) continues to recognize that you cannot accurately predict whether a borrower will repay their loan. Frequent contact with borrowers has proven to be helpful in encouraging repayment and also in identifying those who are experiencing crisis that could lead to repayment problems.   
Also, the supply of used cars in the marketplace has been reduced as people are holding on to their cars longer making it more difficult for clients to find affordable and reliable vehicles to purchase with their loans.

#### Indianapolis Public Transportation Corporation

##### Fixed Route Extension - Route 8 Airport (1604)

**Service area**: Indianapolis (IN: Marion)

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

**Goal**: Expanded geographic coverage

**Service description**:A service extension was made to the Route 8 Washington Street service utilizing JARC funding support. This route services many destinations including the Indianapolis International Airport, which is a major destination and a major employer. This new airport terminal opened in 2008 and access to this area and job sites required a seven mile extension (one way) to the Route 8 service.   
This expansion not only provides service to the new terminal, but allows for service further west on Washington Street to the county line, providing access to more employment opportunities along the county line and into the adjacent Hendricks County and jobs in nearby industrial and warehouse complexes.

**Evaluation**:Evaluation of this project is based on usage. IPTC utilizes ITS technology such as Automatic Vehicle Locators (AVL), Passenger Counters and Electronic Fareboxes as a means to collect data relative to passenger boardings and alightings. This data is monitored and collected daily and reflects only the ridership activity that occurs along the extended portion of the route's service. Statistical reports are generated for management, IPTC Service Committee and Board of Director review. Service performance (e.g. ridership, on-time performance, etc.) is ranked and critiqued using IPTC adopted service standards.

**Accomplishments**: As a result of funding of this project, IPTC has been able to not only expand the Route 8 service, but also continue service to the new passenger terminal and airport area. Yearly boardings and alightings for fiscal year 2010 totaled 167,046, up slightly from the previous year. As a result of expanding coverage of the Route 8, access to employment opportunities in adjacent Hendricks County is closer and more accessible.

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

#### John H. Boner Community Center

##### Near Eastside Orbiter (NEO) Circulator (1732)

**Service area**: Indianapolis (Near Eastside Neighborhood) (IN: Marion)

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

**Goal**: Improved access/ connections

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

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

**Accomplishments**: Creation of the NEO service has resulted in direct employment of four residents from the community as drivers for the service, and allowing them to be contributing members in the community. The service remains accident free. The service has facilitated linking men from a "work release" reentry program to their places of employment or employment training sites.

**Lessons learned:** Boner Center continues to struggle with identifying committed business and community partners willing to promote and invest in sustaining the service. Making sure to have adequate back-up drivers to insure service continuity during break downs and driver absences.

### Muncie Public Transportation Corporation (2053)

#### Muncie Public Transportation Corporation

##### Work Transportation Voucher Program (513)

**Service area**: Delaware County

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

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

**Service description**:Customers were screened to determine that requested trips were for employment in Delaware County. Customers purchased vouchers from transit agency for $5 and used these to pay for rides. Eaton EMTs scheduled and provided rides. MITS reimbursed Eaton EMTs $10 per ride.

**Evaluation**:A subcommittee of the Delaware County Transit Coordination Committee meets to review the ridership numbers and discuss any issues with service.

**Accomplishments**: Following a grievance about contracting out services for this program and the Accessible Transportation Program (NF), the committee decided to delay aggressive promotion of the program pending a resolution. Even without promotion, several new customers were certified before the program ended and a few trips were provided. In July 2010, the MPTC reached an agreement with the union which resulted in discontinuation of the Work Transportation Program.

**Lessons learned:** Because the union had not protested contracting out similar service in a previous JARC program, the MPTC had not anticipated this response to the new program.

## Michigan

### Capital Area Transportation Authority (1218)

#### Capital Area Transportation Authority

##### Capital Area Transportation Authority (1692)

**Service area**: Lansing, Ingham County

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

**Goal**: Improved system capacity

**Service description**:In FY 2010 the project was geared primarily toward the Paratransit department. We were able to install mobile data computers and automated vehicle tracking to provide more efficient routing of vehicles. The service also included real-time data information being sent to dispatchers for more fact based decisions. These services are curb-to-curb and require a paper manifest with the day’s activities. The services also provide automated updates to customers when changes in their schedules occur.

**Evaluation**:We have evaluated the system by seeing the reduction in administrative hourly work. We have used the information to make more informed decisions regarding service quality. These measures can be found in on-time performance tracking and ridership evaluation. We have also tracked the relation between hours of service and vehicles in use. We have noticed decreases in average hold times as staff hours have become available from lowered paperwork demands.

**Accomplishments**: --We have found a decrease in administrative office hours to cover current workloads and increased efficiency in scheduling to reduce the need for extra work to be created for on-street delivery of service.   
Automated callbacks have allowed customer hold times on phone calls to be just over one minute on average per month.

**Lessons learned:** Take time to research and ask other agencies the things they liked and wish they had in their system. Understand the process takes time to develop and begin to generate the benefits. Get driver buy-in by getting them involved in the process from the start. Get customer buy-in when researching how automated messages sound and functions.

### Flint Mass Transportation Authority (1216)

#### Flint Mass Transportation Authority

##### MTA Regional Service (533)

**Service area**: Genesee County (MI: Genesee, Livingston, Oakland, Saginaw)

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

**Goal**: Improved access/ connections

**Service description**:MTA has seven routes and thirteen runs that provide regional work related transportation from Flint and Genesee County as follows:  
• 50101 and 50102 to Troy and Auburn Hills in Oakland County, Monday through Friday  
• 502XX provides round the clock service, Monday through Sunday, to Great Lakes Crossing Mall. MTA service connects with SMART (metro Detroit) at the mall.   
• 50412 and 50413 connect with locations in Brighton and Howell, Livingston County  
• 50501 and 50502 transport to Saginaw County, weekdays only

**Evaluation**:MTA produces quarterly performance measures such as passengers per hour, cost per passenger, farebox recovery ratio, number of pull offs and miles between failures, and accident rate. These are compared to an annual target and previous years.

**Accomplishments**: MTA's regional service connects with two other transit systems, making it possible for passengers to travel between metro Detroit and Saginaw. MTA passengers can transfer to/from SMART buses at Great Lakes Crossing mall, and can transfer to Saginaw STARS service in Saginaw.

**Lessons learned:** Regional service is even more sensitive to fuel prices than local transit and paratransit service. Budgeting for fuel is tricky business.

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### Interurban Transit Partnership (1210)

#### Calder City Taxi

##### County Connection (873)

**Service area**: Kent County

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

**Goal**: Expanded geographic coverage

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

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

**Accomplishments**: The program allowed many people in the Department of Human Services and ACSET programs to access jobs they could not otherwise have reached because of a lack of transit service. We successfully partnered with two human service agencies to target transportation service to those who needed it the most.   
Over the last part of the year, the number of trips started to increase again, probably in response to a improving job market in Kent County. Many of the additional trips include day care stops which are included for free in the program, showing the importance of that service to the community. We have also seen a large increase in trips to and from dialysis unit in northern Kent County.

**Lessons learned:** There is a need for flexible low cost transportation in areas of Kent County not served by fixed route, but long term financing of this type of low productivity transportation is problematic. It is not a very cost effective system and cannot continue to be provided for an affordable rate unless there is some countywide investment in regional transportation.   
The expectations of the passengers is also a critical component in this type of service as we cannot always schedule the client at the time they want due to capacity issues. They have to realize that they might have to get to work earlier than they would like or stay longer after work. This also affects childcare arrangements. As the cost of owning and operating personal transportation increases, this issue will only increase.

#### MV Transportation

##### County Connection (869)

**Service area**: Kent County

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

**Goal**: Expanded geographic coverage

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

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Over the last part of the year, the number of trips started to increase again, probably in response to a improving job market in Kent County. Many of the additional trips include day care stops which are included for free in the program, showing the importance of that service to the community. We have also seen a large increase in trips to and from dialysis unit in northern Kent County.

**Lessons learned:** There is a need for flexible low cost transportation in areas of Kent County not served by fixed route, but long term financing of this type of low productivity transportation is problematic. It is not a very cost effective system and cannot continue to be provided for an affordable rate unless there is some countywide investment in regional transportation.   
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### Suburban Mobility Authority For Regional Transportation (1209)

#### North Oakland Transportation Authority (NOTA)

##### JARC (1717)

**Service area**: Oakland County

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

**Goal**: Improved system capacity

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

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

**Accomplishments**: NOTA gave a total of 4,472 urban JARC rides. That number is up from the same time the previous year of 4,068 rides or 10% increase. This increase is due to NOTA accepting 53 new passengers and the ability to maintain and operate 13 vehicles due to the JARC funding. NOTA also operated on weekends and during weekdays until 7 PM In addition, NOTA made an effort to speak to various places of employment and employment agencies in the area informing them of the service available.

**Lessons learned:** With the cost allocation in place, it has made the costing of all of our grants much easier to manage. Also, NOTA is continuing to work with our dispatch software programmers to create reports that give additional information based on rider and types of service. Having as much information as possible on your riders and being able to access it is crucial.

#### Programs To Educate All Cyclists (PEAC)

##### Active Transportation Initiative (1849)

**Service area**: Metro Detroit (MI: Macomb, Oakland, Wayne)

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

**Goal**: Improved customer knowledge

**Service description**:The service provided during FFY 2010 was travel training that focused on preparing 14 to 26 year old students with cognitive impairment to use fixed route service. The training includes pedestrian and cycling skill to expand the reach of the fixed route. The students receiving the training have door-to-door service to school and most likely would use paratransit when the graduate.

**Evaluation**:This project is brand new and started mid August, so our performance measure is currently hours of instruction. This number is the instruction time all the students received. During this period, 250 student received 1,320 hours of instruction.

**Accomplishments**: The excitement of the teachers regarding the students independent travel. Teachers recognized the financial, social and independence opportunity fixed route buses offers students. This realization occurred while the staff providing lessons with PEAC staff.

**Lessons learned:** Get to the teachers early and the best time to plan the fall project is April and May. Be prepared for staff and administration changes to effect the implementation of the program. Make sure the teachers are engaged in the instruction and not passive observers of the lessons and activities.

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## Minnesota

### Metropolitan Council (1305)

#### Anoka County

##### Anoka County JARC Job Training Program (2616)

**Service area**: Anoka County

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

**Goal**: Improved customer knowledge

**Service description**:This Anoka County collaboration includes representation from various community-partnering organizations which serve low income Anoka County residents in various areas, such as employment and training. The purpose of this group is to look at continuing to work in a collaborative manner to address transit barriers and develop on-going solutions for transportation issues for low income Anoka County residents.  
Funding also supports a Transportation Coordinator that coordinates multi-faceted transportation services for low income Anoka County residents.

**Evaluation**:On a quarterly basis the transportation committee meets to discuss ridership levels and project implementation issues, such as number of referrals, denied rides, what the services are being used for (such as job search, employment, etc.), number of employers served and number of daycare stops. These outcomes/benchmarks are compared to other quarterly data and analyzed alongside changes in the labor market as employment statistics have continued to go up and down. We also review the budget and look at long-term funding and sustainability factors as well.

**Accomplishments**:

1) Securing diversified funding streams to support a customized transportation initiative  
2) Earmarking dial-a-ride/standing order rides and services with daycare stops  
3) Developing a solid collaborative bringing various organizations with similar goals and targeted populations to the table for unified discussions building strong partnerships  
4) Assisting participants accomplish long-term transportation such as car ownership  
5) Outreach performed to 1,540 individuals

**Lessons learned:** The transportation committee is extremely helpful as this group includes diversified community partners that have various services related to transportation. The primary focus of these stakeholders is to improve transportation options for Anoka County residents. We avoid duplication and leverage resources whenever possible which allows for greater numbers to be served overall.  
Quarterly meetings allow for timely review of progress or lack thereof and allows for adjustments to take place. Also, the Transportation Coordinator works closely with the Grant Manager to respond to issues needing immediate attention and response.

#### Emerge

##### Access to Jobs (1219)

**Service area**: Minneapolis (MN: Hennepin)

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

**Goal**: Expanded geographic coverage

**Service description**:The job seekers and employees that Access to Jobs Van Transportation service works with employment counselors of Emerge Community Development in North Minneapolis. The employees who participate typically do not have access to transportation creating problems getting to and from certain job locations.  
This is service allows pickup and deliver for a variety of participants at a number of different employers and we have found success through eliminating transportation as a barrier to long term employment.

**Evaluation**:Emerge Community Development tracks employees progress upon starting a new job, much of which is made possible with the service Access To Jobs provides. We have implemented 3-, 6-, 9- and 12-month follow up contacts to track and assist employees as they adjust and continue to grow in their employment.

**Accomplishments**: Through logistic and scheduling analysis, we determine target areas that would be beneficial for employees regarding our transportation services. An example would be, focusing our sales efforts regarding new business in specific geographic locations that work well with existing transportation routes and existing employers.

**Lessons learned:** As in many cases, this type of service is expensive to operate and the cost effectiveness of a specific employees needs must be weighed against the financial sustainability of the organization as a whole.

##### Access to Jobs (1221)

**Service area**: Minneapolis (MN: Hennepin)

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

**Goal**: Expanded geographic coverage

**Service description**:The employees and job seekers that Access to Jobs transportation targets work with employment counselors of Emerge Community Development. The majority of participants are residents of North Minneapolis and do not have access to regular transportation.  
The Access to Jobs service is especially useful for employees that work shifts that are not conducive to public transportation, i.e., people who complete their shift between midnight and 3 AM.

**Evaluation**:Emerge Community Development tracks employee progress from the beginning of the job for a continued period of time. We have implemented a 3-, 6-, 9- and 12-month follow-up cycle. This allows employment counselors to help participants in growth and the ultimate goal of self-sufficiency. A portion of this tracking is helping employees secure stable transportation alternatives to eliminate the dependency on Access to Jobs. However, we provide this service long term if necessary.

**Accomplishments**: Through logistic and scheduling analysis, we determine target geographic locations to secure new business. The first example would be; focusing sales efforts in certain portions of the metro area that are currently being serviced by Access to Jobs. This allows for a more efficient and cost effective use of the service for all parties involved. The second example; working with employers on the amount of employees they take on. The larger the amount of employees they agree to work with, the more cost effective it becomes for Access to Jobs to perform the service.

**Lessons learned:** As in many cases, this is a costly service to provide. We have found that the examination of specific transportation needs per individual weighed against the sustainability of the whole organization is critical. In order to provide transportation for an individual, it must be cost effective. We accomplish this by the logistical examination as stated above. Also, we find it is important to begin working with participants on the steps involved with developing a transportation plan for themselves. This could be anything from securing a drivers license, getting a license back or saving to purchase a vehicle. All of these things encompass Emerge Community Development and the mission of self-sufficiency we have set down for our clients.

#### Metro Transit

##### Route 14 Cedar Point Extension (1289)

**Service area**: Minneapolis/St. Paul (MN: Hennepin)

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

**Goal**: Improved access/ connections

**Service description**:Metro Transit continues to operate the Route 14C extension from south Minneapolis to Richfield, the first tier suburb to the south, via 54th St. -Chicago Ave -57th St. -12th Ave -60th -Bloomington Ave -66th St. Cedar Point Commons Shopping Center, located at the terminal of the extension on 66th St. at Richfield Pkwy, remains the major destination on the route extension. One-way travel time between the previous terminal and Cedar Point Commons is 11 to 12 minutes. Frequency generally remains every 30 minutes from about 7:30 AM to 11 PM, daily. Previous limited number of trips that extended beyond Cedar Point Commons to the MSP Airport cargo terminals was discontinued due to very low use before this FY began.

**Evaluation**: Actual ridership has stabilized in 2010-11 at about 15 Pass/In Serv Hr   
+ 200 rides/weekday  
+ 125 rides/Saturday  
+ 118 rides/Sunday  
In-service hours have been reduced since 2008 and this has improved the productivity over what it would otherwise be.

**Accomplishments**: Metro Transit has built up ridership on the Route 14C extension to a point that is sustainable, at least Monday through Saturday. Service frequency may eventually be reduced on Sundays if budget reductions require it. Most of the rides are taken by shoppers rather than workers. Transfers with the 66th St cross-town bus were made possible from Route 14 with this extension and there are a few passengers making this connection.

**Lessons learned:** New bus routes on residential streets are not as well received by residents as was once the case. Written communication direct to each address along a proposed route is strongly recommended before a route is finalized. The Route 14C extension was realigned to follow more of the collector street network in Minneapolis after many complaints were received from residents on a part of the route which had never been used by city buses previously. The route extension became three minutes longer, but another transfer connection was created (with Route 5 Chicago Ave) as a result of this accommodation. Promotion of new bus service needs to be repeatedly to try to build new travel habits to any destination with free parking.

#### Metropolitan Transportation Services

##### Route 219 (2453)

**Service area**: Ramsey and Washington Counties

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

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

**Service description**:JARC funding provided increased frequency and span of service on Route 219, which operates between Maplewood Mall and Sunray Shopping Center. The route provides suburban connections by operating between two transit hubs. Prior to JARC funding, the route operated hourly on weekdays only between 6 AM and 7 PM. JARC funding provided for increased frequency from hourly to half-hourly during the original span of service, provided increased span of service until approximately 10:30 PM on weekdays and provided hourly Saturday service.  
The area in which this route operates includes two suburban shopping centers, with their related service jobs, an old suburban downtown, and a community college.  
Met Council's philosophy behind implementing this JARC service is that the increased service level to half-hourly service and limited weekend service makes this route significantly more desirable and usable.

**Evaluation**:Metropolitan Council oversees an annual route evaluation, where peer routes are compared against each other in the areas of passengers per hour and subsidy per hour. JARC service on this route was not analyzed independently, but route as a whole was compared against its peers and ranked favorably. Specifically, subsidy per passenger for the route on weekdays equaled $6.36, compared to a peer average of $5.13, and $3.79 on Saturdays, compared with the peer average of $4.08. Passengers per in-service hour were 7.6 for weekday service and 11.8 for Saturdays.

**Accomplishments**: This route does not contain any especially successful or innovative elements. Instead, this is a continuation of tried and true service planning.

**Lessons learned:** None

##### 

##### Route 721 (2454)

**Service area**: Hennepin County

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

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

**Service description**:JARC funding provided increased span of service on Route 721, which operates between Brooklyn Center Transit Center (BCTC) and Hennepin Technical College. Prior to JARC funding, the route operated hourly on weekdays between 6 AM and 7 PM. JARC funding provided increased span of service, until approximately 9:30 PM on weekdays and provided Saturday and Sunday service.  
The area in which this route operates is primarily minority and low income and includes a technical college, a strip of service-related jobs in New Hope, and connections to the regional transit system via BCTC.  
Met Council's philosophy behind implementing this JARC service is that increasing the span of service on this route to include evenings and weekends makes it significantly more desirable and usable.

**Evaluation**:Metropolitan Council oversees an annual route evaluation, where peer routes are compared against each other in the areas of passengers per hour and subsidy per hour. Weekday JARC service on this route was not analyzed independently, but route as a whole was compared against its peers and ranked favorably. Saturday and Sunday service is entirely JARC funded, so the peer comparisons relate entirely to JARC service on those days. Specifically, subsidy per passenger for the route on weekdays equaled $2.59 compared to a peer average of $5.13, $2.35 on Saturdays compared to the peer average of $4.08, and $4.73 on Sundays compared to the peer average of $4.22. Passengers per in-service hour were 22.6 for weekday service, 18.4 for Saturdays, and 10.3 on Sundays.

**Accomplishments**: This route does not contain any especially successful or innovative elements. Instead, this is a continuation of tried and true service planning.

**Lessons learned:** None

#### Rise, Inc.

##### Rise, Incorporated Rides for Work (1195)

**Service area**: Hennepin and Ramsey Counties

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

**Goal**: Expanded geographic coverage

**Service description**:Two 15-passenger vans are used daily Monday through Friday for the provision of transportation services to people with disabilities or other barriers to employment. All persons receiving these services are transported to and from their jobs, or work related activities such as job interviews, workplace tours, etc. and are picked up and dropped off at their homes. Without access to Rise provided transportation, employment opportunities for the people we serve would be much more limited.   
This project increases access to employment for the individuals served. Being employed has a significant impact on quality of life and self-sufficiency for people with disabilities or people who experience economic disadvantages.

**Evaluation**:Our benchmarks were the number of trips provided and miles driven. Additionally, we were able to track the number of businesses that were served by the rides. These businesses represented a broad range of industries including manufacturing, food service, high-tech, and service related industries. We also tracked wages earned by individuals served by the transportation.

**Accomplishments**: Transportation is a key element in Rise's service delivery. On average, persons served earned $7,500 in annualized income, people with economic disadvantages earned $14,800 on average in annualized income. The project showed an increase in hourly wages over the year.

**Lessons learned:** Being able to have funds to supplement the increasing costs of transportation are critical to the success of Rise services.

##### 

## Ohio

### Butler County Regional Transit Authority (5774)

#### Butler County Regional Transit Authority

##### BCRTA Job Shuttle (322)

**Service area**: Butler (OH: Butler)

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

**Goal**: Improved access/ connections

**Service description**:This service is a dedicated job shuttle operating from 6 AM to midnight. It connects employees to jobs. The service is door-to-door and requires an advance reservation.

**Evaluation**:Ridership and customer satisfaction

**Accomplishments**: Getting folks to a job when they might not be able to work because of lack of transportation.

**Lessons learned:** None at this time.

### Central Ohio Transit Authority (1228)

#### Franklin County Board of Developmental Disabilities

##### FCBDD (2296)

**Service area**: Franklin County

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

**Goal**: Expanded geographic coverage

**Service description**:Safelift Transportation and Transportation Resources, Inc. are the two vendors utilized to accomplish JARC objectives. Safelift uses up to 13 routes, numbered 1 through 13. TRI uses two routes, utilizing seven vehicles. TRI transports 98 FCBDD consumers to worksites covered by JARC. Safelift transports 162 FCBDD consumers to various worksites covered by JARC. Transportation covers the entire Franklin County geographical area.

**Evaluation**:On time transportation, accompanied by aggressive two-way administrative support between FCBDD and our transportation partners has kept operating costs within budgeted amounts. All routes have been approved by FCBDD and are efficiently operated daily for the most part. Lines of communication are continuously updated to keep up with changes and are open 24 hours a day.

**Accomplishments**: With each successive JARC contract period, we have received positive feedback from FCBDD consumers, their families, support staff and employers.  
Everyone concerned with the success of FCBDD individuals have direct input to our transportation process. All questions and concerns are addressed quickly and efficiently. When there is a need to utilize another service, transportation companies are encouraged to contact other transportation companies so that clients will be transported to work on time.

