



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region II**

**New York and New Jersey**

**October 2011**

**FTA-08-0162**

JARC FY 2010 Service Profiles: Region II

October 2011

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

Federal Transit Administration

Office of Research, Demonstration, and Innovation

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

Washington, DC  20590

*Report Number*

FTA-08-0162

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# INTRODUCTION

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

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

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

## Document structure

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

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

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

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

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

Recipients and services are uniquely identified with numbers shown in parentheses after the name of the agency or service, e.g. "Metropolitan Washington Council of Governments (1473)" or "Door-through-Door Service (1227).”   
  
These identifiers allow analysts to track profile information back to the underlying database record, even in the case of duplicate service names. For instance, there are numerous services, provided by different subrecipients, named "Mobility manager." This identifying number provides a way to link to a unique database record.   
  
Recipient identification numbers are an FTA designation and equivalent to the 4-digit TEAM identification number. Subrecipeient and service identification numbers pertain only to the FY 2010 JARC/New Freedom evaluation database and do not map to any FTA designation.

## Profile content

Each profile includes the following information:

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

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

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

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

# large urban projects

## New York

### Capital District Transportation Authority (1776)

#### Capital District Transportation Authority

##### Group Training (897)

**Service area**: Capital District (NY: Albany, Rensselaer, Saratoga, Schenectady)

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

**Goal**: Improved customer knowledge

**Service description**:Travel training services have been part of CDTA’s Mobility Management Training since 1999, and are consistently prioritized by Department of Social Service caseworkers in the Access to Jobs Program. CDTA’s travel trainers are stationed at the County One-Stop or DSS offices to provide maximum exposure to clients.  
In this service, groups of clients are provided an overview of the mobility options available, with a focus on public transit. The training includes presentation and questions and answers, and may include an introductory ride on the bus.

**Evaluation**:Performance measures and benchmarks for this project are the number of group trainings, presentations, and booth staffing events performed by the Travel Training Program.

**Accomplishments**: Group training allows for a greater number of clients to be reached than individual training. We have found that our booths at Job Fairs, in particular is a useful way to provide information appropriate for jobs access.

**Lessons learned:** To be successful, group training, presentations and event staffing must have a stock of "give aways" that attract people into conversations. We have found useful items like pass protectors and travel mugs to be a good way to increase the number of customer contacts.

##### 

##### Mobility Management Program (894)

**Service area**: Capital District (NY: Albany, Rensselaer, Saratoga, Schenectady)

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

**Goal**: Improved access/ connections

**Service description**:The JARC-funded mobility management services provided during this fiscal year to transport welfare recipients and eligible low-income individuals to and from jobs and activities related to their employment were Travel Assistance, Trip Planning, Group Presentations, and scheduled taxi services.

**Evaluation**:Mobility Management program performance was measured by the development of new mobility project services, successful compliance with federal and local grant requirements, and the performance of the specific travel assistance projects within the Mobility Management program.

**Accomplishments**: The greatest accomplishments during FY 2010 was the implementation of key components of the Coordinated Public Transit-Human Service Transportation Plan for the Capital District with other members of the Regional Transportation Coordinated Committee, and the successful launch, based on competitive solicitation for projects under New Freedom.

**Lessons learned:** The Coordinated Public Transit-Human Service Transportation plan requirement should be treated as an opportunity. Establish a close working relationship with County Officials, human service providers, area Chambers of Commerce, and community groups. Hire staff with good interpersonal skills, a strong work ethic, computer skills, and that are non-judgmental and able to work with a people from diverse socio-economic backgrounds.

##### 

##### Safety Net Brokerage (899)

**Service area**: Capital District (NY: Albany, Rensselaer, Saratoga, Schenectady)

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

**Goal**: Expanded geographic coverage

**Service description**:Transportation Safety Net is an on-going transportation brokerage that began on November 15, 1999. County DSS refer eligible clients to CDTA’s subsidiary, Access Transit, for brokered taxi trips when public transit is not an option, either because of the time of day or the geographic area.   
Transportation Safety Net provides taxi trips to employment at suburban job locations and/or job with non-traditional work schedules.

**Evaluation**:This project has operated continuously since 1999. Performance measures are based on clients served and the County DSS assessment of value. County DSS' have said that brokered taxi rides provide an important and cost-effective safety net for those instances where regular bus transit is not an option.

**Accomplishments**: Our greatest accomplishment is having established an efficient and cost effective service that meets the number one need for the region as per the Regional Transportation Coordinated Committee; which is lack of evening and night public transit service and/or transportation to job locations in suburban areas.

**Lessons learned:** If managed properly, brokered taxi service is a cost effective and efficient means of transportation when public transit is not an option.

##### 

##### Travel Training - Individuals (895)

**Service area**: Capital District (NY: Albany, Rensselaer, Saratoga, Schenectady)

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

**Goal**: Improved customer knowledge

**Service description**:One-on-One Travel Training service is the most intensive of the three JARC-funded travel training services in CDTA’s Travel Training Program. Travel training services have been part of CDTA’s Mobility Management Training since 1999, and are consistently prioritized by Department of Social Service caseworkers in the Access to Jobs Program. CDTA’s travel trainers are stationed at the County One-Stop or DSS offices to provide maximum exposure to clients.  
In this service, individuals receive the degree of training that is necessary to travel independently using the public transit system. The training may include the travel trainer accompanying the individual on the bus to the job related destination and the return trip home. The travel trainers show the individual how to read the bus schedule, plan trips, the bus route(s) to use, the location of bus stops and transfer points, landmarks to look for en route, and how to get to the destination by foot from the bus stop.

**Evaluation**:Performance measures and benchmarks for this project service are the number of one-on-one travel training performed by the Travel Training Program.

**Accomplishments**: CDTA’s greatest accomplishments are the daily victories where persons with limited experience with CDTA’s public transit system to learn use public transit independently for work and work related activities, medical care, and other essential life activities.

