



Job Access and Reverse Commute (JARC) Program

**FY 2009 Service Profiles**

**Region IV**

**Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, the Commonwealth of Puerto Rico, and the U.S. Virgin Islands**

**October 2010**

**FTA-08-0162**

Job Access and Reverse Commute (JARC) FY 2009 Service Profiles: Region IV

October 2010

*Prepared by:*

Commonwealth Environmental Services, Inc.

1419 25th Street

Newport News, VA 23607

TranSystems Corporation

38 Chauncy Street, Suite 200

Boston, MA 02111

*Prepared for:*

Federal Transit Administration

U.S. Department of Transportation

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**Table of Contents**

INTRODUCTION 1

LARGE URBAN PROJECTS 3

Alabama 4

Birmingham Jefferson County Transit Authority (1073) 4

City of Mobile (1076) 4

Top of Alabama Regional Council of Government (6773) 5

Florida 7

City of Key West (2850) 7

Florida Alabama Transportation Planning Organization (6848) 9

Jacksonville Transportation Authority (1085) 10

LYNX / Central Florida Regional Transportation Authority (1091) 14

Miami-Dade Transit Agency (1089) 17

Pinellas County Metropolitan Planning Organization (1038) 19

Georgia 22

Atlanta Regional Commission (2119) 22

Kentucky 23

Transit Authority of River City (1105) 23

North Carolina 25

City of Charlotte (1111) 25

City of Greensboro (1062) 27

City of Raleigh (1065) 28

City of Winston-Salem (1114) 29

Durham - Chapel Hill - Carrboro Metropolitan Planning Organization (1060) 30

South Carolina 33

Berkeley-Charleston-Dorchester Council of Governments (1068) 33

Lower Savannah Council of Governments (6442) 35

Tennessee 37

Chattanooga Area Regional Transportation Authority (1120) 37

Johnson City Transit (1123) 39

Jackson Transit Authority (1122) 40

Knoxville-Knox County Metropolitan Planning Commission (6779) 41

Memphis Area Transit Authority (1125) 43

Nashville Metropolitan Transit Authority (1809) 43

SMALL URBAN/RURAL PROJECTS 51

Alabama 52

Alabama Department of Transportation (1000) 52

Florida 59

Florida Department of Transportation (1001) 59

Kentucky 63

Kentucky Transportation Cabinet (1003) 63

Mississippi 74

Mississippi Department of Transportation (1009) 74

North Carolina 75

North Carolina Department of Transportation (1005) 75

South Carolina 77

South Carolina Department of Transportation (1006) 77

Tennessee 82

Tennessee Department of Transportation (1007) 82

Index: Trip-Based Services 91

Index: Information-Based Services 94

Index: Capital Investment Projects 95

# INTRODUCTION

This appendix presents the profiles that JARC grantees submitted as part of the FY 2009 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\_9292.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, subrecipients, 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 2009 JARC/New Freedom evaluation database and do not map to any FTA designation.

## 

## Profile content

Each profile includes the following information:

* **Location**  – Service area
* **Project categor**y – Grant recipients were asked to categorize each project as trip-based, information-based, or capital investment project
* **Project type** – 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 2009. 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. 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 2009) or the records were duplicative.

# LARGE URBAN PROJECTS

## Alabama

## Birmingham Jefferson County Transit Authority (1073)

#### Alethia House (1001)

##### AH-JARC-09 (1696)

**Location**: Birmingham (AL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Service is expansion of existing service that covered a ten mile radius from the CBD. The expansion will cover a 20-mile radius.

**Evaluation**:Evaluation will be conducted through passenger counts and jobs accessed

**Accomplishments**: Access to more jobs through the expanded service

**Lessons learned**:None

### 

### City of Mobile (1076)

#### City of Mobile (847)

##### Neighborhood Circulator (1112)

**Location**: Mobile (AL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Mobile Transit Management d/b/a The Wave Transit System utilized Job Access Reverse Commute funds to provide transportation services for two Neighborhood Circulator routes. They are as follow:  
 Route 19, Schillinger Road/Airport Blvd Circulator (Southwest Mobile) connects with the Airport Blvd Route 1 bus at Providence Hospital, from Providence Hospital to Bel Air where it connects with four other fixed routes, and continuing downtown, ending at the GM&O Transportation Center, where it connects with nine routes nine fixed routes. Service hours are weekdays from 5:30 AM to 7:30 PM and Saturdays from 6:30 AM to 6:30 PM.   
 Route 20, Tillman's Corner (West Mobile) connects with the Highway 90, Route 12 bus at Wal-Mart, from Wal-Mart to Bel Air Mall, where it connects with four fixed routes, and continuing downtown, ending at the GM&O Transportation Center where it connects with nine fixed routes. Hours of service are weekdays from 6 AM until 7 PM and Saturday from 7 AM until 7 PM.

**Evaluation**:The Neighborhood Circulator routes are very successful. Ridership has increased about 25% between FFY 2008 and FFY 2009.

**Accomplishments**: Accomplishments include increased ridership; connecting services for the complementary paratransit service and fixed route service; and effective 24 hour scheduling.

**Lessons learned**:To encourage the support of coordinated services for the communities that they currently serve.

#### South Alabama Regional Planning Commission (851)

##### CommuteSmart (1116)

**Location**: Mobile (AL)

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

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

S**ervice description**:The South Alabama Regional Planning Commission’s Emergency Ride Home program (ERH) seeks to provide commuters who regularly carpool to work with a ride home when an emergency arises. To be eligible, commuters must register with CommuteSmart Mobile and must be commuting via carpool at least three times per week. Commuters can use the service to get home in an emergency situation up to three times per year. Best of all, the ERH ride home is free. An Emergency Ride Home program is an important tool to overcome a barrier to using commuter alternatives.

**Evaluation**:The performance of the Emergency Ride Home program is measured by the number of companies who show an interest in marketing the CommuteSmart program to their employees. There are currently 15 companies enrolled. The Emergency Ride Home has been ranked as the biggest selling point of the program.  
 Survey forms are sent to carpooler's that utilize the service to evaluate its effectiveness. During FY 2009, one Emergency Ride Home was provided. The evaluation received high marks. Results of the survey indicated that the program was easy to access and the ride was prompt. JARC funds provide the Emergency Ride Home (ERH) program to CommuteSmart Mobile-Baldwin.

**Accomplishments**: The greatest accomplishment in FY 2009 was enrolling ThyssenKrupp Steel, which is located in one of the most congested corridors in Mobile County in the program.

**Lessons learned**:The preparation of marketing the program needs to be established well in advance of starting the program.

### Top of Alabama Regional Council of Government (6773)

#### Family Services Center (599)

##### Low-Income Car Loan Program (928)

**Location**: Madison County (AL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The service is a local car loan program that assists low-income individuals in purchasing vehicles for shared rides. Vehicles are provided to low-income families in the Huntsville, AL/Madison County MPO area for job transportation through low-cost loans. The program operates by accepting selected donated vehicles, ensuring their safety, and providing them by low-cost loan, or under certain circumstances, by outright gift. The vehicles must be used for job transportation in accordance with JARC requirements. All car recipients must register and participate in the local Ride Share program, thus increasing the number of rides to work. The program improves access to transportation services for employment and employment-related activities for eligible low-income individuals and it also provides transport to low-income residents of urbanized and non-urbanized areas to suburban employment opportunities.

**Evaluation**:The project is evaluated by measuring the number of vehicles provided and the number of rides to work provided/ jobs accessed by those vehicles. Included are the number of vehicles provided during the period to new recipients, plus an estimate of the number of vehicles still in service during the reporting period that were placed in service during previous reporting periods, and corresponding estimates of numbers of one way trips and targeted jobs.   
 Additional data is also collected that is consistent with performance measures and benchmarks used by "Ways to Work", another JARC-funded car loan program, which includes changes in each car recipient’s financial condition and job access.

**Accomplishments**: 1) More than twice as many new families received vehicles for job transportation during this period compared with the previous 12-month period. 2) We have signed new lending partner agreements that will substantially increase the number of vehicles that we can provide for job transportation.

**Lessons learned**:Our most important advice is: 1) Be sure that a good, committed financial institution is available for a lending partner and 2)Be sure that sufficient resources are available for outreach and to solicit car donations

## Florida

### City of Key West (2850)

#### City of Key West (819)

##### Lower Keys - Vehicle - Improved Capacity (1669)

**Location**: Monroe, Key West, Florida Keys (FL)

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

**Goal**: Improved system capacity

S**ervice description**:Reverse commute shuttle bus services from Key West to Marathon (MM 0 to MM 50) and also from Marathon to Key West (MM 50 to MM 0)- providing daily trip services (12 trips per day with both routes) every 1.5 to 2 hours between 5 AM and 11 PM. There is only one highway coming into the Lower Florida Keys, as well as going out of the Keys, US Highway 1. Thus, bus service is a fixed route, time certain travel opportunity to the public along a single artery highway.

**Evaluation**:

1) Ridership from fiscal year to fiscal year - increased annually  
2) Revenue collection ratios - increase each FY period  
3) Miles of service to passenger trip averages  
4) Time performance (GPS/AVL data)  
5) Trip Cost/Passengers - improved  
6) Survey opportunities and feedback comments reviewed monthly  
7) Monitor need to use ratio - and competitive opportunities in the immediate area - to determine viability of services as a very necessary public service

**Accomplishments**: Purchased and placed two new 35-foot Gillig buses into service for the Lower Keys JARC route; the seating capacity was increased from 23 per bus to 32 per bus.

**Lessons learned**:The public always comes first, when there is a need which has been validated and identified, go for it, just do it and make it happen, no matter how much work or time is required, if you build it and it's necessary, they will come.

##### Lower Keys - Fixed route -Improved Capacity (1668)

**Location**: Monroe, Key West, Florida Keys (FL)

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

**Goal**: Improved system capacity

S**ervice description**:Reverse commute shuttle bus services from Key West to Marathon (MM 0 to MM 50) and also from Marathon to Key West (MM 50 to MM 0)- providing daily trip services (12 trips per day with both routes) every 1.5 to 2 hours between 5 AM and 11 PM. There is only one highway coming into the Lower Florida Keys, as well as going out of the Keys, US Highway 1. Thus, bus service is a fixed route, time certain travel opportunity to the public along a single artery highway.

**Evaluation**:

1) Ridership from fiscal year to fiscal year - increased annually  
2) Revenue collection ratios - increase each FY period  
3) Miles of service to passenger trip averages  
4) Time performance (GPS / AVL data)  
5) Trip Cost/Passengers - improved  
6) Survey opportunities and feedback comments reviewed monthly  
7) Monitor need to use ratio - and competitive opportunities in the immediate area - to determine viability of services as a very necessary public service

**Accomplishments**: Purchased and placed two new 35-foot Gillig buses into service for the Lower Keys JARC route; the seating capacity was increased from 23 per bus to 32 per bus.

**Lessons learned**:The public always comes first, when there is a need which has been validated and identified, go for it, just do it and make it happen, no matter how much work or time is required, if you build it and it's necessary, they will come.

##### Lower Keys - ITS - Customer Knowledge (1670)

**Location**: Monroe, Key West, Florida Keys (FL)

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

**Goal**: Improved customer knowledge

S**ervice description**:Reverse commute shuttle bus services from Key West to Marathon (MM 0 to MM 50) and also from Marathon to Key West (MM 50 to MM 0)- providing daily trip services (12 trips per day with both routes) every 1.5 to 2 hours between 5 AM and 11 PM. There is only one highway coming into the Lower Florida Keys, as well as going out of the Keys, US Highway 1. Thus, bus service is a fixed route, time certain travel opportunity to the public along a single artery highway.

**Evaluation**:

1) Ridership from fiscal year to fiscal year - increased annually  
2) Survey opportunities and feedback comments reviewed monthly  
3) Monitor need to use ratio and competitive opportunities in the immediate area to determine viability of services as a very necessary public service

**Accomplishments**: Purchased 20 I-Stop units to install along the Keys on US Highway 1 between Boca Chica Naval Base MM 8 to Marathon MM 50.

**Lessons learned**:The public always comes first, when there is a need which has been validated and identified, go for it, just do it and make it happen, no matter how much work or time is required, if you build it and it's necessary, they will come.

##### Lower Keys Shuttle - Customer Knowledge (1540)

**Location**: City of Key West (FL)

**Type**: Information-Based Services/Internet-based information

**Goal**: Improved customer knowledge

S**ervice description**:Reverse commute shuttle bus services from Key West to Marathon (MM 0 to MM 50) and also from Marathon to Key West (MM 50 to MM 0)- providing daily trip services (12 trips per day with both routes) every 1.5 to 2 hours between 5 AM and 11 PM. There is only one highway coming into the Lower Florida Keys, as well as going out of the Keys, US Highway 1. Thus, bus service is a fixed route, time certain travel opportunity to the public along a single artery highway.

**Evaluation**:

1) Ridership from fiscal year to fiscal year - increased annually  
2) Revenue collection ratios - increase each FY period  
3) Miles of service to passenger trip averages   
4) Time performance (GPS/AVL data)   
5) Trip Cost/passenger - improved  
6) Survey opportunities and feedback comments reviewed monthly  
7) Monitor need to use ratio and competitive opportunities in the immediate area to determine viability of services as a very necessary public service

**Accomplishments**: Used television and radio advertisements to promote real time information website - kwtransit.com and the City of Key West website for bus schedule information

**Lessons learned**:The public always comes first, when there is a need which has been validated and identified, go for it, just do it and make it happen, no matter how much work or time is required, if you build it and it's necessary, they will come.

### Florida Alabama Transportation Planning Organization (6848)

#### Santa Rosa ARC (667)

##### ARC Santa Rosa Employment Transportation (700)

**Location**: Santa Rosa County (FL)

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

**Goal**: Improved access/connections

S**ervice description**:One wheelchair accessible vehicle was purchased by the TPO and leased to Santa Rosa ARC. The Santa Rosa ARC provided transportation to jobs and job-related services for their clients. These were trips that could not be provided by the Community Transportation Coordinator. The vehicles allowed the agency to integrate their program for job development and job coaching, without the constraints on the normal coordinated service. Most entry level jobs have nontraditional hours and the agency clients had not been able to maintain employment, at least partly due to transportation restrictions. This service was provided on an individual need basis.

**Evaluation**:There was a lag in service due to the length of time it took for the vehicles to be delivered and to be ready to use. The agency was prepared to begin the service, but due to some personnel changes after the service was implemented the volume of trips was lower than expected. In June 2009, they provided 159 trips; July, 36 trips; August, 32 trips; and September, 82 trips.

**Accomplishments**: Having a local social services agency successfully apply for and receive a FTA grant. We only received one application from a local social services agency during the first application period in 2008. Several organizations expressed interest in the grants, attended the planning meetings as well as the application meetings, but declined to apply because it seemed too risky. More agencies applied during the 2009 competitive application process.  
 This is a relatively small social services agency that was willing to reach for the gold ring. They proved to the larger agencies that it can be done.

**Lessons learned**:Have contracts with sub-recipient and Community Transportation Coordinator in place prior to service starting.

### Jacksonville Transportation Authority (1085)

#### Clay County Council on Aging (930)

##### CC-51 Green Cove Springs to Orange Park (1423)

**Location**: Clay County (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The CC-51 Route travels from Green Cove Springs along SR 17 (Park Ave.) across County Rd 220, to Blanding Blvd. through the town of Orange Park, to connect with the JTA route at the Orange Park Mall. This is a flex route with designed stops that can also leave route to pick up persons unable to access the stops.

**Evaluation**:The success of the service is evaluated on the total number of passengers utilizing the service.

**Accomplishments**: The Clay County Council on Aging participated in several county and employee fairs to promote their services to the community. This promotional activity increased ridership from an average of 227 passengers per month to an average of 551 during the last quarter of the year.

**Lessons learned**:Word of mouth goes a long way. Also, trying to help people to connect with the service and the “yes we can” attitude makes a difference.

##### CC-53 Middleburg to Orange Park (1427)

**Location**: Clay County (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The CC-53 operates as a flex route with designated stops along Blanding Blvd. from the Winn Dixie grocery store at Blanding Blvd. and CR 218, to the Orange Park Mall. Passengers unable to access the stops may call for the shuttle to pick them up from locations off of the route.

**Evaluation**:The success of the service is evaluated on the total number of passengers utilizing the service.

**Accomplishments**: The Clay County Council on Aging participated in several county and employee fairs to promote their services to the community. This promotional activity increased ridership from an average of 61 passengers per month to an average of 531 (peaking in September with 719 passengers) during the last quarter of the year.

**Lessons learned**:Word of mouth goes along way. Also, trying to help people to connect with the service and the “yes we can” attitude makes a difference.

#### Jacksonville Transportation Authority (929)

##### Avenues South Ride Request Service (1411)

**Location**: Duval County (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Avenues South Ride Request service connects passengers from the Avenues Mall, one of Jacksonville’s newest expanding business districts, at Flagler Center. This area includes CitiGroup with over 4,000 employees, Baptist South Hospital, Wachovia, Nuvell, and Kemper Insurance. This service currently operates 13 hours a day, from 5 AM to 7 PM, breaking during the midday when the demand for service is low. Employment in this area is predominantly call center related jobs, generally targeted to persons with minimal higher education.

**Evaluation**:Performance of the Ride Request service is measured and tracked through daily tally sheets completed by the drivers. These tally sheets are inputted into spreadsheets that calculate the average passengers per hour, total ridership, and cost per passenger.  
 This service averaged just under six passengers per hour, at an average cost of $4.20 per passenger, during the 2009 fiscal year.

**Accomplishments**: During the 2009 fiscal year, this service only operated Monday through Friday. Call center employees work on weekends as well, however the JTA did not have the funds to expand service throughout the weekend. We partnered with the St. Johns County COA, who operated a flex route Monday through Saturday along Philips Hwy. We worked together to expand the service area of the St. Johns County route to serve the call centers in Flager Center and marketed the available Saturday service to all of the employees in the area.

**Lessons learned**:Work with your neighboring transportation providers to share resources such as marketing and transportation opportunities.

##### Highlands/Airport Ride Request Service (1404)

**Location**: Duval County (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Utilizing the Job Access and Reverse Commute program, the JTA developed a public demand responsive service named Ride Request to serve lower density employment areas in Jacksonville in 2002. The Highlands/Airport Ride Request service operating on Jacksonville’s north side connects workers from the fixed route system at Dunn Avenue to employment centers at the Jacksonville Trade Port, the Jacksonville International Airport, and along Airport Drive. Employment in this area includes warehouse and hospitality industry positions, which target persons with low-income. The service area also includes low cost or subsidized residential neighborhoods and apartment complexes.

**Evaluation**:Performance of the Highlands Ride Request service is measured and tracked through daily tally sheets completed by the drivers. These tally sheets are inputted into spreadsheets that calculated the average passengers per hour, total ridership, and cost per passenger. This service averaged just over seven passengers per hour at an average cost of $3.65 per passenger during the 2009 fiscal year.

**Accomplishments**: The Highlands Ride Request service was redesigned in FY 2009 to provide demand responsive service within its own area and the nearby Oceanway Ride Request area during off peak midday and late night hours.

**Lessons learned**:By evaluating the demand by time of day in an entire geographical area, we found ways to increase service availability without increasing resources and costs. Not only were we able to increase the amount of service in these areas, we were able to improve the transition of drivers during the midday. Combining resources during the off peak hours is a win-win for our passengers and our budget.

##### Oceanway Ride Request Service (1406)

**Location**: Duval County (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Oceanway Ride Request service connects passengers from the River City Marketplace (a large outdoor mall) in northeast Jacksonville to the large employment district at Blount Island and Jax Port. Employment in this area is predominantly centered on port activities, including dock and warehouse workers, and is generally low-income positions. The service area also includes older, blighted residential areas of persons with low-income.

**Evaluation**:Performance of the Ride Request service is measured and tracked through daily tally sheets completed by the drivers. These tally sheets are inputted into spreadsheets that calculated the average passengers per hour, total ridership, and cost per passenger.

**Accomplishments**: The Oceanway Ride Request service was redesigned in FY 2009 to provide demand responsive service within its own area and the nearby Highlands Ride Request area during off peak midday and late night hours.

**Lessons learned**:By evaluating the demand by time of day in an entire geographical area, we found ways to increase service availability without increasing resources and costs. Not only were we able to increase the amount of service in these areas, we were able to improve the transition of drivers during the midday. Combining resources during the off peak hours is a win-win for our passengers and our budget.

#### St. Johns County Council on Aging (931)

##### Connector Line (1490)

**Location**: St Johns County (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Connector Line travels U.S. 1 in St. Augustine, from Moultrie Plaza in southern St. Augustine to the Government Center in northern St. Augustine, 12 times daily, beginning at 6:30 AM and ending at 7 PM, offering connectivity from all system routes to the Purple Line. The Connector intersects the Purple Line eight times daily at the K-Mart hub and the Government Center.

**Evaluation**:Our project is evaluated primarily by ridership. Secondarily, the project is evaluated by rider feedback. The Sunshine Bus Manager frequently rides the system and converses with passengers to determine the purpose of their trip, destinations, etc. Rider surveys are also conducted. The most recent survey was conducted in July of 2009. This Transit Quality of Service Evaluation and Ridership Survey was conducted by Reynolds, Smith and Hill, Inc. on all seven routes operated by the Sunshine Bus Company. The purpose of the survey was to collect data on travel activity and customer satisfaction. The survey was conducted over two days (July 29th and July 30th, 2009) during one hour of the AM and PM peak periods. A total of 98 complete surveys were collected. This survey revealed that 20.41% of the riders indicated that work was the starting point of their trip and 37.76% of the riders indicated that work was the destination for their trip. 69.39% indicated that they rode the bus four or more days per week. Additionally, 66% of the riders indicated that they were overall very satisfied with the Sunshine Bus and an additional 25% were satisfied.

