



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region VI**

**Texas, Oklahoma, Arkansas, Louisiana, New Mexico**

**October 2011**

**FTA-11-0084**

JARC FY 2010 Service Profiles: Region VI

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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 or parishes 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

## Louisiana

### Capital Area Transit System (6106)

#### Family Services of Greater BR Ways to Work Program

##### Ways to Work Program (1435)

**Service area**: East Baton Rogue Parish (LA: Ascension, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, St. James, West Baton Rouge)

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

**Goal**: Improved access/ connections

**Service description**:JARC funding is provided to the Ways to Work Program for operating and capital for their loan guarantee pool to make available cars for low income, ride share projects. All loan recipients are required to register in the local ride share program. The Ways to Work Program provides small loans to low income parents and families who are unable to qualify for conventional loans. The goal is to help families meet expected and unexpected expenses that could interfere with their ability to remain employed or stay in school. The program provides loans up to $6,000 to purchase a used car so parents can get to work, get children to day care, school, clinic appointments, etc. After completing eligibility criteria and completing loan approval, clients find a reliable vehicle to purchase and work with case management staff throughout the life of the loan. At the end of the loan, it is expected that they have improved their credit rating, have maintained and secured better employment and can enter mainstream financial markets.

**Evaluation**:All projects submitted are evaluated by a team that includes Capital Area Transit System and Capital Area Planning Commission staff members. Measures used are: number of loans closed, number of people participating, and jobs saved. Ways to Work clients complete a pre-test assessment as well as a post test assessments; statistics indicate that 64% of the clients served improved their score between pre-test and post test assessments. In 2010 there was a 12-point increase of credit score after one year.

**Accomplishments**: In 2010, the Ways to Work Program had 847 inquiries about the program. 292 clients participated in the pre-test and post test for financial literacy. 81 clients received car loans. Also, in 2010 there was a 12-point increase of participants’ credit scores.

**Lessons learned:** When clients default on their loans, Family Service of Greater Baton Rouge is responsible for buying the loan back from the financial institution. The amount of buy backs varies from year to year. The challenge over the years has been having the working capital on hand to cover the cost for loan buy backs.

##### 

### City of Shreveport (1994)

#### City of Shreveport

##### Extended hours of service (2173)

**Service area**: Cities of Shreveport and Bossier City (LA: Caddo)

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

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

**Service description**:All routes served by one bus bus: #101 - 6 trips per night, 20.6 mi. #102 - 6 trips per night, 18.0 mi. #103 - 6 trips per night, 17.9 mi. #104 - 6 trips per night, 21.8 mi. #105 - 2 trips per night, 17.7 mi. #106 4 trips per night, 16.9 mi.

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

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

**Lessons learned:** Must have a good initial needs assessment. Ours was the result of a comprehensive strategic plan commissioned by the MPO, North West Louisiana Council of Governments.

### Jefferson Parish (1864)

#### Jefferson Parish

##### Increased Service for Jefferson Transit Fixed Route (1501)

**Service area**: Jefferson (LA: Jefferson, Orleans)

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

**Goal**: Improved system capacity

**Service description**:With the FY 2010 JARC funds, Jefferson Transit continued its additional service of three buses to enhance service on four established routes. This additional service was originally added with FY 2008 JARC funds and continued with FY 2009 and FY 2010 funds. Jefferson Transit added one bus to the E3 Kenner Local route between 7:20 AM and 7:20 PM on weekdays. This additional bus reduced headways from 41 minutes to 30 minutes during the base/off-peak period and from 33 minutes to 23 minutes during the peak period. One bus was added on the W3 Lapalco route from 9 AM to 3 PM on weekdays, which reduced headways on this route from 60 minutes to 40 minutes during the base/off-peak period. By adding another bus to the W1/W10 route between 9 AM and 3 PM on weekdays, Jefferson Transit was able to eliminate the large headways during the base period when these 2 lines were interlined and reduce headways from 125 minutes to 70 minutes. The added bus has improved headways on both the Avondale and Huey P. Long routes and eliminated the need to interline these routes during the base period.  
The buses added with the JARC funds continue to provide riders with more frequent service. After Hurricane Katrina, it was necessary to reduce Jefferson Transit service in accordance with the reduced demand for service and to meet budgetary constraints. On the E3 Kenner Local Route the added bus has increased service for the concentration of elderly, disabled, and low income populations along the Jefferson Highway corridor which is significantly higher than other areas on the Eastbank. The added service on E3 also benefits commuters traveling to New Orleans and reverse commuters traveling to Jefferson Parish, including commuters to businesses in the Elmwood area. The two buses added to routes on the Westbank increased service for commuters on the Westbank and reverse commuters who travel from New Orleans to the Westbank for work. Since these routes were already established, decreasing headways and increasing service capacity was the most cost efficient way to increase service for the targeted populations identified in the grant application.

**Evaluation**:Jefferson Transit calculates the added service hours and miles due to the additional three buses, and carefully keeps track of the amount of the JARC funds that are used monthly for the additional service.   
Jefferson Transit also keeps careful records of the ridership numbers during the time periods the three additional buses were added with JARC funding. On the Eastbank one bus was added on weekdays for both peak and off peak hours. On the Westbank two buses were added during off peak hours, and these two buses increase service for three routes. Jefferson Transit has kept records of the ridership numbers during the time periods where buses have been added with FY 2008 JARC funds, FY 2009 JARC funds, and FY 2010 JARC funds.

Jefferson Transit has also compared the ridership from these three fiscal years with the ridership numbers for the same time period from 2007 before the three buses were added. Ridership has remained steady for two of the routes and continues to increase for one of the routes. A section of the fourth route has been under construction over the past year, and unforeseen delays on this route have affected the ridership numbers. Once the construction is complete, Jefferson Transit anticipates an increase in ridership along this route.

Please note that the number of one way trips for FFY 2010 is much higher than that reported in 2009 because a number was left out of the FY 2009 total. The FY 2009 number of one way trips for JARC added service should have been 372,250. Jefferson Transit hopes to continue to see a steady or an increase in ridership for the four routes where service was increased. As long as there continues to be an increase in ridership, Jefferson Transit realizes the need for the additional service.

**Accomplishments**: Jefferson Transit is now able to provide more frequent service on the four routes. Jefferson Transit has noticed a steady or an increase in ridership numbers for the routes where buses were added. This increase in ridership is one indicator that the added service is needed and should continue if possible. Jefferson Transit has also received positive feedback concerning this added service from riders who are interviewed during Transit Outreach Days.

**Lessons learned:** Make sure to identify the statistics and measures you will need to track the success of your project from the very beginning, listen to riders’ suggestions on how to improve service, and keep track of the funds as they are spent month to month.

##### 

### Regional Transit Authority (1519)

#### Regional Transit Authority

##### 201 Kenner Loop (2009)

**Service area**: Kenner, Jefferson Parish

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

**Goal**: Expanded geographic coverage

**Service description**:The Kenner Loop runs seven days a week, following the same holidays as the Regional Transit Authority. Monday through Saturday, two buses operate on a loop within Kenner from 5:35 AM - 8:04 PM (weekdays) and 6:20 AM - 8:04 PM (Saturdays). On Sundays there is one bus in service from 7:15 AM - 7:24 PM. The route remains the same on all days of service.  
The Loop carries, on average, 11,700 riders per month. Based on an onboard rider surveys conducted during the month of June 2008, 72% of the riders reported that their family income fell below $25,000. The trip purpose of the Loop riders was reported as being 55% work, 7% school, and 15% medical. Almost 70% reported that they have no access to other transportation if the loop were not available.  
Due to decreasing levels of financial support from the State of Louisiana and the Jefferson Parish millage, the City of Kenner is faced with a $206,000 deficit for the current and next year. The City is actively working on finding ways to plug that large hole, but to continue the service for the identified population, JARC funding was needed.

**Evaluation**:The service has been deemed successful in that it has allowed transit service for the poor to continue where there is no other transit option. It has also allowed the City of Kenner to move forward on its efforts to find permanent funding for the service.

**Accomplishments**: The accomplishment is in being able to continue vital transit services for the underserved population in Kenner.

**Lessons learned:** None

##### Lakeview Lil' Easy, Gentilly Lil' Easy, Lower 9th Ward Lil' Easy (2013)

**Service area**: New Orleans, Orleans Parish

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

**Goal**: Expanded geographic coverage

**Service description**:The Regional Transit Authority proposed to use JARC funds to offer 'Same Day Service' and previous day reservations with the first in the nation Lil' Easy services. The funding allowed for brand new service, never previously provided to the riding public in the community, and provided thousands of additional passenger trips monthly. The new service allowed us to offer 'Same Day Service' to demand passenger, unlike our regular transit modes.  
The hourly operational rate was $64.50 as stated in the original scope. The on-going cost was monitored and the hourly service adjusted to stay within the budget amount. Services began January 2010. This resulted in a positive increase in revenue hours to the system.

**Evaluation**:The success of this project was measured by monitoring ridership by hour, customer satisfaction and customer complaints. Even though ridership per hour did not reach our expectations, customer satisfaction was high and complaints were few.

**Accomplishments**: This project provided transportation where none was available and where demand did not support the return of fixed route service. The flex design of the service from point-to-point with few time points was unique and worked very well within each area.

**Lessons learned:** Spend the time to determine where the real demand is going to be and put as few pick-up points as needed. Monitor the traffic at each stop and adjust as needed. We wish we would have known in advance of any plans for road or bridge construction in the area that affected our service.

##### Line 45 - Lakeview; Line 51/52 - St. Bernard; Line 60 - Hayne; Line 80 - Louisa; Line 94 - Broad (2019)

**Service area**: New Orleans (LA: Orleans)

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

**Goal**: Expanded geographic coverage

**Service description**:Since Hurricane Katrina, the Regional Transit Authority has operated at about 30% of its previous service levels, while 80% of the population has returned. Gaps in operating funds have constrained the agency in adding service to meet increasing ridership demand, which year-to-date has grown 19% this year. The funding enabled the Regional Transit Authority to improve service since the inception of the project. To date the improvements have been successful. The project has allowed us to add weekend service on the Lakeview (five trips on Saturday and 25 on Sunday) and the St. Bernard (24 trips on Saturday and Sunday each), as well as expand services on the Broad (16 trips), Hayne (seven trips) and Louisa (three trips) routes.

**Evaluation**:We have monitored these improvements by recording the ridership improvements to date. Hayne - although this is still a weak service, we saw a 22% increase in ridership since the improvements. Broad - being one of our strongest routes, the Broad route was a 16% increase since the improvements. Louisa - improved from a single digit ridership route to averaging 12 passengers per hour, equating to a 38% increase. St. Bernard - made a modest 16% ridership gain since the improvement. Lakeview - this is the only route to not see a significant ridership increase. Of course ridership has increased overall because weekend services were added, but overall the route continues to struggle.

**Accomplishments**: I believe we achieved two particularly positive accomplishments:  
1) Broad route - because of the lengthy trip time of this route, adding peak frequency has really improved the performance of the route. The length of the trip exacerbated any problems that would take place along the route. The greater frequency cut down on issues and route complaints.  
2) Louisa - although the Louisa route is still not a particularly strong route, a minimal increase in services and expenses resulted in significant ridership improvement.

**Lessons learned:** Creating service standards for the system in advance of this effort, we were able to distinguish what routing needed to be considered for adjustment. The process has allowed us to understand how to move forward with these routes as the system grows and the service burdens of stronger routes begin to take hold.

### River Parishes Transit Authority (6651)

#### River Parishes Transit Authority

##### River Parishes Transit Authority JARC (1634)

**Service area**: St. Charles and St. John Parishes

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

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

**Service description**:To provide 3,500 additional hours of service for the new general public service in St. Charles and St. John the Baptist parishes in order to improve access to jobs.  
  
This project was derived from the Coordinated Public Transit-Human Services Transportation planning process. The Transportation Improvement Program (TIP) and the Coordinated Public Transit-Human Services Transportation Plan have been amended to reflect inclusion of this project.

**Evaluation**:RPTA be began service in 2009. At this time, the increase in ridership has been used as a performance measure. In 2009, there were 13,331 one way trips. In 2010, there were 25,103 one way trips. RPTA will continue to monitor ridership as a performance measure.

**Accomplishments**: The ridership nearly doubled in the second year of service. Reduced trip cost.

**Lessons learned:** Coordinate with human services providers and form cooperative agreements to provide transportation services on their behalf.

##### 

## New Mexico

### City of Santa Fe (2066)

#### City of Santa Fe

##### Sunday Service (2202)

**Service area**: City or Town of Santa Fe (NM: Santa Fe)

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

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

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

**Evaluation**:Data collection for ridership for this service expansion has been done since initial implementation. Although Sunday ridership is the lowest compared to other days of the week, the level of service, number of routes and operating hours, are also the lowest.

**Accomplishments**: Continued Sunday fixed route service provided on four routes from 8:30 AM to 6:30 PM. ADA complimentary paratransit service is provided during the same time period.

**Lessons learned:** Develop a good relationship with other agencies. This will allow you to work together to increase ridership and a good partnership.

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

#### ARCA

##### ARCA (1517)

**Service area**: Albuquerque Metropolitan Planning Area (Cities of Albuquerque and Rio Rancho) (NM: Bernalillo, Sandoval)

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

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

**Service description**:ARCA's JARC-funded services provide demand response day-to-day mobility, employment, and employment-related transportation to hundreds of transportation disadvantaged individuals with developmental disabilities who commute daily within the Albuquerque Metro Planning Area (AMPA). ARCA's 5316 program supports fleet operations and deploys specially trained drivers and/or door-to-door escorts to help individuals with disabilities access paid employment and related activities like job skills training and literacy instruction, primary and ancillary medical services, and community supports for daily living like grocery stores, banks, and cultural and recreational events. ARCA is a private 501c3 community-based human services organization. There are no route names or numbers. Our 5316 services respond to each individual's need for transportation, operating beyond the hours and capacity of existing paratransit services and bridging temporal gaps in services.

**Evaluation**:ARCA's New Mexico Department of Health regulatory requirements for service delivery are to meet the customized transportation needs of each individual receiving community based services. We serve approximately 375 individuals with disabilities with daily ride shares and demand-response service within the AMPA. ARCA uses a Stop Light system of segmented performance measures that derive from metric indicators to report transportation performance to the Board of Directors. Tracking is only conducted on areas of service or on processes that are targeted for improvement. The current service is performing up to expectations.

**Accomplishments**: ARCA increased the number of one way rides for passengers with disabilities by 26,443 and the number of targeted jobs and job-related activities accessed by 30,066 with FY 2010 JARC funding.

**Lessons learned:** JARC funding has expanded ARCA's transportation capacity and the access of hundred of low income riders with disabilities. We would encourage other community-based organizations to partner with the MRCOG and the FTA to achieve the same improvements.