**Lessons learned:** It is important to hire staff that is comfortable working with a diverse population. Chose staff that are non-judgmental and able to relate to the populations served by your program services. The individual should be familiar with the public transit system, enjoy working with the public, and be able to communicate information about your program to individuals and groups.

##### 

##### Trip Planning (898)

**Service area**: Capital District (NY: Albany, Rensselaer, Saratoga, Schenectady)

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

**Goal**: Improved customer knowledge

**Service description**:Trip planning is an individualized transportation planning service used by people to access employment and other life activities using CDTA’s public transit system. This service is typically offered at the County’s One-Stop Centers and Departments of Social Services.

**Evaluation**:Performance for the trip-planning service is measured by the number of individual trip plans performed by the Travel Training Program.

**Accomplishments**: CDTA’s greatest accomplishment is the daily victory of enabling TANF and low income persons with limited experience with CDTA’s public transit system to use public transit independently for work and work related activities, medical care, and other essential life activities.

**Lessons learned:** Chose staff that are non-judgmental and able to relate to the populations served by your program services. The individual should be familiar with the public transit system, enjoy working with the public, and be able to communicate information about your program to individuals and groups.

##### 

### Central New York Regional Transportation Authority (1778)

#### Central New York Regional Transportation Authority

##### Rides for Work (837)

**Service area**: Onondaga County

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

**Goal**: Improved system capacity

**Service description**:Rides for Work (RFW) provides demand response transportation to low income workers for job sites and job shifts that are not accessible by public transit's fixed route services. Applicants are screened for household income and pay rates. Once eligible, they can reserve their trips a week at a time. Rides are provided under the umbrella of our Specialized Transportation Services and ridesharing is common with programs such as senior transportation and the ADA complementary paratransit service. One call center and dispatch function manages all of the specialty services. This past year targeted jobs included warehouses, paid training opportunities and home healthcare agencies.

**Evaluation**:We monitor passengers per service hour and per service mile, on time performance, telephone answering and hold times, customer complaints/compliments, service provider road checks, driver assessments, and vehicle safety checks.  
On time performance is critical as participants must be to work on time. Driver/vehicle checks and road checks assure us and participants that their rides, including late night and weekend services are safe and trustworthy.

**Accomplishments**: This program is marking its tenth anniversary of service. While grant funding has changed annually, or been late in coming, the program has been supported by the Board of Directors and top management of the Public Transit Authority for its recognizable value to low income workers. There has been no break in service even when grant funding was immediately available.  
That trust and support is echoed in the human service agency support. Although they have rarely been financial partners due to their own financial constraints, they have been planning and organizational partners.

**Lessons learned:** Employers seemed to be interested in the program only when recruitment for these entry level jobs is very, very difficult. We have seen several cycles in employment in ten years and have had very little success in getting employers to help subsidize the services. As a result, we spend little time these days, under the current unemployment levels, in marketing to a group with no motivation to help new employees.

### New York City Department of Transportation (1788)

#### New York City Department of Transportation

##### NYCDOT Mobility Managers (1071)

**Service area**: New York City (NY: Bronx, Kings, New York, Queens, Richmond)

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

**Goal**: Improved access/ connections

**Service description**:NYCDOT’s JARC and New Freedom program is related to researching existing conditions and coordinating with stakeholders serving low-income job seekers and disabled individuals to develop innovative solutions to transit needs. In FFY 2010 NYCDOT conducted extensive research and field work on a bike access to transit program in areas of NYC with high concentrations of the JARC-related population. NYCDOT also met with stakeholders that represent both low-income job seekers and the employers that have jobs often filled by them. The program also created a space for other mobility managers in the area to come together and share best practices and challenges with their projects.

**Evaluation**:NYCDOT set certain benchmarks for the first year of the program. Evaluation of the program was based on successfully completing tasks related to the program. For Bike Access to Transit, GIS analysis, field work and site selection were all on track at the end of FFY 2010. The program was successful at convening mobility managers for regular quarterly conference calls under Mobility Management Regional Coordination. For the CarSharing in Low Income Communities project, staff discussed the idea of meeting with civic and community groups but this is not yet finished.

**Accomplishments**: The program was successful in moving the Bike Access to Transit program forward: the candidate locations have been set and specific access plans are almost ready for production. In addition, the program was able to, for the first time, convene the mobility managers in the NYMTC region for regular conference calls. Finally, the program initiated stakeholder meetings.

**Lessons learned:** It takes more time than one would think to get a mobility manager program up and running. Meeting with stakeholders in JARC- and New Freedom-related areas can be difficult as they are often short on time, staff and resources. Yet they are dedicated and value providing better transportation services to their clients/residents/members. Lastly, although perhaps obvious, it is important to reserve enough time early enough in the ideal weather season for field work so as to visit places in the most accurate conditions. Determining how many people are biking or walking in late November is not the same as what numbers you would see from April to October.

##### 

### New York Metropolitan Transportation Authority (1786)

#### New York Metropolitan Transportation Authority

##### MTA Long Island Bus Job Access/Reverse Commute (1135)

**Service area**: Nassau County

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

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

**Service description**:The JARC service provides increased service span, improved trip frequencies, and additional service to address demand for access to jobs, education, medical, retail and services. The service area encompasses communities with low income populations served by MTA Long Island Bus routes. The service improvements address identified gaps in service, the need for greater service span and frequency during peak journey to work hours, reverse commute and enhanced intermodal connections, on several routes.

**Evaluation**:The service is evaluated through ridership surveys.

**Accomplishments**: The greatest accomplishment to date has been the expansion of a north-south service to include a Sunday schedule.