**Lessons learned:** I would advise that there would be a breakdown of responsibilities for several people who would handle different aspects of transportation.   
For example, in addition to other duties, someone should be responsible for processing incoming invoices, to keep appropriate historical records of same and to be responsible for the necessary clerical demands of the job.  
Another person would be involved with overall transportation related issues and concerns, which typically take the entire day. Examples of that would be keeping in contact with all vendors, resolving disputes and related concerns, assist in providing corrective action in situation requiring personal involvement and generally acting as go-between for families and transportation services.

##### FCBDD (2297)

**Service area**: Franklin County

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

**Goal**: Expanded geographic coverage

**Service description**:Safelift Transportation and Transportation Resources, Inc. are the two vendors utilized to accomplish JARC objectives. Safelift uses up to 13 routes, numbered 1 through 13. TRI uses two routes, utilizing seven vehicles. TRI transports 98 FCBDD consumers to worksites covered by JARC. Safelift transports 162 FCBDD consumers to various worksites covered by JARC. Transportation covers the entire Franklin County geographical area.

**Evaluation**:On time transportation, accompanied by aggressive two-way administrative support between FCBDD and our transportation partners has kept operating costs within budgeted amounts. All routes have been approved by FCBDD and are efficiently operated daily for the most part. Lines of communication are continuously updated to keep up with changes and are open 24 hours a day.

**Accomplishments**: With each successive JARC contract period, we have received positive feedback from FCBDD consumers, their families, support staff and employers.  
Everyone concerned with the success of FCBDD individuals have direct input to our transportation process. All questions and concerns are addressed quickly and efficiently. When there is a need to utilize another service, transportation companies are encouraged to contact other transportation companies so that clients will be transported to work on time.

**Lessons learned:** I would advise that there would be a breakdown of responsibilities for several people who would handle different aspects of transportation.   
For example, in addition to other duties, someone would be responsible for processing incoming invoices, to keep appropriate historical records of same and to be responsible for the necessary clerical demands of the job.

#### Franklin County Department of Job and Family Services

##### FCDJFS COTA Transportation Project (2170)

**Service area**: Franklin County (OH: Franklin)

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

**Goal**: Improved access/ connections

**Service description**:This transportation project was a demand responsive, non-fixed route program for eligible participants who were employed or engaged in employment-related activities under Temporary Assistance for Needy Families (TANF). The period of this program was February 1, 2010 to January 31, 2011. Results are reported on eight months of the   
program.  
This project provided transportation shuttle service to low income, public assistance individuals who lived in areas that are not on a bus route or are a mile or more from a bus route. Eligible individuals received transportation to locations of employment, day care facilities if needed, or a work activity deemed under the TANF program. Individuals could be on the program for up to six months with an expectation that they would establish alternative mode of transportation within four months and specifically by or before the six months limitation expired.

**Evaluation**:  
• Individuals Served thru 9/30/10: 130  
• Average cost per individual: $1,512.65   
• Gained employment: 66  
• Average Length of time in program: 6 months

**Accomplishments**: FCDJFS provided transportation to individuals who had employment. Individuals were able to network and develop car pools and/or save money to buy their own cars. Individuals not on bus route were able to go to their mandated work activity and help with the TANF program work participation rate.

**Lessons learned:** This program shows that this type of transportation program is   
necessary. Once again, individuals became comfortable and did not seek their own transportation before the six month limitation. The lesson learned is to work with individuals to ensure that they seek alternative transportation options. Recent data from the Mid-Ohio  
Regional Planning Commission show that employers have moved their business location to suburban areas where there are no bus routes. This supports the need of expanding public transportation options, including bus routes.

### 

### Clermont County Commissioners (6278)

#### Clermont County Commissioners/Clermont Transportation

##### RT3 Milford to Goshen via Miami Twp (2168)

**Service area**: Clermont County

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

**Goal**: Expanded geographic coverage

**Service description**:The projected provided fixed route service in Milford, Miami Township, Goshen, and Goshen Township. The service ran every hour from 6 AM to 6 PM, using two shifts of two drivers. The route was called "Route 3 Milford to Goshen via Miami Twp.”

**Evaluation**:We continuously monitored the ridership to evaluate at the effectiveness of the route. It was designed to take pressure off our general public demand response service. Our goal was to shift people from demand response to the route if they were able.

**Accomplishments**: We were able to effectively create the route and inform the public about it, it was the first local route created in the county.

**Lessons learned:** It ended up being extremely difficult to get people to move from demand response to the fixed route. We got many people to try it, but they did not want to keep using it, they liked the bus coming to their door, vs. having to wait for it. we should have considered reducing demand response service in the area.

### Greater Cleveland Regional Transit Authority (1237)

#### Greater Cleveland Regional Transit Authority

##### Work Access Bus Service (1595)

**Service area**: Cuyahoga County

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

**Goal**: Expanded geographic coverage

**Service description**: Route15 extension to job-rich suburban area near Richmond and Emery roads. Route 19 extension to job-rich suburban area near Richmond and Miles roads. Route 27F freeway flier early morning, weekday route to job-rich area in Solon, Ohio. Route 81 route deviation to major new shopping mall located outside walking distance of any RTA route. Route 94 extension to job-rich suburban area in Beachwood, Ohio.

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

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

**Lessons learned:** Build service incrementally

##### Work Access Mobility Specialist Services (1597)

**Service area**: Cuyahoga County

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

**Goal**: Improved customer knowledge

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

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

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

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

##### Work Access Van Service (1596)

**Service area**: Cuyahoga County

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

**Goal**: Expanded geographic coverage

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

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

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

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

### Greater Dayton Regional Transit Authority (1238)

#### Greater Dayton Regional Transit Authority

##### Gateway Shelter Service - RT22 (1514)

**Service area**: Dayton (OH: Montgomery)

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

**Goal**: Expanded geographic coverage

**Service description**:The Gateway Shelter Service (RT22) provides service from the Gateway Shelter to the Montgomery County Job Center (the largest one stop employment and training center in the US), our main downtown transit hub, our south transit hub (both of which provide access to job sites throughout the county), and growing entry level employment site to the north. This service also provides transit access to the residents of the 178 bed Gateway Shelter to various social service agencies which provide support services and employment assistance.

**Evaluation**:We evaluate the service based on passenger per hour factors (this service averaged 26.8 compared to our system average of 21.5) as well as from feedback from agencies, users, and governments served.

**Accomplishments**: Providing reliable daily connections for vital services in the community and making it easier for residents to find and maintain employment in our community. The Gateway Shelter is a newer facility and were are glad to be a partner in their mission of getting residents employed and living on their own and in most all cases they do not have other transportation options.

**Lessons learned:** Listen to the needs of the community at large and design service to meet those needs.

### Greene County Transit Board (6281)

#### Greene County Transit Board

##### Mobility management, travel training, working with local agencies to determine needs, coordinate services and seek additional grants for new services (2354)

**Service area**: Greene County

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

**Goal**: Improved access/ connections

**Service description**:The JARC and New Freedom grants are to be used to implement a Mobility Management and infrastructure.

**Evaluation**:The ultimate impact of this project would be to increase the number of trips of low income and disabled persons. This would occur through: (1) improving access to trip options via the trip I/R function; (2) reducing service duplication and filling service gaps via the trip brokerage function, which will make the collective resources of the transit system and social services agencies more efficient and effective in carrying more riders overall; and, (3) non-service coordination, which will make the existing providers more efficient and effective, and allow them to carry more riders with the resources available to them.

**Accomplishments**: Mobility Management during FFY 2010 covered the 12-month period just a few months after starting the Mobility Manager position with the JARC and New Freedom grants. The first part of the period was used to initiate the county's coordination task force, to meet all the agencies providing and purchasing transportation services, identify needs (service gaps, service overlaps, administrative issues such as insurance, seeking new funding for new services and initiatives, etc.). The Mobility Manager also received travel training instruction and began to work with disabled Greene County residents that needed travel training to use the Greene CATS system and to cross into Montgomery County and use the Greater Dayton RTA system. The Mobility Manager jointly did travel training with the travel trainer for the GDRTA, as needed. The Mobility Manager worked with a computer science class at Wright State University, and with the local MPO, to lay the foundations to develop a three-county region wide interactive website to allow the disabled, elderly and low income (as well as the general public) to input their travel needs and determine which transit systems, social service agencies and private providers might be able to transport them, and at what fares. The Mobility Manager worked with several social service agencies and the MPO to successfully compete for JARC and New Freedom grants to enhance services for the disabled, low income and elderly in Greene County.

**Lessons learned:** Be patient, persistent, honest and bring value to the table....services, ideas, funding, etc that will make it worthwhile for the various agencies to participate in coordination.

### Metro Regional Transit Authority (1235)

#### Metro Regional Transit Authority

##### North Coast Express Reverse Commute (1347)

**Service area**: Regional (OH: Cuyahoga, Summit)

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

**Goal**: Improved system capacity

**Service description**:The North Coast Express (X60 & X61) provides commuter service to Cleveland from Akron. The JARC-funded reverse commute provides service from Cleveland to Akron.

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

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

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

##### 

##### Special Pack (1346)

**Service area**: Summit County

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

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

**Service description**:Route 29 -- Morning service from downtown Akron to Special Pack in Green, OH  
Route 33 -- Afternoon service from Special Pack to downtown Akron

**Evaluation**:Project is evaluated by the number of passengers transported to work

**Accomplishments**: FY 2010 -- 12,264 passengers

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

##### Yes Program JARC 35 (1504)

**Service area**: Regional (OH: Portage, Summit)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC 35 -- From METRO Transit Center in downtown Akron to the Akron Water Supply in Kent, Ohio, via I-76 and SR 43

**Evaluation**:Ridership

**Accomplishments**: Expanded job opportunities for youth

**Lessons learned:** Students were polite and appreciative

##### 

##### Yes Program JARC 36 (1506)

**Service area**: Regional (OH: Portage, Summit)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC 36 - From METRO RTA Transit Center in downtown Akron, OH, to Akron Water Supply in Kent, Ohio, via I-76 and SR 43

**Evaluation**:Ridership

**Accomplishments**: Expanded job opportunities

**Lessons learned:** Students were polite and appreciative

##### 

##### Yes Program JARC 37 (1507)

**Service area**: Regional (OH: Portage, Summit)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC 37 -- From METRO RTA Transit Center in downtown Akron to Kings Auto in Kent and Little Tykes Co in Hudson

**Evaluation**:Ridership

**Accomplishments**: Expanded area for jobs

**Lessons learned:** Students were polite and appreciative

##### 

##### Yes Program JARC 38 (1508)

**Service area**: Regional (OH: Portage, Summit)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC 38 -- From METRO RTA Transit Center in downtown Akron, OH, to Kings Auto in Kent and Little Tykes in Hudson

**Evaluation**:Ridership

**Accomplishments**: Expanded job opportunities

**Lessons learned:** Students were polite and appreciative

##### 

##### Yes Program JARC 39 (1509)

**Service area**: Regional (OH: Summit)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC 39 -- From METRO RTA Transit Center in downtown Akron to Cuyahoga Valley National Park

**Evaluation**:Ridership

**Accomplishments**: Expanded job opportunities for youth

**Lessons learned:** Students were appreciative and polite

##### Yes Program JARC 40 (1510)

**Service area**: Region (OH: Summit)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC 40 -- From downtown Akron (METRO RTA Transit Center) to Cuyahoga Valley National Park

**Evaluation**:Riders

**Accomplishments**: Expanded job opportunities for youth

**Lessons learned:** Students were polite and appreciative

### Northeast Ohio Areawide Coordinating Agency (1309)

#### Medina County Public Transit

##### Trapeze scheduling software acquisition (2411)

**Service area**: Medina County

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

**Goal**: Improved system capacity

**Service description**:MCPT purchased Novus Scheduling software from Trapeze. The objective of the software was to make scheduling easier and make the routes more efficient. As part of the software acquisition, MCPT had to upgrade its computer system.   
MCPT completed an operational survey to assist Trapeze in determining the type of training our office staff would require. Additionally, a weekly collaboration occurred between the Trapeze project manager and the MCPT director. The Trapeze instructor conducted a static training course at MCPT between December 14 and December 17, 2009. The MCPT administrative assistant and head dispatcher attended this training.  
The next training session was scheduled for January 19, 2010 for operations training. Nine employees attended this training including the director. The final training session occurred the week of February 22, 2010. We went live on February 8, 2010.

**Evaluation**:Unfortunately, MCPT has not seen the increased efficiency we were expecting as a result of implementing the Trapeze scheduling software. We continue to experience difficulties with the Trapeze Novus software. From March 1, 2010 through September 30, 2010 we made 59,743 trips, which was a decline of 933 trips during the same period in 2009, but the revenue miles and hours have increased. In 2009, the revenue miles were 283,787 and in 2010 they jumped to 314,882, which is an increase of 31,095 miles; 2009 hours were 24,095 and 2010 saw an increase to 24,256 (161 more hours) with a decrease in clientele. The entire purpose of the software is to make scheduling easier and make the routes more efficient and cost effective and we are not seeing positive results.  
In late September 2010 a trainer was again sent out by Trapeze but MCPT but this did not result in immediate improvements to scheduling performance. We have continued to participate in the web training classes that Trapeze offers; however, Novus software is not as popular as other software that Trapeze offers so web classes for our product are only available once a month. In late December the project manager for Trapeze sent us a custom test report to assist MCPT with the billing difficulties we have experienced since going live with the Novus software. When asked what needed to be incorporated into the report we gave him a detailed list of additional items; however, the report we received did not give us these options and as a result some problems were corrected but more were created.

**Accomplishments**: The one and only thing at this point that I can commend the Novus software for is the reports generated by the system, which have proven to be beneficial, but there are some doubts about accuracy.

**Lessons learned:** Before you purchase scheduling software do your homework. When purchasing or going out for bid make sure the software is suited to your system’s needs and that it is cost effective for what you are trying to accomplish. I cannot say enough about knowing what you are purchasing and the ramifications it can have on your entire system.

### Portage Area Regional Transportation Authority (2113)

#### Portage Area Regional Transportation Authority

##### V.O.I.P. Telephone System (2187)

**Service area**: Franklin Township (OH: Portage)

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

**Goal**: Improved access/ connections

**Service description**:This was not a service in terms of providing rides, but increasing customer access to our information and reservation call takers, as well as increasing the flexibility of the phone system for future expansion and capabilities.

**Evaluation**:The system can now provide incoming call information regarding wait times, abandoned calls, etc. This information was not available with the previous phone system. As time progresses, PARTA will be able to create a baseline with this information that will allow us to adjust Scheduling Department staff assignments and increase our customer access to information.

**Accomplishments**: The Operations Manager reviews system-generated reports that document call volume peaks and valleys (permitting more efficient scheduling of personnel), the average number of callers being held in the queue (by time of day, etc.), and their average wait times. The system has an internal router to direct incoming calls to schedulers who aren't currently taking calls. Anecdotal information gleaned from interviews conducted with front office receptionist staff reveals a higher level of customer satisfaction among paratransit riders who are required to contact us to schedule rides (fewer disgruntled callers; fewer failed connections; fewer callbacks; less negative feedback). The system reports document these efficiencies.

**Lessons learned:** The implementation of a VOIP system like this should be a higher priority for RTAs than it seems to be. Our regret would be that we did not prioritize this capital investment to be made sooner than it was. Our deliberate research into available systems paid dividends in system performance.

### Southwest Ohio Regional Transit Authority (2020)

#### Everybody Rides Metro

##### Voucher Reimbursement Program (1109)

**Service area**: Hamilton County, Cincinnati (OH: Butler, Clermont, Hamilton, Warren)

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

**Goal**: Improved access/ connections

**Service description**:This program provides public transportation tokens (individual rides) for low income individuals. All of the rides distributed are for work and work related purposes. These vouchers are distributed through a network of 85 non-profit and governmental social service organizations. These entities screen clients to ensure that they fall within the required income guidelines, and distribute the vouchers. This enables the distribution of the vouchers to occur with very low overhead as no social service functions are duplicated. In FFY 2010, Everybody Rides Metro distributed 511,926 vouchers to 30,065 individuals.

**Evaluation**:Everybody Rides Metro evaluates the success of its work based on a number of measures. These include the following. (1) Number of rides provided. Everybody Rides Metro tracks the number of rides provided each month. The monthly number of vouchers distributed is assessed by agency. These monthly numbers are also assessed on a cumulative basis each quarter and at the end of the year. Everybody Rides Metro bases its success on the ability to provide vouchers at the level needed, and on the ability to serve more people each month/quarter/year. (2) Number of clients served. Everybody Rides Metro tracks the number of clients served. In FFY 2010, 30,065 individuals were served. (3) Number of partner agencies. The ability of Everybody Rides Metro to meet diverse and geographically spread needs is dependent upon partnerships with agencies. A primary measure of success for Everybody Rides Metro is to increase the number of partner agencies in order to increase the number of vouchers distributed. Currently, there are 85 partner agencies.

**Accomplishments**: The most significant accomplishment is the scope of the program. Now approaching 90 partner agencies, the JARC program helps to address the work related transportation needs of thousands of low income individuals through this community network. The program not only provides vital transportation, but helps to increase awareness about the need for affordable transit in the community in order for individuals to achieve self-sufficiency.

**Lessons learned:** The advice we would offer other entities undertaking a similar effort is to plan for sustainability and to look for funding to address transportation needs not only for employment and work, but also other vital services. The community demand for transportation assistance is great, and individuals need help getting to health care, the grocery store, and other vital services as well as to employment.

##### 

#### Southwest Ohio Regional Transit Authority

##### Youth to Jobs (1105)

**Service area**: Greater Cincinnati (OH: Hamilton, Warren)

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

**Goal**: Improved access/ connections

**Service description**:Youth to Jobs is a reverse commute route that provides transportation from the City of Cincinnati to Kings Island Amusement Park in southwestern Warren County. Kings Island employs thousands of summer workers each year in a wide range of positions, but without transportation, these employment opportunities are not accessible to youth living in Cincinnati. The Youth to Jobs route provides inner city youth with a reduced fare ($ 2.25) to access employment at Kings Island via public transit. This reduced fare allows youth to get to and from work at Kings Island for a cost of $4.50 per day as opposed to the $8.50 that would be required without the reduced fare. The service is provided via routes 71x and 72. There are three outbound trips from Cincinnati to KI and five inbound trips to Cincinnati from KI between the two routes. These routes are seven days a week through mid August, and then these trips are weekends only through November 1.

**Evaluation**:This project is evaluated based on the number of rides provided, as route usage informs us of both demand for and benefit of this service. With 12,559 rides this year, this reverse commute is clearly meeting both the employer's need to fill numerous positions and that of inner city youth wanting to access these positions.

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

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

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### Stark Area Regional Transit Authority (1226)

#### ABCD, Inc.

##### Transportation to Enable Successful Re-Entry (TESR) (2164)

**Service area**: Canton, Stark County

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

**Goal**: Improved system capacity

**Service description**:The ABCD, Inc provided trips to training sites, or to sites necessary for the individual to obtain employment (i.e. exams, schooling). The participants could only use the service if they had a referral from a specific counselor, judge, probation officer, etc. They could not call themselves for transportation services.

**Evaluation**:The project will be evaluated by making contact with the referral agencies/people to get the results of the employment status of the individuals transported. We will also look at those we have provided transportation for to obtain their return to penal institutions ratio. It is anticipated that as a result of the employment the return would be lower than average.

**Accomplishments**: 75 % of those transported were able to obtain employment paying decent wages due to our services. Those making referrals no longer had to worry about transportation for their respective clients they served.

**Lessons learned:** Identify as many partnerships with halfway houses and judges as possible.

#### Trillium Family Solutions

##### Ways to Work Loan Program (2275)

**Service area**: Stark County

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

**Goal**: Improved access/ connections

**Service description**:Trillium Family Solutions, offers the Ways to Work Loan Program. This program provides opportunity for households with a dependent child to purchase a vehicle as it relates to being a barrier to getting and keeping a job. We offer this service to Stark County Households. The borrower is able to purchase a used car at a very low interest rate. The vehicle provides the borrower/worker the ability to work outside the area of public transportation, flexible hours, the ability to transport the child or children to and from daycare during the travel to work, possibly to school, get to work and back.   
This is a proven, innovative and replicated program that eliminates a families travel barriers and provides opportunities for improved employment, increased income and economic development. Users of this program report that their quality of life has improved. They can now allow their children to participate in after school programs, go to doctors’ appointments, have had perfect attendance at work, are now working fulltime, can volunteer, can go on a vacation. All of this is in addition to accomplishing the task of getting back and forth to work.

**Evaluation**:Benchmarks have been established nationally.  
• Loan Volume 45 loans - 48 loans  
• Default rate 12 % - We are at 9.2%  
The national office of WtW collects outcomes of time in transit, time lost at work due to lack of transportation, household income prior to the loan and six months out. We report a 52% income increase for households. The program is reviewed quarterly by a committee of the board of Directors, the Program Committee, reviewed regularly through supervision, reviewed quarterly by objectives and performance standards set for staff and reviewed monthly by the National office of Ways to Work. The program is also review by the performance Quality Insurance Department for quality of service and appropriate service.

**Accomplishments**: We have had 48 individuals get stable transportation.   
• 90.8% are successfully paying off their vehicle loans  
• 67% have increased their household income by more than 52%   
• People are contributing the community development due to the economic advancement

• Self sufficiency for the families that have gone through the program

• 93% have decreased their need for public assistance

**Lessons learned:** The economy and job loss effects the number of qualified families we get into the program. there are many individuals that we cannot help, yet they are not on a bus route. After reviewing the national program eligibility there appears to be a definite need of households without children in the community. A pilot project to determine appropriateness of this service would be valuable.   
Vehicles tend to have mechanical problems, loan limits reduce the ability to get a newer car. The average car is 6-8 years old.

### Toledo Area Regional Transit Authority (1243)

#### Toledo Metropolitan Area Council of Governments

##### TMACOG Local Car Buy Program (2323)

**Service area**: Toledo (OH: Lucas)

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

**Goal**: Improved access/ connections

**Service description**:The JARC funding was used to pay for vehicles provided to approved Car Buy program clients who had completed their mandatory classes. JARC funds pay for the capital expenditure on the vehicle and funding from the Lucas County Department of Job and Family Services pays for classes, insurance, ongoing vehicle repair and program staffing.

**Evaluation**:The success of the program is measured by the number of clients that complete the program. Since approved clients make payments on their vehicle for 12 months from the time they receive the vehicle, it is not possible to identify a success rate for the clients that received a vehicle during this reporting period. However, since the inception of the Car Buy program in 2001 through March 31, 2011, 468 of the 607 clients that received vehicles successfully completed the program. Currently, there are 39 clients making payments so if they are excluded from the total then 468 of the 568 clients no longer making payments yields a success rate of 82%.