##### 

#### Rio Metro Regional Transit District

##### JARC Transportation Service (1379)

**Service area**: Bernalillo County (NM: Bernalillo, Sandoval)

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

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

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

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

**Accomplishments**: Job Access / Rio Metro RTD Staff work with each client on an individual basis. Understanding their transportation needs and assist with public transportation options when it's available. In addition, expanded services from 124 rides in a life time to allowing folks to utilize services long-term if they continue to qualify for program. Re-certification implemented to assure that individuals who continue to need services can re-apply.

**Lessons learned:** Taxi Cab services in 2009-2010; approved JARC riders were allowed 124 one way rides at a cost of 50 cent per one way trip. Re-certification for an additional 124 were based on the riders continued need for transportation services.   
  
Because qualified riders have access to taxi service to/from their jobs the service becomes more convenient than utilizing public transportation, when it is available. Because of this, riders have a tendency to utilize the service more than necessary.   
That being said; In 2011 a new fare structure and added services were approved and implemented to promote the use of public transportation. These services include:  
-Monthly bus passes distributed (at no cost to the rider)  
-60-days no fare for taxi service (for first time riders)  
-$1-$2 Drop Rate Fare (based on a sliding scale) covers a $20 taxi cab ride  
-Taxi Cab rides above $20; rider pays the ($1-$2) Drop rate fare + the difference of the $20 Cab ride.

##### 

#### Village of Los Lunas

##### Los Lunas Public Transportation-Rio Metro Regional Transit District (1287)

**Service area**: Valencia County

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

**Goal**: Improved system capacity

**Service description**:In July of 2010, the Los Lunas Public Transportation program was merged with the Rio Metro Regional Transit District. For the first nine months of operation, the JARC-funded services were provided by the Village of Los Lunas. The remaining three months of FFY 2010, the services were provided by the Rio Metro RTD-Valencia Transit (formally Los Lunas Public Transportation). In combination, these transit agencies provided JARC-funded transit services to eligible low income individuals, and to reverse commuters regardless of income. These services include curb-to-curb, demand response transit services that allow these participants to access jobs, training, school and other employment-support activities, including delivery and pick-up of children to and from Child Care Centers. JARC funds have made it possible for passengers referred by the local Department of Human Services and local employers to receive these transportation services.  
The transit program operates Monday through Friday, from 5 AM to 6 PM. Our current service delivery area consists of 98% of Valencia County. Within the County, we serve the unincorporated communities of Rio Communities, Meadow Lake, El Cerro Mission, Monterey Park, Tome, Adelino, Los Chavez, and the UNM Valencia Campus area. We also serve the Village of Los Lunas, the City of Belen, Bosque Farms, the Town of Peralta, and portions of Isleta Pueblo.

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

**Accomplishments**: The transportation individuals who would otherwise not have another transportation option is one of the greatest accomplishment of this  
program. The program has provided mobility to those without transportation and allowed a significant number of individuals to begin employment within a largely rural geographic area. Our ability to provide these services is a tremendous benefit to our region. In the last year, we have increased our ridership by more than 50% and continue to strengthen coordination with local social service agencies, employers and other partners to further increase those numbers.

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

## Oklahoma

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

#### Central Oklahoma Transportation and Parking Authority

##### Continuation of JARC Routes (835)

**Service area**: Oklahoma City (OK: Oklahoma)

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

**Goal**: Improved access/ connections

**Service description**:In FFY 2010, Routes 3,5,7,8,9,10,11,12,13,14,16,19,20,22,23 were partially funded through JARC for the entire twelve months. These transit services have been concentrated into a service area of Oklahoma City. Except Routes 19 and 23, all other routes specified run on the radially designed system from the Downtown Transit Center, located at NW 5th St. and Hudson Ave. Most passengers use this Transit Center to transfer to other routes.

**Evaluation**:Total ridership/day – 7,000; Passenger/hour - 16.   
COTPA has established internal monitoring and evaluation procedures to measure the above mentioned performances of its routes and services. Its staff prepares ridership information and analysis and reports to the Board of Trustees and the City of Oklahoma City on a monthly basis. Should a trend appears that is inconsistent with the goal, staff will work on determining the cause and take actions needed to fix it.

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

**Lessons learned:** The main advice would be to plan ahead for any future funding cuts. Once a service is expanded and established using the JARC funds, it is very difficult to cut back. Since it goes through a competitive selection process every year, there is no assurance on how much funds will be available for next year.  
Furthermore, in recent years COTPA's JARC funding has been reduced by more than 50%. We wish we had known about this funding situation when started the JARC service.

#### City of Edmond

##### Express Bus Service between Edmond and Oklahoma City (834)

**Service area**: Edmond and Oklahoma City (OK: Oklahoma)

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

**Goal**: Improved access/ connections

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

**Evaluation**:All Citylink services, including the Expresslink, are evaluated monthly. This includes on-time performance, accidents, maintenance, schedules, customer service, and customer complaints. The projected annual Expresslink ridership for FFY 2010 was 25,337, while the actual ridership was 42,113. Citylink expects to have 52,000 Expresslink commuters in FFY 2011. However, it is on pace to exceed this figure by June 2011.   
Additional performance-based goals:  
• Citylink strives to meet 85-95% on-time performance   
• A safety goal of one preventable accident per 500,000 miles  
• All citizen comments and complaints received by city staff are forwarded to Citylink. The information and results are included in the monthly report provided to the Edmond Public Transportation Committee, the City Council, and to the public as requested.

**Accomplishments**: The first year of service, with McDonald Transit’s guidance, the primary focuses were on the core business and making Citylink efficient in all areas. The greatest accomplishment for this reporting period is exceeding the goals for ridership and customer service, with no funds spent on marketing. The City of Edmond is also appreciative of the partnership developed with COTPA to purchase the Citylink vehicles.

**Lessons learned:** The advice to anyone starting a transit service would be to focus on the core of the service, customer service, and keep the operations simple, efficient, and effective. Securing funding for operations is also a key.

## Texas

### Capital Metropolitan Transportation Authority (5143)

#### Capital Metropolitan Transportation Authority

##### 484 Night Owl (three routes) and 135 Dell Limited (1730)

**Service area**: Austin, Travis County

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

**Goal**: Expanded geographic coverage

**Service description**:Expansion of late night service to assist third shift employers and employees; reverse commute options to suburban job sites in northeast Austin at Tech Ridge that operates second and third shifts; enhance transit access to welfare/low income recipients.   
• Night Owl routes (484, 485, and 486)  
• Route 135 Limited (Reverse Commute)   
Both run weekday and Saturday

**Evaluation**:JARC route ridership has consistently met and exceeded projections and has grown gradually in ridership over time

**Accomplishments**: The JARC services have remained very popular and maintained consistent ridership

**Lessons learned:** The JARC services in the Austin area have benefited from a good marketing campaign from the onset. Television and radio as well as posters and cooperation from the Texas Workforce Commission helped to get the word out quickly.

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

#### City of El Paso - Sun Metro

##### Fixed Route 103 (2278)

**Service area**: City of El Paso (TX: El Paso)

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

**Goal**: Expanded geographic coverage

**Service description**:Fixed Route #103 begins at the County Transit Drop off Terminal and proceeds down the Alameda Corridor located one mile from the U.S./Mexico border crossing. The route (which will evolve into El Paso's first BRT corridor) proceeds to the Downtown Transfer Terminal. This route passes through the El Paso Empowerment Zone which has the highest Transit Index in the City. The route provides access to El Paso Community College, TX Tech Medical School, Jefferson High School, University Medical Center, and University of Texas-El Paso. These are some of the area’s largest employers and also provide access for students.

**Evaluation**:Customer satisfaction is monitored through the Sun Metro customer service hotline as well as the web site.

**Accomplishments**: The Route #103 has been approved and funded to become a Bus Rapid Transit Corridor.

**Lessons learned:** We initially started the FR #103 as a peak hour service only and only started with one bus on the route. We quickly learned that the public was not going to wait patiently for Sun Metro to expand to two buses and all day service.

##### Sun Metro Job Express (2209)

**Service area**: The City of El Paso (TX: El Paso)

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

**Goal**: Improved system capacity

**Service description**:Demand Response Service provided curb-to-curb transportation to access work, education, job training, employment support and child care services 24 hours/day, 365 days/yr. Provided educational shuttle services to GED/ESL programs for welfare recipients and their children.  
Also provided fixed route, semi-express service from County Transit Bus Stop through the Alameda Corridor to the Downtown Transfer Terminal to provide access to employment centers, Community College, TX Tech Medical School, and University of Texas. Route runs through the El Paso Empowerment Zone which has the highest transit index of El Paso.

**Evaluation**:The project is evaluated through satisfaction surveys conducted with both direct users and with referral agencies to monitor performance criteria in:  
• Ease of referral, intake process, service initiation, timeliness of transportation, customer service, driver performance, vehicle maintenance  
• Individual complaints are taken through a customer service hotline and given 100% follow up  
• Route efficiency is monitored through route performance indicators, client on-board times, deadhead, dead-end, and slack time monitoring

**Accomplishments**: This program has relied on public input since the inception in 2001. The regional planning process has assisted in the identification of needs and gaps in service and reducing duplication in project planning. This strong coalition has been an active force in the planning of JARC/NF activities.  
Through a close partnership with the Regional Workforce Board, the project has been able to match funding to develop a Coach Operator Training program enabling unemployed drivers to gain the skills to become operators for the project.

**Lessons learned:** Develop the program to direct clients to the most appropriate mode of transportation for them. New mobility management techniques will assist our program re-direct clients from Demand Response to a circulator or fixed route at a lesser cost.

#### LULAC Project Amistad

##### JARC Metro (2384)

**Service area**: El Paso (TX: Presidio)

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

**Goal**: Expanded geographic coverage

**Service description**:Project Amistad transports riders living within the city of El Paso to work/school. JARC Metro service responds has been a major success since ridership has continuously increased throughout the year.

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

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

**Lessons learned:** To develop and plan routes to cover needed areas, as well as add shifts to the existing ones. Develop trainings for drivers, and last but not least, advertise as much as possible by on-site visits, word of mouth, fliers, to employers and riders, to increase the number of clients using the service.

### City of Lubbock (1993)

#### City of Lubbock

##### Citibus JARC Fixed Routes - Routes 19 & 34 (1540)

**Service area**: Lubbock (TX: Lubbock)

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

**Goal**: Expanded geographic coverage

**Service description**:Citibus has funded Routes 19 and 34 of its fixed route system with JARC money since 2001, when the service was previously known as Route 25. These fixed routes began as a cross-town route that was anchored at one end by Citibus’ Downtown Transfer Plaza and at the other end by Convergys call center, near 34th Street and West Loop 289. It was modified in 2007 and is now two routes, allowing service to an expanded area, and serving the city's three primary employers (Convergys, Covenant Health Systems and Texas Tech University).

**Evaluation**:Success of the JARC fixed routes is evaluated on ridership and continued need from employees of local business and students/faculty of local educational institutes. Citibus staff also concentrates on efficiency, namely, passenger trips per mile. In FY 2010, the agency has seen this statistic – which has been calculated for Routes 19 and 34 at 0.68 and 0.84, respectively – decrease slightly. Ideally, these routes should be generating at least 0.9 passengers per mile. The increase of passengers per mile will be the goal for these JARC routes in the upcoming years.

**Accomplishments**: The ability to provide these JARC routes to areas of the city populated by low- and middle-income residents is an accomplishment in itself. If JARC funding were not received, it is a realistic possibility that these routes would be eliminated, leaving a large gap in central Lubbock – an area where the population is increasingly transit-dependent. Routes 19 and 34 promote education at public, private and technical facilities, medical training and healthcare, as well as general commerce through a variety of retail businesses. The public’s utilization of these businesses and the consumption of its goods and services benefit the financial stability of the Lubbock economy.  
Another accomplishment has been Citibus’ ability to cater to passengers’ travel patterns through the mobility and connectivity that these routes offer. Without this service, ADA-eligible individuals would be the only persons with access to any type of public transit along the 19th and 34th Street corridors. If eliminated, the major employers on the route – Convergys, Texas Tech University, Covenant Medical Center, and the South Plains Mall – would experience a reduction in the numbers of existing and potential employees dependent upon public transportation to get to work. Given that Citibus’ marketing surveys have previously indicated that 67% of our passengers use Citibus to get to and from work, this could have a significant impact on these employers. Passengers attending LIFE/RUN, a center for independent living located on 34th Street, would be without transportation in seeking the agency’s services, which include vocational and job readiness training, Braille training, benefits planning, and social transition services.

**Lessons learned:** Researching the service area and being familiar with employers, their needs, and employees' travel patterns are vital in the success of a JARC program.

### Corpus Christi Regional Transit Authority (1535)

#### Corpus Christi Regional Transit Authority

##### Regional Transportation Coordinator (140)

**Service area**: Coastal Bend Region (TX: Aransas, Bee, Brooks, Duval, Jim Wells, Kennedy, Kleberg, Live Oak, McMullen, Nueces, Refugio, San Patricio)

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

**Goal**: Improved access/ connections

**Service description**:The Mobility Manager attended monthly meetings of the Transportation Coordination Network of stakeholders and service providers in the 12-county region in an effort to continue transportation planning. The Transportation Coordination Network (TCN) participated in several community outreach events throughout the Coastal Bend. On October 2nd, the TCN had an informational table at the Community Health Care event in Orange Grove, Jim Wells County, held at the Buen Pastor Church, with attendance of over 150 people participating. From October 8-9th, the TCN participated in “Together We Stand: Educating Our Visions of the Future” mental health conference held at Texas A&M University – Kingsville, Kingsville, Kleberg County. There were over 200 participants during the two day event. On October 22nd, the TCN organized and held a Policy Briefing based on the results of the summer 2010 research study; Transportation Inventory & Needs and Gaps Assessment of the Coastal Bend. This was a full morning briefing with elected officials, community organizations, health and human services agencies and consumers. Over 100 individuals attended this very successful and informative event. A better understanding of transportation coordination was had by all.

**Evaluation**:Surveys were completed at each venue by the Regional Transportation Coordinator to evaluate the success of the outreach efforts and determine the needs of the areas.

**Accomplishments**: On October 22nd, the TCN organized and held a Policy Briefing based on the results of the summer 2010 research study; Transportation Inventory & Needs and Gaps Assessment of the Coastal Bend. This was a full morning briefing with elected officials including the current Congressman and several county judges from the various counties, community organizations, health and human services agencies and consumers. Over 100 individuals attended this very successful and informative event.

**Lessons learned:** The Regional Transportation Coordinator and the Transportation Coordination Network need to work together in planning, development and implementation of all the 12 counties involved.

##### 

##### Work Commute (1209)

**Service area**: Nueces (TX: Nueces, San Patricio)

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

**Goal**: Expanded geographic coverage

**Service description**:Route #84 serves persons with disabilities to and from work, specifically the blind consumers to the South Texas Lighthouse for the Blind.  
Route #67 connects underserved rural areas of Bishop and Driscoll, TX.  
Route #354-Southside Express route was implemented in January 2010 to serve riders from the south side of the city and connect them to work in the downtown area where there is a concentrated work center. The route did not perform very well and route ended in September 2010.  
Route #65-The Padre Island Connector, transports primarily students to and from the local university for jobs and school activities.