**Accomplishments**: We experienced an impressive 20% increase in ridership on both the Purple Line and the Connector over the last quarter! SJCCOA has also been chosen by a task force headed by the CTD to be one of two CTCs to participate in a Senior Mobility Management pilot program. This pilot program is now underway, with education on the Sunshine Bus being a primary focus of our mobility education.

**Lessons learned**:Flexibility is crucial in dealing with factors such as population growth and increased traffic on the routes impacting on-time performance.

##### Purple Line (1488)

**Location**: St. Johns County (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Purple Line originates at the K-Mart Plaza, located at the corner of U.S. North and S.R. 312 in St. Augustine and travels north on U.S. 1 to the Outlet Malls at I-95 and SR 16, past the St. Johns County Government Center, then North on U.S. 1, through Bayard, through the Flagler Center, and terminating at the Avenues Mall, located in Jacksonville at I-295 and U.S. 1 (Philips Highway). The Purple Line makes eight runs between St. Augustine and Jacksonville daily, with four leaving St. Augustine (5:30 AM, 8:45 AM, 12:30 PM, and 3:45 PM) and four leaving Jacksonville (6:45 AM, 10:30 AM, 2 PM, and 5:30 PM). The Purple line connects to JTA’s S1 Regency/The Avenues Mall route which offers direct service to the Regency Square Hub and the Rosa L. Parks FCCJ Station in downtown Jacksonville.

**Evaluation**:Our project is evaluated primarily by ridership. Secondarily, the project is evaluated by rider feedback. The Sunshine Bus Manager frequently rides the system and converses with passengers to determine the purpose of their trip, destinations, etc. Rider surveys are also conducted. The most recent survey was conducted in July of 2009. This Transit Quality of Service Evaluation and Ridership Survey was conducted by Reynolds, Smith and Hill, Inc. on all seven routes operated by the Sunshine Bus Company. The purpose of the survey was to collect data on travel activity and customer satisfaction. The survey was conducted over two days (July 29th and July 30th, 2009) during one hour of the AM and PM peak periods. A total of 98 complete surveys were collected. This survey revealed that 20.41% of the riders indicated that work was the starting point of their trip and 37.76% of the riders indicated that work was the destination for their trip. 69.39% indicated that they rode the bus four or more days per week. Additionally, 66% of the riders indicated that they were overall very satisfied with the Sunshine Bus and an additional 25% were satisfied.

**Accomplishments**: We experienced an impressive 20% increase in ridership on both the Purple Line and the Connector over the last quarter! SJCCOA has also been chosen by a task force headed by the CTD to be one of two CTCs to participate in a Senior Mobility Management pilot program. This pilot program is now underway, with education on the Sunshine Bus being a primary focus of our mobility education.

**Lessons learned**:Flexibility is crucial in dealing with factors such as population growth and increased traffic on the routes impacting on-time performance.

### LYNX / Central Florida Regional Transportation Authority (1091)

#### Lynx / Central Florida Regional Transportation Authority (865)

##### Link 102 – Fixed route service - Orange Ave./S. 17-92 (1399)

**Location**: Orlando (FL)

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

**Goal**: Improved system capacity

S**ervice description**:New service on Link 102 began in August 2008. The service operates from 4:30 AM until 12:30 AM, every 15 minutes during weekday, peak periods between LYNX Central Station, Orange Avenue, Florida Hospital, Winter Park, Winter Park Village, and U.S. 17-92 to Fern Park; and every half hour between 5 AM and midnight on the weekends. Link 102 replaces portions of a number of routes that LYNX discontinued, but at more frequent headways. The route serves strong employee ridership generators such as Florida Hospital and Winter Park Village. Only a portion of the cost of providing this service is provided with JARC funds, which are greatly overmatched by match proceeds provided by local government sources that were previously used to support the portions of routes that Link 102 replaces.

**Evaluation**:A number of factors contributed to a decline in LYNX's operating budget in FY 2008. LYNX considered service reduction to fixed route bus service, but agreed instead to review its entire bus system for service efficiency. The first step in reviewing the LYNX bus system for opportunities for financial savings by reducing the route network was to identify the higher and lower performing routes. While the passenger transportation industry uses a number of measures to determine a route's performance, for this financial savings exercise LYNX decided to look at a “Route Opportunity Curve,” viewing the annual ridership of a route against its variable cost of operation (variable costs are those that are directly attributed to an individual route, in LYNX' case being bus operator wages and benefits, and fuel).

Overall, ridership is concentrated across several major corridors. Nearly 80% of all passenger boardings and alightings occur along just a few corridors, among them Orange Ave./US 17-92 between downtown Orlando (LYNX Central Station), Winter Park, and Fern Park (SR 436). A number of routes along this corridor were among the highest performing routes in the system. Link 102 replaces service on several routes with increased service frequency, every 15 minutes during peak periods. LYNX monitors ridership on all of its routes, and ridership on Link 102 has remained fairly stable, given that ridership on the entire LYNX network has declined modestly in recent months, likely due to the downturn in the economy.

**Accomplishments**: Increasing service frequency along one of the busiest corridors in the LYNX system has allowed a higher level of service for those going to and from jobs at Florida Hospital, Winter Park Village, and the many other employment and training sites along the route, thus reducing commute times for many who rely on LYNX for their daily commute.

**Lessons learned**:The public participation process was extremely helpful as LYNX reviewed the entire system for service efficiency. Prior to the required public hearing for service changes, LYNX conducted a number of public workshops where we provided maps of each route that was changing, along with a LYNX staff member at each map to explain and discuss the proposed changes. Our regular riders provided invaluable insight into what certain changes meant to them and provided a number of suggestions for alternate solutions, many of which LYNX implemented.

##### Link 442 - Winter Garden Village (1167)

**Location**: Orlando (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The JARC funding has allowed LYNX to provide new service on Link 442 Monday through Saturday, between 6:30 AM and 10 PM, with hourly service between West Oaks Mall and Winter Garden Village (2,200 jobs). Service on this link was extended in December 2008 to serve a broader, low-income area left unserved due to other service changes, but general LYNX operating funds are being used to supplement the funds provided by Sembler Corporation, the developer of the Winter Garden Village that provided match for the new route. Strong connections to other routes in the LYNX network at West Oaks Mall ensures individuals throughout the LYNX service area will be able to access job opportunities by the many businesses at the shopping centers. The route also serves West Orange High School and Health Central (983 jobs), named in the Orlando Sentinel as one of the Top 100 Companies for working families.

**Evaluation**:LYNX tracks ridership to determine performance of Link 442. Before service began, LYNX determined that in order for the proposed service to meet the average performance of other LYNX bus services, it needs to generate 187 passenger trips on each day of operation.

**Accomplishments**: Sembler Corporation, the developer of this new regional shopping center, was a very willing and enthusiastic partner in this JARC project. The Development Order for the City of Winter Garden detailed the conditions under which the Winter Garden Village at Fowler Groves DRI must accommodate alternative transportation modes and called for the creation of a Memorandum of Understanding (MOU) between the DRI developer and LYNX. In the MOU, the developer agreed to provide funding over two years toward operations support for at least one bus route to serve the DRI.

Following are some of the conditions outlined by the MOU:

- LYNX service connecting the Project to existing routes shall be initiated within one (1) year of the opening of phase

- The Developer will enter into a License Agreement with LYNX to facilitate the construction of stops for the service and coordination with LYNX. At a minimum, the Developer shall facilitate, with funding if necessary, at least one transit route to be operational to the site for a period of two years.

**Lessons learned**:It is important for transit reviewers of Developments of Regional Impact (DRIs) to recognize and act on potential for transit projects during the period when developers are eager to get approval for their developments.

##### Link 444 - Universal Orlando Late Night Service (1277)

**Location**: Orlando (FL)

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

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

S**ervice description**:Expanded late night service to Universal Studios, a popular theme park and major employer (14,000+ jobs) in the Orlando area, began July 1, 2008. Service on Link 444 is provided to late evening shifts only, Monday through Sunday, between Universal Studios and a number of affordable housing complexes in the area. At a meeting with Universal, the Staffing Director indicated that because of economic conditions affecting Universal's operating hours, their employees' needs for late night service have changed. Universal requested a slight modification of the route and elimination of the last run of the night. LYNX implemented the requested changes on April 26, 2009.

**Evaluation**:The expanded Universal service covers evening hours, during which ridership is usually lower than during weekday services. Approximately 12 passengers per hour was the estimated ridership for the extended evening hours of service. A survey of Universal employees indicated that a majority of employees were limited from working extended hours because of the lack of availability of bus service for later evening hours. Because of the continued low ridership, due at least in part to the downfall in the economy, Universal requested that service be discontinued as the need was no longer sufficient to justify the funds expended for the service. LYNX eliminated service on Link 444 as of August 16, 2009.

**Accomplishments**: LYNX engaged in much analysis of service to Universal Studios and many meetings and discussions with Universal staff to determine how best to meet both employer and employee needs for employment-related service. Once needs for, and cost and benefits of, expanded services were established, Universal agreed to support the new service by contributing half of the operating costs of the services. Because of the continued low ridership, Universal requested that service be discontinued as the need was no longer sufficient to justify the funds expended for the service. LYNX eliminated service on Link 444 as of August 16, 2009.

**Lessons learned**:You must approach private sector partners with compelling reasons to work together on transit issues. If one such partnership has already been established in the community, it is important to track successes and challenges of that service to use as a model in order to show the potential that increased service has to attract and retain employees.

##### Link 50 Walt Disney World (1161)

**Location**: Orlando (FL)

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

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

S**ervice description**:At Disney’s request, based on greater needs expressed by their employees, four one way late evening trips on Link 50 have been provided rather than the four one way trips on the 3D Links, the service that was being funded with JARC funds. The costs for these new services are the same as those for the 3D service. Disney will continue to provide the full 50 percent match for the service. These services on Link 50, begun on December 7, 2008, have increased access to late night jobs at Disney and surrounding employers, such as hotels, restaurants, and entertainment venues.

**Evaluation**:LYNX assesses ridership on this route to ensure that service continues to meet the greatest needs. Because of the funding partnership with Disney, we have worked closely with Disney staff to ensure that services provided are responsive to their employees' needs. Disney has shared the results of various surveys of their employees to help LYNX develop responsive and appropriate services. We meet frequently with Disney staffing folks to reassess ridership and needs on all of the routes that serve Disney, including those funded under the JARC Program.

**Accomplishments**: The private sector partnership that was forged with Disney set an important precedent in the community that others have followed. Working with Disney to increase access to the many jobs available, especially during late night hours, has benefitted both Disney (employee retention) and LYNX (JARC/Disney funds for operating) but, more importantly, the individuals who work there. Their services allow access to second shift jobs, previously not an option for those who depend on LYNX to reach Disney jobs. Disney markets certain jobs, especially those served by targeted late night service, as "LYNX Friendly" jobs. Disney reported an increase in hiring and retention of "Cast" (employees) since implementing expanded services.

**Lessons learned**:The importance of face-to-face meetings to establish a rapport with private sector partners has been key to this and other projects. Also, tracking the success of service in terms of "what's in it" for the private sector partners, such as increased hiring and retention rates, allowed LYNX to tout the benefits to other employers. In an area with a number of theme parks, it was also beneficial to foster a certain level of friendly competition. As the leader in theme park attractions in the LYNX service area, other parks often follow Disney's lead to ensure that they can continue to compete in attracting visitors, by attracting and keeping employees, as well as gaining a bit of positive media attention by forging good community relations.

### Miami-Dade Transit Agency (1089)

#### Miami-Dade Transit Agency (864)

##### 238 East-West Connection (1150)

**Location**: Earlington Heights (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Connects riders transferring from Earlington Heights Metrorail Station to business/employment areas and locations of The Dolphin Mall, Miami International Mall, the Airport Corporate Center, the Airport Cargo City, hotels and businesses in the Blue Lagoon Dr. area, the Airport Hilton Hotel, the Tri-Rail Airport Station, and Miami International Airport.

**Evaluation**:Operates five days per week with monthly ridership of 12,129

**Accomplishments**: Ridership increased

**Lessons learned**:The importance of having private partnerships

##### Route 136 (1153)

**Location**: Kendall (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Connects Metrorail to the employment and business areas of the new Immigration and Naturalization Office, West Dade, the Kendall-Tamiami Executive Airport, the Gloria M. Floyd Elementary School, the Falls Shopping Mall, the City of Coral Gables, Coconut Grove, the Douglas Road Metrorail Station, the South Dade Busway, Dadeland South Metrorail Station, and the Dadeland Mall.

**Evaluation**:Operates five days per week 9,000 miles

**Accomplishments**: Ridership increased

**Lessons learned**:The importance of having private partnership

##### Route 248 The Brickell Key Shuttle (1154)

**Location**: Miami (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This route distributes riders from the Brickell Metrorail & Metromover stations to the Island of Brickell Key, the Brickell Avenue business district, the Tenth Street Promenade, and the Financial District of Brickell Avenue.

**Evaluation**:Operates five days per week with monthly ridership of 4,200

**Accomplishments**: Increased ridership

**Lessons learned**:The importance of having private partnership

##### Route 252 The Coral Reef Max (1156)

**Location**: South Miami (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Connects riders to the residential and business area of Country Walk, businesses along SW 152 Street Coral Reef Drive, the Metrozoo, the South Miami-Dade Busway, the Falls Shopping Center, Dadeland South Metrorail Station, and the area of Dadeland Mall

**Evaluation**:Operates seven days per week with monthly ridership of 30,400

**Accomplishments**: Increase ridership

**Lessons learned**:The importance of having private partnership

##### Route 35 (1158)

**Location**: Homestead (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Currently, serving residential/lower income areas of south Miami-Dade such as Homestead, Florida City, Richmond Heights, Perrine, Naranja, and Goulds, to the new Homestead Hospital. Also connects to Miami Dade College Kendall Campus, the Busway at SW 184th street, Southland Mall, the South Miami-Dade Government Center, Prime Outlets at Florida City, and Homestead Senior High School

**Evaluation**:Operates seven days per week with monthly ridership of 69,000

**Accomplishments**: Ridership increased

**Lessons learned**:The importance of having private partnership

##### Route 36 (1148)

**Location**: Allapattah (FL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This route connects Allapattah and other City of Miami neighborhoods to the business/employment areas and the Dolphin Mall, Miami International Mall, Miami Dade College West Campus, Doral Executive Center, the City of Miami Springs, businesses along NW/NE 36 Street, including the Miami International Airport and the Allapattah Metrorail station.

**Evaluation**:Operates seven days per week with a monthly ridership of 74,000

**Accomplishments**: Ridership increased

**Lessons learned**:The importance of having private sector participation

### Pinellas County Metropolitan Planning Organization (1038)

#### HART (302)

##### JARC Service (434)

**Location**: Hillsborough County (FL)

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

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

S**ervice description**:Routes 2, 12, 30, and 34 are all major urban corridor routes. All routes   
provide late night service with the final trip commencing at midnight. Route 2 operates Nebraska Avenue; Route 12 operates 22nd Street; Route 30 runs downtown Tampa to Town N’Country via TIA; and Route 34 operates on Hillsborough Avenue.

**Evaluation**:The routes have been evaluated using on-board ride checkers and/or APC (Auto Passenger Counters). Data collection allows routes to be evaluated as passenger per revenue hour. The benchmark for this service is six passengers per revenue hour.

**Accomplishments**: The greatest accomplishments of the service(s) has been twofold-  
1. Maintaining the service(s) during a high local unemployment recession when most transit agencies are deleting marginal or lower-productivity services.  
2. Growth in the Route 30 ridership- FY 2009 was a difficult year for local transit. Most routes suffered declines and HART had its first aggregate ridership decline in eight years. However, Route 30 grew nearly 17% including solid support for the late night service.

**Lessons learned**:Keep the service for two years in order to give it a fair chance to succeed.

#### Hillsborough County (516)

##### JARC Demand Response (491)

**Location**: Hillsborough County (FL)

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

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

S**ervice description**:Employment Opportunities Program (EOP), a program within the Hillsborough County Department of Health & Social Services (HSS). In addition, the SSL extends services to the clients of several organizations that offer employment services and vocational training for persons with disabilities (e.g., Tampa Lighthouse for the Blind, Project Return, Gary Adult Center, Florida Division of Blind Services, HARTPlus, Macdonald Training Center, and the Florida Department of Vocational Rehabilitation).   
 The service is comprised of two separate but closely related components: Employment Connection and Training Connection. SSL and its partners will be responsible for certain objectives within each component, including developing a plan that addresses transportation plans for project participants and furnishing transportation to and from job interviews, employment training, and jobs.   
 Job Connections will use JARC funds to help project participants access transportation services for job interviews, jobs, and other job-related activities, particularly training, retraining, and continuing education. Transportation will be provided by project vans, Sunshine Line vans, and local taxicabs. No fares will be charged. Transportation will be available seven days a week for all shifts, and will be provided in the most cost-effective manner, based upon demand and scheduling guidelines with emergency backup service provided as needed and appropriate. Project participants will be picked up at designated times and taken to their destinations from their own home, neighborhood service centers, and other pick-up sites.

**Evaluation**:Employment counselors and case managers in both service components will perform similar functions for participants in the project:  
- Compile a work history and assess the work readiness of the client.   
- Document the client’s eligibility for the Job Connections project.   
- Determine the client’s baseline self-sufficiency level.  
- Develop an individualized employment/training plan with the client.  
- Identify and assist client to obtain a job and/or needed job training, retraining, and continuing education.  
- Using established procedures, work with the transportation coordinator to schedule employment and employment-related transportation.  
- Assist with the transition of the client out of the project and into their own transportation.  
- Conduct follow-up with the client to assist and track their progress from baseline to present.

**Accomplishments**: Several clients have been able to purchase their own vehicles and provide their own transportation due to obtaining employment and having transportation to help them gain employment or to get them to work for the first couple months.

**Lessons learned**:The service demands are not always what you anticipated and planned for.  
Working with community organizations and groups provides valuable assistance for the program. Clients work schedules and addresses are not always very stable or consistent.

#### Pinellas County MPO (520)

##### Ways to Work Program (481)

**Location**: Pinellas County (FL)

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

**Goal**: Improved access/connections

S**ervice description**:Ways to Work (WtW) is a national model program that provides loans up to $6000 to low to moderate income working families, specifically for car purchase or repair. This innovative program assists families toward self-sufficiency by securing fixed interest loans for those who might not otherwise qualify for credit or who might fall victim to predatory lenders.   
 Eligible applicants must be at least 18 years old, be actively parenting a dependent child, and employed and/or in school with an income no greater than 80% of Pinellas County’s median income. All participants must have a credit history that would prevent getting a loan from a traditional lending source. Each participant in the WtW program, whether their loan is approved or not, completes an application for The Bay Area Commuter Service’s Ride Share Program. Information about Ride Share is presented with the advantages of participation, such as mobility management for the commuter, saving money, and saving energy. Financial education, life skills, car maintenance, and credit-building skills are also a vital part of the loan process.   
 In the period January to September 2009 of the program covered by the JARC grant, 262 families were served. Seventy orientations and nine financial education and car maintenance classes were held; 80 applications were processed and presented to Loan Review Committee; and 27 car loans were secured. In addition, 145 participants enrolled in Ride Share with the Bay Area Commuter Service.

**Evaluation**:WtW team staff develop measurable goals for each individual or family participating in services. The specific service goals are based on the parents or guardians' desired outcomes and “best practice” standards. A minimum of monthly contact is made with each participant by the case manager to discuss progress made or difficulty with achieving service goals. Quarterly, face to face contact is made with each participant. A Family Self Sufficiency Outcome Indicator survey is completed and reviewed and service goals are adjusted accordingly.  
 In addition to evaluating each participant’s progress on identified service goals, progress notes reflect a family’s progress including: change in family status, change in functional status, health, welfare and safety, and permanency of life situation. WtW’s Contracted Service Levels and/or Measurable Outcomes are established in collaboration with program funders according to contract requirements. Outcome data is collected to ensure compliance with contractual standards and Continuous Quality Improvement. Program Supervisors report service level data on a quarterly basis.

**Accomplishments**: This fiscal year has been difficult with the economy and the high unemployment rate; however, in the last quarter of this fiscal year the program closed 18 car loans. This was triple that of the previous quarter. This was accomplished through community outreach, as well as teamwork. The default rate of the program was significantly lowered from 30 % default to 11%.  
 Not all participants who begin the program are approved for a loan by the loan committee. For those participants who are not approved and who want to continue to work toward being approved, the program offers them continuing services. These participants work on improving their income and increasing their credit scores and reapplying for a loan when these have improved.

**Lessons learned**:Relationships and support to the participants is helpful to them in all areas of their life and helpful to the program by reducing the default rate of program participants. Again the economy and unemployment or underemployment had a huge impact on our participants. Because of the greater default rate experienced, the staff scheduled a meeting of participants that were late or in default. At the meeting, the many difficulties participants were having with paying bills was discussed and together participants and staff were able to brainstorm solutions some of which used program, agency and community resources. This initial meeting was so successful that the participants requested monthly meetings to help them meet the challenges that they faced. Therefore the program continues to have meetings on a monthly basis and this has substantially reduced the delinquent and default rates.

## Georgia

### Atlanta Regional Commission (2119)

#### Center for Pan Asian Community (985)

##### E-TAP (1664)

**Location**: DeKalb and Gwinnett counties (GA)

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

**Goal**: Improved customer knowledge

S**ervice description**:E-Tap will provide job training assistance and readiness to 150 immigrants and refugees. Each client will enroll in a six-week training and the program occurs quarterly. JARC funds will be used to assist with transportation through a shuttle service throughout the six week training. Upon completion of job training, participant will receive $150 transportation voucher to help defray costs of getting to work during the first month. In the job training program, travel training is provided to include use of transit, driver training, van pools, and other options. The goal of the program is to develop a transportation structure that affords mobility for immigrant and refugee communities to access employment and employment-related activities in metropolitan Atlanta.

