



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region IX**

**Arizona, California, Hawaii, and Nevada**

**October 2011**

**FTA-11-0084**

JARC FY 2010 Service Profiles: Region IX

October 2011

*Prepared by:*

Commonwealth Environmental Services, Inc.

1419 25th Street

Newport News, VA 23607

TranSystems Corporation

38 Chauncy Street, Suite 200

Boston, MA 02111

*Prepared for:*

Federal Transit Administration

U.S. Department of Transportation

Washington, DC  20590

*Available Online* http://www.fta.dot.gov/funding/grants/grants\_financing\_7188.html

Federal Transit Administration

Office of Research, Demonstration, and Innovation

1200 New Jersey Avenue, SE, East Building, 4th Floor

Washington, DC  20590

*Report Number*

FTA-11-0084

 **Table of Contents**

INTRODUCTION 1

Document structure 1

Profile content 2

large urban projects 3

Arizona 3

City of Phoenix (1683) 3

City of Tucson (1667) 8

California 11

City of Modesto (STANCOG) (1656) 11

Council of Fresno County Governments (1612) 12

Los Angeles County Metropolitan Transportation Authority (5566) 14

Metropolitan Transportation Commission (1655) 15

North San Diego County Transit Development Board (1690) 28

Omnitrans (1681) 29

Orange County Transportation Authority (1682) 29

Riverside Transit Agency (1686) 38

Sacramento Area Council of Governments (1658) 39

San Diego Metropolitan Transit System (2301) 42

San Joaquin Regional Transit District (1665) 44

Sunline Transit Agency (5057) 45

Ventura County Transportation Commission (5579) 47

Hawaii 50

City and County of Honolulu (1703) 50

Nevada 53

Regional Transportation Commission of Southern Nevada (1643) 53

Regional Transportation Commission of Washoe County (1669) 57

small urban/rural projects 59

Arizona 59

Arizona Department of Transportation (1635) 59

California 72

California Department of Transportation (1622) 72

Hawaii 94

State of Hawaii Department of Transportation (1623) 94

Nevada 95

Nevada Department of Transportation (1625) 95

Index: Trip-Based Services 96

Index: Information-Based Services 99

Index: Capital Investment Projects 100

Index: Counties Served 101

# INTRODUCTION

This appendix presents the profiles that JARC grantees submitted as part of the FY 2010 reporting process. For convenience, the findings are presented in ten separate documents, corresponding to the ten FTA regions, as follows:

* Region I – Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
* Region II – New York and New Jersey
* Region III - Delaware, Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia
* Region IV - Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, The Commonwealth of Puerto Rico, and the United States Virgin Islands
* Region V - Illinois, Ohio, Minnesota, Wisconsin, Indiana, and Michigan
* Region VI - Texas, Oklahoma, Arkansas, Louisiana, and New Mexico
* Region VII - Missouri, Iowa, Nebraska, and Kansas
* Region VIII - Colorado, Utah, Montana, Wyoming, South Dakota, and North Dakota
* Region IX - Arizona, California, Hawaii and Nevada
* Region X - Washington, Oregon, Idaho, and Alaska

The main report is available from FTA at http://www.fta.dot.gov/funding/grants/grants\_financing\_7188.html

## Document structure

Each volume is organized into two main sections based on the status of the grant recipient:

* **Large Urban Projects**, which includes JARC-supported projects reported by grantees in large urbanized areas. These are generally urban transit agencies, metropolitan planning organizations, and cities.
* **Small Urban/Rural Projects**, which includes projects in small urbanized areas and non-urbanized/rural areas that received JARC funding through a state department of transportation.

This structure reflects the Federal funding process for the JARC program, which allocates funds as follows:

* 60% of funds go to designated recipients in large urban areas with populations 200,000 and more
* 20% of funds go to states for small urban areas under 200,000
* 20% of funds go to states for non-urbanized/rural areas

For each grant recipient, projects are categorized alphabetically by recipient, sub-recipient, and project name.

Recipients and services are uniquely identified with numbers shown in parentheses after the name of the agency or service, e.g. "Metropolitan Washington Council of Governments (1473)" or "Door-through-Door Service (1227).”

These identifiers allow analysts to track profile information back to the underlying database record, even in the case of duplicate service names. For instance, there are numerous services, provided by different subrecipients, named "Mobility manager." This identifying number provides a way to link to a unique database record.

Recipient identification numbers are an FTA designation and equivalent to the 4-digit TEAM identification number. Subrecipeient and service identification numbers pertain only to the FY 2010 JARC/New Freedom evaluation database and do not map to any FTA designation.

## Profile content

Each profile includes the following information:

* **Service area**  – Including the local service area as defined by the recipients, as well as the counties where service touches, as identified by the project team, if necessary
* **Project type** – Grant recipients were asked to categorize each project as trip-based, information-based, capital investment project, or planning/feasibility studies. Within each category, recipients further defined each project (e.g., demand response, mobility manager, or car-sharing).
* **Project goal** – Recipients were asked to select the primary goal for each project from a list

In addition, recipients were asked to provide a general description of service, performance indicators, and a descriptive summary or profile of the service, within each of the categories summarized below:

* **Service Description** - Provide a detailed description (1-2 paragraphs) of the JARC-funded service provided during FY 2010. Please indicate the route name and/or number, if available, and describe the route or service area.
* **Evaluation** – Describe how you have evaluated your project within your agency or organization. Identify relevant performance measures and benchmarks.
* **Accomplishments** – Highlight your greatest accomplishments. Describe any especially successful or innovative elements.
* **Lessons learned** – What advice would you give to someone else starting a service like yours? What do you wish you would had known when you started the service?

While the goal was to present the information as reported by the recipients, some editorial decisions were made for brevity and clarity. Partially blank responses or those marked “N/A,” are represented in this document by the word “None,” and those profiles that were left entirely blank were deleted. In addition, some profiles were removed because they were ineligible (e.g., route was not in service during FY 2010) or the records were duplicative.

# large urban projects

## Arizona

### City of Phoenix (1683)

#### Central Arizona Shelter Services

##### CASS Temporary Employment Services (408)

**Service area**: Phoenix (AZ: Maricopa)

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

**Goal**: Improved access/ connections

**Service description**:CASS Employment Services, including its Temporary Employment Services (TES), are provided out of its offices located in the Lodestar Day Resource Center of the Human Services Campus in the Capitol Mall area of Downtown Phoenix (1125 West Jackson). Generally, TES clients are placed in jobs located on the outer edges of Phoenix or in cities located a distance from CASS' downtown shelter location. Clients do not own their own vehicles, creating the need to depend on public transportation. Existing public transportation, however, does not run early enough in the day to get clients to the job site(s) by the required start time. Recognizing limitations in our clients' ability to access public transportation which would get them to the job site, CASS has been providing this service since 2001.

**Evaluation**:CASS TES tracks the number of clients transported to jobs, the daily trips and number of miles per trip. When the primary vehicle is in use, CASS uses a backup vehicle and driver to meet the increased demand for transportation services.

**Accomplishments**: Seeing clients obtain permanent jobs from their temporary assignments.

**Lessons learned:** Set up a network of potential employers for day assignments prior to beginning services and develop methods for maintaining up-to-date pool of available workers.

#### City of Glendale

##### Bethany Home Fixed Route Bus Service (1178)

**Service area**: Glendale (AZ: Maricopa)

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

**Goal**: Expanded geographic coverage

**Service description**:The Bethany Home Road bus route operates seven days a week and provides trips from Glendale to job centers in both Glendale and Phoenix. The route also provides job access to points beyond Phoenix by convenient, direct access to the light rail station in the City of Phoenix. Route 60 is the only route in Glendale that has direct access to a light rail station without transfers. Bus service is operated from 5 AM in the morning to 10 PM at night weekdays. The route plays a vital part in providing job access to those low income and underemployed individuals in the Bethany Home Road corridor.
This route was recently extended. The extension was added to help those along Bethany Home Road access job opportunities in major employment corridors, including downtown Glendale and the Glendale sports and entertainment and sports district (University of Phoenix Stadium, Westgate and Jobing.com Arena). The extension also provided a connection to another fixed route service which increased the ability of riders to travel.

**Evaluation**:Ridership is tracked on a monthly and annual basis and compared to other fixed route service offered by the City of Glendale, as well as other routes in the region. Ridership along this route has increased as it has multiple benefits due to a direct connection with light rail as well as the extension which promotes an easier connection with another vital fixed route service.

**Accomplishments**: The additional service along Bethany Home Road is resulting in increased passenger utilization on this route. The service provides ridership opportunities for new riders as the extension serves an area that previously had no service. This allowed new riders to utilize the benefits of public transportation. Additionally as this route directly connects to light rail, it provides an opportunity for new users on rail as well.

**Lessons learned:** Transit is a key factor in improving accessibility options to low income individuals and others, by providing access to jobs and job-related activities. Even small extensions can have a big benefit to a community that has previously not been served by transit.

##### Glendale Urban Shuttle I and II Service (1177)

**Service area**: Glendale (AZ: Maricopa)

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

**Goal**: Expanded geographic coverage

**Service description**:Glendale Urban Shuttle I and II (GUS) provides half hour service in clockwise and counter-clockwise loops on a six mile loop in the vicinity of downtown Glendale. GUS I operates seven days a week, from 7 AM – 6:30 PM, Monday-Saturday and 8 AM to 6 PM on Sundays/holidays. GUS II operates from 9 AM to 6 PM, Monday – Friday.
Over half of the six mile route is in an area below the federally defined 150% poverty threshold. The GUS I and II routes are unique in that the portion of the route which falls within the 150% poverty threshold is mostly residential land use, while the portion of the route that is outside the 150% poverty threshold is mostly commercial land use. As a result, a majority of the 80,046 trips taken last fiscal year were by low income residents traveling to those commercial locations.
Despite covering a limited geographic area, GUS I and II still provide low income residents of south Glendale service to several of the major employers of the city including Super Wal-Mart, the Maricopa County Superior Court Complex, and the City of Glendale City Hall. GUS I and II also provide direct transfer points to four regional fixed route bus system and two express routes. Both of these routes connect with the city’s third circulator route, GUS 3, which provides access to employment locations and some social service facilities in Glendale.

**Evaluation**:We monitored and compared our ridership data from both local fixed route bus and other circulators from around the region. During the timeframe of this report we saw a 3% increase in ridership for GUS I and GUS II when compared to the region which saw an overall drop of ridership of around 20%. We believe that this was due at least in part to our focus on improving the circulator system by adding a slight deviation to the route and by the development of new retail service along the route.

**Accomplishments**: The program was clearly a success when we had to start using a larger bus on the GUS I route to address capacity issues as ridership increased. After evaluating other successful circulators in the region we developed a hand-held pocket-sized schedule for customers. Previously we were using standard 8 1/2" X 11" schedules which were not easy for customers to use.

**Lessons learned:** Even though one circulator travels in a clockwise direction and the other in the opposite direction, we were surprised that one route (GUS I) had almost double the amount of ridership (50,037 vs. 30,781). We used the same type of buses for both routes when we planned these services and eventually had to go to a larger bus for the GUS I route. Riders choose to ride GUS I much more than GUS II even though it is the same service on the same road. We have considered changing the route, however determined it was best to leave the route structured as it is and just use a larger vehicle on GUS I.

#### City of Phoenix

##### Route 29-Thomas Road (1143)

**Service area**: City of Phoenix (AZ: Maricopa)

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

**Goal**: Improved access/ connections

**Service description**: This project seamlessly connects passengers to their employment by maintaining and continuing service for Route 29/Thomas Road. Due to the protracted economic downturn, the City of Phoenix has been forced to reduce transit service over the last few years. During FFY 2010, Route 29/Thomas Road was one of several routes being considered for reduction, resulting in an overall reduction in transit services available to the public. This project focuses on allocating funding to maintain the service level of one of the City’s most utilized routes which carries millions of passengers every year.
Route 29/Thomas Road operates as a traditional fixed route service from Granite Reef Road to 75th Avenue along Thomas Road. The route is one of the most productive and heavily utilized routes in the City of Phoenix Public Transit system and is experiencing overcrowding during peak times to and from employment during the workweek. Route 29/Thomas Road is second only to light rail in transporting the greatest load of passengers. The Valley Metro January 2011 Monthly Ridership Report determined that Route 29/Thomas Road averages 9,159 boardings per weekday along its 2,148.3 daily revenue miles.

**Evaluation**: The City of Phoenix uses industry standard performance benchmarks such as: Ridership totals - trips per day; average daily boardings; Passengers per mile; daily revenue miles; boardings per mile; farebox recovery; peak frequency, etc.

**Accomplishments**: JARC funding has provided for the maintenance/ continuation of the existing Route 29/Thomas Road which has enabled area residents to access evening, graveyard, and weekend shift employment. The route has maintained high ridership levels, providing 2,652,952 one way trips from October 2009 through September 2010. The Route 29/Thomas Road project remains consistent with the intent of the JARC program goals to provide transportation access to welfare recipients and low income families.

**Lessons learned:** Public transportation plays a vital role in enhancing access to employment and employment-related activities for low to moderate income individuals and families. Thanks to the JARC grant, Route 29/Thomas Road has continued to operate without service reductions, ensuring job accessibility to critical employment populations despite a severe and protracted economic downturn.

#### City of Tolleson

##### Route 3A/3- Van Buren (Tolleson) (1950)

**Service area**: City of Tolleson (AZ: Maricopa)

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

**Goal**: Improved access/ connections

**Service description**:Route 3 is Tolleson’s “connector route” to ensure that our citizens stay employed and provide for their families. In addition, this route provides the access for our residents to take care of their medical needs and to continue their education. It is their access to the metropolitan Phoenix area, which is their link to sustainability. Limited Monday through Friday service starting at 5:24 AM eastbound and 5:33 AM westbound. The last eastbound pick up is at 7:24 PM and at 7:33 PM in the westbound direction. There is limited Saturday service and no Sunday service.
Due to the eliminated and/or delay of the Transit Life Cycle future bus routes, Route 3 is Tolleson’s only access to meeting one’s personal and professional needs. Their access is at 91st Avenue and Van Buren Street with a transfer at Grant to Phoenix during the week with limited service on Saturday. In addition, (at this time) there is Route 560 at 91st Avenue and Van Buren Street to Desert Sky Mall Transit Center. Desert Sky Mall Transit Center provides the capability to get to Estrella Mountain Community College in Avondale or to their employer.

**Evaluation**:Tolleson has limited transit services within our six square mile area. We are only 19% of the Route 3 serving the area. The City of Phoenix operates the service and the City of Avondale serves as our fiscal agent. Our benchmark is that we have always been at a disadvantage in regards to transit connectivity (even though we are home to 25+ Fortune 500 employers and we are the “gateway” from Phoenix to the West Valley and the western region) and Route 3 at least gives our citizens a way to connect with West Valley services and Phoenix for employment, education, personal needs and entertainment. At this point, we offer some relief even if minimal it is better than no connectivity.

**Accomplishments**: By funding this service, the City of Tolleson residents still have access to the “grid” through this transit service and connecting routes.

**Lessons learned:** Utilizing a funding mechanism other than the City’s General Fund. Longevity of service and improved service; 60, 50, 40 and even 30 minute service really doesn’t bode well for the local resident that is 50%+ dependent upon local transportation as their only means for commuting to work and/or taking care of their personal and family needs.

#### Regional Public Transportation Authority

##### Route 66 - Gila River (1471)

**Service area**: Gila River Indian Community, Maricopa County

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

**Goal**: Expanded geographic coverage

**Service description**:Route 66 (formally Route 65) Kyrene/Gila River Community Connector

JARC funds support the service extension of Route 66 trips to the Lone Butte Casino on the Gila River Indian Community that were previously terminating at the West Chandler Aquatic Center south. This extension serves the work trip needs of service workers at the recently opened casino complex. Route 66 in its entirety operates between the Indian School in Scottsdale to the West Chandler Lone Butte Casino south of the Santan Freeway off Kyrene Road. The bus route operates with 40 foot, ADA-compliant, low floor on a 30-minute frequency, Monday through Sunday. Service hours end to end are 14 hours Monday through Friday and 12 hours Saturday and Sunday. Later service on the route is operated by the City of Tempe north of Warner Road.

**Evaluation**:We are just now reviewing first year ridership and will be assessing the ridership growth and its potential.

**Accomplishments**: Greatest accomplishment was coordination of the service extension with the tribal community and two other cities that the route travels through.

**Lessons learned:** With a tribal community, the process for approval is different and often takes quite a while to be approved which may delay the impending start of service or service extension.

##### Route 685 - Gila Bend - Bus Replacement (1465)

**Service area**: Buckeye/Gila Bend, Maricopa County (AZ: Maricopa, Pima)

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

**Goal**: Improved system capacity

**Service description**:Buses are used in service that links three rural towns together and terminates at a connection to the Phoenix urban area.

**Evaluation**:Evaluation was made based on need for available passenger seating.

**Accomplishments**: Occasionally these larger buses still result in some standing room only trips and passengers have commented how they enjoy the comfort of the ride on these larger buses.

**Lessons learned:** Plan for unexpected growth/better than expected use of the service so the agency can be prepared to accommodate any growth/capacity issues.

#####

##### Route 72 - Scottsdale Road (1472)

**Service area**: Scottsdale, Maricopa County

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

**Goal**: Expanded geographic coverage

**Service description**:Previously, local Route 72 provided service from the City of Chandler at the southern end of the valley, northward to just south of the Loop 101 freeway at Mayo Blvd. This project extends the Route 72 north to Thompson Peak Rd. where it serves four businesses within ¼ mile with a total of approximately 1,730 employees: Discount Tire (600), Scottsdale HealthCare (285), Henkel Consumer Goods (620), and Hyatt Classic Assisted Living Community (225). In addition, the bus has a stop within ½ mile walking distance to a large shopping center that is also adjacent to a large residential community. The entire Route 72 and has a total length of approximately 50 miles travelling through the cities of Scottsdale, Tempe, and Chandler.

Scottsdale’s neighborhood trolley system, Tempe’s Orbit, and regional supergrid routes along the 50 mile length all feed into the Route 72. Many low income hospitality, food service and general labor employees utilize this route for commuting due to the high cost of living in the Scottsdale area.

**Evaluation**:We are just now reviewing first year ridership and will be assessing the ridership growth and its potential.

**Accomplishments**: Greatest accomplishment was coordinating with businesses and city to determine the times and frequency that is best suited for meeting the needs of the workforce within the amount of funding that could be secured for the extension.

**Lessons learned:** Working together with the businesses and city was key to extending the service given the poor economy. Determining which trips benefit the employers most and balancing with the available funding will be crucial to success.

### City of Tucson (1667)

#### City of Tucson

##### City of Tucson DownTown Loop (2214)

**Service area**: Tucson (AZ: Pima)

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

**Goal**: Expanded geographic coverage

**Service description**:The DownTown Loop provides transportation for predominantly low income users who need to access employment as well as social services within the west downtown area. The service operates from 6:30 AM to 5:30 PM, Monday through Friday, using shuttle buses compatible with congested downtown streets and parking areas. The route provides connections between college campuses, major employment centers, social service agencies and other transit routes that serve the Tucson region.

**Evaluation**:All JARC projects are derived from the Pima Association of Governments (PAG) Region's locally developed, coordinated public transit human services transportation planning process and funds are distributed in a fair and equitable basis.
Annually, the MPO advises of funding amounts and coordinates an applications process. A selection panel is brought together to review funding amounts, review and rank project applications, and prioritize projects based on the coordinated plan.

**Accomplishments**: This project has shown a steady increase in ridership. In addition, this project has been relatively simple to administer since Tucson is essentially using the funds as a subrecipient. Other than the JARC and New Freedom's reporting requirements, there is little additional oversight needed since there are not other subrecipients associated with this project.

**Lessons learned:** Utilizing JARC/New Freedom funding to fund expansion of existing service is much easier and sometimes much better use of such funds. Implementing new service and introducing outside agencies as subrecipients is often time consuming and may sometimes spread the funding too thin pursuant to evaluating cost vs. benefits.

##### Sun Tran JARC Route 27 (2208)

**Service area**: City of Tucson (AZ: Pima)

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

**Goal**: Expanded geographic coverage

**Service description**:Extension of Sun Tran Route 27 to the Casino del Sol.
The four-mile extension of this bus route provides easy access to a primary employment center in the southwestern part of the region. The Casino del Sol currently employs 800 people and with plans to add a hotel to their new location, has the potential to double its employment. This funding is for approximately three years of service.

**Evaluation**:All JARC projects are derived from the Pima Association of Governments (PAG) Region's locally developed, coordinated public transit human services transportation planning process and funds are distributed in a fair and equitable basis. Annually, the MPO advises of funding amounts and coordinates an applications process. A selection panel is brought together to review funding amounts, review and rank project applications, and prioritize projects based on the coordinated plan.

**Accomplishments**: This project has been relatively simple to administer since Tucson is essentially using the funds as a subrecipient. Other than the JARC and New Freedom's reporting requirements, there is little additional oversight needed since there are not other subrecipients associated with this project.

**Lessons learned:** Utilizing JARC/New Freedom funding to fund expansion of existing service is much easier and sometimes much better use of such funds. Implementing new service and introducing outside agencies as subrecipients is often time consuming and may sometimes spread the funding too thin pursuant to evaluating cost -vs.- benefits.

##### Town of Marana - Sun Shuttle Rt. #413 (2217)

**Service area**: Marana (AZ: Pima)

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

**Goal**: Expanded geographic coverage

**Service description**:Marana JARC Circulator (Sun Shuttle Rte. 413)
This rural transit route provides important connections along the I-10 corridor between the Town of Marana and the Sun Tran system. Stops on this route include all of Marana's top employers; the municipal complex, Marana Unified School District offices, three schools and the Marana Unified Health Center.

**Evaluation**:All JARC and projects are derived from the Pima Association of Governments (PAG) Region's locally developed, coordinated public transit human services transportation planning process and funds are distributed in a fair and equitable basis.
Annually, the MPO advises of funding amounts and coordinates an applications process. A selection panel is brought together to review funding amounts, review and rank project applications, and prioritize projects based on the coordinated plan.

**Accomplishments**: This project has shown a steady increase in ridership.

**Lessons learned:** This project has been challenging to implement due to the subrecipient being late with reimbursement requests and quarterly reports. The City of Tucson does not allow any federal dollars to flow to the recipient if all reports and/or reimbursement requests are not complete and on-time.
Utilizing JARC/New Freedoms funding to fund expansion of existing service is much easier and sometimes much better use of such funds. Implementing new service and introducing outside agencies as subrecipients is often time consuming and may sometimes spread the funding too thin pursuant to evaluating cost -vs.- benefits.

## California

### City of Modesto (STANCOG) (1656)

#### City of Modesto, Transit Division

##### Modesto Area Express (MAX) Route 43 (1997)

**Service area**: City of Modesto (CA: Stanislaus)

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

**Goal**: Improved access/ connections

**Service description**:This project supports the operations of a new MAX route, Route 43, which was started three months after the adoption of the coordinated transportation plan. Route 43 improves transportation to work and work activities for welfare recipients and eligible low income individuals in the most efficient manner possible.
West Modesto has one of the highest densities of low income residents in the Modesto urbanized area. Prior to adding Route 43, the area was predominately served by three, one way, 30-minute loops, with a 30-minute headway. Because of geography and roadway considerations, all three of these routes provided service in one direction only. Route 43 was added to this area to provide two way service on some of the most heavily traveled corridors in this area, greatly improving the low income residents' access to work and work activities.

**Evaluation**:During the months of August and September of 2010, the new Route 43 provided 8,725 rides to low income residents. This route serves 15.7 passengers per service hour, significantly less than the 22.4 average of the MAX system. JARC funds enable Modesto to maintain this service that serves the low income population. Without JARC funding this route was at risk of being eliminated.

**Accomplishments**: JARC has provided funding to create and maintain service levels to low income population areas during difficult economic times. Adding new routes during a period of time when many transit agencies are cutting service is a significant achievement.
In addition, a recent study of 371 transit systems in the nation's largest 100 metropolitan areas, conducted by the Brookings Institution, ranked Modesto's transit system 10th in the nation on getting riders to work. The study focused on evaluating how accessible transit is to riders, how long it takes to get to work on transit, and how often the systems run during rush hours.

**Lessons learned:** Starting a new public transit route is difficult during an economic recession, when transit ridership in low and tax revenues are even lower. The City of Modesto learned that good regional planning and providing services that address target community needs, can result in opportunities to increase service during difficult times.

### Council of Fresno County Governments (1612)

#### Fresno Area Express

##### FAX Trip Planning (2277)

**Service area**: Fresno (CA: Fresno)

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

**Goal**: Improved customer knowledge

**Service description**:The FAX Trip Planning project will provide web-based and interactive voice operated trip planning services for the three public transit agencies in Fresno County. This includes FAX, Clovis Transit, and Fresno County Rural Transit Agency. When the system is completed and operational, users will be able to go online or call and enter their location and destination information in order to determine the most effective way to travel using the available bus systems.

**Evaluation**:During FF 2010, FAX completed the bidding process and selected a vendor from whom to purchase the Trip Planning system. Work to customize, install, integrate, and test the system has been underway since. It is anticipated that the system will be fully operational in FFY 2011 or early FFY 2012. FAX has provided subrecipient quarterly reporting updates to Fresno Council of Governments (FCOG), providing milestone progress data at each quarter.

**Accomplishments**: FAX has made significant progress in the implementation process, steadily working toward the goal of a multilingual, web-based, three-transit-agency trip planning system. Since the project will be operational / released to the public in the future, additional detail will be available then.

**Lessons learned:** FAX would recommend that as part of the implementation planning for the system, that specific individuals/staff and/or hours are dedicated to the project for testing purposes. This may be more of a hurdle today, due to the current economic climate, then it will be in the future. Repeated staff reductions and staff turnover has delayed the critical need to thoroughly test a wide range of scenarios through the system.

#### Fresno County Employment Opportunities Commission

##### FCEOC CalWorks Nighttime Transportation Service (1440)

**Service area**: Fresno, Fresno County (CA: Fresno)

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

**Goal**: Improved system capacity

**Service description**:The service provides nontraditional nighttime work-related transportation services for the County of Fresno Cal Works ( Welfare-to-Work) referred client between the hours of 6 PM and 6 AM, seven days per week. County of Fresno case managers refer their clients for our transportation service. The FCEOC staff sets up transportation by means of ADA equipped minivans. We take passengers from their home to work assigned locations.

**Evaluation**:FCEOC Transit Managers meet with the County of Fresno staff on a quarterly basis to discuss all areas of service. FCEOC has endeavored to keep the one way monthly trip total over 600 and have done so. Our dedicated nighttime staff have excellent communications with the referred clientele and we know the value of getting the passengers to their jobs on time.

**Accomplishments**: FCEOC has performed this nighttime service for the County of Fresno for over ten years. FCEOC developed the referral system being used by the County. Obtaining the minivans with these JARC grant funds had helped the efficiency and reliability of this service.

**Lessons learned:** In retrospect we are very happy we developed a referral system for the hundreds of County of Fresno Caseworkers to use in referring and authorizing their clients to our service. A need to market the service has also assisted us in insuring a steady stream of passengers.