**Evaluation**:Evaluations were based on ridership and community contacts with local employers.

**Accomplishments**: Route #65, which transports students and the general public from an area near the university to and from daily, has seen a significant increase in ridership.

**Lessons learned:** Planning and outreach are very key in starting any new service. Lots of both are needed in order to be successful.

##### 

### Denton County Transportation Authority (6464)

#### Denton County Transportation Authority

##### DCTA Connect - Lewisville (2162)

**Service area**: Denton (TX: Denton)

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

**Goal**: Improved system capacity

**Service description**:DCTA funded service enhancements which included increased frequency and reduced headways on DCTA fixed routes in Denton, Lewisville and Highland Village. This provided employment connectivity for low income residents to recently development retails centers in Highland Village and expanded the service and increased the frequency in Denton to better accommodate non-traditional working house.

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

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

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

##### DCTA Commuter Express (2163)

**Service area**: Denton (TX: Denton)

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

**Goal**: Improved access/ connections

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

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

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

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

##### DCTA Connect - Denton (2161)

**Service area**: Denton (TX: Denton)

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

**Goal**: Improved system capacity

**Service description**:DCTA funded service enhancements which included increased frequency and reduced headways on DCTA fixed routes in Denton, Lewisville and Highland Village. This provided employment connectivity for low income residents to recently development retails centers in Highland Village and expanded the service and increased the frequency in Denton to better accommodate non-traditional working house.

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

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

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

##### Transition Travel Training Program (2160)

**Service area**: Denton (TX: Denton)

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

**Goal**: Improved customer knowledge

**Service description**:The goal of the DCTA Transition Travel Training program is to increase independent mobility of paratransit passengers and the disabled community and to coordinate with SPAN and other regional transportation providers in educating their passengers about DCTA fixed route services, the Authority's future A-train service, and connections to other transportation opportunities either bus or rail.

**Evaluation**:The DCTA Transition Travel Training would increase mobility of paratransit passengers and provide greater independence for these passengers by educating them on the availability of other transportation services and how to use those transportation services.  
The in-depth training program would include educating them about all transit services available, accessing these services, trip planning and safely executing their travel. In doing so, this program would support the following regional coordination goals, policies, and strategies:   
• Assist paratransit passengers in accessing available fixed routes   
• Increase mobility of paratransit passengers   
• Work to minimize the impact of boundaries to the delivery of seamless transportation services   
• Eliminate service gaps both within and between service areas

**Accomplishments**: As a regional partner, DCTA is committed to provide safe, customer focused, and efficient mobility solutions for Denton County. A few major accomplishments that this program has experienced during such a brief time; is the overwhelming support and participation from the community to be involved with the transition training. In addition the input from the local human services agencies and the development of DCTA’s Citizens Advisory Team- current Access users has been a tremendous to the success of this project.

**Lessons learned:** Lesson learned with a project like this; get the community involved create citizens advisory committee - allow your riders to provide input.

### Fort Worth Transportation Authority (1540)

#### Fort Worth Transportation Authority

##### Alliance Fixed Route Express Service (879)

**Service area**: North Central Texas Region (TX: Tarrant)

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

**Goal**: Expanded geographic coverage

**Service description**:People employed in the Alliance area who lived closer to downtown Fort Worth were able to utilize the JARC service to get to and from their jobs. Every morning, The T bus route 69 would pick people up from the East Side Workforce Commission and take them 22 miles north in Interstate 35 to the Alliance employment center.

**Evaluation**:This JARC project was evaluated based on the increases or decreases in ridership.

**Accomplishments**: The greatest accomplishment in this program is providing transportation to those individuals who want to work but may not have the means to get to their jobs which in this case, the jobs are 22 miles away.

**Lessons learned:** One idea is for large employment centers to have a transportation coordinator who is in charge of organizing transportation throughout the employment center. The person can keep track of who is utilizing public transportation and also can market bus passes and display signage making people aware of the service.   
One aspect of a program such as this is business participation. One company in the Alliance area originally bought monthly bus passes for all of its employees. Due to cutbacks, the employer no longer decided to have this benefit and stopped which affected participation and hence, ridership. This is something out of the control of the transit agency but it is a consideration.

##### Alliance Vanpool Service (882)

**Service area**: North Central Texas Region (TX: Tarrant)

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

**Goal**: Improved system capacity

**Service description**:This grant allowed The T to provide additional vanpool services to the rapidly developing business complex north of Fort Worth known as Alliance. The area includes Interstate 35, the Alliance Airport, Texas Motor Speedway, and is home to more than 260 companies. This 17,000 acre community is a perfect area to provide vanpool service because it is already congested and many of the 28,000 employees who are driving to the area for jobs work in relative proximity.

**Evaluation**:Evaluation is done based on participation in the program. One difficult factor in evaluating this service is gas prices. When gas prices are high, there is more interest in the program than when the prices are lower.

**Accomplishments**: The greatest accomplishment achieved as a result of receiving this JARC funding is that cars are able to be taken off the road. This not only reduces traffic congestion in a congested area but it means less fuel emissions for the region which happens to currently be a non-attainment area.

**Lessons learned:** Don't get frustrated if the number of vanpools decreases due to gas prices going down, that is out of the control of the transit agency.

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

#### Lower Rio Grande Valley Development Council

##### Career Link (1303)

**Service area**: Hidalgo County

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

**Goal**: Improved system capacity

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

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

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

**Lessons learned:** It is important to anticipate expected trip patterns before the service begins so that people can be matched to the service they really need. Also, when it comes to marketing the service, it is important that a strong grassroots component be in place. In our region, workers who specialize in colonia issues helped disseminate information about the route through word-of-mouth, because a significant portion of our ridership cannot read. Lastly, it is important that service be constantly monitored so that trip patterns can be changed. If passengers are requesting service at different hours and different days in order to reach their employers, the transit system needs to be flexible enough to accommodate them if enough demand exists.

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

#### Energy Corridor District

##### 75 Eldridge Crosstown (1613)

**Service area**: Houston (TX: Harris)

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

**Goal**: Improved access/ connections

**Service description**:The 75 Energy Corridor Connector (now 75 Eldridge Crosstown) bus route started as a funded service on January 25, 2010. The bus route was designed to improve access to work sites in the western part of Harris County, commonly referred to as the Energy Corridor. The Energy Corridor District contracted with METRO as the service provider allowing transit patrons to seamlessly connect to the route 75 bus from other METRO bus routes.  
The Energy Corridor is one of the largest employment centers in the region, and the route 75 bus provides access to jobs for individuals from inner city urban areas. At the end of FFY 2010 a transit study confirmed that the route was not designed for optimum efficiency and planning began on a route reconfiguration to increase ridership and provide increased access to Energy Corridor employment opportunities for individuals that were dependent upon public transportation for work commuting.

**Evaluation**:The route is evaluated based upon gains in ridership. As this is a new service in an area with limited transit options or regular transit patrons, a realistic goal was set to increase the ridership levels over the course of the JARC project to an acceptable level so that at the end of the Project the route would be absorbed into METRO’s bus route system.  
Therefore, besides evaluating the results of marketing and outreach to increase ridership, the route is also evaluated by METRO’s two most important route performance indicators, boardings per revenue hour and boardings per revenue mile and comparing the 75 bus route performance to other METRO crosstown routes

**Accomplishments**: At the inception of the JARC-funded 75 bus route, the marketing focused on the Energy Corridor corporate community. In addition, because the frequency of service during the midday period was ten minutes, the route was marketed as a transit option for lunch trips. An assessment of the 75 bus route marketing late in FFY 2010 resulted in planning for a change in marketing to focus on traditional transit riders and on individuals transferring into the Energy Corridor from urban intercity areas.  
In addition, an assessment of the route configuration late in FFY 2010 resulted in planning a change in the route alignment to provide a better service and attract more riders. Besides changing the route alignment, plans included changing the headways during the midday from ten to 15 minutes and extending the hours of operation from 12 to 14 hours. Therefore, the major accomplishments made in FFY 2010 were to evaluate and correct our marketing plan and also evaluate and improve the route alignment to make it more efficient.

**Lessons learned:** Much of the input for a marketing direction came from a Marketing/Public Relations agency retained by the Energy Corridor District. However, over a period of several months, it became apparent that we were receiving better advice from individuals with transit industry backgrounds, particularly those whose functions included community outreach. Therefore, a decision was made to phase out the Marketing/Public Relations agency.  
Another important lesson learned was not to assume the route design could not be improved. Consultation with transit experts and METRO Bus Operations staff confirmed that adjustments to the route would improve performance, and increase the two primary performance evaluation indicators. The planning for an altered route also took into consideration drawing more riders from urban inner city areas.

#### Family Services of Houston

##### Ways to Work Car Loan Program (1243)

**Service area**: Houston, Harris County (TX: Fort Bend, Harris, Montgomery, Waller)

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

**Goal**: Improved access/ connections

**Service description**:Family Services’ Ways to Work project provides low-interest car loans to low income working parents who would otherwise be unable to secure affordable car loans. Family Services’ makes Ways to Work car loans of up to $6,000. All loans have an 8% interest rate. Loan approval is good for 30 days. Secured loan capital is provided by the national Ways to Work office.  
Ways to Work borrowers typically are not considered credit worthy and would otherwise face extremely high interest rates that they could not afford. Ways to Work offers them an affordable option for transportation, and goes on to offer them even more. The loans help clients rebuild their credit while teaching them practical financial skills. The program also improves their quality of life. Ways to Work clients are able to participate in activities at their children’s schools. They can juggle daily tasks such as grocery shopping and doctor’s appointments and still spend quality time with their families, and by improving their credit and learning how to manage their finances, Ways to Work clients are able to begin building assets and avoid financial crises in the future.

**Evaluation**:Family Services evaluates the Ways to Work program as part of the agency’s overall program evaluation process. Each month, the agency’s internal Quality Council tracks the number of clients who have received loans, the number that are current on their loans, and the number that have paid off their loans. Members of the Quality Council compare current data with the program’s goals to uncover any client service or data collection issues.

**Accomplishments**: During 2010, Family Services managed 94 car loans. Because the loans are two years long, the program began seeing its first loan completions during 2010. Seven clients paid the final balances of their loans.

**Lessons learned:** The national and local economic environment has had an impact on potential program applicants, particularly in terms of unemployment. To apply for a Ways to Work loan, applicants must be currently employed and have six continuous months of work history. Many loan applicants have recently been unemployed and, therefore, do not meet the criteria to apply. Family Services has begun referring clients to another internal program, in which an employment readiness case manager assists them in securing employment and provides them with ongoing employment support. Once a client meets the six-month criteria, they are encouraged to apply for a loan.  
In addition, many clients are not in the habit of creating budgets for their money. To help them afford their car loan payments and their other regular living expenses, Family Services teaches clients basic budgeting skills and provides financial coaching, including support in understanding the consequences of their spending choices.  
Another agency starting a service like Family Services’ Ways to Work should consider incorporating employment assistance, employment support and financial coaching into their realm of services, or through a referral agreement with another agency.

##### 

#### Metropolitan Transit Authority of Harris County

##### METRO STAR Regional Vanpool Program (1241)

**Service area**: Houston (TX: Brazoria, Fort Bend, Harris)

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

**Goal**: Improved system capacity

**Service description**:JARC-funded service for METRO Star Regional Vanpool involves the lease of vanpool vehicles for vanpool routes that provide reverse commute trips to employees of suburban or rural employers where no fixed route transit service is available to meet the commute needs of the participating employees. Peak service was provided in October 2009 with 106 routes and 1,022 riders. As of September 2010, 96 routes consisting of 962 employees served 28 employers. Van routes are primarily suburban to suburban routes.

**Evaluation**:Regional vanpool services are evaluated on the basis of routes, trips, passenger miles, reduction in vehicle miles of travel and emissions reductions. The original target was approximately 100 routes and this level was achieved during FFY 2009. For FFY 2010, the following results were achieved as of September 30, 2010:  
• Routes = 96  
• Riders = 962  
• Trips = 335,004  
• Passenger Miles = 9,297,028  
• VMT Reduction = 7,842,126  
• NOx Reduction = 5,881,594 grams  
• Carbon Dioxide Reduction = 3,592 tons

**Accomplishments**: The project operated an average of 101 routes during FFY 2010, starting with 106 during October 2009 and ending with 96 during September 2010. These routes served an average of 1,002 employees among 28 employers in suburban locations where transit alternatives were not available to meet the commute needs of employees.

**Lessons learned:** This project has demonstrated that capital funding is an effective means of supporting the regional vanpool program and that vanpool remains a cost-effective means of supporting reverse-commute needs of employees working in suburban and rural work sites.

##### 

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

#### Goodwill Industries of Dallas

##### Job Training Enclave (1993)

**Service area**: Dallas (TX: Dallas, Ellis)

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

**Goal**: Improved access/ connections

**Service description**:The Goodwill Job Training Enclave project provided transportation for individuals with mental and physical disabilities to the Walgreens Distribution Center in Waxahachie, Texas. The employees reside in Dallas but are transported to Waxahachie to attend the on-site training program. Once the nine week training program is complete these individuals transition into full-time employees.

**Evaluation**:Success is measured in the number of full-time, living wage jobs participants obtain.

**Accomplishments**: Participated in cooperative vehicle procurement and received delivery of vehicles in December 2009. Began project operations and transported 27 individuals with disabilities for employment training at Walgreens.

**Lessons learned:** A project like this demands continued innovation and ideas for improving service options and implementation. It is also important to make sure project objectives are clearly defined between all stakeholders and partners involved on the project.

##### 

#### Kaufman Area Rural Transportation

##### City of Rockwall Expansion (1994)

**Service area**: Rockwall (TX: Rockwall)

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

**Goal**: Improved access/ connections

**Service description**:KART provided additional service hours to the City of Rockwall during FY 2010. The service facilitated transit dependent workers on nontraditional schedules by extending service hours Monday through Friday to 6 AM to 6 PM.

**Evaluation**:Success for the City of Rockwall Expansion project has been measured in the sustained and increasing utilization of the service indicated by the number of trips provided.

**Accomplishments**: The service experienced increased ridership and nearly tripled the amount of total trips provided from the previous year. The service averaged over 100 additional trips per month during FY 2010 compared to the previous fiscal year.

**Lessons learned:** Rider education and marketing is a major factor when starting a service like this. As more riders become aware of the service, opportunities arise to provide service to a greater number of riders. Therefore, it is imperative to constantly develop methods to educate the community about available transit services.

#### MHMR Tarrant County

##### Go 2 Work (1296)

**Service area**: Tarrant County

**Type**: Planning Studies/Feasibility Study

**Goal**: Improved access/ connections

**Service description**:During FFY 2010, MHMR of Tarrant County facilitated nine consumer focus groups that helped to highlight the specific transportation challenges faced by consumers. In addition, MHMRTC distributed 2,400 surveys and met with over 20 employers to document gaps, discuss challenges and develop solutions for potential and current employees with intellectual and developmental disabilities.

**Evaluation**:The success of this project is measured in maintained progress of project goals as outlined in the projected time-line of events.