**Evaluation**:The voucher and travel training program will be evaluated use pre- and post-tests.

**Accomplishments**: CPAC's completed plan and timeline for implementation of a job readiness and employment training to include transportation services for immigrants living in DeKalb and Gwinnett Counties.

**Lessons learned**:Evaluate needs and culture of the community in order to better match the transportation training and services you are offering.

##### E-TAP Vehicle for Vanpool / Shuttle (1717)

**Location**: Dekalb and Gwinnett Counties (GA)

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

**Goal**: Improved system capacity

S**ervice description**:Van will be used as a shuttle to transport immigrants and refugees in DeKalb and Gwinnett counties who are enrolled in CPAC's Job Training Program.

**Evaluation**:Pre-survey and post-survey and tests will be used to evaluate effectiveness of providing in-house car/vanpool infrastructure with existing transportation options within agency and other agencies.

**Accomplishments**: Ordered and purchased 15-passenger vehicle which allows CPAC to expand the job training program and the number of clients served.

**Lessons learned**:Anticipate that the vehicle cost may actually come in lower than expected and be prepared with alternative uses for remaining funds (and match requirement to utilize the funds).

## Kentucky

### Transit Authority of River City (1105)

#### TARC (600)

##### TARC 3 Paratransit JARC Trips (602)

**Location**: Jefferson County (KY)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Metro Louisville has historically been an urban employment hub for surrounding rural counties. In recent years, large industry employers have moved further out of the urban hub to the edges of Jefferson County and into surrounding Bullitt and Oldham counties. UPS is our region's largest employer and has located several logistics/package handling plants outside our paratransit service area. At the same time, housing options for individuals with disabilities have spread outside the historic urban centers. We operate several JARC corridors for our JARC paratransit service, allowing people to travel from the more urban area to five UPS locations outside our ADA paratransit service area, as well as Kaleidoscope, which provides employment for developmentally disabled individuals. In FFY 2009, we used about 20 routes to take people to work and about 15 routes to bring people home - most of these would be UPS trips from five UPS locations; three shifts.

**Evaluation**:The JARC trips are included in our general ADA paratransit service performance measures. TARC 3 FFY 2009 stats: Percentage of on-time trips by appointment = 93%; customer trips per revenue hour (productivity) = 1.55; vehicle accidents/100,000 miles = 2.2; trip denials = 0

**Accomplishments**: One success story concerns a developmentally disabled man in his late 20s who lives with his parents. He's worked on a package line at a UPS location for some time. As time went on, he often trained others who then became his supervisor on the line. Recently, this young man was given the opportunity to become a supervisor and has been promoted, which is a source of pride for him and his parents. His success was made possible in part through the support of JARC funds.

**Lessons learned**:Try to anticipate the nature of the statistical reports needed in advance so you're not scrambling for data after the fact.

#### The HDB Service Group, Inc. (604)

##### Employment Shuttle Connecting Oldham and TARC (ESCOT) (715)

**Location**: LaGrange and vicinity (KY)

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

**Goal**: Improved access/connections

S**ervice description**:The Employment Shuttle Connecting Oldham and TARC (ESCOT) enables those living in Jefferson County to access employment opportunities in Oldham County. LOCAL meets incoming TARC buses at 7 and 7:20 AM and returning busses at 5:15 PM. (The Oldham Express, a TARC express route between Oldham County and downtown Louisville, brings workers to employment sites in Oldham County.) HDB has provided ESCOT service since The Rawlings Group, a business employing 400 people, moved all of its workforce to Oldham County in the Fall of 2007. Oldham County residents also use ESCOT to access TARC buses going to and from Jefferson County. ESCOT operates prior to and following LOCAL Transit regular route hours.

**Evaluation**:ESCOT drivers keep daily records of the number of riders and destinations accessed by the service. Benchmarks include the number of monthly employment passes sold and the number of riders using the service.

**Accomplishments**: ESCOT has continued to provide the only employment transportation in Oldham County starting at 6 AM. In addition, the number of riders has stabilized and those using the service express a great deal of satisfaction.

**Lessons learned**:We have learned that ridership waxes and wanes, but these changes cannot be connected to specific circumstances. Our drivers are trained to be keenly aware of riders suggestions, needs, and requests. Anyone starting this kind of service must be committed to operating it “for the long haul” in all kinds of weather.

## North Carolina

### City of Charlotte (1111)

#### City of Charlotte (827)

##### Extension of Route 1 - Mt. Holly (1189)

**Location**: Mecklenburg County (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The extension of the Route 1 - Mt. Holly will provide better coordination with other CATS services. Route 1 - Mt. Holly today provides service to warehouses, light industrial, and service organizations. The route starts at the Charlotte Transportation Center (CTC) in uptown and continues via the existing route alignment, but extends into Northwest Charlotte to Mt. Holly-Huntersville Road.

**Evaluation**:Based on interviews of service organizations, CATS found that the lack of transit service in specific areas was a major factor limiting the ability of many citizens to find employment. The goal of the Job Access Reverse Commute (JARC) Program is to improve transportation services and access to employment. The JARC Program can also improve transportation services for low-income individuals and people who receive welfare, who are dependent on these services. The services will be evaluated using the systems Route Performance Monitoring, a management tool to evaluate routes based on productivity and efficiency. The tool helps staff to determine productivity and efficiency of all new and existing service.

**Accomplishments**: The benefits of adding additional service are that Charlotte Area Transit System is seeing increases in passenger utilization for the selected services. The service also is providing ridership opportunities for new riders of the service to help familiarize them with the benefits of mass transit.

**Lessons learned**:Marketing would be an asset that you can never do in excess. The preparation time for marketing is important to the success of any new or existing services. The more the marketing, the better the chance it will prove positive for the new or existing service.

##### Route 5 Airport Enhanced Bus Service (1188)

**Location**: Mecklenburg County (NC)

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

**Goal**: Improved access/connections

S**ervice description**:Route 5 - Airport provides service to employment/retail establishments on Wilkinson Blvd. Because of funding limitations, there are a number of areas in Mecklenburg County where CATS is not able to provide this enhanced service today, even though there have been requests for this service to major employment/retail areas. The result is the existence of gaps in the existing transit network or a need for more frequency for services such as Route 5 - Airport, which could get passengers to employment opportunities.

**Evaluation**:Based on interviews of service organizations, CATS found that the lack of transit service in specific areas was a major factor limiting the ability of many citizens to find employment. The goal of the Job Access Reverse Commute (JARC) Program is to improve transportation services and access to employment. The JARC Program can also improve transportation services for low-income individuals and people who receive welfare, who are dependent on these services. The services will be evaluated using the systems Route Performance Monitoring, a management tool to evaluate routes based on productivity and efficiency. The tool helps staff to determine productivity and efficiency of all new and existing service.

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**Lessons learned**:Marketing would be an asset that you can never do in excess. The preparation time for marketing is important to the success of any new or existing services. The more the marketing the better the chance it will prove positive for the new or existing service.

#### The Housing Authority of the City of Charlotte (829)

##### Moving Aside the Obstacles to Work (1505)

**Location**: Charlotte (NC)

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

**Goal**: Improved access/connections

S**ervice description**:The goal of the project is to encourage Charlotte Housing Authority clients to find and maintain employment over the course of the grant by removing the barrier of transportation. Bus passes will also be provided to partner agencies that provide programming for low-income clients. The current partner agencies are the Bethlehem Center, Friendship Baptist CDC, Salvation Army, and A Child's Place.  
 Objectives:  
- To provide bus passes to those heads of households who are searching for employment, employed, or enrolled in job training or educational programming.  
- To provide bus passes to teenagers who are 16 years or older and employed and/or are attending afterschool programs/tutoring, GED programs, and other activities that will prepare them for success in the workplace.  
- To provide at least 2,500 individuals with a combination of 1-ride, 10-ride, and monthly passes (a total of 63,324 bus passes) in order to improve their chances for work success.

**Evaluation**:The project is still ongoing through September 2010. No formal evaluation has taken place. Charlotte Area Transit System, as the direct recipient, performs site visits on a quarterly basis, auditing invoices, eligible expenses, project activities, and use of funds.

**Accomplishments**: Greatest accomplishments are:   
- Providing more than 2,000 heads of households with transportation passes  
- Developing a new (computer-based) tracking system to determine the usage of transportation passes  
- Establishing new partnerships with ten agencies to provide transportation passes to their population, while coordinating services for mutual clients

**Lessons learned**:Implementation of the grant requires much time. A person dedicated solely to the dissemination, tracking, and reporting of bus pass usage is mandatory.

### City of Greensboro (1062)

#### City of Greensboro (250)

##### ADA Services (313)

**Location**: Greensboro (NC)

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

**Goal**: Improved system capacity

S**ervice description**:The City of Greensboro/Greensboro Transit Authority purchased two additional vans to supplement its current fleet to improved its operational efficiency and mobility, specifically for paratransit users who work or seek employment in the outlying employment sites in the City of Greensboro.

**Evaluation**:The two vehicles (in addition to the existing fleet) performance was tracked by reviewing the on time performance, passengers per hour, passenger per miles, cost per passenger, and number of service complaints.

**Accomplishments**: The two vehicles that were purchased provided GTA excellent maneuverability, especially at some locations were the larger paratransit vans could not access such as small driveways.

**Lessons learned**:GTA ADA paratransit service has been in place since 1991, however we were starting to encounter more and more tight locations for our door-to-door clients that our normal size vans could not access.

#### Guilford County Transportation and Mobility Services (247)

##### Provide 24/7 Employment Services (317)

**Location**: Guilford County (NC)

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

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

S**ervice description**:Guilford County Transportation and Mobility Services (TAMS) used its eligible JARC funding to provide employment transportation services on a 24/7 basis, utilizing direct transportation, bus tickets, and gas reimbursements. The project will target persons with lower incomes and persons with employment transportation needs from urban centers, rural, and suburban areas to suburban employment opportunities, as well as from rural and suburban areas to urban employment centers.

**Evaluation**:During the period of performance TAMS monitored the total trips provided, service delivery methods, cost per mile, cost per hour, and cost per one way trip.

**Accomplishments**: TAMS was able to provide 420 more trips that it did during the previous fiscal year.

**Lessons learned**:None

### City of Raleigh (1065)

#### Triangle Transit (1008)

##### Wake Forest Express (1712)

**Location**: Wake County (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Wake Forest Express Route will provide fixed route transportation to the Town of Wake Forest in northern Wake County. This service will provide peak period express service and off peak fixed route service to individuals living in Wake Forest, as well as provide reverse commute opportunities for individuals living within the City of Raleigh who wish to seek employment opportunities in the currently non-accessible northern regions of Wake County.

**Evaluation**:The route is evaluated on passenger trips per mile and hour.

**Accomplishments**: The route linked a growing community to the transit network and provided excellent opportunities for reverse commute opportunities.

**Lessons learned**:The service has been very successful. The collaboration of multiple transit systems and multiple municipalities resulted in a valuable transit service for the citizens of Wake County.

##### Wake Forest Loop (1713)

**Location**: Wake County (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Wake Forest Loop fixed route service will provide a connection to the Wake Forest Express during peak and off-peak periods. The loop will provide reverse commuters with direct access to a number of currently unserved retail and commercial job opportunities in northern Wake County.

**Evaluation**:Passenger mile per mile and hours were used to evaluate the service.

**Accomplishments**: This service has provided a connection to the regional express for transportation disadvantaged residents in northern Wake County.

**Lessons learned**:New service should be marketed aggressively.

#### Wake Coordinated Transportation Services (1010)

##### AVL/MDC Installation on Wake Coordinated System (1714)

**Location**: Wake County (NC)

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

**Goal**: Improved system capacity

S**ervice description**:Wake Coordinated Transportation Service (WCTS) wishes to equip the transportation services fleet with MDC/AVL units that will enhance WCTS’ ability to deliver mobility options more efficiently and effectively. Opportunities afforded by this technology will allow the transportation service to coordinate service requests that will compliment regional transportation service initiatives such as the Wake Forest Express service planned in concert with the City of Raleigh and Triangle Transit. This technology will allow WCTS the capability to add same day service requests that could be incorporated into its rural service schedule and provide trip requests as a feeder service to existing fixed route services throughout the MPO’s service area.

**Evaluation**:Product improved on time performance and productivity, passengers per mile, an passengers per hour.

**Accomplishments**: This product has been a great asset to our system.

**Lessons learned**:The product has also provided a level of security. While this was not the primary intent, this is a critical element.

### City of Winston-Salem (1114)

#### Winston-Salem Transit Authority (755)

##### Route 30 and Saturday Evening Service (968)

**Location**: Winston-Salem (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Route 30 is a seven mile route that serves the southeast area of the City of Winston-Salem. This route connects a large concentration of low-income, African-American/Latino communities with Winston-Salem State University, Salem College, and downtown Winston-Salem. During FY 2009, 38,006 passengers rode that route. The actual start date for the service was September 12.   
 The Winston-Salem Transit Authority also used JARC funds to extend Saturday Evening Service to midnight in September 2008. Prior to this, Saturday Evening Service ended at 7 PM.

**Evaluation**:Both services where actual suggestions received from comments during the review of the City of Winston-Salem 2035 Long Range Plan. WSTA has conducted surveys of the ridership to gage opinion of the new services. The feedback on the services has been positive.

Concerns of the accessibility of bus stops has been top concern WSTA has received from it citizens. WSTA and the Winston-Salem MPO are conducting a review of all 2,000 transit locations to improve accessibility at each location. As a result of this project, WSTA will work with the MPO to prioritize sidewalk projects, apply for grants to cover the cost of installing more bus shelters, and remove highly inaccessible bus stops.

**Accomplishments**: Establishing service in the area now served by Route 30 was a huge accomplishment. WSTA long wanted to expand services to area, but budget constraints would not allow it. Saturday Night Service was another citizen request WSTA was allowed to address during the year.

**Lessons learned**:We started the service when gas prices were at the highest level in history. Both services had instant ridership and there was a high level of demand for infrastructure i.e. shelters, benches, trash cans, sidewalks, and other devices to serve transit stops.

##### Saturday Evening Service (971)

**Location**: Winston-Salem (NC)

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

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

S**ervice description**:Saturday Evening Service started in September 2008. There are 21 daytime routes that operate from 6 AM to 6:30 PM; Night Service begins at 6:30 PM and operates until midnight. Previously, WSTA maintained night service Monday through Friday, but not Saturday. JARC funding allow WSTA to expand Saturday Evening Services. In total, 38,000 people accessed Saturday Evening Services during FY 2009.

**Evaluation**:Both services where actual suggestions received from comments during the review of the City of Winston-Salem 2035 Long Range Plan. WSTA has conducted surveys of the ridership to gage opinion of the new services. The feedback on the services has been positive.

Concerns of the accessibility of bus stops has been top concern WSTA has received from it citizens. WSTA and the Winston-Salem MPO are conducting a review of all 2,000 transit locations to improve accessibility at each location. As a result of this project, WSTA will work with the MPO to prioritize sidewalk projects, apply for grants to cover the cost of installing more bus shelters, and remove highly inaccessible bus stops.

**Accomplishments**: Saturday Night Service was a citizen request WSTA was allowed to address during the year.

**Lessons learned**:We started the service when gas prices were at the highest level in history. The service provided experienced ridership immediately and there was a high level of demand for infrastructure i.e. shelters, benches, trash cans, sidewalks and other devices to serve transit stops.

### Durham - Chapel Hill - Carrboro Metropolitan Planning Organization (1060)

#### Chapel Hill Transit (444)

##### Express Bus Services between Pittsboro/Northern Chatham County and Chapel Hill (1302)

**Location**: Chatham County (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:On August 24, 2009, Chapel Hill Transit (CHT), in partnership with the Town of Pittsboro and Chatham County, began operating the Pittsboro Express (PX) service. The PX provides weekday service between Pittsboro and Chapel Hill, along US 15-501, with stops in downtown Pittsboro and Fearrington Village. Passengers are also able to park for free and then board the express bus at the Lowe's park and ride lot (121 Lowe's Drive, Pittsboro). The trips to and from downtown Pittsboro to Chapel Hill take approximately 45 minutes.

**Evaluation**:Ridership

**Accomplishments**: Increased ridership

**Lessons learned**:Dedicate adequate time to hold public forums and meet with city/county officials to solidify a contract that is amicable to all involved.

##### HS Route Expansion/Rogers Road (1267)

**Location**: Chapel Hill (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Weekday service along Rogers Road between Morris Grove Elementary School and downtown Chapel Hill began on August 24, 2009. The expanded route provides continuous service from 6:15 AM to 6 PM (including half hour peak service).

**Evaluation**:Ridership and riders per hour

**Accomplishments**: CHT continues to work with the Rogers Road neighborhood groups to increase awareness of this service.

**Lessons learned**:Meet with potential riders early in the planning process.

##### NS and G Evening Service Extension (1242)

**Location**: Chapel Hill (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Extension of bus service on the NS and G routes to provide late night service to target UNC and UNC Hospitals employees.  
 CHT continues to operate expanded evening service on the NS and G routes in an effort to improve the transit options available to low-income, persons with disabilities, and aging residents in the areas served by these routes. JARC funding has allowed CHT to extend the NS to operate between 7:40 PM and 10:37 PM, including additional service to the Eubanks Park and Ride, and the G from 6:15 PM until 9:07 PM. This funding helps provide a much needed service for low-income and transit dependent residents and employees with non-traditional work hours at the University of North Carolina (UNC), UNC Hospitals, downtown Chapel Hill, University Mall and other employment locations.

**Evaluation**:Ridership and riders per hour

**Accomplishments**: Ridership continues to increase, likely due to higher fuel cost.

**Lessons learned**:Users need park and ride services in the evening.

#### Durham Area Transit Authority (445)

##### New Hope Commons Service (1160)

**Location**: Durham/Chapel Hill (NC)

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

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

S**ervice description**:As a result of the JARC funding that enabled the start of DATA's night service to be extended from 6 PM to 7 PM, complaints about people missing their night service connections were drastically reduced. Also, overall, service patronage increased by approximately 15% over a two year period.

**Evaluation**:DATA evaluated the performance of the service by utilizing the DATA Service Performance Standard (using passenger per trip measurement).

**Accomplishments**: As a result of the JARC grant, Chapel Hill Transit and Durham Area Transit Authority improved their respective fixed route systems by extending night service, which resulted in a decrease in customer complaints, improved customer service, and increased service patronage by approximately 15% over a two year period. This service extended services at night to enable low-income residents of both communities to benefit from work-related transportation accessibility.

**Lessons learned**:The extension of the services was a great benefit to the citizens of both Durham and Chapel Hill. These services allowed low-income residents to benefit from work-related transportation accessibility.

## South Carolina

### Berkeley-Charleston-Dorchester Council of Governments (1068)

#### Charleston Area Regional Transportation Authority (910)

##### CARTA Express Service (1569)

**Location**: Town of Mount Pleasant (SC)

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

**Goal**: Improved system capacity

S**ervice description**:CARTA Express Route 2 travels US Highway 17 from the edge of the Census defined UZA in the Town of Mt. Pleasant to the core of the urbanized area in the City of Charleston. Commuters are provided access to jobs in the suburban areas as well as links for employees in the heart of the region, downtown Charleston. The service operates as a limited-stop express route, including two park-n-ride locations.

**Evaluation**:CARTA reviews all of its services for operational performance, revenue performance, and cost adherence on a monthly basis. All routes are reviewed annually for efficacy and efficiency by CARTA's Board of Directors. CARTA has established service performance guidelines that all routes must meet. Specific performance measures for services provided under the JARC program include 1) Actual or estimated number of jobs that can be accessed as a result of geographic or temporal coverage of JARC projects implemented in the current reporting year and 2) actual or estimated number of rides provided as a result of the JARC projects implemented in the current reporting year.

RESULTS: 1) The program improved system capacity and provided access to an estimated 2,800 employment opportunities. 2) There were 150,134 unlinked passenger trips provided during the period of performance.

**Accomplishments**: The greatest accomplishment of Express Route 2 is the modification in public perception of transit service. The express routes offer a higher level of service (greater frequency in headways) and branding difference from local fixed routes. Citizens are viewing transit as a viable choice for commuting to work.

**Lessons learned**:A lesson learned in sustaining a service is to reinforce partnerships in the community. The success of the express service can be attributed to establishing partnerships with the employers in the region and reminding them the service is available.

##### CARTA Route 40 (1307)

**Location**: Town of Mount Pleasant (SC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:CARTA Route 40 travels US Highway 17 from the edge of the Census defined urbanized area in the Town of Mt. Pleasant to the core of the urbanized area in the City of Charleston. Commuters are provided access to jobs in the suburban areas as well as links for employees in the heart of the region, downtown Charleston. There is a great need for individuals to work in Mt. Pleasant, but current housing prices are out of reach for lower income individuals in that community. CARTA’s Route 40 provides a link between lower income individuals and jobs in Mt. Pleasant. The terminus of the route is a transfer point, connecting to the FTA Section 5311 rural transit provider's route that serves the rural portion of US Hwy. 17 in Charleston County.

**Evaluation**:CARTA reviews all of its services for operational performance, revenue performance, and cost adherence on a monthly basis. All routes are reviewed annually for efficacy and efficiency by CARTA’s Board of Directors. CARTA has established service performance guidelines that all routes must meet. Specific performance measures for services provided under the JARC program include: 1) Actual or estimated number of jobs that can be accessed as a result of geographic or temporal coverage of JARC projects implemented in the current reporting year and 2) actual or estimated number of rides provided as a result of the JARC Projects implemented in the current reporting year.