#### Fresno County Rural Transit Agency

##### FCRTA's ITS-511 Travel Information (2619)

**Service area**: Fresno County (CA: Fresno)

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

**Goal**: Improved customer knowledge

**Service description**:This project is the development of a computer based information system to provided traveler information by calling the telephone number 511. The person seeking information simply expresses a question with relative parameters to ensure understanding so the program may obtain the relevant data to report back to the inquiring individual so they may utilize the information to successfully complete their intended trip.

**Evaluation**:The project is being developed by a consultant, with prior experience, who has successfully performed similar work in California. The intent to further coordinate information within and beyond Fresno County. When completed the program will account for requests and responses. The data will be reviewed for accuracy and completeness. It is hoped that the system will also allow for follow up communication with individual participants to access their comments regarding the service.

**Accomplishments**: The qualified Consultant was identified and placed under contract to perform the intended work on this project. Simple progress reports have been reviewed with agency staff. Much work still needs to be performed before the system may be tested for refinement and problem resolution, prior to full implementation.

**Lessons learned:** It sounded so simple when we understood that similar projects have been completed elsewhere in California. We though our implementation process would be easy to accomplish. We misunderstood the complexity to actually duplicating similar work for our county. Nothing is ever as simple as it may initially appear.

### Los Angeles County Metropolitan Transportation Authority (5566)

#### Long Beach Transit

##### Evening Service Route 191 Extension (1772)

**Service area**: City of Long Beach (CA: Los Angeles)

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

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

**Service description**:The JARC funding has enabled Long Beach Transit (LBT) to fund the extension of evening service on LBT's Route 191. The project extended service on Del Amo Boulevard between Metro's Del Amo Blue Line Rail Station and the Lakewood Center. The evening service extension on Route 191 has covered service from the hours of 7:30 and 10 PM to meet increased ridership demand, primarily by patrons relying on LBT to get from work to their homes after regular peak service ends.

**Evaluation**:Like the rest of LBT’s existing fixed route service, the extended evening service on Route 191 is considered an on-going service. The project’s performance is measured by ridership.

**Accomplishments**: LBT considers an accomplishment the fact that it has met a great need in its service area by providing evening service to patrons that work and shop at Lakewood Center Mall. The Lakewood Center Mall is considered one of the largest revenue generating malls in California, housing over 270 businesses, retail outlets, and restaurants.

**Lessons learned:** The importance of transit in improving the accessibility options of low income people in particular, and workers in general, to access jobs and job related activities.

##### Villages at Cabrillo Route 171 Extension (1773)

**Service area**: City of Long Beach (CA: Los Angeles)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC funding has enabled Long Beach Transit (LBT) to provide public transportation services for the extension of LBT's Route 171 to the Villages at Cabrillo, a residential community offering employment/ training programs and transitional housing for low income and disabled residents. The Villages at Cabrillo/ LBT Route 171 Extension project
has extended a route that had previously terminated at Pacific Coast Highway (PCH) and Santa Fe Avenue. The Villages at Cabrillo is located at San Gabriel Avenue and Technology Place, about one mile from the former route termination point.

**Evaluation**:Like the rest of LBT’s existing fixed route service, the Villages at Cabrillo/ LBT Route 171 Extension project is considered an on-going service.

**Accomplishments**: LBT considers an accomplishment the fact that it has met the need of transit patrons living and working at the Villages at Cabrillo by connecting them to their places of employment and other related activities. The Villages at Cabrillo is a 26 acre residential planned community for homeless veterans, families and youths. It houses 500 low/ no income residents that are now able to access on-site services and job programs offered by the facility. With JARC funding, LBT has been able to provide service to patrons that depend solely on public transportation and will also aid in eventual transition into self sufficiency.

**Lessons learned:** LBT first learned about the need for the route extension service through comments made by Villages at Cabrillo residents and staff at town hall meetings. This has stressed the importance of LBT’s involvement in the communities within our service area and has resulted in meeting the transportation needs of an entire community through JARC funding.

#### Mobility Management Partners, Inc.

##### Mobility Management Service in the San Fernando Valley (1818)

**Service area**: San Fernando Valley (CA: Los Angeles)

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

**Goal**: Improved access/ connections

**Service description**:Provide mobility management services in the San Fernando Valley area of Los Angeles County for social service agency clients seeking access to jobs and job related opportunities, including travel training and trip brokerage/referral.

**Evaluation**:Project benchmarks include 800 contacts/referrals during the first year, and 100 travel trainings performed during the first year. Progress is tracked through a database which contains client name, address, phone number, origin and destination, current mode of transportation, and transportation resource referred to.

**Accomplishments**: During the implementation phase, outreach was performed to various human service agencies and job placement agencies. The resulting connections established by this outreach effort will form the basis for future referrals to the system.

**Lessons learned:** Existing transportation resources take a considerable amount of time to develop. Many potential providers are resistant to participating as they fear they are "getting into the transportation business" which is not their primary focus as an agency. Our initial focus was on generating client referrals, but in hindsight it would have been more productive to focus the early outreach efforts primarily on developing the various transportation resources and later focusing on client referrals.

### Metropolitan Transportation Commission (1655)

#### Alameda-Contra Costa Transit District

##### Alameda County Lifeline Service (839)

**Service area**: Alameda County

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

**Goal**: Improved access/ connections

**Service description**:

• Line 40 provides service between Eastmont Mall and BayFair and presently offers 45 hours of daily service, and carried over 2 million passengers annually
• Line 93 service runs between the Hayward BART and the Juvenile Justice Center with 32 hours of service daily and carries 212,500 passengers annually
• Line 47 (weekday) runs between Fruitvale BART and 55th and MacArthur. The line provides 25 hours of service daily and carries 50,350 passengers annually.

**Evaluation**:The project is evaluated based on route performance:
• Estimated ridership
• Trips per day
• Average passengers per trip
• In-service hours
• Service hours per trip
• Passengers per in-service hour
• Average scheduled speed
• Farebox recovery
• Route type

**Accomplishments**: These routes provide basic transportation services to AC Transit riders, 70% of whom are low income. All serve and/or are predominantly located in Communities of Concern. All lines presently provide service to employment, services, schools, and health care. Employment sites along the routes include high-tech businesses, light and heavy industrial job sites, and service industry firms. The routes also link these job sites directly with regional transit connections through neighborhoods with significant numbers of CalWORKS households. The lines also connect schools, colleges, shopping malls and social service offices to BART stations.

**Lessons learned:** Utilize survey data to better assist low income riders and restructure and/or continue service to several key Communities of Concern in the southern, central and northern portions of Alameda County.

##### Contra Costa County Lifeline Service (840)

**Service area**: Contra Costa County

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

**Goal**: Improved access/ connections

**Service description**:

• Line 376 provides service between the El Cerrito Del Norte BART station, Richmond BART, downtown Richmond, Contra Costa College, Pt. Pinole Business Park, UPS facility, and Hilltop Mall providing 21 daily hours of service and carrying 70,902 passengers annually
• Line 76 provides service between the Richmond Parkway Transit Center and El Cerrito Del Norte BART Station by way of Hilltop Mall, Contra Costa College, San Pablo, Richmond BART Station, Harbour Way and Cutting Blvd. with 39 daily hours of service and carries 550,466 passengers a year

**Evaluation**:The project is evaluated based on route performance:
• Estimated ridership
• Trips per day
• Average passengers per trip
• In-service hours
• Service hours per trip
• Passengers per in-service hour
• Average scheduled speed
• Farebox recovery
• Route type

**Accomplishments**: These continuation of these bus lines has enabled area residents access to evening, graveyard, and weekend shift employment in the area without transfers, and by providing connection to two BART stations, job access is also provided throughout the bay area. The lines also provide service to evening classes at the local community college.

**Lessons learned:** AC Transit continues to hold regular service quality meetings with bus drivers and other staff members, and depends heavily on bus driver and passenger feedback for ridership counts and overall quality of service issues.

#### Bayview Hunters Point Foundation for Community Improvement

##### Bayview Hunters Point Community Transportation (841)

**Service area**: San Francisco (CA: San Francisco)

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

**Goal**: Improved access/ connections

**Service description**:The Bay View Hunters Point Foundation Free Health Shuttle provides transportation to and from medical facilities located in the city and county of San Francisco. This service is provided by both fixed route and shuttle services.

**Evaluation**:Weekly observations are conducted on the services offered. We also provide riders with comment cards that are mailed in to our office, providing us with feedback on the effectiveness of the services. Finally secret riders are used to report on driver on time performance and safe operation of the vehicle.

**Accomplishments**: The Bay View Hunters Point Foundation Free Health Shuttle received awards from one of the local radio stations in the community (community hero award).
We feel the most effective way to view our accomplishments is in seeing the service provided utilized. Currently we are receiving more requests for service then we are able to cover.

**Lessons learned:** No matter how many routes are run or passengers transported, there will always be one more trip to be provided.

#### City of Redwood City

##### Fair Oaks Community Shuttle (842)

**Service area**: Redwood City (CA: San Mateo)

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

**Goal**: Improved access/ connections

**Service description**:The Fair Oaks Community Shuttle, branded Climate Best Express On Demand Shuttle, provided service throughout the MTC defined "Lifeline Area of Concern" in southeastern Redwood City, CA and completed its 28th month of service. Riders can call to request a ride from the bilingual driver (Spanish/English) and are taken door-to-door within the service area or to the two designated locations outside the service area; a senior center and a shopping complex. Many riders use the transportation for shopping or medical trips. Another contingent uses the service to participate in local assistance programs at community centers and a church.
The door-to-door area is primarily comprised of low income residents; many of which are elderly. The area also has a dense Hispanic population as well as a few homeless shelters.

**Evaluation**:We are generally pleased with the progress of the service, but there is still plenty of room for growth.
For evaluation, we use one of our funding agency's benchmark goals of two riders per service hour for door-to-door service. While the service met the riders/hour benchmark averaging 3.7 hourly riders, it missed the cost per passenger benchmark with an average $16.56 per rider expense.

**Accomplishments**: In an effort to reduce overall service expenses, the stakeholder group elected to utilize the shuttle driver as both a "reservation center" (takes the calls and sets the daily schedule) and "driver." This has proven effective and efficient when we have a very reliable driver on route.

**Lessons learned:** Even though we attempted to limit the service area during initial planning, the chosen service area appears to still be too large to operate only one vehicle with six daily service hours. The stakeholder's next task will be refinement of the service with an eye toward increased vehicle utilization. This could come in the form of a quasi-fixed route based on existing users and/or specific daily destinations.
We have done everything within our power to reduce potential driver fraud related to scheduling the daily service. We feel we have been successful in that regard. However, we are also investigating options for a part-time call center that would remove the scheduling aspect from the driver's responsibility leaving them to just provide quality service behind the wheel. Our hope is that another entity scheduling the service could improve productivity and increase daily ridership.

#### City of San Jose

##### Auto Repair Assistance Program (846)

**Service area**: Santa Clara County

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

**Goal**: Improved access/ connections

**Service description**:The City of San Jose and its partners have provided recipients with approximately $1,000 of financial assistance to get their cars in working condition to allow them to get to work, look for employment, or participate in employment training.

**Evaluation**:None

**Accomplishments**: None

**Lessons learned:** None

#### Cycles of Change

##### Neighborhood Bicycle Centers (848)

**Service area**: Oakland (CA: Alameda)

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

**Goal**: Improved customer knowledge

**Service description**:Cycles of Change works with existing partnerships to recover, restore, and distribute bicycles for use by eligible low income residents of targeted communities of concern. Individuals are invited to take part in the program based on their commitment to use the bicycle and transit as their primary transportation in getting to work, school, shopping, and other daily needs. In addition to receiving a bicycle lock and helmet, program participants complete an urban cycling training course from certified instructors. Finally, program participants are given personal transportation consultations which enable them to plan and conduct all their weekly activities using bicycles and transit.
With their bicycles participants are able to reach jobs over a wide geographic range that involve working off-hours, or are away from major bus lines. In addition, bicycles and training received allow easier access to far more choices for basic necessities, services, and community resources. Having an efficient, reliable, zero-cost, flexible, safe transportation system opens up a wide array of economic possibilities for participants while easing one of the major stresses of their lives. In the 2010 FFY we distributed 200 bicycles for the purpose of transport to employment, 175 for the purpose of transport to educational services, and provided on-ride bicycle education to 750 people.

**Evaluation**:By surveying participants 6-8 weeks after they receive their bicycle and training, we have evaluated the efficacy of our program by measuring how many participants incorporate the bicycles into their regular commute (defined as trips to work, school, or grocery shopping). Overall, out of a sampling of 50% of program participants, 100% of those surveyed use the bicycle recreationally, and 88% use the bicycles in their regular commute. Of the total, the majority (62%) of participants do not have regular access to a car. About 38% reported that they use their bicycles for 75-100% of ALL trips taken when they leave home, 21% use them for 50-74% of trips, 23% use them for 25-49%, and 19% use them for 5-25% of trips. As a result, we have seen a clear increase in ridership in the target areas of the East and West Oakland flats.

**Accomplishments**: One of our most celebrated accomplishments has been promoting sustainability by providing a shop space with regular weekly hours where participants could come to do regular maintenance on the bicycle they had received, or do work trade in exchange for component upgrades or accessories they may need. This has become a great place for community building through sharing skills, knowledge, and resources. It is also the site where our high school youth interns received job training and school credit for their participation.
Our work in this and other programs culminated in the receipt of the MTC’s Excellence in Motion Grand Award in 2010 (http://www.mtc.ca.gov/news/press\_releases/rel508.htm)

**Lessons learned:** Working with partner agencies (such as Crossroads, MOHR 1 housing, and IRC) who serve populations with transportation needs that could be met with the use of a bicycle was a very important practice for us. Over time we found that having a formal MOU with these agencies really smoothed out the relationship and clarified their responsibilities in identifying and referring service recipients and communicating pertinent information with them prior to the training.
We also found that just as important as providing thorough urban bicycle training was conducting an incentive-based follow-up with participant two months after the training to check their use of the bicycle and its impact on their lives. Often it is only small barriers that stop people from riding altogether, such as a flat tire or a high seat adjustment. Following up allowed us to address these issues, and also to show participants that with the right tools these issues could be remedied in a matter of minutes, getting them back on the road.

#### Eastern Contra Costa Transit Authority

##### Low Income Access to Healthcare Route 200 (1146)

**Service area**: Bay Point to Martinez via Concord in Contra Costa County

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

**Goal**: Improved access/ connections

**Service description**:Route 200 provides public transit for low income, East County residents, particularly transit dependent residents of Bay Point, with access to public health facilities in Martinez, CA.

**Evaluation**:General evaluation is utilization - passengers per hour. Our suburban operation sets a 12-passengers per revenue hour as a minimum floor for the long term continuation of any route. This lifeline route was above that level, but has fallen to just under 10 riders per revenue hour in the last 24 months. As such, continuation of the route, at least at current frequencies, is under review.

**Accomplishments**: This route was initially high demand for a low income, Community of Concern. The JARC funds provided over the last three years have allowed us to sustain this route as a lifeline service, even though the ridership has fallen off as other routes with overlapping segments have been implemented.

**Lessons learned:** Targeting specific communities and specific needs can still result in less than anticipated performance. And, adding new services with overlapping route segments can draw away from existing services.

##### Route 201 Operating Subsidy (1274)

**Service area**: Pittsburg, Bay Point and Concord (CA: Contra Costa)

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

**Goal**: Improved access/ connections

**Service description**:Route 201 provides service between Bay Point, a Community of Concern and central Contra Costa destinations such as Mt Diablo Medical Center, Mt. Diablo High School and the Concord BART station for inter-agency connections that serve the Monument Corridor as well as Sun Valley Mall - destinations desirable to the transit dependent, Bay Point community. There is a cultural connection between the ethnic groups in Bay Point and the Monument corridor.

**Evaluation**:We have evaluated the service based on total ridership and efficiency. It has exceeded our expectations by the ridership growing faster than any we've added in our agency's history. Ridership over the past year has remained close to 20 passengers per revenue hour, the highest utilization in our fixed route system.

**Accomplishments**: Ridership has exceeded expectations.

**Lessons learned:** We would advise others to carefully consider requests from specific communities within your service area and to work with other agencies that are studying their needs. We wish we had sooner realized the number of high school aged students who resided in Bay Point but needed transportation "over the hill" to Concord to attend school. We had estimated it at 100-200 at most, but found out through county transportation efforts that the number was greater than 1,000.

#### Livermore Amador Valley Transit Authority

##### Route 14 (851)

**Service area**: Livermore (CA: Alameda)

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

**Goal**: Improved access/ connections

**Service description**:Route 14 connects residents of an identified low income housing area with employment and shopping destinations. This route is an important component for the low income population in central Livermore. Additionally, it connects with other routes that offer additional destination choices including the Pleasanton/Dublin BART station.
Route 14 operates from 6:42 AM to 8:03 PM, Monday through Friday. The service operates on 30-minute headways and provides a clean and transfer-free connection from the central residential district of Livermore to downtown business district employment sites.

**Evaluation**:We evaluate this route based on ridership and feedback from the community. In addition, on annual basis, we conduct a customer survey to determine how our passengers are using the service.

**Accomplishments**: We have received positive feedback from community organizations about how this service has helped their clients get to needed services, such as work. From our previous survey conducted, we found that 70% of passengers use this service for work related trips.

**Lessons learned:** Due to the service being mostly used for work related trips, no weekend service is required at this time.

#### Outreach and Escort, Inc.

##### Family Transportation Services (1560)

**Service area**: Santa Clara County

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

**Goal**: Improved access/ connections

**Service description**:Project consists of demand response transportation service that targets Welfare-to-Work program participants and low income wage earners as the primary rider groups. Working closely with the County’s Welfare-to-Work (CalWORKs) program staff, project staff conducts weekly informational sessions with newly enrolled CalWORKs participants at multiple service locations throughout the County to educate eligible individuals regarding available benefits and services and to assist them with enrollment into the program. Demand response transportation may be scheduled 365 days per year through a reservation department that is open from 8 AM to 5 PM, daily. Guaranteed Ride services are available to program participants by calling the Day of Service Department that operates from 5 AM to 9 PM daily, or through an after-hours phone number that is active when the Day of Service Department is closed.

Support for the use of public transit options is provided through trip planning, training and technical assistance services. Participants are encouraged to use public transit as a long-term solution to their transportation needs. In addition to providing demand response transportation and trip planning services, the program also offers vehicle repair services. Recipients of vehicle repair benefits must provide proof of vehicle ownership, registration and insurance documentation as well as possess a current driver’s license.

**Evaluation**:Quantitative project performance is monitored on monthly basis by comparing actual performance data with monthly and cumulative objectives such as projected trips per month and number of clients served. This performance data is reviewed by management staff as well as the organization’s Board of Directors to ensure that adequate progress is being made toward achieving performance objectives. Qualitative project performance is evaluated through quarterly satisfaction surveys of a random sample of project riders/beneficiaries. These questionnaires capture participant responses to questions that range from their experience scheduling rides to the timeliness of their pickup, cleanliness of the vehicle and responsiveness of the project’s drivers and staff.

**Accomplishments**: The program's greatest accomplishment is providing a menu of services that address the transportation needs of Welfare-to-Work program participants and other low income wage earners. Through experienced program and revenue development efforts, OUTREACH has established an employment-related transportation program that provides: demand response transportation, emergency Guaranteed Ride Home services, personal vehicle repairs, bikes to work and trip planning and support for the use of public transit. By providing this range of services, OUTREACH is able to address both the immediate and long-term transportation needs of individuals who are seeking or trying to maintain financially, self-supporting employment.

The work of this project is supported by OUTREACH's Mobility Management Center for transportation-disadvantaged individuals and families.

**Lessons learned:** We believe the most important advice for a new program is to identify other providers of transportation within their community and pursue any potential opportunities to coordinate transportation for their service populations in a shared, collaborative manner. With limited available funding, it is important to maximize the transportation assets that exist in a community and this can sometimes be effectively accomplished through ride sharing and the collaborative scheduling and routing of trips.

#### Peninsula Family Service (Family Service Agency of San Mateo County)

##### Ways to Work Family Loan Program (845)

**Service area**: San Mateo County

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

**Goal**: Improved access/ connections

**Service description**:The Ways to Work Family Loan Program provides small, short-term, low-interest loans to assist parents with challenging credit histories to cope with transportation barriers which may interfere with their ability to maintain self sufficiency. The program serves as a bridge between low income families and major employment centers. Loans can be up to $6,000 over a 30-month period, with a fixed interest rate of 4%, affording a modest payment to families who are transitioning from welfare to work. The program also pays for the first six months of car insurance for up to $500 for each client.

**Evaluation**:Clients are evaluated at four intervals in the loan process: at program entry, six months after entry, loan payoff and six months after loan payoff. Outcome reports center on the program's effectiveness on improving income and credit score while reducing reliance on public benefits and days missed at work. The benchmark default rate is 12%. With stagnant economic conditions and high unemployment, the default rate for the period was 10.5%, higher than previous years but still below the benchmark level which is set by the National Ways to Work office.
During the period, $158,107 in loans were funded while $16,562 was written off. $115,432 in loans were also paid off. Outcome reports revealed that 75% of borrowers were able to access mainstream financial services after loan payoff. While wage increases were modest due to the challenging economy, 90% of borrowers reported that the car helped them to maintain employment and reported an average reduction of six days of work missed.

**Accomplishments**: Accomplishments over the period include the successful management of the loan program through new funding and the maintenance of the default rate at or below 12%. With 32 new loan funding and an average family size of three, the program has served close to 100 individuals in the community. The loan parameters were increased from $4,000 to $6,000 and maturity of 24 months to 30 months, which gave clients more access to reliable vehicles, while maintaining an affordable payment.
We have been able to incorporate ancillary financial services to assist families with further bridging the gap to self sufficiency, including prepaid debit cards. The nonprofit holding debit cards were funded by Community Financial Resources and the Silicon Valley Community Foundation, and serve as a virtual banking source to low income families with no access to banking services due to past overdrafts.

**Lessons learned:** Resources must be leveraged at the municipal, nonprofit, corporation and individual level to maintain a healthy pipeline to fund loans. Maintain presence in the social services circle to continuously remind program partners of the service, which again leads to more inquiries. Also develop relationships with employers, banks and corporations, these may lead to additional funding opportunities in the future.
Lessons to be learned, default management remains challenging. Much of the population has had previous bad credit and short rental and employment histories. Collections remain modest and constant communication with borrowers is difficult to maintain due to the continuous change in contact information. Neither outside collections agency nor repossession company has recouped much monies from defaulted clients.
To ease defaults, the program has focused on delinquency management, especially once a client hits 60 days past due. This early intervention has kept default rates at below 11%.

#### San Francisco Municipal Transit Agency

##### Route 108 Treasure Island Enhanced Service (853)

**Service area**: San Francisco (CA: San Francisco)

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

**Goal**: Improved access/ connections

**Service description**:Treasure Island is a geographically isolated area in the middle of San Francisco Bay but is within the jurisdiction of the City and County of San Francisco. It was formerly a military naval base and is currently home to about 3,000 residents - many of who are low income - as well as a vocational training center. There is currently very limited commercial activity on the Island, which requires residents to travel by bus or private automobile for all basic services, including grocery shopping. Route 108 provides the only public transportation access on and off the Island. Private automobiles are the only other mobility option available. The 108 Treasure Island is a transbay route that connects Treasure Island to downtown San Francisco via the Bay Bridge. It also provides some local circulation around the island. The grant moneys were used to fund late-night and weekend public transit service to and from the Island. Without this service, residents without access to automobiles would be cut off from commercial and other vital services.

**Evaluation**:The grant provided critical funding for a service that enables residents to access City services and businesses that are essential to their daily lives. The project was evaluated based on weekend and OWL ridership.

**Accomplishments**: Without the transit service funded by this grant, these customers would have had to forgo travel and/or be dependent on automobiles to reach city services and other key destinations.

**Lessons learned:** This grant demonstrates the value of providing supplemental service to relatively isolated and transit dependent communities. This investment allows the SFMTA to attract customers to transit service and create a positive relationship between residents and the public agency.

##### Route 29 Reliability Improvement Project (852)

**Service area**: San Francisco (CA: San Francisco)

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

**Goal**: Improved system capacity

**Service description**:The moneys were used to improve the 29 Sunset, which is a crosstown route serving a diverse group of San Francisco neighborhoods. Key generators on the route include the Balboa Park BART Station, City College, San Francisco State University, Golden Gate Park and the Wherry Housing complex near Baker Beach in the Presidio. As one of the longest routes in the Muni system, it experiences high turnover and travels through several congested corridors. On an average weekday, the 29 Sunset has approximately 18,800 boardings. The purpose of the project was to address over-crowding and improve on-time performance on this long and challenging route. Additional running times have been added to the schedule, based on GPS data, and weekday peak period headways have been maintained at ten minutes.

**Evaluation**:The project goals were initially evaluated using manual observations by traffic checkers. Subsequently, the SFMTA moved to electronic measurements including AVL data and automatic passenger-counters to monitor performance measures. Key performance metrics include a comparison of scheduled versus actual travel time, maximum loads and schedule adherence. Leading indicators, such as service hours delivered and terminal departure times, are also tracked.

**Accomplishments**: Through the investment made possible by the 29 Sunset grant, the 29 Sunset on-time performance and reliability is improved. Over-crowding has also been reduced and pass ups have dropped to near zero.

**Lessons learned:** As noted in the prior report, improving on-time performance and reliability are difficult to assess for a bus route operating in a congested urban area, especially when other factors, such as equipment condition and staffing levels, also contribute to on-time performance. Furthermore, changing day-to-day traffic congestion and delay add complexity. Using electronic methods that gather larger quantities of data over a longer span of time provides the most accurate information for understanding and tracking performance related to this project.

#### San Leandro Transportation Management Organization

##### San Leandro LINKS Shuttle (849)

**Service area**: City of San Leandro (CA: Alameda)

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

**Goal**: Improved access/ connections

**Service description**:LINKS shuttle was created in 2001 in response to a transportation gap left by AC Transit and concerns of the West San Leandro business community. The free shuttle provides service from the San Leandro BART station to businesses in West San Leandro. Service is provided every 20 minutes, Monday through Friday, from approximately 5:45 AM to 9:45 AM and again from 3 PM to 8 PM.
LINKS serves West San Leandro. Leaving from the BART station, it makes 23 stops on a circuit including Davis Street, Doolittle Drive, Farallon Drive, Fairway Drive and Alvarado Street.