**Accomplishments**: Each client that successfully completes the program is an accomplishment. Having a vehicle of their own is a step forward in making them self sufficient and able to provide for the needs of their family. Clients have indicated to us that receiving a vehicle through our program has helped than retain their job and to obtain better ones.

**Lessons learned:** It is important that programs of this nature have clearly identified eligibility requirements and expectations for clients. Clients will have a wide variety of situations they’ll be faced with and the programs must be carefully structured to ensure that clients meet reasonable expectations and are able to fulfill their financial obligations to the program. Education is also an important part of a successful program. Clients should receive a hand up, not a hand out. Programs should include educational components to assist clients in becoming more self sufficient.

### Western Reserve Transit Authority (1234)

#### Western Reserve Transit Authority

##### Boardmand Loop (1759)

**Service area**: Youngstown (OH: Mahoning)

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:This project is evaluated by the number of rides, cost of services per ride and cost per vehicle hour.

**Accomplishments**: The service continues to operate even though JARC funds have been exhausted.

**Lessons learned:** We needed to do more marketing for this service in the early stages and we needed to work more closely with some of the larger employers to gather information concerning number of employees, work shifts and how they could help encourage their employees to use the service.

# small urban/rural projects

# **Illinois**

### Illinois Department of Transportation (1177)

#### Henry County

##### Employment Transportation (2414)

**Service area**: Henry County

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

**Goal**: Improved system capacity

**Service description**:County-wide employment transportation services for persons with disabilities

**Evaluation**:The efficiency of the program is measured by increasing ridership, accessibility to rides, timely pick up and arrival times and satisfaction of riders.

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

**Lessons learned:** We were able to provide transportation to work for residents of the counties served. We increased our ridership and have increased the number of employers that we transport riders to.

#### Rides Mass Transit District

##### Employment Transportation (2422)

**Service area**: 15 Counties (IL: Crawford, Cumberland, Edwards, Gallatin, Hamilton, Hardin, Lawrence, Pope, Richland, Saline, Wabash, Wayne, White, Williamson)

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

**Goal**: Improved system capacity

**Service description**:Demand response and deviated fixed routes for employment transportation

**Evaluation**:Ridership

**Accomplishments**: Established enough ridership to continue the service after JARC funding is completed.

**Lessons learned:** We feel that both the falling price of fuel and the loss of employers during the project period affected the use of the system. Volume employers whose compensation levels were moderate to low, such as the Circuit City distribution center, went out of business during this period or reduced staff. Rural employers who draw employees from a wide area or employ 25 or fewer employees are not generally interested in the federal transit incentive. It either affects too small a segment of their workforce to add as a benefit or due to economic factors they offer limited benefit or do not offer them at all. Many have allowed us to post information and have communicated with staff but that has been the extent of the participation.  
Many of the requests for transportation were more oriented to day shift or the non-traditional schedules that are prevalent in part time, service or convenience food environments. Many of these requests were in volumes that were more suited to demand response service than structured routes. This will be a planning element for future projects.

##### 

#### Shawnee Mass Transit District

##### Employment Transportation (2416)

**Service area**: Alexander, Johnson, Massac, Union, and Pulaski Counties

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

**Goal**: Improved system capacity

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

**Evaluation**:Driver feedback and satisfaction surveys

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

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

##### 

#### South Central Illinois Mass Transit District

##### Employment Transportation (2418)

**Service area**: Franklin County

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

**Goal**: Improved access/ connections

**Service description**:JARC services include transporting low income individuals with developmental disabilities to work.

**Evaluation**:Cost per trip

**Accomplishments**: SCT is able to transport low income individuals with disabilities to employment opportunities that they otherwise would not have.

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

#### West Central Mass Transit District

##### Contractual Employment Transportation (2419)

**Service area**: Morgan and Scott Counties (IL: Brown, Morgan, Scott)

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

**Goal**: Improved access/ connections

**Service description**:Contractual services with two companies for employees from our service area to work at DOT Foods (Cass County to Brown County) and Cargill (Morgan County to Cass County). In addition we have several Scott and Brown counties residents who commute to Jacksonville (Morgan County) daily for employment.

**Evaluation**:Ridership

**Accomplishments**: We have expanded this program to include all three shifts at Cargill.   
We now are picking passengers up at their residences as well as at a central location which has increased ridership.

**Lessons learned:** This program has started small with endless possibilities for growth. Discussions held with individuals driving to Springfield for employment from Morgan County resulted in postponement of those plans as individuals were unwilling to give up their 'just in time' departure times in order to make transportation efficient to and from the Springfield area.  
Riders who do not have a 'buy in' to the program abuse the system, costing the company time and money. Riders must pay something in order to make it valuable to them. Thus, riders are not being charged personally for their rides.  
Many of our riders are ESL. Thus, our written and oral correspondence has had to become very precise.

##### 

## Indiana

### Indiana Department of Transportation (1189)

#### CIRTA

##### Central Indiana Regional Rural & On-Demand Transportation Study (2152)

**Service area**: Central Indiana (IN: Boone, Delaware, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, Shelby)

**Type**: Planning Studies/Feasibility Study

**Goal**: Improved access/ connections

**Service description**:The JARC-funded service completed a planning process that was initiated in 2009. No JARC funds were used to provide actual transportation services. The JARC funds created a plan that is being implemented to improve regional coordination and mobility through the existing network of transportation providers in Central Indiana.

**Evaluation**:One of the benchmarks of the study was to hire a professional at the Central Indiana Regional Transportation Authority to coordinate and implement the completed plan. That employee began work in March 2010. She is working to implement regional park and ride connectors with existing providers. Additionally, recommendations for marketing of available services are being implemented in the summer of 2011. These efforts do not use JARC funds, but were inspired by the JARC funded project.

**Accomplishments**: Improved coordination among regional transportation providers. Hiring of staff to implement plan. Integration of plan outcomes in regional transit planning initiative know as Indy Connect.

**Lessons learned:** Coordination requires effort. Rural transit operators often feel neglected in the conversation of regional mobility needs. We met with them several times before launching our planning effort, but it was based on common themes and needs that they expressed to us. Demonstrate commitment to your program by making a commitment of resources to the project a priority.

##### 

#### Fulton County Council on Aging, Inc.

##### Fulton County Transpo (2677)

**Service area**: Fulton County

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

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

**Service description**:Our agency provided extended service hours to accommodate the working population in Fulton County. This included earlier operating hours in the morning and late afternoon. This service was a demand response service.

**Evaluation**:Our agency tracked the additional work related trips and contacted area businesses to let them know of our service extensions in the area. We had an overall increase in trips and even saw expansion of our other services during this time frame.

**Accomplishments**: We accumulated several more patrons by offering extended hours. We were able to accommodate them in their job transportation, which was something we had previously been unable to provide.

**Lessons learned:** Marketing is always critical when you change the services you offer. I feel we did an adequate job with this in the beginning, but perhaps should have continued the efforts longer.

#### Marshall County Public Transit

##### Marshall County Public Transit (1187)

**Service area**: Marshall County

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

**Goal**: Improved customer knowledge

**Service description**:Used marketing materials to promote transportation in our county. Did a lot of speaking, health fairs etc. to get the word out .

**Evaluation**:We saw an increase in transportation of 1.5% from 09-10. In 2011 first quarter showing 1.5% increase over 2010 1st quarter

**Accomplishments**: A lot of feedback, "oh I didn't know you did that". We see our info in doctors’ offices.

**Lessons learned:** You have to go everywhere and continually give people all types of information. Some pick up cards other listen to radio through doctors’ offices. Often your consumer (rider) is not your point of contact. You must speak to those who make decisions for others.

#### VanGo

##### VanGo (2343)

**Service area**: Knox County

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

**Goal**: Improved system capacity

**Service description**:Our primary goal is to provide much needed transportation to low income children/families to Head Start, school and employment. By allowing these children to get to Head Start, parents have the opportunity to work, re-join the workforce or continue their education. These children receive transportation on a voucher program. The parents must apply for these vouchers. They earn vouchers through some type of volunteer service. PACE is responsible for issuing all vouchers. We have hired two additional drives for the growing number of children that need this service. We have had to change to assigned buses for the Vincennes routes. This was due to the number of children they would accommodate. We have a North and South route in Vincennes. Both of these routes have morning, two midday and afternoon routes. Each route has ten kids on the bus. That is 40 kids (80 rides) a day. We have one bus in Bicknell. This bus has two routes with 20 kids a day (40 rides a day).

**Evaluation**:The biggest evaluation was the continuous waiting list. We had more children needing the service than we could accommodate. The waiting list never reached below 15. Even with pulling children from the list when other children dropped from the program, the waiting list stayed constant if not ever growing. To accommodate the never ending waiting list, we would have to hire additional drivers and have additional busses. These would have to be additional so we could still accommodate our normal routes and demand response calls.

**Accomplishments**: Our greatest accomplishment would be knowing that we are able to help get these children to a pre-school program. At the program, these children receive assistance with immunizations, medical and dental, socialization, nutrition and early intervention. Without our service they may not be able to receive these services. Most of these children come from low income families. Without our service, most of them would not be able to get to the program. Most of the families do not have cars or only one vehicle. We are also helping the parents with either getting their education or getting to their employment and working towards becoming self-sufficient.

**Lessons learned:** Having the right drivers for this type of clientele is very important. Knowing your limitations in advance is a key factor. Knowing what you have available can meet all time restraints that are put into place.

## Michigan

### Michigan Department of Transportation (1207)

#### Allegan County

##### Allegan County Job Access (914)

**Service area**: Allegan County

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

**Goal**: Expanded geographic coverage

**Service description**:The Job Access Reverse Commute project provides expanded access to employment transportation Monday through Friday (6 AM to 5 PM) to any employment site within our service area. The goal is to provide a total of 2,000 additional hours of employment related transit services. This is service over and above the regular service availability.

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

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

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

#### ALTRAN

##### JARC evening/weekend services (915)

**Service area**: Alger County

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

**Goal**: Expanded geographic coverage

**Service description**:We provide transportation seven days per week for work trip runs, including late evenings and weekends for people who were unemployed due lack of transportation and for people who cannot afford their own vehicle. We coordinate with employment counselors and businesses to help keep the service cost effective.  
We live in a county where the average household works below the poverty level, with a per capita income of $18,210. Most jobs are linked to tourism, which are much lower paying jobs. Most incomes can only support public transportation as their means to get around for their daily needs.

**Evaluation**:We monitor the number of rides in the evenings and weekends and compare year to year. We have a database program that records all work trips. We also monitor cost per ride, and we work with business to keep the costs down. Informal discussions are held with the passengers, as to efficiency and availability, as well as any other issues they may have.

**Accomplishments**: Every passenger that is able to obtain or maintain employment because of us is an accomplishment. Many of these people would not be able to hold a job without our services.  
Many of our customers work at the local casino. Their shifts vary, with starting and ending times a half hour apart. Because our customers understand and appreciate our service, they are willing to work with us and each other to coordinate pick up and drop off times, enabling us to provide a more cost-effective, dependable service.

**Lessons learned:** Probably the most important initial step is to know the needs of your customers. You must be aware of what is and is not needed and what they are looking for in a service. Communication is extremely important between the agency, riders, and businesses.  
How to set up an effective communication system in the beginning would have been nice to know. Over the years, however, we have learned and adjusted to make things work for the best for all involved.

#### Bay Area Transportation Authority

##### After Hours (916)

**Service area**: Traverse City (MI: Grand Traverse)

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

**Goal**: Expanded geographic coverage

**Service description**:After hours #1 is funded through JARC. This is an advanced registration service that allows commuters to arrange trips between the hours of 5 PM to midnight, seven days a week.

**Evaluation**:BATA has had many requests to increase this evening service but currently do not have JARC funding to cover this service as it is offered.

**Accomplishments**: This service has seen an increase in ridership. The service provided 1,469 rides during the first quarter of FY 2010. The service continued throughout FY 2010, but funding was not sufficient to cover costs outside of the first quarter.

**Lessons learned:** Would advise that the funding for the service is secure, like any other routing, before assigning additional resources.

#### Bay Metropolitan Transportation Authority

##### Expansion Van (2590)

**Service area**: Bay County (MI: Bay)

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

**Goal**: Expanded geographic coverage

**Service description**:The JARC service is available to residents who live and work in Bay County and rides to and from work or vocational training when the buses are not in service. The trip may also include a stop at daycare. The service is available seven days a week.

**Evaluation**:We evaluate the program on a monthly basis by tracking the number of miles and riders through our ridership reporting. In addition, the Specialized Services Committee meets once a month to evaluate JARC and other special programs.

**Accomplishments**: The growth of the program is the greatest accomplishment. The program has grown from 215 riders and 1,557 miles in December 2007 to 903 riders and 5,877 miles in December 2009.

**Lessons learned:** It is a great program to ensure that transportation is not a barrier to employment for local residents. Without being a public transit company and receiving government funding, the program would be cost prohibitive for someone wanting to start a similar program. Without government aid, the fares charged for transport would be a deterrent to riders of such a program.  
The only advice I could give would be to market the service heavily to make sure residents know the service is available in their area.

##### JARC (917)

**Service area**: Bay County

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

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

**Service description**: The JARC service is available to residents who live and work in Bay County and rides to and from work or vocational training when the buses are not in service. The trip may also include a stop at daycare. The service is available seven days a week.

**Evaluation**:We evaluate the program on a monthly basis by tracking the number of miles and riders through our ridership reporting. In addition, the Specialized Services Committee meets once a month to evaluate JARC and other special programs.

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The only advice I could give would be to market the service heavily to make sure residents know the service is available in their area.

#### Blue Water Area Transportation Commission

##### JARC Evening Service Demand Response (923)

**Service area**: St. Clair County

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

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

**Service description**: This expansion of Demand Response service includes service in the cities of Port Huron and Marysville, as well as Burtchville Township, Port Huron Township, and Fort Gratiot Township. BWATC expanded demand response evening service is defined as:  
• Routes 22, 23, 24, 6 PM – 11 PM, Monday - Friday  
• Routes 22, 24, Friday 11 PM – Saturday 3 AM  
• Routes 22, 23, 24, Saturday, 6 PM – 11 PM   
• Routes 22, 24, Saturday 11 PM – Sunday 3 AM  
**Evaluation**:Passenger count, review of passenger origin/destination, anecdotal evidence and onboard surveys.

**Accomplishments**: BWATC’s expanded demand response evening service was immediately popular when first instituted in FY 08 and remained very popular through FY 10. Ridership was up 41% compared to adjusted FY 09 figures.

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

##### JARC Evening Service Fixed Route (920)

**Service area**: Port Huron (MI: St. Clair)

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

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

**Service description**: The areas covered by this fixed route service include the City of Port Huron and Fort Gratiot Township. BWATC’s JARC-funded expanded fixed route service is defined as:  
• Routes 1,2,3,4,5,6,9, 6 PM - 11 PM, Monday – Wednesday  
• Routes 1,2,3,4,5,6,9, 10 PM – 11 PM on Thursday  
• Routes 1,2,3,4,5,6,9, 10 PM – 11 PM on Friday  
• Routes 2, 5, 11 PM Friday – 3 AM Saturday  
• Routes 2, 5, 6 PM Saturday – 3 AM Sunday

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

**Accomplishments**: BWATC unlinked passenger trips of 55,923 were 45% greater than FY 09 adjusted fixed route unlinked passenger trips of 38,568. BWATC continues to see ridership grow.

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

##### JARC Mobility Manager (921)

**Service area**: St. Clair County

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

**Goal**: Improved access/ connections

**Service description**:The BWATC Mobility Manager helps people in St. Clair County access existing transportation services. With the help of the Mobility Manager, people have access to BWATC’s fixed routes, demand response and ADA service. In addition, people can access through the mobility Manager BWATC’s coordinated non-profit agency transportation service, our commuter route to Macomb County and our Voucher programs. The Mobility Manager matches requests for transportation with existing service and works with the non-profit agencies to ensure the eligibility of travel under our voucher program.

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

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

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

##### JARC Regional Route (919)

**Service area**: Regional (MI: Macomb, St. Clair)

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

**Goal**: Expanded geographic coverage

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

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

**Accomplishments**: Unlinked passenger trips for BWATC's JARC-funded commuter routes were up over 30% compared to the previous year.

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

##### 

##### JARC Voucher Program (922)

**Service area**: St. Clair County

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

**Goal**: Improved access/ connections

**Service description**:BWATC’s JARC voucher program was designed to lower barriers to people who could not meet their job related transportation needs with the existing public transportation services available. The voucher program was coordinated between BWATC’s Mobility Manager and nine non-profit agencies who mainly deal with low income clients in St. Clair County. Clients were reviewed and approved for work related travel vouchers and were reimbursed for approved travel at IRS mileage rates.

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

**Accomplishments**: BWATC was able to help 156 people maintain employment during very difficult economic times in southeast Michigan.

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

#### Branch Area Transit Authority

##### Work First (926)

**Service area**: Branch County

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

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

**Service description**:We provided service to JARC clients to assist them with transportation to and from job training and/or school, work, applying for work, child care, and the Michigan Works office. This service was provided any day of the week at any time as requested and reserved by our local Michigan Works office. We traveled anywhere in Branch County to provide transportation for the JARC clients as designated by Michigan Works.

**Evaluation**:We evaluate the project by how many JARC clients we are able to assist through coordination with our local Michigan Works and Department of Human Services agencies.

**Accomplishments**: We believe you must have a good working relationship with your local service agencies. We work closely with our local Michigan Works office and our local Department of Human Services to coordinate the necessary JARC transportation effectively.

**Lessons learned:** Get to know the professionals from the agencies you are working with to coordinate your JARC transportation. It is easier to communicate effectively when you have a good relationship with the other agencies involved.

#### City of Ionia Dial-A-Ride

##### JARC Trip-Based Service (929)

**Service area**: Ionia County

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

**Goal**: Expanded geographic coverage

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

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

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

**Lessons learned:** I would suggest meeting with area agencies to understand everybody's transportation needs. Analyze current transportation options to see if any consolidation efforts can be made.

#### City of Jackson Transportation Authority

##### JARC (930)

**Service area**: Jackson (MI: Jackson)

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

**Goal**: Improved system capacity

**Service description**:The service provided is demand response (without route numbers) trips to work for persons without other options, primarily challenged residents of Jackson County. The service picks up at the customers front door and delivers them to their place of employment. This service is available 24 hours a day, and seven days of the week.

**Evaluation**:The metrics are hours, rides, miles, and unique customers.

**Accomplishments**: To continue to keep 18-22 persons employed. Since this value to the customers is more important than the pay check. This population would be housebound if not for public transit.

**Lessons learned:** To realize the cost of per person transportation in a rural demand response environment; that with the limited funding you will not be able to offer this service to all who request it; that the reimbursement process (i.e., payments) can run over 90 days after services are performed.

#### City of Sault Ste. Marie

##### JARC (932)

**Service area**: Sault Ste. Marie (MI: Chippewa)

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

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

**Service description**:This service expanded our Dial-A-Ride service by four hours allowing us to pick up more persons for work. This service runs in the City of Sault Ste. Marie city boundaries and is a demand response services with the ability to make advance reservations.

**Evaluation**:We use information on drivers logs, local service agencies and questionnaires

**Accomplishments**: Getting more people to work

**Lessons learned:** Talk to local service agencies and to the bigger employers in your area

#### Clare County Transit

##### AM JARC (933)

**Service area**: Clare County

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

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

**Service description**:This JARC service started years back. It starts at 5 AM and runs through 8 AM. It is designed to get people to work. We have a lot of fast food places that need workers that early.

**Evaluation**:This has been a very good fit for these workers that need to get to work early.

**Accomplishments**: We added a night JARC for the same type of people getting off work from fast food places. It usually runs from 8:30 PM to 11:30 PM.

**Lessons learned:** With all the paperwork that is involved, sometimes it may be better not to apply for these funds.

#### Clinton Area Transit System

##### AVL Equipment (2585)

**Service area**: Clinton County

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

**Goal**: Improved system capacity

**Service description**:Passenger service for Job Access to 150% low income passengers certified by human service agencies for transportation to work need and verification of income.

**Evaluation**:Efficiency of routing and less time spent on office check in for bus revenue

**Accomplishments**: Getting funding for advanced technology to advance efficiency of operations

**Lessons learned:** How mobile data terminals (MDTs) and automatic vehicle locators (AVL) work technically and the interfacing of software, hardware, and modem

##### JARC Demand Response Service (934)

**Service area**: Clinton County

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

**Goal**: Improved system capacity

**Service description**:Human service agencies certified Job Access work and related activities for low income passengers. The passengers called to make arrangements for transportation. When Job Access passengers were going to the same destination at the same time, a route was formed.

**Evaluation**:Number of human service agencies and privates attending coordination meetings or receiving minutes of meetings or qualifying passengers for transportation to work.  
Number of authorized passengers being transported to work. Amount of funding directly benefiting JARC qualified passengers.

**Accomplishments**: 100% of the funding goes towards Job Access certified passengers for work and work-related activities. Coordination with local human service agencies to evaluate needs and certify passengers.

**Lessons learned:** Develop a detailed form that requests required information to certify 150% poverty and work transportation need. Coordinate with groups within your community that know who needs the service.

#### Eastern UP Transportation Authority

##### Curtis Run (936)

**Service area**: Luce County

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

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

**Service description**:The "Curtis Run" was added in order to provide essential transportation needs in the outlying areas of the Village of Newberry in Luce County. Currently, there are no other means of public transportation in this rural area. The Eastern Upper Peninsula Transportation Authority (EUPTA) provides transportation for people with disabilities as well as the general public so they can attend workshops, jobs and other job related appointments such as interviews.

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

**Accomplishments**: Positive feedback from the general public as well as human services agencies.

**Lessons learned:** Develop a flexible budget that will allow the service provider room for decreased funding.

#### Isabella County Transportation Commission

##### Isabella County Transportation Commission (1862)

**Service area**: Mt. Pleasant, Isabella County

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

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

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

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

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

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

#### Key Opportunities

##### Key Opportunities, Inc - Job Access (939)

**Service area**: Hillsdale County (MI: Branch, Hillsdale, Jackson, Lenawee)

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

**Goal**: Improved access/ connections

**Service description**:The job access service is demand response and is offered 24 hours per day, seven days per week. This service provides rides to anyone who needs/requests it. Mostly it is used by persons who have attended Work First programs, persons with disabilities who do not drive automobiles and those who need to get to work to obtain the funds to pay for repairs.

**Evaluation**:We evaluate it by the number of rides provided and by being able to meet all requested rides. We also try to combine rides to save on mileage, cost to the system.

**Accomplishments**: People are able to accept new jobs or keep existing jobs due to this program. They are able to save up the funds to fix vehicles, find housing closer to employment during the time they use the system. A homeless person has been able to keep his job, obtain housing and a vehicle, becoming completely independent instead of being dependent on the system or returning to prison.