RESULTS: 1) The program expanded geographic coverage and provided access to an estimated 2,800 employment opportunities and 2) the routes provided 146,366 unlinked passenger trips during the period of performance.

**Accomplishments**: This route’s starts and end point is at the edge of the urbanized area. An especially successful element is a coordinated transfer arrangement with the rural (FTA Section 5311) transit provider. The rural provider offers service to the rural communities, creating reverse commute and access to jobs opportunities from the urbanized area’s CBD to main streets of the rural communities. A reciprocal transfer agreement has been established between the urban and rural providers.

**Lessons learned**:A service cannot be marketed enough. Establishing transfer points/route termini at employment centers has created ridership growth by minimizing time penalties to customers.

#### Trident Area Agency on Aging (969)

##### BCD Mobility Management Program (1570)

**Location**: Charleston-North Charleston UZA (SC)

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

**Goal**: Improved access/connections

S**ervice description**:The BCD Mobility Management Program has been development with two focus areas: one-on-one travel planning and education and community-wide travel demand management. A staff person has been dedicated to implementation of the program. The program will offer travel planning assistance through individual contact with citizens and human service organizations. The Mobility Manager will provide information on travel options, resources available, and provide contact information to those service provides. Working with community service agencies, such as the Trident Area Agency on Aging, the Trident United Way, and the DisAbilities Resource Center, educational resources on travel options will be provide to target populations.

The travel demand management portion of the program will focus on forming partnerships with employers in the region and to tailor travel options for their employees. Funding has been used to procure a web-based rideshare matching software, development of educational materials on vanpooling, existing transit services, and pre-tax bus passes. The goal of the program is to develop a community that is aware of the transit services, increase ridership, and enhance the travel options for all citizens (ridesharing, flex-time, and telecommute).

**Evaluation**:Project evaluation measures are based on the specific measures enumerated under the JARC and New Freedom programs.

1) Number of correspondences from customers (information inquiries)

2) Number of outreach events attended

3) Number or registrants on the rideshare matching software

4) Number of employers that adopt mobility management strategy  
RESULTS:

1) There were 67 direct contacts from citizens seeking travel assistance.

2) The Mobility manger participated in 17 outreach events, including the City of Charleston Green Fair, Bike Month, Black Expo, and the back to school events.

3) The rideshare software was just coming on-line toward the end of this reporting period. There were 12 registrants.   
4)There were twenty businesses or agencies that employed mobility management initiatives that include promoting transit, bicycling, and carpooling.

**Accomplishments**: Making the contacts in the community to promote the program; this first phase was to focus on target populations - all six senior centers in the region, the DisAbilities Resources Center, and the human service transportation providers.

**Lessons learned**: **E**ngage the correct person at each employment site. Getting to the appropriate person at an employer has been easier said than done. Further, forming partnerships and developing a sales pitch has elevated the program’s status. We have developed a 'welcome wagon' approach to inform our employers what we can do for them and sell the benefits. Stating that this program is collaboration of the MPO (and COG), transit providers, and the Chamber of Commerce has opened doors. Finally, tailoring the message to the needs of the employer, jurisdiction, etc. Adjusting the elevator speech to address parking cost/availability, limited labor pool based on transportation, or the target population's travel needs has elicited a better response.

### Lower Savannah Council of Governments (6442)

#### Lower Savannah Council of Governments (810)

##### Best Friend Express and Dial-A-Ride (1020)

**Location**: Aiken County (SC)

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

**Goal**: Improved access/connections

S**ervice description**:Lower Savannah Council of Governments (LSCOG) is using current JARC and NF funds to assist with two objectives. The first is providing mobility managers at LSCOG who can take calls from county residents interested in learning more about the fixed route service, the ADA paratransit service, and the availability of 5310 and 5311 services offered in the Aiken County area and matching them with available services; after an initial screening process for eligibility, if necessary. LSCOG mobility managers also participated in a national Easter Seals event in order to receive instruction on how to provide travel training.  
 LSCOG was also the one of three national winners of the MSAA grant to provide a demonstration project for the use of technology to aid in regional coordination efforts. LSCOG is providing numerous technologies including AVL/MDC units to the region's human service transportation providers to assist them with their operational efficiencies and ability to share rides and coordinate among each other. This technology is also offered to the Best Friend Express, Dial-A-Ride, and 5310 contract service provider in Aiken County.   
**Evaluation**:LSCOG kept track of callers making inquiries into transportation programs in Aiken County. A customer telephone survey was conducted once during the reporting period by the Mobility Manager to check on customer satisfaction. The state unit on aging, Lt. Governor's Office on Aging, was also under a contractual agreement with USC Center for Health & Policy Research for evaluation of customer satisfaction on their phone and transportation experience using LSCOG services (our services are offered as part of an Aging, Disability and Transportation Resource Center). Twice a year we would receive an overview of the independently acquired surveys from the evaluation team.

**Accomplishments**: As stated previously, LSCOG does not directly "operate" the fixed route, ADA, or 5310 transportation services, but rather procures a service operator by contract and then assists in certain management and oversight tasks. When LSCOG added a Mobility Manager to our staff to be in the loop and help take calls from riders involved in those transportation services, it gave us insight into the operation of transportation that we need not have before. It also gave LSCOG an opportunity to advocate on behalf of individual riders and observe trends and needs in the overall system. That has made us more responsive to the needs of consumers.   
 One example is when a local major medical facility contacted the LSCOG Mobility Manager trying to find a ride for one of their patients on a regular basis to the local alcohol and drug therapy center that was not on the fixed route. The Mobility Manager queried the medical facility and other facilities too to learn if there was enough demand to modify the route to accommodate this particular location, and then recommended the slight route change as a result. This type of attentiveness (or awareness) to demand and need was not necessarily present before an additional staff person was added and available to callers and advocates of persons in need.

**Lessons learned**:Next fiscal year (July 1) we will begin to do a better job of tracking "unmet needs" in transportation in our region. We realized that, while we were very helpful to many customers and were able to successfully link them to transportation options, we had a number of callers who we were unable to assist due to service constraints like hours of service, days of service, geographic boundaries, etc. We need to capture that unmet need in order to plan, advocate, and solicit other transportation opportunities. In other words, it is difficult to convince area transportation providers to increase their days of service if one cannot prove how many inquiries have been made for Sunday trips, etc.

## Tennessee

### Chattanooga Area Regional Transportation Authority (1120)

#### Chattanooga Area Regional Transportation Authority (894)

##### Alton Park (1225)

**Location**: Chattanooga (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:CARTA's Alton Park service (Route 1) was expanded on September 5, 1999. This expansion of service on one of CARTA's most popular routes included additional service from 33rd and Alton Park Boulevard outbound to 37th and Alton Park Boulevard inbound (round trip). The expanded Alton Park route includes the commercial district on South Broad Street, so that low-income residents have access to nearby employment as well as related support services. This service is based on CARTA's traditional route setup, whereby the route is centered around the downtown area.

**Evaluation**:CARTA primarily evaluates its Job Access projects by ridership information.

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. In addition to the Job Access projects it initiated, the committee has found other ways to coordinate their services, often at no cost.

**Lessons learned**:CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, the thought that if Job Access became a formula grant, CARTA's traditional level of funding would decline. This cautious rolling out of services has allowed CARTA to continue to provide the same services that were initially provided, despite a decline in the amount of federal funds provided.

##### East Brainerd (1244)

**Location**: Chattanooga (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The route to East Brainerd provides low-income residents access to jobs in this continuously developing area of retail, commercial, and health care establishments.

**Evaluation**:CARTA primarily evaluates its JARC projects through analysis of ridership data.

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. In addition to the Job Access projects it initiated, the committee has found other ways to coordinate their services, often at no cost.

**Lessons learned**:CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, the thought that if Job Access became a formula grant, CARTA's traditional level of funding would decline. This cautious rolling out of services has allowed CARTA to continue to provide the same services that were initially provided, despite a decline in the amount of federal funds provided.

##### Eastdale (1230)

**Location**: Chattanooga (TN)

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

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

S**ervice description**:CARTA's Eastdale service (Route 8) provided added service beginning on September 5, 1999 and Saturday service beginning on September 11, 1999. One earlier and one later weekday trip were added to fixed route service, and demand response service was added on Saturdays. This service is a neighborhood route that remains within the neighborhood and connects to the rest of CARTA's main line routes at Brained and Germantown.

**Evaluation**:CARTA primarily evaluates its JARC projects through analysis of ridership data.

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. In addition to the Job Access projects it initiated, the committee has found other ways to coordinate their services, often at no cost.

**Lessons learned**:CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, the thought that if Job Access became a formula grant, CARTA's traditional level of funding would decline. This cautious rolling out of services has allowed CARTA to continue to provide the same services that were initially provided, despite a decline in the amount of federal funds provided.

##### Golden Gateway (1233)

**Location**: Chattanooga (TN)

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

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

S**ervice description**:CARTA's Golden Gateway service (Route 21) offered extended service hours starting on September 5, 1999. This expansion of hours included three additional fixed route evening trips. This service is based on CARTA's traditional route setup whereby the route is centered around the downtown area.

**Evaluation**:CARTA primarily evaluates its JARC projects through analysis of ridership data.

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. In addition to the Job Access projects it initiated, the committee has found other ways to coordinate their services, often at no cost.

**Lessons learned**:CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, the thought that if Job Access became a formula grant, CARTA's traditional level of funding would decline. This cautious rolling out of services has allowed CARTA to continue to provide the same services that were initially provided, despite a decline in the amount of federal funds provided.

##### North Brainerd (1248)

**Location**: Chattanooga (TN)

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

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

S**ervice description**:CARTA's North Brainerd service (Route 5) provided added service beginning on September 5, 1999. This service includes one additional morning and one additional evening trip to accommodate riders who work earlier and/or later than the previous schedule allowed. Expanded service was also provided to Foxwood Plaza and Food Lion. This service is a neighborhood route that remains within the neighborhood and connects to the rest of CARTA's main line routes at Eastgate Town Center.

**Evaluation**:CARTA primarily evaluates its Job Access projects by ridership information.

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. In addition to the Job Access projects it initiated, the committee has found other ways to coordinate their services, often at no cost.

**Lessons learned**:CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, the thought that if Job Access became a formula grant, CARTA's traditional level of funding would decline. This cautious rolling out of services has allowed CARTA to continue to provide the same services that were initially provided, despite a decline in the amount of federal funds provided.

#### Southeast Tennessee Human Resources Agency (901)

##### Child Care Service (1249)

**Location**: Chattanooga (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service is to provide child care transportation for low-income and public housing residents with monitors on board the vehicles so that parents do not have to travel to/from child care with their children.

**Evaluation**:CARTA primarily evaluates its JARC projects through analysis of ridership data.

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. In addition to the Job Access projects it initiated, the committee has found other ways to coordinate their services, often at no cost.

**Lessons learned**:CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, the thought that if Job Access became a formula grant, CARTA's traditional level of funding would decline. This cautious rolling out of services has allowed CARTA to continue to provide the same services that were initially provided, despite a decline in the amount of federal funds provided.

### Johnson City Transit (1123)

#### City of Johnson City (Johnson City Transit - Department) (35)

##### Johnson City Transit Job Access Transportation Service (9)

**Location**: Johnson City (TN)

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

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

S**ervice description**:JCT's Job Access transportation is a demand response service for job-related trips for low-income individuals, welfare recipients, and/or persons with disabilities. Service hours are 5 AM through midnight, Monday through Saturday; hours that greatly exceed the operating hours for regular JCT fixed route and complementary paratransit service, which are 6:15 AM through 6:15 PM, Monday through Friday, and 8:15 AM through 5:15 PM on Saturdays. The JCT Job Access demand response service also exceeds the geographic portion of the City which is covered by the JCT fixed routes, since the JCT Job Access service covers 100% of geographic area of the City, whereas the JCT fixed routes cover only 68% of the City's geographic area.

**Evaluation**:Key performance indicators for the JCT Job Access service, which include cost per hour, cost per mile, and cost per unlinked passenger trip, are evaluated and compared with JCT data from JCT's previous Job Access operating years, as well as with comparable data of other similar small urban transit systems, and with industry standards. In addition, JCT Job Access trip reservationists and drivers are monitored by JCT supervisory staff on a regular basis to ensure safety, efficiency, and courtesy standards are met. Job Access ridership is monitored, along with client satisfaction.

**Accomplishments**: JCT's greatest accomplishments with the JCT Job Access service are: 1) safely and dependably providing all job-related trips requested by Job Access clients and 2) getting Job Access clients to work by the time requested.

**Lessons learned**:JCT would advise the following to someone starting a demand response Job Access service:

1) work with potential employers of Job Access clients to market the Job Access service to their employees and encourage employers to defray part or all of the fare charged to Job Access clients (either permanently or on a temporary basis for a specified period).

2) Schedule/coordinate Job Access trips in conjunction with ADA paratransit trips or fixed route trips, as feasible, during joint operating hours of these services, to increase efficiency.

### Jackson Transit Authority (1122)

#### Jackson Transit Authority (397)

##### Night Service (370)

**Location**: Jackson (TN)

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

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

S**ervice description**:JARC service is for extended service hours from 6 PM to 10:30 PM, Monday through Saturday, excluding seven holidays. The service is on five fixed routes and one ADA paratransit; Highland/East Jackson, Campbell/East Chester, Hollywood, North Royal and North Side. The Highland/East Jackson route goes to the east side neighborhoods to downtown, to the Old Hickory Mall, then downtown and continues.

The Campbell/East Chester route goes to the south-east neighborhoods, downtown, the west mid-town neighborhoods, West Tennessee Medical Complex, Lambuth University, then back downtown and continues.

The Hollywood route goes to the west side neighborhoods, West TN Business College, the Old Hickory Mall, then to Goodwill, West Tennessee Career Center, back to downtown and continues.

The North Royal route goes to the east mid-town neighborhoods, the Old Hickory Mall, Jackson State Community College, East Side Industrial Park, Boys & Girls Club, then downtown and continues.

The Northside route goes to the north neighborhoods, Wal-Mart, the Columns shopping area, Social Security Office, U.S. Post Office, Union University, Regional Hospital, back to Wal-Mart, then to the Old Hickory Mall and continues.

**Evaluation**:We evaluate the project by how many people ride the bus for employment and how many would lose their jobs if no bus service was offered. Bus operators estimate the current need as high for those who ride.

**Accomplishments**: JTA's accomplishment is that people rely on JTA to get where they need to go. Jackson, Tennessee has no taxi service and one reason is because JTA provides safe, dependable transportation.

**Lessons learned**:Make sure of what you need, not want. The riding public understood this was an added service, but now after eight years, they have forgotten and think this is a regular service.

### Knoxville-Knox County Metropolitan Planning Commission (6779)

#### Knoxville-Knox County Community Action Committee (918)

##### Knoxville Knox County Community Action Committee Job Ride Program (1403)

**Location**: Knox County (TN)

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

**Goal**: Improved system capacity

S**ervice description**:Job Ride funds are used to provide 24-hour a day, 7-days per week, demand response transportation for employment- and training-related proposes for residents of Knox County, with priority to low-income individuals, welfare recipients, and persons with disabilities. Knox County CAC Transit coordinates very carefully with Knoxville Area Transit the urban, fixed route transit service. The program does allow side trips for day care. A guaranteed ride home program is provided for those persons who utilize the service and may have an emergency and need a quick trip home.

**Evaluation**:This project has been funded for several years, so we have a strong base set of data to compare monthly and annual performance. We use typical transit indicators such as number of trips (daily), number of trips per hour, cost per trip, number of miles per trip, etc. This service is specialized and is authorized to run 24 hours a day, so the oversight committee recognizes performance data may not met that of regular service. So, some flexibility in indicators is allowed. We also look at other indicators such as how many people are on our waiting list.

**Accomplishments**: This service has allowed hundreds of citizens to gain or retain employment. Many of our passengers cannot drive, and in this difficult economy, employers who offer jobs that are flexible enough to allow persons with disabilities to work or who have challenges remain employed are extremely difficult to find. For many of our clients, if we cannot get them to this particular job, they have no other opportunity. It is very satisfying that we provide a service that allows people to keep working.

**Lessons learned**:One of the hardest issues to deal with is promoting the services availability. Right now we are finding that we do not have enough service to meet the demand in our community. Unfortunately, job locations are spread throughout our community and there are very few locations where we are able to take a large number of people to one employment site. Having locations spread throughout the community (some very rural in nature) makes demand response service appropriate. But, in its nature, demand response transportation only allows us to carry a few people per hour. So, we need to advertise to be sure citizens know the service is available and to make sure if feasible we can add more people into the service. But, because there is more need that what we can provide advertising also gets people's (who are desperate) hopes up and sometimes we are unable to help them which is difficult to deal with. I'm not sure what the lesson is but putting your faith in the people you are able to help and realizing you cannot solve everyone's needs.

#### Sertoma Center (919)

##### Sertoma Center (1371)

**Location**: Knox County (TN)

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

**Goal**: Improved system capacity

S**ervice description**:The grant purchased one mini-van and one sedan for the Sertoma Center to take clients to work. The Sertoma Center is dedicated to serving adults with developmental disabilities through providing the highest quality of residential, vocational, and community services that empower the persons served to lead richer, fuller lives. Many of the clients work full time jobs. However, recently the Sertoma Center was finding it harder to place large number of workers in just a few sites. More often, they needed to take a few clients to multiple sites. The smaller vehicles give the Sertoma Center more flexibility and are more economical.

**Evaluation**:Our agency wanted to be sure the vehicles were going to be used regularly and for work purposes. We asked that Sertoma Center keep a log of trips and where they were going. We also asked them to keep standard performance data such as trips, miles, and number of ambulatory and non-ambulatory riders. The MPC worked with Sertoma on setting basic performance goals. MPC meets with Sertoma regularly to be sure standards are being met and vehicles are being serviced.

**Accomplishments**: Vehicles have allowed persons with disabilities to keep employment. Working allows these individuals to feel needed and be a productive part of society.

**Lessons learned**:We were not familiar with purchasing sedans or mini-vans. We had to do a lot or research on what was eligible and what FTA requirements had to be met.

### Memphis Area Transit Authority (1125)

#### Memphis Area Transit Authority (939)

##### MATA JARC Routes (1420)

**Location**: Memphis Urbanized Area (TN)

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

**Goal**: Improved access/connections

S**ervice description**:MATA's JARC service covers all or portions of 13 fixed routes that were first implemented on June 3, 2001 and December 2, 2001 and demand response service in the same areas, served by the routes. Much of the service added night and/or weekend trips. The service is scattered over much of the City of Memphis; however, the largest portion serves the southern portion of the city where ridership is greatest. Several routes connect the inner city area that experiences high unemployment with the southeastern portion of Memphis where large distribution centers that need employees are located.

**Evaluation**:MATA evaluates the JARC routes' ridership in the same manner as non-JARC service. Routes must meet service standards, and if they fall below the standards, MATA determines what changes to the service is needed.

**Accomplishments**: MATA provided service for passengers needing to get to jobs in areas that include distribution centers.

**Lessons learned**:Before planning the service, realize what questions will have to be reported on in this JARC report.

### Nashville Metropolitan Transit Authority (1809)

#### Affordable Housing Resources (394)

##### Ways to Work (1292)

**Location**: City of Nashville/Davidson County (TN)

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

**Goal**: Improved access/connections

S**ervice description**:AHR started and now operates a Ways to Work Program in Nashville. This program provides small, low-interest loans to 40-60, low-income families. The loans finances the purchase of an automobile to be used primarily for transportation to work, school, and childcare facilities. The families who are selected are ones who possess a combination of great need for flexible transportation and willingness to take the necessary steps to escape the cycle of poverty associated with underemployment and lack of financial literacy.

**Evaluation**:Performance is measured against annual goals. For 2008-2009, WtW had a goal of making 45 auto loans of approximately $4,000 each; our goal was exceeded with total of 50 loans. Data on loans is kept in WtW reporting software, as well as demographics and other data on each applicant. Up-to-date data is available at all times.

**Accomplishments**: AHR hired a person to manage the program and applicants. A goal was set at five loans per month, each month it has been met and some months it has exceeded the goal.

**Lessons learned**:We never anticipated the difficulty in finding auto dealers who were reputably selling autos for under $4,000. The need to identify car lot/dealers who are committed to selling quality cars and standing behind an as/is sale, based on the nature of the program.

#### Nashville MTA (381)

##### Route 10 (1291)

**Location**: City of Nashville/Davidson County (TN)

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

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

S**ervice description**:Before MTA received this funding, riders of the 10 route were limited to retail jobs during traditional work hours and residents were limited to bus access from home to work and the reverse. Through this service, employees at these retail facilities have more affordable transportation choice and greater independence. Residents along this portion of the corridor will have access to the MTA bus system for jobs access in other areas of the City.

**Evaluation**:Services are measured by ridership increase; ridership continues to grow.

**Accomplishments**: At the time MTA began providing these extra JARC trips, monthly ridership was 1257. By the end of this reporting period, monthly ridership was 5,718.

**Lessons learned**:Geographic coverage, service quality, and service times impact ridership.

##### Route 23 (1298)

**Location**: Nashville/Davidson County (TN)

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

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

S**ervice description**:Route 23 is extended into an area that is not served by any MTA bus route. In this area is Skyline Hospital, with close to 800 employees, and a new Wal-Mart Super Store and shopping center, under construction, with another potential 400 jobs. A large portion of residents along this corridor are low-income employees who benefit from having a more economical transportation alternative for getting to work by using this service as a connector to other bus routes for employment.