**Evaluation**:A survey of riders was conducted in September 2010. Below are a few highlights of the Executive Summary.
• A total of 202 riders were surveyed on two days in the morning and afternoon
• 2/3 of shuttle riders work for employers in the BID and another 11% work locally, presumably for small employers in West San Leandro
• 76% of riders use the shuttle to commute to work
• 67% of shuttle riders live in San Leandro or Oakland
• 83% ride the shuttle every day; 64% ride the shuttle in the morning and the afternoon
• Most ride BART or AC Transit before using LINKS
• If LINKS were unavailable, most would switch to AC Transit, but 8% would start driving alone
• 78% say that losing LINKS would present a financial hardship for them; 4% would be unable to work at their current location
• 1/4 of LINKS riders are low income; another 8% are only one step above this level
• Riders are well-satisfied with the service; 91% rated the LINKS shuttle good or excellent

**Accomplishments**: Since its inception The San Leandro LINKS has provided FREE peak-commute-period shuttle transportation from the San Leandro Main BART station to the industrial area west of I-880, a major employment center of the city and entire region. Riders arrive at the station on foot, via carpool, vanpool, bicycle, BART, AC Transit or personal automobile and then ride the shuttle to their places of employment. The shuttle also serves a population of riders who use the shuttle to get from their homes in West San Leandro to the BART station to access their jobs in other communities.
In 2010, ridership exceeded 170,000 riders.

**Lessons learned:** No advice to be provided.

#### San Mateo County Human Services Agency

##### Emergency Taxi Vouchers (843)

**Service area**: San Mateo County

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

**Goal**: Improved access/ connections

**Service description**:The Lifeline Transportation Program-Emergency Taxi Voucher Service serves eligible clients throughout San Mateo County. Eligible clients can be picked up and transported anywhere within the county.
Eligibility criteria includes: Income level and self-sufficiency emergency needs of the client.

**Evaluation**:The Lifeline Transportation program aimed to serve a total of 1,500 low income participants per year through the distribution of bus passes, bus tickets and taxi vouchers. The JARC funding for emergency taxi vouchers served approximately 285 participants with emergency taxi vouchers. Taxi vouchers are the most expensive mode of transportation assistance, but provide an excellent alternative to the bus system when there is an emergency. We expect our taxi voucher usage to be based on emergencies only due to the high cost of the transportation resource. Each quarter, the taxi voucher requests are reviewed for the reason why the resource was utilized and the destination of the client. This aligns with the requirement that clients are low income and that vouchers are only issued for emergency doctor appointments; a ride to the emergency shelter; a one-time only ride to a job; and emergency trip to their child's school; or attendance at an Independent Living Skills class for foster youth aging out of the Child Welfare system.

**Accomplishments**: Our greatest accomplishment is the community partnership for the implementation of the Emergency Transportation services provided through the Lifeline grant. To effectively create countywide access for low income populations we needed multiple entry points. The human services agency partners with the eight CORE services agency partners and five shelter providers, bringing our total number of access points for transportation resources to 19 locations throughout the county.

**Lessons learned:** Overall, we have been very pleased with the Lifeline Transportation services we have been able to provide to our community as a result of the funding. We will continue to apply for operational funds to serve transportation needs for low income populations.

#### Santa Rosa CityBus

##### Roseland Service Routes 9, 12, 19 (854)

**Service area**: City of Santa Rosa, Sonoma County (CA: Sonoma)

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

**Goal**: Improved access/ connections

**Service description**:Route 9 departs outbound from the central Transit Mall and travels through the predominantly Hispanic district of Roseland, as it nears the terminus and prepares to return it also services the Sam Jones homeless facility. This route also passes Becoming Independent, which is responsible for a significant level of wheelchair users that utilize the system.
Route 9 has historically rated within the top three performing routes in the Santa Rosa system and this expansion of service time has enhanced that rating. Route 9 Ridership = 288,802 for the report period.
Route 12 also serves the Roseland District, is a service expansion, and historically rates mid-range in the in the service. Route 12 Ridership = 176,000
Route 19 is a new route that carried 125,512 passengers in the report cycle. The 19 connects the Roseland District with the retail district in South Santa Rosa and the downtown corridor.

**Evaluation**:We use total passenger loads, on time performance, passengers per mile, and
farebox recovery.

**Accomplishments**: This is a service expansion element and does not necessarily have any highlights unless we include providing excellent service to the community.

**Lessons learned:** Routes 9 and 12 were not start up projects. Route 19 was a new route and, as such, has not reached the intended potential to this point. There are discussions about adjusting certain sections but these have not been accomplished to date.

#### Shelter Network

##### Shelter Network Lifeline Transportation (850)

**Service area**: San Mateo County (CA: San Francisco, San Mateo, Santa Clara)

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

**Goal**: Improved access/ connections

**Service description**:The JARC-funded service concerned providing transportation for hundreds of homeless families in the quest to secure employment, and in some cases, to take them to medical appointments. Homeless families are most frequently single parents with minor children, and they are often without transportation or employment. Recently JARC-funded services were expanded to cover 76 homeless adults without children at Shelter Network's Maple Street Shelter. The Maple Street Shelter, in Redwood City, CA, is not on public transportation lines, so JARC-funded services are used to shuttle persons back and forth to public transportation (as well as to venues not accessible via public transport).

**Evaluation**:Evaluation concerns process and utilization, rather than outcome. Each trip is carefully logged both at the site-based family shelters, as well as at the individual shelter. Staff discourage van use where public transportation is available.

**Accomplishments**: Transportation is critical in order for persons to secure employment (in order to exit homelessness and secure permanent housing). JARC-funded services have helped homeless adults participate in vocational training and secure employment.

**Lessons learned:** None

#####

#### Western Contra Costa Transit Authority

##### Contra Costa College Service (847)

**Service area**: Pinole, Western Contra Costa County

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

**Goal**: Improved access/ connections

**Service description**:The C3 service operates between Hercules Transit Center and Contra Costa College in San Pablo at 60 minute intervals between 7:25 AM and 8:50 PM. The service operates along San Pablo Ave. in the cities of Hercules, Pinole, San Pablo and Richmond. The service has timed connections with the Route 11 service that operates into Crockett and Rodeo. The service was initiated in response to a request to provide a link to the college from residents in the Bay Vista community in Rodeo in 2005.

**Evaluation**:1) Measure project ridership on a quarterly basis. 2) Conduct marketing efforts through meetings with community associations, the Social Service Department, WestCAT’s newsletter, and on-board flyers to alert the community about the new service.
Ridership has grown since the routes inception from seven or eight rider per hour, to around 17 riders per hour, currently.

**Accomplishments**: Increased ridership

**Lessons learned:** None

### North San Diego County Transit Development Board (1690)

#### North San Diego County Transit Development Board

##### SPRINTER Increased Weekend Service (420)

**Service area**: Northern San Diego County

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

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

**Service description**:On Saturday, July 12, 2008, NCTD commenced enhanced weekend and holiday service for the Sprinter light rail service. This service improves access for workers with non-traditional job schedules and provides more convenient connections for workers in northern San Diego County who transfer between SPRINTER and the hourly bus routes on weekends when service is less frequent. This enhanced service is being funded by this JARC grant and increased the frequency on weekends and holidays from hourly service to every 30 minutes between the hours of 10 AM and 6 PM (approximately). Hourly Sprinter service will continue to run before 10 AM and after 6 PM on weekends and holidays. NCTD contracts with Veolia for provision of Sprinter service.

**Evaluation**:The Sprinter weekend service is still relatively new and has been affected by recent economic downturn. NCTD evaluates this project (and all services) based on ridership data.

**Accomplishments**: NCTD's JARC project is consistent with the intent of the JARC program to provide transportation access to welfare recipients and low income families. Sprinter increased frequency weekend service provides greater transportation opportunities, including meaningful connections, to this targeted group as well as others.

**Lessons learned:** It takes time to develop consistent ridership for new services. NCTD's advice is "Do not over estimate your ridership." Do not underestimate the expense of what it takes to operate the service needs of JARC's targeted group. Minimize changes to service once established. Community Outreach is essential for the project to be successful.

### Omnitrans (1681)

##### OmniGo Services (2292)

**Service area**: San Bernardino (CA: San Bernardino)

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

**Goal**: Improved system capacity

**Service description**:OmniGo Yucaipa, Grand Terrace, and Chino Hills

**Evaluation**:Currently the agency has seen an increase in ridership in this service area. Key performance measures are being established for this service.

**Accomplishments**: Greatest accomplishment is getting this service offering out to the ridership. These are areas that have traditionally been hard to serve or have had low ridership.

**Lessons learned:** Service and ridership needs

### Orange County Transportation Authority (1682)

#### Dayle McIntosh Center

##### Mobility Management Program (JARC) (2724)

**Service area**: Orange County

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

**Goal**: Improved access/ connections

**Service description**:The Dayle McIntosh Center’s Mobility Management Program acted as a centralized transportation resource by providing both Trip Planning Assistance as well as Accompanied Travel Training for low income individuals and people with disabilities. Being in the beginning stages of production a lot of time was allocated for outreach and presentation to new and current community partners. The Mobility Management Program also provided group education for both Trip Planning and Travel Training. This service covered all of Orange County but a majority of assistance was in the Northern part of the county. This service area can be described as metropolitan with routes covering highly traveled local routes and main thoroughfare. The routes most used were 24 (Fullerton to Orange), 26 (Fullerton to Yorba Linda), 37 (La Habra to Fountain Valley), 38 (Anaheim Hills to Buena Park), 43 (Costa Mesa to Fullerton), 47 (Newport Beach to Fullerton), 56 (Orange to Garden Grove), 57 (Brea to Newport Beach) & 83 (La Habra to Anaheim).
The Mobility Management Program also forged alliances with new agencies and other departments within DMC with their outreach efforts and support services for vocational consumers. Travel and trip planning was provided for low income consumers and consumers with disabilities seeking to engage in job-related and non-emergency medical appointments independently. These new alliances expanded DMC’s service audience to include transitional youth and senior communities. The MMP provided many group presentations and outreach collaboration support to local High Schools and Tasks Forces, such as Adult Transition Task Force and Sunny Hills High School and Easter Seals. These supportive efforts helped to lay the ground work for future trip planning and trip assistance for individuals who meet the minimum qualifications for the JARC and New Freedoms grants.

**Evaluation**:The Mobility Management Program used feedback through the Dayle McIntosh Center’s Quality Assurance Survey, job placement counts for vocational consumers, and immediate feedback from groups who were involved in outreach presentations. The Quality Assurance survey involved a set of uniform questions geared towards assessing the quality and effectiveness of both employee and service provided. Any suggestions for improvement were addressed immediately and readjustment of approach was implemented where needed. Of the consumers surveyed, 37.5% were vocational. 100% of vocational consumers surveyed felt that both Mobility Management Program employee and program specific services adequately addressed concerns that brought them to the center.
Relevant performance measures and benchmarks were as follows: (1) Was the Mobility Management Program able to create new partnerships through outreach and presentations? (2) Were low income consumer and consumers with disabilities able to obtain employment and/or more independence after receiving training through the Mobility Management Program? (3) Did consumers feel more comfortable and less anxious about public transportation after travel training? (4) Consumer service numbers?
The Dayle McIntosh Center’s MMP exceeded our goals in outreach and at creating new relationships with local High Schools, Community Churches and Retirement communities. The MMP was able to reach 367+ consumers through outreach participation. MMP was able to provide both Trip Planning and Travel Training to 1456 consumers and travel training alone to an additional 668 consumers. The Mobility Management Program was able to successfully provide low income consumers with more options promoting independence and mobility. 128 low income vocational consumers attended job clubs as a result of their Trip Planning and Travel Training.
Mobility Management Program was successful at creating a central resource to help consumers attain mobility by one of the following forms of transportation services: Fixed Route, Flexible Routing, Same Day ADA Para transit and Aide/Escort Assistance. MMP was able to successfully meet the goals of travel training however the numbers do not accurately depict the amounts of trip planning provided since we were not prepared for the amount of group participants who would need additional instruction. Of the total consumers served by the MMP, 95% of consumers surveyed felt less anxious about coordinating travel independently.

**Accomplishments**: The Dayle McIntosh Center’s greatest accomplishments were recorded as both large scale department successes and smaller individual consumer successes.
As an agency Dayle McIntosh Center’s Mobility Management Program’s top three accomplishments were: Making better use of existing travel resources by networking and collaborating with service providers and community members. Innovation was created when the MMP sought to reach out to the transitional youth demographic through High School presentations and outreach efforts. Educating service providers so that they would be more prepared to handle the varying needs of riders with disabilities as well as understand the limitations and restrictions that disabilities may impose on transit riders. By participating on the OCTA Special Needs in Transit Advisory Committee and other committees and health fairs the MMP has been successful at bridging gaps between rider’s needs and service providers’ knowledge of said needs. And finally by providing much needed education and training for low income consumers and/or consumers with disabilities who are seeking a more independent life.
Some additional stories from consumers who participated in the Mobility Management Program…
Mr. Derrick Jackson is a student at Irvine Valley College. He was referred to the Mobility Management Program by his counselor Lise Telson. Derrick’s disabilities stem from a Traumatic Brain Injury. He uses a wheelchair and has some challenges in verbalizing. He is a recent transplant from Los Angeles to Irvine and does not have access to a solid support system. The connections he has made with Housing and Assistive Technology should prove very helpful. Dayle McIntosh Center and the Mobility Management Program have helped Derrick connect to community services and resources that he otherwise would miss. He is an attentive travel student and is genuinely pleased to be participating. Travel Training in his own words “my world is growing day by day.”
Geraldine Acosta is a 52 year old female, who is hearing impaired and out of work needed Travel Training to various locations while looking for employment. Training this consumer was a pleasure, she was always focused and a very quick learner. Throughout her training, she had several difficult challenges to overcome; being out of work and needing to enhance her employable skills were big issues for her. In addition to these challenges Geraldine also lost her place of residence. She continued to have the drive and fortitude to continue even when times were becoming increasingly difficult. Geraldine participated in the Dayle McIntosh Center’s computer classes, workshops and she even volunteered here. Geraldine has since gained employment and found temporary shelter. It is with great honor to report that she is doing much better and able to plan trips online and access bus routes for her new position. It is our wish to reach more employees like Geraldine to support their independence and life goals. In her own words…”I would not have been able to figure out my travel options if it had not been for the Mobility Management Training I received from DMC.” Geraldine currently works in another city within Orange County and has to travel quite a ways to get to and from work.

**Lessons learned:** Advice we would give someone starting this same service would be to account for all participants even during group instruction, prepare for State Budget Crisis and economic downturns as well as reduction of route areas for local transportation providers. It is extremely important to prepare a way to capture group instruction. Initially, we expected that group training would be more inspirational and educational, but what happened was we ended up giving actual trip assistance to large numbers of people at the same time. Unprepared with an appropriate intake, many of these trips were unrecorded. As a result our reported trip assistance numbers were understated. We would also suggest to someone to make accommodations and preparations in case of budget crisis and massive route reduction as took place shortly after being awarded the grant approval in 2009. Dayle McIntosh Center as a whole had to assume employment reduction practices in order to stave off further program cuts caused by the budget impasse in summer of 2010. This undoubtedly caused a drop in services to our Mobility Management Consumers as well as outreach numbers. And finally when we initially applied for this application we were not prepared for the number of consumers who had no experience with public transportation and who were actually fearful of it. We underestimated the need for travel training which is why we are requesting to modify our scope of work for the next two years to meet this gap which we have identified.
The Mobility Management Program would also suggest focus on initiating a more program specific Quality Assurance Survey and try to gather supporting data regarding follow-up to training and ongoing consumer support. Although we have always encouraged consumers to travel independently after training, we will now try to actively recover data supporting at least two additional independent trips conducted by consumers within the next twelve months following mobility training. Suggested adjustments will create a more amicable process for the Dayle McIntosh Center’s Mobility Management Program to successfully provide a much needed service to low income consumers and consumers with disabilities.

#### NOCCCD School of Continuing Education/DSPS

##### Mobility Training Program (2728)

**Service area**: Orange County

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

**Goal**: Improved customer knowledge

**Service description**:The School of Continuing Education (SCE) Disabled Student Programs and Services (DSPS) was privileged to provide mobility training to 43 students. Students were trained to take the OCTA using the fixed route buses to and from work and/or school. Three of the students trained were originally on Access and now use the OCTA fixed routes, therefore, saving taxpayer dollars. For other students this service has enabled them to seek and obtain employment in the community, expand their educational goals between college programs, as well as, gain independence and confidence in obtaining the life skill of using the Orange County Transportation System.

**Evaluation**:The SCE/DSPS uses the Comprehensive Adult Student Assessment Systems (CASAS). Students are assessed before and after training using the Power Consumer Skills Observational Record. This tool assesses each student’s progress in the Mobility Training Program.
Mobility Trainers follow up with students throughout the fiscal year to see if the student continues using the OCTA fixed routes after training is completed, to offer support to those whose routes may have changed due to updated Bus Books, and/or to provide additional training to alternate off site locations.
Students must complete the three phases of the Mobility Training Program in order to successfully complete the program. Each phase needs to be passed in order to move to the next level.

**Accomplishments**: Two of SCE/DSPS greatest accomplishments in our Mobility Program are the five students who have qualified for ACCESS, yet chose to go through our JARC funded, Mobility Skills Program to gain independence in their own lives, despite their physical and/or cognitive challenges.
In applying the three phases of our training program, each of these students completed their training and learned their 1-3 fixed bus routes with an unwavering commitment in acquiring the necessary mobility skills to discontinue ACCESS with pride and confidence in their newfound abilities. One of the students was even given the opportunity to be featured in the 4th Quarter/2010 Edition of “The Transit Connection” for his recognition in expanding his mobility skills through learning another fixed route to his new place of employment after successfully completing the Mobility Program.
In addition to the successes mentioned above, department faculties have also expressed a positive change in students who have completed the training. The skills that our students have learned through the Mobility Skills Program have not only increased self-confidence and improved class performance; they have instilled in students a sense of accomplishment that has unmistakably transferred over into other aspects of their lives. Overall, this has enabled students to perform at higher levels of ability. These tangible dividends from the program are shown in the faces of these learners and their daily outlook on the abilities they possess.

**Lessons learned:** In working with students with developmental disabilities, it is vital to be in communication with each student’s “circle of support” in order for their end result to be successful. It would have been beneficial in knowing that DSPS students, will more commonly than not, follow through with a program, such as this, if they have the support at home in gaining the independence that is acquired in such an essential skill as using the OCTA.

#### St. Anselm's Cross-Cultural Community Center

##### Refugee Employment Services Transportation (Flexible Routes) (2729)

**Service area**: Orange County (CA: Orange)

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

**Goal**: Improved access/ connections

**Service description**:We provided transportation services to refugees who were clients under the Orange County Multi-Cultural Collaborative (St. Anselm's C.c.c.c., Catholic Charities and Cambodian Family). Our transportation services include training clients in using public transportation for purposes of attending vocational classes. getting to job interviews on time and attending employment activities. We also provided the clients temporary transportation to work until they achieved individualized travel training. Every client who participated in this program is on welfare and our transportation service was a great help in reducing their
expenses. We provided travel training in their native languages, and direct transportation service for those clients in need of weekend and evening hours not compatible with traditional transit services. This program is tied to Project Area #3: Subsidized Work and Training Oriented Transportation for Persons of low Income within the Orange County Coordinated Plan.

**Evaluation**:Quality assurance is our transportation goal and has two components. One is to assure contract compliance and the other is to assure client satisfaction. To achieve the goal of contract compliance, the Mobility Manager works with everyone in the Center's management team from hiring to training eligible program staff in compliance with contract requirement.
The Mobility Manager routinely conducts ride-along with the staff and also does random field observations to evaluate their performance. Each trip is recorded in a trip sheet data base and reported monthly to the Director of Transportation who uses this information to project the number of trips so he can schedule transportation usage and determine operating expenses that include but not limited to fuel, telephone, supplies, etc.
Equally important is to assure client satisfaction. Each client file is maintained defining their needs, as well as their strengths and weaknesses if provided. Client information determines their need for travel training and/or transit workshops. This will also include information of all their employment search activities, training and workshops they attended and assistance in their transportation to work places.
Monthly reports are submitted by the Mobility Manager to the Director of Transportation and used to track clients' activities. These reports monitor the performance outcomes and whether the program is effective to meet the client objectives in finding employment. Our partners Catholic Charities and The Cambodian Families have repotted to us that the refugees were motivated to attend job fairs and seek employment because they were assured of transportation until they are able to provide their own.

**Accomplishments**: Total of 5,974 trips for a total of 180 clients. Trips included
going to work, vocational classes, job interviews, and other jobs related activities. Around the clock transportation services were provided for those clients who went to work and job interview before they familiarize with our current public transportation systems. Clients' current transportation needs were assessed and they are trained on how to take the bus, read bus book, and use the internet to plan their future trips. We also use the bus as a training tool for clients by clients riding the bus to go to employers' site and submit work application and come back.

**Lessons learned:** Our advice to organizations that are planning to start this program is to learn the culture of the recipients and their needs. Providing services in languages that the recipients understand will help future providers in successfully serving them. Our program caters to low income individuals who are, in general, not proficient in English.

In addition to the transportation program, we would also advise to provide ESL classes to the recipients. This will not only help them in getting around the area but also give them confidence in communicating with others. The impact of both services will make a tremendous impact on the recipients' lives and will help them integrate in the American culture.
We wished to have known the number of recipients that needed to be served for this program. The actual number of recipients exceeded our projection at an unprecedented rate. We would have served more recipients but our limited funding prevented us from providing the services.
This program helped clients by providing short-term transportation to work sites or work related programs until other options such as travel training can be achieved. We also provided non-traditional hours of services which include weekends and around the clock shifts for swing and graveyard workers. By helping clients understand how our public transportation systems work and how to use them for their benefits. clients should have a better time to become accustomed and familiarize themselves with our own culture.

##### Refugee Employment Services Transportation (Mobility Mgmt) (2730)

**Service area**: Orange County

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

**Goal**: Improved access/ connections

**Service description**:We provided transportation services to refugees who were clients under the Orange County Multi-Cultural Collaborative (St. Anselm's C.c.c.c., Catholic Charities and Cambodian Family). Our transportation services include training clients in using public transportation for purposes of attending vocational classes. getting to job interviews on time and attending employment activities. We also provided the clients temporary transportation to work until they achieved individualized travel training. Every client who participated in this program is on welfare and our transportation service was a great help in reducing their
expenses. We provided travel training in their native languages, and direct transportation service for those clients in need of weekend and evening hours not compatible with traditional transit services. This program is tied to Project Area #3: Subsidized Work and Training Oriented Transportation for Persons of low Income within the Orange County Coordinated Plan.

**Evaluation**:Quality assurance is our transportation goal and has two components. One is to assure contract compliance and the other is to assure client satisfaction. To achieve the goal of contract compliance, the Mobility Manager works with everyone in the Center's management team from hiring to training eligible program staff in compliance with contract requirement.
The Mobility Manager routinely conducts ride-along with the staff and also does random field observations to evaluate their performance. Each trip is recorded in a trip sheet data base and reported monthly to the Director of Transportation who uses this information to project the number of trips so he can schedule transportation usage and determine operating expenses that include but not limited to fuel, telephone, supplies, etc.
Equally important is to assure client satisfaction. Each client file is maintained defining their needs, as well as their strengths and weaknesses if provided. Client information determines their need for travel training and/or transit workshops. This will also include information of all their employment search activities, training and workshops they attended and assistance in their transportation to work places.
Monthly reports are submitted by the Mobility Manager to the Director of Transportation and used to track clients' activities. These reports monitor the performance outcomes and whether the program is effective to meet the client objectives in finding employment. Our partners Catholic Charities and The Cambodian Families have repotted to us that the refugees were motivated to attend job fairs and seek employment because they were assured of transportation until they are able to provide their own.

**Accomplishments**: Total of 5,974 trips for a total of 180 clients. Trips included
going to work, vocational classes, job interviews, and other jobs related activities. Around the clock transportation services were provided for those clients who went to work and job interview before they familiarize with our current public transportation systems. Clients' current transportation needs were assessed and they are trained on how to take the bus, read bus book, and use the internet to plan their future trips. We also use the bus as a training tool for clients by clients riding the bus to go to employers' site and submit work application and come back.

**Lessons learned:** Our advice to organizations that are planning to start this program is to learn the culture of the recipients and their needs. Providing services in languages that the recipients understand will help future providers in successfully serving them. Our program caters to low income individuals who are, in general, not proficient in English.

In addition to the transportation program, we would also advise to provide ESL classes to the recipients. This will not only help them in getting around the area but also give them confidence in communicating with others. The impact of both services will make a tremendous impact on the recipients' lives and will help them integrate in the American culture.
We wished to have known the number of recipients that needed to be served for this program. The actual number of recipients exceeded our projection at an unprecedented rate. We would have served more recipients but our limited funding prevented us from providing the services.
This program helped clients by providing short-term transportation to work sites or work related programs until other options such as travel training can be achieved. We also provided non-traditional hours of services which include weekends and around the clock shifts for swing and graveyard workers. By helping clients understand how our public transportation systems work and how to use them for their benefits. clients should have a better time to become accustomed and familiarize themselves with our own culture.

##### Refugee Employment Services Transportation (Travel Training) (2731)

**Service area**: Orange County

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

**Goal**: Improved customer knowledge

**Service description**:We provided transportation services to refugees who were clients under the Orange County Multi-Cultural Collaborative (St. Anselm's C.c.c.c., Catholic Charities and Cambodian Family). Our transportation services include training clients in using public transportation for purposes of attending vocational classes. getting to job interviews on time and attending employment activities. We also provided the clients temporary transportation to work until they achieved individualized travel training. Every client who participated in this program is on welfare and our transportation service was a great help in reducing their
expenses. We provided travel training in their native languages, and direct transportation service for those clients in need of weekend and evening hours not compatible with traditional transit services. This program is tied to Project Area #3: Subsidized Work and Training Oriented Transportation for Persons of low Income within the Orange County Coordinated Plan.

**Evaluation**:Quality assurance is our transportation goal and has two components. One is to assure contract compliance and the other is to assure client satisfaction. To achieve the goal of contract compliance, the Mobility Manager works with everyone in the Center's management team from hiring to training eligible program staff in compliance with contract requirement.
The Mobility Manager routinely conducts ride-along with the staff and also does random field observations to evaluate their performance. Each trip is recorded in a trip sheet data base and reported monthly to the Director of Transportation who uses this information to project the number of trips so he can schedule transportation usage and determine operating expenses that include but not limited to fuel, telephone, supplies, etc.
Equally important is to assure client satisfaction. Each client file is maintained defining their needs, as well as their strengths and weaknesses if provided. Client information determines their need for travel training and/or transit workshops. This will also include information of all their employment search activities, training and workshops they attended and assistance in their transportation to work places.
Monthly reports are submitted by the Mobility Manager to the Director of Transportation and used to track clients' activities. These reports monitor the performance outcomes and whether the program is effective to meet the client objectives in finding employment. Our partners Catholic Charities and The Cambodian Families have repotted to us that the refugees were motivated to attend job fairs and seek employment because they were assured of transportation until they are able to provide their own.

**Accomplishments**: Total of 5,974 trips for a total of 180 clients. Trips included
going to work, vocational classes, job interviews, and other jobs related activities. Around the clock transportation services were provided for those clients who went to work and job interview before they familiarize with our current public transportation systems. Clients' current transportation needs were assessed and they are trained on how to take the bus, read bus book, and use the internet to plan their future trips. We also use the bus as a training tool for clients by clients riding the bus to go to employers' site and submit work application and come back.