**Lessons learned:** After the riders have had total support for a period of time, require a personal co-pay to encourage them to develop a ride share or find independent transportation or move close to work. In this way resources are reserved for others who need the service. Also, there need to be consequences for no-call/no-shows since it also helps to reduce that problem. Irregular hours of employment create scheduling problems when employers release workers ahead of their scheduled times.

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#### Lenawee County

##### Lenawee County Collaborative for Human & Transit Services (941)

**Service area**: Lenawee County

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

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

**Service description**:Our primary clearing house is located at the South Central Michigan Works! office. A transportation plan for each eligible participant is coordinated - based on need - and the most cost effective route. The eligible clients attend an orientation at the Michigan Works! office to discuss available services and review the expectations of each client. With their Career Manager, a personal employment plan is developed. A portion of this plan recognizes transportation barriers and available options. Other transportation considerations include: walking, biking, Dial-A-Ride services, car pooling, the local public transit services, etc. The main objective is maintaining employment.  
We do not have a specific route name and/or number. We do not offer fixed route service. JARC transportation is based on need, availability, and employment location. The needs for service are made in advance and an employment-related schedule is also determined ahead of time.

**Evaluation**:Service is evaluated based on program success such as meeting hourly requirements, gaining and/or maintaining employment and employment retention. This transportation service is offered when other options are not available or when this is the most cost effective. We review the cost of the project, the number of service hours, service miles, and the number of passengers. Other input includes the employment statistics: full-time, part-time, hourly wages, sustainability, etc...

**Accomplishments**: Our greatest accomplishment is being able to adjust quickly. Having flexibility with the driver, we can make quick changes to our transportation schedule to be absolutely sure our passengers are able to gain and maintain their employment. Further, our driver can often intervene to prevent job loss as our passengers will often talk to him during their travels about how the job is going. He is somewhat of a mentor to several of our passengers. The cost is just over $1.10 per mile.

**Lessons learned:** Successful programs will identify service gaps and existing system limitations before starting their program. Make sure you have an idea of what your service area is going to be and know what other variables are available. Be aware of your options and coordinate with existing providers. Duplicating already existing service is not cost effective.

#### Livingston Essential Transportation

##### Expansion Van (2591)

**Service area**: Livingston County

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

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

**Service description**:The JARC-funded grant is used for the LCETS "Grand River Run.” This run travels from Fowlerville through Howell and to Brighton and then in reverse with a one mile deviation off of Grand River. There is a morning run from approx 6:30 AM - 12 PM and then again from 2 PM - 7:30 PM in the evening. The service began mid-March FFY 2010. This grant is targeted to low income and elderly to get to work and back home. We utilize one cut-away with 12 seats.

**Evaluation**:The project was evaluated by monitoring passengers per hour. It was a little slow in the beginning, however within two months the word was out and the passengers per hour number kept increasing to the point that this route has exceed expectations and projections. We now benchmark on a monthly basis.

**Accomplishments**: I tried this over ten years ago and it failed miserably. I feel as though the "Grand River Run" is one of the greatest accomplishments attained here at LCETS.

**Lessons learned:** I learned that life just seems to get tougher and tougher and there are many people in need of public transportation and I guess the advice would be if you see a need - build it and they will come.

##### The Grand River Run (1893)

**Service area**: Howell, Brighton (MI: Livingston)

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

**Goal**: Improved system capacity

**Service description**:The Service provided under the JARC grant for Livingston Essential Transportation Service is called "The Grand River Run.” This service targets low income and the elderly to get them to work and back. The service is twofold to increase capacity and increase hours available. The Grand River Run operates between 6 AM and 7 PM, Monday through Friday. The route is on Grand River with a one mile deviation north and south of Grand River, from the Village of Fowlerville and through the city of Howell and then onto Brighton and back several times during the early morning and evening hours.

**Evaluation**:To begin, LETS management did not know exactly how needed this project was, however in the six months (April - Sept 2010) that this project began, the 4,205 trips started off slow and was monitored monthly and before many month's ridership of the targeted population grew rapidly. This project was win-win because not only did this project grow, but it freed up other demand response regular service vehicles that the LETS ridership also increased. Currently, there is no unmet need within our area parameters.

**Accomplishments**: The greatest accomplishment is being able to provide needed transportation for the low income and elderly with non-traditional work hours to keep their jobs because they now have public transportation. Secondarily, we are very happy and satisfied that LETS has been able to help many people to gain and retain employment that they may not otherwise be able to retain.

**Lessons learned:** To conduct almost by township, town hall meetings to establish unmet needs.

#### Mecosta/Osceola Transit

##### Mecosta Osceola Transit Authority (943)

**Service area**: Mecosta and Osceola Counties

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

**Goal**: Improved system capacity

**Service description**:Mecosta Osceola Transit Authority has provided transportation to low income and unemployed participants to obtain, search for, and retain employment. This plan provides a minimum of four hours of service five days a week, Monday through Friday, within Mecosta Osceola Transit Authority's regular hours of service, 5 AM to 6 PM.  
Mecosta Osceola Transit Authority has successfully coordinated with the Department of Human Services, Michigan Works!, Community Mental Health, and Commissions on Aging in both Mecosta and Osceola counties to provide transportation to places of employment; enabling residents to retain current employment, search for employment, and participate in training and educational opportunities to obtain employment.

**Evaluation**:The needs, goals, and objectives of this project are to be able to provide transportation for the residents of both Mecosta and Osceola counties to places of employment; enabling them to retain current employment, search for employment, and participate in training and educational opportunities to obtain employment.  
Data is gathered monthly for reporting purposes and trends analysis, and reports are submitted to the Michigan Department of Transportation each quarter.

**Accomplishments**: Mecosta Osceola Transit Authority has successfully coordinated with the Department of Human Services, Michigan Works!, Community Mental Health, and Commissions on Aging in both Mecosta and Osceola counties to provide transportation to places of employment; enabling residents to retain current employment, search for employment, and participate in training and educational opportunities to obtain employment.

**Lessons learned:** When starting this program, coordinate closely with employment-related agencies. As the program progresses, promote the opportunities available throughout the service area.

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#### Peoples Express

##### People's Express Mobility Mgt, RideConnect (948)

**Service area**: Washtenaw County

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

**Goal**: Improved access/ connections

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

**Evaluation**:Basic information concerning calls/requests is tracked daily and compiled monthly and track by web based database. This basic information includes: number of calls into the call center, number of callers assisted with ride tracked, number of times each transportation provider is used to complete a trip, number callers assisted with fare subsidy, number of individuals travel trained tracked via registration forms and training lob. Other information tracked daily by the database and compiled quarterly: number of human service agency staff travel trained via training log, number of new providers added to the database, number of brochures distributed, number of locations brochures are distributed at.

**Accomplishments**: RideConnect is becoming more successful reaching new clients every month as the program matures. We are having many repeat clients you depend on our help not only with finding transportation but with helping them with vouchers. Due to its ability to reach a wide audience, Blue Print for Aging requested RideConnect administer its current voucher program and as a result, the Director met with ETCs to discuss development of voucher program for WorkFirst clients. In addition because RideConnect has become a central part of coordinated efforts in Washtenaw County, it was selected to be the lead to update both Ann Arbor Urbanized Area and Rural Coordinated Public Transit-Human Services Transportation Plans. RideConnect also sat on AATA Master Plans Technical and Leadership Committees.

**Lessons learned:** The advice I would give is to have a long range strategic plan in place with an implementation plan that outlines specific benchmarks and time-lines. It is also beneficial to have a clear understanding and grasp of the political climate regarding transit issues in the county. One final note, be patient!

##### People's Express Work Rides (947)

**Service area**: Washtenaw County (MI: Livingston, Oakland, Washtenaw)

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

**Goal**: Expanded geographic coverage

**Service description**:Transit access, demand responsive, scheduling 24 hours in advanced with commuter service stops for transfer along the US 23 corridor between Washtenaw and Livingston counties border boundaries. This service provides commuters a chance to relax and have us drive them to work. Locations for access to the commuter route is the park and ride located at Lee Rd./US 23 (Livingston) for two different AM pick-ups and an access point at M-36/US 23 (Washtenaw) park and ride with two different AM pick-ups. Workers are transported to the UM Hospital and the AATA station in Ann Arbor. Two late afternoon pick-ups at the Med Inn-UM Hospital and AATA station return commuters to northern Washtenaw and Southern Livingston counties.  
We also provide JARC rides to Workskills in four different locations in Washtenaw County. These rides are for individuals with disabilities in lower paying job. Pick-up is either at their home or at a Workskills designated stop. The workers are then transported to their work location. Return service is also provide.  
One other area of JARC rides is for any individual who needs transportation to their place if work.

**Evaluation**:All benchmarks have exceeded expectations. Our commuter ride is getting more riders every week. We have added another bus to the first AM pick-up at the Lee Rd. access point. Rides are available for the under-employed and employment services. All rides are designated by funding source at the time the schedule is made. Drivers maintain a daily log of all riders. All rides are tallied at the end of each month and reported to MDOT quarterly in the PTMS. The Director's reports are maintained monthly and by fiscal year. All rides are defined and recorded by Gener and whether they are Regular, Handicap, Senior, or Senior Handicap.

**Accomplishments**: We are providing a great service with our Commuter Route for those who need to travel the US 23 corridor to their place of work. Especially as we see reduced wages, much higher gas prices, and learning to live "green," we are seeing an increase in ridership.

**Lessons learned:** Make sure you have a punctual transportation service, allowing for stop in traffic. Research the "Where" and "When" your service is needed. Collaborate with Work Groups in your county and neighboring regional common borders. Bring in members of your Coordinated Human Services Plan and Urban Coordinated plans to help brainstorm the type of service you want to provide. Once started, survey riders as to what other location and times may be of interest. JARC is one of the most successful programs we have. This is a very worthwhile program from FTA. A web site is very useful to have, BUT you must keep it up to date and timely.

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#### Pioneer Resources

##### Pioneer Resources Job Access countywide service (950)

**Service area**: Ottawa County

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

**Goal**: Expanded geographic coverage

**Service description**:The Pioneer Resources JARC program provides transportation for individuals with disabilities to jobs within the community. We transport to major employers in Ottawa County including Herman Miller, Meijer, Kandu Inc., and others. The employees we transport are often unable to obtain drivers license due to disabilities such as down’s syndrome or epilepsy, and Pioneer is their only means of transportation to their job. Since the program operates 24 hours a day and seven days a week, we are able to accommodate second and third shift employees. We often here employers express gratitude that we offer safe and reliable transportation for their valued employees.

**Evaluation**:Pioneer Resources is a Commission for the Accreditation of Rehabilitative Facilities (CARF) accredited program. Our transportation program is evaluated every three years for quality and responsiveness to passengers needs. Some of the benchmarks include: customer satisfaction surveys, feedback from stakeholders, on-time performance, customer complaints and resolution, passenger policies, and other relevant data.

**Accomplishments**: We have supported hundreds of jobs within Ottawa County! In this economic climate to have continued employment for so many people is a success! Pioneer Resources use of creative scheduling and blending transportation programs so that individuals can access the transportation 24/7 is also an important accomplishment. Many of the jobs we support are service sector or assembly work and tend to be second or third shift. Without PR transportation’s around the clock transportation service those employees would not have access to their jobs. By utilizing vans and buses that are also transporting for other programs we can offer this flexible scheduling.

**Lessons learned:** Scheduling for this program can be tricky due to the dynamic nature of peoples work schedules. It requires good software and attention to detail when individuals phone in work schedules. We are currently looking at upgrading our scheduling software because you need to be able to make additions and changes to the schedule constantly.

#### Saginaw Transit Authority Regional Services

##### Marketing (2596)

**Service area**: Saginaw (MI: Saginaw)

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

**Goal**: Improved customer knowledge

**Service description**:The Job Access Marketing project consists of marketing for the STARS JARC program through brochures and coordinated efforts of the agencies involved.

**Evaluation**:The goals and objectives of this program are to properly inform citizens of the transportation opportunities for client/passengers after STARS business hours and outside of STARS current service are (Birch Run/Frankenmuth).

**Accomplishments**: Through the first quarter of FY 2011, the guaranteed ride home service has provided 869 rides and traveled 8,526 miles in 211 hours. These numbers represent a significant increase in the utilization of this service (almost double the passengers and over double the miles and hours). The authority made presentations to the Michigan Works agency promoting this service and have found that this promotion has more than doubled the utilization of this service

**Lessons learned:** STARS is just glad to help so many people.

##### STARS Guaranteed Ride Home Service /STARS Reverse Commute Birch Run/Frankenmuth (952)

**Service area**: Saginaw (MI: Saginaw)

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

**Goal**: Expanded geographic coverage

**Service description**:The project consists of the continuation of taxicab services offered after STARS regular hours of operation for eligible individual to return from work or work-related activities. This service is offered as an additional means of transportation since the Authority's hours of operation (6 AM to 8 PM) do not coincide with the employment hour opportunities within the Saginaw Community (24 hours a day).  
The Reverse Commute BirchRun/Frankenmuth project consists of the established of a fixed route (83) from within the city of Saginaw out to the Birch Run Prime Outlets and Frankenmuth downtown business district. The route consists of various departures and arrival times coordinated with each of these areas to ensure coverage for a variety of working schedule possibilities.

**Evaluation**:The service is coordinated by STARS acting as the administrator of the program working closely with the Michigan Works and the Department of Human Services to determine eligible participants. Once eligible clients have been indentified and approved through the process established, those participants may directly contact the taxicab service (HRPB, Co) to arrange for transportation after STARS regular service hours.  
Continued outreach with Michigan Works and DHS along with other job-related agencies to increase the use of this service.

**Accomplishments**: Through the first quarter of FY 2011, the service has provided 869 rides and traveled 8,526 miles in 211 hours. These numbers represent a significant increase in the utilization of this service (almost double the passengers and over double the miles and hours). The Authority made presentations to the Michigan Works agency promoting this service and have found that this promotion has more than doubled the utilization of this service.  
Based on prior year third and fourth quarter results, the project is on pace to provide over 5,000 trips, 135,000 miles and 3,300 hours of reverse commute service annually

**Lessons learned:** Glad that this service is helping a lot of people.

#### Shiawassee Area Transportation Agency

##### JARC Operations (953)

**Service area**: Cities of Owosso and Corunna, and Caledonia Township (MI: Shiawassee)

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

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

**Service description**:JARC operations extends our service hours beyond the normal 6 PM end time, Monday through Friday, to 10 PM. All of our service is demand response. JARC service allows our second shift workers a means to get home and our third shift workers a way to get to work. This is especially necessary for low-paying service jobs such as restaurant and home health as well as some manufacturing jobs.

**Evaluation**:We track the number of rides provided during that time frame as well as trip purposes. Since our JARC funding only provides for one bus during the time frame, we always have more requests than we can accommodate and that bus' passengers per hour ratio is the highest one we have.

**Accomplishments**: The JARC operations funding has also allowed some students at the local college the ability to get home from night classes and also get to third shift jobs after classes.

**Lessons learned:** I wish we had anticipated the need more accurately and requested more funding. I would advise multiplying your estimations by at least a factor of two.

##### Marketing (2595)

**Service area**: Shiawassee County

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

**Goal**: Improved customer knowledge

**Service description**:We made people aware of the benefits of using the bus to get to work, training and education. Similarly, we raised awareness of our Mobility Manager office which is designed to help all citizens solve their transportation issues.

**Evaluation**:We have tracked miles and hours of operation as well as trip purpose and numbers of trips provided as well as number of individual riders.

**Accomplishments**: We have addressed more than ten organizations personally. We estimate that we have reached approximately 25% of the county citizens through all of our marketing efforts.

**Lessons learned:** We need to request more money for marketing because $2,000 does not go a long way.

##### Mobility Manager (954)

**Service area**: Shiawassee County

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

**Goal**: Improved access/ connections

**Service description**:Our Mobility Manager's primary function is to act as a one-call service center to provide solutions to county residents' transportation problems. Some of those solutions include engaging other community transportation providers (churches, volunteer drivers, etc.), utilizing our NF volunteer and service operations programs, utilizing our demand response program and providing information about travel possibilities out of county. The Mobility Manager also speaks to community organizations about the services her office provides.

**Evaluation**:We track rides provided along with trip purposes and geographic destinations.

**Accomplishments**: Since the inception of our program in FY 2008, our Mobility Manager has convened local stakeholders to share resource and dispense information, successfully arranged rides for senior and disabled citizens and earned the respect and gratitude of many local human service agencies.

**Lessons learned:** Be sure to clarify what contributions will qualify for your 50% local match.

#### St. Joseph County Transportation Authority

##### Job Rediness Transportation (960)

**Service area**: St. Joseph County

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

**Goal**: Improved system capacity

**Service description**:With our JARC funds, we work closely with Michigan Works and the employers in our county to find clients for this program. We are a rural county and we do not have routes just designed for JARC. Instead, we have fit our riders on many of our county routes to insure that we are working efficiently. We use a dispatching software that helps us align our pickups.

**Evaluation**:At the end of every year we look at our ridership for this grant and identify what area's we have not gotten any ridership from target them to be contacted. Our JARC ridership is growing every day we find riders in need. We want to double our ridership for the next grant year. The Authority as a whole has increased it ridership tremendously. We are aware that there are untapped areas. We have made it a priority to contact every business in the County and make them aware of this program. We do understand that this is a never ending job.

**Accomplishments**: One of our accomplishments is that Michigan Works has always needed transportation for their clients and this is a great fit for them also. We have had so many riders have to give up the chance for a job because of no transportation. This program has given so many riders the chance for employment.

**Lessons learned:** Research the JARC program and understand what is expected and how to use it to the fullest. The first year the Authority has just became self operating and we struggled with all our services and applied for JARC and were awarded the grant so we had a lot to learn in a short amount of time about JARC and how to make it available to the riders. The reporting can be challenge so make sure you understand what is needed.

#### Suburban Mobility Authority for Regional Transportation

##### Expansion Van (2588)

**Service area**: Oakland County

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

**Goal**: Expanded geographic coverage

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

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

**Accomplishments**: NOTA gave a total of 7,601 nonurban JARC rides with 3,800 rides from MDOT and 3,801 from FTA. That number is up from the same time the previous year of 6,915 rides or 10% increase. This increase is due to NOTA accepting 53 new passengers and the ability to maintain and operate 13 vehicles due to the JARC funding. NOTA also operated on weekends and during weekdays until 7 PM. In addition, NOTA made an effort to speak to various places of employment and employment agencies in the area informing them of the service available.

**Lessons learned:** With the cost allocation in place, it has made the costing of all of our grants much easier to manage. Also, NOTA is continuing to work with our dispatch software programmers to create reports that give additional information based on rider and types of service. Having as much information as possible on your riders and being able to access it is crucial.

##### JARC (958)

**Service area**: Oakland County

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

**Goal**: Improved system capacity

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

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

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**Lessons learned:** With the cost allocation in place, it has made the costing of all of our grants much easier to manage. Also, NOTA is continuing to work with our dispatch software programmers to create reports that give additional information based on rider and types of service. Having as much information as possible on your riders and being able to access it is crucial.

##### Thunder Bay Transportation Authority

##### Expansion Van (2589)

**Service area**: Alcona, Montmorency and Oscoda Counties

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

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

**Service description**:The purchase of this vehicle allowed TBTA to continue to provide JARC transportation more cost effectively. Service was available 24/7/365 to the participants of the JARC program.

**Evaluation**:The van has been running properly with no maintenance issues and we continuously use it to provide services under this program.

**Accomplishments**: We continued to provide services

**Lessons learned:** None at this time

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##### FY 2010 Section 5316 Job Access (JARC) Program (961)

**Service area**: Alcona, Montmorency and Oscoda Counties

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

**Goal**: Expanded geographic coverage

**Service description**:TBTA partners with the Michigan Works offices representing Alcona, Montmorency and Oscoda counties for this JARC program. We scheduled routes based on their need for training, job searching, job interviews and job placement. We do not have set established routes, rather we wait to provide the service until the need exists in order to preserve funding. TBTA utilizes existing routes for other contracted services, in order to reduce the costs to the JARC program (stretching funds again). 2010 was the fourth year that TBTA was able to provide JARC services and each year 100% of the funds are utilized for this program.

**Evaluation**:Both TBTA and Michigan Works evaluate funding levels and ridership levels on a monthly basis in order to ensure funding for the full 12-months of the program. Michigan Works retains the statistical information but has shared with TBTA when job searching/interviews are successful. Sometimes TBTA has provided transportation for the first month until the rider can save enough of their money for their own transportation. Each year, more funding is needed because these three counties are the highest in unemployment in the state of Michigan, and therefore candidates who need assistance.

**Accomplishments**: For 2010, TBTA partnered with a local provider located closer to the Oscoda County line, which allowed the funds to be stretched longer in the year. TBTA has seen some successful job placements with Michigan Works clients, but that is due to their hard work not ours - we just gave them dependable transportation until they could find their own.

**Lessons learned:** Continue to find partnerships within the areas that you serve. This year, we were able to do that and will continue to look for those opportunities whenever and wherever possible. Funding is extremely limited within the Michigan Works budget, so these transportation dollars provided by the JARC program are needed that much more.

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#### Twin Cities Area Transportation Authority

##### Blue Route (1889)

**Service area**: Benton Harbor (MI: Berrien)

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

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

**Service description**:We extended our hours on a fixed route.

**Evaluation**:We are using ridership as a performance measure. The first month was 466 passengers and the last month in the fiscal year was 560.

**Accomplishments**: Passengers started using this route immediately. We also started a punch card system that gives them a discount.

**Lessons learned:** Advertising is important. But we couldn't advertise before the run started because of not knowing if it was going to be funded.

##### Red Route (1885)

**Service area**: Benton Harbor (MI: Berrien)

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

**Goal**: Expanded geographic coverage

**Service description**:We are providing service for low income passengers in Benton Harbor to Stevensville. The area in Stevensville has 75 businesses that could have employment opportunities for these passengers.

**Evaluation**:We are recording ridership as a performance measurement. We started at 336 passengers a month to the last month in the fiscal year of 931.

**Accomplishments**: Ridership is three times more than when it was started. We are using a flex to add to the access to employment.

**Lessons learned:** If we would know in advance I would of advertised more. But we didn't know if we were getting the funds so we couldn't advertise.

#### Western Washtenaw Area Value Express

##### Mobility Management (963)

**Service area**: Washtenaw County

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

**Goal**: Improved customer knowledge

**Service description**:The mobility management project is called RideConnect. RideConnect is a coordination call center that provides individuals with information on available transportation options. It operates Monday through Friday, 8 AM-6 PM and is closed on all governmental holidays. RideConnect's transportation coordinators provide the service/activities of: trip planning, customer assessments, travel training sessions and trip fare assistance programs.