**Evaluation**:Services are measured by ridership increase.

**Accomplishments**: Ridership was 1,257 at the beginning of the reporting year and 5,718 at the end of the reporting year.

**Lessons learned**:Geographic coverage, service quality, and service times impact ridership.

##### Route 72 (1297)

**Location**: Nashville/Davidson County (TN)

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

**Goal**: Improved access/connections

S**ervice description**:MTA added a cross-town feeder route that will run on Edmondson Pike at Old Hickory to Nolensville and Harding, to the Sheriffs Work Release Center, east of I-24. Those being served by the work release center must walk over one mile along a high-speed roadway to access either the Route 15 Murfreesboro Road or Route 12 Nolensville Road. This service will operate primarily during extended peak periods, such as from 5:30 AM to 10:30 AM and 2:30 PM to 7:30 PM.

**Evaluation**:Services are measured by ridership increase.

**Accomplishments**: At start of service, monthly ridership was 46. At the end of FY 2009 it was 2,263.

**Lessons learned**:Geographic coverage, service quality, and service times impact ridership.

#### Neighborhoods Resource Center (392)

##### GettingToWork.net (1293)

**Location**: Cheatham, Davidson, Dickson, Maury, Robertson, Rutherford, Sumner, Williamson, and Wilson counties (TN)

**Type**: Information-Based Services/Internet-based information

**Goal**: Improved customer knowledge

S**ervice description**:NRC maintains and improves the present web site of GettingToWork.net for Davidson County. Responsibilities include:

- Expand GettingToWork.net to all nine counties in the RTA’s area, displaying and relating, when possible, the locations of streets, highways, interstates, job training centers, TN licensed daycare, TN licensed schools, colleges and universities, community centers, libraries, public health clinics, MCS train route and stations, MTA bus stops and ticket sale locations, etc.

- Professional promotion and marketing of web site

- Integrate transportation outreach into NRC’s relationships with social service agencies and neighborhood organizations.

- User training is provided

**Evaluation**:The following benchmarks have been met:  
1) Internet Web Server upgraded and software has been updated  
2) Internet Map Server component of the site has been upgraded  
3) Streets, highways, and interstates and locations of job training centers, licenses daycares and schools, colleges and universities, libraries, park and ride lots updated for the nine-county area of Middle Tennessee  
4) Bus route updated for Davidson County  
5) Staff conducted trainings to increase knowledge of user, advocates, and providers in how to best utilize the web site  
6) Staff gathered user feedback to improve web site and incorporated various suggestions to improve the site  
7) Designed promotional items, informational flyers, and informational bookmark

**Accomplishments**: During the first quarter of this project, NRC staff focused on upgrading the interactive map component of GettingToWork.net. A significant amount of staff time was spent obtaining datasets from a variety of sources and readying them for display on GTW.net. By using this interface, users will be able to quickly identify job trainers, daycare providers, schools, libraries, etc. for any address input for a nine-county area of Middle Tennessee.  
 During the second quarter of the project, NRC staff finished upgrading the interactive map and created a front-end for the GettingToWork.net site, containing links to job trainers, housing providers, transportation providers, and other non-profit institutions that serve the nine-county area of outreach.  
 During the third quarter of the project, NRC staff worked to create informational materials to help users navigate the interactive mapping interface. Additionally, we provided three training opportunities to demonstrate to case managers and social service providers how the website works.  
 In the fourth quarter, staff continued to work on updates, but the main focus was an intensive public outreach campaign and marketing promotion for the web site.

**Lessons learned**:Technical expertise is essential. Identify staff who have the following skill sets: experience working with GIS software (ArcView, ArcGIS, ArcInfo); experience developing interactive web sites (driven by HTML, JavaScript, PHP); experience setting up and maintaining web servers (Apache); and experience with graphics design.

#### Project Return (384)

##### Bridge to The Future (1294)

**Location**: Nashville/Davidson County (TN)

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

**Goal**: Improved access/connections

S**ervice description**:PRI provided All-day, Weekly, and 20-Ride bus passes to clients in their Bridge to A Better Future program for better access for scheduled job readiness/retention classes, job search, and to get to and from work when initial employment is secured. PRI provides emergency food for clients and their families, clothing, housing referrals for sober living, and mental health and employment support services for this "difficult-to-serve" population. Individuals are sent in job-ready to employment referrals with resumes in hand, professionally dressed, and ready to go to work. PRI works with the employers, makes repeat referrals, and makes repeat hires. Established partnerships makes a big difference.

**Evaluation**:Client services are tracked by an in-house database. Recidivism rates, along with customers securing employment and job retention, are principal outcome measures used to evaluate the success of the agency's programs. Clients of the agency have proven to be one-third less likely to recidivate than their counterparts who do not request the agency's services.

According to the U.S. Bureau of Justice Statistics, two out of three returning inmates will be re-arrested for new crimes within three years of their release from prison and more than half will be re-incarcerated. Further studies show that nearly one-third of adult prisoners were unemployed in the month prior to their arrest. Additionally, it is estimated that unemployment rates among ex-prisoners are between 25 and 40 percent. Released prisoners face countless challenges which contribute to their return to criminal activity, re-arrest, and re-incarceration. These include joblessness, substance abuse, mental health problems, low levels of educational attainment, lack of stable housing, and poor family connections. Client return-to-incarceration rate has averaged 13.3% since calendar year 2000. During the fourth quarter of FY 2008-2009, the recidivism rate of those clients completing BTTF remained at its constant, 13%.

**Accomplishments**:

- Job Readiness completed: 1,007  
- Job Club completed: 913  
- Jobs placed and verified: 373  
- Resumes completed: 593   
- Employment referrals: 1,785  
- Recidivism rate: 13%  
Equally, the program has achieved the following: increased clients' transportation options; improved mobility for target population; simplified the use of transit services; and filled gaps in existing transportation infrastructure.

**Lessons learned**:Good intake and initial assessments are vital to try to determine which clients will best utilize the services and resources provided. Re-entry services for ex-offenders are about making sure that an organization provides "a hand up," and try to avoid those through assessments seeking "a hand out." Employment and job retention are an absolute essential to efforts that focus on reducing recidivism rates.

#### Regional Transportation Authority (382)

##### Donelson Shuttle (367)

**Location**: Nashville/Davidson County (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Donelson Area Employment Center Shuttle – Donelson Area Transit Service partners with Sedan on Demand to help RTA improve coordination among other agencies and providers. This service connects with the morning and afternoon scheduled trains of the RTA Music City Star Commuter Rail service to get riders to employment centers and schools in the Donelson area.

**Evaluation**:Performance measures and benchmarks are based on increase in ridership and the willingness of Employment Centers in the area to talk with us about transporting their employees. The response from the employers in the area has been overwhelming.

**Accomplishments**: The established relationship with Sedan on Demand, a small, private transportation company, is RTA’s way of improving coordination among other transit agencies and providers.

**Lessons learned**:Get feedback from the riders at the beginning of the service instead of waiting until bombarded with complaints.

##### Route 96X - Midday run (1597)

**Location**: Nashville, LaVergne, Smyrna, and Murfreesboro (TN)

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

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

S**ervice description**:Contracted fixed route bus services; Midday run of the 96X Nashville/Murfreesboro Relax & Ride to Nashville, LaVergne, Smyrna, and Murfreesboro, Tennessee. This is an extension of RTA’s 96X Nashville/Murfreesboro Relax and Ride bus service. This is a much needed transportation alternative for commuters, developed to provide more convenient bus time for commuter students at the Tennessee Rehabilitation Center (TRC) and Middle Tennessee State University (MTSU). For the students at TRC, this service works as a training tool for persons with disabilities to focus on trip planning, time management, and bus fare budgeting. Also, this bus run offers a much needed transportation alternative for the day commuters to MTSU.

**Evaluation**:Performance measures and benchmarks are based on ridership of service.

**Accomplishments**: Ridership continues to grow

**Lessons learned**:Do more on board surveys about service changes.

##### RTA Vehicle Use Program (1299)

**Location**: City of Nashville/Davidson County (TN)

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

**Goal**: Improved access/connections

S**ervice description**:Vehicle Purchase – RTA purchases standard passenger and/or lift-equipped vans each year for agencies to provide employment transportation for their clients. In the RTA JARC Program fleet we have 11 vans that are being utilized by social service agencies; seven 12-passenger vans and four lift-equipped vans. These vans are contracted out for use by agencies where and/or when there is no public transportation for their clients. Current partners include: 1) Kaplan Career Institute (KCI) 2) Urban Housing Solutions (UHS) 3) Downtown Ministries has “The Next Door” program 4) Waves, Inc. 5) Murfreesboro Housing Authority (MHA) 6) Rochelle Center 7) Aphesis House, Inc. (AHI) 8) Mending Hearts, Inc. (MHI) and 9) World Relief . RTA will purchase a JARC van for Welcome Home Ministries soon.

**Evaluation**:For many agencies, their greatest need is to have access to flexible transportation that operates in a demand response capacity, specifically for their clients. In the past, the evaluation process for determining which agencies RTA can support in this capacity were based on the following criteria:  
1) Does the partner agency have supporting staff and resources in place to assist their clients to prepare for, and engage in a successful job-search campaign or active employment?  
2) Does the partner agency have sufficient resources to cover the operating cost of the transit vehicle? (i.e. fuel, insurance, routine maintenance, and driver compensation)  
3) Are their client’s trip needs currently underserved—or not served at all by existing public transit options?  
4) What is the partner agency’s overall level of presence in the community? Do they have a significant level of clients who can benefit from RTA’s vehicle use resource?  
5) The overall stability, effectiveness, and motivation of the agency’s board, managerial, and job-training staff is taken into consideration.

**Accomplishments**: Based on these evaluation points, Welcome Home Ministries (WHM) was determined to meet our qualification criteria:  
1) WHM has five capable staff members, networking with human resource services and continuum of care agencies to help assist clients in various job-training, therapy, and readiness activities.  
2) WHM agrees to cover all the associated vehicle insurance, routine maintenance, and operating costs. WHM is presently budgeted to cover these expenditures.  
3) WHM’s client trip needs are underserved at present because some interview locations, medical services, or legal obligations are out of public transportation service areas. Access to some client training is also limited or unavailable because when public transportation is reduced or unavailable, conflicts can arise with our participation and/or curfew guidelines. WHM has served in the Nashville community since 1992 and has an established reputation of service to our clientele. WHM presently operates three subsidized housing properties that serve 24 men at a time in Davidson County. Access to the RTA vehicle will increase the overall effectiveness of our program, allowing our clientage to acquire services presently beyond the scope of our program.   
4) WHM is a 501(c)3 not-for-profit that has been in existence since 1992. WHM has a strong governing board, consisting of business owners, recovery professionals, health care, and banking executives, and other individuals with a heart for the continued growth of this ministry.

**Lessons learned**:Once agency is approved, we then purchase the van. We purchase from our state contract, which usually takes a while and agencies get frustrated because they want to use the vans right away. In the future, we will purchase vehicle first.  
 The van was purchased at end of this reporting period, so we have no trips to report.

##### Transit Voucher Program (1295)

**Location**: City of Nashville/Davidson County (TN)

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

**Goal**: Improved access/connections

S**ervice description**:Community-Service Agency JARC Transit Voucher Support - RTA provides the support for partner agencies to administer transit vouchers for their clients to ride MTA buses, RTA Relax and Ride commuter buses, Commuter Rail, or access taxi service. This support allows clients travel to and from agency adult education facility, job training, job fairs, employment interviews, to actual worksites, and any other job-readiness activities the agency provides so that clients will be able to lead healthier lives and become productive and independent citizens in society.

**Evaluation**:Our performance measures and benchmarks are based on need. During this reporting year, we were unable to accommodate the agencies with all the vouchers that were needed. The demand was high.

**Accomplishments**: RTA has established strong relationships with community service agencies who are facing tremendous challenges in transportation needs for their clients. RTA supplies the passes and the agency provides the administrative support for documentation and eligible distribution of vouchers.

**Lessons learned**:It is important to only work with established agencies that have security measures for storing and distributing passes to avoid any abuse or misuse of transit vouchers.

#### Safe Haven Family Shelter (393)

##### Mended Hearts Program (1300)

**Location**: City of Nashville/Davidson County (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:SAFE HAVEN has purchased a 15-passenger van to provide transportation for homeless families enrolled in SAFE HAVEN’S Mended Hearts Program. SAFE HAVEN staff members will be responsible for coordination and scheduling of pickups and drop-offs with families to ensure that each trip taken would be most efficient and effective. The families will be transported to school, work, and other program-related activities.

**Evaluation**:The transportation program has proven to be an incredible asset not only in obtaining employment, but that SAFE HAVEN can also offer opportunities for the children to attend offsite day camps without the parents' work schedule hindering them from participation. the children are enriched through these camps while having a therapeutic outlet for expression. The transportation program was offered to 28 who enrolled in the Mended Hearts Program along with their children FY 2009.

**Accomplishments**: The greatest accomplishment thus far has been getting the match funding to purchase the van to reinstate the transportation program. Logistically, this has greatly aided the organization and the opportunity for residents to exit the program at a faster rate as a result of securing employment earlier in the program. Also, being able to provide alternative activities for our children has been extremely beneficial, especially in the summer months.

**Lessons learned**:I think that the lesson we have learned is to delve further into scheduling before beginning a program such as this, especially if you have a van driver that has other job responsibilities. That is one component of the program that will continue to challenge us as an organization.

# SMALL URBAN/RURAL PROJECTS

## Alabama

### Alabama Department of Transportation (1000)

#### Ability Alliance of West Alabama (120)

##### Vehicle loans subsidized (399)

**Location**: Tuscaloosa/west Alabama (AL)

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

**Goal**: Improved access/connections

S**ervice description**:The project's Mobility Management Program coordinates transportation for low-income and individuals with intellectual and other developmental disabilities. The goal of the project is to increase access to employment and empower individuals with intellectual and other developmental disabilities in their utilization of transportation in our community.  
The project utilizes the following strategies to achieve our goal:  
1. Contracts and/or memos of understanding with taxi companies and non-profits for door-to-door services and fixed route or special transports  
2. Purchase of an accessible van for rental to non-profits and private transportation providers with New Freedom Funds  
3. Transportation stipends to individuals to use for employment, community events, pre-vocational and vocational training, and shopping   
4. Stipends to individuals with disabilities and co-workers for the purpose of providing transportation for other people with disability and promoting car pooling  
5. Loans or other supports that may lead to a purchase of vehicles   
6. Drivers education classes and driving classes  
7. Education on other resources available for transportation, including public transportation and Medicaid transportation services  
8. A fee for service for on-demand services  
9. Coordination of transportation resources  
10. Partnerships with other transportation providers

**Evaluation**:We utilize the following indicators to evaluate our project:  
- Number of individuals served  
- Number of rides by type and provider  
- Costs per ride by type  
- Number of loans or vehicles purchased  
- Applications processed  
- Satisfaction with service  
- Transportation dollars spent by Medicaid waiver service providers who are partners in project

**Accomplishments**: The Mobility Management project has led to coordination of this service with other available resources, i.e. Easter Seals, Tuscaloosa Transit, rural transportation providers in Bibb and Pickens counties, Medicaid waiver, and other transportation providers in our area. The service has also focused on community networks and peer systems of transportation through the use of stipends. The project is also focused on enhancing capacity of independence through driver's education and use of public transportation options.  
 We have developed a system that utilizes multiple strategies to enhance access to transportation for people with disabilities. The key to our success is the emphasis on mobility management to coordinate existing systems in our community that have included public and private partnerships and use of community support networks

**Lessons learned**:The key to the success of our service is partnerships with the community and our focus on coordination of current resources and provision of multiple options for transportation to include obtaining driver's license and vehicle purchases. We also closely monitor costs and are continually seeking more cost effective service delivery options.  
 When we started our project, we were not as aware of the actual costs of public and private transportation services. We continue to look for strategies to reduce costs.

#### Chilton County Transit (121)

##### Demand Response Services (407)

**Location**: Chilton County (AL)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Demand response trips were provided for low-income individuals; primarily utilized by young, single mothers attending job training and GED classes. The passengers are enrolled in the Chilton County's Department of Human Resources' (DHR) JOBS Program. A majority of the transportation provided to the passengers was to ensure they meets the requirements of the DHR JOBS program. The transportation consisted of trips to sites for employment and job explorations, drop-offs and pick-ups of passenger's children at daycare centers, and DHR JOBS readiness training.   
 Services are aligned in order for the mothers to drop-off the children at the daycare sites first. The passengers schedule for jobsites drop-off are delivered next, those enroute to job training and classes are our last stops. This ensures that everyone is provided the transportation services that meet their needs. Routes are generally operated in the reverse order for afternoon or evening services.

**Evaluation**:We evaluate our project based on the increase or decrease in the number of trips made accessible for low-income individuals enroute to work. When the demand for JARC (JOBS) related services is up, we know that we are performing at an acceptable level. Our benchmark is always to increase accessibility by at least 5% each year. We have been able to meet that benchmark for the past two years.

**Accomplishments**: The JARC program allowed Chilton Transit to expand it general public transportation services within Chilton County. There was an increase in the number of routes we operate in the county and our hours of operation expanded in the evening hours.

**Lessons learned**:Ensure your agency's schedulers/dispatchers are prepared to assist new passengers, because many of them will be first time users of public transportation. The transit agency employees should be willing to educate the passengers about all services offered the system.

#### East Alabama Regional Planning & Development Commission (122)

##### Demand Response Services (409)

**Location**: Talladega County (AL)

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

**Goal**: Improved access/connections

S**ervice description**:Demand response trips were provided for low-income individuals attending employment and job training. Primarily these passengers are clients enrolled in Talladega County's Department of Human Resources' (DHR) JOBS Program. The transportation consist of trips to sites for job explorations, drop-offs and pick-ups of passenger's children at daycare centers and DHR JOBS readiness training.   
Services are aligned in order for the mothers to drop-off the children at the daycare sites first. The passengers schedule for jobsites drop-off are delivered next, those enroute to job training and classes are our last stops. This ensures that everyone is provided the transportation services that meet their needs. Routes are generally operated in the reverse order for afternoon or evening services.

**Evaluation**:We evaluate the JARC services based on its ridership. When the demand for EARPC transportation services to low-income individuals increase or decrease, we evaluate our performance rating accordingly. The project has seen success in ridership increases, which has been connected to employment-related transportation fund by JARC. In 2009, EARPC met its benchmark of increasing JARC-related ridership.

**Accomplishments**: The startup and continuation of the program is our greatest accomplishment. With the closing of several businesses in Talladega County, having more than entry level service jobs offered for our passengers is a challenge. The County Department of Human Resources works close with our program and is a vital partner.

**Lessons learned**:Form partnerships with the local social service agencies. Everyone needs to be on the same page as to expectations and limitations. Educate the social service agencies and passengers of the goals and objectives of the program.

#### Easter Seals West Alabama (123)

##### Flexible Routing (410)

**Location**: Tuscaloosa, Greene, and Hale counties (AL)

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

**Goal**: Improved access/connections

S**ervice description**:Easter Seals West Alabama administered a JARC program in FFY 2009. Services were offered in Tuscaloosa, Greene, and Hale counties. A third party contract with Tuscaloosa Transit assisted in the delivery of these services. Matching funds were given by the Alabama Department of Human Services, Alabama Department of Rehabilitation Services, and Easter Seals West Alabama. This, along with the federal money, allowed the demand responsive service to continue in the areas served.   
 Trips were provided to jobsites, job training, daycare centers, and other job related activities. The service required trip requests be made by noon the day before the trips were to be provided.

**Evaluation**:Easter Seals West Alabama evaluated the project by the number of trips provided and the fact that all requests for service were fulfilled.

**Accomplishments**: At the end of FFY 2009, we realized JARC services had the potential to be expanded into other county in the Blackbelt region.

**Lessons learned**:Coordination with state-connected social service agencies is essential for providing transportation to low-income individuals. This gives the transit provider more opportunities to serve the needs of individuals for employment and training that otherwise would not have been identified or meet.

#### Lee-Russell Council of Governments (124)

##### Demand Response Services (412)

**Location**: Russell County (AL)

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

**Goal**: Improved access/connections

S**ervice description**:The service was centered around clients of the Lee County Department of Human Resources(DHR) (a state agency that serves low-income individuals). We provided passenger trips to individuals attending job training and trips to daycare sites for the children of the passengers in the employment training programs. The routes delivered the children to the daycare sites, then traveled to the training sites for the parents. Routes were designed to provide return transportation for both children and parents. Trips were provided for passengers going to work sites also.

**Evaluation**:The Lee County program was evaluated based on the overall services provided to the clients of DHR. The demand for services from DHR-related passengers continues to increase in Lee County. The FY 2009, the JARC program met its goal of a 10% increase in the number of riders. The program was considered a success.

**Accomplishments**: Seeing individuals find jobs and continue those jobs, with good attendance, is an accomplishment to us. We are even pleased to see clients able to obtain their own vehicles after working for a while.

**Lessons learned**:Communication is a key element with this program. If there is poor communication between our agency and DHR, or between DHR and their clients, there are more problems for everybody. When we first started JARC, it seemed that daily we had one or more clients who did not show up for their ride and did not call in to cancel. This put a real hardship on us, especially when we were having to have drivers come in early or stay late for the pickups. It has been very difficult to get the clients to take responsibility for letting us know (before the driver arrives at their home or place of employment) that they will not be riding that day.

There is also the problem that the passengers do not give the correct home address, phone number, or destination address to DHR, therefore we get the wrong information and have problems.