**Lessons learned:** Our advice to organizations that are planning to start this program is to learn the culture of the recipients and their needs. Providing services in languages that the recipients understand will help future providers in successfully serving them. Our program caters to low income individuals who are, in general, not proficient in English.

In addition to the transportation program, we would also advise to provide ESL classes to the recipients. This will not only help them in getting around the area but also give them confidence in communicating with others. The impact of both services will make a tremendous impact on the recipients' lives and will help them integrate in the American culture.
We wished to have known the number of recipients that needed to be served for this program. The actual number of recipients exceeded our projection at an unprecedented rate. We would have served more recipients but our limited funding prevented us from providing the services.
This program helped clients by providing short-term transportation to work sites or work related programs until other options such as travel training can be achieved. We also provided non-traditional hours of services which include weekends and around the clock shifts for swing and graveyard workers. By helping clients understand how our public transportation systems work and how to use them for their benefits. clients should have a better time to become accustomed and familiarize themselves with our own culture.

#### Vietnamese Community of Orange County, Inc.

##### FOCUS Transportation (JARC-Flexible Routing) (2732)

**Service area**: Orange County

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

**Goal**: Improved access/ connections

**Service description**:There was no specified route for JARC - funded service. Routes varied depending on the client served. Areas generally served include the following areas with the largest concentrations of Vietnamese and Koreans in Orange County: Garden Grove, Westminster, Buena Park, Fullerton and the surrounding cities of Santa Ana, Fountain Valley, and Irvine. The following services are provided by the FOCUS transportation program:
1. Same day non-emergency transportation
2. Transportation for the frail and the elderly as well as medical trips
3. Limited weekend and evening service
4. Specialized shuttles/vanpools to help with job placement, orientation, and training.
5. Vocational Education: ESL, computer classes, and job search skills training

**Evaluation**: The primary mode of evaluation is through surveys with clients. VNCOC routinely gives our clients surveys, primarily through paper surveys. The majority of respondents say they feel better equipped to seek employment and had gained new skills. Many were particularly grateful for the computer basics that they were able to pick up through our classes, stating that they had more confidence in themselves.
VNCOC also routinely looks over our monthly and quarterly numbers for clients served and compare them to our benchmarks outlined in our original contract with OCTA. We do, however, take into consideration different seasons and holidays. For example, Vietnamese/Lunar New Year is a large celebration in Vietnamese culture, and so we anticipate in January and February for numbers to be lower, likewise with other large public holidays and during the summer. We try to take rough estimates for what we should be reaching monthly by dividing our yearly goals from our contract by 12.

**Accomplishments**: None related to transportation

**Lessons learned:** None related to transportation

### Riverside Transit Agency (1686)

#### Care A Van

##### HOPE Bus (2693)

**Service area**: Riverside County

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

**Goal**: Improved access/ connections

**Service description**:The HOPE Bus provides specialized transportation for low income individuals seeking employment or vocational training. The HOPE Bus serves adults and their dependent children with stops at day care facilities on the way to and from work. The HOPE Bus also serves youth consumers, ages 16 to wr, to increase their access to work opportunities. Many part time and entry level positions require working evening or weekend hours when public transportation is unavailable. This project also helps educate youth about alternatives to transportation and introduces them to mass transit.

**Evaluation**:Evaluation of performance includes monthly reports to capture operating data, financial data and performance measures. These include subsidy per passenger, per vehicle hour, per vehicle mile and passengers per vehicle our and number of passengers per vehicle mile. Data on passenger commendations and complaints is also collected.

**Accomplishments**: A great accomplishment this past 12 months was the continued working partnership with Workforce Investment Act participants and ARRA participants, aiding the job access and serving consumers within the targeted population.

**Lessons learned:** Communication is very important and established procedures will help greatly if set up in the very beginning.

#### Riverside Transit Agency

##### Route 212 (2695)

**Service area**: Riverside County

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

**Goal**: Improved access/ connections

**Service description**:Route 212 is an express commuter service that started in June 2009. This project was funded with JARC as well as New Freedom monies. The service operates from San Jacinto and Hemet areas, via Highway 74 through the communities of Homeland and Perris; it then terminates in downtown Riverside. The route makes connections to employment and education centers, the Metrolink at the downtown Riverside terminal and to other Riverside Transit Agency routes.

**Evaluation**:Route 212 is monitored monthly to determine if performance objectives continue to be met (as described in the Productivity Improvement Plan or PIP). Performance indicators such as farebox recovery ratio, cost per hour, passengers per hour, passenger per mile, subsidy per passenger, subsidy per hour, and subsidy per mile are analyzed. An on-board survey is conducted to obtain feedback from the passengers on how to improve the service.

**Accomplishments**: Since its implementation, the route has consistently met its PIP indicators of farebox recovery ratio, cost per hour, subsidy per passenger mile, subsidy per hour and subsidy per mile. The implementation of Route 212 meets the JARC program objectives by improving access to employment, schools and other related activities. RTA has partnered with the La Sierra University, University of California-Riverside, California Baptist University, Riverside Community College and Mount San Jacinto Community College. Several riders who transfer from Metrolink are workers accessing employment in the greater Riverside area.

**Lessons learned:** Survey the market; be aware of requirements of specific funds and grants.

##### Route 217 (2694)

**Service area**: Riverside County

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

**Goal**: Improved access/ connections

**Service description**:Route 217 is an express commuter service that started in June 2009. This project is funded with JARC and New Freedom monies. The service operates from San Jacinto and Hemet areas via Highway 79 through Winchester, Temecula, Murrieta and continues south along I-15 to the Escondido Transit Center in north San Diego County. The implementation of this route fills a gap in service from Temecula to Escondido.

**Evaluation**:Route 217 is monitored regularly and evaluated quarterly to determine performance objectives continue to be met. Performance indicators such as farebox recovery ratio, cost per hour, passengers per hour, passenger per mile, subsidy per passenger, subsidy per hour, and subsidy per mile are analyzed. An on-board survey is conducted to obtain feedback from the passengers on how to improve the service.

**Accomplishments**: With 15 months of service, the route has met its PIP targets for farebox recovery ratio, cost per hour, subsidy per hour and subsidy per mile.

**Lessons learned:** Survey the market and understand requirements.

### Sacramento Area Council of Governments (1658)

#### Paratransit, Inc.

##### RideQuest- Mobility Management Center (2637)

**Service area**: Sacramento (CA: Sacramento)

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

**Goal**: Improved customer knowledge

**Service description**:Our one-stop mobility management center continues to grow. There are two volunteers and two paid staff members taking calls at the center throughout the week. Improvements and modifications to the RideQest website are ongoing. Throughout this reporting period the website has averaged 350 hits per month. Since this reporting period, the website hits have more than doubled. Information is updated on a regular basis. Questions asked include information about mobility training, our service area, transportation options/ service providers in the Sacramento region and outside the region, Paratransit eligibility process, out of the area paratransit providers, taxis, NEMT providers, senior nutrition programs, etc.

**Evaluation**:We have measured and evaluated the project through the number of phone calls received and the number of hits to the website. We have seen steady growth in both areas. Through this reporting period we averaged 20 calls per day. This number continues to increase as the project moves forward. We continue to do outreach through presentations, advertising, and word of mouth. We have contacted other one-stop mobility management centers to help us identify additional information that could be provided.

**Accomplishments**: Outreach to various stakeholders has enabled us to coordinate
information services and travel training services throughout the transit community as well as with a variety of social service agencies, with emergency preparation and response entities, with senior and disabled population advocates, with individuals, and with state agency services.

**Lessons learned:** We would suggest that a full time person be designated for providing this service. There is a great deal of time spent completing research, verifying transportation providers, and outreaching to social service agencies, city, county and state agencies and non-profit organizations. Updating or verifying existing information is necessary to ensure accurate information is being provided through the center.

##### Travel Training (2627)

**Service area**: Sacramento (CA: Sacramento)

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

**Goal**: Improved customer knowledge

**Service description**:Clients for Travel Training are referred to the service through
community outreach as well as public and private agencies. Training is focused on teaching clients to use public transportation to get to and from places of employment and educational facilities. Individuals are taught to read schedules, board and de-board the vehicle, street crossings skills, safety, transfers, their rights and responsibilities using public transit, vehicle features such as ramps and platforms, lift training if using a mobility device, and how to
use the bus information line.

**Evaluation**:Our goal was to complete travel training for 60 individuals. We were
able to exceed that goal. We had three individuals we were unable to train successfully do to their limited skill level. The use of laptop computers out in the field enabled us to provide more training hours as the trainers didn't do not need to come into the office to complete reports.

**Accomplishments**: Through this grant, the service has been improved as the travel trainers now have laptop computers with them during the training process. This allows them to document observations regarding the clients skills as they are in the field with the client or shortly thereafter. Reports are used to track the progress of the clients, determine if training time adjustments are necessary, identify areas of concern or needing improvement, and the clients’ skill level and successes. Trainers are able to spend more time out in the field training as they no longer need to come into the office to complete reports.

**Lessons learned:** Be prepared to work with limited English speaking persons when doing travel training. Interpreters may be needed to complete the training for many individual clients. Existing staff were available to speak Spanish, Hmong, and Russian when needed.

#### Sacramento Regional Transit District

##### Evening and Weekend JARC Service (2641)

**Service area**: Sacramento urbanized area (CA: Sacramento)

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

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

**Service description**:RT provided expanded early morning (7 AM), and weekend/holiday service on 19 routes: 1, 6, 8, 19, 26, 30, 51, 54, 56, 67, 68, 72, 75, 80, 81, 84, 87, 93. These routes (all fixed routes) were chosen because they serve areas of the City and County of Sacramento that have higher proportions of households below the area median income. While the central business district remains the most dense employment zone in Sacramento County, new employment centers have developed in suburban areas. Not only has this change in employment locations lengthened the average trip distance from home to work, it has also extended the time necessary for transit service to provide an effective connection to jobs. In addition, the traditional suburb-to-CBD commute has evolved over time, and there is significantly more suburb-to-suburb travel to access jobs in growing employment areas. All of the routes chosen for FY 2010 JARC funding either provide direct suburb-to-suburb service, or they connect to other transit routes (including light rail service) that provide access to jobs in suburban employment zones.

**Evaluation**:The Key Performance Indicators (KPIs) used to evaluate all routes operated by RT include the following:
• Farebox Recovery Ratio
• Boardings per Day
• Boarding per Trip
• Boardings per Revenue Hour
• Cost per Passenger
• Cost Per Revenue Hour
• Cost per Revenue Mile
• On-Time Performance
See the “Accomplishments” section for a description of how RT’s bus routes were evaluated in FY 2010.

**Accomplishments**: On June 22, 2009, the RT Board of Directors approved a package of service reductions because of significant anticipated funding shortfalls in the State Budget. However, rather than rely on old service evaluation standards that would have resulted in the elimination of some fairly productive routes, RT staff presented an optional methodology (accepted by the RT Board) that preserved as much of the bus route network as possible. Included in the methodology are the following criteria: 1) Service to lifeline activities, major employment centers, and major activity centers are maintained to the greatest extent possible, and 2) Transfer opportunities are maintained to the greatest degree possible. Using the revised methodology with these criteria, the vast majority of JARC-funded service was preserved because the service me these two significant criteria. RT staff found that looking at alternative methods and using new ways of thinking to evaluate service productivity in relation to service need resulted in the best possible scenario for making service adjustments.

**Lessons learned:** The primary problem that RT continues to experience in providing the JARC-funded service is the extended delay in coordination of FTA grant applications by the designated recipient for JARC and New Freedom funds in the Sacramento urbanized area, and the delay in obtaining FTA approval for those applications that have been prepared. As a subrecipient of JARC funds, RT was unable to enter into supplemental agreements for federal fiscal year 2006 and 2007 funds until February 2010 – even though RT provided and paid for the service in fiscal years 2006 and 2007 under pre-award authority. With transit revenues continuing to decline, the delay in reimbursement for JARC services provided causes a significant strain on the District’s cash flow.

### San Diego Metropolitan Transit System (2301)

#### Metropolitan Transit System/Metropolitan Transit Development Board

##### Route 30 - 9th & B to UTC (525)

**Service area**: San Diego (CA: San Diego)

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

**Goal**: Improved access/ connections

**Service description**:Route 30 operates between downtown San Diego and University Towne Center (UTC) via Old Town, Pacific Beach, La Jolla, and UC San Diego. On weekends it operates only as far south as Old Town. On weekdays, it operates with a 15-minute frequency, and on weekends (JARC-funded) it operates with 30-minute service all day. It is a fixed route service operated with standard coaches. Overall, 75 Saturday and 55 Sunday one way trips are operated. Service on weekends is provided between Old Town and Pacific Beach on I-5. The remainder of the route uses local streets through Pacific Beach, La Jolla, UC San Diego, and University City. Late-night trips serve residential communities south of La Jolla Village Drive.

**Evaluation**:MTS evaluates its routes based on various performance measures. The performance measures used most frequently are productivity measures (passengers per revenue hour) and cost efficiency measures (farebox recovery rate and subsidy per passenger). For FY 2010, Route 30 averaged 27.2 passengers per hour; had a farebox recovery rate of 28.5%; and had a $2.58 subsidy per passenger. The fixed-route bus system averages are 31.1, 40%, and $1.50 respectively. Route 30 ranks in the top half of routes in terms of passengers per hour, and in the top 3/4 of routes in the cost efficiency measures.

**Accomplishments**: Route 30 served nearly 346,642 in FY 2010. The weekend passengers increased by 12% from FY 2009 to FY 2010.

**Lessons learned:** Route 30 service was started many years ago. As with any route, MTS consistently monitors the route and continues to look for ways to improve service. MTS is consistently monitoring passenger activity -- to determine when and where passengers are using the system -- and on-time performance. If needed, schedules are adjusted three times annually.

##### Route 905 Otay Mesa (523)

**Service area**: San Diego (CA: San Diego)

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

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

**Service description**:Route 905 operates between the Otay Mesa Border Crossing and the Iris Avenue Trolley station. It is a fixed route service operating with standard coaches. On weekdays, it operates with a base 30-minute frequency and improves to 15-minute frequencies in the AM and PM peak periods. On Saturdays, it operates with 30-minute service all day. Overall, 85 weekday one way trips and 27 Saturday one way trips are operated. Service is provided between the Iris Avenue Trolley Station and the Otay Mesa Border Crossing via SR-905, and the industrial areas in Otay Mesa along Siempre Viva Road, Airway Road, and surrounding streets.

**Evaluation**:MTS evaluates its routes based on various performance measures. The performance measures used most frequently are productivity measures (passengers per revenue hour) and cost efficiency measures (farebox recovery rate and subsidy per passenger). For FY 2010, Route 905 averaged 29.1 passengers per hour; had a farebox recovery rate of 51.%; and had a $1.38 subsidy per passenger. The fixed-route bus system averages are 31.1, 40. %, and $1.50 respectively. Route 905 ranks in the top 20% of routes in farebox recovery rate, and is within the top 40% of routes in terms of subsidy per passenger and passengers per hour.

**Accomplishments**: Despite a down economy, ridership on Route 905 has increased, passengers per hour have increased from 25.3 to 29.1. Continuing this route has enabled thousands of passengers continue to access the jobs in the Otay Mesa area. In terms of innovation, MTS holds one of the largest service contracts with a private provider (Veolia) in the United States. This contract is a result of consolidating several smaller operating contracts for MTS, Chula Vista Transit and National City Transit. As a result of the efficiency of scale, the cost per mile for Route 905 service is extremely competitive at $5.66, including energy.

**Lessons learned:** Route 905 service was started many years ago. As with any route, MTS consistently monitors the route and continues to look for ways to improve service. MTS is consistently monitoring passenger activity – to determine when and where passengers are using the system – and on-time performance. If needed, schedules are adjusted three times annually.

##### Route 960 - Mid City (527)

**Service area**: San Diego (CA: San Diego)

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

**Goal**: Improved access/ connections

**Service description**:Route 960 operates between the Euclid Avenue Trolley station and University Towne Center via Mid-City, Kearny Mesa, and University City. It is a fixed route service operated with standard coaches and it operates only on weekdays and only in the peak hours. Overall, 14 weekday one way trips are operated. Heading north, service is provided between the Euclid Avenue Trolley station and the Mid-City Transit Plazas (University Avenue and El Cajon Boulevard) via SR-94 and SR-15. Continuing north, the route operates on I-15 to Balboa Avenue, Kearny Villa Road, Clairemont Mesa Boulevard, and Ruffin Road, before heading west on SR-52 and north on I-805 to the La Jolla/University City area. Route 960 finishes its trips by serving Nobel Drive, Judicial Drive, Golden Haven Drive, Towne Center Drive, Executive Drive, and Genesee Avenue before entering University Town Center.

**Evaluation**:MTS evaluates its routes based on various performance measures. The performance measures used most frequently are productivity measures (passengers per revenue hour) and cost efficiency measures (farebox recovery rate and subsidy per passenger). For FY 2010, Route 960 averaged 22.0 passengers per hour; had a farebox recovery rate of 19.0%; and had a $4.02 subsidy per passenger. The express bus system averages are 28.9, 20.0%, and $2.46 respectively. In spite of its being a primary end-to-end express service, Route 960 ranks in the top 21% of routes in terms of passengers per hour.

**Accomplishments**: Ridership has fallen due to lower gas prices and a declining economy. However, this route still carries more than 20 passengers per hour. In terms of innovation, MTS holds one of the largest service contracts with a private provider (Veolia) in the United States. This contract is a result of consolidating several smaller operating contracts for MTS, Chula Vista Transit and National City Transit. As a result of the efficiency of scale, the cost per mile for Route 960 service is extremely competitive at $5.66, including energy.

**Lessons learned:** Route 960 service was started many years ago. As with any route, MTS consistently monitors the route and continues to look for ways to improve service. MTS is consistently monitoring passenger activity -- to determine when and where passengers are using the system -- and on-time performance. If needed, schedules are adjusted three times annually.

### San Joaquin Regional Transit District (1665)

#### San Joaquin Regional Transit District

##### Urban Travel Training (1059)

**Service area**: Stockton (CA: San Joaquin)

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

**Goal**: Improved customer knowledge

**Service description**:RTD teamed with Paratransit Inc. of Sacramento to identify and train individuals to use fixed route bus service or appropriate demand response Dial-A-Ride (DAR) service; extend outreach efforts with public schools, service agencies, and care providers; and identify and refer customers to the travel training program.
The travel training program is an innovative and flexible program that supports the transportation needs of individuals with limited incomes for employment transportation though travel training. The program assists participants to overcome transportation challenges and enjoy more freedom and mobility.

**Evaluation**:The program has been evaluated through the number of client that have been trained and the feedback staff has received through the travel trainers and participants.

**Accomplishments**: The travel training program is innovative in the mechanism to fund the project. As a JARC project RTD partners with local social service agencies, primarily those that serve individuals with developmental disabilities, low income and elderly to teach participants to use the fixed route bus to get to work. Through the travel training program, RTD and its partners have been able to help many people integrate more fully and actively into the community, advocate for themselves to fulfill goals in employment and education, and as a result have witnessed increased self confidence, independence and mobility in the programs graduates.

**Lessons learned:** Initially staff thought there would be enough referrals to the program that the travel trainers would be overwhelmed. Staff found that case workers were resistant to the program, initially not wanting to make referrals to the program until they were certain of the track record. Continuous outreach has been required to keep the program vibrant. The recommendation for an agency beginning this type of program is to have a considerable amount of time dedicated to outreach.

### Sunline Transit Agency (5057)

#### CVAG

##### Roy's Desert Resource Center Transportation Program (2331)

**Service area**: Coachella Valley (CA: Riverside)

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

**Goal**: Improved access/ connections

**Service description**:The service offered unemployed residents of the Valley the opportunity to pursue employment-related transportation activities such as completing application for advertised jobs, learning interviewing skills, preparing resumes, and completing on-line job applications.

**Evaluation**:The program manager implemented a tracking system which enters all clients that use the transportation service for employment related activities. Clients are required to meet with Case Managers to complete a simple survey that provides comments on how the transportation program met their needs. As a result of this program, 98% out of 200 clients that were offered transportation service to employment centers indicated they were satisfied with the services provided. The program met its goal of 75 clients securing and maintaining employment at various employment sites in the Coachella Valley.

**Accomplishments**: A targeted employment-related transportation system was implemented whereby participants were provided targeted employment activities, such as better coordination with employers looking for new employees.

**Lessons learned:** Improve communication between subrecipient and JARC funding recipient so as to increase response time for request for reimbursement. Recommends that other agencies interested in using federal funding for JARC-related activities be fully cognizant of federal funding requirements given how long the process takes before the subrecipients are reimbursed.

#### RCTC

##### The Coachella Valley Rideshare Project (2322)

**Service area**: Coachella Valley (CA: Riverside)

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

**Goal**: Improved system capacity

**Service description**:Service provided is a financial incentive for working adults to encourage them to rideshare to work. Ridesharing includes carpooling, vanpooling, taking public transit, bicycling or walking to work, and telecommuting. The incentive offers $2 a day in various forms of gift cards for each day a resident of Coachella Valley rideshares for the first three months of participation in a ridesharing program.

**Evaluation**:Conducts survey of participants to determine how the program is working and with the feedback used in improving program.

**Accomplishments**: A total of 170 participants have received gift cards for ridesharing for a minimum of three months. The most successful participant is the J. W. Marriott Desert Springs Resort in the City of Palm Desert, which had 12% of their employees either taking the public transit system in Coachella Valley, riding their bikes to work, or combining both riding their bikes and using public transit.

**Lessons learned:** Staff managing this program recommends having more time to maintain relationships with participants, as well as having more time to recruit more employers in the Coachella Valley to participate in the program.

#### Sunline Transit Agency

##### Line 91 - Additional Trips (2351)

**Service area**: Coachella Valley (CA: Riverside)

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

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

**Service description**:Line 91 provides service to residents in the cities of Coachella and Indio, as well as residents in Mecca, Thermal and Oasis of the unincorporated communities of Riverside County. The funding received afforded SunLine the opportunity to add more morning and mid-day trips to the route to ensure riders are able to connect with other routes such as Lines 80 and 90, and more importantly, to Line 111 which travels along a major corridor in the Coachella Valley.

Moreover, the additional trips enabled low income residents in the unincorporated communities to link with other routes traveling along corridors with the highest employment centers. The additional trips also enable SunLine to provide direct transit service to the College of the Desert campus in the unincorporated community of Mecca.

**Evaluation**:Staff in SunLine's Planning Department monitors monthly ridership data and performance of each route, including the trips added to Line 91. Furthermore, staff uses the Productivity Improvement Program established for transit operators in Riverside County to evaluate performance and productivity of each route to assure they meet targets established for each fiscal year. Under performing routes or trips are further evaluated including developing strategies to market the route to increase and improve ridership.

**Accomplishments**: Addition of the trips has improved access to employment centers, especially employment centers along the Highway 111 corridor. It also enables students of the local community college to travel between campuses in different cities to attend classes.

**Lessons learned:** Develop and implement an outreach and marketing program to continually inform residents of the added trips.

### Ventura County Transportation Commission (5579)

#### The Arc of Ventura County

##### ARC Travel Training (1490)

**Service area**: Ventura County

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

**Goal**: Improved customer knowledge

**Service description**:The program consists of an individual transit plan appropriate to each candidate, one-on-one instruction in the situational environment of fixed route transit system use, final report along with a field assessment, and periodic evaluation and ongoing follow up with each participant after the travel training program has been completed.

**Evaluation**:During travel training participation, the Trainer evaluates the participants skills documented on daily mobility lesson plan forms. When the participant masters the necessary skills, including the final safety component, he or she is ready for independent travel.
After each participant completes the training program and is ready to use public transit services independently, R & D will continue to monitor continued use of transportation to assure that the participant continues to utilize public transit services successfully and independently. This ongoing evaluation also allows an opportunity for the participants or participant family members or care givers to ask questions regarding the use of fixed route transit and allows for the rider to share any positive or challenging situations on fixed route transit, since the training.

**Accomplishments**: In August of 2010, Ventura County had many changes on the fixed route system. We had the opportunity to coordinate our resources and offer group refresher trainings to previous travel training participants. The route changes affected five Arc Walker participants who had previously been trained on the old fixed route system from their homes to Arc Walker. With the coordination of transportation and availability of refresher trainings for those participants, all five riders were retrained and are currently riding their new fixed routes learned on the refresher trainings.

**Lessons learned:** We have learned that it is beneficial to work closely in participation with the Arc Ventura staff to inform Arc participants of the travel training services available and the ongoing benefits of learning the independent living skills of traveling using fixed route transit. Utilizing the Arc staff has become a great component of travel training participant referrals and provided the Arc staff with support to encourage Arc participants to be travel trained.

##### Employment Transportation Services (1110)

**Service area**: Ventura County

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

**Goal**: Improved system capacity

**Service description**:One of the major barriers to employment in the community for people with developmental disabilities is the availability of transportation to and from work sites, at hours compatible with their working hours. Although some of the individuals we serve are able to use public transportation or Paratransit, not all routes are accessible to work sites, or have stops that are within safe walking distances to their places of employment. The safety of the individuals we serve is of utmost importance to our agency. The Arc of Ventura County provides transportation to 600 individuals with disabilities every day (including vehicles supported by this grant and pre-existing vehicles). Our transportation programs make it possible for individuals who cannot drive or use public transit to have safe and reliable transportation to and from medical appointments, business errands, shopping and other activities. We use both "fixed routes" (with scheduled stops and routes) and "on demand" (i.e., taxi service with door-to-door service) upon request.

In addition, we also advocate for transportation services for our participants, such as reduced bus passes and Dial-A-Ride services, and provide travel training instruction. The Arc of Ventura County's Transportation Program will continue to provide participants with transit services to and from employment sites, as well as volunteer sites that provide job skills training. When we need to provide transportation to an individual that requires an accessible vehicle, we use one of the agency's existing wheelchair accessible vehicles to provide this service.

**Evaluation**:The agency’s case managers keep track of each participant utilizing the service, and also address employment goals and objectives, including transportation issues and needs, during the participant’s initial intake and at employment performance meetings. The program managers keep track of vehicle mileage, ridership, and number of daily trips. If the transportation services are not used as frequently as expected the case managers and program managers assist in interviewing the participant as to why the service is not being utilized. The service continues to be used by many of the participants and demand exceeds the resources available.

**Accomplishments**: After purchasing the seven vehicles, we have provided over 29,000 rides to employment sites throughout Ventura County. Volunteer opportunities provide people with the opportunity to explore a wide variety of work-like environments. The exploration of these various community activities also gives the individual the chance to begin formulating informed plans for themselves and personal vocational goals. Volunteer activities provide opportunities for people who have little or no experience to be perceived as competent, contributing members of the community and these experiences often lead to ongoing, paying jobs.

**Lessons learned:** Don’t underestimate the needs of individuals with disabilities. The unemployment rate in Ventura County is over 10%. Finding employment for persons with disabilities has been difficult. We have a number of individuals who volunteered with a business and subsequently were offered employment with that business. I wish we would have known that more of our clients wanted to work in the community. The demand is already exceeding our resources.