**Lessons learned:** Carefully review FTA guidance.

### Niagara Frontier Transportation Authority (1792)

#### Niagara Frontier Transportation Authority

##### Extended Hours and Additional Trips on Routes 2, 8, 24, 32, 48, 49, 54, 64, 200, 203, 204 & 216 (2308)

**Service area**: Erie and Niagara Counties

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

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

**Service description**:JARC funding allowed NFTA/Metro to add several early morning, late night and weekend trips to accommodate jobs access opportunities throughout the region. Specific locations included service to Weinberg Rehabilitation Complex in Amherst. We now provide direct bus service to the complex for all three work shifts, seven days per week. We also serve, as a result of JARC funding, additional direct bus service on Route 6 Sycamore to the Greenfield Rehabilitation Center in Lancaster, New York. We provide service seven days a week and accommodate three work shifts at the center. The NFTA is working closely with these and other nursing homes in the region to market the service and ultimately to increase access to jobs for individuals that reside in the inner city of Buffalo.

Further, the local Department of Social Services has been placing individuals at the nursing/rehabilitation centers as part of their efforts to move individuals off the welfare rolls. In addition to the Greenfield and Weinberg nursing homes, we also added direct bus service to the Our Lady of Peace Nursing Facility in Lewiston, New York. The NFTA is working closely with these facilities to market the service and ultimately to increase access to jobs for individuals that reside in the inner cities of Buffalo and Niagara Falls.   
The JARC project includes improved peak hour service on major trunk routes to serve reverse commute needs as well as extended hours of service for early morning, late night and weekends. The JARC funded service is embedded within NFTA’s overall transportation system network. The JARC project is an integral part of NFTA’s existing welfare to work initiatives.

**Evaluation**:NFTA continues to monitor and evaluate the effectiveness of the JARC funded routes in meeting the stated program goals by utilizing our existing transit monitoring program which involves on-board ridership counts and survey by a staff of traffic checkers and the Greater Buffalo-Niagara Regional Transportation Council (MPO) staff as necessary. In addition to traffic checkers, ridership counts on enhanced service is evaluated using NFTA’s newly installed Automatic Passenger Counting System (APCs). Ridership counts are done on a periodic basis sufficient to collect necessary data. Procedures currently in place for collecting operational data for Metro's regular service will be refined and utilized to meet the requirements of the program. In addition, NFTA produces quarterly reports for FTA and specific information regarding the service performance is collected and reviewed against program goals. These indicators include # of trips per day and per quarter, # or revenue hours per day and per quarter, Avg. riders per day and per quarter and cost per quarter.

**Accomplishments**: JARC-funded service is currently embedded within NFTA’s overall transportation system network since the inception of JARC services. Over the past several years, bus service connecting to and from JARC-funded service has been adjusted to allow for a seamless integration of service within the entire NFTA bus and rail network. JARC service was not designed and is unable to stand alone without other NFTA service enhancements to provide adequate transfers and continuation of trips outside of the city center. During the past several years, the NFTA has continued to develop and foster partnerships and cooperative relationships to address job access/welfare to work issues. NFTA is working closely with the Erie and Niagara Counties Departments of Social Services, the Erie County and Niagara County Workforce Investment Boards, The Erie County Job Developers Federation, The Niagara County Job Developers Group, and Greater Buffalo Works employment specialist, to provide an effective JARC Transportation Program. Partnerships have also been developed with the local Urban League, the educational Opportunity Center (EOC) and more recently the Center for Transportation Excellence (CTE) to provide an effective JARC Transportation Program. The proposed JARC services provides extends late night, weekend and peak hour bus service on nine (9) NFTA Bus and MetroLink routes. This service has been a high priority for providing access to jobs for low-income individuals and welfare recipients through a collaborative planning process. The NFTA has participated in collaborative efforts with transportation/human service providers throughout the development of its JARC program.   
Consultation with and involvement of the public included wide distribution of information sheets and newsletters and a stakeholder’s workshop, public meetings and an information open house. The NFTA has continued to build on these efforts. The Niagara Frontier Transportation Authority has worked directly with developers and employment specialist with the Erie County and Niagara County Departments of Social Services to discuss service changes and requests for service. NFTA and the two Departments of Social Services have developed a number state funded Welfare to Work programs including Community Solutions for Transportation (CST). An ongoing extensive marketing effort was launched and geared toward welfare clients and low-income individuals to inform them of the different transportation programs available to access and maintain employment. The NFTA continues to work closely with regional job development and educational groups to assist them with their transportation needs. NFTA has an extensive marketing team that promotes all NFTA related service including our JARC service.   
NFTA participates in a number of community/economic development committees to connect individuals with newly created jobs in the region. Recently, NFTA has been working closely with the Center for Transportation Excellence (CTE) on specific committee’s and as part of their advisory board. The NFTA supports the mission of the Center of Transportation Excellence in convening and creating a standard of best practices for organizations in the health and human services transportation industry through the provision of comprehensive training, fleet maintenance, mobility management and advocacy and integrated human-centered transportation systems. NFTA provides CTE with technical expertise as the “default” mobility manager for Erie and Niagara County. A significant number of low-income clients have secured employment in the region, and now require improved public transportation services. With recent discussions with regional job developers, we found that a reliable transportation system is essential for a low-income individual to obtain and maintain employment. Our proposed enhanced trunk bus and MetroLink service will continue to carry low-income passengers to employment & training sites in Erie and Niagara County. We will continue our current efforts to collaborate with training and employment counselors to provide information to low-income individuals regarding NFTA’s JARC programs and services. We will continue to work with the Erie County Department of Social Services and other job developers in the region to increase the ridership on these JARC routes to ultimately increase access to jobs for individuals traditionally not served by public transit.

**Lessons learned:** I would suggest that recipients continue to work closely with job developers and county departments of social services to understand the needs of their clients and develop the appropriate transportation program. Discuss reporting procedures with the sub-recipients so that they will be able to provide the appropriate information and data needed to complete the quarterly reports. Finally, 1 would suggest that as designated recipients move closer to being the project manager of several sub-recipient projects, they truly understand the individual projects and provide as much feedback as possible to ensure that the project follows FTA guidelines. In addition, I would suggest that sub-recipients have a true understanding of the project what steps are required to open and complete the project within the proposed timeframe of the project.   
We now have many sub-recipient projects that just recently started. Although they were projects being reported in the FTA TEAM System, they did not officially start providing rides for individuals. As the project manager or designated recipient of the JARC and New Freedom projects, it is becoming more involved and complicated to work with the sub-recipients due to their not having a clear understanding of the process. We are beginning to work closely with the MPO of the region on the selection process in an effort to select projects that are workable.