**Accomplishments**: The study progressed rapidly as focus groups and employer interviews proceeded efficiently. In addition over 2,400 customer surveys were distributed.

**Lessons learned:** It is imperative to always develop innovate methods and strategies to ensure return of consumer survey data.

### VIA Metropolitan Transit Authority (1937)

#### VIA Metropolitan Transit Authority

##### Routes 2, 97, 608, 620, and 660 (1878)

**Service area**: Bexar County

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

**Goal**: Expanded geographic coverage

**Service description**:Route 2 provides service on Blanco Road from downtown to Loop 1604. During FY 2010, this route provided 86,456 passenger trips over 5,565 hours and 72,926 miles.

Route 97 is routed such that it allows individuals the opportunity to receive a direct trip to major employment centers along Fredericksburg Rd, West Ave, NW Military Hwy, and The Rim Shopping Center at IH-10 and Loop 1604. During this time period, this route provided 514,609 passenger trips over 29,705 hours and 452,809 miles.

Route 620 provides service to employment centers along Loop 1604 at Potranco, SH 151, Culebra, Bandera and La Cantera. During this time period, this route provided 110,599 passenger trips over 6,084 hours and 114,397 miles.

Route 660 provides service to employment centers along Loop 1604 at University Park & Ride and the Westover Hills area continuing to Northwest Vista College. During this time period, this route provided 78,097 passenger trips over 9,149 hours and 178,856 miles.

**Evaluation**:VIA’s primary performance measure to evaluate the success of these projects is ridership.   
 FY 2009 FY 2010 % Change  
Route 2: 74,156 86,456 17%  
Route 97: 543,614 514,609 -5%  
Route 620: 71,138 110,599 55%  
Route 660: 45,501 78,097 72%  
  
Routes 620 and 660 began in November 2008 (FY 2009) so we did not have a full year of service. In FY 2010 those routes were in service the entire year, therefore the increase in ridership is significant as the routes established. Route 2, which had met and exceeded initial ridership expectations for its new extension during FY 2009, was extended further during the later part of FY 2010 to serve another major retail area, and increase the potential for further ridership growth.

**Accomplishments**: The JARC-funded portion of Route 2 was extended further to the northeast to serve additional retailers and make new connections to other bus routes. Route 620 exceeded VIA’s average productivity for circulators (passenger boardings per service hour) in its first complete year. Route 660 improved during the months of the school year but then declined during the summer months.

**Lessons learned:** To be successful, a new JARC route or segment (as is the case with any transit service) must serve multiple purposes in addition to linking inner city residents with suburban employment centers. Its ridership potential will be greatest if it can also connect students with schools, shoppers with retail, suburban residents with their jobs, and current bus passengers with new transfer opportunities.

# small urban/rural projects

## Arkansas

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

#### Adult Development Center of Benton County, Inc.

##### Adult Development Center of Benton County, Inc. (1678)

**Service area**: Benton County

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

**Goal**: Expanded geographic coverage

**Service description**:The Adult Development Center provided transportation service to qualifying residents. Developmentally disabled persons were transported from their homes to the agency's facility for job activities. Persons were provided training and paid a wage enabling them to maintain a quality of life at home.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded state average in all measures

**Lessons learned:** Human service providers scored better than public transit systems

#### Bi State MPO

##### River Valley Mobility Manger (1027)

**Service area**: Multi county (AR: Crawford, Franklin, Logan, Sebastian)

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

**Goal**: Improved access/ connections

**Service description**:Hired mobility manager to identify opportunities for coordinated service among 24 providers in a four-county area.

**Evaluation**:The AHTD used feedback from the manager's status reports and local agencies to determine effectiveness of the manager and the overall project.

**Accomplishments**: Developed a MM Handbook which could be used by others.  
Collected data from automatic vehicle locators to determine agencies route and frequency of services.

**Lessons learned:** MM must be a strong leader and have knowledge of transit industry. Agencies are apprehensive to discuss coordination of vehicles use or clients.

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#### Birch Tree Communities, Inc.

##### Birch Tree JARC (1028)

**Service area**: Multi county (AR: Pulaski, Saline, Searcy, Sebastian, Sharp, Stone, White)

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

**Goal**: Expanded geographic coverage

**Service description**:Birch Tree provides demand response service to persons residing within its own facilities. Residents are transported to work sites at all times of the day.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded state average of all costs measures but was high in passenger trip measures

**Lessons learned:** Human service providers scored better than public transit systems

##### 

#### Bost, Inc.

##### Bost, Inc. (1679)

**Service area**: Sebastian County

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

**Goal**: Expanded geographic coverage

**Service description**:Qualifying persons are transported from homes to the agency's work centers. Qualifying persons include developmentally disabled persons residing their own home or in the agency's facilities.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient was lower in all measures

**Lessons learned:** Human service providers scored better than public transit systems

#### Centers for Youth & Families, Inc.

##### Centers JARC (1030)

**Service area**: Pulaski County

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

**Goal**: Expanded geographic coverage

**Service description**:Provides demand response service in urban area. Clients must qualify for programs provided by the centers.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient was lower than state average in all measures

**Lessons learned:** Human service providers scored better than public transit systems.

#### Central Arkansas Transit Authority

##### CATA JARC - NLR (1029)

**Service area**: City of North Little Rock (AR: Pulaski)

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

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

**Service description**:Established fixed route service during nontraditional work hours in North Little Rock

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded state average of all passenger trip measures, but was high in costs measures

**Lessons learned:** Human service providers scored better than public transit systems

#### City of Jonesboro

##### City of Jonesboro (1680)

**Service area**: City of Jonesboro (AR: Craighead)

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

**Goal**: Expanded geographic coverage

**Service description**:The City of Jonesboro provides fixed route service from low income housing units and residences to the industrial park and commercial areas.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded state average of all measures except passengers per day

**Lessons learned:** Human service providers scored better than public transit systems

#### City of West Memphis

##### City of West Memphis (1681)

**Service area**: West Memphis (AR: Crittenden)

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

**Goal**: Expanded geographic coverage

**Service description**:The city provides service from the low income housing units to the commercial centers citywide.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded state average of all measures except costs per day

**Lessons learned:** Human service providers scored better than public transit systems

#### Friendship Community Care, Inc.

##### FCC - JARC (1031)

**Service area**: Multi county (AR: Pope, Saline)

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

**Goal**: Expanded geographic coverage

**Service description**:FCC provides demand response transportation service to persons residing agency owned facilities. Some persons are transported from these facilities to agency- owned work centers as well as job sites throughout the communities.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded state average of all costs measures but was high in passenger trip measures

**Lessons learned:** Human service providers scored better than public transit systems.

##### 

#### Mid Delta Community Services, Inc.

##### Mid Delta Transit (1032)

**Service area**: Multi county (AR: Arkansas, Lee, Monroe, Phillips)

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

**Goal**: Expanded geographic coverage

**Service description**:Mid Delta Transit provides service to any individual residing in the four-county area to any job site. These counties are a part of the severely economic depressed Lower Mississippi River Region.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded three state averages: Percent of low income rides, costs per vehicle, and costs per mile

**Lessons learned:** Human service providers scored better than public transit systems

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#### Ozark Regional Transit

##### ORT JARC (1033)

**Service area**: Multi county (AR: Benton, Washington)

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

**Goal**: Expanded geographic coverage

**Service description**:Ozark Transit provides service for university faculty to, from, and between two universities in the area.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded three state averages: Percent of low income rides, costs per vehicle, and costs per mile

**Lessons learned:** Human service providers scored better than public transit systems

##### 

#### Rainbow of Challenges, Inc.

##### Rainbow Training (1034)

**Service area**: Hempstead County

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

**Goal**: Expanded geographic coverage

**Service description**:Rainbow provides transportation service to qualifying residents of Hempstead County. Developmentally disabled persons are transported from homes to the agency's work facility.

**Evaluation**:The AHTD uses the following factors to measure service. % Pass Trips for LI Pass Trips/Veh Pass Trips/Day Cost/Veh Cost/Mile Cost/Pass Trip

**Accomplishments**: Subrecipient exceeded state average of all measures except two measures: passengers per day and costs per vehicle

**Lessons learned:** Human service providers scored better than public transit systems

## Louisiana

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

#### Avoyelles Parish Police Jury/Avoyelles Public Transit

##### Avoyelles Public Transit (1048)

**Service area**: Alexandria (LA: Avoyelles)

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

**Goal**: Expanded geographic coverage

**Service description**:Avoyelles Public Transit has provided this service for the past seven years with great success. Our parish is a rural parish that provides access to work to residents that would not be able to obtain a job. We also work closely with the Office of Family Support to provide transportation for their clients.

**Evaluation**:Without this transit service, our clients will not be able to keep their jobs. Avoyelles Parish is a rural parish and many have to travel fifty miles or more to work. The demand for the project is increasing, so without funds we will not be able to continue this project.

**Accomplishments**: Ridership continues to increase

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

#### Calcasieu Parish Police Jury Office of Community Services

##### Calcasieu Transit (1051)

**Service area**: Lake Charles (LA: Calcasieu)

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

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

**Service description**:JARC operating hours are from 4:30 AM to 11 PM, Monday through Sunday. JARC hours are extended to accommodate clients who work late shifts in various local businesses.

**Evaluation**:Our rural clients will benefit from the continuation of our services due to the lack of transportation services offered outside the boundaries of the cities of Lake Charles, Sulphur, Starks, Dequincy, Iowa and Vinton. Calcasieu Parish encompasses 1,164 square miles with much of the parish classified as rural.

**Accomplishments**: The Calcasieu Transit program has become an important service in this Parish with excellent name recognition and service reputation. As a demand response operation, our citizens after six years in operation continue to become active clients even to the extent of enduing a waiting list. It is our expectation to continue the operation of this much needed JARC program and maintain our focus on efficiency and service.

**Lessons learned:** We have handed out Service Policy Brochures to our ridership and to our general public. We also try to promote the service through community, civic and special interest group meetings. Advertise.

#### City of Franklin/St. Mary Community Actions Committee Association, Inc.

##### St. Mary Community Actions Committee Association, Inc. (1052)

**Service area**: Lafayette (LA: St. Mary)

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

**Goal**: Improved system capacity

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

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

**Accomplishments**: Responsible drivers are one of the main components of being successful, also we evaluate our program at the end of the year to see how many people is served and how many trips annually.

**Lessons learned:** Your community will benefit because the employment rate will increase and economically the parish will benefit.

#### DeSoto Parish Police Jury/DeSoto Council on Aging

##### Desoto Council on Aging (1053)

**Service area**: Shreveport (LA: De Soto)

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

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

**Service description**:The hours of operation for this service are 5 AM - 7 PM, Monday through Friday and from 5 AM - 7 PM on Saturday.

**Evaluation**:Our agency conducts a survey and the greatest need was this service. The population group targeted was the low income group. This group does not have the reliable transportation to get to and from their place of employment. They either do not have the funds to afford transportation or they do not have a reliable vehicle. We want to provide this service to them so that they can keep their job and not be absent from their employment because of transportation problems.

**Accomplishments**: We have received letters of accomplishments from employers about how they are so thankful for our services to provide their employees to their businesses.

**Lessons learned:** Advertise and market your program

#### St. James Parish Government/St. James Parish Council

##### St. James Parish Council (1055)

**Service area**: St. James Parish

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

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

**Service description**:The project provided transportation to and from jobs and job training activities within the parish and in neighboring parishes. Services were coordinated with programs such as the ARC and St. James Parish YouthBuild Program. The program connected to RPTA for residents who attend school or work in other parishes.

**Evaluation**:The need for transportation services to and from work has been identified as a need in St. James Parish for many years. This has been indicated through surveys and public forums conducted by the Department of Human Resources.

**Accomplishments**: This program has been successful for accomplishing individuals education and employment goals.

**Lessons learned:** You need to work with the public and educate the public about the benefits of the JARC program.

#### Washington Parish Government/Washington Parish Council on Aging

##### Washington Parish Council on Aging (1054)

**Service area**: Franklinton (LA: Washington)

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

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

**Service description**:The project provided demand response, curb-to-curb transportation services utilizing 11 handicap accessible vehicles, Monday through Friday from 4 AM – 10 PM.

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

**Accomplishments**: This agency has been providing services through this grant for the past four years. More than 400 individuals have transitioned into the workforce and have made significant impact on the local workforce and economy.

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

## New Mexico

### New Mexico Department of Transportation (1564)

#### Ben Archer Health Center

##### Ben Archer Health Center Transportation (1047)

**Service area**: Dona Ana County

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

**Goal**: Improved access/ connections

**Service description**:Ben Archer Health Center Transportation has three routes:  
Route 1 operates from Hatch into Las Cruces, which is the largest city in Dona Ana County. This route continues on within the city limits. This route provides transportation to work, school, job search and job training. Route 1 is the only public transportation in northern Dona Ana County.   
Route 2 operates in Las Cruces and the surrounding areas. This route provides transportation to work, school, job search and job training.   
Route 3 operates in Chaparral, Anthony and Las Cruces. This route provides transportation to work, school, job search and job training. Route 3 is the only public transportation in far eastern and far southern Dona Ana County.

**Evaluation**:Coordinator meets with agencies whose clients utilize the transportation services. Surveys are sent out to clients. Coordinator will continue to attend meetings for the development of a Southern New Mexico RTD.

**Accomplishments**: Ben Archer Transportation began a route in Chaparral and Anthony. This has been a very successful endeavor and has greatly benefited the residents of this area, as they have no other means of public transportation.

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

#### City of Carlsbad

##### Carlsbad Municipal Transit System (998)

**Service area**: City of Carlsbad (NM: Eddy)

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

**Goal**: Improved access/ connections

**Service description**:During this fiscal year, the Carlsbad Municipal Transit System was providing only demand response service. The fare was $0.50 cents per person for a one way trip. The customer made a 24-hour advance schedule and was picked up at their job or residence and transported either to work or to work related activities.

**Evaluation**:Although the TANF Program/NM Works started changing during this fiscal year, we were still meeting on a monthly basis with Human Services, Children, Youth & Families, DVR, Carlsbad Mental Health, Carlsbad Battered Shelter, NMSU-Carlsbad, and the New Mexico Health Department. The discussion sessions provided all the social service agencies with updates on transportation and issues relating to our target groups. This also provided free advertisement for our transit agency and also for the other agencies.

**Accomplishments**: The ridership for the JARC program went up when TANF clients were transitioned from the TANF transportation program to the JARC program. Most of this was done through referrals from other agencies.

**Lessons learned:** The JARC program and the passengers provided us with indicators of which locations would be appropriate and accessible stops for the fixed routes that were implemented this year. There will always be a need for early morning and afternoon drivers in order to accommodate early and late work shifts, but it can be almost impossible to get all passengers dropped off or picked up without compromises.

#### City of Roswell

##### Pecos Trails Transit System (1000)

**Service area**: City of Roswell (NM: Chaves)

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

**Goal**: Improved access/ connections

**Service description**:We are a fixed route system and all JARC clients had access to the transit system. We cover 80% of the City of Roswell. This enabled all who ride, including JARC to ride to work, daycare, grocery stores, doctors, schools etc.