#### Ventura County Transportation Commission

##### VISTA Coastal Express (1442)

**Service area**: Ventura and Santa Barbara Counties

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

**Goal**: Expanded geographic coverage

**Service description**:VCTC provides the VISTA Coastal Express bus service using fully-maintained bus leases on Highway 101 between Oxnard Esplanade Mall, the Ventura County Government Center, Ventura's Pacific View Mall, Downtown Ventura, Carpinteria and downtown Santa Barbara with peak hour service to Goleta. The peak commuter direction serves Ventura County residents commuting to Carpinteria, Santa Barbara and Goleta; however, this line also provides significant reverse-commute service, accessing suburban employment locations in Carpinteria and Ventura for Santa Barbara county residents. There is also significant Saturday and Sunday service.

**Evaluation**:The project is monitored using two performance factors ridership and farebox recovery ratio. For the grant period, ridership increased only approximately .1% due to significant reductions in employment caused by the economic slowdown as well as a fare increase. The expectation is that the ridership will increase annually by 10% under normal economic conditions. Farebox recovery ratios for the Coastal Express have risen slightly to approximately 74% of the total operating costs.

**Accomplishments**: The VISTA Coastal Express has been able to attract approximately 300 of the 15,000 daily individual commute trips between Ventura metro area and the Santa Barbara south coast area. This represents approximately 2% of the total commute trips.

**Lessons learned:** Long distance commute trips can be attractive if there is an accessible start point with adequate parking even if there is not a robust transit feeder system and high density housing – and concentrated employment centers.

#####

## Hawaii

### City and County of Honolulu (1703)

#### Hawaii Helping the Hungry Have Hope

##### Local Shuttle Service (1446)

**Service area**: Kalaeloa, Honolulu County

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

**Goal**: Improved access/ connections

**Service description**:Operate a local shuttle service connecting the Kalaeloa homeless shelter sites with the Kapolei Transit Center. The shuttle complements the City's regular circulator Route 415 which has been expanded to provide three runs in the morning and three runs in the afternoon. The shuttle operates midday and evening service to provide additional coverage throughout the day. Route 415 and the new shuttle facilitate access job opportunities in the Kalaeloa area and throughout Oahu for shelter and other Oahu residents.

**Evaluation**:During the week of May 9, 2011, anonymous surveys for this demonstration project were distributed to shuttle riders to determine their age, number of persons in their household, household income, employment status, how long they had been using the JARC shuttle service, whether they used the service for job access, and whether transportation was a barrier to work prior to using the service. The survey showed that:
• Over half of respondents are between 51 - 60 years old
• 74% live alone
• All make less than $31,589 annually. 90% have a household income at or below 150% of the federal poverty line.
• 65% are employed full- or part-time
• Nearly half (48%) have used the JARC service since it started
• The vast majority (88%) use the service to access work
• Most (80%) cited transportation as a barrier to work prior to using the service
The results of this survey show that the shuttle is meeting its intended objectives of removing barriers to employment by providing employment-related transportation to low income Oahu residents. Now that baseline information has been collected for the demonstration phase, performance targets for these measures will be developed in order to show how much improvement is expected or desired over time.

**Accomplishments**: Several partner agencies provided the local matching funds for this project, including city, state, and non-profit organizations. These agencies are the Hawaii Community Development Authority, Waianae Community Outreach, Hawaii Helping the Hungry, Have Hope, and the City and County of Honolulu. Though the project is small in scope, these new partnerships have opened new discussions between the partner agencies that will promote the success of future service coordination efforts.

**Lessons learned:** One of the local funding partners did not fulfill their matching fund commitment. Need to develop better methods to confirm the availability of committed matching funds, and to establish policies to address this contingency in the future.

#### Paratransit, Inc.

##### Mobility Management (1448)

**Service area**: Oahu (HI: Honolulu)

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

**Goal**: Improved customer knowledge

**Service description**:The mobility management program acts as the central coordinating body for state, local, non-profit and for-profit partners in transportation, with responsibilities for facilitating and managing coordinated projects, grant writing and management, providing transportation information, and evaluating progress and performance. The Program provides oversight and technical support for the following coordinated transportation projects:
• Agency-Provided Trips: Enables Goodwill Industries of Hawaii to lease vehicles to provide transportation for their own clients who would otherwise use Honolulu’s paratransit service, TheHandi-Van. The Project increases TheHandi-Van’s capacity during morning and afternoon peak hours and provides shorter and more direct service for Goodwill clients.
• Local Shuttle Service: Supplements an existing City bus route by providing midday and evening connections from homeless shelter sites to a nearby transit center. The Project provides increased connector service to the City’s bus system for low income riders to gain access to jobs and employment training opportunities.
• Find the Right Ride Transportation Directory: An online inventory of human service transportation providers on Oahu. Users are able to enter relevant criteria (e.g., location, disability, income, age) and see the range of transportation options available to them.
• Travel Ambassador Program: Trains agency staff to direct their clients to the range of transportation options available to them.
• Travel Training workshops: Intensive two-day workshops with classroom and field instruction by nationally recognized instructors to gain knowledge of the methods of instruction used to promote travel skills necessary to use public transportation. This information can be shared with additional staff members after the workshop.
• Laulima e-Newsletter: Provides updates on on-going coordination projects as well as new ideas for potential projects on Oahu. 25 individuals received the e-newsletter in November 2010. It had an open rate of 52% and a click-through rate of 38.5%. The February edition included over 80 individuals from the full stakeholder list.

**Evaluation**:

• Travel Training: Measure the number of “Train the Trainer” classes conducted. Two “Train the Trainer” classes conducted in Honolulu; 20 trainers trained through formal classes plus individual instruction.
• Travel Ambassador Program: Measure: 1) the number of training sessions conducted, 2) the number of individuals trained in all sessions, and 3) the number of organizations Trained. 9 Training sessions conducted. 90 individuals from 19 organizations trained in all sessions
• Transportation Directory: Measure the number of initial transportation directory website hits. 167 unique website hits.
• Grant Management support for City of Honolulu: Measure the number of hours of consulting Service. 302 hours provided by consulting team for grant writing, project budget development, TIP revisions, and project concept reviews
• Management of advisory activities: Measure the number of advisory committee meetings. Two Comprehensive Transportation Strategies and Operations technical advisory committee meetings; two Committee for Accessible Transportation meetings for community input; two Policy Committee meetings for program guidance.
• Community Outreach: Measure the number of hours of consulting time dedicated to managing advisory committees. 200 hours.
• Local Demand Management Analysis: Complete an analysis of TheHandi-Van scheduling system and recommend improvements. Completed Phase I report with detailed recommendations to improve TheHandi-Van scheduling system.
• Access to new money for coordinated transportation projects: In 2009 and 2010, the City issued three Calls for Project Concepts. During this time, approximately $1.3 million in FTA funds and approximately $160,000 in non-city match funds were approved for projects to be implemented over the next two years. Additionally, the percentage of non-city match funds increased to 43% for Cycle 3 projects over 32% for Cycle 1 projects.

**Accomplishments**: The Agency-Provided Trips project has been particularly successful. Although the Cycle 1 performance evaluation is being finalized, initial results suggest that the cost per trip for this new service will be significantly less than for providing the same trip through the City’s paratransit service. The service is operated using vehicles leased from the State’s vanpool program, supporting the program while improving the City’s paratransit service capacity.

**Lessons learned:** In order to avoid lapsing FTA funds, Honolulu opted to apply for funding shortly after the City Council adopted the local coordinated human services transportation plan. While the initial demonstration projects have been successful, the procedures and organizational structures needed to support the program are still being formalized. Investing time in developing these support systems prior to beginning project operations instead of concurrently would be advisable.

## Nevada

### Regional Transportation Commission of Southern Nevada (1643)

#### Aid for AIDS of Nevada

##### Employment Access Program (1713)

**Service area**: Greater Las Vegas Valley, Clark County

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

**Goal**: Improved access/ connections

**Service description**:Through the Employment Access Program clients who were unemployed and underemployed who faced transportation barriers received gas cards, van rides or taxi rides to job fairs, vocational training and interviews. Additionally, those clients received case management services for resume assistance and weekly job leads. The Employment Access Program provided clients a resource that is scarce in today's strained economy and its intent was to provide avenues so that clients were able to obtain stable employment to provide for themselves and their families.

**Evaluation**:Clients who successfully obtained employment would report their accomplishment and would no longer require transportation assistance however, maintain contact with their assigned case managers.

**Accomplishments**: As a result of the services provided through the Employment Access Program, one client in particular was able to find gainful employment allowing her to become self sufficient and no longer require financial assistance from the agency for rent and medication assistance. Through recent communication with this client she is still employed and maintains her self sufficiency. While one story may not seem like much every client who has access to this resource is one step closer to obtaining employment, becoming self sufficient and able to focus on maintaining medical compliance.

**Lessons learned:** The Employment Access Program provided a resource that may otherwise not exist to our client demographic in this strained economy. Maintaining community contacts are vital in providing a wide array of alternatives for clients seeking employment.
Cross training is vital in any organization to avoid having a single point of failure. Make sure you have more than one individual who is familiar with the data that needs to be collected and how to report said data.

#### Opportunity Village

##### Route to Opportunity (1925)

**Service area**: Great Las Vegas Valley Region (NV: Clark)

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

**Goal**: Expanded geographic coverage

**Service description**:Our Route to Opportunity program included four vehicles that were used for transporting developmentally disabled clients to four separate community-based jobs. All clients participate at Opportunity Village, a large non profit that offers programs for individuals with severe disabilities.

**Evaluation**:We used the following measurable criteria: 1. Employment hours created 2. Number of individuals served.

**Accomplishments**: The grant allowed us to provide 19,870 additional employment hours that would not have been possible. We had a total of 394 participants that utilized the service. It allowed us to accept job opportunities that required transportation. The grant also allowed us to hire an additional driver for the program.

**Lessons learned:** Set benchmarks in order to make continuous improvements. Educate other departments, within your organization, about the grant and how it can benefit them.

#### Regional Transportation Commission of Southern Nevada

##### Route 119 Extension (1486)

**Service area**: North Las Vegas (NV: Clark)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 119 (Simmons-Koval) was extended to a new hotel and casino in the Aliante section of North Las Vegas. Typically, the Stations Casino Group, which owns this casino, hires a lot of workers, many of whom do not have their own transportation. They approached the RTC about providing service to Aliante Station and with the help of the JARC funding, the agency was able to extend much needed service to this area. It is not uncommon to see numerous passengers alighting at the hotel as late as midnight to start their graveyard shifts. The route follows the Simmons Street alignment to Elkhorn Road, where it then loops through the Aliante Station Casino and heads south on Simmons again.

**Evaluation**:We evaluate new segments just as we would the route. Since this type of route is considered a residential route, we monitor ridership to ensure that it meets the 20 passenger per service hour threshold. This route has more than proved itself in such a short time.

**Accomplishments**: This route extension proves that there is demand to the far outreaches of the service area. Very little advertising was needed for it as the Aliante Station casino did a lot for us to reach out to their workers to inform them of their transportation needs. We could not start the route soon enough.

**Lessons learned:** Listen to the business community and establish good relations. Their assistance with marketing the public bus system succeeded in bringing people in from the urban core.

##### RTC Route 103 Extension (1485)

**Service area**: Greater Las Vegas Valley Region (NV: Clark)

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

**Goal**: Expanded geographic coverage

**Service description**:This route, which was later changed to Route 408-Southwest Business Loop, was designed to bring workers from the urban core, as well as other parts of the service area to the Beltway Business Park, home of many call centers and transit dependent workers. The main hub for this route was the South Strip Transfer Terminal which connected the route with several others and allowed for convenient transport to this area.
The route leaves the SSTT, heads west on CC-215 to Decatur Blvd. where it interfaces with Route 103, then it heads south into the Beltway Business Park where it completes a very large loop connecting in several offices, then heads back to the SSTT.

**Evaluation**:We typically allow for at least one year of service to create a benchmark of system performance. Periodically we will send out transit monitors to do ridership by stop and get a gauge as to how the service is provided. We have ridership thresholds that the route must follow as compared to other routes of similar nature and use that measure to compare. Typically, a shuttle route should have at least ten passengers per service hour. It currently has been registering about half that, but some of it is due to higher than normal unemployment which has tempered the increases normally seen in a new route extension.

**Accomplishments**: We have been able to change rider habits of our passengers. It allows passengers a quick connection to the South Strip Transfer Terminal from another newer area of service that we began to operate in March 2010. Passengers have figured out that by transferring to this route during certain times of the day, they can save an additional transfer that they would have to make at other times during the service day.

**Lessons learned:** Make sure that the route is marketed heavily and keep doing outreaches. It would have prepared us better to do more direct emailing to employers and advertising the route more.

##### RTC Route 119 South (1515)

**Service area**: Greater Las Vegas Valley Region (NV: Clark)

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

**Goal**: Improved access/ connections

**Service description**:The Route 119 (Simmons/Koval) route was extended from Fashion Show Mall on The Las Vegas Strip to then serve the east side of the Strip by heading south on Koval Lane, west on Mandalay Bay Road, then south on Polaris to its terminus. Since all resort employees have to enter the different hotels from the rear of the buildings, this route puts most of the major hotels on the east side of the Strip within easy walking distance of a bus stop, rather than having to walk over a half mile from Las Vegas Blvd. or one of the other east-west streets that cross Koval Lane. It now also provides direct access to both the Mandalay Bay Hotel and Luxor.

**Evaluation**:The route is compared with any other residential route and must meet the 20 passenger per service hour threshold for evaluation purposes. Usually we wait for one year after service starts to compare it with any other route in the service area.

**Accomplishments**: This route has proven very popular because it travels through the heart of the residential area of Las Vegas and takes residents directly to the Strip, which is the major employment corridor, where there are tens of thousands of jobs. It is a very quick trip and serves many purposes.

**Lessons learned:** Don't forget marketing to and communicating with workers. Think about tailoring the schedule to meet most employment needs.

##### RTC Route 201 Extension (1487)

**Service area**: Greater Las Vegas Valley Region (NV: Clark)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 201B was created as a branch of the Tropicana Avenue route to allow employees and residents to access a very large shopping center with more than a half dozen large big box retail outlets, restaurants and many smaller restaurant establishments. There are also a few office centers that are within a half mile of the routing. The route utilizes Rainbow Blvd., south of Tropicana Avenue to Warm Springs Road to Jones to Robindale back to Rainbow Blvd.

**Evaluation**:As with other residential routes, we evaluate this route to make sure it meets the 20 passenger per service hour threshold, within a year after beginning such an extension of service.

**Accomplishments**: We've opened up service to the southwest area of the Valley, an area that has sorely needed transit service. This was one of the largest areas of retail and office space that had no transit service up until now.

**Lessons learned:** We are continually receiving praise and suggestions for this route. More marketing could have been done for this because there are a lot of lost ridership opportunities that we see could benefit our system. There are a number of employment areas that have no idea that we have service there.

##### Worksite Transportation (1484)

**Service area**: Las Vegas Valley (NV: Clark)

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

**Goal**: Improved system capacity

**Service description**:This service provides transportation for cognitively challenged individuals going to sheltered workshops. This program was stymied by greater interest than resources available. JARC funding permitted expansion of capacity for these work trips, adding four other sites and increasing from 37 program runs to 60.

**Evaluation**:The project has been evaluated based on the following criteria:
• Increase in ridership by 15%. Ridership increased by 27%
• Maintain a 4.0 passenger per service hour (PPSH) ratio. PPSH was 3.75. RTC realized that with expanding ridership and growth of the service area into the outer edges of the Valley, some ride times became unmanageable and the PPSH needed to be reduced in order to assure acceptable customer service.

**Accomplishments**: The Worksite Transportation program has allowed RTC to streamline agency transportation and open up capacity in the purely demand response portions of its paratransit service.

**Lessons learned:** An energetic outreach is needed with agency staff to make this type of program a coordinated project to assure that their clients and our passengers are being best served. The agencies help to funnel passengers into programs that minimize long distance travel, help to resolve parent concerns about using public transportation, work with group homes to assure timely pick-ups and will assist with mediating disruptive behavior incidents.

### Regional Transportation Commission of Washoe County (1669)

#### Northern Nevada Center for Independent Living (NNCIL)

##### Peer Transit Host (1675)

**Service area**: Washoe County

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

**Goal**: Improved customer knowledge

**Service description**:This was year one of a pilot program to transition paratransit users taking regular trips to/from work and transition them from paratransit to transit. It was based on a successful project in Eugene, Oregon. Year 1 was spent in training at Eugene, developing the program and conducting extensive public education/outreach.
The Peer Transit Host program utilizes persons with disabilities (peer hosts) to meet the participants at fixed route transfer points and insure that they complete their transfers successfully. It requires support at the trip origins and destinations to insure the participant gets on and off the correct bus. The project began with numerous letters of support from agencies which support employment for persons with disabilities. However resistance was encountered from families, caregivers and some agencies when it came to recruiting participants to be trained.

**Evaluation**:Year 1 was devoted to developing the project, training peer hosts and conducting outreach. The project was measured by the project structure developed, the number of peer hosts trained and the extent of the outreach. NNCIL conducted numerous outreach presentations but was in Year 2 of the project before obtaining one program participant who remained with the program.

**Accomplishments**: Major accomplishments were:
• The introduction of the program to the Reno-Sparks area
• Discovering that two candidates who received training as Peer Transit Host program participants were able to navigate the transit system independently to and from work. They did not need the peer host program. This was frustrating to the Peer Host Program, while a major life success for these individuals.

**Lessons learned:** The project encountered resistance from families, caregivers and lack of cooperation from supported-employment locations agencies when it was presented. The objections included requiring too much time to assist the participant and a desire that the participants remain in the more structured paratransit service. The extent of resistance was unexpected. It would have been beneficial to conduct more extensive surveys of those potentially involved first and to market the project differently.

#### Regional Transportation Commission of Washoe County

##### RTC Intercity (1295)

**Service area**: Region (NV: Washoe)

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

**Goal**: Improved system capacity

**Service description**:RTC INTERCITY connects the Reno-Sparks area of Washoe County with the state capitol, Carson City, located 30 miles to the south. The service operates only in peak hours on weekdays. Most passengers going from Reno to Carson City are state workers going to/from work. Trips originating in Carson have a higher use of the bus for medical and shopping purposes.

**Evaluation**:When the service was first designed, RTC set a performance goal of 7.0 passengers per revenue vehicle hour (P/RVH.) The original service spanned the full day and included weekend service. After identifying the most productive trips the service was restructured to improve performance and now serves commuters on weekdays with two morning trips and three afternoon trips. FFY 2010 productivity reached 13.9 P/RVH.

**Accomplishments**: It was advantageous to start since RTC INTERCITY connects the largest metropolitan area in northern Nevada with Carson City, the state capitol, interagency agreements and communication were enhanced between the two cities and the Nevada Department of Transportation (NDOT). It provides reliable transportation which resulted in many riders who previously drove alone, changing to riding INTERCITY, thereby reducing congestion and improving air quality along that corridor.

**Lessons learned:** Starting by using a contractor permitted us to gain information and experience without a large initial capital outlay. Coordinating with another governmental entity on operational funding can be challenging, particularly when the local match depends on local tax revenues in a recession.

# small urban/rural projects

## Arizona

### Arizona Department of Transportation (1635)

#### City of Avondale

##### Route 131 (856)

**Service area**: Avondale and Goodyear (AZ: Maricopa)

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

**Goal**: Improved system capacity

**Service description**:Route 131 provides service to two member cities - Avondale and Goodyear. This route is eligible for JARC funding because it provides low- to moderate-income areas with a public transportation option to employment hubs. Route 131 is the only circulator type service in the southwest valley. The route connects to several other routes which help to move people to work, school and shopping, operating Monday through Friday from 5:10 AM until 7:38 PM. The Avondale Urbanized Area consists of 29.4 miles.

**Evaluation**:JARC funding is used to operate Route 131. This route operates by passing two hospitals, a community college, several medical offices and many other retail locations for citizens to be able to use the route for job access. Avondale did a Rider Survey in July 2010 and found that 36% of the riders were using the bus for work and another 14% were using it for school. We will be switching this service starting July 2011 to run as a circulator with smaller buses and more frequent times which will only increase the ways our citizens are able to use this service for work.

**Accomplishments**: Avondale's greatest accomplishment is that we are continuing to provide service to our residents with the greatest need during these extremely difficult times. Funding is becoming a real issue now that the State of Arizona has taken transit funding from cities and we are very glad to have the JARC funding for this service.

**Lessons learned:** This service started 11 years ago and has been the most successful route in the Southwest Valley. As we have said previously, although this is fixed route service it runs through our low income areas of the cities and therefore our residents are able to get to work and school. We have taken what we have learned and made the decision to start a new circulator with even better service and more frequency which will help our citizens get to work and school. We also found in the survey that our riders that were on this route have been using transit for an average of six years which means they are very dependent on some sort of transit to get them to work.

#### City of Benson

##### City of Benson (1377)

**Service area**: Benson (AZ: Cochise)

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

**Goal**: Expanded geographic coverage

**Service description**:During this time, we operated only as a Dial-a-Ride service.

**Evaluation**:We keep track of ridership, at this time we had just taken over service previously provided by Catholic Community Services.

**Accomplishments**: For this time frame, incorporating this service into one provided by the City without loss of service hours, and adding new ridership.

**Lessons learned:** More information on how and what to report, and keep records on.

#### City of Maricopa

##### MaricopaXPRESS (1783)

**Service area**: City of Maricopa (AZ: Maricopa, Pinal)

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

**Goal**: Improved access/ connections

**Service description**:Transit program began April 2008. Transit feasibility study completed in 2007 identified a clear pattern of travel into Maricopa County for employment, recreational and medical trips. The City has estimated that these services will provide relief from traffic congestion as well as assist low income residents. The program is marketed through local circulars, council meetings, public meetings, local businesses, the City's website and a local access channel.

**Evaluation**:Annual surveys are distributed to riders on satisfaction of service, information about the service has been provided to Maricopa City Council.

**Accomplishments**: Ridership continued to increase and unemployment base in City of Maricopa has decreased.

**Lessons learned:** Transportation options need to be made available outside of specific targeted area to attract and maintain ridership.

#####

#### City of Nogales

##### City of Nogales (2683)

**Service area**: Nogales (AZ: Santa Cruz)

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

**Goal**: Improved system capacity

**Service description**:City limits with a deviation one mile north of city limit boundary.

**Evaluation**:Face to face evaluations with passengers.

**Accomplishments**: Providing the best and safe transportation service with little or no delay.

**Lessons learned:** Be very patient! This job is very rewarding because you make a difference in someone's life every day.

##### City of Nogales (2457)

**Service area**: Nogales (AZ: Santa Cruz)

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

**Goal**: Improved access/ connections

**Service description**:The City of Nogales provided round trip rides to a few riders throughout the year. Due to state and city budget cuts, the transportation program was reduced to three full transportation days and two half-transportation days, which has affected the total numbers.

**Evaluation**:Daily interaction with the riders is essential. Any issues and/or concerns are discussed on a daily basis and are resolved in a timely manner. The mobility coordinator is also the driver making this a much easier accomplishment.

**Accomplishments**: Due to the budget cuts we faced, the City of Nogales still manages to facilitate Transit Coordination meetings and PASS trainings.

**Lessons learned:** Be very patient! You will come across some challenging issues at time but it's all worth it because at the end of the day you know you have helped many elderly and disabled individuals.

##### City of Nogales (2458)

**Service area**: Nogales (AZ: Santa Cruz)

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

**Goal**: Improved access/ connections

**Service description**:The City of Nogales provides curbside to curbside services in the city limits which deviates approximately one mile north of the city limit boundary.

**Evaluation**:Identified through internal client surveys and tracking measures.

**Accomplishments**: Nogales Rides work closely with the city as well as county agencies to better reach their goals. The City of Nogales is also the coordinating agency for and the mobility manager holds monthly meetings in order to keep all providers up to date on city, state and federal news and general information.

**Lessons learned:** Never underestimate the need in your region. A transportation system can make such a big difference in a person's life.

##### City of Nogales (2684)

**Service area**: Nogales (AZ: Santa Cruz)

**Type**: Planning Studies/Feasibility Study

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

**Service description**:Nogales Rides provides round trip rides to Nogales residents needing to go to/from their jobs or school.

**Evaluation**:Face to face conversations with passengers.

**Accomplishments**: Driving, coordinating and assisting other local 5300 agencies to maintain and service all elderly, disabled and low income individuals in the community.

**Lessons learned:** Give it your all! Your clients will appreciate everything you do every day!

#### Cochise Co. Assoc. for the Handicapped

##### CCAH Employment Related Programs (ERP) (1307)

**Service area**: Cochise County, Southeastern Arizona

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

**Goal**: Expanded geographic coverage

**Service description**:CCAH contracts with the U.S. Army at Fort Huachuca in the provision of grounds maintenance services to the Fort Huachuca community. In partnership with NISH, Ability One, and state rehabilitation programs under DES, the goal is to provide employment opportunities to people with disabilities and to show entities such as Fort Huachuca that people with disabilities can provide a high quality and cost effective service. CCAH also contracts with the Department of Homeland Security in the provision of custodial services, and contracts with local government to provide sheltered employment to people who need a sheltered work environment.

**Evaluation**:CCAH is proud to say that $639,360.02 was paid out in wages to people with disabilities in 2010. Entities that refer individuals have an evaluation process per person that is utilized to develop an individual service plan or an employment plan. Utilizing a team process, the individual served and his or her team and developed measurable objectives to meet the defined goals. CCAH staff work to assist individuals served to improve and develop appropriate social and job related behavior and to understand the meaning of work and to also improve their quality and quantity of work. The Federal and State governments also evaluate our work and our adherence to contract obligations and reporting. We are proud to say that evaluations in 2010 were consistently very high. At Fort Huachuca we have just renegotiated a new five year contract and we quote from their evaluation of our work. "Cochise County Association for the Handicapped (CCAH) provided very good grounds maintenance services for the installation, Fort Huachuca. CCAH met or exceeded all he performance work statements (PWS) requirements. CCAH also maintained a high level of safety and health standards. CCAH took pride in its work and it showed in highly visible areas such as the Cemetery and Brown Parade Field.

**Accomplishments**: It is difficult to quantify a feeling of accomplishment, developing a sense of worth, the satisfaction of a job well done, a smile, a person saying "I did it.", the pride of earning a paycheck and being able to support yourself or your loved ones. We truly value these accomplishments and many more. We are proud to report two years of accident free work and service. We truly value a customer being satisfied with our work and a consumer meeting and or exceeding his or her employment goals. We value and will never take for granted the respect of the communities we operate in. We are proud that 2011 will see the completion of our master plan which has created four modern and handicapped accessible facilities and grounds that will serve people with disabilities with services from residential, adult day care, and in-house and community vocational programs. We also must say that we owe ADOT many thanks for assisting us to realize many of our accomplishments.