I wish we had been able to provide more input into the information given to clients regarding our services. So many of them do not seem to understand exactly what is expected of them in return for this service. They call us wanting to change their hours, when we have told them over and over that DHR is the only one who can give us information about new hours/days or new pickup/drop-off addresses. They become angry if they have to be picked up a little early, or if the bus is not sitting waiting for them as soon as they walk out after their training/appointment/job. They will be no-shows for several days, and then they can’t understand why DHR has told us to take them off the schedule.

#### Northwest Alabama Council of Local Governments (127)

##### Demand Response Services (431)

**Location**: Northwest Alabama region (Lauderdale & Colbert counties) (AL)

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

**Goal**: Improved access/connections

S**ervice description**:Approximately 95% of the NACOLG JARC program for FY 2009 was subcontracted to local taxi-cab services. This permitted the program to provide JARC transportation services 24 hours a day, seven days a week. Due to the needs of the ridership, services were required for a wide variety of hours and days, so establishing a fixed route was not practical. Subcontracting to the local taxi services has worked great.

**Evaluation**:Our evaluation of the FY 2009 JARC service was based on providing the highest level of JARC-related transportation possible. The Colbert and Lauderdale counties program reported a 100% delivery of all JARC transportation requested.

**Accomplishments**: Being able to provide transportation services to people that truly need the service in order to try to get back in the work force.

**Lessons learned**:Subcontracting to local taxi companies allows you opportunities to provide services 24/7.

#### South Alabama Regional Planning Commission (125)

##### Emergency Ride Home Program (430)

**Location**: Baldwin County (AL)

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

**Goal**: Improved customer knowledge

S**ervice description**:One of the main concerns that people have with carpooling to work is how they will get home in an emergency. The South Alabama Regional Planning Commission’s Emergency Ride Home Program (ERH) seeks to solve this problem by providing commuters who regularly carpool to work with a ride home when an emergency arises. To be eligible, commuters must register with CommuteSmart Baldwin/Mobile and must be commuting via carpool at least three times per week. Commuters can use the service to get home in an emergency situation up to three times per year. Best of all, the ERH ride home is free. An Emergency Ride Home Program (ERH) is an important tool to overcome a barrier to using commuter alternatives

**Evaluation**:A survey is sent to a carpoolers for them to evaluate the effectiveness of the services. During FY 2009, we provided one Emergency Ride Home. The evaluation received high marks. The program was easy to access and the ride was prompt. Performance is also measured by the number of companies who show an interest in marketing the CommuteSmart program to their employees. The Emergency Ride Home has been ranked as the biggest selling point of the program.

**Accomplishments**: The greatest accomplishment in FY 2009 was enrolling a large employer in the program that is located on one of the most congested corridors in the region. This will increase the use of the services.

**Lessons learned**:The preparation for marketing the program needs to be established well in advance of starting the services.

#### Southeast Alabama Regional Planning & Development Commission (dba: Wiregrass Transit) (126)

##### Demand Response Services (429)

**Location**: Houston County (AL)

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

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

S**ervice description**:This is a multi-faceted program. Through the use of established vendor relationships with local cab companies, we provide JARC service 24/7 within our established service area. The primary individuals to be served will be those qualifying through the TANF/JOBS qualification process established by Alabama Department of Human Resources (DHR). Because this component of our program relies on local matching dollars being provided by Alabama DHR through TANF funds, these individuals must meet the eligibility criteria formulated by DHR. The preponderance of individuals served by this component of our program will also be referred by case workers in the various local DHRs.  
 The second component of this program is more versatile and far ranging. Several of our regional social service providers deal with populations transitioning into the workforce, either through rehabilitative efforts, job coaching, job training, supported employment, etc. We have established vendor relationships with them and others to provide transportation services to the individuals served by these agencies. These partner agencies will provide the 50% local match for that portion of their client base served by this program. Transportation services (under this program) will be limited to those individual either being transported to job sites or to job training locations and who meet the eligibility requirements of the program. Because TANF funds are not involved with this component of the service, the requirement to be a parent will not be invoked. All economic criteria will be applied.

**Evaluation**:The initial growth of the program is used to evaluate the project, as measured by unduplicated riders and number of trips. As the program matures, we will monitor the stability of the program and look for trends that indicate either increases or decreases in service within the various counties and agencies.

**Accomplishments**: Our success is attributable to the dedication and commitment of our partner agencies. Their willingness to communicate openly and freely with us as well as their willingness to share information on a constant basis has been key to our successes. Were I “pushed” to provide a specific answer, I would suggest that the development of our social service agency partners as vendors and their willingness to participate in this program has been somewhat innovative.

**Lessons learned**:The only conditions of success are trust in each other and a willingness to find common ground so that success can be assured.

#### West Alabama Public Transportation (128)

##### Demand Response Services (432)

**Location**: West Alabama region (AL)

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

**Goal**: Improved access/connections

S**ervice description**:The project served welfare recipients and eligible low-income individuals living in Choctaw, Dallas, Greene, Hale, Lowndes, Marengo, Perry and Sumter counties (Blackbelt region). WAPT transported passengers to job training, job searches, and employment sites. Routes were scheduled with stops for parents to deliver their children to day-care facilities while enroute to their job sites. The mode of service was demand response and subscriptions.

**Evaluation**:The project was evaluated by the feedback from passengers, stakeholders, and the overall comments of satisfaction from the program end users. We were provided feedback in our Transportation Steering Committee meetings and from driver trip reports. Our benchmark was to increase the number of individuals being provided employment-related transportation services and the members of our population that was transportation challenged becoming users of public transportation. A combined employment-related and transportation challenged benchmark was meet at approximately 15% increase in riders.

**Accomplishments**: The project produced an expansion of employment-related transportation, as stated in the local human service coordinated transportation plan for the West Alabama/Blackbelt region.

**Lessons learned**:To provide services beyond the traditional taking a call, scheduling, and making pick-ups and deliveries by thinking outside the box.

## Florida

### Florida Department of Transportation (1001)

#### Bay County Transportation Organization (1059)

##### Extended Hours (1769)

**Location**: Bay County (FL)

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

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

S**ervice description**:Maximize use of fixed route service of Bay Town Trolley (BTT) and continually offer rider incentives for transitioning to fixed route independence. Provide travel training for transportation disadvantaged , older adults, and persons with disabilities, including the New Freedom Bay Town Trolley Project.

**Evaluation**:Evaluate the level of competition, cost effectiveness, efficiency of the system, availability of service, and the Community Transportation Coordinator (CTC)’s compliance with state and local standards, Transportation Disadvantaged Service Plan, and goals and objectives developed for the reviewed period.

**Accomplishments**:

**Lessons learned**:

#### Central Florida Regional Transportation Authority (1061)

##### Extend service (1761)

**Location**: Kissimmee (FL)

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

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

S**ervice description**: There are four JARC routes, referred to as the 3-D Links: 301 (Pine Hills to Animal Kingdom), 302 (Rosemont to Magic Kingdom), 303 (Washington Shores to Downtown Disney), and 304 (Rio Grande to Downtown Disney). The routes added late night and afternoon service to Walt Disney World, the second highest trip attractor in the LYNX service area, providing access, especially from lower-income neighborhoods, to jobs on late night shifts at this area's largest employer. Disney provided the matching funds for the service. Although the major routes that have served Disney have done a good job of serving many needs, the 3-D services have provided a direct late night link between Disney and specific low-income neighborhoods.

**Evaluation**:The Local Coordinating Board has established a sub-committee to monitor and evaluate the services provided by or coordinated through the Community Transportation Coordinator (CTC). This evaluation occurs annually. ACCESS LYNX developed the Service Standards with input from the Local Coordinating Board.

We assess ridership on these routes to ensure that service continues to meet the greatest needs. Before starting the service, it was determined that the service would have to meet at least average passenger per revenue mile (1.62) and average passengers per revenue hour (23.32). Because of the funding partnership with Disney, we have worked closely with Disney staff to ensure that services provided are responsive to their employees’ needs. Disney has shared the results of various surveys of their employees to help LYNX develop responsive and appropriate services. We meet frequently with Disney staffing folks to reassess ridership and needs on all of the routes that serve Disney, including those funded under the JARC program.

**Accomplishments**: The private sector partnership that was forged with Disney set an  
important precedent in the community that others have followed. Working with Disney to increase access to the many jobs available, especially during late night hours, has benefitted both Disney (employee retention) and LYNX (JARC/Disney funds for operating), but more importantly, the individuals who work there. The services allow access to second shift jobs, previously not an option for those who depend on LYNX to get there. The direct service between Disney and low-income neighborhoods does not require a transfer for many individuals, thus providing a reasonable commute time.

**Lessons learned**:The importance of face-to-face meetings to establish a rapport with private sector partners has been key to this and other projects. Also, tracking the success of service in terms of "what's in it" for the private sector partners, such as increased hiring and retention rates, allowed LYNX to tout the benefits to other employers during a time when there was fierce competition for employees. In an area with a number of theme parks, it was also beneficial to foster a certain level of friendly competition. As the leader in theme park attractions in the LYNX service area, other parks often follow Disney's lead to ensure that they can continue to compete in attracting visitors, by attracting and keeping employees, as well as gaining a bit of positive media attention by forging good community relations.

#### Levy County Board of County Commissioners (1048)

##### Extended hours (1764)

**Location**: Levy County (FL)

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

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

S**ervice description**:The transit system, which normally operates during daytime hours, is looking to expand its hours to accommodate workers' evening hours.

**Evaluation**:This Committee is responsible for evaluating the Community Transportation Coordinator (CTC) annually. The purpose of the evaluation is to ensure that the most cost-effective, unduplicated, efficient and accountable transportation service is offered to the transportation disadvantaged population. The committee evaluates the CTC on four (4) areas: coordination, cost effectiveness, level of competition, and availability of service.

**Accomplishments**: None

**Lessons learned**:None

#### Monroe County Board of County Commissioners (1063)

##### Extended hours (1763)

**Location**: Monroe County (FL)

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

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

S**ervice description**:The Lower Keys Shuttle operates on U.S. Highway 1 between Key West and Marathon, Florida, seven days per week, 52 weeks per year, serving as a job access reverse commute for residents (and visitors) in the Florida Keys. The reverse commute shuttle service goals are to reduce traffic congestion and provide opportunity for employment as well as other necessary travel in the lower keys of Monroe County, Florida.

**Evaluation**:CTC Monitoring Procedures of Operators and Coordination Contractors: The Community Transportation Coordinator (CTC) performs quarterly reports and a comprehensive annual evaluation of its coordination contractors using the below listed criteria. Quarterly operating reports including trip and financial information are required to be completed by each coordination contractor and provided to the CTC in order for the CTC to complete its quarterly evaluation worksheets. The annual evaluation of coordination contractors strives to ensure compliance with the System Safety Program Plan, locally approved standards, CTD Standards, annual operating data, and insurance requirements. The reports and annual evaluation are presented to the LCB for review and recommendations.  
**Accomplishments**: The greatest accomplishment for the Lower Keys Shuttle is that three  
government agencies have come together to agree that a service is needed and have  
entered into an Interlocal Agreement to provide said service in a united fashion.

**Lessons learned**:Be careful what you ask for because you might get it.

#### Senior Resource Association, Inc. (1054)

##### Extended Hours (1771)

**Location**: Indian River County (FL)

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

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

S**ervice description**:None

**Evaluation**:To be effective, a project must not only provide a means for implementation; it must also provide a mechanism for assessing the plan’s effectiveness. Generally a projects’ effectiveness can be judged by the degree to which the projects’ objectives have been met. Since objectives are structured, as much as possible, to be measurable and to have specific timeframes, the projects’ objectives are the benchmarks used as a basis to evaluate the project.  
 A matrix identifies each of the objectives of the Transportation Disadvantaged Service Plan. It also identified the measures to be used to evaluate progress in achieving these objectives. Most of these measures are quantities. Besides providing evaluation measures the matrix also identifies timeframes associated with meeting the objectives.  
 All contractors are monitored annually to assure that all credentials are current. The annual review is done at the contractor’s place of business by the Transportation Coordinator. Distribution of funds is based on historical use. Distribution is approved by the Local Coordinating Board.

**Accomplishments**: None

**Lessons learned**:None

#### Sumter County Board of County Commissioners (1062)

##### Extended hours (1762)

**Location**: Sumter County (FL)

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

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

S**ervice description**:None

**Evaluation**:The Sumter County Transportation Disadvantaged Local Coordinating Board monitors SCT’s performance as the CTC for Sumter County on an ongoing basis through various means including, among others, receiving a report from SCT at each of its meetings and using or consulting with individuals who use the services available through Sumter County’s coordinated transportation system. The LCB’s annual evaluation of SCT will include, at a minimum:  
- Completed cost, competition and availability modules from the Commission for the Transportation Disadvantage’s Evaluation Workbook for Community Transportation Coordinators and Providers in Florida (Revised April 1996)  
- An assessment of compliance with the Service Standards listed in Section III.A.  
- An assessment of progress made in implementing the strategies and achieving the associated goals and objectives listed in the Implementation Schedule in Section I.E.2 that identify the CTC as a responsible party  
- Findings and recommendations, including a recommendation regarding retention of SCT as the CTC for Sumter County.  
 The LCB’s annual evaluation of SCT also may include a survey and other components as agreed upon by SCT, the LCB and Official Planning Agency staff.

**Accomplishments**: None

**Lessons learned**:None

#### Tri-County Council, Inc. (1053)

##### Extended hours (1770)

**Location**: Holmes County (FL)

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

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

S**ervice description**:Provide transportation services for the disadvantaged and persons with disabilities in rural Holmes County, allowing them to obtain employment and related purposes through fuel cards or transportation services by the Community Transportation Coordinator (CTC).

**Evaluation**:Evaluate the level of competition, cost effectiveness, efficiency of the system, availability of service, and the CTC’s compliance with state and local standards, Transportation Disadvantaged Service Plan, and goals and objectives developed for the reviewed period.

**Accomplishments**: None

**Lessons learned**:None

## Kentucky

### Kentucky Transportation Cabinet (1003)

#### Audubon Area Community Services (398)

##### GRITS Transportation (371)

**Location**: Seven county area (KY)

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

**Goal**: Improved system capacity

S**ervice description**:Transportation for workers to and from the Hugh Edwards Sandefur Training Center (HESTC) to jobs at Bingo Hall, Community Alternatives of Kentucky, and to the Opportunity Center where they receive compensation. Also transport Senior Companions and Foster Grandparents to various worksites. GRITS also transports persons with disabilities to various jobs in the community.

**Evaluation**:Ad hoc evaluations have shown that our continued efforts to provide transportation for employment have led to more persons being able to work and keeping more worksites open in tough economic times. Aside from monthly reports to the state, no other reports are done.

**Accomplishments**: The Hugh Edwards Sandefur Training Center (HESTC) has faced economic struggles over the past 2-3 years. It is doubtful that they could survive without transportation services for their clients. Many of their clients would be unemployable in traditional workplace settings. This valuable employer improves the lives of its employees and provides a valuable service to other businesses in the community.

**Lessons learned**:We have learned to be aware of your partners' needs and to pay close attention to their program's status. When HESTC had lost some of its contracts, we had to alter our services for a period of time until that business was replaced. Also, communication is vitally important in times of bad weather in case of facilities closing.

##### GRITS Transportation (825)

**Location**: Seven county area (KY)

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

**Goal**: Improved system capacity

S**ervice description**:Transportation for workers to and from the Hugh Edwards Sandefur Training Center (HESTC) to jobs at Bingo Hall, Community Alternatives of Kentucky, and to the Opportunity Center where they receive compensation. Also transport Senior Companions and Foster Grandparents to various worksites. GRITS also transports persons with disabilities to various jobs in the community.

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#### Blue Grass Community Action Partnership, Inc. (608)

##### Bluegrass Ultra-Transit Service (622)

**Location**: Anderson, Boyle, Casey, Franklin, Garrard, Jessamine, Lincoln, Mercer, Scott, Washington, and Woodford counties (KY)

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

**Goal**: Improved access/connections

S**ervice description**:BGCAP operates JARC transportation services for individuals seeking employment-related activities within our service area (Anderson, Boyle, Casey, Franklin, Garrard, Jessamine, Lincoln, Mercer, Scott, Washington and Woodford counties) and coordinates trips with other transportation services. Fare for service is $0.50 per person, per mile. Hours of service were extended to increase the opportunity to access this service and are currently 6 AM until midnight, Monday through Saturday. Trips are requested with a minimum of 72-hour notice.

**Evaluation**:Monthly reports capturing ridership, passenger type, county, gallons of fuel, number of vehicles used, and mileages are submitted to the Kentucky Transportation Cabinet, Office of Transportation Delivery. This information is captured using our automated dispatch system. BGCAP also holds meetings with stakeholders to present current trends in ridership and to discuss measures for improvement. Since July 1, 2008, the ridership has grown and expanded into nine of the eleven counties we serve.

**Accomplishments**: In FFY 2009, we performed a total of 4,233 trips and logged 22,926 miles. We have been successful in performing trips in nine of our eleven counties. We continue to hand out brochures and inform callers of this program on a daily basis. JARC information is also available on our website at www.bluegrasscommunityaction.org.

**Lessons learned**:Advice we could give to someone would be to get more involvement/support from individual stakeholders and local officials. Planning is a huge part of this service and the input from the stakeholders/officials is crucial to the success of this program.

#### City of Frankfort/Frankfort Transit (700)

##### Frankfort Transit (827)

**Location**: Frankfort (KY)

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

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

S**ervice description**:Frankfort Transit operates only within city limits. Every day we go to different places to take people to jobs; this could range from restaurants to stores, schools, nursing homes, and state jobs. Hours of operations are Monday through Friday, from 5:30 AM until 7:30 PM, and Saturday from 8 AM until 3:30 PM.

**Evaluation**:Based on demand, more staff and vehicle availability would make this a better service.

**Accomplishments**: People are able to keep jobs because they can make it to work. The employers love the fact that they can count on people making it to work.

**Lessons learned**:Be sure and ask for enough money to operate a service that can meet the demand of your riders.

##### Frankfort Transit (828)

**Location**: City of Frankfort (KY)

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

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

S**ervice description**:Frankfort Transit operates only within city limits. Every day we go to different places to take people to jobs; this could range from restaurants to stores, schools, nursing homes, and state jobs. Hours of operations are Monday through Friday, from 5:30 AM until 7:30 PM, and Saturday from 8 AM until 3:30 PM.

**Evaluation**:Based on demand, more staff and vehicle availability would make this a better service.

**Accomplishments**: People are able to keep jobs because they can make it to work. The employers love the fact that they can count on people making it to work.

**Lessons learned**:Be sure and ask for enough money to operate a service that can meet the demand of your riders.

#### Daniel Boone Community Action Agency (609)

##### Daniel Boone Transit (625)

**Location**: Clay, Jackson, Owsley, and Wolfe counties (KY)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC Program provided funding for operating expenses for transportation services for low-income individuals to and from jobs and activities related to employment. The program helped fund 12 driver positions within our program and the purchase of two, new seven passenger buses.

**Evaluation**:Service evaluation includes interviewing passengers by telephone concerning customer service.

**Accomplishments**: The JARC Program has provided affordable transportation for low-income individuals to their jobs, GED classes/college, training, and for job search or employment-related activities. The JARC Program has also funded employment opportunities for twelve unemployed individuals in the Clay, Jackson, Owsley, and Wolfe counties. The JARC Program has allowed us to increase transportation service to include holidays, weekends, and evenings.

**Lessons learned**:For demand responsive systems - Educate the JARC passenger to contact you as soon as possible about their work schedule changes.

##### Daniel Boone Transit (626)

**Location**: Clay, Jackson, Owsley, and Wolfe counties (KY)

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

**Goal**: Improved system capacity

S**ervice description**:The JARC Program provided funding for operating expenses for transportation services for low-income individuals to and from jobs and activities related to employment. The program helped fund 12 driver positions within our program and the purchase of two, new seven passenger buses.

**Evaluation**:Service evaluation includes interviewing passengers by telephone concerning customer service.

**Accomplishments**: The JARC Program has provided affordable transportation for low-income individuals to their jobs, GED classes/college, training, and for job search or employment-related activities. The JARC Program has also funded employment opportunities for twelve unemployed individuals in the Clay, Jackson, Owsley, and Wolfe counties. The JARC Program has allowed us to increase transportation service to include holidays, weekends, and evenings.

**Lessons learned**:For demand responsive systems - Educate the JARC passenger to contact you as soon as possible about their work schedule changes.

#### Federated Transportation Services of the Bluegrass, Inc. (701)

##### MOR'TRANS, LTRANS (838)

**Location**: Rowan and Lewis counties (KY)

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

**Goal**: Expanded geographic coverage

S**ervice description**:FTSB is providing service to individuals in Morehead to the new Wal-Mart Super Store and two factories which were off the deviated fixed route. Also, FTSB has put into place a 30-minute service with two vehicles from 4 AM until 11 PM, Monday through Saturday, increasing to three vehicles during peak times. FTSB wants to reach employers and to bring them employees on FTSB’s service.  
 Lewis County had been working for two years to get transportation for individuals needing jobs and training transportation. FTSB began the JOBS route in Lewis County on April 6, 2009. These routes go to Maysville daily with three round trips. FTSB wants to increase the service to daily routes to Morehead, Ashland, and Portsmouth, Ohio. FTSB is also providing training and employment transportation in Vanceburg and Tollsboro. FTSB uses two JARC vehicles and one of their own as a backup for the service. These vehicles operate from 4 AM to 7 PM, Monday through Friday.

**Evaluation**:We have done surveys from our passengers on the buses to see if the service is fulfilling their needs, where we needed to add or change routes, times, etc. From this information we were able to determine if we were serving the needed populations. We talked with business, who were in need of workers and the times they needed to be at work. We have spoken with local officials, chamber of commerce, etc. We have made some changes to serve the needs of the employers and the employees.