##### 

### Orange County (3152)

#### Orange County

##### Van Pool (Improve Access Connections) (2052)

**Service area**: Orange County

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

**Goal**: Improved access/ connections

**Service description**:Orange County ETA is utilizing JARC funding to transport TANF and TANF 150% eligible clients to employment throughout the Orange County geographical area. TANF employment case managers refer the TANF clients to the ETA Transportation Unit for scheduled dispatching (departure & pickup). The ETA Transportation Unit consists of a coordinator, a dispatcher and 24 county van drivers. Schedules run from 5 AM until 1 AM, Monday through Friday. ETA Transportation Unit communicates on a daily basis with the TANF case managers regarding client status at the designated employer sites. ETA Transportation Coordinator maintains an extremely accurate log and database of all TANF clients utilizing van service as well as specific van drivers assigned to specific clients. This information is tracked on a daily basis, 52 weeks a year. The ETA Transportation Unit also supports One-Stop on site recruitment, job fairs, and other economic development initiatives. The unit also works extensively with One-Stop job developers in identifying and accessing new employer leads. ETA is the JARC sub-recipient work in conjuncture with the recipient, Orange County planning.

**Evaluation**:We have tracked the total number of TANF clients transported through our van system, total number of jobs accessed, total number of employers accessed and number of clients whose TANF cases have closed through JARC transportation service. We have been able to supplement fixed route transportation services with JARC vans and expanded overall access to transportation services in Orange County for employment. Again, all data is collected on a daily basis within an Access developed database, and is reviewed regularly.

**Accomplishments**: Orange County ETA has been the leader among the Hudson Valley TANF employment districts relative to TANF employment participation rate. We feel this is directly related to the JARC services that are provided to each TANF client. The JARC van transportation program has been an excellent screener and feeder for the TANF Wheels-for-Work vehicle program that ETA also operates. Several JARC participants have ended up being Wheels-for-Work recipients and are now fully self-sufficient.

**Lessons learned:** A key factor is having a transportation coordinator in place that is able to develop and design a very comprehensive and detailed scheduling system for a large volume of clients for multiple drivers. The co-location of the Transportation Unit along with the One-Stop center has been an ideal alignment of communication and services. Also, we have found that the van transportation service is a more effective mechanism to transport TANF clients beyond the fixed route system.

### Rochester-Genesee Regional Transportation Authority (1797)

#### Rochester-Genesee Regional Transportation Authority

##### Regional Transit Service Route 20 (2186)

**Service area**: Monroe County

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

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

**Service description**:Route 20 began operations in September, 2004. This route provides weekday evening Jobs Access service to employment sites in the villages of Spencerport and Brockport, all located in the northwest portion of Monroe County.

**Evaluation**:RGRTA and its subsidiary, Regional Transit Service, Inc., maintain accounting records and reports that are in compliance with generally accepted accounting principles and in full compliance with performance measures required by the National Transit Database. Detailed information is summarized on a quarterly basis, reviewed and transmitted to FTA. Basic service effectiveness and efficiency is measured by ridership and cost per vehicle hours of service.

**Accomplishments**: In the last year, JARC funding has enabled RTS to provide over 108,000 rides that otherwise could not have been taken.

**Lessons learned:** JARC services, like any other public transportation services, require routine evaluation and adjustments in service as necessary. RGTRA continuously analyzes the performance of its JARC funded services to maximize effectiveness and efficiency.

##### Regional Transit Service Route 21/22 (2189)

**Service area**: Monroe County

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

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

**Service description**:Route 21/22 began operations in January, 2000. This route provides weekday evenings and Saturday Jobs Access service to employment sites in the Town of Penfield and the villages of East Rochester and Fairport, all located on Rochester's east side.

**Evaluation**:RGRTA and its subsidiary, Regional Transit Service, Inc. maintain accounting records and reports that are in compliance with generally accepted accounting principles and in full compliance with performance measures required by the National Transit Database. Detailed information is summarized on a quarterly basis, reviewed and transmitted to FTA. Basic service effectiveness and efficiency is measured by ridership and cost per vehicle hours of service.

**Accomplishments**: In the last year JARC funding has enabled RTS to provide over 125,000 rides that otherwise could not have been taken.

**Lessons learned:** JARC services, like any other public transportation services, require routine evaluation and adjustments in service as necessary. RGTRA continuously analyzes the performance of its JARC funded services to maximize effectiveness and efficiency.

##### Regional Transit Service Route 24A (2193)

**Service area**: Monroe County

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

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

**Service description**:Route 24A began operations as Route 26 in January, 2000. This route provides off-peak and weekend Jobs Access service to employment sites within the Town of Henrietta, located to the south of Rochester.

**Evaluation**:RGRTA and its subsidiary, Regional Transit Service, Inc. maintain accounting records and reports that are in compliance with generally accepted accounting principles and in full compliance with performance measures required by the National Transit Database. Detailed information is summarized on a quarterly basis, reviewed and transmitted to FTA. Basic service effectiveness and efficiency is measured by ridership and cost per vehicle hours of service.

**Accomplishments**: In the last year JARC funding has enabled RTS to provide over 125,000 rides that otherwise could not have been taken.

**Lessons learned:** JARC services, like any other public transportation services, require routine evaluation and adjustments in service as necessary. RGTRA continuously analyzes the performance of its JARC funded services to maximize effectiveness and efficiency.

##### Regional Transit Service Route 92 (2194)

**Service area**: Monroe County

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

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

**Service description**:Route 92 began operations in January, 2001. This route provides Saturday Jobs Access service to employment sites in the towns of Perinton and Victor, all located southeast of Rochester.

**Evaluation**:RGRTA and its subsidiary, Regional Transit Service, Inc. maintain accounting records and reports that are in compliance with generally accepted accounting principles and in full compliance with performance measures required by the National Transit Database. Detailed information is summarized on a quarterly basis, reviewed and transmitted to FTA. Basic service effectiveness and efficiency is measured by ridership and cost per vehicle hours of service.