**Lessons learned:** We again have to say Plan. We strongly believe that if you fail to plan, you plan to fail. We serve people and we must have people to support the people we serve. We must empower our staff, support them, properly train them, and properly provide them with the tools they will need to succeed. We believe in open and honest communication. We will deliver if we promise and will strive to exceed the expectations. We count our blessings and we are sincerely thankful. We have found it can be better to listen than to talk. Since we serve people, we must strongly include them in the planning process and make sure we are doing what they want us to do. If the person has behaviors that need to change to the positive, we must work hard to assist the person to learn that positive behaviors will serve them much better and the use of positive behavior support must be individually designed to help assist the person. Learn how to fish versus waiting for someone to bring you a fish. Always respect people.

#### Community Food Bank

##### Marana Youth Apprentice Program (1445)

**Service area**: Pima (AZ: Pima)

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

**Goal**: Improved access/ connections

**Service description**:The Community Food Bank had partnered with the Marana Health Center to provide transportation for low income youth to job sites at the Marana Heritage Farm. Many of these youth lack access to reliable transportation to get them to their Youth Apprentice Program jobs. Existing public transportation is limited and the routes from Tucson to Marana are time consuming.
The Marana Health Center (MHC) provided transportation every Saturday while the Youth Apprentice Program was running from the Ronstadt Transit Center in downtown Tucson to the Marana Heritage Farm and back to Tucson. The fall session ran for 13 weeks from September to December and the spring session ran for 13 weeks from February to May. MHC used a van that was not being used full time and an available driver. The fall session had nine participants utilizing the transportation service and the spring session had six participants riding the van.

**Evaluation**:The Community Food Bank keeps track of the number of youth who utilize this service on Saturdays. All participants in the Youth Apprentice Program must fill out a survey and evaluation sheet at the completion of their session. Here, anyone who used the transportation service can leave comments or observations for staff.

**Accomplishments**: The Community Food Bank's greatest accomplishment was having youth participate in the program who would not have been able to participate if the transportation had not been available. Because transportation from Tucson to Marana Heritage Farm was provided, a more diverse group of people were able to take part in the Youth Apprentice Program. It has essentially revolutionized the way the program is run, and we are lucky to be able to host a more diverse group of participants.

**Lessons learned:** Thankfully, the Community Food Bank has worked well with the Marana Health Center and we did not have any problems implementing the transportation for the Youth Apprentice Program. Our advice to anyone starting a similar service is to make sure there is a strong partnership between the two organizations. In addition, be sure that each organization knows exactly what their roles and responsibilities are.

#### Douglas ARC

##### Douglas Arc (1477)

**Service area**: Douglas, Cochise County

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

**Goal**: Expanded geographic coverage

**Service description**:Douglas Arc provides work skill training to individuals with developmental disabilities in the Douglas, AZ. area. We have three grounds keeping crews that go into the community and perform work. Douglas Arc also cooks three hundred meals each day for the senior meals on wheels program. We deliver these meals to seniors in the Douglas, Bisbee and Elfrida, AZ. area. All the work is done by the individuals with disabilities we train and employee.

**Evaluation**:Douglas Arc sends out to the individuals we serve performance evaluations. These evaluations are filled out by the individuals we serve to ensure we are doing our job correctly.

**Accomplishments**: Douglas Arc is able to transport individuals with disabilities from the Elfrida area (32 miles north) to our day program. If these individuals did not have this transportation available they would be sitting in front of a TV set instead of learning something positive to their lives.

**Lessons learned:** Is is hard to develop a transportation budget with the gas prices so volatile. In the past year, gas prices have risen $1 per gallon.

#### Easter Seals Blake Foundation

##### ESBF Safford Sage (1670)

**Service area**: Graham, Greenlee Counties (AZ: Graham, Greenlee)

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

**Goal**: Expanded geographic coverage

**Service description**:Easter Seals Blake Foundation provides door-through-door accessible transportation to all of Graham and Greenlee counties, Arizona. The service is provided on several fixed routes as well as on an on-demand basis. Morning and evening we operate a route departing from Safford going to the communities of York Valley, Sheldon, Duncan and returning to Safford. Rides may be pre-arranged for this fixed route. The vehicle will travel off the main road to pick up individuals at their homes. Other vehicles are available for on-demand service requests. The service provides an option for disabled individuals who require transportation to access employment, employment services, vocational training, job searches and career training. We additionally provide four other fixed routes within Graham and Greenlee counties.

**Evaluation**:ESBF Safford Sage regularly requests feedback from our ridership. We host monthly transportation meetings with all 5310 recipients where we also have Graham and Greenlee County officials in attendance. We discuss transportation issues, needs and performance. We work as a team to evaluate the programs and resolve any issues. During the 2010 FY we increased ridership and increased our trips by approximately 60%.

**Accomplishments**: Greenlee County has been traditionally underserved. We started an accessible transportation program and as a result ten individuals with disabilities have the ability to regularly work and attend activities in the town of Morenci one of the few places within Greenlee that has employment opportunities.

**Lessons learned:** We knew the number of miles, but after starting the service in this very rural area we really became aware of how isolated individuals could become without this type of service. To make this program work it requires careful planning and cooperation between a variety of state agencies. We would advise anyone starting in a rural area to get buy in from not only ADOT, but from the county and cities within that county.

#####

#### EXCEL group dba Yuma WORC Center

##### YPG (512)

**Service area**: Yuma (AZ: Yuma)

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

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

**Service description**:Our agency provides transportation only to our employees and clients that we are servicing for employment services through Department of Economic Services (RSA). The route that we are referring about is our Yuma Proving Ground route. This area is outside of Yuma, about twenty two miles one way.

**Evaluation**:We are evaluated by surveys completed by our employees and clients.
All surveys have been positive.

**Accomplishments**: We are able to provide these transportation services at no cost to our clients.

**Lessons learned:** None

#### Horizon Human Services Inc

##### Horizon Human Services (909)

**Service area**: Pinal County

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

**Goal**: Improved system capacity

**Service description**:Additional JARC vehicle was received September 15, 2010.
Horizon Human Services' Vocational Rehabilitation Program coordinates with the Social Security Administration's Ticket to Work program, the Arizona Department of Economic Services and Cenpatico Behavioral Health Services to provide individuals with job placement and job coaching. The majority of these individuals have no access to transportation. Through JARC, Horizon Human Services is able to transport individuals to education classes, job searches, job interviews and volunteer opportunities which assist with job skills. The agency also provides transportation to and from work. Transportation is operated as a demand response service to individuals residing in Casa Grande, Eloy and Arizona City, Arizona.

**Evaluation**:Transportation services are evaluated by tracking passenger trips and the ability to meet the transportation needs of the consumers. The agency provided a total of 1,426 passenger trips during FFY 2010.

**Accomplishments**: The service area for Horizon Human Services is rural, with no public transit and significant distances between communities. The majority of available employment is located in the City of Casa Grande. One of the greatest accomplishments of the program has been providing individuals with a means to acquire and maintain employment, until such time as they are able to become self-sufficient.

**Lessons learned:** While it is the desire to provide transportation to all those in need, it is important to start small, set specific guidelines and then build the program from there. A lot of individuals that live outside our catchment area require transportation, but the resources are not available to meet those needs.

#### NACOG

##### Northern Arizona Council of Governments (1554)

**Service area**: Prescott, (AZ: Yavapai)

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

**Goal**: Expanded geographic coverage

**Service description**:The Voucher Transportation System provided rides throughout the Prescott, AZ area for low income individuals, the unemployed, under-employed, those over age 55 and the disabled population. Private transportation providers were used to transport individuals within the city or between cities and town in a rural area. The only fixed route served is through a private "Citibus" operation.

**Evaluation**:A transportation report was maintained on a monthly basis to track the number of individuals and the number of rides requested.

**Accomplishments**: The program has provided mobility to those without transportation and allowed a number of individuals to begin employment in the local area.

**Lessons learned:** A similar voucher transportation has been in place for several years and the application process has been perfected so that it runs smoothly. It is not always possible to estimate the scale of usage of the program, so its possible a beginning survey would be beneficial to a start-up operation.

##### Northern Arizona Council of Governments (1555)

**Service area**: Prescott, (AZ: Yavapai)

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

**Goal**: Expanded geographic coverage

**Service description**:The Voucher Transportation System provided rides throughout the Prescott, AZ area for low income individuals, the unemployed, under-employed, those over age 55 and the disabled population. Private transportation providers were used to transport individuals within the city or between cities and town in a rural area. The only fixed route served is through a private "Citibus" operation.

**Evaluation**:A transportation report was maintained on a monthly basis to track the number of individuals and the number of rides requested.

**Accomplishments**: The program has provided mobility to those without transportation and allowed a number of individuals to begin employment in the local area.

**Lessons learned:** A similar voucher transportation has been in place for several years and the application process has been perfected so that it runs smoothly. It is not always possible to estimate the scale of usage of the program, so its possible a beginning survey would be beneficial to a start-up operation.

#### NAIPTA

##### County Mountain Lift (Dial-a-Ride) (1564)

**Service area**: Flagstaff, Coconino County

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

**Goal**: Expanded geographic coverage

**Service description**:County Mountain Lift Dial-a-Ride services began runs in May 2006, as an extension of paratransit services in Flagstaff. It expanded to Dial-a-Ride, with on demand response, same-day call in service, serving the communities of Kachina Village (ten miles outside of Flagstaff) and rural Coconino County. Kachina offers three trips per day, curb-to-curb on Monday through Friday for commuter service.
Dial-a-Ride or VanGo offers five trips a day to rural area, Monday through Friday for commuter service.

**Evaluation**:Cost of the program is high, and ridership is low due to sparsely populated areas served. Ridership and customer satisfaction are always good performance measures. By those benchmarks, we can track consistent improvement and increased ridership. Due to high cost and declining use in the second and third quarters, the service was discontinued and replaced with Taxi Voucher program for ADA-eligible clients.

**Accomplishments**: Service is hugely appreciated by customers in outlying areas. Ridership has doubled. Improvements from initial curb-to-curb service to a fixed route day pass service is well received.

**Lessons learned:** Keep realistic goals. With a small population base, it is unrealistic to expect a huge number of riders. Three year grants go away, and SAFETEA-LU also changes focus. Need a dedicated funding source.

##### Discounted Pass Program (1575)

**Service area**: Flagstaff, (AZ: Coconino)

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

**Goal**: Improved access/ connections

**Service description**:We were able to offer a program to assist low income passengers through 1/2 price day pass program. The program was introduced through various community groups that can buy up to $10,000 worth of day passes for half price. They can then distribute those passes as needed to help low income families find work and maintain employment. The day passes are good on all of Mountain Line's routes.

**Evaluation**:The success has been measured through increased use of program and support for program from other community groups. We also track ridership monthly and continue to see increases in service.

**Accomplishments**: We have found this program to be successful due to increased demand by agencies along with local government support. We are supporting the effort to get people to work. As people return to work, we hope they continue to use public transit.

**Lessons learned:** We have learned that we can't depend solely on support of federal grant to support this program and have turned to our local funding agency to continue to support this heavily used program.

##### Mountain Line (1574)

**Service area**: Flagstaff (AZ: Coconino)

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

**Goal**: Improved access/ connections

**Service description**:Mountain Line routes 5 and 7 connect high density residential areas with job locations throughout the City by connecting riders to all other service routes. 40% of riders surveyed confirmed the purpose of their trips are for work purposes. Both routes connect these residential areas with the main business corridor, the downtown business district, as well as city and county offices and the University.

**Evaluation**:We use unlinked passenger counts, rider satisfaction, and cost per hour for operations, to evaluate the success of all our routes. The two routes continue to trend upward in respect to riders and satisfaction while cost are controlled and decreasing as service hours are built out without proportionate increase in cost.

**Accomplishments**: Both routes are popular during peak service, with customers asking for larger vehicles. Route 7 is depended on by residents for access to jobs and serves an area that is largely low income families. It is important that we can be relied on for getting them to work. Route 5 serves a school and the students use the regular bus routes for access to and from, with the school actually changing start and release times to encourage use of public transit.

**Lessons learned:** Both routes are successful during the week and during peak service hours. We have learned that Route 5 is not successful on weekends and are looking at cutting the weekend service in coming year as a result. The lesson we learned, it is best to understand the greatest need of the area in order to provide cost effect and responsive service.

#### San Carlos Apache Tribe TANF

##### Casino Route (1198)

**Service area**: Gila County (AZ: Gila, Graham)

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

**Goal**: Improved system capacity

**Service description**:San Carlos Apache Gold Casino/Resort Employee Transportation Run/Route enabled those members of the community who did not own a personal vehicle access to transportation services to continue employment with the Casino/Resort Establishment.

**Evaluation**:The continuation of transportation services has been beneficial for all that are involved from the Casino Establishment and its employees utilizing these needed services to the subrecipients of the JARC Funding. There has been an increase in the ridership from the start to the present and the Casino Establishment has been very pleased with the decrease in job attendance since the very start of these services.

**Accomplishments**: We have documentation/testimonies/pictures included of the success these transportation services has created with various families from the TANF Program recipients/customers and the general public.

**Lessons learned:** That there will obstacles, but with a little determination and working together with all the resources that become available will continue to support your endeavors and the other recipients in your region.

#####

#### Santa Cruz Training Programs, Inc.

##### SCTP Transportation - Group Supported Employment (1778)

**Service area**: Santa Cruz (AZ: Santa Cruz)

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

**Goal**: Expanded geographic coverage

**Service description**:Our project provides transit service in low income areas since 80% of our clients, according to the federally defined poverty level, live in those areas. These clients are picked up from their homes Monday through Friday, driven to Santa Cruz Training Programs' center where some will spend the day at their employment on our grounds. Clients, who do not work on our premises, will be driven from our center to their work sites in Nogales and Rio Rico neighborhoods as well as to some areas that are outside of the city limits in Santa Cruz County, AZ. A supervisor always accompanies these workers with disabilities throughout the day's work. At the end of the working day, all clients convene at Santa Cruz Training Programs' center and are then driven back to their homes in our vehicles and always with a supervisor who attends to their needs on their trip back home.

**Evaluation**:All our consumers and Contracted Services are requested twice year to fill out a "Satisfaction survey." From these surveys, we are aware about the quality of our services and also sometimes make suggestions for improvements.

**Accomplishments**: We are very proud of our consumers due to their improvement in their work skills, the way they interact with the community, making responsible choices, and how they have improved and developed their self respect and that they are able to work and earn money that helps their families.

**Lessons learned:** . If you are working with persons with disabilities, you must
treat them as normal as possible guiding and teaching but not enabling. Training for all staff must be taken seriously upon hire to avoid any pitfalls.

#### SEABHS

##### SEABHS Vocational Services (1544)

**Service area**: Cochise County (AZ: Graham, Greenlee, Santa Cruz)

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

**Goal**: Improved system capacity

**Service description**: The SEABHS Vocational Services program provides persons with disabilities with opportunities to build work skills and obtain and maintain employment. Many of the program clients' disabilities require a job coach's presence while working. Whether placed in jobs in the open market or in one of SEABHS' two business lines, clients are provided access to employment and employment related activities with transportation to and from job sites. Presently, transportation is provided using existing vehicles issued to other SEABHS programs. Work crews are scheduled and clients are picked up from their homes or central program sites and are taken to the job site by their SEABHS job coach/supervisor. Upon completion of the day's work, clients are returned home or to program sites using the same vehicle and transportation provider.
The SEABHS Vocational Services program is not a fixed route or dial-a-ride public transportation program and does not charge fares to its clients. Riders must be enrolled in the SEABHS Vocational Rehab program. Service is door-to-door, picking up clients at their home or central program site, taking them to the job site, and delivering clients back to their homes or program site. Program operations are Monday through Friday with pickup beginning as early as 4:15 AM and drop off as late as 9:30 PM. This does not indicate the total number of hours a single person may be in the work program on a given day but rather the overlapping of crews throughout the day. Where as one may start very early and end after the noon hour, another may start after noon, end work at 8 and deliver workers home by 9:30 PM.

**Evaluation**:SEABHS evaluates services based on outcomes. Our benchmarks under this program are to increase the total number of jobs accessed and the total number of rides given by 15%.

**Accomplishments**: The greatest accomplishments of this program is the progress and positive change in the individuals we support. People participating in the program go to learn skills, go to work, earn and income and become more self-confident and self-sufficient. They take steps on the path to recovery and see themselves as something more than a person with a mental illness or other disability.

**Lessons learned:** Our Project is an expansion of services. The only advice I would offer is that in starting this type of business it is important to be prepared to respond the economic shifts of the communities served. Starting these services has been a rewarding experience for our Agency.

#####

#### Southwest Conservation Corp.

##### Southwest Conservation Corps Sonoran Desert (1572)

**Service area**: Southwest (AZ: Cochise, Gila, Maricopa, Pima, Pinal, Santa Cruz, Yavapai; CA: Imperial; CO: Dolores, La Plata; NM: Catron, Eddy, Grant, Lincoln)

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

**Goal**: Improved system capacity

**Service description**:SCC Sonoran Desert operates up to seven crews at a time throughout the year. SCC provides transportation for all crew members to remote project locations in 12 passenger vans or 8/9 passenger SUVs. No fares are charged to crew members. Crews operate on an 11 day hitch schedule. On the first day of a hitch (every other Monday) all crews meet at the SCC office in Tucson. On that day each crew is assigned a crew vehicle which they use to travel to their project location for the hitch. Project locations are up to 500 miles from Tucson throughout Arizona and New Mexico. Occasionally projects are located in southern Colorado or eastern California. Due to the remote rural location of project work sites, all crews camp out near the project site for ten nights and their crew vehicle remains with them for the full hitch.
Vehicles operate 11 of every 14 days, or an average of 5.5 days a week. Daily travel hours vary greatly according to work site and the hitch day. Days one and 11 of the hitch schedule are the heaviest travel days with travel hours ranging from two to ten hours. Day seven of the hitch is a resupply day and travel ranges from one to four hours, depending on location and distance from a town. Days two through 10 of the hitch schedule are lighter travel with a range of zero to five hours. Additional travel occurs on any of the hitch days if there is need to resupply water or seek medical care.

**Evaluation**:All SCC project work is located on remote public lands. Initial travel time to these projects is up to eight hours and often requires rugged, four-wheel drive vehicles. What’s more, SCC transports – usually by using large trailers – large amounts of personal gear for participants, tools, food and camping equipment. There is no form of public transportation to these project sites, and private transit options are limited and extremely costly.
SCC provides necessary transportation, and through routine maintenance both in the field and in town, we have kept our fleet operating within reasonable cost margins. However, as described above, much of the driving conditions our vehicles encounter cause significant wear and tear on our vehicles in an abbreviated period of time.

**Accomplishments**: Southwest Conservation Corps (SCC) empowers individuals to positively impact their lives, their communities, and the environment. SCC employs and trains a diverse group of young women and men, for many of these participants, the transportation and opportunities we provide are often their first experience in a non-urban environment. Having the ability to open their eyes to the wealth of experience and opportunities that are waiting for them on our public lands is certainly one of our greatest accomplishments.

**Lessons learned:** Maintaining vehicles that are often driven in undesirable and challenging environments certainly provides a large number of surprises. Expect things to fall apart when you are furthest away from potential aide, and learn to roll with the punches. This service has been provided by the SCC Sonoran desert branch for the past five years.

#####

## California

### California Department of Transportation (1622)

#### City of Escalon

##### eTrans (2443)

**Service area**: Escalon, San Joaquin, San Joaquin (CA: San Joaquin, Stanislaus)

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

**Goal**: Improved access/ connections

**Service description**:The present services include a local dial-a-ride service within the city limits and a deviated fixed route service, previously known as Route 96, now known as Route 1, between Escalon Park and Ride Lot and Modesto.

**Evaluation**:

• Cost per passenger
• Passengers per hour
• Farebox Recovery Ratio
• Operating cost per hour

**Accomplishments**: Increased ridership by 10% on Route 1 service to Modesto over the previous fiscal year; developed new marketing materials to promote the route; developed materials for riders to get to Stockton via RTD Dial-A-Ride and Kaiser via MAX.

**Lessons learned:** None

#####

#### City of Fairfield, Fairfield and Suisun Transit

##### Travis Air Force Base Service (2407)

**Service area**: Fairfield (CA: Solano)

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

**Goal**: Improved access/ connections

**Service description**:This project is Operating Assistance to expand/continue service through Travis AFB as a dedicated base shuttle to transport low income families living on base to appointments, grocery shopping, and other quality of life destinations. Also, connects to the Air Force Base Medical Hospital.

**Evaluation**:The project provides an important connection between the Air Force Base and the City of Fairfield. The greatest measurement of this service is the service it is providing, for example it's service to a call center within Travis Air Force Base that uses a staff of visually impaired workers that have a public transportation option.

**Accomplishments**: Coordination with Air Force Base to identify key locations and revisions for upcoming year of service.

**Lessons learned:** Establish relationships with people in the area that your new service is serving, so that they can help you to identify what is working and what is not.

#### City of Lompoc

##### Wine Country Express (2288)

**Service area**: Lompoc, Santa Barbara County

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

**Goal**: Expanded geographic coverage

**Service description**:Wine Country Express: This project provides improved transportation access to employment and employment-related activities by providing new service connecting the non-urbanized communities of Buellton and Solvang with the urbanized area of Lompoc. This project addresses past requests for transit service between Lompoc and the cities of Buellton and Solvang. Ridership for the first year was projected to be 4,700. The Capital portion of this project is for one 30-passenger bus to provide the above service.

**Evaluation**:This project has been largely evaluated on the basis of ridership and to this point in the project we are exceeding our projections.

**Accomplishments**: Ridership exceeding our projections.

**Lessons learned:** Have a fairly good idea that the service will be successful.

#### City of Paso Robles

##### Mid-Day Shuttle (816)

**Service area**: City of El Paso de Robles (CA: San Luis Obispo)

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

**Goal**: Improved access/ connections

**Service description**:The service during FFY 2010 was a fixed route transit service operating within the City of El Paso de Robles. The service consisted of two routes, route "1" and "2", which operated within the City, connecting most housing and commercial areas, especially senior and low income housing with retail and hospitality industry centers. The service operated on weekdays from 10 AM through 3 PM.

**Evaluation**:Total passengers, passengers per service hour and passengers per service mile were all used as benchmarks. These benchmarks rose slowly during the reporting period. However, performance levels remained significantly below projections, which are based on the performance of the City's other fixed routes.

**Accomplishments**: Marketing the new service, including targeted fliers (emphasizing the convenience of the service for reaching specific locations) and presentations to local community groups, were good outreach tools, particularly outreach through the local senior center, including having "guided tours" in which interested persons rode the regular route with a guide describing the various destinations served by the route. Due to the lower than expected performance indicators, a significant revision of the route, was undertaken to improve its performance. The revised route will begin service in July 2011.

**Lessons learned:** Avoid route scheduling that allows route to become too redundant with an existing route for any significant length of the route. Seek additional public input during the planning process to increase buy-in, and diverge from routes recommended in transit plans, if these do not appear to be viable.

#### City of Rio Vista

##### Rio Vista Delta Breeze (1589)

**Service area**: Rio Vista, Solano, Bay Area (CA: Contra Costa, Sacramento, Solano)

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

**Goal**: Improved access/ connections

**Service description**:Rio Vista Delta Breeze offers deviated fixed route bus service within the City of Rio Vista and between Isleton, Rio Vista, Fairfield, Suisun City, Pittsburg/Bay Point BART Station and Antioch. Route 50 provides service between Isleton, Rio Vista, Suisun City and Fairfield. Route 52 provides service between Rio Vista, Isleton, Antioch and Pittsburg.

**Evaluation**:The City evaluates the following performance measures:
• Passengers per hour
• Cost per passenger
• Average fare per passenger
• Farebox Recovery Ratio
Overall, the system carried 2.51 passengers per hour, with an average fare of $6.01, a farebox recovery ratio of 18.24 and the cost per passenger was $33.49.

**Accomplishments**: Becoming a part of the Greyhound and Amtrak networks to include their riders on our transit system. As part of this arrangement, a new transit store was opened at the Suisun City Train Depot where passengers can purchase tickets, obtain information and refill transit passes. Sales generated from this store goes towards the City's farebox recovery ratio.

**Lessons learned:** Marketing is the key. The City is working on additional marketing efforts to improve ridership. Word of Mouth, plus traditional marketing is very important.

#####

#### City of Santa Maria

##### Santa Maria and Orcutt area (333)

**Service area**: Santa Barbara County: Santa Maria and Orcutt (CA: Santa Barbara)

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

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

**Service description**:Route 61, 62 and 7N provide our night service for the Santa Maria and Orcutt area.
Route 61 provides service to our residential areas in the northern parts of Santa Maria as well as Orcutt, bringing people to downtown Santa Maria and major shopping areas.
Route 62 provides service to hospital and groceries stores and major shopping areas as well as airport.
Route 7N provides service to and from residential areas to major shopping areas such as downtown Santa Maria, Wal-Mart Shopping Center and the mall.

**Evaluation**:All our buses are equipped with GFI fareboxes which provide data on ridership information. We are able to determine how many people are using the service and where they are boarding. We are able to determine by fare type if it is a student, adult or senior citizen that is using the service.

**Accomplishments**: In September 2008 the City of Santa Maria purchased GFI Fareboxes. This has proven valuable as we are able to receive accurate information on ridership and revenue with minimal human error.

**Lessons learned:** Prior to starting the service, we needed to know the exact need for which areas to provide better service too.

#### City of Simi Valley

##### Simi Valley Transit-Route C (1095)

**Service area**: Simi Valley (CA: Los Angeles, Ventura)

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

**Goal**: Improved access/ connections

**Service description**:Simi Valley Transit fixed route bus service Route C serves the east Simi Valley and portions of the western San Fernando Valley community of Chatsworth, terminating at the Chatsworth Metrolink Station. Route C provides roughly 68,300 passenger trips comprised of mainly employees and domestic workers, with Monday through Saturday connecting bus service between the City of Simi Valley and the Los Angeles County Metropolitan Transit Authority (LA Metro) bus services in the western San Fernando Valley community of Chatsworth.

**Evaluation**:Simi Valley Transit conducts annual Route C Customer Service and Origin/Destination surveys. The results indicate that Route C continues to meet the transportation needs of a greater majority of users defined within the targeted group of low income transit-dependent persons, service employees and domestic workers.

**Accomplishments**: With the assistance of the JARC grant, Simi Valley Transit’s Route C was able to continue meeting the needs of its targeted group, low income employees, domestic workers and transit-dependent persons.

**Lessons learned:** Based on our experience, I would recommend that prior to initiating this form of transit service, in-depth studies should be conducted to identify employers, social services agencies, medical facilities, etc. in an effort to get “by-in” as it relates to meeting the public transportation needs of the targeted group.

#####

#### City of Taft

##### Maricopa and Taft Fixed Route (2496)

**Service area**: City of Taft (CA: Kern)

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

**Goal**: Expanded geographic coverage

**Service description**:Operating Assistance to provide both fixed route and demand response expanding hours of service and days to cover weekends for disabled and/or low income individuals for access to employment beyond the regular work hours of 9 AM to 5 PM, medical needs, access to other federally assisted programs and services and for students at Taft College.

**Evaluation**:Number of one way trips and the destination of those passengers

**Accomplishments**: Increased ridership since started, unmet needs hearing went well and appeared that the City is meeting the community needs.