**Accomplishments**: In Lewis County they had been working for two years; holding meetings, doing surveys, finding out what the needs of the area were. Previously, they were without any form of employment transportation. We began the service in April 2009 and they are so delighted to have transportation to a remote area in Kentucky where people have to travel so far for employment. They have a very high unemployment rate and there are not any local jobs available. If persons need employment, they have to travel over an hour one way and they were unable to afford this or didn't even have a reliable transportation. We are able to serve an area that lacked employment transportation.

**Lessons learned**:We went into this service in Lewis County completely unsure about what we were going to do. The County had done a lot of research, but we were unsure if anyone would even want to ride. We did a vigorous marketing campaign and word spread when potential customers saw the bus traveling up and down the streets. You just don't know what to expect before you begin a something new. You just have to try and see if it will work.

##### MOR'TRANS, LTRANS (839)

**Location**: Rowan and Lewis counties (KY)

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

**Goal**: Expanded geographic coverage

S**ervice description**:FTSB is providing service to individuals in Morehead to the new Wal-Mart Super Store and two factories which were off the deviated fixed route. Also, FTSB has put into place a 30-minute service with two vehicles from 4 AM until 11 PM, Monday through Saturday, increasing to three vehicles during peak times. FTSB wants to reach employers and to bring them employees on FTSB’s service.  
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#### Harlan County Community Action Agency, Inc. (612)

##### Harlan County Community Action Agency (629)

**Location**: Harlan County (KY)

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

**Goal**: Expanded geographic coverage

S**ervice description**:There are two routes serving Kentucky Community & Technical College System (KCTCS) and Adult Education students. Route 1 runs from Harlan to Cumberland and back, approximately 48 miles and Route 2, from Evarts to Harlan and back, approximately 18 miles.

**Evaluation**:Ridership has been up and down. We have had more clients in the Adult Education classes than in college classes. The services have been advertised both at the college and Adult Education campuses, and also on our billboard.

**Accomplishments**: We have provided transportation services to students who probably would have been unable to attend classes, especially in the Adult Education component.

**Lessons learned**:We have found that more of the people attempting to earn a G.E.D. have taken advantage of the service. Ridership among college students has been limited for the duration.

#### Housing Authority of Bowling Green (702)

##### JARC (842)

**Location**: Warren County (KY)

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

**Goal**: Improved access/connections

S**ervice description**:The grant provides transportation services to and from work to all Bowling Green/Warren County residents, 24 hours a day, seven days a week, excluding major holidays such as Thanksgiving and Christmas.

**Evaluation**:None

**Accomplishments**: Due to the lack of public transpiration in the City of Bowling Green/Warren County, the Housing Authority was able to meet the needs of over 50 participants from July 2009 through September 2009 with JARC funding, which allows us to contract with a transportation provider to provide services.

**Lessons learned**:None

#### Kentucky River Foothills Development Council, Inc. (703)

##### Winchester Commuter Route (843)

**Location**: Clark and Madison counties (KY)

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

**Goal**: Improved access/connections

S**ervice description**:The Winchester Commuter Route provides rides from Winchester to Lexington, Monday through Friday, starting at 5:45 AM, with another trip at 6:45 AM taking commuters to jobs at various locations in Lexington. Return trips are provided in the afternoon starting at 4 PM, with the last return trip leaving at 5 PM.

**Evaluation**:We provide surveys to the riders throughout the year to evaluate how the service is working and if there are any changes that need to be made.

**Accomplishments**: Provide safe and affordable transportation to Lexington, less cars on the road, jobs accessibility which in turn may offer better job opportunities, which they may not find in their local area.

**Lessons learned**:Make sure the public is well informed of the services you may offer. Contact your local officials; they are a great help and support in contacting the public.

##### Winchester Commuter Route (850)

**Location**: Clark and Madison counties (KY)

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

**Goal**: Improved system capacity

S**ervice description**:The Winchester Commuter Route provides rides from Winchester to Lexington, Monday through Friday, starting at 5:45 AM, with another trip at 6:45 AM taking commuters to jobs at various locations in Lexington. Return trips are provided in the afternoon starting at 4 PM, with the last return trip leaving at 5 PM.

**Evaluation**:We provide surveys to the riders throughout the year to evaluate how the service is working and if there are any changes that need to be made.

**Accomplishments**: Provide safe and affordable transportation to Lexington, less cars on the road, jobs accessibility which in turn may offer better job opportunities, which they may not find in their local area.

**Lessons learned**:Make sure the public is well informed of the services you may offer. Contact your local officials; they are a great help and support in contacting the public.

#### LKLP Community Action Council, Inc. (707)

##### Demand Response (853)

**Location**: Four county area (KY)

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

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

S**ervice description**:LKLP provides demand response trips to low-income individuals to jobs to help reduce the transportation cost and provide transportation to jobs for individuals that do not have adequate transportation.

**Evaluation**:Our success of the JARC program is mainly built upon ridership. Our benchmarks were to provide at least two hundred and fifty trips per month and we exceeded those expectations by more than a hundred trips per month.

**Accomplishments**: Being able to provide transportation to over 400 riders at a time when gas prices were over $4 a gallon, which saved each rider an estimated $100 a week.

**Lessons learned**:Do surveys with possible riders and businesses and target the area with the most need first and slowly build your ridership into the other areas of need, instead of trying do it all at once.

##### Demand Response (855)

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

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**Lessons learned**:Do surveys with possible riders and businesses and target the area with the most need first and slowly build your ridership into the other areas of need, instead of trying do it all at once.

##### Demand Response (856)

**Location**: Four county area (KY)

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

**Goal**: Improved system capacity

S**ervice description**:LKLP provides demand response trips to low-income individuals to jobs to help reduce the transportation cost and provide transportation to jobs for individuals that do not have adequate transportation.

**Evaluation**:Our success of the JARC program is mainly built upon ridership. Our benchmarks were to provide at least two hundred and fifty trips per month and we exceeded those expectations by more than a hundred trips per month.

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**Lessons learned**:Do surveys with possible riders and businesses and target the area with the most need first and slowly build your ridership into the other areas of need, instead of trying do it all at once.

#### Owensboro Transit Systems (711)

##### Owensboro Transit Systems (862)

**Location**: City of Owensboro (KY)

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

**Goal**: Improved system capacity

S**ervice description**:The route for this service is described as the "Yellow Route". This route was created for access to the industrial area known as The Industrial Air Park and to Daymar College.

**Evaluation**:Workers are now able to utilize the transit system to get to work and students are now able to utilize the service to get to school to further their education.

**Accomplishments**: Providing access to work sites and education facilities

**Lessons learned**:We learned that there is more than one way to accomplish a goal. With cooperation from FTA, we were able to accomplish our goal.

#### Paducah Transit Authority (714)

##### Night Owl Service (868)

**Location**: McCracken County (KY)

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

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

S**ervice description**:Paducah Transit provides Night Owl Service with JARC funds, starting at 6 PM and running until midnight, to and from work, child care, and education for low-income workers. We require 24-hours advance scheduling.

**Evaluation**:We have gotten feedback from the riders and the employers in the area to see how we are doing.

**Accomplishments**: When people better themselves, that is a great accomplishment and without public transit it could not have been possible. They become taxpaying citizens and get off Medicaid and call you and tell you “Thank You”; it’s a great feeling.

**Lessons learned**:Advertising and telling everyone about your service. Word of mouth travels quicker than anything.

#### Pennyrile Allied Community Services, Inc. (712)

##### Pennyrile Allied Community Services, Inc. (865)

**Location**: Christian and Muhlenberg counties (KY)

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

**Goal**: Improved system capacity

S**ervice description**:Christian County: Route 1 to Trace Industries (21 riders) for a sheltered workshop and Route 2 for 29 employment daily riders, employed with various employers throughout the Hopkinsville area. Muhlenberg County: Route to Muhlenberg County Opportunity Center (25 riders) sheltered workshop. Route 2 also provides rides to employment in Muhlenberg County at various times.

**Evaluation**:JARC has been one of the most rewarding programs I personally have had the privilege of working with during my 24 years of work experience in the transportation program at PACS. We run a dependable and efficient program that makes it possible for people to get to and from work on a regular basis.

**Accomplishments**: The JARC Program in Christian County has proven that a rural system that does not have fixed route can provide for safe, decent, dependable, and economical employment transportation without the waste of large city buses that operate at a low-fill capacity.

**Lessons learned**:Know that people must be able to depend on your transportation system to get to work on time. Their jobs depend on it.

#### Rural Transit Enterprise Coordinated (715)

##### RTEC, Inc. (870)

**Location**: Laurel and Rockcastle counties (KY)

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

**Goal**: Improved system capacity

S**ervice description**:Take people to work and GED classes; take kids to daycare

**Evaluation**:Cost per passenger and per mile

**Accomplishments**: Now getting people to GED classes that never had an opportunity before this service

**Lessons learned**:Advertise soon

##### RTEC, Inc. (961)

**Location**: Laurel and Rockcastle counties (KY)

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

**Goal**: Improved system capacity

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**Evaluation**:Cost per passenger and per mile

**Accomplishments**: Now getting people to GED classes that never had an opportunity before this service

**Lessons learned**:Advertise soon

#### Sandy Valley Transportation Services, Inc. (716)

##### SVTS, Inc. (874)

**Location**: Magoffin County (KY)

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

**Goal**: Improved system capacity

S**ervice description**:Providing daily transportation to job recipients of the Mountain Comprehensive Care Green House Program, to work at their local green house, located in Salyersville, Kentucky, in Magoffin County. This service provides 20 residents transportation to work each day, Monday through Friday, providing the community with garden plants and flowers and allowing these recipients a feeling of being useful to their community.

**Evaluation**:This service provides transportation for people with mental and physical disabilities on a daily basis. By utilizing this service, it allows them the ability to be a part of the working community.

**Accomplishments**: SVTS feels very fortunate to be able to provide this service daily. The families of the recipients that we transport are very thankful for the services provided; this allows their loved ones a sense of pride and accomplishment within themselves.

**Lessons learned**:Familiarize yourself with the needs of the communities in which you serve. The extensive amount of miles needed to prepare reports.

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## Mississippi

### Mississippi Department of Transportation (1009)

#### Pinebelt Mental Healthcare Resources (945)

##### Pinebelt Mental Healthcare (1450)

**Location**: Forrest County (MS)

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

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

S**ervice description**:Pine Belt Mental Healthcare operated a Section 5316 program that provided demand response transportation for residents of Oak Arbor Residential Treatment Facility to commute to and from work. Services were available 24 hours per day, seven days per week, based primarily on twenty-four hour advance call-in. Services are available throughout Forrest County and into portions of adjacent Lamar County.

**Evaluation**:During the five months of operation, a desk top monitoring was performed to evaluate compliance. In addition, the project has submitted monthly reports that show performance indicators including: number of passenger trips by category, break down of costs, miles driven, etc., based on information the sub-recipient has submitted and controls the Division has in place to track performance.

**Accomplishments**: The sub-recipient was able to implement 24-hour demand response service immediately. This is the only service of its kind, excluding taxi services, in the area. Because of the widespread availability of services Pine Belt offers, the agency’s transportation visibility has increased, therefore increasing the amount of requests they receive to provide services for non-agency clients. Although the agency does not transport non-agency clients through their 5316 project, the agency is working to being transporting general public passengers who pay a fare to receive services to employment locations.

**Lessons learned**:Two lessons were learned as a result of implementing the JARC project: 1) The implementation of a coordinated transportation service can raise visibility of the overall program, and 2) JARC can be successfully used to support a coordinated transportation service.  
Pine Belt is currently working with agency directors to broaden the transportation program to incorporate more non-client specific services.

## North Carolina

### North Carolina Department of Transportation (1005)

#### Cabarrus County Transportation (994)

##### LINKS (1681)

**Location**: Southeastern Cabarrus County (NC)

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

**Goal**: Improved system capacity

S**ervice description**:There are two routes that leave from Midland. One route travels to Concord Mills with a stop in Harrisburg. The second route serves the Carolina   
Mall/Northeast Medical area in Concord with stops in Mt. Pleasant and the CK Rider hub. The Concord Mills and the Carolina Mall areas are two major employment centers for Cabarrus County.

**Evaluation**:Service has been in operation 12 weeks for the period and has yet to consistently meet the goal of 20 riders per day. Ridership is increasing and we have hopes of reaching and surpassing our goals.

**Accomplishments**: A series of daily trips from Mt. Pleasant directly to Concord Mills was implemented during the holiday season, resulting in increased ridership. We intended this to be a seasonal addition, but may continue as need presents itself.

**Lessons learned**:Increased outreach, publicity, and advertising was needed before service implementation.

#### Chapel Hill Transit (993)

##### Pittsboro Express Service (PX) (1679)

**Location**: Chapel Hill and Pittsboro (NC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:On August 24, 2009 Chapel Hill Transit (CHT) in partnership with the Town of Pittsboro and Chatham County began operation of the Pittsboro Express (PX) service. The PX provides weekday service between Pittsboro and Chapel Hill, along the U.S. 15-501 corridor, with stops in downtown Pittsboro and Fearrington Village. Passengers are also able to park free of charge at the Lowe's Park and Ride lot and catch the bus. The trip length is approximately 45 minutes.

**Evaluation**:Service has only operated for three months since the beginning of full service on August 24, 2009.  
- 1st quarter performance goals: Average daily ridership- 72; Average riders per trip- 12

**Accomplishments**: Successful coordination with the Town of Pittsboro, Chatham County, and University of North Carolina Staff

**Lessons learned**:Early planning and coordination is key to success.

#### Iredell County Area Transit System (997)

##### Iredell JARC Service (1684)

**Location**: Iredell County (NC)

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

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

S**ervice description**:Provide demand response employment transportation for residents of Iredell county. JARC funding has enabled expanded service areas and hours of service.

**Evaluation**:Performance measures have not been completed to date.

**Accomplishments**: Significant increase in demand for employment transportation and with JARC funds waiting list for service has been eliminated.

**Lessons learned**:The true significance of employment trips and its impact to the local community and economy.

## South Carolina

### South Carolina Department of Transportation (1006)

#### Chester Lancaster DSN (902)

##### Chester Lancaster DSN (1259)

**Location**: Chester and Lancaster Counties (SC)

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

**Goal**: Improved system capacity

S**ervice description**:This vehicle provides 12 one way trips, six days a week, to average about 288 one way trips. This vehicle now carries eight individuals to a job coach program which assists individuals with disabilities with a ride to work and to the work coach. Eight individuals are now able to be trained to enter the workforce with normal adults.

**Evaluation**:The agency provides data on a quarterly basis to the Department and also receives compliance reviews to review program guidance and affiance.

**Accomplishments**: This program has been successful and the sub-recipient is not interested in expanding with additional funds.

**Lessons learned**:To evaluate the big picture prior to requesting program funds.

#### Coast RTA (900)

##### Coast RTA (1250)

**Location**: Horry County (SC)

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

**Goal**: Improved system capacity

S**ervice description**:This project provide rides for low-income individuals to employment. One of the largest developers in Horry County opened a theme park that is projected to serve over 30,000 customers a day. This route was dedicated to transporting over 1,500 employees to and from the facility.

**Evaluation**:Due to the state of the economy and other factors, the theme park failed twice and it left us no alternative but to locate a new project. Market Commons opened about the same time the park closed and we transferred services to that project. This project benefited the small urbanized areas of Horry County.

**Accomplishments**: The initial project was successful, even though the target facility closed. We were able to identify routes and work with local officials to make it happen. Despite the fact that the park closed, we were still able to move forward and not fail.

**Lessons learned**:No matter what the project is, you never know what may happen, so you need to have some type of back-up plan or alternative to yield to.

#### Coast RTA/Waccamaw RTA (860)

##### Coast RTA (1211)

**Location**: Horry County (SC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This provider is located along the coastal area of South Carolina. A new amusement park was scheduled to open, anticipating over 30,000 customers daily and adding 1,500 jobs. We were able to develop services to assist individuals that meet the low-income guidelines. A route was developed and operated daily to assist with the need.

**Evaluation**:The original intent of the project was not successful because the amusement park failed with two different owners, so we really couldn't use any performance measures because the original task was not successful.

**Accomplishments**: Another large project opened in the same area and we were able to redirect our original plans to the Market Common project.

**Lessons learned**:The lesson learned here is you need to have a back-up plan, especially when you are dealing with specialized projects or conditions.

#### Lowcountry COG (863)

##### Lowcountry COG (1381)

**Location**: Beaufort, Jasper, Hampton, and Colleton counties (SC)

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

**Goal**: Improved access/connections

S**ervice description**:In its efforts to coordinate services, the COG submitted an application for a Mobility Manager for their region. They elected to place the Manager at the site of the RTA for the area. The Mobility Manager works directly for the COG, but coordinates services for the entire region. This position is responsible for coordinating the Human Service and Public Transportation services.

**Evaluation**:The COG has evaluated the project on numerous occasions and compared the duties and responsibilities with those at the COG. The current Mobility Manager position gets involved with more than dispatching and routes; they work with the planning and IT components as well.

**Accomplishments**: The system has become more efficient with scheduling and dispatching and has expanded routes for several areas. The position was also able to assist with changing and repositioning routes to become more efficient.

**Lessons learned**:The COG feels this position will be more effective working directly with the RTA. We will be working with them to determine if this is the best solution based on other situations in that region.

#### Lower Savannah COG (867)

##### Lower Savannah COG (1199)

**Location**: Aiken, Allendale, Bamberg, Barnwell, Calhoun , and Orangeburg counties (SC)

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

**Goal**: Improved system capacity

S**ervice description**:These agencies serve a six-county region that provides various types of services eligible under 5316 and 5317 programs. The services include ITS, GIS equipment and other capital equipment items.

**Evaluation**:This has been one of the most successful projects in our state and is also a test model for coordination, nationally. They have been successful in securing numerous national grants and are a direct recipient of funds that impact these programs.

**Accomplishments**: They have been able to save thousands of dollars because of coordination and because of innovative approaches to sharing rides and services. This has become one of the leading projects nationally.

**Lessons learned**:Not to be afraid to try something new or to go after funds that seem out of reach for such a rural state.

#### Pee Dee RTA (870)

##### Pee Dee RTA (1193)

**Location**: Florence and Darlington Counties (SC)

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

**Goal**: Improved access/connections

S**ervice description**:This project is a combined rural section 5316 and 5317 program designee to utilize fixed route, demand response, and van pool transportation in a small, rural community setting. This project is open to the general public and services are available to the underserved Hartsville population. The project manages a variety of needs consisting of fixed route bus services to assist with recreational and other services for those that are transit dependent.

**Evaluation**:The project has reached 750 of the projected client base and will strive to reach additional clients based on additional needs.

**Accomplishments**: Being able to successfully develop a combined effort that crosses county lines.

**Lessons learned**:Continue to work and update local officials and assess the community’s needs often.

#### Senior Services of Chester (859)

##### Senior Services of Chester (1196)

**Location**: Chester County (SC)

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

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

S**ervice description**:Two vehicles were purchased to support expanded hours and services. The project will support 40 individuals and 24 additional one way trips. These routes will pass through another county, but will not impact that county.  
 This employment project will also provide transportation services utilizing expanded services and expanded hours to meet the employment needs for the programs target population. Opportunities for transportation to employment will become available into high employment areas as necessary for individuals to seek employment and sustain employment.

**Evaluation**:The clients invoice monthly and the project summary provides information to support the progress of the project and the invoiced amount.

**Accomplishments**: The route has been very successful even with the downturn of the economy.

**Lessons learned**:They need to work closely with state and local officials to make sure they have the financial resources and an overall since of program requirements.

#### Spartanburg County (857)

##### Spartanburg County Veterans (1172)

**Location**: Spartanburg County (SC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Spartanburg County provides service in the rural areas of the county. These services support the current veterans program which provides services to veterans who need to travel to various doctors’ appointments and other non-work related services. This vehicle will allow the county to expand and not exclude veterans that need a ride or services related to employment.

**Evaluation**:The state requires ridership and other reports that track ridership and other components that evaluate the services. The state transit office also conducts an annual program review to assess the efficiency and effectiveness of the program.

**Accomplishments**: Ridership has increased due to the economy and because of the relationship between the county and the local transit provider the program has been successful.

**Lessons learned**:If you are not in the transit business, allow the provider to assist you with the project from beginning to end.

#### Tri-County Link (858)

##### Tri-County Link (1261)

**Location**: Berkeley and Dorchester counties (SC)

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

**Goal**: Expanded geographic coverage

S**ervice description**:This service was created to provide rides to employment to the unserved areas of the county. This agency serves a three county area, however, a large portion of the area is un-served. The JARC and New Freedom service is able to serve three areas of individuals and provide stable rides to jobs.

**Evaluation**:Funding for this project has increased due to the success and ridership increase. Individuals are able to connect to jobs and other employment-related opportunities with the assistance of this program.

**Accomplishments**: Ridership has remained stable and there is standing room only on the vehicles.

**Lessons learned**:Make sure to plan for beyond successful so you will have an alternative plan and not have to turn people down for much needed rides.

#### York Technical College (868)

##### York Technical College (1264)

**Location**: York County (SC)

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

**Goal**: Improved access/connections

S**ervice description**:The Technical College, with the assistance of the local Workforce Investment Office, provides vouchers and other transportation-related assistance to individuals that are dislocated from the workforce and are currently enrolled at York Tech attempting to improve their skills and job status. This program pays between $7-$10 daily to individuals participating in the WIA program.

**Evaluation**:The number of tickets or vouchers distributed monthly assist with tracking the number of students participating in the program.

**Accomplishments**: This program has been very successful and now the Department of Commerce and other agencies are studying the logistics for the possible adoption with other programs.