**Evaluation**:WAVE participates in RideConnect operations by membership on the board of directors. WAVE reviews RideConnect tracked ridership information. Information at RideConnect is tracked daily and compiled monthly in the following areas: number of calls, callers, times each transportation provider is used, callers assisted with fare subsidies and individuals travel trained.

**Accomplishments**: RideConnect has developed several key relationships within the community. Due to its ability to reach a wide audience, Blue Print for Aging requested RideConnect administer its current voucher program and as a result, further dialogue continues with ETCS with the possibility to develop a voucher program for WorkFirst clients.

**Lessons learned:** We couldn't anticipate what to expect with a program of this nature because it is a model program in the state. The RideConnect director feels that it would have been helpful to have had a long range strategic plan in place with an implementation plan that outlined benchmarks and timelines before the program was rolled out.

#### Yates Township

##### Marketing (2584)

**Service area**: Lake County (MI: Lake, Mason, Oceana)

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

**Goal**: Improved customer knowledge

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

**Evaluation**:Transportation requests will come from requesting agencies. These requests will be faxed, phoned or mailed from these agencies and drivers are dispatched out to provide needed transportation to the clients in their counties. Yates Dial A Ride logs the process and schedules for billing purposes. We have semiannual meetings with agencies to go over past history and evaluate any needed changes or improvements.

**Accomplishments**: We serviced 2,020 people and drove 157,496 miles

**Lessons learned:** Meet with community agencies and discuss community needs and areas.

##### 

##### Yates Township Dial A Ride (964)

**Service area**: Idlewild (MI: Lake, Mason, Oceana)

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:Transportation requests will come from requesting agencies. These requests will be faxed, phoned or mailed from these agencies and drivers are dispatched out to provide needed transportation to the clients in their counties. Yates Dial A Ride logs the process and schedules for billing purposes. We have semi annual meetings with agencies to go over past history and evaluate any needed changes or improvements.

**Accomplishments**: In 2010, we drove 157,496 miles and serviced 2,020 people.

**Lessons learned:** Meet with qualified agencies and do an assessment of the needs.

##### 

## Minnesota

### Minnesota Department of Transportation Office of Transit (2039)

#### Arrowhead Economic Opportunity Agency,Inc

##### AEOA Rural Rides (875)

**Service area**: Arrowhead Region (MN: Cook, Itasca, Lake, St. Louis)

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

**Goal**: Improved access/ connections

**Service description**:Four mobility managers located in Work Force Centers throughout the Arrowhead Region work one on one with low income persons to overcome employment related transportation barriers. Mobility Managers develop personalized transportation plans and provide temporary support through trip vouchers. One program manager oversees the Rural Rides program.

**Evaluation**:The program manager oversees all monitoring and evaluation activities. Program data sheets illustrate the number of rides, mode of transportation, destination, volunteer driver information, location of service, participant demographic information and length of service provided. Rural Rides also tracks employment outcomes, allowing us to evaluate the success of the program.

**Accomplishments**: In 2010 we enrolled and developed plans for over 464 program participants. 79% of participants either obtained or maintained employment and 8% reported that they increased or advanced in their employment because of the assistance of Rural Rides.  
We assisted in developing several ride share arrangements to rural employer, Northwood Organics. We received a letter of appreciation from the Northwood Organics manager saying: “As manager of a rural based company this service really helps me keep my plant staffed with reliable employees that otherwise could not take positions due to the inability to get a ride to work every day. This service opens up my options for good quality employees.”

**Lessons learned:** A long term realistic transportation plan should be developed during intake to insure that program participants can maintain employment after program support is withdrawn.   
Volunteer drivers should be interviewed and screened as rigorously as employees to make sure they understand the duties of the position and are suitable candidates for the assignment.

##### 

#### Duluth Transit Authority

##### DTA JARC Route 18 (2129)

**Service area**: Duluth (MN: St. Louis)

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:This route is measured by the number of riders per hour. The route is also measured if total ridership meets or exceeds the set goals of the project. The goal of the route was to have 33,750 rides during the first nine months of the route. The goal of the riders per hour was 15 riders per hour. Ridership for FFY 2010 totaled 84,249 and ridership per hour was over 28 passengers. Both showing a strong increase over 2009 as well as meeting the goals set for the route.

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

**Lessons learned:** This was the third year of this service that is heavily used by college students. The students knew about the service and made housing decisions with it in mind. They also looked for the employment opportunities provided by the route. It is important to market this type of service in the spring as well as the fall. It takes time to develop a new route even with strong ridership potential. The economic downturn had a negative impact to this route, but in 2010 there was some expansion of retail jobs near the mall area. This helped ridership on this route.

##### DTA JARC Route 20 (2131)

**Service area**: Duluth (MN: St. Louis)

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:This route is measured by the number of riders per hour. The route is also measured if the total ridership meets or exceeds the set goals of the project. The total ridership goal was 18,750 for the first nine months of 2008. The riders per hour goal was ten rides per hour. Ridership for 2009 was 42,714 which also exceeded the hourly goals for the route. In 2009 Cirrus Aviation drastically cut their work force in Duluth and ridership dropped. The total ridership for FFY 2010 was 21,028. Service was reduced and refocused on the Airpark portion of the route. The passengers per hour did not meet the goal of ten riders per hour.

**Accomplishments**: The number 20 route serves areas where the potential ridership has been forced to drive for many years. Through August of 2008, ridership increased every month. The number 20 route exceeded ridership goals and matched projections in 2008. The total number of riders for this route during the first nine months of 2008 was 21,788. The riders per hour was 9.9 rides per hour. In 2009 the connections to the route were improved and the express service was marketed. Ridership continued to grow, although not at the original business that the route was focused on. In 2010 with Cirrus drastically cutting their work force the DTA refocused the route on the Airpark. Ridership from this area continued to grow, but not fast enough to overcome the losses from Cirrus and United.

**Lessons learned:** The economic downturn and job losses at some of the employers on this route continues to affected the ridership. Of the two JARC projects, the number 20 route took longer to reach the ridership goals. The reason for this is because this route is more geared to the general working population than the route 18 that focuses on college ridership. The route also was too focused on one employer. When that employer cut employment the ridership dropped. The DTA has made additional adjustments that should bring this route back into the area of exceeding goals in 2011.

#### Kandiyohi Area Transit, JPB

##### Willmar Industrial Park Route (874)

**Service area**: Willmar (MN: Kandiyohi)

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

**Goal**: Improved access/ connections

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

**Evaluation**:Evaluation is done by surveying passengers, employers, feedback from regular route drivers and analyzing ridership trends and times.

**Accomplishments**: KAT being able to provide some regular riders with a more direct and efficient routing to their employment. The growth in ridership from 149 passengers in September of 2009 to 326 passengers in September of 2010.

**Lessons learned:** Promotions are very important. If people do not know about the service, they cannot use the service. Continue the route even through low start up ridership to ensure that passengers know that the route is reliable, people want to make sure that they can trust the service before they will use it consistently. People, especially new immigrants need to trust that the bus is a reliable means to get to their job. Once that is established, ridership will grow, through their testimony.

#### Metropolitan Council

##### Metropolitan Council Van-GO (2145)

**Service area**: Adjacent counties outside the Twin Cities Metro (MN: Chisago, Goodhue, Isanti, Le Sueur, McLeod, Rice, Sherburne, Sibley, Wright)

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

**Goal**: Improved access/ connections

**Service description**:Van-GO! is a regional vanpool program provided by the Metropolitan Council. The Program provides rideshare opportunities utilizing a coordinated van fleet provider program. The benefits of fleet coordination include new, reliable vehicles a comprehensive insurance and vehicle maintenance program for vanpools and driving screening process to ensure safety and reliability. The Metropolitan Council provides an operating subsidy to vanpools which defrays monthly Vanpool operating expenses for Vanpool participants. This program matches riders and drivers who benefit from the same vanpool. By vanpooling in Minnesota, congestion is reduced and fuel and emissions are reduced. Also the number of parking spaces and employee out of pocket expenses are reduced.

**Evaluation**:Vanpool rosters are maintained and regularly audited to ensure that program requirements of five or more riders per vanpool are being met. Each participant who is registered in the regional rideshare database is assigned to individual vanpool rosters upon which each vanpool reports monthly ridership by registered rider. This accounts for how many people are participating. Met Council’s Monthly Vanpool Reporting also tracks van mileage, number of active vanpools , vanpool operating costs, operating subsidy per passenger and Vehicle Miles Travel savings (VMT) for each Vanpool. Each vanpool also reports patronage and how many empty seats are available at any given day.

**Accomplishments**: In 2010 Metropolitan Council formed five new vanpools and provided vehicle replacement for 15 vanpools. In the same time frame four active vanpools terminated program participation and the overall Van-GO! vanpool program lost 6% of its annual patronage between 2009 and 2010. In Summer 2010 the MnDOT JARC grant for outstate Vanpools was depleted. Hence, the Metropolitan Council changed their funding policies to lessen the amount of Council subsidies provided to outstate vanpools. The resulting increase in vanpool costs to outstate vanpool groups lead to the loss of three active vanpools and loss of ridership on remaining vanpools.

**Lessons learned:** Efforts to sustain a regional or statewide Vanpool program will need reliable and consistent funding levels in order to attract and maintain program participation.

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#### Moorhead Metropolitan Area Transit

##### MAT Summer Mid-Day (2127)

**Service area**: City of Moorhead (MN: Clay)

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

**Goal**: Improved access/ connections

**Service description**:Prior to the JARC grant, four of Moorhead's six daytime fixed routes changed from 30-minute frequency to 60-minute frequency midday during the summer weekdays from Memorial Day until late August. One bus traveled on two 30-minute routes from approximately 9 AM to 3 PM. Routes 1 and 4 interlined and Routes 3 and 5 interlined. The JARC project eliminated the summer schedule and continued 30-minute frequency on all routes year around during peak and off peak hours. This added three hours of service to four routes Monday through Friday during the summer, for a total of 756 new hours per year. These new routes have provided passengers new opportunities to use the bus service to go to jobs throughout the city of Moorhead. With hourly service midday in the summer prior to the JARC grant, not all of the six Moorhead routes met for timely transfers every 30-minutes. This left a 30 minute layover at the transfer point in order to continue travel between some of the MAT routes. These inconvenient layovers made travel time longer and provided a barrier for many riders traveling to work, school, etc. Adding service midday brought continuity in the frequency of service and provided a higher level of confidence in public transit. Travel time was reduced, making public transit a viable transportation mode to work commuters.

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

**Accomplishments**: MAT increased ridership during the summer midday and maintained ridership year around. In 2010 ridership on MAT summer midday during the new service hours increased by 25%.

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

#### St. Cloud Metropolitan Transit

##### St. Cloud Metro Bus Route 75 (2139)

**Service area**: St. Cloud (MN: Stearns)

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

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

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

**Evaluation**:Route 75 is evaluated by a measure of passengers per hour. This route has exceeded expectations and is filling a service gap that previously was provided by a limited public Dial a Ride availability. Fixed route service offers greater reliability and convenience for workers, students and elderly riders along this route. Route 75 operated at an average of 7.88 passengers per hour in 2009, while it operated at 8.04 in 2010.

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

**Lessons learned:** The next steps for Route 75 is to extend the days and hours of the route to include weekday peak hour, evening and weekend service, including extending the route all the way to the SCSU campus and downtown Transit Center. Planning for this will was included in the 2035 Long Range Transit Plan Update adopted in the fall of 2009. In a rider survey of Route 75 passengers taken after the route began, 37% of Route 75 passengers earn less than $10,000 per year; 63% earn less than $25,000 per year. This compares to the system average of 43% earning

##### St. Cloud Metro Bus Sunday Service (2137)

**Service area**: St. Cloud (MN: Stearns)

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

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

**Service description**:This JARC project began in May 2009 by providing Sunday fixed route service for Metro Bus. Sunday fixed route service had previously not operated since the 1950s. As in most metropolitan areas, Metro Bus service area is a seven day a week community for workers and people of all economic levels. Metro Bus operates 13 routes on Sunday. Fixed route service on Sunday had been the number one request from Metro Bus riders for the past two decades. Prior to the start of fixed route service on Sunday in 2009, limited Dial a Ride service was the only public transit option which began in 2000. Fixed route service was the next step for providing service on Sundays due to the inability for the more expensive Dial a Ride service to continue to provide adequate service levels to meet increased demand.

The offering of more convenient and lower cost per trip fixed route schedules during on Sunday versus Dial a Ride offers the rider a fare savings of $1 versus $2 for Dial a Ride. In addition, additional discounted multiride fare media for fixed route are offered, while not for Dial a Ride. Many more low income individuals and families that are transit dependent or single auto households have a transit service option on Sunday to give them with greater convenience.

**Evaluation**:The primary benchmark Metro Bus uses to evaluate performance of our Sunday fixed route service effectiveness is passengers per hour. Each individual route is evaluated along with the total fixed route Sunday operation. Sunday fixed route serve has far exceeded expectations and has been very popular for riders who previously only had public Dial a Ride to use on Sundays for work related transportation. In 2009 Sunday fixed route averaged 15.03 passengers per hour, while 2010 averaged 16.07.

**Accomplishments**: The provision of Sunday fixed route service for the Metro Bus area is a major accomplishment. Due to the JARC program, successful Sunday fixed route service is convenient access jobs in the St. Cloud area on Sundays when they may not have been able to go. Many of the riders use the routes to go to work at retail and service-related business locations. Without the Sunday routes being available, people would not be able to go to work at these locations.

**Lessons learned:** Sunday fixed route service is a very important component of Metro Bus’ overall array of services for workers of all income categories who use transit as their means of transportation. Businesses rely on employees to get to work and having affordable and reliable Sunday fixed route transit options allow workers to access those Sunday jobs. We wish we would have set aside more money for marketing Sunday fixed route service. However, the Sunday service marketing and having route information available is very important in people finding out that fixed route service is available on Sunday.

#### Trailblazer Transit

##### WORKSMART (1666)

**Service area**: West of Twin Cites Counties (MN: McLeod, Sibley)

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

**Goal**: Improved access/ connections

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

**Evaluation**:The Trailblazer Joint Powers Board has evaluated the JARC service in terms of passenger and operating statistics, as well as in terms of financial viability. With the WorkSMART (JARC) project completing its second full year at the end of 2010, Trailblazer has been able to compare 2010 statistics against the first year of operating the JARC service in 2009. In 2010, the JARC service provided 14,971 one way rides. This was a 5.5% increase over 2009. The JARC service was able to maintain seven rides per hour in 2010, a milestone reached in 2009. Increased fuel costs and vehicle maintenance and repair costs accounted for a 7% increase in operating expenses in 2010. Increased ridership also resulted in increased farebox revenue.

**Accomplishments**: From a customer’s standpoint, the response from both ATHC and its workers has been extremely positive. There are numerous stories about how the service has changed people’s lives. In addition, ATHC’s Executive Director believes the service is much higher quality than traditional DT&H transportation and much safer because ATHC has the ability to have a job trainer on the bus and leave the driving to Trailblazer.

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

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#### Tri-Valley Opportunity Council

##### Tri-Valley JARC Bus Routes (1647)

**Service area**: Northwest Minnesota (MN: Clearwater, Marshall, Norman, Pennington, Polk, Red Lake)

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

**Goal**: Improved access/ connections

**Service description**:In 2010, Tri-Valley Opportunity Council Transportation Program received JARC rural funds to operate commuter routes in northwest Minnesota. Three routes provided commuter service within the Tri-Valley service area. The routes included: one route between Crookston and East Grand Forks; one route between Clearwater County communities and Bagley, and one route between East Grand Forks and Thief River Falls. These routes provided job access to the elderly, low income and disabled populations as well as access to educational and training facilities between Thief River Falls and East Grand Forks

**Evaluation**:Evaluation measures were based on the number of riders who utilized the commuter buses. In FFY 2010, 6,035 riders used the commuter buses to attend work and or training. This benchmark was considered both an economic impact for the riders by saving on transportation costs as well as an having an environmental impact on the communities, by putting less vehicles on the roads and using less fossil fuels.

**Accomplishments**: The greatest accomplishment of the JARC commuter buses in 2010 was the number of riders who utilized the service. Marketing information about the commuter routes raised awareness throughout the service area. Radio, television stations, and newspapers ran articles, news clips and program information as a new service available to the public. The Commuter Route between Thief River Falls and East Grand Forks was a huge success. This opened up a new market of riders, college students, commuting between the two Northland Community and Technical College campuses.

**Lessons learned:** When starting a commuter route project, be sure to have the 50% local match secure before starting. Many businesses were in support of the commuter routes at the beginning, but due to the downfall in the economy they quickly changed their minds when funding support became the discussion point. When planning the commuter routes, the price of fuel was at an all time high; and quickly decreased after the project was funded. This changed the minds of many consumers to continue to use their own vehicles as fuel was not as cost prohibitive as when the project was in the planning phase.

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#### VINE Faith in Action

##### VINE People To Jobs (1650)

**Service area**: Mankato Area (MN: Blue Earth, Nicollet)

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

**Goal**: Improved access/ connections

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

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

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

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

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## Ohio

### Ohio Department of Transportation (1225)

#### Clark County Board of Developmental Disabilities

##### Clark County Board of Developmental Disabilities (1846)

**Service area**: Springfield (OH: Clark)

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

**Goal**: Improved system capacity

**Service description**:Transportation services are provided 6 AM to 9: PM, seven days per week on a fixed route or on-call basis. The services are provided to Quest Adult Services LLC, Elderly United of Clark County, The Ability Center (TAC), the FF Mueller Residential Center, The Salvation Army and Hand-N-Hand. Individuals are transported to and from community placement work experience, work enclaves in Clark County and sheltered employment. Our transportation services are also used for doctors' appointments, employment interviews, recreational outings and other transportation needs as they arise and as there is capacity.

**Evaluation**:Overall this expansion of service was a success. We were able to incorporate an additional 46 daily riders into our fixed routes without disruption ensuring the routes remained on schedule and riders arrived at places of employment on time.

**Accomplishments**: The JARC program allowed us to expand our services to the F.F. Mueller Residential Center, providing transportation for 46 adults with developmental disabilities to work enclaves, jobs throughout Clark County and Day Habilitation services. Without the JARC program this service would not have been affordable.

**Lessons learned:** When expanding services to include developmental disabilities residential center, more consideration should have been given to the increased number of wheelchair riders and incorporating the center into existing fixed routes.

#### Community Action Agency of Columbiana County

##### Community Action Rural Transit System (CARTS) (1843)

**Service area**: Lisbon (OH: Columbiana)

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

**Goal**: Improved system capacity

**Service description**:CARTS provides transportation to jobs and employment related activities such as child care and job training for public assistance recipients and eligible low income individuals. CARTS current hours for JARC riders are Monday through Friday 5:30 AM to 10 PM and Saturday from 8:30 AM to 4 PM in the East Liverpool and Salem areas.

**Evaluation**:Statistics show CARTS has seen a steady increase of JARC one way trips, clients and locations each month. CARTS started JARC transportation in February of 2010 and had 93 one-way trips for the month. For the month of December 2010, we had 1,040 one-way trips. Also, a survey was conducted with JARC participants to see how they heard about the program, the need etc. The comments were overwhelmingly positive.

**Accomplishments**: The JARC program has had a dramatic impact on the lives of hundreds of low income families transitioning from welfare to work in Columbiana County. Many individuals were able to obtain and retain employment that ordinarily would not have been able to do so without the JARC program. CARTS was able to secure one contract to purchase a minivan and help to offset the cost by providing local match.

**Lessons learned:** When the grant was written we had commitments from four agencies to each contract a van to provide transportation services to their clients. However, only one of those agencies has committed to contract with CARTS through the JARC grant, therefore making it difficult to secure local match.

##### Community Action Rural Transit System (CARTS) (2206)

**Service area**: Lisbon (OH: Columbiana)

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

**Goal**: Improved access/ connections

**Service description**:The mobility manager is responsible for improving business and community support for the transportation organization. It requires distribution of information that explains how to utilize the available resources in meeting the diverse travel needs of individuals in Columbiana County.

**Evaluation**:By making the community aware of their program options, JARC ridership continues to increase monthly. Public presentations have allowed us to fill the transportation gap for individuals who otherwise would be without.

**Accomplishments**: In 2010 the mobility manager developed and distributed marketing material (flyers and brochures) directed at employers, employees, and human service agencies. Several public presentations were given, making the community aware of the programs offered.

**Lessons learned:** Having a mobility manager in the community has helped individuals have a better understanding of their transportation options. By doing this, we have been able to eliminate duplicate transports by working with social service agencies and nursing homes.

##### Community Action Rural Transit System (CARTS) (2215)

**Service area**: Lisbon (OH: Columbiana)

**Type**: Planning Studies/Feasibility Study

**Goal**: Improved access/ connections

**Service description**:The JARC plan was prepared in 2010 by the Planning Department of the Community Action Agency of Columbiana County on behalf of and in cooperation with the Transportation Department, which operates CARTS, Columbiana County's officially designated rural public transit service. CARTS is a demand response transit service which operates throughout Columbiana County, Ohio, and up to 50 miles outside the county within Ohio. Residents seeking rides from CARTS must call 24 hours in advance, and are scheduled for rides on CARTS vehicles. JARC service is now available through CARTS for county residents at affordable fares, and is also a demand response system.

**Evaluation**:After the JARC Plan was completed, there were several opportunities for the evaluation of the plan and its recommendations. First, there were monthly outcome reports and related data about ridership to verify if the assumptions used in the plan were accurate. The ridership has been steadily increasing since the JARC service began, and there are new opportunities to expand the service in the future. Secondly, the staff has met twice with the Coordinated Transportation Plan Committee since the plan was finished, and received useful feedback on the plan and its components. The agency and CARTS are also continuing to work with other agencies, employers and educational institutions to fine tune the plan and the program to make it even more responsive to the needs of the county's low income workers.

**Accomplishments**: The Job Access/Reverse Commute (JARC) plan for Columbiana County, Ohio was completed in 2010, during the first year of the JARC program in the county. The plan meets the requirements of the program and provides much valuable inventory data, analysis and planning guidance for the program. It is a flexible plan that can be modified, as conditions warrant, and new information is identified. The JARC program in Columbiana County is off to a successful start, and there are many opportunities to improve or expand the service to meet the needs of low income county residents.

**Lessons learned:** Planning the specifics of the service enabled a more successful implementation rather than providing service without understanding the demand.