**Evaluation**:We continue to try and make our system better and more efficient for all. We may add bus stops or look at the routes and how better we can serve our clients.

**Accomplishments**: We have become a vital part of the City of Roswell. Our clients are able to work, go to day care, and many other places that make them an asset to our City. Our system enables people who would not otherwise have a way to and from work.

**Lessons learned:** When we first started the service, we should have had someone come in and evaluate the proposed schedule and see how it could be better to serve the public. This has been done now and our system is working to help the public.

#### Los Alamos County

##### Atomic City Transit (972)

**Service area**: Los Alamos County

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

**Goal**: Improved access/ connections

**Service description**:FY 2010 JARC funding was used for two fixed route services: Route 1, the Downtown Circulator (Job Access) and Route 5, the White Rock Route (Reverse Commute).  
Route 1, the Downtown Circulator is a fixed route designed to connect riders coming from Espanola and Santa Fe on Park-and-Ride service to actual work sites. According to the U.S. Census Bureau, 7,235 people living in Rio Arriba and Santa Fe counties commute to Los Alamos County. Many of these individuals come from Espanola which has a poverty rate of 18.9% among those 18 and older. This can be compared to Los Alamos County which has a poverty rate of 3.1% among those 18 and older. Specific Route 1 service information includes the following: 20 minute headway, 20 round trips per day during peak period only, 251 service days per year, and 13 service hours per day.  
Route 5, the White Rock Route connects Los Alamos residents with the community of White Rock. According to the U.S. Census, 996 Los Alamos commuters travel more than 20 minutes to get to work. Of this number, 226 leave the county. Therefore, an estimated 770 commuters travel from Los Alamos to White Rock. Specific Route 5 service information includes the following: twice an hour peak headway and once an hour off-peak headway, 20 round trips per day, 251 service days per year, and 13 service hours per day.

**Evaluation**:Route 1 and Route 5 remain Los Alamos County’s most utilized routes. As indicated above, 151,281 rides were attributable to JARC and NF funding on these two routes in FY 2010, which was comparable to the number of rides attributable to JARC funding in FY 2009. An additional White Rock route not funded by JARC funding was also started in FY 2010; further evidence of the success and need for service to and from White Rock from the Los Alamos town site.

**Accomplishments**: As evidenced by the ridership numbers above, ridership continues to exceed expectations. One especially successful element of the entire Atomic City Transit system, including the JARC routes, is that there are no fares. The system is supported entirely by grant and local money from the County’s general fund and from a portion of the North Central Regional Transit District’s (NCRTD) Transit Gross Receipts Tax. Riders love that the system is free. It gives them a true cost saving motivation to ride the bus system instead of driving a personal vehicle. In addition, it eliminates the burden of staff implementing a fare collection system and the burden of actually collecting fares or maintaining a payment system. Fares, in regards to cost or convenience, do not act as a barrier to potential riders.

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

#### North Central Regional Transit District

##### RTD (965)

**Service area**: North Central Region (NM: Rio Arriba, Santa Fe, Taos)

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

**Goal**: Expanded geographic coverage

**Service description**:We have five routes utilizing JARC funding. These routes are in three counties providing commuter service for many workers that seek and hold employment opportunities outside their resident county. In Taos County we provide service from Penasco and Questa 24 miles to Taos, the county seat, for employment opportunities and educational opportunities that do not exist in those smaller communities. We also provide service from the Town of Taos in Taos County to Espanola in Rio Arriba County. This route provides employment and educational opportunities for individuals commuting in either direction.

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

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

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

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

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

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#### Rio Metro Regional Transit District

##### Rio Metro Regional Transit District (971)

**Service area**: Sandoval County

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

**Goal**: Improved access/ connections

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

**Evaluation**:Primary measure has been ridership. In addition, we have instituted a web-based customer comment tracking system. We have used customer satisfaction surveys in FY 2010.

**Accomplishments**: Reduced amount of customer complaints; significantly increased reverse commute ridership to the Cuba area schools; and increased ridership to the new Santo Domingo train station.

**Lessons learned:** Make sure you have 'buy in,' in the form of resolutions, from all communities being served (continues to stand as most notable lesson).

#### South Central Council of Governments

##### SCCOG (1001)

**Service area**: City of Elephant Butte (NM: Dona Ana, Sierra)

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

**Goal**: Improved access/ connections

**Service description**:The South Central Council of Governments operates one demand response and one fixed route van which serves low income populations who are in need of transportation going to school or work with two, 15-passenger vans, operating in northern Doña Ana County (Village of Hatch and the Colonias therein), and southern Sierra County which covers city of Truth or Consequences, Williamsburg and Elephant Butte. The system in Doña Ana and Sierra counties currently operates one van based in the Village of Hatch that provides demand response service in the area between Rincon and the City of Elephant Butte. Beginning in early summer, a second van will take over the demand response service in the communities of Williamsburg, Truth or Consequences and Elephant Butte.   
Referrals to the systems are made by the coordinated effort of the New Mexico Works Office and Income Support Division offices in Truth or Consequences for TANF (Temporary Assistance to Needy Families) clients. These entities make referrals for clients during specific periods of time, with the pick-up and delivery locations being left open to the needs of the client. Dispatch and coordination is provided by the SCCOG’s Transit Operators, who are based in Elephant Butte. The program has proven to be effective by communication and coordination between the drivers, transit coordinator and the referring entity, thus promoting client accountability. The other half of our clients, are JARC (Job Access Reverse Commute). These referrals originate from the South Central Council of Governments and are primarily income based for people who need transportation to jobs, education and training.

**Evaluation**:Evaluation of our transit program is continual with direct supervision coming from the Deputy Director who has daily communication with the drivers. Drivers give verbal updates to support the information in their ridership logs, continually striving to meet ridership goals and estimates. If clients call the office, oftentimes they volunteer information about their experience with the transit program, most often giving excellent reviews. However, if a client does have a complaint efforts are made to improve the program if possible. Organizations that refer clients to our program are asked to give feedback and/or suggestions to improve or enhance our services as well.

**Accomplishments**: Sierra County along with Northern Dona Ana County - which encompasses the Village of Hatch, the Colonias area of Placitas, Milagro, Salem, Rincon, Arrey Derry and Garfield - are continuing their county-wide transportation system for the past ten years.   
Sierra County currently has no public or private transportation system in place. What services there are come through agencies such as Maternal Child Heath, Ben Archer Health Clinic, Office on Aging, Council of Governments, DAV and Safe Ride. In every case, transportation is funded for specific populations and specific needs and agencies have not been allowed to collaborate in the creation of a more general and efficient service. In almost every case, funds for transportation are year to year so that the level and type of service available frequently changes or disappears completely.  
During the past ten years the Sierra County Transportation Initiative has developed a comprehensive approach to addressing the problem of transportation in Sierra County. Members of the initiative include representatives of the County’s various state and local agencies, as well as the school district, business community, Dept of Labor, Western NM University, Sierra Vista Hospital, City of TorC, Village of Williamsburg, City of Elephant Butte, Sierra County, TorC Housing Authority, TORCH foundation, Senior Joint Office on Aging, ISD office, Health and Wellness Alliance, Maternal Child Health, DWI prevention and the Council of Governments. Due to budget cuts and the loss of services, transportation is the top priority impact in the quality of life of citizens in a variety of ways. The lack of transportation has been identified through community surveys, focus groups and provider surveys and has been identified as a critical need for our clients.

**Lessons learned:** We have learned that it is critical to secure local funding for the program. We had become reliant on TANF funding to meet our required match.

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#### South West Regional Transit District

##### Corre Caminos Demand (1093)

**Service area**: Southwest Region (NM: Grant, Hidalgo, Luna)

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

**Goal**: Improved access/ connections

**Service description**:SWRTD is the only public transportation available within Luna, Hidalgo and Grant counties. SWRTD operates routes serving Lordsburg, Silver City, Bayard, Santa Clara, Hurley, Gila, Deming and Columbus. Access to many service providers has dramatically improved for passengers since implementing public transportation service in the area. Passengers utilizing the program have been positively affected by receiving transportation to the following institutions: Medical and Health Care providers such as Gila Regional Medical Center and Cancer Center, Fort Bayard Hospital, Silver Health Care, Mimbres Memorial Hospital, Ben Archer, Hidalgo Medical Services, Border Area Mental Health and Life Qwest. The demand response service provided by SWRTD benefits Welfare to Work participants who do not have personal or reliable vehicles, or cannot afford fuel, maintenance or the cost of automobile insurance; college students furthering their education utilizing the service to access Western New Mexico University and Mimbres Valley Learning Center; low income families accessing public transportation to purchase groceries and clothing; Senior Citizens living on a fixed income and who are unable to request rides from friends or relative to important medical appointments.

**Evaluation**:SWRTD drivers provide comment cards to each passenger on each route to provide feedback and to allow our passengers the opportunity to provide suggestions for improving our service to them. To date we have received nothing but positive feedback and appreciation.

**Accomplishments**: Our most important project evaluation tool is our ridership tracking. We experienced phenomenal growth from 2009 to 2010, growing from 73,110 riders to over 102,346.

**Lessons learned:** Be prepared for the fact that, although the rural region is sparsely populated, there is great demand for the service, which requires a large expenditure of man power and miles traveled to transport passengers for the JARC program. We have seen a need to revise the way we write our pick up schedule and develop a system for ensuring that the pick-up address and phone number is correct.

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#### Torrance County

##### Torrance County Transportation (1060)

**Service area**: Torrance County

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

**Goal**: Improved access/ connections

**Service description**:Torrance County covers 3,355 square miles and is a sparsely populated (5.1 people/square mile), frontier county. The major population centers are Estancia, Moriarty and Mountainair. Moriarty School District encompasses the town of Edgewood. Service operates Monday through Friday from 5:15 AM until 7:30 PM, offering fixed route service that consists of a north-south loop serving Estancia, Willard, Mountainair, the land grant village along the Manzanos, McIntosh and Moriarty. This connects with the east-west route at the Moriarty Civic Center. The eastern terminus of this route is the Moriarty industrial park and the western terminus is Central and Tramway in Albuquerque where riders can access ABQ Ride for transport every seven minutes. Edgewood is also served with the east-west route.

Demand response service is offered for TANF and JARC clients with 24-hour prior scheduling. This is a curb-to-curb service offered to pick up clients from home and take to education, training, etc. Transport directly to UNM Central and Montoya campuses and the Workforce Development Service Center in Albuquerque.

**Evaluation**:Our organization uses the 2000 to 2030 percent growth in population for forecasting, income projections (Torrance County saw a 26.5% increase in median family income between 1999 and 2005), employment projections from Mid-Region Council of Governments, education from 2004-2005 and poverty percent of population.

**Accomplishments**: Passenger trips in FFY 2010 (1,813) after only nine months of service was nearly as high as the entire previous year (2,623) and most certainly would have exceeded FFY 2009 ridership if the service had continued.

**Lessons learned:** Collaboration and enhancement of health and social service program provides accessible, safe and efficient public transportation service for the citizens of Torrance County. Maintain adequate capacity of operational, safe vehicles, and adequate, qualified staff to provide general-public transportation services to the citizens of Torrance County. Implement and sustain ADA compliant program to serve the elderly and disabled citizen of Torrance County and coordinate transportation service with other area providers to meet needs of target population.

#### Village of Los Lunas

##### Los Lunas Public Transportation (913)

**Service area**: Valencia County

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

**Goal**: Improved access/ connections

**Service description**:The Los Lunas Public Transportation Program provides JARC- funded transit services to Welfare-to-Work participants and low income households throughout Valencia County. Our services include curb-to-curb, demand response transit services that allow these participants to access jobs, training, school and other employment-support activities, including delivery and pick-up of children to and from Child Care Centers. JARC funds have made it possible for passengers referred by the local Department of Human Services to receive these transportation services.  
The program operates Monday through Friday, beginning at 5 AM to 6 PM. The Los Lunas Public Transportation’s current service delivery area consists of most of Valencia County. Within the County, we serve the unincorporated communities of Rio Communities, Meadow Lake, El Cerro Mission, Monterey Park, Tome, Adelino, Los Chavez, and the UNM Valencia Campus area, including Pasitos Del Cielo. We also serve the Village of Los Lunas, the city of Belen, Bosque Farms, the Town of Peralta, and portions of Isleta Pueblo.

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

**Accomplishments**: The transportation of low income and Welfare-to-Work individuals who would otherwise not have another transportation option is one of the greatest accomplishment of this program. The program has provided mobility to those without transportation and allowed a number of individuals to begin employment within a largely rural geographic area. Our ability to provide these services is a tremendous benefit to our region. In the last year, we have increased our ridership by more than 12% and continue to strengthen coordination with local social service agencies and other partners to further increase those numbers.

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

#### Village of Milan

##### Village of Milan Transit Department (1003)

**Service area**: Cibola County

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

**Goal**: Improved access/ connections

**Service description**:Fixed route and demand response service. During FY 2010 service was provided for 12 months. Coordinated with Department of Workforce Solutions in Grants, New Mexico. Educated potential clients of the service that is available under the JARC program. Education tools used were speaking to potential clients during client visits, brochures and flyers. We use a bus pass program and the department issues them out to eligible clients.

**Evaluation**:I evaluated the program benchmarks and number of riders.  
Benchmarks – I set a realistic benchmark using the number of persons unemployed based on Department of Workforce statistics. The benchmark I used was 300 potential riders.   
Performance – We had 271 total riders of the Benchmark 300 potential; that comes to 90%.

**Accomplishments**: Achieving 90% was a good accomplishment. The education tools used is also a good way to inform/educate potential clients.

**Lessons learned:** The advice I would give would be to educate Department of Workforce Solutions staff. Attend meetings with them during client meetings. Use local newspapers, brochures and flyers. Set realistic goals and benchmarks. What I wish I knew when this service started here? Maybe, meet with other JARC transit providers to see how they provide the service. Possible that certain things can be standardized.

#### Zia Therapy Center, Inc.

##### Zia Transportation (1118)

**Service area**: Alamogordo (NM: Otero)

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

**Goal**: Improved access/ connections

**Service description**:We are currently utilizing JARC funding for the transportation of individuals working in Alamogordo and on Holloman AFB. Many of these individuals are developmentally delayed and require job coaches. These individuals live in various parts of our service area. We also have riders on two of our fixed routes. They are served by our Cottonwood Route in Alamogordo, and the Mescalero Route running from Alamogordo to La Luz, Tularosa and Mescalero.

**Evaluation**:We are constantly tracking associated costs of miles driven and rides provided. We try also to look at number of actual jobs being serviced.

**Accomplishments**: The most successful part is the use of this transportation as part of the agency's Supported Employment Program for mentally disabled adults.