**Accomplishments**: In the last year JARC funding has enabled RTS to provide over 125,000 rides that otherwise could not have been taken.

**Lessons learned:** JARC services, like any other public transportation services, require routine evaluation and adjustments in service as necessary. RGTRA continuously analyzes the performance of its JARC funded services to maximize effectiveness and efficiency.

### Westchester County Department of Transportation (1803)

#### Westchester County Department of Transportation

##### Bee-Line Route 13 - Extended Hours (1228)

**Service area**: Westchester County

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

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

**Service description**:This JARC-funded project provides for three Saturday eastbound trips, Tarrytown to Port Chester; one westbound trip from Port Chester to Tarrytown; and the extension of an early morning trip from Port Chester through to Tarrytown. This service addition provides enhanced access to retail employment at the many shopping areas and malls within the White Plains/I-287 Corridor.

**Evaluation**:These additional Saturday trips have generated nearly 6,000 one way riders during the twelve month reporting period.

**Accomplishments**: Access to a significant number of retail and service jobs in the White Plains/I-287 corridor is provided to job seekers residing in both the Port Chester and Tarrytown areas.

**Lessons learned:** The nature of modern retailing is changing and part of this change is reflected in the residential location of the labor pool from which retail employees are drawn. Transit systems such as Bee-Line need to be aware of these constantly changing parameters and to adjust services so as to connect potential employees with the source of employment.

##### Bee-Line Route 1X - Express Service Westchester Medical Center (1213)

**Service area**: Westchester County

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

**Goal**: Expanded geographic coverage

**Service description**:A reverse commute express route with weekday service connecting the 242nd Street subway station in the Bronx and downtown Yonkers with employment opportunities at the county-owned Grasslands Reservation in Mount Pleasant. The Grasslands offers employment and job training opportunities at the Westchester Community College and employment opportunities at the Westchester Medical Center, New York Medical College, and the County Penitentiary.

**Evaluation**:The ridership on this service was approximately 36,000 one way riders for the 12-month reporting period.

**Accomplishments**: The monitoring of this JARC-funded project shows that providing this morning and evening express service has encouraged low income residents in the Bronx and downtown Yonkers to seek employment and career training in a traditional, normally auto centric, suburban environment.

**Lessons learned:** Providing express bus service to the Westchester County Medical Center and to Westchester Community College has proven that rapid and efficient public transportation will encourage low income residents in densely populated urban areas to seek not only employment but also educational opportunities in traditional suburban settings.

##### Bee-Line Route 2 - Increased Service to Employment Centers (1218)

**Service area**: Westchester County

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

**Goal**: Expanded geographic coverage

**Service description**:This JARC-funded service is an extension of 1.1 miles for 81 weekday trips of Route 2. The extension is between De Haven Drive and Gateway Road in the City of Yonkers in order to serve the development and new tenants as well as the current tenants in the 137.6 acre South Westchester Executive Park. When completed this office park will have 1,984,840 square feet of leasable space.

**Evaluation**:For the 12-month reporting period there were an estimated 52,800 one way riders ending or starting at the South Westchester Executive Park.

**Accomplishments**: An analysis of ridership figures support the contention that the extension of many of the trips by 1.1 miles has lead to an increase in ridership.

**Lessons learned:** In a constantly changing urban environment opportunities are sometimes found where small increases in service can have disproportionate increases in ridership.

##### Bee-Line Route 20 - Increased Service to Employment Centers (1220)

**Service area**: Westchester County

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

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

**Service description**:The JARC program saw the addition of three weekday Route 20 trips between Tuckahoe Road and Central Park Avenue and the Bedford Park NYC Subway Station in the Bronx. This added service connects low-income workers residing primarily in the Bronx with employment at POP Display-USA, a manufacturer of plastic display cases located at 555 Tuckahoe Road, Yonkers, NY. This worksite is 1 1/2 city blocks from Central Park Avenue, where workers board/alight the Route 20 bus. POP Display-USA moved to Yonkers from Queens in late 2005.

**Evaluation**:The number of one way riders generated by this additional service reporting period was approximately 49,500.

**Accomplishments**: Additional service can be added in an incremental way tailored to a very specific micro-market. By taking this approach, Bee-Line was able to achieve increased ridership at a relatively low additional cost.

**Lessons learned:** As the economic environment of the area served specific routes changes, it is important not only to be proactive as a transit provider but it is also equally important to keep an open mind and listen for opportunities that may be presented by your service base.

##### Bee-Line Route 4 Weekday Service Increase (1189)

**Service area**: The Bronx, City of Yonkers (NY: Bronx, Westchester)

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

**Goal**: Improved system capacity

**Service description**:Bee-Line Route 4 connects the Yonkers downtown with the NYCT number 4 subway linking the Bronx with Manhattan and Brooklyn. The project increased weekday service by approximately 50% between 2 PM and 9 PM to accommodate the substantial growth in the evening peak ridership. The population that is served by this service increase is primarily low-income workers who reside in Yonkers and work in New York City.

**Evaluation**:The project used ridership figures to evaluate the effectiveness of the program. Overcrowding on the afternoon and evening trips was reduced.

**Accomplishments**: The number of trips increased from 44 one way trips to 62 one way trips and provided over 56,000 unlinked passenger trips during the three month service period of the 2010 Federal Fiscal Year.

**Lessons learned:** This project has provided improved service for Yonkers residents seeking employment in the City of New York. Employment opportunities, particularly those in the lower wage industries, are moving more and more outside of the traditional 9 to 5 weekday work hours.

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##### Bee-Line Route 43 (1216)

**Service area**: Westchester County

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

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

**Service description**:Bee-Line added one additional evening southbound trip on this weekday express route connecting the 241st Street subway station in the Bronx and downtown Mount Vernon with employment opportunities at the Westchester County Medical Center. This additional southbound trip accommodates the 12-hour shift workers.