#### Community Action Commission of Fayette County

##### Wheels to Work (1838)

**Service area**: Washington Court House (OH: Fayette)

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

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

**Service description**:The Transit Director works with the One-Stop Employment Center, the Economic Development Director and the DJFS work activities staff to match area employers and low income job applicants, and arrange for transportation for workers. The Director can set up different types of transportation suitable to the number of workers going to one destination, their schedules and the options available to them. Due to the closing of DHL and other industries in contiguous Clinton County, all JAEC transportation to date has been local. As employment opportunities become available, the Director will look into other types of transportation, including carpools, ridesharing and purchasing transportation from other systems.  
Eligible riders are those who are subsidized by the TANF contract, single individuals and other persons who are not eligible for TANF transportation. Persons whose incomes are at or below 150% of poverty are targeted for service. The service is available seven days per week during all work shifts. Persons who are not eligible for TANF or otherwise income eligible pay a fare of $1.50 per trip for employment transportation outside the system's regular hours.  
In 2010 the TANF contract ended, due to state budget cuts. The service was continued using Community Service Block Grant funds. The agency also contracted with Sugar Creek Bacon Packing, to transport approximately 50 workers during three shifts to jobs at that facility. Workers were picked up around Fayette County, as well as Leesburg, Wilmington and Greenfield.

**Evaluation**:In calendar year 2010, 26,179 trips were provided--more than the public transportation program--demonstrating that a need exists, although there is a shortage of resources to meet that need.

**Accomplishments**: 280 unduplicated passengers were transported to 79 different employers

**Lessons learned:** When the Sugar Creek contract was initiated, the company was anticipating approximately 15 people would use transit to get to and from work. The actual number grew while we were locked into a lump sum contract. We are currently in negotiations with the company for contract renewal and are discussing different ways to handle the contract.

#### Community Action Committee of Pike County

##### JARC Route (1835)

**Service area**: Pike County

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

**Goal**: Improved system capacity

**Service description**:The route that connects Waverly and Piketon for the purpose of getting low income job seekers to the Pike County One Stop Employment and Training Center located in a remote area outside of Piketon. The route loops throughout the day.

**Evaluation**:The project is evaluated on a monthly basis by a review of the trip manifests. The number of one way trips are tracked as well as the purpose for the trips. By the end of December 2010, over 6,800 one way trips were recorded for the JARC route.

**Accomplishments**: The service provides reliable transportation to Job and Family Service placements as well which helps their benefits from being sanctioned due to non-work participation. A side benefit of that reliable transportation is to the agencies at which the workers are placed. Due to the transportation, agencies operate their food pantries or other needed services.   
While the unemployment rate in Pike County remains high, the JARC route has been a success for Job and Family Service placements and Mature Service Workers.

**Lessons learned:** An important lesson learned is that the route is popular even if not always used for the intended goal. Pike County residents often need to travel between Piketon and Waverly. The service has made many seniors aware they can ride CATS to their senior employment sites although they do not always use the JARC route to do so. Often the 5311 Waverly City route is used.

##### Mobility Management (1836)

**Service area**: Pike County

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

**Goal**: Improved access/ connections

**Service description**:Community Action employed one mobility manager to coordinate transportation in Pike County.

**Evaluation**:Evaluated by frequency of web site usage (593 hits), attendance and participation at JARC/Transportation Advisory Council meetings and referrals from other agencies.

**Accomplishments**: Distributed 13,737 units of information through speaking engagements and outreach. Began to develop marketing plan due to the planned move to a new transit facility. The goal is to make the CATS service more visible due to the new facility.

**Lessons learned:** Agencies begin to coordinate better as funding becomes more scarce. Better visibility is needed. County plan needs to be updated.

#### Community Action Partnership of the Greater Dayton Area

##### Community Action Transportation (1840)

**Service area**: Eaton (OH: Preble)

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

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

**Service description**:JARC transportation is provided for low income residents of Preble County to and from OWF assignments, employment, schooling, job training and interviews. Transportation is provided 24 hours a day, seven days a week, usually within a 50 mile radius. We are providing service to surrounding counties, delivering participants to the nearest bus route in urban areas.

**Evaluation**:Driver's run sheets are monitored weekly for accuracy and evaluation. DOT regulations and training programs are held to improve driver quality and safety. JARC transported 97 qualified riders and covered 119,471.5 miles in FFY 2010. 66.5% of our transportation program is JARC runs. Costs have been more closely monitored to adjust fees to cover real costs. Phone calls and numbers qualified for JARC have steadily increased.

**Accomplishments**: Increasing the number of residents reached by monthly seminars at Job and Family Services, working more closely with other agencies to educate them on the choices and opportunities within the county. Two of our clients in 2010 saved enough money and kept steady employment, that they have now purchased a vehicle and are more self-sufficient than ever before. They trust and rely on us to help them out if the transportation is ever needed again.

**Lessons learned:** Utilize those who use the service to speak to local groups about the reliability of the service. Work with connector communities to offer transportation at times and days needed for residents of our rural community. Second and third shift cost is too high to transport outside a range that most customers need and therefore becomes prohibitive for the customer. (Cannot transport one person 50 miles to a job where no bus routes are accessible.)

#### Darke County Commissioners

##### Darke County Job & Family Services (1831)

**Service area**: Greenville (OH: Darke)

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

**Goal**: Improved system capacity

**Service description**:Darke County Job and Family Services serves as a county-wide transportation information resource center and as the central trip planner/broker for all of Darke County. Transports are provided to county residents within 150% of federal poverty guidelines and services are available 24 hour a day, seven days per week. Transportation needs include job interviews, child care, schooling, training and actual employment. One of the goals for the service is to connect rural areas of the county to the city for increased employment opportunities.

**Evaluation**:Vendor/Provider invoices are monitored monthly to measure changes in ridership, frequency of trips, number of employers accessed and demographic location of school and job sites being traveled to. Clients re-apply for FPG eligibility on a six month rotating capturing income changes related to program involvement.

**Accomplishments**: Many individuals have been able to obtain employment outside the confines of their rural residence; several families have multiple members using the service as only one vehicle is available or they have no reliable transportation. People have expressed a feeling of relief, success and self sufficiency by breaking down the barrier of accessibility to employment or education. By working together with other agencies and providers we have created improvement in unit costs and efficiency resulting in consumer satisfaction, greater community mobility and more economic activity.

**Lessons learned:** Weekend, evening and early morning transportation was greatly requested for several shifts at local factories. Out of county transports to employment and schooling increased dramatically after the beginning of the program, unanticipated costs were incurred with additional mileage. Increase in rider fare for trips was added to help offset increased cost. Re-determine FPG eligibility every six months to allow for the addition of eligible participants.

#### Delaware County Transit Board

##### Delaware County JARC Program (1822)

**Service area**: Delaware County

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

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

**Service description**:The Delaware County service is a voucher service. Vouchers are issued by the Delaware County Job and Family Services. The vouchers can be used with either the public transit system or the local cab company. This provides options for individuals to select the transportation service which best suits their needs. The vouchers are all serialized with a pre-approved date, origin and destination. The vouchers are used as payment for either service provider. Vouchers are turned in to the Delaware County Transit Board for reimbursement.

**Evaluation**:The program is very useful and successful for the qualifying individuals. The program has not only allowed people to access jobs but many people received additional training and education to enable them to be successful in their employment.

**Accomplishments**: This program provided transportation options to get to work and training. Otherwise, these individuals would not have had those opportunities, especially in the current economy.

**Lessons learned:** Even though the vouchers issued were pre-printed with all information, the vouchers were lost or forgotten. Issuing the vouchers directly to the qualifying individual was not a good idea. Then to deny the transportation if they did not have a voucher was also not a good idea since this would have defeated the purpose of the program. Additionally, the flow of vouchers to pay service providers needed to have a better process so that payments could be made. It would have helped to have the county auditor involved in the planning of the project.

#### FRS Counseling Inc.

##### JARC Re-Entry & Summer Youth Work Experience Project (1513)

**Service area**: Highland County

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

**Goal**: Expanded geographic coverage

**Service description**:Our JARC project in FFY 2010 consisted of two parts. We started our RE-ENTRY project in June 2010, running a route in the southeastern and northeastern part of the county to pickup re-entry clients that were being assigned to transportation by the Highland County Judicial System's Re-Entry Staff. These are clients coming out of jail/prison, who reside in Highland County, that are being put to work at Turning Point Applied Learning Center located in Hillsboro, OH, the center of Highland County. These clients worked either a 6 AM to 2:30 PM shift or a 7:30 AM to 4 PM shift, five days a week. Turning Point, also, works with them on obtaining their GED if needed, housing, getting their drivers license reinstated, and numerous other activities to help them become productive citizens of our county.

Our second project is our Highland County Summer Youth Work Experience Project in conjunction with Highland County Job and Family Services and Turning Point Applied Learning Center and our local state park recreation areas. We served 32 unduplicated Summer Youth Work participants for the three months of June-July-August-2010 that the program ran. It was one of our most successful Summer Youth Work Experience Programs. The young workers worked at Turning Point Monday through Thursday and then on Fridays they would go to one of the local state parks to help work on recreational facilities and grounds.

**Evaluation**:Summer Youth Work Experience Project:  
1) Increased number of young people that were able to participant due to having transportation made available to them to get to work  
2) 85% of young people went to work for the entire nine weeks of the June-July-August-10 Youth Work Experience Program  
Re-Entry Project:  
1) Didn't get started until June-2010 due to waiting on Highland County's Judicial System's "Re-Entry Grant" approval and funds to be issued  
2) Very slow start to getting Re-Entry transportation clients to ride, as they are having trouble getting to assigned pickup locations due to no drivers license, no available vehicle to get to pickup location or no available person to drive them to pickup location of route  
3) Re-Entry Staff is reconsidering having clients picked up at set pickup locations and going with picking them up at residence  
4) Re-Entry Staff would assign each re-entry client to transportation and then FRS Transportation would assign them to one of the four routes and give them a pickup time. (Northwestern, Northeastern, Southwestern, or Southeastern route)

**Accomplishments**: As stated about the 2009-10 Summer Youth Work Experience Program was our most successful serving almost twice the amount of youth workers as in previous years. Employment attendance was, also, the highest and most consistent.

**Lessons learned:** 1) Make sure other grants/funding sources that the agencies who are a part of the project you are providing transportation services for are sure that their grant(s) and funding sources are going to be in place by the time they have informed you that they want the project transportation to start as this is when our JARC grant was set to start. This caused our JARC grant project to start six months later than the date we had originally set.  
2) Realize that the majority of people who are on very limited income, will drive themselves to their work site rather than to a pickup location if at all possible, as it is usually just as difficult for them to get available transportation to a pickup location as it is to the work site.  
Being a very rural county people come from 22 miles from each corner of the county into Hillsboro where Turning Point is located, our Re-Entry Project work site.   
3) Have set ridership policies in place for your specific project that the agencies you are working with on the project will help enforce as well as you, the transportation provider does.

#### Jackson-Vinton Community Action, Inc.

##### Jackson-Vinton Community Action (1839)

**Service area**: Wellston (OH: Jackson, Vinton)

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

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

**Service description**:JVCAI provided transportation to job and training sites for the residents of Jackson and Vinton counties. The purpose was to provide guaranteed rides to and from work and work-related activities, provide temporary assistance to help people seek, interview for and retain employment, where they had no other means of transportation available.

**Evaluation**:Surveys were distributed to the transportation participants and we received a 100% satisfaction rating.

**Accomplishments**: Many people were able to obtain employment that they ordinarily would not have if not for this service. Several jobs were saved through the use of JARC services that would have been lost had this program not been available. Many clients reached self-sufficiency, gaining their own transportation while utilizing the JARC transportation services. With the economy in recession, many participants were not able to afford the fuel to get them to and from work, therefore we increased in client numbers. We were able to coordinate with other programs to share the JARC trips to lower the cost of the trips.

**Lessons learned:** Find a good tracking/scheduling program that works for you and your reporting needs. Purchase a diverse fleet of vehicles that works in your service area. Estimate your fuel expenses high due to fluctuating fuel costs.   
We wish we had known how to design brochures and a website.

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#### Job & Family Services of Clark County

##### Job & Family Services of Clark County (1830)

**Service area**: Springfield (OH: Clark)

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

**Goal**: Improved system capacity

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

**Evaluation**:JFSCC's transportation program provided a total of 2,967 one way trips for TANF-eligible customers accessing transportation for employment and work activities. Additionally, an average of 40 jobs/related work activities were accessed on a monthly basis. However, we have documented no increase in the number of trips provided through this service during the grant period, as the lack of jobs in the local economy prevented an increase in employment-related trips. Service was discontinued on December 31, 2009 due to a lack of local match.

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

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

#### Mercer County Commissioners

##### COLT Transportation (1845)

**Service area**: Celina (OH: Auglaize, Mercer)

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

**Goal**: Improved system capacity

**Service description**:COLT Transportation System provided employment transportation services to residents of Auglaize and Mercer counties within 40 miles of the county seat of residence. Service is demand response because of our rural area. To date, fixed route has not been a feasible option. Our service provision is offered 24 hours a day, seven days a week. We have found this to best serve our clients because a significant number of them can gain employment, but may need to work second or third shift and on weekends. Requests for transportation are sent to COLT via a referral system from participating agencies. The participating agencies are billed a mileage rate for the service for their customers. Employment destinations are not required to be within the county of residence.

**Evaluation**:Quarterly budget and operation reviews are conducted by the mobility manager, executive director and fiscal manager. Quarterly meetings with the Transportation Committee take place, encouraging input from participating agencies. Satisfaction surveys are requested to be returned by agencies and riders.

**Accomplishments**: Despite the loss of one significant employer through a change of ownership, the demand for employment transportation has remained high. Employment transportation for a nine-month period served 71 individuals, allowing them to gain or maintain employment while transporting to 31 employers.

**Lessons learned:** Drivers need to be able to interact with a wide variety of riders in an efficient, respectful, and professional way. Each rider is unique and has individual needs and challenges that make this trait in drivers very important.  
In addition, we have learned that the need for transportation services grows as the program matures.

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#### Morrow County Department of Job and Family Services

##### Morrow County Transportation Collaborative (1844)

**Service area**: Mount Gilead (OH: Morrow)

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

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

**Service description**:Transportation to work is provided for those low income residents who need assistance to maintain employment. We also provide rides to cash assistance recipients who are participating in a work experience program or learning soft skills required to secure a full time position. Morrow County Job and Family Services has a full service shop to repair vehicles. If a customer needs a ride to work while their car is repaired, this is offered through JARC.

**Evaluation**:About one-half of the JARC participants would not have accepted their positions if the grant had not been available. They had no way to get to the workplace without this help. The job retention rate is about 85%. Several were let go due to lack of work but JARC kept them going while the work was available.

**Accomplishments**: The overall program has been very effective but I have specific situations that I am very proud of. One young man was transported for several months while he saved money and is now driving himself to the same job in a car he was able to purchase.  
A young woman took driving lessons while she was being taken to her job. It was the first time she had the opportunity to learn to drive and this has allowed her to continue working and enroll her children in some activities such as summer ball, etc. This program truly helped her better her family life.

**Lessons learned:** There is always a need at the last minute. We have good communication with our contractor, MCTC, and have worked out several last minute trips by combining rides. Many people don't want to ask for the service because they are embarrassed. We try to encourage customers to accept the transportation while they overcome other barriers and this has proved successful.

#### Personal & Family Counseling Services of Tuscarawas Valley

##### Pathways to Work (2061)

**Service area**: New Philadelphia (OH: Tuscarawas)

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

**Goal**: Improved access/ connections

**Service description**:The Pathways to Work Vehicle Loan Program provides an eligible applicant the opportunity to purchase a reliable used vehicle. An eligible applicant must be a resident of Tuscarawas County, have a valid Ohio driver's license, and working for six continuous months at a minimum of 20 hours per week.  
The Pathways to Work Vehicle Loan Program provides an alternative for Tuscarawas County residents whose work hours do not coincide with the hours TUSCTRANSIT is in operation. The Pathways to Work program also allows clients to pursue job opportunities outside the TUSCTRANSIT service area of Tuscarawas County.

**Evaluation**:The success of the program is measured by four categories:  
• Percentage of loan recipients with reduced work day misses  
• Percentage of loan recipients with increased gross income  
• Percentage of loan recipients with reduced/eliminated food stamp dependency  
• Percentage of loan recipients with increased credit scores

**Accomplishments**: The program has been in existence since 2001. During its ten-year existence, Pathways to Work clients have credited the program as a stepping-stone to improving their lives and the lives of their families. As a result of purchasing a reliable vehicle through the program, clients have been able to sustain their jobs, get better jobs, attend college, and purchase a home through improved credit scores.  
From 2002 - 2008, the Pathways to Work Vehicle Loan Program was recognized by the National Office as one of the top performing programs in the country.

**Lessons learned:** The Pathways to Work Vehicle Loan Program is a unique type of transportation service. The success of the program is based on developing a relationship with each client. Clients are assisted in finding a car, provided vehicle maintenance and money management training and are corresponded with during the two year period they are in the program. An existing or past client is the best resource of referral for prospective applicants to the program.

#### Sandusky Transit System

##### Sandusky-Perkins Area Ride Connection (SPARC) (1841)

**Service area**: Sandusky (OH: Erie)

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

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

**Service description**:The Sandusky Transit System utilized its FY 2010 Job Access Reverse Commute grant funds to operate its SPARC 1 route. The Sandusky-Perkins Area Ride Connection (SPARC) route operated within the City of Sandusky and Perkins Township, Ohio. Its primary purpose was to connect lower income neighborhoods in the City of Sandusky with the approximately 6,200 jobs found along the US 250/Milan Road corridor between Perkins Avenue and State Route 2.  
The SPARC route service is a point deviation route which makes 15 regular stops at scheduled time points with deviation possible from the route up to 3/4 mile on an advance reservation basis. The route operates Monday through Saturday, 6 AM to 10 PM and is approximately a one-hour loop. Passenger fares are $1 per one way trip. No elderly and disabled fares apply to the route as $1 is STS's lowest E & D fare charged.

**Evaluation**:STS evaluated the SPARC route for 2010 based on overall ridership, ridership to job locations and ridership during evening hours (6 PM to 10 PM). Overall, ridership was outstanding for a new service in its first full calendar year. Anecdotal evidence from passengers was also gathered and comments were very positive. Riders really liked the convenience of boarding at a stop, knowing what time the bus would arrive based on a fixed schedule, rather than making advance reservation for trips. STS staff also had numerous requests from passengers to expand the route and add more stops so that more City of Sandusky residents could gain access to the Route 250 corridor and Perkins Avenue businesses.  
Ridership to job locations totaled 12,812 trips. This number is evidence of the amount of people that need an inexpensive and reliable service to get to their places of employment. The extended hours (10 PM) also help residents of Sandusky, which is a service- and tourist-oriented employment market use the service later during the day (3,992 evening rides).

**Accomplishments**: The service has been very popular and ridership continues to increase. The route also introduced more of a "big city, fixed route" concept of public transportation into the community and people have responded positively. The service has enabled many lower income people living in the City of Sandusky to maintain their employment because they have reliable transportation and evening transportation.  
In 2010 STS added a bicycle rack to the SPARC 1 route. Adding a bicycle rack is one of the only value-added services STS can provide to its service. This added value ensures transit clients that STS is dedicated to continued convenience and expanded services to all rides and their needs.

**Lessons learned:** The route of travel for the SPARC 1 bus had to be revised (not the stops/time points) to avoid summer tourist traffic and to ensure that the route was not too long. It was very difficult to negotiate with the local mall for a SPARC stop to be on mall property so STS ended up not having a dedicated stop at the mall. The SPARC bus will deviate to go to the mall. Amenities such as benches were needed at certain stops in the public right-of-way so riders did not utilize private property for waiting areas.  
There are also needs of monthly unlimited passes for residents and human service agencies throughout Sandusky and Perkins Township. This is a priority service we will be developing and offering in 2011.

#### Tri-County Community Action Commission

##### Transportation for Logan County (TLC) (1842)

**Service area**: Bellefontaine (OH: Logan)

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

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

**Service description**:Providing transportation for employment and employment-related activities to the residents of Logan County.

**Evaluation**:Currently the number of miles for the JARC program are 25% of the miles traveled for the entire transportation system. Reports are pulled monthly to determine the need and the performance of the service.

**Accomplishments**: Ridership continues to increase for the JARC program. This program has provided employment transportation to individuals that may otherwise not have transportation for employment.

**Lessons learned:** It requires frequent outreach activities to educate the public on the service and that the night owl transportation requires more attention in promoting the service and educating the public so that they know what the requirements are to be eligible for the service.

##### Transportation for Logan County (TLC) (2130)

**Service area**: Logan County

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

**Goal**: Improved access/ connections

**Service description**:To coordinate employment transportation with RTC when needed and to coordinate the ridesharing of the "Night Owl Transportation." The service is to provide transportation for employment and employment-related activities to the residents of Logan County.

**Evaluation**:Currently the increase in the public using transit for employment/related activities has increased and continues to increase monthly. The coordination with other agencies has not been successful. We are going to participate in some networking with other mobility managers and gather ideas on how to make this successful for us and other agencies in Logan County.

**Accomplishments**: Through outreach activities we have increased ridership for the JARC program. This program has provided employment transportation to individuals that may otherwise not have transportation for employment.

**Lessons learned:** Trying to coordinate with other human services agencies has been tough. There are not many agencies in Logan County that are willing to coordinate transportation services. This requires frequent outreach activities to build relationships with other agencies.

#### WSOS Community Action Commission

##### Transportation Resources for Independent People of Sandusky County (TRIPS) (2281)

**Service area**: Fremont (OH: Sandusky)

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

**Goal**: Improved system capacity

**Service description**:Expanded days and hours of service are provided Monday through Saturday, from 7 PM to 5 AM to make public transportation available to low income workers on second and third shifts. Decrease cost of outside city trips for low income people by providing the service with no fare charge. Service is provided by WSOS dba TRIPS. Prior to JARC funding there was no rural transit option available to second and third shift workers.

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

**Accomplishments**: Transportation was provided to places of employment for passengers who, without the service, may not have been able to retain employment.

**Lessons learned:** Several issues around operating 24 hours a day. Attention to detail in developing different procedures of afterhours service, maintenance, accident procedures, on-call dispatch availability, farebox collection and deposit, reasonable suspicion monitoring, etc. Management of an after hours service is more labor intensive than incorporating the service into daytime hours. Lesson learned is to include all layers of the staff to update policies specific to after hours operation and train all on such.

## Wisconsin

### Wisconsin Department of Transportation (1245)

#### Advocap

##### Vehicle Purchase and Repair Loans (275)

**Service area**: Green Lake, Winnebago and Calumet Counties

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

**Goal**: Improved access/ connections

**Service description**:Advocap provides a car loan program which assists low income participants with 0% interest vehicle loans to purchase reliable, affordable transportation to get to and from work. Participants pay their tax, title and licensing fee, giving them pride of ownership. We also have a vehicle repair loan program to help employed individuals and families repair their automobiles. We will lend up to 75% of the cost of the repair at 0% interest. The participant pays 25% and any amounts over the maximum loan limit of $1,000, we then pay the balance directly to the vendor. The participant pays the loan back over a 20 month period or $50 per month.