**Lessons learned:** Need versus actual cost of delivery

## Oklahoma

### Oklahoma Department of Transportation (1565)

#### CART University of Oklahoma

##### CART Little Axe Shuttle (1605)

**Service area**: Cleveland County

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

**Goal**: Expanded geographic coverage

**Service description**:The Little Axe Shuttle is intended to provide employee transportation options to the new Norman Regional Healthplex and University North Park on the northwest side of Norman

**Evaluation**:The performance is based on ridership. The goal was an average of five passenger trips within three months of project implementation, then moving the average ridership goal to eight passenger trips daily within six months and finally averaging ten passenger trips per day by the end of the first year of service.

**Accomplishments**: The need for service to rural east Norman was identified through a 2003 Needs Assessment for the City of Norman. We held numerous community meetings in Little Axe to get feedback about the need for the service and the best way to structure it. After three years of trying it in various formats, the route was cancelled last year.

**Lessons learned:** Adding new route service is always somewhat of a risk. The new routes or added runs take time to build ridership as customers learn to depend on the service. Be patient and don't set your ridership goals too high in the first years of service. Through the process, I think CART has identified better service opportunities that exist in our community where additions in service can have a better impact.

##### Expanded Sooner Express (1918)

**Service area**: Norman (OK: Cleveland)

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

**Goal**: Expanded geographic coverage

**Service description**:Operating funds for the Sooner Express Expansion to serve low income passengers dependent on public transportation to commute to and from work between Norman and Oklahoma City. The expansion was planned to fill a service gap existing in the mid-afternoon, thus providing more options to utilize public transportation commuter services to get to and from work.

**Evaluation**:Goal is eight passenger trips daily within the first three months of service, ten passenger trips daily for the first six months and 15 passenger trips daily by the end of the first year.

**Accomplishments**: As city budgets were being cut last year, CART administration began looking at cutting the 1:50 Sooner Express run. After holding public meetings at the Norman City Council chambers, it became obvious that the 1:50 Sooner Express run was too important to the frequent Sooner Express riders. Having that mid-afternoon trip allowed them more options when working with varied work schedules. Due to feedback from passengers, the run was left intact.

**Lessons learned:** Adding new route service is always somewhat of a risk. The new routes or added runs take time to build ridership as customers learn to depend on the service. Be patient and don't set your ridership goals too high in the first years of service. Through the process, I think CART has identified better service opportunities that exist in our community where additions in service can have a better impact.

##### GIS Hardware, Software, Camera Systems (1892)

**Service area**: Norman (OK: Cleveland)

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

**Goal**: Improved access/ connections

**Service description**:CART purchased GIS hardware and software for 14 buses and four trolleys, and on-board camera system for 14 buses, four trolleys and ten paratransit vans. This equipment enahnced the availability of real time route information for NTD reporting and route management information to enhance efficiency. The camera system enahnced rider and staff safety and security.

**Evaluation**:Have equipment installed by 180 days, fully operational by 270 days.

**Accomplishments**: The GIS grant has been a huge success for CART. Not only has it allowed us to gather more precise data, it gives us valuable data when it comes to specific stops usage, allowing us to make more informed decisions. Our customer site, www.cartgps.com, is receiving over 10,000 hits per month. The most important function to the GIS system is that it gives better data to our bus riders about bus arrival times. This makes riding the bus much easier and user friendly. The camera systems have allowed CART to increase customer service standards and goals, in turn making our service better for our customers.

**Lessons learned:** The biggest lesson learned from the technology side of the GIS and camera systems is do your homework! Talk to various agencies around the state/region and get good feedback. The process of getting the RFPs completed and finalizing all the work was much more laborious than anticipated, and having that delay caused plans to change along the way with the addition/replacement of vehicles, etc. Scope your work before starting your project and then stay within your plans.

##### Social Security/Cleveland County Shuttle (1911)

**Service area**: Norman (OK: Cleveland)

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

**Goal**: Expanded geographic coverage

**Service description**:Operating funds for the Social Security/Cleveland County Shuttle to serve low income passengers dependent on public transportation to access or continue employment through assistance at the Social Security Administration office.

**Evaluation**:Goal is four passenger trips for the first three months of service, eight passenger trips daily for the first six months of service and ten passenger trips daily for the first year of service.

**Accomplishments**: The Social Security route has been a great service for Norman residents. It has continued to provide a base level of employment service for residents needing to access the SSA office.

**Lessons learned:** Adding new route service is always somewhat of a risk. The new routes or added runs take time to build ridership as customers learn to depend on the service. Be patient and don't set your ridership goals too high in the first years of service. Through the process, I think CART has identified better service opportunities that exist in our community where additions in service can have a better impact.

##### West Norman Circulator (1901)

**Service area**: Norman (OK: Cleveland)

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

**Goal**: Expanded geographic coverage

**Service description**:Operating funds for the West Norman Circulator, which is designed to provide employee transportation options to the new Norman Regional Healthplex and the University North Park on the northwest side of Norman.

**Evaluation**:A goal of 50 trips per day within the first year of service.

**Accomplishments**: The use of community meetings and surveys have helped to ascertain the needs for the area of West Norman.

**Lessons learned:** Adding new route service is always somewhat of a risk. The new routes or added runs take time to build ridership as customers learn to depend on the service. Be patient and don't set your ridership goals too high in the first years of service. Through the process, I think CART has identified better service opportunities that exist in our community where additions in service can have a better impact.

#### KiBois Community Action Foundation, Inc.

##### KiBois JARC Collaborative (1698)

**Service area**: Region (OK: Adair, Atoka, Bryan, Caddo, Carter, Cherokee, Choctaw, Cleveland, Coal, Craig, Creek, Delaware, Garfield, Garvin, Grady, Greer, Harmon, Haskell, Jackson, Johnston, Kay, Kingfisher, Latimer, Le Flore, Lincoln, Logan, Love, Marshall, Mayes, McClain, McCurtain, McIntosh, Murray, Muskogee, Noble, Nowata, Osage, Ottawa, Pawnee, Payne, Pittsburg, Pontotoc, Pottawatomie, Pushmataha, Rogers, Sequoyah, Texas, Washington)

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

**Goal**: Improved system capacity

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

**Evaluation**:The project is evaluated primarily by the number of passenger trips provided during a twelve month period. The goal was 166,000 trips, which was not exceeded.

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

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

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## Texas

### Texas Department of Transportation (1567)

#### Alamo Area Development Corporation

##### AADC JARC 2A-ATASCOSA COUNTY (1579)

**Service area**: Atascosa County

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

**Goal**: Improved system capacity

**Service description**:The JARC 2 Grant provided rural-to-rural and rural-to-urban transportation for residents of Atascosa County who were in need of transportation to and from jobs or job seeking activities, continuing education classes, technical training and higher education college/university programs.   
The original demand response method of transport was enhanced to include a dedicated shuttle designed to transport residents from four primary areas within Atascosa County into the metropolitan area of San Antonio in Bexar County for work and to attend community colleges and technical training institutes. A formal agreement was forged with the Urban Transit Authority, VIA Transit which allowed for JARC-funded vehicles on this route to use VIA Transfer Center Property for the purpose of coordinating transportation between the rural ART system and the urban VIA system.

**Evaluation**:The JARC Administrator (AACOG’s Economic Development Specialist – Transportation) Workforce Personnel, and Alamo Regional Transit System drivers distributed customer survey cards to patrons of the routes. The cards asked riders to evaluate service in the following areas:  
Courtesy of Drivers, Assistance in entering & exiting the vehicle (if needed), Availability of Scheduling, Driver Safety, Condition/Cleanliness of the vehicle, Cost of Service (if applicable), how well the service meets your needs, Will you use the service again?, Will you recommend the service to others?   
Additionally need analysis surveys were administered to Workforce clients to determine how and when the shuttle service could be designed to best serve their needs for transportation into the greater San Antonio area.

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

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

#### Ark-Tex Council of Governments

##### JARC # 2 - Morris & Titus Counties (2228)

**Service area**: Morris and Titus Counties

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

**Goal**: Improved access/ connections

**Service description**:ATCOG supplied JARC trips through a fixed route type transit program in northeast Texas counties of Morris and Titus. Both counties are rural with the largest industry being the Pilgrims Pride Chicken Processing Plant in Mt. Pleasant in Titus County. ATCOG also transported JARC Participants to job related training at northeast Texas Community College located in Titus County. All JARC participants are referred by Workforce Solutions of Northeast Texas utilizing many of their programs such as TANF, RIO, Welfare to Work and other work related programs. The ATCOG JARC program supplies trips for the Workforce participants and their dependent children, who are transported to state approved Child Care Management facilities, then the participants are either transported to work related trainings, job-search and to and from work for six weeks after a participants finds a job. After six weeks the participant either goes onto the regular Rural Transit Program or finds a way to and from work.

**Evaluation**:ATCOG’s JARC performance measure for FY 2010 was to provide transportation services for 50 JARC participants from training for employment, job search and actual employment for six weeks in Morris and Titus counties.  
In FY 2010 the ATCOG Morris/Titus JARC route bus provided transportation services to 123 JARC participants within Morris and Titus counties. ATCOG not only met our performance measure – we provided .41% more JARC participants transit services from stage one of training for the job market to actual employment. The unemployment rate in the ATCOG Region is 12%, one of the highest rate of unemployment in the State of Texas.

**Accomplishments**: The Morris/Titus County JARC Route has provided 12,402 one way trips for the JARC participants in these very rural counties in northeast Texas. With a 12% unemployment rate in our region in FY 2010 – being able to assist 123 JARC participants in their transportation needs from day one of job training to six weeks of transit services after they are gainfully employed is a great accomplishment. Each day we have accomplishment in the JARC programs.

**Lessons learned:** The hardest lesson we have learned in our JARC program is that 1/3 of the participants do not want to get a job and get off government assistance. We have had to police the participants and report them to their Workforce case workers. Our drivers have been asked to get participants children dressed and comb their hair on the way to day care in the mornings.

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##### JARC #1 - F7125 (2227)

**Service area**: Bowie and Red River Counties

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

**Goal**: Improved access/ connections

**Service description**:ATCOG supplied JARC trips through a demand response type transit program in northeast Texas counties of Bowie, Cass, Lamar and Red River. ATCOG partnered with two local taxi companies in Bowie and Lamar counties in order to provide JARC transportation services around the clock, seven days a week. All JARC participants are referred by Workforce Solutions of Northeast Texas utilizing many of their programs such as TANF, RIO, Welfare to Work and other work related programs. The ATCOG JARC program supplies trips for the Workforce participants and their dependent children, who are transported to state approved Child Care Management facilities, then the participants are either transported to work related trainings, job-search and to and from work for six weeks after a participants finds a job. After six weeks the participant either goes onto the regular Rural Transit Program or finds a way to and from work.

**Evaluation**:ATCOG’s JARC performance measure for FY 2010 was to provide transportation services for 300 JARC participants from training for employment, job search and actual employment for six weeks.  
In FY 2010 ATCOG with our partnering City Cab of Texarkana and Yellow Cab of Paris, provided transportation services to 435 JARC participants within Bowie, Cass, Lamar and Red River counties. ATCOG not only met our performance measure – we provided .69% more JARC Participants transit services from stage one of training for the job market to actual employment. The unemployment rate in the ATCOG Region is 12% one of the highest rate of unemployment in the State of Texas.

**Accomplishments**: This JARC program in Bowie, Cass, Lamar and Red River counties won the 2009 National Association of Development Councils (NADO) Excellence in Rural Transit Award for the coordination of services and innovative service. With a 12% unemployment rate in our region in FY 2010 – being able to assist 435 JARC participants in their transportation needs from day one of job training to six weeks of transit services after they are gainfully employed is a great accomplishment. In 2010 we have seen 28 people leave homeless shelters and move into homes or apartments after getting jobs. Each day we have accomplishment in the JARC programs.

**Lessons learned:** The hardest lesson we have learned in our JARC program is that 1/3 of the participants do not want to get a job and get off government assistance. We have had to police the participants and report them to their Workforce case workers. Our drivers have been asked to get participants children dressed and comb their hair on the way to day care in the mornings.

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##### JARC #3 - Sulphur Springs (2234)

**Service area**: Delta, Franklin, and Hopkins Counties

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

**Goal**: Improved access/ connections

**Service description**:One of the areas of greatest needs as determined by the Ark-Tex Regional Coordination Plan (ATRCP) was that of a commuter route for employment, job training and job search. This JARC project will provide transit needs to JARC participants in some of the poorest counties in northeast Texas, to the major employment centers areas such as Sulphur Springs, Mt. Pleasant and Paris. A commuter route through three to five counties are proposed in this project.

**Evaluation**:The first year of the Hopkins, Delta & Franklin JARC Commuter Route project was spent in planning routes, doing surveys and ordering buses to use for the project. The project is on target with a FY 2011 start of services, as projected in the grant application.  
The unemployment rate in the ATCOG Region is 12% one of the highest rate of unemployment in the State of Texas.

**Accomplishments**: The Delta, Franklin & Hopkins Commuter JARC Route has been mapped, needs surveys have been done and recoded and the vehicles have been ordered and delivered, the project will be kicked off in November, 2010.

**Lessons learned:** The hardest lesson we have learned in our JARC program is that 1/3 of the participants do not want to get a job and get off government assistance. We have had to police the participants and report them to their Workforce case workers. Our drivers have been asked to get participants children dressed and comb their hair on the way to day care in the mornings.

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#### Big Bend Community Action Committee, Inc.

##### JARC (1580)

**Service area**: Brewster, Jeff Davis, and Presidio Counties

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

**Goal**: Expanded geographic coverage

**Service description**:Employees were to be picked up and taken to work at the Village Farms (tomato plants) outside of Marfa and Ft. Davis. This did not work out as employees chose to travel in their own vehicles. Students attending Sul Ross State University in Alpine from Presidio, Marfa and Ft. Davis did travel with us to get to the University. No route name and/or number existed; or no route alignment or service.

**Evaluation**:Even though the employers from Village Farms were not involved, many employees were picked up and taken to their different job sites. Students were taken to the University, not only during the fall and winter semesters but also during the summer when there are fewer students attending.

**Accomplishments**: Many employees from Presidio did find jobs because we provide daily transportation to the Cibolo Creek Ranch, 30-45 miles north of Presidio. Many college students used this service throughout the year, even in the summer months when it was not expected.

**Lessons learned:** When starting a new project as this one, partnerships have to be committed to make the project work. The partners that had committed never panned out so we were stuck with looking for other partners. Person needing JARC services should also be committed.

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#### Capital Area Rural Transportation System

##### Hyatt Lost Pines Resort (1854)

**Service area**: Bastrop County

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

**Goal**: Improved access/ connections

**Service description**:Hyatt Route – 110: Transportation was provided to get employees from Elgin and Bastrop to and from work at the Hyatt Lost Pines Resort, Monday through Sunday and all holidays. Transportation was provided to get employees to work for three shifts.

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

**Accomplishments**: We provided transportation service to 17 customers to get to work and back home. Without this service they had no transportation.

**Lessons learned:** Communication is the key between the transportation provider and the employer. We all need to know what’s going on.