**Evaluation**:The additional one evening southbound trip resulted in approximately 3,800 one way riders for the twelve month reporting period.

**Accomplishments**: The addition of the late evening run resulted in a measurable increase in the ridership on the Route 43 Express.

**Lessons learned:** Services can be implemented successfully as demonstrated by the original design and execution of the Bee-Line Route 43 service to the Westchester County Medical Center. However, one must keep an open mind as there can be opportunities for improvement that were not envisioned in the original planning.

##### Bee-Line Route 45 - Extended Service (1229)

**Service area**: Westchester County

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

**Goal**: Expanded geographic coverage

**Service description**:Extension of the last two southbound Saturday evening trips from New Rochelle to the Pelham Bay Park New York City Transit Number 6 train subway station where previously service on these trips ended in New Rochelle. This added service provides access to evening employment opportunities in downtown New Rochelle and along Pelham Road, New Rochelle for low-income residents in the Bronx.

**Evaluation**:The additional Saturday service resulted in approximately 4,200 one way riders during the twelve month reporting period.

**Accomplishments**: In addition to access to the retail positions in New Rochelle, this added service has made it feasible for health care workers from the Bronx to accept positions at the nursing/rehabilitation facilities on Pelham Road in New Rochelle.

**Lessons learned:** The success of the Route 45 extension confirms the already documented shifting of entry level positions from large center city locations to smaller urban and suburban locations. Transit providers need to be cognizant of these changing demographics.

##### Bee-Line Route 55 - Additional Evening Service (1231)

**Service area**: Westchester County

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

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

**Service description**:Bee-Line added two late evening round trips on weekdays and one evening trip on Saturday. These trips provide access for low-income individuals living in Mount Vernon and in the Bronx to retail and other employment opportunities at the Cross County Shopping Center.

**Evaluation**:This added service resulted in approximately 29,000 additional weekday one way riders and approximately an additional 1,250 Saturday one way riders during the twelve month reporting period.

**Accomplishments**: This added service provides additional access to the residents of the Bronx and of mount Vernon to employment opportunities at the Cross County Shopping Center as the shopping center itself continues to undergo significant upgrading and expansion.

**Lessons learned:** Based on the current ridership figures, Bee-Line has concluded that the growth in and refurbishment of suburban retail locations has created an employment opportunity for low income urban workers provided that reliable and affordable public transportation is available.

##### Bee-Line Route 7 Service Increase (1192)

**Service area**: Yonkers, Mount Vernon and New Rochelle (NY: Westchester)

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

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

**Service description**:Evening hours of weekday Bee-Line Route 7 bus service were extended from approximately 7 PM to midnight along the eastern segment of the route between the cities of Mount Vernon and New Rochelle. Since there was already late evening service in place on the western segment of the route between Yonkers and Mount Vernon, this funding allowed Westchester to link its three major south county cities with late night bus service.

**Evaluation**:The extended evening hours have supported an increase of approximately 80,000 annual one way riders.

**Accomplishments**: The monitoring of this JARC-funded project shows that extended hours of evening service on the eastern segment of the Bee-Line Route 7 has opened up access for low-income individuals along the entire route. This is true in the new eastern section between Mount Vernon and New Rochelle as well as the previously existing western section between Yonkers and Mount Vernon

**Lessons learned:** The establishment of the late evening service on the Route 7 provided the necessary transportation opportunity for public assistance / low income individuals to accept entry level positions in the retail profession. In addition, this expanded service confirmed the premise that a significant number of these jobs are outside of the traditional workday hours of between 9 and 5. Therefore, it is necessary for public transit operators to provide appropriately scheduled work oriented service.

##### Bee-Line Route 78 - Bus Service to Austin Avenue, Yonkers, NY (1230)

**Service area**: Westchester County

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

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

**Service description**:Bee-Line Route 78 operates 17 round trips daily, seven days a week, and connects low-income residents of Yonkers plus those connecting at the Getty Square transit hub, to job opportunities at the Austin Avenue retail center along the northern border of the City of Yonkers. Retail establishments on Austin Avenue include Stew Leonard’s, Costco, and Home Depot. Currently Stew Leonard’s employs about 586 people; Costco approximately 230; and Home Depot around 274. Over 95% of these workers are paid on an hourly basis and are considered low-income.

**Evaluation**:The approximate ridership for the 12-month reporting period was 123,000 one way riders.

**Accomplishments**: The Austin Avenue retail complex provides entry level positions in the northern part of the city while the employment base is located predominately in the city core. The Bee-Line Route 78 links these two locations.

**Lessons learned:** Providing connections between an urban area and entry level jobs can be a viable and beneficial service.

##### Bee-Line Route 8 (1227)

**Service area**: Westchester County

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

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

**Service description**:The addition of the last two late evening round trips on weekdays and Saturdays on the Bee-Line system Route 8 provides more service between Riverdale Avenue at the Yonkers - New York city line and at the Metro-North Railroad Station, Tuckahoe. These trips provide access for low-income individuals residing along this route, or transit services connecting to this route, to evening retail employment in the Central Avenue Corridor and the Stew Leonard’s/Costco/Home Depot in the northern part of the City of Yonkers.

**Evaluation**:For the 12-month reporting period the approximate number of one way weekday riders generated on the additional last two late evening trips was 31,800, while the additional Saturday service produced 6,400 one way riders for a combined total of 38,200.

**Accomplishments**: The additional transit service established the opportunity for the residents of the central area of the City of Yonkers, as well as those residing in the Bronx, to accept work opportunities at the growing retail centers located on the outskirts of Yonkers.

**Lessons learned:** Because the nature and location of retail is changing, it is necessary to be aware of, and proactive toward, the transportation needs of potential employees at the new and changing retail locations within the service areas of the transit provider.