**Evaluation**:We document each participant presenting circumstances and a variety of household demographics. We have a data system for tracking loan repayments and participant’s wage/hour and employment benefit increase or decrease. We have a current 98% repayment rate. Advocap does an annual service satisfaction survey for the program.

**Accomplishments**: The majority of our participants are single, working parents who not only need to get to work, but also need to deal with grocery shopping, getting children to daycare, doctor's appointments, family obligation and sometimes further education for themselves. We have concentrated on and seen an increase in the number of participants carpooling. According to our recent participant survey 30% of our participants participate in carpooling.  
Because our program also includes financial counseling – we are able to see participants gain self sufficiency. When she first applied for the program, Victoria was trying to get her life back together and working very hard at it. When Victoria applied for our program to help her get transportation she had a job at McDonald's as a closer working until midnight for $7.25 per hour about 20-25 hours per week, and the opportunity to work various jobs with a temp service. Without transportation, the jobs from the temp service were not always possible to get to, so she could only work the ones she where she could get a ride. Because of the help we were able to provide for Victoria, in two weeks time, she has been able to get a full time job in Ripon, about 30 miles from her house, working for the Ripon Cookie Factory where she is making $9 per hour with the possibility of working weekends and overtime. She is very excited. The additional hours and income of this steady employment will be benefit her greatly in helping to gain her independence and improver her self sufficiency.

**Lessons learned:** The need for transportation options for work-related purposes is very great. Individuals and families have a very wide variety of transportation related issues, therefore it is important to set program eligibility guidelines and target populations prior to the start of the program. By doing this we were able to stay focused on who we could help and who we needed to refer to other agencies for assistance. Without these guidelines in place from the beginning, it would have been very hard to not try to assist everyone in need. There is no public transportation in rural Winnebago, Green Lake or rural Calumet counties and, when we began the program, there were no alternative options or programs to refer individuals to.   
It is also important to have contact with providers of similar transportation programs. Having collateral contacts can really help reduce the learning curve and also reduces learning through trial and error. We are very fortunate in Wisconsin to have an individual program at the WisDOT who are accessible and willing to assist us by answering question, giving support and/or directing us to others with the same type programs. We also have a Wisconsin Mobility Managers Group - network of peers with like programs and goals to turn to for support. When we started our program we benefited greatly from the experience of the individuals in the group on what approaches worked and what did not. Another great tool is the Wisconsin Department of Transportation web site. It is easy to navigate and is invaluable for reference and finding information on transportation related issues.

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#### Central Wisconsin Community Action Council

##### Mobility Manager (1452)

**Service area**: Adams County

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

**Goal**: Improved access/ connections

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

**Evaluation**:Our service goal was to assist 15 Adams County residents monthly. The average monthly number of referrals was 16.

**Accomplishments**: The mobility manager also serves as the local Salvation Army contact for gas vouchers, which greatly enhanced her ability to help those individuals coming to her for transportation assistance.

**Lessons learned:** It is very difficult in our geographic area to convince employers to contribute/participate in employee benefits relating to transportation (commuting) expenses.

##### Vehicle Purchase and Repair Loans (277)

**Service area**: Adams, Columbia, Dodge, Sauk and Waushara Counties

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

**Goal**: Improved access/ connections

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

**Evaluation**:It is the goal of this program to establish a self-sustaining revolving loan program for car purchases. As a result we used the number of “current” accounts (on time payments) as our evaluation criteria. We anticipated a loan default rate of 25% - 33%. Of 32 loans awarded only five have defaulted (16%), yielding a much higher success rate than anticipated.

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

**Lessons learned:** Loan applicants must contribute some of their own funds to the car purchase. If they do not, they have no “ownership” in the loan and are much more likely to default. By requiring a client “down payment” to cover the cost of sales tax, title, license, registration and insurance many high risk applicants lost interest in the program.

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#### City of Appleton

##### The Connector (278)

**Service area**: Fox Valley (WI: Calumet, Outagamie, Winnebago)

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

**Goal**: Improved access/ connections

**Service description**:Removing transportation as a barrier to employment contributes to an individual’s or family’s ability to be self-sufficient and have their basic needs met. The Connector, a Fox Cities Regional Transportation Initiative operated by Valley Transit in partnership with United Way Fox Cities, addresses the needs of individuals with lower incomes relying on public transportation for employment purposes. The expanded geographic areas and operating hours are provided through a contracted service arrangement between Valley Transit and Running, Inc., a local transportation provider. The service area consists of key transfer points that connect with Valley Transit fixed route bus service to cover the central, northern, southern, eastern and western areas of the Fox Cities. The second component of The Connector provides late evening (10 PM to midnight) and early morning (4 AM to 6 AM) service to better serve second and third shift workers.

**Evaluation**:The goal of The Connector is to provide safe, convenient and affordable access to transportation for Fox Cities residents who work second or third shift schedules or who need to travel throughout the community beyond regular Valley Transit bus routes. By removing transportation as a barrier to employment, an individual or family is better able to be self-sufficient and have their basic needs met.   
Since the program began in October 2007, we have worked with United Way to evaluate the success of The Connector. A comprehensive review and evaluation was conducted of The Connector from late 2009 until mid-year 2010. Additionally, Valley Transit staff tracked monthly ridership and trip purpose monthly.

**Accomplishments**: The Connector was created to work in combination with Valley Transit’s existing fixed route bus system to get Fox Cities residents to jobs. It is a unique service unlike any we have found in Wisconsin and has been successful from the start. Data shows that The Connector has helped people secure and maintain jobs, many of which are higher paying jobs, making Valley Transit and The Connector a key economic development tool. Our customers have repeatedly shared how important this service is to them. When asked how having The Connector is a benefit to them and their community, our customers said:   
The Connector is “the best thing that could have happened. We can work early and stay late if needed.”  
The Connector is “a great service because I would never have been able to work at my new job if this service didn’t exist.”   
The Connector “allows my company to know they can rely on me to be at work on time, every day and has helped me receive promotions.”  
The Connector is “extremely valuable filling the gaps where regular Valley Transit service isn’t available.”  
“Without The Connector, I would not be able to work where I work because I often have to work past when the buses run.”  
“Without The Connector, I would lose my job and therefore be homeless.”  
A court-appointed guardian for a customer who was able to obtain a job because of The Connector said: “The benefit of this service is that employment eases the burden of taxpayer support through other programs.”

**Lessons learned:** Simply stated, The Connector is very successful in helping people secure and maintain employment. The Connector has consistently achieved the original goal to reduce transportation as a barrier to employment. Since beginning in 2007, this unique and innovative service has provided more than 38,000 trips, mostly for employment purposes, at a reasonable cost to local contributors, supplemented by state and federal funding.   
When this new and innovative service began, there was really nothing to compare it to. We weren’t sure how many rides would be provided or how far each trip would be. That coupled with the cost of a demand-response service initially resulted in a relatively high cost per trip. Since then, we’ve compiled several years worth of ridership data and switched providers following the issue of a new RFP. This has resulted in a lower cost per trip.   
We are fortunate to have a successful collaboration and partnership with United Way Fox Cities and Running, Inc. (the current service provider). As with any new service, issues will come up but by having all parties willing to come to the table to find solutions, we have been able to successfully maintain this valuable service.

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#### Community Action Coalition for South Central Wisconsin

##### Vehicle Purchase Loans (279)

**Service area**: Jefferson County

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

**Goal**: Improved access/ connections

**Service description**:Community Action Coalition for South Central WI, Inc. (CAC) operates a 0% interest auto loan program for low income, employed individuals. CAC loans an employed participant up to $4,000 to purchase an automobile in support of maintaining or increasing their income potential. Our program, named Shifting Gears, provides case management and educational workshops to participants and requires the installation of an on-time device into the vehicle's ignition system to promote accountability.

**Evaluation**:CAC evaluates our program quarterly, measuring performance in the areas of employment (obtain, maintain and/or increase), number of loans granted, number of rideshare rides, number of employment-related rides and payments made (on-time and default). CAC is proud to have effectively avoided any repossessions and the vast majority of payments are coming in on time. Employment and rideshare rides are on a steady pace and several of our participants have shown an increase in employment since coming onto the program.

**Accomplishments**: Besides the many personal stories of accomplishment I would have to say that making mobility for every one of our participants a reality is our greatest accomplishment. It’s an accomplishment that, without us, would have been impossible for all our participants to attain and would have forced those people into desperate choices which would only have depressed the situation rather than improved it. We have a participant that was desperate enough to take out two pay day loans for 866% and 735% interest, respectively, to repair a car that she used for her job and we were able to work with her to get her loans paid off at 92% so that we could fund her.

**Lessons learned:** CAC had a slow start during the implementation of the program and in hindsight, realized that we were marketing the program to consumers and other nonprofit or social service agencies with no real results. We found that by marketing to automobile dealerships (point of sale), especially the smaller ones, we gained many more applicants. We have also ramped up our marketing to banks and credit unions in the county and this has had more of an impact as well.  
One thing we wish we would have known when first starting the program is that the need for marketing with dealerships is crucial to the successful launch of the program. Dealerships usually have initial contact with the population we serve and their knowledge of the program makes referrals more abundant.  
As a secondary subject, we also weigh highly the automotive and insurance industry knowledge our staff person has. This knowledge has been essential in all aspects of the program, from searching for a vehicle to dealing with insurance companies to advocate for participants who have been in an accident. Without this experience and knowledge, many insurance companies would gladly take advantage of crash victims.

#### Community Action, Inc. of Rock and Walworth Counties

##### Vehicle Purchase and Repair Loans (280)

**Service area**: Rock and Walworth Counties

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

**Goal**: Improved access/ connections

**Service description**:The Vehicle Loan component of the funding provided sufficient resources to provide 25, no-interest loans to low income wage earners in Rock and Walworth counties. The vehicle loans were prioritized for individuals who had been employed for a minimum of 90 days and for whom reliable transportation was essential to maintaining employment.  
  
Of the 25 loans issued through this funding in 2010, 100% were current in repayment at the end of 2010 and two loans were paid in full.

**Evaluation**:Community Action’s Work ‘n Wheels program maintains a Client Status report on our internal SharePoint system. This involves documentation of payments, included those current, arrears, and paid in full loan status. We are striving for equitable service delivery in Rock and Walworth Counties; with 18 loans the goal for CY 2010 had been to provide 12 in Rock County and six in Walworth. We exceeded the outreach goal in Walworth County by providing seven loans. We also transfer information to a weekly dashboard which staff maintain to reflect progress.

**Accomplishments**: 100% current with payments and insurance for 2010 is a significant accomplishment for us, as well as addressing the equitable service delivery between Rock and Walworth counties.

**Lessons learned:** At the beginning of our initial year (2008) we did not have personal payment devices installed, but have since then started installing the devices. These devices have been very effective to reinforce meeting financial obligations with the participants we serve. Reinforcing the need for timely payments. In addition, the installation of these devices before the vehicle leaves the dealership is key to ensuring continued follow through.

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#### Couleecap

##### Vehicle Purchase Loans and Repair Grants (281)

**Service area**: Western Region (WI: Crawford, La Crosse, Monroe, Vernon)

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

**Goal**: Improved access/ connections

**Service description**:Couleecap's Work-N-Wheels program provides no-interest loans to income eligible households in Crawford, La Crosee, Monroe, and Vernon counties in western Wisconsin. Eligible participants are those who require transportation in order to access employment opportunities, are at or below 200% of federal poverty guidelines, and cannot access mass transportation. Eligible participants must demonstrate the financial capacity to make loan payments, insure their vehicles, and pay ongoing maintenance costs associated with the vehicle.  
The vehicle repair program allows eligible individuals to access grants for the purpose of repairing their vehicles. Eligible participants will demonstrate the need for the repair, demonstrate the need for transportation for employment, be at or below 200% of federal poverty income guidelines, and demonstrate the ability to pay for 25% of the cost of the repair. Repairs cannot exceed the value of the vehicle.

**Evaluation**:Couleecap documents each vehicle loan or vehicle repair provided. Demographics on each household are documented: household size, income. Couleecap also captures data about how household income changes after transportation has become available to the household. Couleecap documents how many ride shares are provided, how many vehicle maintenance courses are offered, and how many people attend these courses. Loan payments are documented in a database and loan payments are tracked carefully. Each household is followed by a case manager who has regular ongoing contact. Households are evaluated on self-sufficiency, income changes, and the ability to maintain employment. Monthly outcomes are reported to WisDOT. Monthly performance reports are provided to the Board of Directors at Couleecap.

**Accomplishments**: Couleecap currently experiences a high percentage of loan repayment. Very few program participants have not been able to adhere to their loan obligations. Couleecap staff work diligently with households to support them through job loss/job changes. Staff remain flexible with the participant to reduce loan payments when a household has experienced a loss of income. Couleecap is able to adjust the payoff date of the loan in these situations. Most program participants have been able to maintain or improve their employment situations. This program has been extremely successful in helping households in the rural areas maintain their self-sufficiency.

**Lessons learned:** Building strong relationships with dealerships and automobile repair shops has been integral to the success of our program. Additionally, building strong relationships with other area agencies who serve low income populations is critical. These agencies are a strong referral source for the program. Conducting background checks and driver's license checks is important. While it is important to remain flexible with your clientele who are experiencing hard times, it is important to keep a firm grasp on what is going on with the client in order to remedy any outstanding situations.

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#### County of Milwaukee

##### Milwaukee County Transit System Service Expansion (294)

**Service area**: Milwaukee County

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

**Goal**: Improved access/ connections

**Service description**:JARC funds were used to expand public transit service to help people with low incomes find or maintain employment in Milwaukee County:  
• Route 17 (Canal Street) - This route connects Milwaukee’s near south side to major employers in the Menomonee Valley and operates seven days a week and serves multiple shift times.  
• Route 54 (Mitchell – Burnham Street) is an east – west route that connects Milwaukee’s near south side to the western suburbs. Funds are used to extend the route on weekdays to the offices of the United Migrant Opportunity Services facility. UMOS administers a wide range of workforce development and supportive services.  
• Route 12 (Teutonia – Hampton) connects Milwaukee’s central city to areas of employment on the periphery of the urban area. Specifically, this project allows transit service to be extended on Saturdays and Sundays  
• Route 27 (27th Street) serves the central city on both the north and south sides of Milwaukee County. This project extends service to the job opportunities in and around the Glendale industrial park.  
• Route 68 (Port Washington Road) connects the central city to a regional shopping mall in Glendale. This project allows service to operate on Saturday evening and Sunday.  
• Route 28 (108th Street) serves a regional shopping mall and provides transfer connections throughout Milwaukee County. This project provides expanded service on weekdays.

**Evaluation**:MCTS regularly collected ridership data to evaluate these services. Despite the downturn in the local and national economy, ridership on these services increased 8% during FFY 2010. MCTS also distributed customer surveys that collected origin-destination data as well as information on household size, income, race/ethnicity, and transportation options. We intend to distribute additional surveys on these services this year.

**Accomplishments**: The best testimony to the usefulness of these projects is that the 8% increase in ridership occurred even though ridership on the entire system decreased 5%.

**Lessons learned:** It is important to develop relationships with your customers and any organizations that serve them. This is particularly useful as a transit provider given the lead time needed to make changes to routes and schedules.

#### Forward Service Corporation

##### Vehicle Purchase and Repair Loans (288)

**Service area**: Brown County

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

**Goal**: Improved access/ connections

**Service description**:Vehicle repair loans were granted to low income participants who must present two written estimates, show proof of title, registration, insurance, and a valid driver's license. Those having a vehicle repaired pay back half of the original loan amount and also register on Wisconsin's online rideshare database.

**Evaluation**:Forward Service Corporation collects information about participants in a database and sends monthly reports to the Corporation and WisDOT detailing the number served, services provided and other information.

**Accomplishments**: With a stubborn recession hanging on, Forward Service Corporation worked to accommodate far more customers than ever anticipated. The Mobility Manager streamlined the program intake to keep up with the increased demand. Corporation staff also worked with the Brown County United Way, Schneider National, Wisconsin Public Services, Green Bay Area Public Schools, and others in a group tasked with exploring transportation barriers and solutions for low income residents of Brown County. Forward Service Corporation also continued to collaborate with a number of community partners to leverage every available transportation resource for low income customers.

**Lessons learned:** None

#### Milwaukee Careers Cooperative

##### Milwaukee Area JobRide Collaborative (1404)

**Service area**: Milwaukee County plus 45 miles (WI: Milwaukee)

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

**Goal**: Improved access/ connections

**Service description**:Milwaukee County residents who lack reliable and/or affordable transportation cannot secure employment at jobs located in suburban communities. Usually, suburban companies not served by public transportation cannot tap into the available pools of labor located in the urban heart of Milwaukee County. To address this issue, the Milwaukee Area Workforce Investment Board (MAWIB), Milwaukee Careers Cooperative, and Esperanza Unida formed the Milwaukee Area JobRide Collaborative (MAJC), managed by Milwaukee Careers Cooperative, to operate the Wisconsin Employment Transportation Assistance Program (WETAP) Shuttle Van Service in Milwaukee that provides employment transportation solutions to close this gap between job seekers and suburban employers.  
The Milwaukee Area JobRide Collaborative provides reliable and affordable transportation to and from suburban work sites not served by fixed route public transportation for job ready residents of Milwaukee. Employers are direct partners with the Milwaukee Area JobRide Collaborative. MAJC coordinates service with other transportation providers currently providing services in the region. Service includes:  
• Transportation of workers to and from job sites for all three shifts, seven days per weeks  
• A “Guaranteed Ride Home” in case of emergencies, such as illness, injury, or family emergency  
• Transportation to and from job interviews, pre-employment physicals, and testing, drug screening, and other pre-employment activities related to obtaining a full time job via the Job Centers   
• Covers employer work sites within a 45-mile radius of Milwaukee   
The 13 (three had three shifts, one had two shifts, eight had one shift, one had various shifts) employers participating in this program pay an annual program participation fee of $100 per shift, per month billed every six months to receive Customized Employer Route Service or a per trip fee to be on a shared route. Riders are required to pay a one way fare of $2 ($4 round trip) directly to the service provider. MAJC works with all participants to identify long-term solutions to their transportation needs, including driver license referrals and special auto purchase programs, including a discount auto purchase program operated by Esperanza Unida.

**Evaluation**:The Milwaukee Area JobRide Collaborative evaluates the project based rider complaints, employer complaints, cost per trip, and the number of low income individuals that obtain employment. For the year ending September 2010, there were eleven rider complaints (mostly about pick up times), no employer complaints, a cost per trip that ranged from a low of $16.49 to a high of $33.02 with an average cost per trip of $21.04, and there were 92 low income individuals that obtained employment.

**Accomplishments**: The greatest accomplishment was implementing the Milwaukee Area JobRide Collaborative that linked the van shuttle services directly to the Job Centers. The Employer Services representatives in every Job Center can assist any employer to access the van services to transport workers to and from their work sites. The Job Seeker Services Representative in every Job Center can assist job seekers to get to Job Fairs and employment interviews. The MAJC required the collaboration of nine different agencies.

**Lessons learned:** The amount of time it takes from the first contact with employers to the point of actually providing services and the employers concern about the cost of the service when the economy slowed dramatically.

##### Mobility Management (293)

**Service area**: Milwaukee County plus 45 miles (WI: Milwaukee)

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

**Goal**: Improved access/ connections

**Service description**:Mobility Management was a new concept for Milwaukee Careers Cooperative starting January 1, 2009. The Mobility Management service attempts to link riders with the most appropriate service provider and to share resources among the providers to increase efficiency and lower the overall costs.

**Evaluation**:Milwaukee Careers Cooperative is working to identify relevant performance measures and benchmarks. We are tracking, on a monthly basis, the number of contacts, referrals and people being given information via brochures.

**Accomplishments**: Milwaukee Careers Cooperative had a staff person trained and certified relative to Mobility Management services.

**Lessons learned:** Research and get training before implementation. That the staff who touch riders really want to share resources to improve the transit options, but that policy makers have difficulty in actually sharing because of the many potential barriers (insurance, liability, etc.) that are raised.

#### NEWCAP

##### Vehicle Purchase and Repair Loans (295)

**Service area**: Marinette and Oconto Counties

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

**Goal**: Improved access/ connections

**Service description**:The Work-n-Wheels Program helps families and individuals that are income eligible to obtain a 0% interest rate loan to purchase or repair a vehicle for employment purposes. Due to poor credit history, many of these individuals are unable to obtain a loan from conventional credit lenders. The maximum vehicle purchase loan is $4,500 and the loan term is available up to 30 months. Payments are a minimum of $150 monthly. Each program participant is required to pay a portion of the tax, title, license, and 5% administrative fee. The maximum vehicle repair loan is $1,000 and program participant must pay 25% of the repair down initially, prior to the repair work. The balance is repaid in monthly installments in accordance with the individual’s income.

**Evaluation**:We maintain monthly contact with program participants and assess their employment and financial status on a monthly basis. They are required to keep the Work-n-Wheels Coordinator informed of their employment status, place of employment, wage increases, and promotional opportunities. In addition, we ask them for a monthly estimate of work, school, and childcare-related trips. We also inquire as to the status of the vehicle purchase or repair in terms of quality, workability, efficiency, etc.

**Accomplishments**: In FY 2010, we have completed 48 loans with 40 loans being vehicle purchase loans and eight being vehicle repair loans. Our default is roughly 5-7%. Vehicles that have been repossessed are resold into the program to avoid total loss.   
We require our program participants to be available for sharing rides (carpooling) if they are going to a location other clients are going too, however, it is not a daily requirement. The carpooling component has enabled program participants to help others with employment-related rides, grocery shopping, and medical-related appointments.

**Lessons learned:** We have found it is best not to have too many requirements at the start of the program. If there are too many requirements, you are unable to provide assistance to many clients. However, it is important to maintain some level of selection in that clients have to learn some sense of ownership and responsibility with the process. Making it too easy to obtain a loan does not serve any purpose. Also, maintaining a strong relationship with a dealership and repair garage serves all parties best. Lastly, make sure there is one person determining program eligibility to avoid conflicting answers to client eligibility.

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#### Northwest Wisconsin Community Services Agency

##### Vanpool (297)

**Service area**: Ashland, Bayfield and Douglas Counties

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

**Goal**: Improved access/ connections

**Service description**:The service provided in 2009-2010 was the continuation of the Van Pool Program. The Van Pool Program meets the needs of residents that do not have a vehicle or driver’s license, do not have access to the bus, and need to get to employment, employment supportive services, or education/training. Our routes include all of Douglas County as well as Duluth, Minnesota and the surrounding area as many of our residents work in Duluth. The service is door-to-door.

**Evaluation**:The overall effectiveness of the program is measured in terms of client success and those who are able to obtain and maintain employment. A large number of clients accessing the Van Pool Program are residing in homeless shelter programs. The Van Pool is allowing them to get to work and increase their income. After a month or so of riding in the van, a majority of these households are able to find other transportation alternatives such as ride sharing or being able to afford a bus pass. Without the Van Pool, these riders would have little or no other solutions to obtain and maintain employment.