**Lessons learned:** Need to learn to be flexible and be able to realign the bus schedule and stops to gain more ridership

#### City of Vallejo

##### Route 5 Service to new Solano College Satellite Campus (1625)

**Service area**: Vallejo (CA: Solano)

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

**Goal**: Expanded geographic coverage

**Service description**:The fixed route services covers the new Solano College Satellite Campus as well as the adjacent businesses districts via downtown area located in Vallejo, California.

**Evaluation**:Vallejo Transit has experienced on-time performance problems due to high passenger volumes during peak periods. Changes to schedules are pending completion of the agency's Short Range Transit Plan (SRTP).

**Accomplishments**: Vallejo Transit has experienced on-time performance problems due to high passenger volumes during peak periods. Changes to schedules are pending completion of the agency's Short Range Transit Plan (SRTP).

**Lessons learned:** None

#### City of Visalia

##### The Green Line (2112)

**Service area**: Visalia Region (CA: Tulare)

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

**Goal**: Improved customer knowledge

**Service description**:The City of Visalia Green Line Call Center operates a critical public information service through the Visalia region. This public service offers residents with greater access to jobs, medical and social services, Transit 101 classes to educate riders, shopping, and recreational activities. As a mobility manager, The Green Line provides increased access to transit information for the general public with specific focus on added time to assist the elderly and disabled bus riders creating an overall increased mobility for all citizens of the Visalia Urbanized Area and throughout Tulare County. The Green Line is able to track buses and provide accurate information with access to the Automated Vehicle Locator (AVL) system that is in place.

**Evaluation**:The Green Line Call Center was implemented in May 2009 with one staff member. Currently, there are three full time staff operating the service. The Green Line has a database that collects calls received by agency, type of call, by route, date, time, and whether or not callers’ questions were resolved. Each month The Green Line provides participating agencies with monthly reports with this compiled information. The Green Line also received reports from our Information Services department showing how many calls were taken, the duration of a call, and how many calls were dropped. This information is important since it will be used to determine if more staffing is needed.

**Accomplishments**: The Green Line Call Center is a huge asset to the Visalia Transit Division. Since it was implemented in 2009, the call volume has continuously grown every month. The service has not reached its peak two years later. We anticipate future growth to surrounding counties. Currently, there have been talks with Kings County as potentially providing service. The Green Line Call Center staff offer a high level of excellent customer service in a fast and efficient way. The Green Line conducts "Transit 101" classes as requested to educate the citizens on public transportation. Outreach is also done by participating in public events, web sites, newspaper and bus ads.

**Lessons learned:** It is important to do the research on the number of calls each agency receives on a daily, weekly, and monthly basis. This will help the number of staffing needed. Having a system in place that accurately tracks buses and bus information is crucial.

#### Community Transportation Agency, Inc.

##### Alta Regional Commute Service (2260)

**Service area**: Sacramento County

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

**Goal**: Improved system capacity

**Service description**:Provided access to Alta Regional clients to their work sites in the Sacramento area.

**Evaluation**:Tracked ridership and other information necessary to report statistics to agencies concerned.

**Accomplishments**: Ridership increased from the previous reporting cycle.

**Lessons learned:** Make sure that all vehicles are in place before starting service.

#### Commute Connection

##### Commute Connection (1541)

**Service area**: San Joaquin County

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

**Goal**: Improved customer knowledge

**Service description**:We were just getting started during the final quarter of 2010.

**Evaluation**:The goal is to meet the objectives set out in the grant. Time-lines are being reviewed by Planners, Senior Planners, and the Deputy Director of the agency at monthly status meetings.

**Accomplishments**: Thus far, the highlight was getting the RFP to select a marketing company approved by Caltrans.

**Lessons learned:** Planning is difficult. The time-line you develop for the grant must change significantly because the funding was not actually available when expected and by the time you receive it,(perhaps more than a year later) you are in the midst of other projects.

#### Eastern Sierra Transit Authority

##### Lone Pine/Bishop (547)

**Service area**: Inyo County

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

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

**Service description**:Eastern Sierra Transit's Lone Pine to Bishop bus routes operate Monday through Friday, offering three round trips each day. Each one way trip is 60 miles. The Lone Pine to Bishop Route is designed to accommodate commuters going to work in Independence which is the Inyo County seat, as well as workers commuting from the southern portion of the County coming to work in Bishop, which is the population center for Inyo County. The schedule also accommodates transit dependent passenger that need to access lifeline services in Bishop.

**Evaluation**:Eastern Sierra Transit uses passengers per hour as an efficiency measure. Eastern Sierra Transit's Short Range Transit Plan identified the minimum passenger per hour as 2.5, with a target of 4.0 passengers per hour for town to town routes. The Lone Pine to Bishop routes have passed the target in FFY 2010 with 4.05 passengers per hour.

**Accomplishments**: The Lone Pine to Bishop Routes have been successful. One of the reasons for the success is the fine tuning of the time schedule. When scheduling a route in a rural area it is necessary for the route to meet a variety of needs. Our primary goal was to accommodate commuters, with secondary goals of meeting needs of the transit dependent people that need to access medical, education, social service and shopping needs as well as having this route connect into other local and regional bus routes.

**Lessons learned:** Eastern Sierra Transit has found that passenger and potential passenger surveys, along with employer surveys to be very beneficial in scheduling the route. Gaining the public approval through input meetings and public education is vital to a routes success.

##### Mammoth Express Bus Route (548)

**Service area**: Inyo / Mono Counties

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

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

**Service description**:Eastern Sierra Transit's Mammoth Express route operated Monday through Friday with three round-trip services each day. This route makes stops in Bishop, Round Valley, Tom's Place, Crowley Lake and Mammoth Lakes. Each one way trip is 45 miles. The Mammoth Express Routes were designed to accommodate commuters going to work in the Mammoth Lakes area, as well as transit dependent passengers accessing lifeline services.

**Evaluation**:Eastern Sierra Transit uses passengers per hour as an efficiency measure. The Eastern Sierra Transit's Short Range Transit Plan identified the minimum passengers per hour as 2.5, with a target of 4.0 passengers per hour for town to town routes. The Mammoth Express Routes were approaching the target in FFY 2010 with 3.71 passengers per hour. The six months after the close of FFY 2010, these routes have continued to see growth in ridership.

**Accomplishments**: One of Eastern Sierra Transit's accomplishments was the addition of the midday Mammoth Express Route. This route was designed to give commuters a half day work option, if they need to go into work late or get off work early. This has provided an additional safety net for the commuting passengers and additional ridership for the route.

**Lessons learned:** One lesson learned is that commuting passengers are price sensitive. Eastern Sierra Transit raised fares and as a result lost ridership. Through fare promotions, Eastern Sierra Transit was able find the fare that passenger are willing to pay them and make the necessary fare adjustments. The lower fare has resulted in increased ridership and higher fare revenue.

#####

#### Information & Referral of Los Angeles - 211

##### 211/Mobility Management (2439)

**Service area**: Shasta County (Pilot Location)

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

**Goal**: Improved access/ connections

**Service description**:This is the first pilot project led by 211 California to coordinate 211/mobility management services in small urban and rural areas. In the pilot project area of Shasta County, this project will coordinate demand responsive trips consistent with the needs identified in the Coordinated Plan through a collaboration of transit, social service and emergency partners. The initial task was to coordinate with existing service providers in the area as the Consolidated Transportation Services Agency (CTSA) Shasta Senior Nutrition and Shasta County Opportunity Center. 211 California worked in support of Shasta County’s 211 efforts for the area. Application and stakeholder buy-in (signed support letters from county partners to establish the 211 service). Once the service is established using technology linkages with the key providers, 211 California would expand the level of service to target groups (elderly, low income and employment) based on expanded information and referral calls and services, which will ultimately be coordinated by of a Mobility Manager for the pilot project area. The project will use an interim MM to coordinate technology procurement, implementation, and training. These technology improvements will ultimately begin the coordination of trips, emergency preparedness, etc. 211 Shasta County service is five months from being a real service, this will also begin to pay dividends of routing transportation related trips and data to the coordination matrix. (www.dot.ca.gov/hq/MassTrans/Docs-Pdfs/CoordinatedPlng/2007Plans/Shasta.pdf)

**Evaluation**:As a first endeavor in California, this pilot project will provide tools and strategies for implementing 211/mobility management services in rural and small urban areas. Starting with a baseline, the project evaluation and benchmarks consist of the following elements which will be monitored over time to measure effectiveness: Number of outreach and education in rural counties for coordination of 211/mobility management services Number of transportation-related referrals in rural/small urban areas via 211 services Number of successful rural/small urban 211 locations Percentage of Coordinated trips in the rural/small urban areas

**Accomplishments**: Engaged social service agencies and transportation partners through this project. Assisted Shasta County with obtaining the approval from the Public Utilities Commission to be established as a "211" Call Center. Initiated the coordination of trips between providers for elderly, disabled, and low income riders to senior centers and workforce centers. The project presence has initiated a sense of "we can do" attitude in the target groups... They are more engaged to move forward in making the project objectives becoming a reality.

**Lessons learned:** Mobility Management projects require a lot of upfront investment in time and resources to bring all parties together and collaborate with each other. While there have been some successes in large urbanized areas in California, there is a lot more involved in incorporating 211 services into mobility management in small rural areas primarily due to the lack of sufficient resources and staffing. We recommend more extensive collaboration and partnership building before starting similar projects and also to seek out other project partners from surrounding counties for future expansion in a rural environment that will ultimately maximize resources, which are limited.

#### Kings County Area PTA

##### Kern County Vanpool Subsidy Project (1400)

**Service area**: Kern County

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

**Goal**: Improved system capacity

**Service description**:This service funded vouchers for those traveling to or from Kern County in the course of getting to or from work.

**Evaluation**:We looked at the number of van-pools that were established or maintained as a result of the vouchers.

**Accomplishments**: Our goal has been increasing the overall number of persons using van-pools for their work trip.

**Lessons learned:** It is difficult to recruit participants in an economy where the unemployment rate is greater than 15%.

##### Kings County Vanpool Subsidy Project (1399)

**Service area**: Kings County

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

**Goal**: Improved system capacity

**Service description**:This service funded vouchers for those traveling to or from Kings County in the course of getting to or from work.

**Evaluation**:We looked at the number of van-pools that were established or maintained as a result of the vouchers.

**Accomplishments**: Our goal has been increasing the overall number of persons using van-pools for their work trip.

**Lessons learned:** It is difficult to recruit participants in an economy where the unemployment rate is greater than 15%.

#### Livermore Amador Valley Transit Authority

##### Travel Training (2066)

**Service area**: Livermore (CA: Alameda)

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

**Goal**: Improved customer knowledge

**Service description**:The travel training program will enable program participants to overcome some of the existing barriers facing individuals with using public transportation by providing, free of charge, one-on-one instruction about how to ride transit, bus buddies who ride along with new riders, group demonstrations and field trips. Training includes components to increase awareness of public transportation options, how to ease the transition from paratransit to fixed route, and how to maintain safe riding skills. Travel training programs generally result in greater mobility freedom for participants by enabling program participants to use fixed route services, which provides same-day service and do not require participants to schedule transportation one-day in advance, nor deviate along the trip to address the transportation needs of other passengers. Travel training programs have been set up to complement and provide a higher level of service than ADA paratransit programs can generally provide.

**Evaluation**:Submitted quarterly reports to Caltrans, regularly scheduled meetings regarding the program and updated held internally, and tracked number of one-way trips and contacts.

**Accomplishments**: The program began to expand in the second half of FFY 2010 and a number of participants completed the travel ambassador program.

**Lessons learned:** The program was funded with both JARC and New Freedom funds. Due to the need of individuals with the disabilities and seniors, the program is more directed to New Freedom participants rather than the JARC target group. For future proposals, LAVTA will only apply for New Freedom funds for the travel training programs.

#### Mendocino Transit Authority

##### Mobility Management Program (2084)

**Service area**: Ukiah, Mendocino County (

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

**Goal**: Improved access/ connections

**Service description**:1) In May, 2010, a Commute Transportation Needs Study produced recommendations for three major alternative transportation options designed to meet the unique transportation needs of the remotest inland areas of our county.
2) Also in May, 2010, five l5-passenger vans were purchased, as well as vehicle tracking equipment and a driving records check program, called First Advantage ADR.
3) After extensive outreach to both agricultural employers and workers, one agricultural van pool began operation in May of 2010. By September 14, 2010, it had made 1,706 one way person trips between Ukiah and Anderson Valley, a prominent wine grape-growing region located approximately twenty-two miles from the van pool's starting point. From its inception in May, 2010, until the end of the 2010 fiscal year, this van traveled a total distance of 5,726 miles.

**Evaluation**:In fiscal year 2010 we met the goals outlined in the California Agricultural Worker Transportation grant's implementation plan, which entailed hiring staff, conducting a needs assessment survey for agricultural workers in Mendocino County, designing program policies and procedures, and conducting marketing and outreach. Marketing and outreach efforts are ongoing.
The above-mentioned start-up work resulted in the initiation of an agricultural workers' van pool in May, 2010, which operated through the end of that fiscal year and into the spring of this year. Since then another van pool has started and currently remains in operation.
Because ridership on the agricultural van changes constantly according to weekly variances in the type, quantity and location of agricultural work during the various stages of the work season, over 100 different workers may have benefited from the service provided by the single van that was in operation during the 2010 fiscal year, even though the van only seats fourteen passengers and the driver. This number represents a possible total of 100 jobs reached at various times during that period.

**Accomplishments**: Our greatest accomplishment during the 2010 fiscal year was the successful launch of an agricultural workers' commuter van pool in May, 2010, which continued in operation until April, 2011. Since then a second van pool has been initiated, and recent interest has been expressed in starting more. Our continuing outreach from the beginning has kept community awareness and interest in this program alive, and we are confident that at least one more van pool will begin operation in the next few months as the grape season approaches its height of activity.

**Lessons learned:** When this program started, out staff was not aware of the difficulty of finding licensed drivers for the agricultural workers' van pools. This has been a significant obstacle in forming and sustaining the van pools. Also, the response from the vineyard and winery owners themselves has been lukewarm at best for the most part. Many tell us they have agricultural contractors who handle their workers' transportation needs. However, often the form of transportation these contractors provide, if any, is unsafe or unreliable. Also, the contractors often bring their own workers with them from region to region, following the seasonal work of different crops, and so the need and frequency of van use are inconsistent.
Another unexpected obstacle to this program was the resentment expressed by some members of the community that their tax dollars are being used "to pay for illegal immigrants." This pressure may be another, unspoken reason the growers themselves are unresponsive to our outreach efforts.

##### Ukiah Evening Service (1998)

**Service area**: Ukiah (CA: Mendocino)

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

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

**Service description**:Route 8, Local Evening Service
Ukiah Valley Evening Bus Service is a deviated route service, and has been running since August 2007. Two buses are utilized to provide a 60-minute headway between the south end of Ukiah (our bus yard) and Mendocino College, north of the City, from 6 until 10 PM on weekdays.

**Evaluation**:Because of the loss of sales tax based TDA funds coming into this year, we were forced to eliminate the last round trip which had run until 11 PM. This year, the route is carrying an average of 70 passengers per evening or nearly nine passengers per service hour. Drivers report that about half of the riders are travelling to or from work and up to one-third are returning home from evening classes at Mendocino College after enhancing their job skills. Ridership continues to improve on this route, increasing 16% over last year.

**Accomplishments**: Our existing service was expanded to include evening service to meet the needs of clients attending the local college, and was designed to be flexible enough to adjust to changing clients needs for the times and locations of training, education, and employment. The service provided circulation within the community served, allowing clients access to local employment related activities as well as essential local services.

**Lessons learned:** With the schedule changes at the College, the route needed to be adjusted slightly to make the time available for ADA deviations more equal throughout. Promotion is critical for the start of the service.

#### Monterey-Salinas Transit

##### Line 48 Salinas-Airport Business Center (2230)

**Service area**: Monterey County

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

**Goal**: Expanded geographic coverage

**Service description**:Line 48 is a continuation of a previous JARC-funded route. The route provides transit service to employment and employment-related activities for welfare recipients and eligible low income individuals and transports residents of urbanized areas and non-urbanized areas to suburban employment opportunities.
The route extends from the Salinas Airport Business Center to the northeast side of town.

**Evaluation**:Ridership has declined over the years due to the economic downturn. Since the one-stop career center is the primary destination for riders of this line, when jobs evaporated during the recession, people stopped looking for work. Unemployment has hit Salinas particularly hard during this period. Total ridership during FFY 2010 was 9,039.

**Accomplishments**: Line 48 is a continuation of a previous JARC-funded route. No changes since the last reporting period.

**Lessons learned:** Line 48 is a continuation of a previous JARC-funded route. No changes since the last reporting period.

##### Line 55 Monterey-San Jose Express (2231)

**Service area**: Monterey County (CA: Monterey, Santa Clara)

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

**Goal**: Expanded geographic coverage

**Service description**:This project is a continuation of a pre-existing JARC-funded Line 55 Monterey-San Jose Express. The funds support operating assistance for transit services to low income individuals to access jobs in the Bay Area. This service provides reverse commute direction travel southbound in the morning from the Bay Area to Gilroy and Morgan Hill.

**Evaluation**:Ridership has maintained stable although the world-wide economic crisis has affected ridership due to the high unemployment rate. For FFY 2010 total ridership was 2,190.

**Accomplishments**: The greatest accomplishment has been retaining continued funding (non-JARC) to continue Monterey to San Jose service on Line 79. This could only have been done with the lessons learned from Line 55.

**Lessons learned:** None.

#####

##### Line 56 Monterey-Memorial Hospital (2229)

**Service area**: Monterey County

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

**Goal**: Expanded geographic coverage

**Service description**:This service operated until the end of January 2010 when the funding partner (Salinas Valley Memorial Hospital) pulled out of the program.
Line 56 was a continuation of an ongoing transit line that began as a NF-funded line in FY 2008. It provided reverse commute service during shift change times at Salinas Valley Memorial Hospital to serve primarily employees who live on the Monterey Peninsula but work 20 miles away in Salinas at the hospital. The Salinas Valley Memorial Healthcare System, which owns the hospital, provided the 50% local match of the service. The service only operated during shift change times at the hospital- it was not an all day service. There were approximately nine one way trips to coincide with shift change times ranging from 6:30 AM to 11:30 PM.

**Evaluation**:Ridership increased when fuel prices increased and started dropping when fuel prices decreased and the economy soured. Virtually all of these riders were discretionary riders. The number of one way trips were as follows: 2009: Oct (110), Nov (95) Dec (105), 2010: Jan (100)

**Accomplishments**: Securing private-sector funding partner. No MST dollars were used to fund this program.

**Lessons learned:** Find a local funding partner and get a long-term commitment. MST had a year to year commitment from the funding partner. They backed out of the service in January 2010 and we had to shut down the line due to lack of a local match.

##### Mobility Management (2224)

**Service area**: Monterey County

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

**Goal**: Improved access/ connections

**Service description**:MST's Mobility Management JARC funding continues to provide coordinated social services transportation in Monterey County. Activities include (1) brokering transportation services by matching available vehicles with transportation demands; (2) incorporating the newly formed Regional Taxi Authority into a mobility management plan to assure that accessible taxi service is available to supplement other ADA and senior transportation programs; (3) developing new transportation services for seniors and low income persons to fill gaps left by declining school and nonprofit transportation programs; (4) continue working with local governments in developing emergency transportation plans as well as transportation oriented community planning; and (5) expand current efforts at marketing accessible services to seniors, persons with disabilities, and low income workers and students who do not meet ADA paratransit criteria under some conditions.
MST is the designated Consolidated Transportation Services Agency (CTSA) for Monterey County. As the CTSA, MST has countywide responsibility for seeking opportunities to coordinate and consolidate social service transportation resources and to optimize transportation options and cost-effectiveness.

**Evaluation**:This Mobility Management project promotes coordination between current projects and programs providing mobility options for seniors and persons with disabilities as well as establishes new ones where gaps exist between needs and services. The project is managed by the MST CTSA Manager who has primary responsibility for maximizing the effectiveness of currently available transportation resources while also procuring additional funding for new ones.
The project’s progress towards these ends is measured in the establishment of plans and the execution of corresponding activities that produce both efficiencies in established programs and services, both inside and outside of MST, as well as the addition of new programs funded through FTA mobility management grants. The CTSA Manager currently manages seven such grants designed to provide a variety of services that exceed ADA Paratransit requirements.
This program also maintains a Mobility Advisory Committee (MAC) which meets six times per year to oversee these projects and to make recommendations to MST staff and to the MST Board of Directors about its progress and successes.

**Accomplishments**: This project has been very successful in bringing new funding to Monterey County to help fill gaps between transportation needs and services. It has also been successful in bringing diverse service providers together to coordinate their respective programs in a way which maximizes their limited resources while also improving services to their clientele. Finally, MST received the 2010 Outstanding Coordination Effort Award from the California Association for Coordinated Transportation for its significant mobility program accomplishments and its statewide leadership role in promoting coordinated transportation.

**Lessons learned:** Focus most closely on coordination, collaboration and cooperation and less on providing direct service. Concentrate more on assessment, planning, promotion and evaluation and less on reaching numerical milestones. The primary role of the mobility manager is to look at the big picture, current and future, and to develop strategies and resources that will allow direct service providers to do what they do best; provide day-to-day transportation for persons in need.
Hire staff and/or consultants with the know-how to get things done right the first time. This saves time and money in the long run and keeps the mobility manager from getting bogged down in minutia. Finally, build liaisons, networks and relationships with local service providers and establish credibility with them early by accomplishments that build their confidence in your ability to get things done.

#### Outreach and Escort, Inc.

##### Family Transportation Services (1559)

**Service area**: Santa Clara County

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

**Goal**: Improved access/ connections

**Service description**:Project consists of demand response transportation service that targets Welfare-to-Work program participants and low income wage earners as the primary rider groups. Working closely with the County’s Welfare-to-Work (CalWORKs) program staff, project staff conducts weekly informational sessions with newly enrolled CalWORKs participants at multiple service locations throughout the County to educate eligible individuals regarding available benefits and services and to assist them with enrollment into the program. Demand response transportation may be scheduled 365 days per year through a reservation department that is open from 8 AM to 5 PM daily. Guaranteed Ride services are available to program participants by calling the Day of Service Department that operates from 5 AM to 9 PM daily, or through an after-hours phone number that is active when the Day of Service Department is closed. Support for the use of public transit options is provided through trip planning, training and technical assistance services. Participants are encouraged to use public transit as a long-term solution to their transportation needs.

In addition to providing demand response transportation and trip planning services, the program also offers vehicle repair services. Recipients of vehicle repair benefits must provide proof of vehicle ownership, registration and insurance documentation as well as possess a current driver’s license.

**Evaluation**:Quantitative project performance is monitored on monthly basis by comparing actual performance data with monthly and cumulative objectives such as projected trips per month and number of clients served. This performance data is reviewed by management staff as well as the organization’s Board of Directors to ensure that adequate progress is being made toward achieving performance objectives. Qualitative project performance is evaluated through quarterly satisfaction surveys of a random sample of project riders/beneficiaries. These questionnaires capture participant responses to questions that range from their experience scheduling rides to the timeliness of their pickup, cleanliness of the vehicle and responsiveness of the project’s drivers and staff.

**Accomplishments**: The program's greatest accomplishment is providing a menu of services that address the transportation needs of Welfare-to-Work program participants and other low income wage earners. Through experienced program and revenue development efforts, OUTREACH has established an employment-related transportation program that provides: demand-response transportation, emergency Guaranteed Ride Home services, personal vehicle repairs, bikes to work and trip planning & support for the use of public transit. By providing this range of services, OUTREACH is able to address both the immediate and long-term transportation needs of individuals who are seeking or trying to maintain financially, self-supporting employment. The work of this project is supported by OUTREACH's Mobility Management Center for transportation-disadvantaged individuals and families.

**Lessons learned:** I believe the most important advice for a new program is to identify other providers of transportation within their community and pursue any potential opportunities to coordinate transportation for their service populations in a shared, collaborative manner. With limited available funding, it is important to maximize the transportation assets that exist in a community and this can sometimes be effectively accomplished through ride sharing and the collaborative scheduling and routing of trips.

#### Palo Verde Valley Transit Agency

##### Blythe Mobility Management Project (1097)

**Service area**: Blythe, Riverside, Palo Verde Valley (CA: Riverside)

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

**Goal**: Improved access/ connections

**Service description**:The Mobility Manager promoted, enhanced and facilitated access to transportation programs for human services and GAIN program participants helping individuals successfully transition from welfare to work and reach needed employment support services such as childcare and job training activities. For seniors and persons with disability, Mobility Management provided contact and information about transportation service above and beyond normal transit outlets. In most cases these medical and quality of life trips would never be completed with the contact, training, leadership and follow through of the Mobility Manager.
Mobility Management maintained a one stop transportation traveler call center to provide information and coordinate transportation. Also, Mobility Management provided outreach in the Blythe Community offering information regarding mobility resources and services.
Mobility Management staff held meetings with key partners in the community and conducted information workshops with civic leaders, Department of Social Services, EDD, the local community college, hospital and nonprofit providers including Veterans Services.

**Evaluation**:A key benchmark is development and inventory of available transportation and human services. Contacts are the core performance measure although tough after the first few individual contacts. We find once Mobility Management has relayed the correct information to a user most then communicate directly with their provider making it hard to track ongoing trips.

**Accomplishments**: Mobility Management initiated a detailed travel training with Department of Social Services staff providing information on alternative transportation options in our area for all recipients of that department.
Mobility Management has coordinated numerous trips from Blythe to the Coachella Valley for clients seeking expanded civic services in that area. Providing assistance with the initial trip promoted continued use from the participants.
Mobility Management was instrumental in providing a contact base and information center for a local nonprofit to start a vital medical transportation service bridging the gap for seniors and persons with disabilities to make doctors and quality of life appointments as local paratransit and regional connection no longer exist.

**Lessons learned:** The true difficulty of meeting the transportation needs of people in an extremely rural environment is a tremendous challenge. Gaps in service between service areas are vast but the need is enormous. As the economy has changed more people are moving towards very rural areas and have many more needs for human services to meet. Transportation in most cases is either nonexistent or so cumbersome that passengers due to medical health cannot make the long trips through conventional transit methods. The hardest lesson learned was not expecting the economy to turn so fast and so bad where one day there were services and the next day there was not.

#### San Benito County Local Transportation Authority

##### Guaranteed Ride Home Program (2380)

**Service area**: San Benito County

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

**Goal**: Improved access/ connections

**Service description**:JARC is funding the implementation of the Guaranteed Ride Home Program. This program has had some issues do the uniqueness of the program. The program would require the taxi companies to invoice the agency for the trip spent vs. the participants being reimbursed due the anticipated high cost of taxi rides.

**Evaluation**:We are working with local taxi drivers on how to implement the program. Marketing materials for the program have already been developed, but still working with the local taxi companies to buy into the program.

**Accomplishments**: Unlike many guaranteed ride home programs around, we do not ask the participant to pay for the ride upfront and wait for reimbursement. We will directly deal with the taxi company. There is no limit on the reimbursement amount.