**Lessons learned**:Work closely with your local and state officials to make sure all areas are covered. Communication with the COG and WIA office was a key item.

## Tennessee

### Tennessee Department of Transportation (1007)

#### Delta Human Resource Agency (566)

##### Delta Human Resource Agency Transportation (1157)

**Location**: Fayette, Lauderdale, Tipton, and rural Shelby counties (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Delta HRA provides transportation to clients who make no more than $16,480 annually. The clients we transport are low-income individuals who have no means of transportation, and are struggling financially to get to and from their employment site. This may be a new job or they may never been employed before. These clients are also among those with cognitive disabilities.  
 The clients, employment agency, or vocational rehabilitation counselor will call or set up an appointment or meeting to arrange transportation for an individual. Once a meeting or appointment is set, at that point an application is taken and proof of income verified. The passenger guideline rules are explained to client; client then is placed into our scheduling program through Route Match and processed into the individual county.  
 The client is asked to call and verify time of pick up to his or her employment site. It is verified through the Route Match Program when and if the client is a no show or riding on a regular basics. No shows eat away at funds quickly if the service is not utilized properly.  
Data is taken from the Route Match Program ,billed and processed through the Access to Jobs Grant Funds, and is generated and sent to TDOT monthly for state reimbursement.

**Evaluation**:All clients are asked to resubmit income status to update their files yearly. Any problem or issues that may have occurred are looked at to see how effective the resolution was and what may need to be handled otherwise.

**Accomplishments**: Providing transportation for persons with disabilities, who are not able or capable of driving, allowing them into the workforce has been a very rewarding accomplishment in this area where there has been no help at all, especially for persons with disabilities.

**Lessons learned**:Persuading clients to understand the need to be ready at least one hour before picking up to take to them to their employment site. Clients sometimes believe we are their personal limousine service and we cannot provide that type of service. Being flexible is fair to all clients, but be stern from the beginning, having rules and regulation set in order/place.

##### Delta Human Resource Agency Transportation (1221)

**Location**: Lauderdale, Fayette, Tipton, and rural Shelby counties (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Delta HRA provides transportation to clients who make no more than $16,480 annually. The clients we transport are low-income individuals who have no means of transportation, and are struggling financially to get to and from their employment site. This may be a new job or they may never been employed before. These clients are also among those with cognitive disabilities.  
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##### Delta Human Resource Agency Transportation (1215)

**Location**: Lauderdale ,Tipton ,Fayette, and rural Shelby counties (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Delta HRA provides transportation to clients who make no more than $16,480 annually. The clients we transport are low-income individuals who have no means of transportation, and are struggling financially to get to and from their employment site. This may be a new job or they may never been employed before. These clients are also among those with cognitive disabilities.  
 The clients, employment agency, or vocational rehabilitation counselor will call or set up an appointment or meeting to arrange transportation for an individual. Once a meeting or appointment is set, at that point an application is taken and proof of income verified. The passenger guideline rules are explained to client; client then is placed into our scheduling program through Route Match and processed into the individual county.  
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##### Delta Human Resource Agency Transportation (1224)

**Location**: Lauderdale , Fayette , Tipton, and rural Shelby counties (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:Delta HRA provides transportation to clients who make no more than $16,480 annually. The clients we transport are low-income individuals who have no means of transportation, and are struggling financially to get to and from their employment site. This may be a new job or they may never been employed before. These clients are also among those with cognitive disabilities.  
 The clients, employment agency, or vocational rehabilitation counselor will call or set up an appointment or meeting to arrange transportation for an individual. Once a meeting or appointment is set, at that point an application is taken and proof of income verified. The passenger guideline rules are explained to client; client then is placed into our scheduling program through Route Match and processed into the individual county.  
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#### East Tennessee Human Resource Agency (568)

##### East Tennessee Human Resource Agency (605)

**Location**: East Tennessee (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The East Tennessee Human Resource Agency's (ETHRA) JARC Program is an integral part of the agency’s mission to move people from dependence on others to self reliance. Clients who do not own or can't operate a vehicle are given an opportunity to enter the workforce and contribute to themselves and to the community. The approximately 53 individuals served by this program have a lifeline for a better tomorrow.

**Evaluation**:Usually, ETHRA uses surveys, complaint monitoring, and meetings with employers to evaluate and improve services.

**Accomplishments**: Moving individuals into the workforce and into a more stable future. Also, the availability of this program allows individuals to be a stronger, meaningful member of their family and their community. Working with the business and community helps ensure a strong program.

**Lessons learned**:The success of the program depends on a close working relationship with employers.

#### First Tennessee Human Resource Agency (569)

##### First Tennessee Human Resource Agency (1316)

**Location**: Northeast Tennessee (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:The Job Access Program provides transportation to and from work for eligible clients in the non-urban areas of northeast Tennessee. The basic service area covers 2,886 square miles, with a population of 491,495. The core counties are Carter, Greene, Hawkins, Johnson, Sullivan, Unicoi, and Washington. The program is designated to motivate individuals to maintain employment and extend transportation services from rural areas to their job location. Service is provided by advance reservation, demand response.

**Evaluation**:

1) Annual trips  
2) Jobs reached  
3) Program cost per mile  
4) Program cost per trip  
5) Program cost per hour

**Accomplishments**: We are proud to serve the non-urbanized communities to transport individuals that have no other means of transportation. Our services improve the quality of life for the people of northeast Tennessee. It provides the opportunity for each person to have a sense of self-worth and well being, accept responsibility for self, and have the capacity to be productive and independent citizens.

**Lessons learned**:You need to watch for customer fraud and need to find a way to operate with fluctuating funding.

#### Mid Cumberland Human Resource Agency (570)

##### Mid-Cumberland Human Resource Agency (1114)

**Location**: Davidson County and City of Nashville (TN)

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

**Goal**: Improved system capacity

S**ervice description**:We receive completed applications from individuals which include check stubs for salary data, once individuals are approved for program eligibility, we forward their trip information to our local offices to start performing their trips to/from work based on the participants schedule. We perform re-certifications of program eligibility every six months, to determine if participants are still eligible for service.

**Evaluation**:We monitor and evaluate all programs each year, if we see a need to make changes or revise processes, we will do so. This program has performed the same processes since it began in 1999. We do, however, explain and market the service through our website, brochures, and open meetings for coordinated public transit planning.

**Accomplishments**: Maintaining and providing continued quality service to the current JARC participants we have. We have looked at expanding services for JARC, however funding has been volatile. This service is very important for those in rural communities, because there are no other transportation options for people in these communities.

**Lessons learned**:None

#### Northwest Tennessee Human Resource Agency (571)

##### Northwest Tennessee Human Resource Agency (1380)

**Location**: Northwest Tennessee (TN)

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

**Goal**: Improved system capacity

S**ervice description**:The Northwest Tennessee Human Resource Agency (NWTHRA) serves nine very rural counties. These counties do not have large employers or industrial parks thusly making employment trips essentially an individually-based operation. All public transportation services are demand response and JARC trips were and are currently fit in as the situation dictates.

**Evaluation**:Evaluation is done by studying number of requests, percentages that received help, and why other requests were not served.

**Accomplishments**: We have greatly helped with area group homes in providing service for their residents with disabilities.

**Lessons learned**:Look for centrally located employment opportunities.

#### South Central Tennessee Development District (572)

##### South Central Tennessee Development District (1124)

**Location**: South Central Area: Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne counties (TN)

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

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

S**ervice description**:South Central Tennessee Development District (SCTDD) transportation is a coordination of services providing 5311 rural public transportation , JARC, medical transportation, New Freedoms, Vocational Rehab, Summer Youth, Families First (TANF), and Tenncare. All routes and counties provide transportation for JARC.

**Evaluation**:We evaluate the project by the number of trips, client served, and cost per trip.

**Accomplishments**: One of our counties was rated with the highest unemployment in the nation. SCTDD coordinated with the Governor's Office, Tennessee Workforce Development, and local officials to develop a transit plan and implemented it within three weeks. SCTDD coordinated transportation for the ARRA Summer Youth, with great success, in 13 counties with a transition plan to JARC when funding ended.

**Lessons learned**:It would be beneficial to coordinate program funds, one program alone does not allow you to cover the area needed.

##### South Central Tennessee Development District (1128)

**Location**: South Central Area: Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne counties (TN)

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

**Goal**: Improved system capacity

S**ervice description**:No specific route is assigned to this vehicle.

**Evaluation**:Trips, clients served, and trip cost

**Accomplishments**: SCTDD transportation is a coordination of services providing 5311 rural public transportation , JARC, medical transportation, New Freedoms, Vocational Rehab, Summer Youth, Families First (TANF), and Tenncare. All routes and counties provide transportation for JARC.

**Lessons learned**:It would be beneficial to coordinate program funds, one program alone does not allow you to cover the area needed.

#### Southeast Tennessee Human Resource Agency (573)

##### Cleveland Urban Area Transit System (579)

**Location**: Cleveland (TN)

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

**Goal**: Improved system capacity

S**ervice description**:Southeast Tennessee Human Resource Agency (SETHRA)/Cleveland Urban Area Transit System (CUATS) provides demand response trips for JARC clients in the City of Cleveland. Once approved for service, clients are provided transportation to and from places of employment, job training, and job search, as well as transportation to and from child care facilities for eligible dependents. JARC clients are eligible for service for two consecutive years, at which time their case may be reviewed for extension, dependent upon determining factors at the Director's discretion. All clients are asked to provide all verifiable income as a condition of service.

**Evaluation**:The project has been evaluated through various recertification documentation containing brief surveys about the service and client data log sheets maintained in an Access database with logged calls and pertinent information. Performance measures to increase ridership based on the last fiscal year's data were exceeded and benchmarks were met through an unprecedented amount of client participation, due in part to advertising methods.

**Accomplishments**: Through creative advertising, SETHRA approved several clients in close proximity employed at one central location increasing efficiency of travel for our Cleveland service.

**Lessons learned**:Plan ahead, be aware of your area and its demographics, participate and coordinate with agencies, state departments, and especially the community members and anticipate change and adversity.

##### SETHRA (584)

**Location**: Dunlap (TN)

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

**Goal**: Improved system capacity

S**ervice description**:The service provides employment-related transportation to eligible patrons of a ten county area, based on income as well as the reverse commute portion of JARC where applicable. Upon approval, client information is sent to the proper county and trips are available for up to a two year period, after which any determining factors will be evaluated and denied or approved at Director's discretion. There is a recertification process performed semi-annually.

**Evaluation**:Evaluation is performed through various elements including in depth client log sheets containing all pertinent information relating to employment activities. Recertification documentation containing a brief survey is also distributed and collected. Performance measures included increasing riders and ridership. This was accomplished through advertising methods and greatly in part through the willingness and collaborative efforts of the SETHRA staff members including County Managers, dispatchers, and drivers.

Benchmarks met included transitioning clients to independent ridership as well as an active participating client in each of our rural counties where participation was not present in the past due to geographical barriers.

**Accomplishments**: The partnering of a homeless coalition which led to the self sufficiency of a JARC client. Four clients from partnership which are able to maintain employment in order to reach their goal of independence, both of ridership and habitation.

**Lessons learned**: **C**ollaborate with staff members to ensure timely and safe transportation while remaining considerate of staff. Encouragement on all levels and the continuation of good communication between staff, partnering agencies, and clients. Planning is instrumental in providing good service and ensuring the program is efficient to constantly provide additional low-income individuals the opportunity to connect with their employment through transportation services.

#### Southwest Tennessee Human Resource Agency (574)

##### Southwest Human Resource Agency (1456)

**Location**: Southwest TN (TN)

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

**Goal**: Expanded geographic coverage

S**ervice description**:We provided service for low-income people to get to and from their places of employment in the seven- county area of southwest Tennessee; Chester, Decatur, Hardin, Hardeman, Haywood, Madison, and McNairy. The recipients provided work schedules for our dispatchers and rides were provided on an as-need to basis.

**Evaluation**:Since Routematch was put on line, we have streamlined our mobility extensively, cutting down on fuel and man hours, still providing the much needed services of the Job Access program.

**Accomplishments**: Incorporating the JARC program into the dispatch system of Routematch.

**Lessons learned**:Take a look at what you have and what you have to work with. Evaluate the results and put everything in perspective and weigh the costs against the means and then take measures to make it work implementing software to minimize the miles traveled and the time worked to cover all aspects of the client or clients using JARC.

#### Upper Cumberland Human Resource Agency (575)

##### Upper Cumberland Human Resource Agency (1141)

**Location**: Upper Cumberland (TN)

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

**Goal**: Improved access/connections

S**ervice description**:Upper Cumberland Human Resource Agency (UCHRA) is providing transportation for clients in our 14-county area (Cannon, Clay, Cumberland, Dekalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White) to people that have jobs and need transportation to get to those jobs. Transportation is provided from home to work and work to home to customers that are considered low-income (below 150% poverty level) and/or Families First (TANF) participants. Applications are taken on each client.

**Evaluation**:UCHRA has participated in the JARC program since FY 2000. We have experienced tremendous growth (480% increase as of FY 2008) in client trips. UCHRA monitors the JARC program on a county by county basis. Monthly reports are completed and submitted to the state that include county by county trips, miles, clients, and cost. Reports and monitoring, as well as scheduling/dispatching, is accomplished through the state approved software, RouteMatch. This software has enabled us to optimize the vehicle schedules for efficient coordinated transport of customers.

**Accomplishments**: UCHRA's greatest accomplishments in our JARC program is providing public transportation to individuals that would otherwise not have the means to be able to get to work. In short, if we did not take them to work they would not have jobs. Our success is due in part to the success of marketing the program and the establishment of County Advisory Board Committees in all 14 counties that we serve. Also, the innovative elements of the RouteMatch software along with the mobile data terminals installed in the vehicles, allows us to track and collect trip data and vehicle data in order to better serve our customers more efficiently.

**Lessons learned**:Establish Advisory Boards in each county that you serve. These Advisory Boards are made up of local business and community leaders that know how to best serve their county transportation needs. They direct us to locations in the community where we can market the JARC program.  
 We wish we had known that the program was going to become formalized funding verses competitive grant. We now find that we need to find funding to continue to support the Job Access program at current levels.

##### Upper Cumberland Human Resource Agency (1147)

**Location**: Upper Cumberland (TN)

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

**Goal**: Improved customer knowledge

S**ervice description**:During the FY 2009, the Upper Cumberland Human Resource Agency (UCHRA) provided transportation to JARC customers in the 14-county Upper Cumberland region of Tennessee; Cannon, Clay, Cumberland, Dekalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White counties. JARC has coordinated with the Public Transportation program to provide the maximum amount of service in the area.

**Evaluation**:UCHRA has monitored the JARC program for FY 2009 on a county by county basis. The Job Access Coordinator submits monthly reports and bi-annual reports which contain the number of JARC trips, miles, number of clients, and cost. Reports, monitoring, scheduling, and dispatching are accomplished through the state approved software, RouteMatch. This software has enabled us to optimize the vehicles and clients schedules for efficient coordination.

**Accomplishments**: Along with the tremendous increase in clients and trips in the JARC program, we are experiencing greater efficiency in the pickup and drop off of our clients after installing Mobile Data/GPS in all our vans. This has enabled us to serve more clients in a more efficient manner.

**Lessons learned**:Marketing and establishing Advisory Committees in all 14 counties for transit services has proven to be of extraordinary benefit to UCHRA and our customers. The installment of the Mobile Data/GPS along with the RouteMatch software would help make any transit system more successful.  
 We wish that we had known more about how much funding we were going to receive.

##### Upper Cumberland Human Resource Agency (1226)

**Location**: Upper Cumberland (TN)

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

**Goal**: Improved system capacity

S**ervice description**:The Transportation Department at the Upper Cumberland Human Resource Agency (UCHRA) operates 83 vehicles in 14 counties in middle Tennessee.

Fleet inventory by county:

Cannon County -3 vehicles

Clay County -4

Cumberland County -8

Dekalb County -5

Fentress County -5

Jackson County -3

Macon County -3

Overton County -4

Pickett County -3

Putnam County -13

Smith County -4

Van Buren County -3

Warren County -10

White County -5   
Fleet inventory by capacity:

3 vehicles with 5 seats  
32 vehicles with 6-10 seats  
46 vehicles with 11-15 seats  
2 vehicles with 15-25 seats

**Evaluation**:Trips and miles are recorded through on GPS/mobile monitors and delivered to Routematch software. Monthly reports are generated for each county. Reports are also generated out of our Vehicle Maintenance Department in order to ensure optical performance and safety from our vehicles.

**Accomplishments**: One of our many accomplishments has been the installment of the mobile tracking/GPS units in all our vans. This allows us to better serve our clients.

**Lessons learned**:Maintain a safe reliable fleet in order to transport your clients in the safest most efficient manner.

Index: Trip-Based Services

Demand response

ARC Santa Rosa Employment Transportation 9

Avenues South Ride Request Service 10

Child Care Service 39

Daniel Boone Transit 65

Delta Human Resource Agency Transportation 83

Demand Response 69

Demand Response Services 53, 54, 55, 56, 57

East Brainerd 37

East Tennessee Human Resource Agency 84

Extend service. 59

Extended hours 60, 61, 62

Extended Hours 59, 61

First Tennessee Human Resource Agency 85

Frankfort Transit 64

GRITS Transportation 63

Highlands/Airport Ride Request Service 11

Iredell JARC Service 76

JARC 68

JARC demand response 19

Johnson City Transit Job Access Transportation Service 39

Knoxville Knox County Community Action Committee Job Ride Program 41

Mid-Cumberland Human Resource Agency 85

Night Owl Service 71

North Brainerd 38

Northwest Tennessee Human Resource Agency 86

Oceanway Ride Request Service 12

Pennyrile Allied Community Services, Inc. 71

Pinebelt Mental Healthcare 74

RTEC, Inc. 71

SETHRA 87

South Central Tennessee Development District 86

Southwest Tennesse Human Resource Agency 88

SVTS, Inc. 72

TARC3 Paratransit JARC trips 23

Upper Cumberland Human Resource Agency 89

Fixed route

238 East-West Connection 17

Alton Park 37

CARTA Express Service 33

CARTA Route 40 33

Cleveland Urban Area Transit System 87

CommuteSmart 5

Delta Human Resource Agency Transportation 82

Donelson Shuttle 47

Eastdale 38

Express Bus Services between Pittsboro/Northern Chatham County and Chapel Hill 30

Extension of Route 1 - Mt. Holly 25

Golden Gateway 38

HS Route Expansion/Rogers Road 31

JARC Service 19

Link 102 - Fixed-route Sevice - Orange Ave./S. 17-92 14

Link 442 - Winter Garden Village 15

Link 444 - Universal Orlando Late Night Service 15

Link 50 Walt Disney World 16

LINKS 75

Lower Keys - Fixed route -Improved Capacity 7

MATA JARC Routes 43

Neighborhood Circulator 4

New Hope Commons Service 31

Night Service 40

NS and G Evening Service Extension 31

Pittsboro Express Service (PX) 75

Route 10 44

Route 136 17

Route 23 44

Route 252 The Coral Reef Max 18

Route 30 and Saturday Evening Service 29

Route 35 18

Route 36 18

Route 5 Airport Enhanced Bus Service 25

Route 72 44

Route 96X - Midday run 47

Saturday Evening Service 30

Wake Forest Express 28

Wake Forest Loop 28

Flexible routing

AH-JARC-09 4

CC-51 Green Cove Springs to Orange Park 10

CC-53 Middleburg to Orange Park 10

Coast RTA 77, 78

Connector Line 12

Delta Human resource Agency Transportation 82

Flexible Routing 54

Harlan County Community Action Agency 68

Low-Income Car Loan Program 5

MOR'TRANS, LTRANS 66

Provide 24/7 Employment Services 27

Purple Line 13

Winchester Commuter Route 68

Shuttle/feeder services

Employment Shuttle Connecting Oldham and TARC (ESCOT) 23

Route 248 the Brickell Key Shuttle 18

Tri-County Link 80

User-side subsidies/vouchers

Bluegrass Ultra-Transit Service 64

Bridge to The Future 46

Moving Aside the Obstacles to Work 26

Transit Voucher Program 49

York Technical College 81

Index: Information-Based Services

Information materials/marketing

Emergency Ride Home Program 56

Upper Cumberland Human Resource Agency 89

Internet-based information

GettingToWork.net 45

Lower Keys Shuttle - Customer Knowledge 8

Mobility manager

BCD Mobility Management Program 34

Best Friend Express and Dial-A-Ride 35

Lowcountry COG 78

Pee Dee RTA 79

Transportation resource training 22

Index: Capital Investment Projects

ITS-related hardware/software investments

AVL / MDC Installation on Wake Coordinated System 28

Demand Response 70

Lower Keys - ITS - Customer Knowledge 8

Lower Savannah COG 79

Vanpool vehicles (purchased)

RTA Vehicle Use Program 47

Vehicle for agency

ADA Services 27

Chester Lancaster DSN 77

Daniel Boone Transit 65

Delta Human Resource Agency Transportation 84

Demand Response 70

ETAP Vehicle for Vanpool / Shuttle 22

Frankfort Transit 65

GRITS Transportation 63

Lower Keys - Vehicle - Improved Capacity 7

Mended Hearts Program 49

MOR'TRANS, LTRANS 67

Owensboro Transit Systems 70

RTEC, Inc. 72

Senior Services of Chester 79

Sertom Center 42

South Central Tennessee Development District 87

Spartanburg County Veterans 80

SVTS, Inc. 72

Upper Cumberland Human Resource Agency 90

Winchester Commuter Route 69

Vehicle for individual

Vehicle loans subsidized 20, 52

Ways to Work 43