**Accomplishments**: The service we provide to homeless shelters and safe havens has proven to be one of our greatest accomplishments. Those in shelter or “couch surfing”, waiting for an opening in a shelter, have literally nothing. We provide the Van Pool as a means to look for work and access other employment supportive services as needed. This is a big step for gaining and obtaining employment and leading the household to self-sufficiency.

**Lessons learned:** The service is expensive to operate due to insurance issues and the price of gas, etc. As funding and resources for local match money become leaner, so does our ability to provide the service. It has been impossible to make the service become self-sustaining. We do charge a fee for the service and ask that the service be paid for on a monthly basis. Some clients have a hard time paying the fee as it adds up when they ride five days a week with additional stops at daycare, etc.

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##### Vehicle Purchase and Repair Loans (296)

**Service area**: Ashland, Bayfield and Douglas Counties

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

**Goal**: Improved access/ connections

**Service description**:The services provided assistance in purchasing a vehicle. The vehicle Purchase Programs will continue to provide assistance is acquiring a vehicle for low income households. In previous years, NWCSA provided the Jump Start Program (down payment assistance). In 2009, we began providing direct loans up to $4000 to employed, low income households/individuals. These households tend to have either little, no, or bumpy credit. These programs allow them a means to purchase an affordable vehicle for maintaining employment or finding better employment.

**Evaluation**:The Vehicle Purchase Programs have documented success through those who are able to maintain employment or obtain better employment. The programs will be able to assist households who are not able to obtain financing from other sources and are in need of a vehicle for employment.

**Accomplishments**: The greatest accomplishments have been that our clients maintain or improve their employment while in the programs and still have a vehicle that has value after paying off the loan. We have had many successful completions in the Vehicle Purchase Programs along with a few that did not successfully complete, which was anticipated.

**Lessons learned:** It is very important to do background checks on prospective clients, looking for unpaid judgments or fines, especially traffic violations, and also verifying that the client has a valid Wisconsin driver’s license. Because dealerships can make mistakes when it comes to listing lien holders and paying the correct filing fees, NWCSA makes sure that the agency is always listed as a lien holder on all loans. Making payment booklets for our loan customers has helped in reminding the client when the payment is due, what their balance is and how much the payment is.  
We also developed a criteria screening checklist for prospective clients. This enables them to see if they meet the criteria before going through the entire paperwork process. It gives us a chance, if there are issues, to work on clearing them up (improving their credit) and it saves time for the client and us in the long run.

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#### Southwest Wisconsin Community Action Program

##### Mobility Management (300)

**Service area**: Southwest Region (WI: Grant, Green, Iowa, Lafayette, Richland)

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

**Goal**: Improved access/ connections

**Service description**:The Work-n-Wheels program helps families and individuals by providing 0% interest loans for the purchase of affordable dependable vehicles. The Mobility Manager works with the families and individuals throughout the application process. We meet with each applicant after receiving their application to perform an assessment of their life situation.

**Evaluation**:We maintain monthly contact with customers as payments are made monthly. We follow-up with them collecting information including, employment, wages, health insurance, food share, auto insurance, housing, family unit changes, and education status. We send out a survey each year asking about the program with a rating scale and a comments section asking how the program has worked for them as well as if they have participated in ride share activities in the previous year. We also track the number of rides provided by them that are work, daycare or school related. The Mobility Manager also collects information on employment, food share, Badger Care, and child support.

**Accomplishments**: We feel that one of our greatest accomplishments is the small amount we have in collection considering the population we are serving and the economic down turn we have gone through. The monthly contact and case management wards off potential small problems before they become larger issues. The Mobility Manager provides information on several other programs including, rideshare websites, volunteer driver opportunities in the area.  
During 2008 and 2009 the Mobility Manager assisted with replications of our loan program with 6 other agencies that recently started vehicle loan programs. The Mobility Manager also works with UW Extension on the financial literacy component of the program which is required of all applicants that are approved for a loan. The success of the Work-n-Wheels program may be attributed to the role of the Mobility Manager. When participants in the program have trouble with their vehicle they feel that they have someone to call that will give them advice that they can trust. There are many times that they have not had a vehicle that is worth fixing and they have no one to turn to so they call the Mobility Manager for assistance.

**Lessons learned:** (none provided)

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##### Vehicle Purchase Loans (301)

**Service area**: Southwest Region (WI: Grant, Green, Iowa, Lafayette, Richland)

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

**Goal**: Improved access/ connections

**Service description**:The Work-n-Wheels program helps families and individuals by providing 0% interest loans for the purchase of affordable, dependable vehicles. Through our agency's needs assessment we found that a lack of reliable transportation was preventing many workers from maintaining employment. Because of the lack of credit or poor credit conventional lenders would not provide loans. The maximum we loan is $4500, repayable over 30 months at $150 per month. We do charge the participant a 5% administration fee along with a portion of the tax, title and registration. By having the customer come up with $300 - $500 out of pocket to get the vehicle we feel they are more likely to make their payments as they have a vested interested in the vehicle.

**Evaluation**:We maintain contact with customers as payments are made monthly. We follow-up with them collecting information including, employment, wages, health insurance, food share, auto insurance, housing, family unit changes, and education status. We send out a survey each year asking about the program with a rating scale and a comments section asking how the program has worked for them as well as if they have participated in ride share activities in the previous year. We also track the number of rides provided by them that are either work, daycare or school related.

**Accomplishments**: We feel that one of our greatest accomplishments is the small amount we have in collection considering the population we are serving and the economic down turn we have gone through. We provided 49 loans for FY 2010 and have provided 401 since the inception of the program. We feel that much of the success of the program has to do with the customer having to come up with the out of pocket money. The monthly contact and case management wards off potential small problems before they become bigger issues. The 5% fee that we charge is our innovative way to help out if/when major repairs are needed on the vehicle. The 5% fee is set aside to use as a loan if the vehicle requires a major, unexpected repair and is not allowed to be used for maintenance items such as tires, oil changes, brakes, etc. As part of the loan closing documents we include a statement on ridesharing / carpooling and have them sign that they are willing to participate whenever possible. We also give them information on volunteer driver opportunities in the area.

**Lessons learned:** During 2008 and 2009 we replicated our loan program with six other agencies in the State that wanted to start a vehicle loan program. For the most part the replications went well. We did find that some things needed to be changed. One change that was necessary was that we only purchased from licensed dealerships and some areas do not have that option as the dealers in their areas do not carry vehicles in our price range. Another is the financial literacy training that we require all loan recipients to complete. We use UW Extension for the financial literacy program, which incorporates components of the Money Smarts Workshop. The Extension agents work with our customers one-on-one, which we feel works better than a group setting in that they are more willing to open up and share their true financial picture.

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#### V.E. Carter Development Group

##### Childcare Transportation (302)

**Service area**: Milwaukee County

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

**Goal**: Improved access/ connections

**Service description**:VE Carter provided childcare transportation to children in Milwaukee County whose families met income eligibility criteria and for whom public transit services were either not available or using public transit was made extremely difficult due to the need to stop at a childcare center.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned:** None

#### Waukesha-Ozaukee-Washington Workforce Development, Inc

##### Vehicle Purchase and Repair Loans (310)

**Service area**: Ozaukee, Washington and Waukesha Counties

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

**Goal**: Improved access/ connections

**Service description**:WOW provides interest-free loans for people who need transportation to get to their jobs. Participants must live in WOW area, work 30 hours per week and be under the 200% federal poverty limit. All participants must have insurance on the vehicle.  
We stress financial responsibility and go through a thorough financial review before closing of a loan. All participants must sign up with the Wisconsin Rideshare program and are given their credit report, maintenance information and must communicate with the program coordinator once a month.

**Evaluation**:We have heard from other agencies within our building that our program is one of the best around. I agree with this statement. We make our participants adhere to the rules and help them get their credit scores improved over the course of the loan. Many have seen it improve 30-50 points while being in this program.  
Our communication/case management efforts have helped the participants in this program even in a terrible economy. I feel this has built relationships with the participants that have decreased the number of defaulted loans. WDI received a 98% satisfied customer rating in a survey from 2010.

**Accomplishments**: Our low default rate is our greatest accomplishment. We've had several people close to defaulting, but the one-on-one contact has helped keep that to a minimum. The default rate for this time period was 21%.

**Lessons learned:** The biggest lesson that we have learned is to go with your gut instinct and to do your homework. Research and question things that are not clear to you.

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#### West Central Wisconsin Community Action Agency

##### Rideshare (1632)

**Service area**: West Central Region (WI: Barron, Chippewa, Dunn, Pepin, Pierce, Polk, St. Croix)

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

**Goal**: Improved access/ connections

**Service description**:West CAP’s Rideshare Program partnered with the Barron Somali Community Corporation, Workforce Resource and the WI Office of Refugee Assistance to establish a van service to provide work and training related transportation to clients in the Barron County area.

**Evaluation**:The project goals were: (1) to assist the Somali Community Corporation in purchasing a good quality van for use in providing shared ride services; (2) assist the Corporation in establishing protocols for maintaining appropriate insurance, driver certifications, scheduling and billing; (3) facilitate and participate in a partnership MOU between the Corporation, Workforce, and West CAP for operation of the program.

**Accomplishments**: The Corporation secured a culturally appropriate, low-interest loan from the Regional Business Loan Fund. The Corporation was able to make monthly loan payments from earned revenues, and provide for all driver and maintenance costs. Transportation services were provided to Workforce clients for job experience training, initial job access transportation, work related training and certifications. During the summer, transportation was provided to the Workforce Youth Summer Employment Program.

**Lessons learned:** The shared ride service offered a much needed asset to the Somali population, especially the newer refugee arrivals who had almost no access to any other affordable transportation options. Working with a refugee population is always challenging, and dealing with the details of operating a new business model required a lot of mentoring and problem solving. Establishing a formal MOU with key partners was very helpful. Also, having regular meetings of the key groups allowed us to solve problems and find opportunities.

##### 

##### Vehicle Purchase and Repair Loans (303)

**Service area**: West Central Region (WI: Barron, Chippewa, Dunn, Pepin, Pierce, Polk, St. Croix)

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

**Goal**: Improved access/ connections

**Service description**:West CAP’s JumpStart car program assisted eligible families in finding and financing the purchase of a late-model, fuel-efficient vehicle for employment and employment training related purposes. The program partnered with private lenders to provide preferred rate financing (generally 6-7%). This allowed clients who would otherwise not qualify for financing, or if they did, only at much higher rates, to purchase a reliable vehicle that could be expected to serve their needs for at least 4-5 years. The program provided assistance with down payments, and with an average loan value of approximately $7,500, monthly payments averaged $160/mo. Each client also established an account at the lender with a $20/month allocation on their loan payment into to a repair fund that could be used for routine maintenance. Clients were required to contribute at least $250 toward the down payment amount. Availability for rideshare was a requirement.

**Evaluation**:Project evaluation is based on both tracking of outcomes and survey of clients. Our project goals were: (1) provide 30 clients with low-interest loans and assist in purchasing reliable vehicle for employment. We provided 35 vehicles; (2) provide JumpStart clients with vehicles of at least 30 mpg. All vehicles exceeded this requirement; (3) provide significant price and interest discounts on all vehicles. Price savings averaged over $935 and interest savings averaged a rate reduction of at least 7%-10%; (4) every client establishes an automatic $20 monthly payment into a Vehicle maintenance Account. Each loan established this requirement, and clients used these funds for basic repair costs; (5) provide job related transportation. We estimate that the 35 new vehicles provided a total of over 10,000 work related trips during the year.

**Accomplishments**: West CAP’s emphasis on providing access to affordable, private financing for good quality, highly fuel efficient vehicles is proving to be an effective combination – especially as fuel price keep increasing. These vehicles position our clients with reliable transportation for up to 4-5 years, with a much reduced need for repairs and larger maintenance issues. Our partnership with private, local lenders is also proving to be an effective way to leverage public support dollars. On a typical JumpStart loan, West CAP leverages client down payment funds and trade-in values, with grant funds, to leverage an additional $7500 in private financing. In 2010 the program used $40,000 in grant funds to leverage over $250,000 in private financing. Since its inception in 2000, JumpStart has assisted with 387 car loans, leveraging over $2 million in private, low-interest financing. Our agreement with local lenders also offers significant interest rate savings to our clients. JumpStart clients receive the same financing rate that lenders provide to their most credit worthy customers. We project that this will save our 35, 2010 clients with a combined total of over $26,500 in savings over the first three years of their loans.

**Lessons learned:** Our focus on better quality cars provides a stable service to our customers, at about the same monthly payment as lower priced car programs. Our partnership with local lenders leverages scarce public dollars. Requiring automatic payments into a person car maintenance account makes it much easier to assure that valuable routine maintenance is observed and mechanical systems are less likely to fail. We continue to look for ways to increase the amount of our client’s down payment contribution, and are still exploring partnerships with employers who are interested in providing a reliable transportation option as a way to attract and retain a qualified workforce.

##### 

#### Western Dairyland Economic Opportunity Council

##### Transit Education and Outreach (306)

**Service area**: Buffalo, Eau Claire, Jackson and Trempealeau Counties

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

**Goal**: Improved customer knowledge

**Service description**:The Transit Education and Outreach (TEO) program started in 2008 to develop train-the-trainer initiatives and provide group education and outreach to individuals on the merits of fixed route transportation. Working with human service agencies, schools, sheltered workshops, assisted living facilities, senior centers and advocacy groups the TEO program trained volunteers and/or staff members about transportation options available in the community (including fixed route, demand response, volunteer driver, rideshare and individual vehicle loan programs) who in turn brought their newfound knowledge back to their respective agencies and clientele.

**Evaluation**:The program was reviewed several times per year by Western Dairyland’s board of directors. Additionally, clients were surveyed and process improvements are made based upon survey results.

**Accomplishments**: The program found its greatest success in peer training for the fixed route system. Peers brought a level of comfort and familiarity that could not be duplicated by agency staff or interns. We were surprised, but we also found success in promoting the state-sponsored rideshare program to clients who were driving and/or needed to get to destinations outside of where the fixed-route service ran.

**Lessons learned:** Provide peer training as much as possible. We have found that potential riders are much more apt to learn to ride a fixed route system when it’s being taught to them by a peer. For example—87 year-old Edith prefers that Jane, her 72 year-old neighbor, show her how to ride the bus rather than a 22 year-old intern.

##### 

##### Vehicle Purchase and Repair Loans (305)

**Service area**: Buffalo, Eau Claire, Jackson and Trempealeau Counties

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

**Goal**: Improved access/ connections

**Service description**:The program provided down payment and repair loans to eligible individuals and families within our four-county service area (Buffalo, Eau Claire, Jackson and Trempealeau counties in Wisconsin). Clients applying to the program are within 200% of current federal poverty guidelines and many are unbanked—without access to depository accounts or traditional auto loans. Clients that apply must analyze their budgets and establish both short-term and long-term financial goals. They develop payment plans to pay off any traffic fines, can access a free copy of their credit reports and budget for automobile insurance. Clients that are approved for repair or down-payment loans are able to retain and upgrade their employment.

**Evaluation**:The program is reviewed several times per year by Western Dairyland’s board of directors with the annual goal of loans given met or exceeded. Additionally, clients are surveyed after receiving loans and process improvements are made based upon survey results.

**Accomplishments**: The program continued its collaboration with FLIP (Financial Literacy Improvement Program) and provided many clients with one-on-one financial mentoring in conjunction with workshops on budgeting, understanding credit reports and scores, eliminating and reducing debt and the importance of auto liability insurance. Clients learned how to establish a budget, pay down debt, and even qualify for traditional auto and home loans.

**Lessons learned:** Be sure to gather adequate contact information from clients. You want to be able to find them if they stop paying their loan. Also, have your application available in many formats — in office, online, by mail — to reach the most potential applicants.

##### 

#### Wisconsin Interfaith Needs Response

##### Vehicle Purchase and Repair Loans/Grants (307)

**Service area**: Outagamie, Calumet, Portage, Waushara, Waupaca and Winnebago Counties

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

**Goal**: Improved access/ connections

**Service description**:WINR provided zero interest vehicle purchase loans for up to $4,000, major repair loans up to $2,500, minor repair loans up to $500 and repair grants of $500 or less. Clients had to need a vehicle or repairs to either grain, retain or improve their employment status. Loans are only provided to those who are refused a loan by a reputable financial organization.

**Evaluation**:We measure our success based on several factors. The key measurement is our clients' ability to gain or retain employment. Other measurements involve the clients' overall success, including their ability to make and keep medical appointments, to participate in community activities and after school programs for children. Based on a client survey, the loan program has experienced very high performance in all categories.

**Accomplishments**: Not only do we provide a zero interest loan that allows our clients an alternative to predatory lenders and access to meaningful employment, they get one on one financial counseling and must attend a maintenance class. This helps develop good budgeting skills and the ability to know how and when to have their vehicle maintained. These are good life skills that are part of this loan process. In addition, we have every car that is to be purchased or repaired fully inspected to be sure it will last at least another two years or 20,000 miles. This is done to allow the family the opportunity to work for two years with only routine maintenance and get themselves in a financial position to replace the car if they need to. The inspection step has been critical to the success of the program.

**Lessons learned:** Don't reinvent the wheel! Many very effective loan programs like this one exist all around the state of Wisconsin. Successful models can be provided at little or no cost to get you up and running.

##### 

#### Women's Employment Project, Inc

##### Mobility Manager (315)

**Service area**: Door County

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

**Goal**: Improved access/ connections

**Service description**:The Mobility Manager works closely with Job Center case managers and staff to assist individuals who have transportation barriers to be able to get to and from employment. In addition to working with Job Center staff, the Mobility Manager also works directly with employers for individual and group needs through the van pool. Coordination is a big part of this program therefore the Mobility Manager is also a member of a forty-two member Transportation Consortium operated through Door-Tran. The Mobility Manager works with each application from eligibility to service completion and guides them through a budgeting process to plan for future transportation issues.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned:** None

##### Taxi Vouchers (318)

**Service area**: Door County

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

**Goal**: Improved access/ connections

**Service description**:We provide taxi vouchers at half-price to individuals who need assistance traveling to and from employment. If the individual cannot afford the half price, the program coordinator assists them with finding this help through other agencies and/or provides an opportunity for the person to pay at a later date, such as after a first paycheck.

**Evaluation**:The program is evaluated by a written customer survey sent 30 days after a service is provided.

**Accomplishments**: Sharing commute costs with employment programs such as WIA, FSET, and W2 have extended everyone's budgets to assist more people. This is a great collaboration.

**Lessons learned:** When we started vouchers we were not charging half price, which caused our program funds to diminish quickly. By charging half price we are able to extend the life of our funds and serve more individuals.

##### Vanpool (317)

**Service area**: Door County

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

**Goal**: Improved access/ connections

**Service description**:The employment van pool began in April 2009 and continues through 2011. This van pool completes a daily route from the City of Sturgeon Bay to the Village of Sister Bay with eight first shift employees. Round trip is 60 miles per day.

**Evaluation**:We have evaluated the van pool with written rider surveys at implementation to be sure that all riders were noting any issues. Issues were resolved in a group manner, keeping all riders working together. Program performance includes rider savings of $14,998.67 per 12-month period and 23,786.30 pounds of CO2 emissions were saved from being emitted into the air.

**Accomplishments**: Our two biggest accomplishments are (1) the successful collaboration that we have started with the vendor from whom we lease the van, and (2) that our riders who started with us have continued showing that they are very happy with the service.

**Lessons learned:** The biggest lesson we have learned is that we need to negotiate all maintenance and repairs into the van lease.

##### Vehicle Purchase and Repair Loans (316)

**Service area**: Door and Kewaunee Counties

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

**Goal**: Improved access/ connections

**Service description**:We provide interest free loans to employed individuals who cannot afford unanticipated expenses and who are not candidates for traditional bank or other lender type loans. Our repair loan is limited to $600 for a six month period and up to $2000 for a purchase, broken down to a 12-month repayment period.

**Evaluation**:We have evaluated the loan program clients with written customer surveys that are sent 30 days after a service is provided. In addition, we are in close contact with the clients throughout the duration of the loan.

**Accomplishments**: We encourage loan clients to help others with transportation by registering with our car pool match program.

**Lessons learned:** None

##### 

#### Workforce Connections

##### Mobility Manager (309)

**Service area**: La Crosse, Crawford, Vernon, Monroe and Juneau Counties

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

**Goal**: Improved access/ connections

**Service description**:Mobility Manager — In addition to coordinating the voucher services, the Mobility Manager is responsible for assisting participants with an Individual Transportation Plan, educating people on the use of the vouchers, negotiating with the transportation providers to accept the vouchers, increase the coordination between transportation providers in Crawford, Monroe, Juneau, La Crosse and Vernon counties, provide an updated resource directory of transportation vendors for all Job Center partners, provide outreach for the programs, and research long-term funding solutions to build capacity.

**Evaluation**:This program is evaluated using steps, milestones, and outcomes developed in the annual WI New Freedom application and comparing those with actual accomplishments.

**Accomplishments**:

Crawford County  
•Crawford County Transportation Coordinating Committee developed a mission statement  
•Hired a mobility manager to assess current resources and identify gaps  
•Participated in the Regional Transportation Coordinating Committee  
•Developed plans to assist with the volunteer driver program and to market the current resources that are available to the county  
•Established agreements to help clients that are crossing county lines  
•Promoted transportation programs  
Vernon County  
•Vernon County hired a mobility manager to assist with recruiting volunteers and a marketing campaign of current resources  
•Discussed the Jefferson bus line changes that go through the county  
•Are looking into ways to fund a bus route from Vernon County into La Crosse  
•Worked with other counties to promote ways to utilize resources across county line  
•Promoted 1-800 number out of La Crosse  
•SMART Growth plans have been discussed-Zoning laws, highways, bridges, and affects of flooding on transportation  
Monroe County  
•Active partnerships that allow the sharing of volunteer drivers across different programs  
•Participation in a regional transportation coordinating committee  
•Partnering across county lines  
•Promoted transportation programs  
Juneau County  
•Discussions have occurred regarding trying to expand the current taxi system  
•A unique county that fits into three different planning commissions  
•Participated in the Regional Transportation Coordinating Committee  
•Participated in the Human Resources Coordinating Plans through the Planning Commissions  
La Crosse County  
•La Crosse County is the location that most of the outlying counties are traveling into. Efforts have been made to reach out to the outlying counties to partner on serving across county lines.  
•Park and ride lots are in the process of being expanded  
•Taxi service has been expanded into Holmen area  
•A bus route into West Salem is being researched  
•Promotion of all transportation programs

**Lessons learned:** None

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