#### Central Texas Rural Transit District

##### Ride to Success (2268)

**Service area**: West Central Texas Region (TX: Brown, Callahan, Coleman, Comanche, Eastland, Nolan, Stephens)

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

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

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

**Evaluation**:Central Texas Rural Transit District has required any passenger interested in utilizing the Ride to Success program to complete a one page application. This application consists of the same data required for our scheduling software. With these applications we are able to evaluate each passenger whether they are new, existing or past passengers.

**Accomplishments**: The JARC ridership decreased substantially due to terminating free rides to work on June 30th, 2010. Rides to work continued to be offered at a discounted rate; however it seemed to have affected a number of clients that may not be able to afford the cost of a $10 booklet. ($10 booklet contains $20 worth of rides strictly for work related transportation)

**Lessons learned:** CTRTD did not form designated routes in fear of restricting service. However this does make it more difficult to sell to any employer when transporting only a handful of their employees. The majority of our passengers that ride the JARC program are employed by nursing homes, home health, hospital or restaurants. We have learned that these individuals are lower paid and their work shifts are compatible with hours of transit service for Brown County.   
• Promoting the program is key! Keeping the agency’s program and your face out in the public is very important.  
• Follow up with surveys after use of the service

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#### City Link Transit

##### Citylink Transit Access to Jobs Evening Services (1581)

**Service area**: Taylor County

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

**Goal**: Improved system capacity

**Service description**:CityLink Transit provides curbside demand response transportation service in the evening from 6:15 PM to 12 AM, Monday through Saturday. The focus of the Evening Service-Access to Jobs program is to expand access to employment opportunities at times and in locations that traditional public transportation is not available. The Evening Service-Access to Jobs program provides access to all employers in Abilene, and is available to the general public. The service accommodates childcare stops for passengers in route to or from work or employment training. The program provides a new labor market for many businesses seeking employees to work evening shifts.

**Evaluation**:The evaluation of our Evening Service-Access to Jobs is based on annual ridership and passengers per hour. The agency also employs Trapeze scheduling software, which enables our agency's schedulers to maximize the efficiency of our nightly manifests. The agency also tracks employment sites reached in addition to passenger drop off locations.

**Accomplishments**: CityLink’s Evening Service-Access to Jobs maintains its usefulness and relevance within the community as evidenced by new passenger registrations continuing to average over 20 per month. With annual JARC and CDBG funding to support the service, the agency has been able to maintain passenger fares at $2 per trip for work- and school-related trips and $5 per trip for general trips. Since 2001, Evening Service ridership has not dropped below 15,750, and in FY 2007, it surpassed annual ridership of over 21,000 trips. We continue to maintain a monthly average of between 1.75 and 2.0 trips per hour, which is tremendously efficient.

**Lessons learned:** None

#### City of Brownsville

##### COB JARC Project (Routes 14,15,30,31) (2647)

**Service area**: City of Brownsville (TX: Cameron)

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

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

**Service description**:Funding is used to operate the services as described below:  
• Route 14: provides fixed route service to employment and employment-related destinations at both campuses of the University of Texas at Brownsville, as well as main terminal for the City’s network of fixed route public transportation service  
• Route 30: Provides fixed route service during morning and evening work commute hours to allow low income families living in areas of southeast Brownsville to access the City’s network of fixed route public transportation service   
• Route 31: Provided service from several communities in western Cameron County to the City of Brownsville. The route was discontinued in September 2010 due to low ridership.

**Evaluation**:The City of Brownsville has developed service standards for its public transportation system. The service standards have been adopted in order to provide a means of measuring the performance of specific routes, services and the transit system as a whole. Bus route performance is monitored on a continual basis. Key performance indicators such as passengers per revenue hour and passengers per revenue mile are used to determine if a route is productive. Service adjustments are made accordingly.

**Accomplishments**: Ridership levels for Route 14 remains strong. A service expansion, including additional hours, miles and a new ancillary route (Route 15), is planned to be implemented in January 2011. Ridership for Route 30 remains acceptable to continue service. Additional service hours are being contemplated for that route.

**Lessons learned:** None

#### Colorado Valley Transit

##### JARC I (1582)

**Service area**: Austin County (TX: Austin, Colorado)

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

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

**Service description**:Colorado Valley Transit District (CVTD) Job Access Reverse Commute (JARC) service for Austin County includes the following daily commuter bus service with schedules including non-traditional deviated route service, to address work transportation:  
• Bellville LOOP – LINK route  
• Sealy LOOP route  
• Wallis – San Felipe LINK route  
• Existing demand responsive service in Austin and Colorado County

Service includes a contract with Workforce Solutions for job readiness, training, job search, retention service, low income including WTW, TANF, and food stamp ENT, and placement in the Austin and Colorado County areas. Participants funded the project included: Texas Department of Transportation providing federal JARC funds, Houston Galveston Area Council WorkSource Division, Houston Galveston Area Council Economic Development Corporation with an initial challenge grant, Austin County, Bellville Economic Development Corporation, and the Sealy Economic Development Corporation.

**Evaluation**:The ridership has continued to grow with ongoing marketing efforts. The Vanpool portion of the service will provide an additional transportation option which will help to meet our goal to expand hours of service, and geographic boundaries to address unmet transit needs.

**Accomplishments**: The partnership with the Economic Development Corporations has proven to be our best accomplishment with the corporations providing local match and in-kind service.

**Lessons learned:** Remember the project takes time to develop and life always has those unexpected challenges, i.e., and economy that is totally unpredictable.

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#### El Paso County

##### El Paso/Anthony/ Las Cruces Commuter Bus Service (1857)

**Service area**: El Paso County (TX: El Paso; NM: Dona Ana)

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

**Goal**: Expanded geographic coverage

**Service description**:El Paso County contracts with the New Mexico Department of Transportation (NMDOT) to provide the service. NMDOT contracts with All Aboard America to operate the service. The Gold Route serves El Paso, Anthony, Texas and Las Cruces, New Mexico. Stops in El Paso are the Downtown Sun Metro Terminal and the Westside Sun Metro Terminal. Stops in Las Cruces are at New Mexico State University and the Downtown Roadrunner Transit Terminal. Service is provided on weekdays only with five trips between El Paso and Las Cruces in the morning and four trips between El Paso and Las Cruces in the afternoon/evening. Service is not provided on New Year’s Day, Martin Luther King Day, Memorial Day, July 4th, Labor Day, Columbus Day, Veteran’s Day, Thanksgiving Day, the Friday following Thanksgiving Day and Christmas Day.

**Evaluation**:Ridership counts are taken on a daily basis and provided to all interested parties weekly.

**Accomplishments**: The number or passengers for the month of March 2011 was 3,788 --- the highest ever.

**Lessons learned:** Make it a priority to seek funding for adequate marketing of the service.

##### 

#### Galveston Island Transit

##### Demand Response (1585)

**Service area**: Glaveston (TX: Galveston)

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

**Goal**: Expanded geographic coverage

**Service description**:Island Transit operated two paratransit vehicles during FY 2010 largely due to the displacement of seniors and disabled from Hurricane Ike. They do not have prescribed routes.  
The service is self-certifying with doctor’s approval and maintained by 50% subscription riders and 50% add-will riders. All calls for service must be at least 24 hours in advance up to one week, no same day service.

**Evaluation**:Island Transit Demand Response service is evaluated by documented on time performance, number of riders, no-shows and turndowns.

**Accomplishments**: Restoring much needed service immediately after Hurricane Ike.

**Lessons learned:** Contract service out to another provider.

##### JARC (1584)

**Service area**: Galveston (TX: Galveston)

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

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

**Service description**:Island Transit JARC- funded services encompasses seven fixed routes; Rt. #1 – 71st via Market & Broadway, Rt.#2- UTMB – Ferry Road, Rt.#3- 61st to West Broadway via Ave. M, Rt. #4- East Broadway to 8th Street, Rt.#5 Avenue S – Steward Road, Rt. #6 61st St. via Avenue O and Rt. #7 Bayou Seawall Loop.   
These services are provided seven days a week and operate on a pulse system where the buses meet together and depart at the same time which greatly reduces the waiting time for transfers. JARC funds extended the hours of these routes from 7:30 PM until 11:30 PM, Monday through Friday. JARC totally funds Saturday service from 6 AM to 11:30 PM and Sunday from 7 AM to 7 PM.

**Evaluation**:Island Transit evaluates its project by documented on-time performance and the number of passengers utilizing the service.

**Accomplishments**: Providing transportation to low income residents to and from work, shopping and entertainment in which they may not be able to afford or have any other means to do so on a fixed income.

**Lessons learned:** There is a great need for it. I personally wish I had known how difficult it would be to sustain the service in the event the funds were not available.

#### Golden Crescent Regional Planning Commission

##### Flexible Job Access - Extended Hrs. JARC #4 (1593)

**Service area**: Region (TX: Victoria)

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

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

**Service description**:Victoria Transit’s Flexible Job Access Routes consists of four routes (Pink, Purple, Brown, and Teal routes) which operate in the North, South, and Central areas within the city limits of Victoria. The primary purpose is to provide our riders with better access to employment opportunities within the city of Victoria. These Flexible Job Access Routes operate approximately every 30 minutes, and have the ability to flex off their route within a ¾ mile corridor to provide ADA Flex Services such as access to work, job training, education and/or job search for riders who have ADA-eligible disabilities and have been prior approved.   
Hours of Operation  
Monday through Friday 6 PM– 10 PM  
Saturday only 7 AM to 10 PM  
Sunday only 11 AM to 7 PM  
GCRPC revamped the flexible service to address several factors 1) change in locations for its operations center and need for additional transfer points 2) change in geographic area to meet additional clients needs 3) increased use by wheelchair users 4) additional train schedules had a timing impact on our service

**Evaluation**:GCRPC uses the following performance statistics to measure our project:  
1. Passenger trips per Revenue Hour  
2. Passenger trips per Revenue Mile  
3. Operational Expense per Revenue Hour  
4. Operational Expense per Revenue Mile  
5. We also looked at specific route data such as passenger trips per stop and  
per service hour.

**Accomplishments**: We used I-Stop Lights which are a solar technology to increase safety and security at our bus stop locations, since these flex routes operate in the evening hours.

**Lessons learned:** In the planning stages we did our homework listening to the public, employers, and social service agency staff prior to the development of our routes and service hours. However, after a review of our service hours after the first six months, it was evident that we needed to shorten our service by one hour because nobody was riding the bus after 10 PM. It is very important when implementing a new service that ridership data be captured by stop so that stops that are not productive or service hours that have no ridership can be eliminated to improve the overall productivity of the service.

##### Flexible Job Access - JARC #1 (1592)

**Service area**: Victoria (TX: Victoria)

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

**Goal**: Improved access/ connections

**Service description**: Victoria Transit’s Flexible Job Access Routes consists of four routes (Pink, Purple, Brown, and Teal routes) which operate in the North, South, and Central areas within the city limits of Victoria. The primary purpose is to provide our riders with better access to employment opportunities within the city of Victoria. These Flexible Job Access Routes operate approximately every 30 minutes, and have the ability to flex off their route within a ¾ mile corridor to provide ADA Flex Services such as access to work, job training, education and/or job search for riders who have ADA-eligible disabilities and have been prior approved.   
Hours of Operation  
Monday through Friday 6 PM– 10 PM  
Saturday only 7 AM to 10 PM  
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GCRPC revamped the flexible service to address several factors 1) change in locations for its operations center and need for additional transfer points 2) change in geographic area to meet additional clients needs 3) increased use by wheelchair users 4) additional train schedules had a timing impact on our service

**Evaluation**:GCRPC uses the following performance statistics to measure our project:  
1. Passenger trips per Revenue Hour  
2. Passenger trips per Revenue Mile  
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5. We also looked at specific route data such as passenger trips per stop and  
per service hour.

**Accomplishments**: We used I-Stop Lights which are a solar technology to increase safety and security at our bus stop locations, since these flex routes operate in the evening hours.

**Lessons learned:** In the planning stages we did our homework listening to the public, employers, and social service agency staff prior to the development of our routes and service hours. However, after a review of our service hours after the first six months, it was evident that we needed to shorten our service by one hour because nobody was riding the bus after 10 PM. It is very important when implementing a new service that ridership data be captured by stop so that stops that are not productive or service hours that have no ridership can be eliminated to improve the overall productivity of the service.

##### RURAL VANPOOL - JARC #2 (1594)

**Service area**: Countywide (TX: Jackson, Matagorda, Victoria)

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

**Goal**: Improved access/ connections

**Service description**:The Van Pool provides service from Victoria to the Lolita Plastics company called Inteplast. We have two routes operating - Route 1 provides services seven days a week picking up passengers in Victoria, Inez, Edna, and then on to Lolita. This service is available twice a day for two shift schedules: 7:30 AM – 7:30 PM and 7:30 PM – 7:30 AM.  
Route 2 operates seven days a week picking up passengers in Bay City, Blessing, Palacios and then on to Lolita. This service is available twice a day for two shift schedules: 7:30 AM – 7:30 PM and 7:30 PM – 7:30 AM.

**Evaluation**:The project is evaluated using expenditure and revenue information as well as tracking relevant data such as revenue hours, miles, vehicle hours and miles, and trip information

**Accomplishments**: The partnership with Inteplast has worked well and Inteplast is pleased with the project. The most important issue with an employer van pool service is reliability. The Van Pool service complements what we do on the rural side, and we are easily able to address issues with vehicle breakdowns so that these employees have reliable transportation to and from work.

**Lessons learned:** The best advice is to have a backup plan, since this service runs seven days a week. You need to have backup vehicles ready to go and backup drivers as well. An employee van pool is only successful if it is reliable, that is why the employees and the employer is happy with the service.

##### 

##### RURAL VANPOOL - JARC 3 (1591)

**Service area**: Countywide (TX: Jackson, Matagorda, Victoria)

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

**Goal**: Improved system capacity

**Service description**:Due to the success of the van pool service, routes were revised and a new one was initiated. The Van Pool continues to provide services seven days a week from Victoria to the Lolita Plastics company. We have three routes operating - Route 1 provides services seven days a week picking up passengers in Victoria, Inez, Edna, and then on to Lolita. This service is available twice a day for two shift schedules: 7:30 AM – 7:30 PM and 7:30 PM – 7:30 AM.  
Route 2 (revised) operates seven days a week picking up passengers in Bay City and Blessing then on to Lolita. This service is available twice a day for two shift schedules: 7:30 AM – 7:30 PM and 7:30 PM – 7:30 AM.  
Route 3 (revised) operates seven days a week picking up passengers in Palacios then on to Lolita. This service is available twice a day for two shift schedules: 7:30 AM – 7:30 PM and 7:30 PM – 7:30 AM.

**Evaluation**:The project is evaluated using expenditure and revenue information as well as tracking relevant data such as revenue hours, miles, vehicle hours and miles, and trip information.

**Accomplishments**: The partnership with Inteplast has worked well and Inteplast is pleased with the project. The most important issue with an employer van pool service is reliability. The Van Pool Service complements what we do on the rural side, and we are easily able to address issues with vehicle breakdowns so that these employees have reliable transportation to and from work.