**Lessons learned:** This is a valuable program that will make public transit more readily accessible to work and school from an rural to urbanized area. It does bring its challenges as far as available taxi participants, and the logistical issues.

#### San Luis Obispo Regional Transit Authority

##### Santa Maria Reverse Commute Fixed Route service SA #648654 (1992)

**Service area**: San Luis Obispo County (CA: San Luis Obispo, Santa Barbara)

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

**Goal**: Improved access/ connections

**Service description**:This project consists of the Reverse Commute part of the Route 10 service from San Luis Obispo to Santa Maria. The Reverse Commute Coverage extends from Pismo Beach in the Five Cities, south to Nipomo and Santa Maria. With the JARC grant as seed monies and local support from the City of Santa Maria and the County of Santa Barbara, the SLORTA successfully implemented the weekday reverse commute runs; the focus of the new service was on southbound AM peak service from the SCAT service area (called Five Cities) and Santa Maria and a northbound PM service from Santa Maria to the Five Cities.

**Evaluation**:Ridership per hour is 15.61, up from the anticipated 14 for this reporting cycle.

**Accomplishments**: Providing this service has exceed expectations and has proved to be a vital service.

**Lessons learned:** Make sure you get an executed standard agreement prior to starting service.

#####

#### San Luis Obispo Rideshare

##### Regional Mobility Management (2080)

**Service area**: San Luis Obispo County

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

**Goal**: Improved access/ connections

**Service description**:The grant application supports a multi-year program to build a strong and visible Regional Mobility Management function within Regional Rideshare. The program was formally endorsed by the San Luis Obispo Council of Governments (SLOCOG) Board of Directors (October 2007 action). Establishing a Regional Mobility Management function is a major outcome of the Coordinated Human Services Public Transportation Plan activities, which included a stakeholder survey and extensive region wide outreach conducted between March and September 2007. The key program components recommended by the 2007 Coordinated Plan participants are respectively:
• Provide regional leadership and promote dialogue between public transit operators and human services agencies or organizations;
• Bridge the commonly found “communication gap” between the human services and public transit sides; and
• Further the dialogue and increase coordination among all public transit operators to better serve the trip needs identified by the stakeholders.

**Evaluation**:The Mobility Management program was evaluated through two advisory bodies and with internal performance measures. Rideshare formed a Strategic Oversight Committee within the Social Service Transportation Advisory Council to guide the program and to receive information on its progress. The renamed San Luis Obispo County Marketing, Outreach and Ridership Development Group, formerly the Fare Study Group, functioned as an action group for the program. This group is made up of representatives from each transit agency in the county. Rideshare also worked the Mobility Management Coordinator, funded by a JARC grant and housed within Ride-on Transportation, to define the roles of each organization and work together to achieve each program’s goals.

**Accomplishments**: To inform Social Services Agencies about the program and begin setting up meetings to train agency staff and provide transportation resources, staff mailed a letter to identified agencies and made follow-up calls. In addition, staff developed a Transportation Options Manual that was provided to the agencies. The Manual will be used in trainings and will be left with agencies to guide them in providing transportation information to their clients.
Rideshare also submitted an application was considered part of the California Center for Innovative Transportation (CCIT) Initiative, to fund the integration of transit data into Google Transit for Paso Express, North County Shuttle and South County Area Transit. The application was successful, creating a region wide online bus trip planner for all five fixed route transit operators including SLO Transit, Regional Transit Authority (RTA), South County Area Transit (SCAT), North County Shuttle and Paso Express. The online bus trip planner allows users to plan their countywide bus trip without looking at various schedules to determine transfer times, fare amounts or route details. In addition, Google Transit’s Street View allows users to determine if there is a bus shelter, ramp or light at their stop. Staff promoted the online tool during Mobility Management presentations and trainings. The online bus trip planner is an integral part of Mobility Management and helps meet the growing demands of everyday commuters.
To streamline the delivery of transportation information to participating agencies, staff developed a Mobility Management Questionnaire that will assess the needs of each agency’s client base and the areas of transportation information they are interested in. The questionnaire is used as a tool to track relationship development between the Social Services Agencies and Rideshare, Ride-On Transportation and the transit agencies.
In addition, staff sends a Quarterly Senior and Mobility Management e-Newsletter and has presented program information and/or hosted Mobility Trainings with numerous social service organizations and human service agencies.
Staff facilitated a Dispatch Workshop with representatives from Atascadero Transit, SLO Transit, Regional Transit Authority, South County Area Transit and Paso Transit. During the workshop, staff provided transportation training and an overview of the Rideshare Program, 511 and Google Transit. The group also discussed methods of providing consistent county-wide public transportation information including more information on other systems, increased use of Google Transit, more information on major transfer points, the ability to direct transfer and a way to communicate with one another.

**Lessons learned:** The JARC-funded Mobility Management program under SLOCOG was successful due to early partnerships with local and regional transit agencies and social services agencies. In addition, embracing technology such as Google Transit and informational websites will help relieve stress on valuable staff resources and act as a tool for travel training.

#### Seniors Council of Santa Cruz and San Benito Counties

##### Foster Grandparent Program transportation subsidy (409)

**Service area**: Monterey Bay Area - Monterey and Santa Cruz Counties

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

**Goal**: Improved access/ connections

**Service description**:Foster Grandparents and Senior Companions are very low income seniors who provide 20 hours of volunteer mentoring and companionship to at risk children and seniors in institutional settings. They receive a $2.65 cost reimbursement under federal law, because they have no personal cash cushion to cover their expenses for such substantial volunteer services. They are also reimbursed for their travel costs by personal vehicle, public transit or paratransit. In FFY 2010, an average of 140 Foster Grandparents and Senior Companions went from home to their assigned work sites and returned home in daily commutes and were reimbursed for out of pocket expenses. JARC funds covered half those costs.

**Evaluation**:Regular reports are provided to the Seniors Council Board of Directors and the Advisory Council to the Foster Grandparent Senior Companion Program. A program evaluation is conducted annually. Foster Grandparents and Senior Companions submit monthly time sheets and signed by their supervisors that list hours worked and commute costs.

**Accomplishments**: By making it possible for senior volunteers to commute to their work sites, Foster Grandparents and Senior Companions received a nontaxable cost reimbursement of $2.65/hour for their community service. This increased their take home income by 18%, and these funds were used for essential living expenses including rent and food.
By spreading the word about JARC to other Foster Grandparent and Senior Companion Programs we inspired similar programs in Sacramento, CA to contact their county transportation agency which was able to direct JARC funding to their volunteers. Without our example and advocacy, our Sacramento friends would never have thought to contact their country agency.

**Lessons learned:** We have encouraged other Foster Grandparent and Senior Companion Programs in California and elsewhere in the nation to seek out JARC funds through state and local transportation agencies. We think that Foster Grandparent and Senior Companion Programs would be ideal candidates for collaboration with JARC-funded agencies.

##### Foster Grandparent Program transportation subsidy (540)

**Service area**: San Benito County (CA: San Benito)

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

**Goal**: Improved access/ connections

**Service description**:Foster Grandparents and Senior Companions are very low income seniors who provide 20 hours of volunteer mentoring and companionship to at risk children and seniors in institutional settings. They receive a $2.65 cost reimbursement under federal law, because they have no personal cash cushion to cover their expenses for such substantial volunteer services. They are also reimbursed for their travel costs by personal vehicle, public transit or paratransit. In FFY 2010, an average of 140 Foster Grandparents and Senior Companions went from home to their assigned work sites and returned home in daily commutes and were reimbursed for out of pocket expenses. JARC funds covered half those costs.

**Evaluation**:Regular reports are provided to the Seniors Council Board of Directors and the Advisory Council to the Foster Grandparent Senior Companion Program. A program evaluation is conducted annually. Foster Grandparents and Senior Companions submit monthly time sheets and signed by their supervisors that list hours worked and commute costs.

**Accomplishments**: By making it possible for senior volunteers to commute to their work sites, Foster Grandparents and Senior Companions received a nontaxable cost reimbursement of $2.65/hour for their community service. This increased their take home income by 18%, and these funds were used for essential living expenses including rent and food.
By spreading the word about JARC to other Foster Grandparent and Senior Companion Programs we inspired similar programs in Sacramento, CA to contact their county transportation agency which was able to direct JARC funding to their volunteers. Without our example and advocacy, our Sacramento friends would never have thought to contact their country agency.

**Lessons learned:** We have encouraged other Foster Grandparent and Senior Companion Programs in California and elsewhere in the nation to seek out JARC funds through state and local transportation agencies. We think that Foster Grandparent and Senior Companion Programs would be ideal candidates for collaboration with JARC-funded agencies.

#### Yolo County Transportation District

##### Route 215 (434)

**Service area**: Yolo (CA: Yolo)

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

**Goal**: Improved system capacity

**Service description**:Route 215 provides service between Woodland and the Capay Valley. One of the largest employers in Yolo County is the Cache Creek Casino & Spa. This service allows passengers to get from Woodland to the Casino to work while also getting people who live in Capay, Madison and Esparto to get to work, school and medical appointments in Woodland. Route 215 ends in Woodland at the County Fair Mall, which is the main transfer center in Woodland, thus allowing people to transfer and continue their trips to Davis, West Sacramento, Downtown Sacramento or the Sacramento International airport.

**Evaluation**:The performance measurements that YCTD uses are ridership hours and revenue miles. Ridership was measured by total boarding, boardings per trip and compared to the 2009 year. Review of the total revenue hours and revenue miles allowed YCTD to gauge the efficiency of the service. Ridership data was accessed from the GFI Genfare fare boxes and route mile and hours are kept currently by YCTD staff to validate the purchased transportation invoices received from YCTD's contractor.

**Accomplishments**: Route 215 carried 19.24 riders per revenue hour vs. our system wide 15.86 riders per hour. The partnership between YCTD and the Cache Creek Casino & Resort has allowed the employees from Cache Creek to have an alternative commute mode to get to work.

**Lessons learned:** I believe that the most important lesson learned from this service is that partnerships with private employers will make a difference in the acceptance of the service. The Casino not only supports the service with a funding help, but they also purchase 350 or so monthly passes that they sale to their employees at a discounted rate.

##### Route 42 late night, weekends & holidays (433)

**Service area**: Yolo County (CA: Sacramento, Yolo)

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

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

**Service description**:Route 42 is YCTD's main route and accounts for 34% of the agency's annual service hours and about 37% of the agency's annual passengers. Consisting of a bi-directional loop, Route 42 has two variations based on the direction of travel: Route 42A travels clockwise and route 42B travels counter clockwise. The route connects three major cities in Yolo County (Davis, West Sacramento and Woodland) with Downtown Sacramento and the Sacramento International Airport. While Route 42 provides an important link between cities, it also provides local service in Davis and West Sacramento.
This project allows for extended evening, weekend and holiday service offering additional public transit commute alternative. Yolo County Department of Social Services identified 16,363 (9.87% of the population) cases of low income persons in the communities served by the Route 42. The University of California, Davis is the largest employer in Yolo County and the State of California is the largest employer in the region. Both have a number of entry level positions, many of these positions work nontraditional schedules, including late nights, weekends and holidays. Both of these major employers are served by Route 42.

**Evaluation**:The performance measures that YCTD uses are ridership hours and revenue miles. Ridership was measured by total boarding, boarding per trip and compared to ridership numbers from the 2009 year. The revenue hours and revenue miles allow YCTD to gauge the efficiency of the service. Ridership data was accessed from the GFI Genfare fare boxes. Route mile and hours are kept currently by YCTD staff to validate purchase transportation invoices.

**Accomplishments**: This service allows riders to get to and from their jobs that have nontraditional working outs.

**Lessons learned:** This service could be improved with a private partner who was willing to help in the funding of the service.

#####

#### Yuba-Sutter Transit Authority

##### Sacramento Midday Express, Inter-County Employment Shuttle; Weekday Evening General Public Dial-A-ride service; and a one hour afternoon extension of Saturday fixed route and demand response services to 5:30 PM, which began in July of 2004 (2489)

**Service area**: Region (CA: Sutter, Yuba)

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

**Goal**: Expanded geographic coverage

**Service description**:Funding was provided for a package of services including a one hour extension of the local fixed route service on Saturdays (six routes from 4:30 PM to 5:30 PM); the operation of a weekday evening demand response service (6 PM to 9:30 PM); Sacramento Midday Express, Inter-County Employment shuttle.

**Evaluation**:All three of the service components are regularly monitored and evaluated as part of the monthly reporting process. The actual number of miles and hours operated by each service component along with the number of passenger trips provided are documented on a daily basis from driver logs. All service is evaluated against past performance levels to assess performance growth and identify potential issues that may need to be addressed.

**Accomplishments**: The greatest accomplishment continues to be providing access by low income urban and rural residents to local and regional employment and training opportunities since the region consistently ranks among the highest in unemployment levels; lowest household incomes; largest in percentage of population on aid; and lowest in employment growth rates in California.

**Lessons learned:** Be sure your agency has the necessary expertise, equipment and personnel to successful implement and monitor the service. Recordkeeping and attention to details is a must.

#####

## Hawaii

### State of Hawaii Department of Transportation (1623)

#### County of Hawaii Hele On Bus Service

##### Hele On Bus Service (2135)

**Service area**: County of Hawaii

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

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

**Service description**:Hamakua/Hilo service, Kau/Kona service, and Pahoa/Hilo service

**Evaluation**:

• Percentage of vehicle seats occupied
• Ridership percentage increase

**Accomplishments**:

• Bus routes averaged 83% occupancy
• Revised service within certain towns to accommodate new employment areas
• Due to popularity of service, we will have to add additional buses

**Lessons learned:** None

## Nevada

### Nevada Department of Transportation (1625)

#### CAMPO

##### Spooner Express (2613)

**Service area**: Douglas County (NV: Carson City, Douglas)

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

**Goal**: Improved access/ connections

**Service description**:Spooner Express (Route 21X) is a fixed route commuter service between South Lake Tahoe and Carson City operated by BlueGO, the public transportation provider in South Lake Tahoe. The service operates from the Stateline Transit Center in South Lake Tahoe, along the U.S. Highway 50 corridor, to the Downtown Transfer Point in Carson City. There are seven round trips provided each day, Monday through Sunday.

**Evaluation**:The proximity of Carson City to the Lake Tahoe Basin attracts a significant population of the Lake Tahoe workforce, as well as regular passengers wishing to commute in one direction or another for recreation, shopping, school and medical appointment (including dialysis) purposes.

**Accomplishments**: Spooner Express was a two-year pilot project that operated through the end of FFY 2010. The service has continued beyond the pilot stage, although no new operating agreements have been implemented. While ridership has not been particularly strong, the need for the service has been demonstrated. This had led to further planning efforts - spearheaded by CAMPO - to optimize the service and integrate it into a consolidated fixed route system that ties together Carson City, South Lake Tahoe and Minden/Gardnerville, with multiple buses and two-way service along three regional corridors.

**Lessons learned:** Operate a meaningful midday service so that customers using the service in the morning commute have an option to return to their origin earlier than the evening commute (currently there is a six hour gap between the morning and afternoon runs).
Advertise and market the service extensively so that customers and potential customers are aware of the regional service and have incentive to use it.

Index: Trip-Based Services

Demand response

CCAH Employment Related Programs (ERP) 62

City of Benson 60

City of Nogales 61

County Mountain Lift (Dial-a-Ride) 67

Douglas Arc 64

Employment Transportation Services 47

Fair Oaks Community Shuttle 17

Family Transportation Services 21, 85

FCEOC CalWorks Nighttime Transportation Service 12

HOPE Bus 38

Route to Opportunity 53

SCTP Transportation - Group Supported Employment 69

Shelter Network Lifeline Transportation 27

Town of Marana - Sun Shuttle Rt. #413 9

Worksite Transportation 56

Fixed route

Alameda County Lifeline Service 15

Sacramento Midday Express, Inter-County Employment Shuttle; Weekday Evening General Public Dial-A-ride service30 p.m., which began in July of 2004 93

Bethany Home Fixed Route Bus Service 3

Casino Route 68

CASS Temporary Employment Services 3

City of Tucson DownTown Loop 8

Contra Costa College Service 28

Contra Costa County Lifeline Service 16

ESBF Safford Sage 64

Evening and Weekend JARC Service 41

Evening Service Route 191 Extension 1

Glendale Urban Shuttle I and II Service 4

Hele On Bus Service 94

Line 48 Salinas-Airport Business Center 83

Line 55 Monterey-San Jose Express 83

Line 56 Monterey-Memorial Hospital 84

Line 91 - Additional Trips 46

Low Income Access to Healthcare Route 200 20

Marana Youth Apprentice Program 63

Maricopa and Taft Fixed Route 75

Mid-Day Shuttle 73

Modesto Area Express (MAX) Route 43 11

Mountain Line 68

OmniGo Services 29

Roseland Service Routes 9, 12, 19 27

Route 108 Treasure Island Enhanced Service 24

Route 119 Extension 54

Route 131 59

Route 14 21

Route 201 Operating Subsidy 20

Route 212 38

Route 215 92

Route 217 39

Route 29 Reliability Improvement Project 24

Route 29-Thomas Road 5

Route 30 - 9th & B to UTC 42

Route 3A/3- Van Buren (Tolleson) 6

Route 42 late night, weekends & holidays 92

Route 5 Service to new Solano College Satellite Campus 76

Route 66 - Gila River 6

Route 72 - Scottsdale Road 7

Route 905 Otay Mesa 43

Route 960 - Mid City 43

RTC Intercity 58

RTC Route 103 Extension 54

RTC Route 119 South 55

RTC Route 201 Extension 56

Santa Maria and Orcutt area 74

Santa Maria Reverse Commute Fixed Route service SA #648654 88

Simi Valley Transit-Route C 75

Spooner Express 95

SPRINTER Increased Weekend Service 28

Sun Tran JARC Route 27 9

Travis Air Force Base Service 72

Villages at Cabrillo Route 171 Extension 14

VISTA Coastal Express 48

Wine Country Express 73

YPG 65

Flexible routing

eTrans 72

FOCUS Transportation (JARC-Flexible Routing) 37

Lone Pine/Bishop 78

Mammoth Express Bus Route 78

Refugee Employment Services Transportation (Flexible Routes) 33

Rio Vista Delta Breeze 74

Ukiah Evening Service 82

Shuttle/feeder services

Bayview Hunters Point Community Transportation 17

Local Shuttle Service 50

Roy's Desert Resource Center Transportation Program 45

San Leandro LINKS Shuttle 25

Southwest Conservation Corps Sonoran Desert 70

User-side subsidies/vouchers

Discounted Pass Program 67

Emergency Taxi Vouchers 26

Employment Access Program 53

Foster Grandparent Program transportation subsidy 90, 91

Guaranteed Ride Home Program 88

Kern County Vanpool Subsidy Project 80

Kings County Vanpool Subsidy Project 80

MaricopaXPRESS 60

Northern Arizona Council of Governments 66

The Coachella Valley Rideshare Project 45

Index: Information-Based Services

Information materials/marketing

Commute Connection 77

Mobility manager

211/Mobility Management 79

Blythe Mobility Management Project 87

City of Nogales 61

Mobility Management 84

Mobility Management Program 81

Mobility Management Program (JARC) 29

Mobility Management Service in the San Fernando Valley 15

Refugee Employment Services Transportation (Mobility Mgmt) 34

Regional Mobility Management 89

One-on-one transit training (travel training)

ARC Travel Training 47

Mobility Training Program 32

Peer Transit Host 57

Refugee Employment Services Transportation (Travel Training) 36

Travel Training 40, 81

Urban Travel Training 44

One-stop center/referral

RideQuest- Mobility Management Center 39

The Green Line 76

Transportation resource training (group training)

Mobility Management 51

Neighborhood Bicycle Centers 19

Trip/itinerary planning

FAX Trip Planning 12

FCRTA's ITS-511 Travel Information 13

Index: Capital Investment Projects

Vehicle for agency

Alta Regional Commute Service 77

City of Nogales 60

Horizon Human Services 65

Route 685 - Gila Bend - Bus Replacement 7

SEABHS Vocational Services 69

Vehicle for individual

Auto Repair Assistance Program 18

Ways to Work Family Loan Program 22

Index: Counties Served

Arizona

Cochise

CCAH Employment Related Programs (ERP) 62

City of Benson 60

Douglas Arc 64

Southwest Conservation Corps Sonoran Desert 71

Coconino

County Mountain Lift (Dial-a-Ride) 67

Discounted Pass Program 67

Mountain Line 68

Gila

Casino Route 68

Southwest Conservation Corps Sonoran Desert 71

Graham

Casino Route 68

ESBF Safford Sage 64

SEABHS Vocational Services 70

Greenlee

ESBF Safford Sage 65

SEABHS Vocational Services 69

Maricopa

Bethany Home Fixed Route Bus Service 3

CASS Temporary Employment Services 3

Glendale Urban Shuttle I and II Service 4

MaricopaXPRESS 60

Route 131 59

Route 29-Thomas Road 5

Route 3A/3- Van Buren (Tolleson) 6

Route 66 - Gila River 6

Route 685 - Gila Bend - Bus Replacement 7

Route 72 - Scottsdale Road 7

Southwest Conservation Corps Sonoran Desert 71

Pima

City of Tucson DownTown Loop 8

Marana Youth Apprentice Program 63

Route 685 - Gila Bend - Bus Replacement 7

Southwest Conservation Corps Sonoran Desert 70

Sun Tran JARC Route 27 9

Town of Marana - Sun Shuttle Rt. #413 9

Pinal

Horizon Human Services 65

MaricopaXPRESS 60

Southwest Conservation Corps Sonoran Desert 71

Santa Cruz

City of Nogales 60, 61

SCTP Transportation - Group Supported Employment 69

SEABHS Vocational Services 70

Southwest Conservation Corps Sonoran Desert 71

Yavapai

Northern Arizona Council of Governments 66

Southwest Conservation Corps Sonoran Desert 71

Yuma

YPG 65

California

Alameda

Alameda County Lifeline Service 15

Neighborhood Bicycle Centers 19

Route 14 21

San Leandro LINKS Shuttle 25

Travel Training 81

Contra Costa

Contra Costa College Service 28

Contra Costa County Lifeline Service 16

Low Income Access to Healthcare Route 200 20

Rio Vista Delta Breeze 74

Route 201 Operating Subsidy 20

Fresno

FAX Trip Planning 12

FCEOC CalWorks Nighttime Transportation Service 12

FCRTA's ITS-511 Travel Information 13

Imperial

Southwest Conservation Corps Sonoran Desert 71

Inyo

Lone Pine/Bishop 78

Mammoth Express bus Route 79

Kern

Kern County Vanpool Subsidy Project 80

Maricopa and Taft Fixed Route 75

Kings

Kings County Vanpool Subsidy Project 80

Los Angeles

Evening Service Route 191 Extension 14

Mobility Management Service in the San Fernando Valley 15

Simi Valley Transit-Route C 75

Villages at Cabrillo Route 171 Extension 14

Mendocino

Mobility Management Program 81

Ukiah Evening Service 82

Mono

Mammoth Express Bus Route 78

Monterey

Foster Grandparent Program transportation subsidy 90

Line 48 Salinas-Airport Business Center 83

Line 55 Monterey-San Jose Express 84

Line 56 Monterey-Memorial Hospital 84

Mobility Management 84

Orange

FOCUS Transportation (JARC-Flexible Routing) 37

Mobility Management Program (JARC) 29

Mobility Training Program 32

Refugee Employment Services Transportation (Flexible Routes) 33

Refugee Employment Services Transportation (Mobility Mgmt) 34

Refugee Employment Services Transportation (Travel Training) 36

Riverside

Blythe Mobility Management Project 87

HOPE Bus 38

Line 91 - Additional Trips 46

Route 212 38

Route 217 39

Roy's Desert Resource Center Transportation Program 45

The Coachella Valley Rideshare Project 45

Sacramento

Alta Regional Commute Service 77

Evening and Weekend JARC Service 41

RideQuest- Mobility Management Center 39

Rio Vista Delta Breeze 74

Route 42 late night, weekends & holidays 92

Travel Training 40

San Benito

Foster Grandparent Program transportation subsidy 91

Guaranteed Ride Home Program 88

San Bernardino

OmniGo Services 29

San diego

Route 30 - 9th & B to UTC 42

San Diego

Route 905 Otay Mesa 43

Route 960 - Mid City 43

SPRINTER Increased Weekend Service 28

San Francisco

Bayview Hunters Point Community Transportation 17

Route 108 Treasure Island Enhanced Service 24

Route 29 Reliability Improvement Project 24

Shelter Network Lifeline Transportation 27

San Joaquin

Commute Connection 77

eTrans 72

Urban Travel Training 44

San Luis Obispo

Mid-Day Shuttle 73

Regional Mobility Management 89

Santa Maria Reverse Commute Fixed Route service SA #648654 88

San Mateo

Emergency Taxi Vouchers 26

Fair Oaks Community Shuttle 17

Shelter Network Lifeline Transportation 28

Ways to Work Family Loan Program 22

Santa Barbara

Santa Maria and Orcutt area 74

Santa Maria Reverse Commute Fixed Route service SA #648654 88

VISTA Coastal Express 48

Wine Country Express 73

Santa Clara

Auto Repair Assistance Program 18

Family Transportation Services 21, 85

Line 55 Monterey-San Jose Express 83

Shelter Network Lifeline Transportation 28

Shasta

211/Mobility Management 79

Solano

Rio Vista Delta Breeze 74

Route 5 Service to new Solano College Satellite Campus 76

Travis Air Force Base Service 72

Sonoma

Roseland Service Routes 9, 12, 19 27

Stanislaus

eTrans 72

Modesto Area Express (MAX) Route 43 11

Sutter

Sacramento Midday Express, Inter-County Employment Shuttle; Weekday Evening General Public Dial-A-ride service

30 p.m., which began in July of 2004 93

Tulare

The Green Line 76

Ventura

ARC Travel Training 47

Employment Transportation Services 47

Simi Valley Transit-Route C 75

VISTA Coastal Express 49

Yolo

Route 215 92

Route 42 late night, weekends & holidays 93

Yuba

Sacramento Midday Express, Inter-County Employment Shuttle; Weekday Evening General Public Dial-A-ride service

30 p.m., which began in July of 2004 93

Colorado

Dolores

Southwest Conservation Corps Sonoran Desert 71

La Plata

Southwest Conservation Corps Sonoran Desert 71

Hawaii

Hawaii

Hele On Bus Service 94

Honolulu

Local Shuttle Service 50

Mobility Management 51

Nevada

Carson City

Spooner Express 95

Clark

Employment Access Program 53

Route 119 Extension 54

Route to Opportunity 53

RTC Route 103 Extension 54

RTC Route 119 South 55

RTC Route 201 Extension 56

Worksite Transportation 56

Douglas

Spooner Express 95

Washoe

Peer Transit Host 57

RTC Intercity 58

New Mexico

Catron

Southwest Conservation Corps Sonoran Desert 71

Eddy

Southwest Conservation Corps Sonoran Desert 71

Grant

Southwest Conservation Corps Sonoran Desert 71

Lincoln

Southwest Conservation Corps Sonoran Desert 71