# small urban/rural projects

## New Jersey

### New Jersey Transit Corporation (1414)

#### Atlantic County

##### Atlantic County Countywide Demand Response (1252)

**Service area**: Atlantic County

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

**Goal**: Expanded geographic coverage

**Service description**:County wide weekday demand response service that link to transit hubs in Atlantic City and outlying areas. With complete expenditure of FFY 2006 (Round 8) funds in September, 2010 Atlantic County has decided to operate this service totally under its own auspices.

**Evaluation**:Biannual passenger survey; analysis of monthly ridership reports; and site visits. 56,431 passenger trips have been provided since June, 2001. Cost/trip $17.88.

**Accomplishments**: Flexible and willing to accommodate all passenger requests for service.

**Lessons learned:** Coordinate with existing service providers at transfer points.

#### Bergen County

##### Bergen County (862)

**Service area**: Bergen County

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

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

**Service description**:Within Bergen County, many experience difficulty in completing their commute in a timely manner because of the lack of adequate inter-county public transportation and the lack of a true central business employment district. This is complicated by the need for individuals (predominantly low- income, single parents) to make trip changes such as taking children to day care before going to work or school themselves. Bergen County provides the solution for these individuals through its demand-responsive service that takes them from their front door to each of their stops on a daily, pre-scheduled basis. The service operates between 6 AM and 8 PM.

**Evaluation**:96,157 passenger trips have been provided since January 1, 2000. Early morning service to employment sites is offered to many low-income mothers who drop their children at child care centers and proceed to work (reverse at night). Passengers are encouraged to use mass transit when possible and meet the JARC service at the bus stop or train station and complete the trip to their work destination.

**Accomplishments**: Willing to examine/modify daily schedules to accommodate low income people who call for a ride to/from work. Mothers with children previously extremely stressed out over transportation concerns are now able now balance childcare and employment timetables.

**Lessons learned:** Be open to change; listen to the customer. Drivers be flexible. When hiring drivers make sure they know/agree to work hours/days as needed to accommodate the customer.

#### Burlington County

##### Burlington County Burlink Shuttles (1254)

**Service area**: Burlington

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

**Goal**: Expanded geographic coverage

**Service description**:Three deviated fixed routes are operated daily between 6 AM and 8 PM: B-1 from Mt.Holly-Willingboro; B-2 from Beverly-Willingboro; B-8 from Riverside-Delran. The routes service towns that have over 50% of the welfare caseload in the County. They also connect with other NJ TRANSIT bus service (#317,409,413,419) and the River Line light rail.

**Evaluation**:Biannual passenger survey (over 60% riders very low income). Monthly ridership report analyzed. Site visits. Telephone contact. 709,024 passenger trips have been provided since June, 2000. Cost/trip $8.55.

**Accomplishments**: Keeping the service operating in the midst of a very tight economy and budget cuts (threats to matching funds).

**Lessons learned:** Be flexible to customer needs; coordinate wherever possible.

#### Cumberland County

##### Cumberland County (1258)

**Service area**: Cumberland County

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

**Goal**: Improved system capacity

**Service description**:The County of Cumberland has supported JARC service since October, 2003. Cumberland County Improvement Authority provided the match for demand response service using the County paratransit operator (CATS) until June, 2010 (10,095 trips). The Improvement Authority lost its match in April, 2010 and demand response service was continued and funded totally by the County. The County Employment and Training Division filled in the JARC transit gap by providing deviated fixed route service from July 1, 2010 forward (15,935 trips). It operates three peak hour shuttle services daily (5:30-9 AM and 3 -6:30 PM) connecting Bridgeton, Vineland, and Upper Deerfield Township with employment centers and industrial parks (also links with NJ TRANSIT Bus # 553). Demand response still provided totally by the County.

**Evaluation**:Over 66% very low income riders. Monthly ridership reports analyzed. 139,622 JARC trips provided by Cumberland County since October, 2003. Currently 4,000+ deviated fixed route trips per month (up from 1,400/month doing only demand response). Cost/trip $3.18 (was $22.31 demand response).

**Accomplishments**: Cumberland County continued to provide low income individuals with demand response work transportation service with its own funds once CCIA lost its match. The County then filled a gap/provided match for deviated fixed route service along the more populated corridors.

**Lessons learned:** Keep trying. Don't give up. Look for ways to coordinate/ consolidate service.

#### Essex County

##### Essex County Night Owl, Route 10, and Fairfield/West Essex Service (1256)

**Service area**: Essex (NJ: Essex, Morris)

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

**Goal**: Improved system capacity

**Service description**:Essex County operates three demand response type services: Night Owl: seven days a week operating 1 AM to 5 AM daily throughout Newark, East Orange, Orange, and Irvington (five vans). Operates door-to-door in the middle of the night between individual residences and Newark Penn Station, where riders can connect to PATH and other NJ TRANSIT bus/train/light rail services to employment centers at Newark Airport, NYC, surrounding urban areas. No other public service operates in this area at their times. It provides safe and secure transport to/from work. The County also operates two weekday peak hour (6 -9:30 AM and 3-7 PM) services, two vans on each service: Route 10 Shuttle between NJ TRANSIT Bus #73 stop on Murray Road-Route 10 employment locations and Route 46 Fairfield Shuttle between West Caldwell (NJ TRANSIT bus #71/#29)and Route 46 employment locations. The #2 and #129 service was in jeopardy due to loss of matching funds (statewide TANF fund reductions) but were picked up by NJ TRANSIT.

**Evaluation**:Biannual passenger on board survey (70% very low income). Monthly ridership report analysis. 469,107 passenger trips since March, 2002. Cost/trip $17.31.

**Accomplishments**: Maintaining service in the middle of budget cuts. If not for Night Owl most of these people would not be able to get/from work (critical safety concerns).

**Lessons learned:** Keep an eye on the good that is being accomplished in the middle of the battle to keep it going (funding).

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#### Gloucester County

##### Gloucester County Shuttle and Demand Response (1257)

**Service area**: Gloucester

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

**Goal**: Expanded geographic coverage

**Service description**:The County operates weekday, countywide demand response and deviated fixed route service to Pureland Industrial Park for employment and literacy/employment training. Connection is made to NJ TRANSIT at Pureland.