**Lessons learned:** The best advice is to have a backup plan, since this service runs seven days a week. You need to have backup vehicles ready to go and backup drivers as well. An employee van pool is only successful if it is reliable, that is why the employees and the employer is happy with the service.

##### 

#### Heart of Texas Council of Governments

##### HOTCOG - JARC I Rural Mobility Management (1740)

**Service area**: Region (TX: Bell, Bosque, Coryell, Falls, Hamilton, McLennan)

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

**Goal**: Improved access/ connections

**Service description**:Our agency implemented a Mobility Management Program for our six county region. This first year has been one of building relationships and partnerships with various stakeholders. I have worked diligently to make the public aware of the transportation options that are available in our region, and to build a regional inventory. I work closely with the Regional Transportation Coordination Council to further our efforts of coordinating services not only in our region, but region-to-region as well. I work with agencies and their customers, and individuals to access transportation services in our area.

**Evaluation**:In building the position of Mobility Management Coordinator, one of the main goals is to build partnerships and contacts to enhance individuals’ access to public transportation. We have met with many new contacts to enhance the knowledge of transportation services in the area, including: Transition Coordinators, Administrators of Education, Workforce Development Staff, Health and Human Services Staff, Veterans Administration Staff, After School Programs, Dual Credit Administrators and Educators, Employers, County and City Officials, etc. One of the inroads into this process has been the Mobility Management Pilot Program with the Texas Department of Transportation and the United We Ride Program to train case managers how to access transportation options in the region.

**Accomplishments**: Our region was one of three areas around the state selected to pilot a project for the Texas Department of Transportation and United We Ride. The project was to develop a training program for health and human service case managers. From this pilot, we were able to access more health and human service agencies to develop a dialogue with case managers to help them understand the transportation options in our region and how to access those services.

**Lessons learned:** I have had many individuals contact me to ask what is Mobility Management. My advice to them is to look at the area that they are serving. Mobility Management has to be tailored to the individual area. What may work in an area such as Dallas/Fort Worth, will not necessarily work in the Heart of Texas region. You have to be in tune with the community. A Mobility Manager or Mobility Management Coordinator must be a person who is adaptable and committed.   
When I started serving as Mobility Management Coordinator, I had researched what other areas had already been doing. Mobility management was a relatively new concept in Texas and there were only one or two individuals serving at this capacity in Texas. More and more individuals are becoming Mobility Managers. There needs to be more emphasis placed on networking opportunities for these individuals.

##### 

##### HOTCOG - JARC II Urban Mobility Management (1744)

**Service area**: Bell (TX: Bell)

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

**Goal**: Improved access/ connections

**Service description**: Our agency implemented a Mobility Management Program for our six county region. This first year has been one of building relationships and partnerships with various stakeholders. I have worked diligently to make the public aware of the transportation options that are available in our region, and to build a regional inventory. I work closely with the Regional Transportation Coordination Council to further our efforts of coordinating services not only in our region, but region-to-region as well. I work with agencies and their customers, and individuals to access transportation services in our area.

**Evaluation**:In building the position of Mobility Management Coordinator, one of the main goals is to build partnerships and contacts to enhance individuals’ access to public transportation. We have met with many new contacts to enhance the knowledge of transportation services in the area, including: Transition Coordinators, Administrators of Education, Workforce Development Staff, Health and Human Services Staff, Veterans Administration Staff, After School Programs, Dual Credit Administrators and Educators, Employers, County and City Officials, etc. One of the inroads into this process has been the Mobility Management Pilot Program with the Texas Department of Transportation and the United We Ride Program to train case managers how to access transportation options in the region.

**Accomplishments**: Our region was one of three areas around the state selected to pilot a project for the Texas Department of Transportation and United We Ride. The project was to develop a training program for health and human service case managers. From this pilot, we were able to access more health and human service agencies to develop a dialogue with case managers to help them understand the transportation options in our region and how to access those services.

**Lessons learned:** I have had many individuals contact me to ask what is Mobility Management. My advice to them is to look at the area that they are serving. Mobility Management has to be tailored to the individual area. What may work in an area such as Dallas/Fort Worth, will not necessarily work in the Heart of Texas region. You have to be in tune with the community. A Mobility Manager or Mobility Management Coordinator must be a person who is adaptable and committed.   
When I started serving as Mobility Management Coordinator, I had researched what other areas had already been doing. Mobility management was a relatively new concept in Texas and there were only one or two individuals serving at this capacity in Texas. More and more individuals are becoming Mobility Managers. There needs to be more emphasis placed on networking opportunities for these individuals.

##### 

##### Heart of Texas Workforce Development Board, Inc.

##### Highway 6 to Success (1856)

**Service area**: Countywide (TX: Falls, McLennan)

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

**Goal**: Expanded geographic coverage

**Service description**:The 6 to Success route is a low cost public transportation service serving the residents of Falls and southeastern McLennan counties with service to the cities of Riesel, Marlin, Chilton, Golinda, and Robinson. The route times align with the fixed routes at Waco Transit Systems depot. This alignment allows passengers to transfer to all nine fixed- routes buses serving the urbanized area of Waco. Passengers use the same “6 to Success” monthly pass to ride other routes throughout the city. Destinations include all transfers from the fixed route but most importantly, the connection to Sanderson Farms. Route times also align with shift start times for three of Sanderson Farm’s shifts. This connection allows residents to seek employment at Sanderson Farms. This route arrives at Sanderson Farms in time for the employees to begin their shifts and the new late night shift offers a premium return home service. This service returns the employees directly to their home since the regular fixed route service ends at 7:15 PM. Additional benefits to the employees include on-site purchasing of monthly passes at their place of employment and also having the purchase price come directly out of their check.

**Evaluation**:Performance Measures:  
• Increased Ridership – 13% increase  
• Alignment with Regional Transportation Plan  
 This project remains relevant to the regional plan and is listed as a project.  
• Community Support   
 Two new partners offered support for the continuation and expansion of the 6 To Success project through in-kind contributions. Sanderson Farms more than tripled its cash contribution.  
• Community Outreach   
 Providing travel training and participation in community outreach efforts totaled nine for the year. Target is eight.  
• Surveys  
 On-board surveys and surveys of high school students were complete during the spring and summer of 2010.

**Accomplishments**: In 2010, 6 To Success reached new heights with increasing ridership, reduced fares, and the introduction of the region’s first late-evening service, and the use of the IRS commuter benefit. Residents of Marlin, Chilton, Riesel, Golinda, Robinson, and Waco are now enjoying $40 monthly passes and $3 day passes, a significant savings from the previous fares of $70 and $5. This single fare structure now offered by WTS has eliminated some confusion about fares and transfers and has made public transportation more accessible many students and low income wage earners.  
On June 1st, 6 To Success became the first late-evening service in the region. Now employees on Sanderson Farm’s second shift who sometimes get off work after 2 AM have a reliable ride home.   
In September, Sanderson Farms became the first employer in the region to take advantage of the federal law allowing employers to reduce the cost of commuting via public transportation for employees. By offering the IRS commuter benefit, employees save federal withholding and FICA payroll taxes on the amount deducted and the employer saves paying FICA on the amount deducted. Employees enjoy both the convenience of receiving their monthly bus pass at work and the guarantee that they have reliable transportation to and from work each day. Sanderson Farms is already benefiting from a decrease in absenteeism.   
Community Transportation Association of America invited Julie Talbert to speak at their national conference on successful partnerships and employment transportation solutions.

**Lessons learned:** WTS would advise that surveys be used early in the planning process to determine the best service area. During the Fall of 2009, Sanderson Farms provided a listing of employee addresses allowing WTS to begin mapping zip codes where employees resided. This map was compared with the RTCC’s Transit Need Index that indicates the areas of greatest need for public transportation. A series of visits to Sanderson Farms was made to inform and survey employees about their transit needs and their interest in late-evening service home. This information was used to develop a service area for the new late-evening service. This was all done after the HR director of Sanderson Farms stated that the most common reason for departure of employees was transportation challenges. In spite of this planning effort, the service provides late evening service to fewer than 10% of the Sanderson Farms workforce on this shift. There exists a gap between demographic information, survey responses, and behavior of potential riders. Ongoing community outreach, travel training, and marketing is a necessary part of growing ridership.

##### 

#### LULAC Project Amistad

##### JARC # 7282 (2355)

**Service area**: El Paso County (TX: El Paso)

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

**Goal**: Improved access/ connections

**Service description**:Project Amistad operates fixed routes in the Montana Vista and Socorro areas. Riders whose point of origin is within the county of El Paso can make connections with Sun Metro to go into the city,

**Evaluation**:Surveys of riders. Increased ridership,

**Accomplishments**: Project Amistad has been marketing and promoting the JARC through media, word of mouth and presentations  
Information has been distributed during meetings and seminars.  
Project Amistad has developed a training schedule for drivers that focus on customer service.

**Lessons learned:** More pre-planning of routes. Ability to add routes and shifts as needed. Driver training. Advertise in all areas

##### JARC #7230 (2353)

**Service area**: El Paso County (TX: El Paso)

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

**Goal**: Improved access/ connections

**Service description**:Project Amistad transports riders whose point of origin is within the County of El Paso, outside the city limits, that are attending school, work, on the job training, interviews, etc. JARC demand response service has been a major success, since ridership has continuously increased throughout the year.

**Evaluation**:Project Amistad is considered a success. Client satisfaction has been measured by surveys. Passengers have been complementary of the service being provided

**Accomplishments**: Project Amistad has been marketing and promoting the JARC through media, word of mouth and presentations, and information has been distributed during meetings and seminars. Project Amistad has developed a training schedule for drivers that focus on customer service.

**Lessons learned:** More pre-planning of routes. Ability to add routes and shifts as needed. Driver training. Advertise in all areas

#### NDMJ, Ltd. Transportation

##### Smith County -24/7 Services (1810)

**Service area**: Smith and Tyler Counties (TX: Smith, Tyler)

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

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

**Service description**:JARC and New Freedom services are offered 24/7 including all holidays. Those employees that do not have access to public transportation, and meet the eligibility requirements of JARC or New Freedom are now guaranteed a ride to and from their place of employment. The JARC and New Freedom services are provided throughout City limits of Tyler and Smith County. JARC trips are limited to job related activities. Same level of service is also available to persons with disability that are found eligible to use the services.

**Evaluation**:We measure and evaluate project performance based on several factors. They include ridership numbers, passenger satisfaction, on time delivery of services, as well as insuring that services are not duplicative in nature. It is our goal to insure maximization of transportation assets in the region by coordinating services with other transportation providers in the region. The above goals are monitored and measured by the Area Mobility Manager.

**Accomplishments**: The greatest accomplishments have been our ability to deliver the services 24/7. However, since January 2011 NDMJ has become the paratransit contractor for The City of Tyler. Since then, NDMJ has been asked by the City to only offer next day services to their clients. Currently, NDMJ provides 24/7 services outside Tyler Transit service hours.   
As for the innovation, NDMJ is building a data base to start issuing photo identification to each passenger. These ID cards will have magnetic strips and are able to track trip activities, and serve as transit budgeting tools.

**Lessons learned:** I wished I knew how to overcome provider turfs in the area. I would tell future and potential providers to fully investigate local entities political makeup and willingness to embrace new ideas.

##### 

#### West Texas Opportunities, Inc.

##### WTO JARC - JAC 0701(06)50 (1821)

**Service area**: Region (TX: Andrews, Midland)

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

**Goal**: Improved access/ connections

**Service description**:WTO, Inc. operated three JARC routes during FFY 2010. One of the routes, the one taking employees from Big Spring to various employment and school locations in Midland/Odessa, was closed on August 31, 2010 due to low ridership numbers and a lack of funding support by the local community.  
The two ongoing routes in Andrews, Texas provided service to Waste Control Specialists (WCS) located 35 miles west of Andrews. These routes served two shifts of employees at WCS. The routes operated Monday through Friday each week. The first shift of employees worked from 7:30 AM until 4 PM each day, and the second shift worked from 8 AM until 4:45 PM daily. A park and ride location was established with the assistance of partners within the City of Andrews. The two Andrews routes are expected to continue.

**Evaluation**:

1. Develop three Job Access/Reverse Commute routes. (Achieved)   
2. Provide two one-way trips per day for 45 clients (Units served 38)  
3. Provide 3,870 one-way trips (provided 5,896 one-way trips)  
4. Place bus shelters at three locations (Achieved at two locations)  
5. Hold 4 partner meetings (Units served: 4)  
6. Received contributions from four employers (Contribution was not received from the employer; however, the Andrews Economic Development Corporation contributed to help sustain the route.)

**Accomplishments**: Creating two routes to serve two shifts of employees was successful in that it gave the customers a choice as to which route they would take. Many times the customers alternated between the two routes in order to have a shorter or extended work day.  
Marketing materials were created for a bus wrap program with West Texas Opportunities, Inc. Revenue created from advertisement on our vehicles will be used to help subsidize the JARC routes. During this reporting period, $7,000 revenue was generated through the advertising efforts.

**Lessons learned:** Create strong partnerships with your community leaders and service agencies. They provide often unexpected and generous support when they see your interest in their community and the economics of their local industry.  
Obtain early buy-in from the employer being served by your JARC route. Although the community of Andrews bought into the routes, the employer never contributed in any way. We tried for over two years to promote to WCS the benefits that the employer could realize such as: transportation tax credits, stability of work force, increased employee satisfaction from perception of employer backing, environmental benefits of fewer automobiles on the highway; decrease in parking congestion on their property, etc.  
The lesson learned from our third route (Big Spring to Midland/Odessa) which was eventually discontinued, is that there is strength in numbers, meaning numbers going to the same employer or college. We took our Big Spring customers to the hospital, the mall, an office park at the airport, and to two different colleges. However, with only one customer per location, it was hard to demonstrate great benefit to a single employer or to a single sector of the community; thus any pledge of financial subsidy was unlikely.

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#### Workforce Solutions East Texas Board

##### JARC - Rural (1827)

**Service area**: East Texas - Region 8 (TX: Anderson, Camp, Cherokee, Gregg, Harrison, Henderson, Marion, Panola, Rains, Rusk, Smith, Upshur, Van Zandt, Wood)

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

**Goal**: Improved access/ connections

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

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

**Accomplishments**: Board staff met with Workforce Solutions Heart of Texas regarding their Highway 6 Program. Staff is looking at alternative methods to utilize JARC.

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

##### 

##### JARC - Urban (1828)

**Service area**: Region (TX: Gregg, Smith)

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

**Goal**: Improved access/ connections

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

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The Workforce Solutions East Texas Board established monitoring policies, procedures, and forms for all of its existing workforce programs. The JARC program is reviewed according to the Board’s existing monitoring policies and procedures.

**Accomplishments**: Board staff met with Workforce Solutions Heart of Texas regarding their Highway 6 Program. Staff is looking at alternative methods to utilize JARC.

**Lessons learned:** Using federal workforce program funds (with competing priorities for usage) is a challenge. Alternative match sources are very important.  
I underestimated the importance of organizing routes with congregate ridership and the impact that this can have on the cost per participant who is provided transportation.  
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