**Evaluation**:Biannual passenger survey. Monthly ridership report analysis. 71,499 passenger trips since January, 2000.

**Accomplishments**: Excellent coordination efforts with local social service agencies.

**Lessons learned:** Keep good communication going with other social service providers.

#### Hunterdon County

##### Hunterdon County Shuttle and Demand Response Service (1259)

**Service area**: Hunterdon

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

**Goal**: Expanded geographic coverage

**Service description**:Hunterdon County provides both weekday, county wide demand response and "Flemington Shuttle" weekday (6 PM-11 PM) and Saturday (9 AM-10 PM) deviated fixed route service to many employment locations around Flemington.

**Evaluation**:Biannual rider survey. Monthly ridership report evaluation. 85,143 passenger trips since October, 2000.

**Accomplishments**: Continue to keep the services operating in the middle of budget crisis.

**Lessons learned:** Keep public officials advised of the good being accomplished through this service. Reach out to employers.

#### Meadowlink TMA

##### Bergen-Hudson Shuttles (1250)

**Service area**: Region (NJ: Bergen, Hudson)

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

**Goal**: Improved access/ connections

**Service description**:The Bergen-Hudson Shuttle is a flexible network of deviated fixed route shuttle services operated by Meadowlink TMA designed to help a transit dependent, entry level workforce access jobs in the Meadowlands area by linking major transit hubs like Secaucus Junction, Journel Square (Jersey City), Tonnelle Avenue (Light Rail station), and Harrison PATH stations with employment centers in the Meadowlands. 10-15 vehicles operate during weekday peak commute hours, 6-9:30 AM and 4-7:40 PM. They reach 500 daily employees; 100 different businesses.

**Evaluation**:Biannual on-board survey of customers. Site visits. Regular telephone conversations; collection, analysis and review of monthly and annual reports. 501,150 passenger trips provided by this project since October, 2003. Cost/trip $6.61

**Accomplishments**: The shuttle services are "flexible" and customer driven. They are modified dependent upon employee and employer needs over time (three to six different shuttles have operated on any one day over the years). The matching funds are provided by private sector corporate partners like Hartz Mountain Industries, ARRI, CSC, Holiday Image, and Rose Brand. Continual outreach to employers, employer sites (friendly relationships).

**Lessons learned:** Reach out/partner with corporations and business. Develop good relationships. Convince them of the win/win opportunities (reliable, on time workforce).

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#### Meadowlink TMA

##### Essex Meadowlands Shuttle (Meadowlink) (1251)

**Service area**: Hudson, Bergen, Essex Counties

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

**Goal**: Expanded geographic coverage

**Service description**:This project is designed to eliminate the transportation barriers for entry-level workforce individuals primarily from the City of Newark and Elizabeth (Night Owl service). Worksites include employment centers in Elizabeth, Newark, Secaucus, Rutherford, the Meadowlands (Xanadu and Giant's Stadium). It is operated in both daily deviated fixed route (6 AM-9 AM and 4 PM-7 PM) and seven day demand response modes. Recent Night Owl service (1 am-5 am) connects Newark Airport with Elizabeth residents.

**Evaluation**:Biannual surveys ; site visits; frequent telephone contact. Monthly ridership report evaluation. 187,416 passenger trips have been provided since January, 2002. Cost/trip is $5.13.

**Accomplishments**: Flexible; customer oriented. Outreach to employers. Connection with transit hubs and local services. Sharing of staff between projects (Night Owl service in Elizabeth and Night-owl in Newark share dispatching/scheduling unit).

**Lessons learned:** Put the Customer #1...design service around their needs (not try to fit everyone into a box). Open minded and flexible. Work hard to bring employers on board.

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#### Mercer County WIB

##### Mercer County Route 130 Shuttle (1260)

**Service area**: Mercer

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

**Goal**: Expanded geographic coverage

**Service description**:Mercer WIB provides deviated route weekday Route 130 peak hour (5:30 AM-11 AM and 2 PM-7:30 PM) service between Hamilton Train Station and the 8A/Jamesburg Industrial Park area of the NJ Turnpike. In the spring of 2011 it will connect further southwest to the Trenton Train Station to accommodate two early AM and two late PM train connections. The shuttle connects with NJ TRANSIT bus and rail and many employment centers.

**Evaluation**:Biannual rider survey (74% passengers very low income). Monthly ridership analysis. 176,759 passenger trips since November, 2001. Cost/trip $7.90. Site visits.

**Accomplishments**: Listen to the needs of the customers.

**Lessons learned:** Keep open channels of communication with public officials.

#### Middlesex County

##### Middlesex County Shuttles and Demand Response (1261)

**Service area**: Middlesex County

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

**Goal**: Expanded geographic coverage

**Service description**:This project integrates deviated fixed route and demand response services, blending funding sources and targeting a variety of customer groups. Entry level jobs are accessed that provide opportunities for career development. Deviated fixed route service is provided Monday-Saturday , 6 AM-6 PM and demand response M-F, 6 AM-6 PM. The deviated fixed routes operate as M1 Route, New Brunswick-Jamesburg 8A Turnpike and M2 Route, Brunswick Square Mall-Jamesburg.

**Evaluation**:444,978 passenger trips have been provided since December, 2000. The cost/trip in 2010 was $8.24. Monthly ridership reports are analyzed along with a biannual survey. 77% of the ridership is low income.

**Accomplishments**: Project directors have keen interest in listening to and meeting the transit needs of the residents. A new transit hub is being developed at the New Brunswick Train Station and serves as a transfer point for local and state buses and trains (Rutgers University and Medical School.

**Lessons learned:** Maintain good coordination with local operators and service groups.

#### Monmouth County

##### Monmouth County NJ Transit Route 836 Service (1262)

**Service area**: Monmouth County

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

**Goal**: Expanded geographic coverage

**Service description**:Route 836 expanded fixed route service operates evenings and weekends the corridor connecting Freehold in the wooded west with Asbury Park in the ocean front east. Many low income residents with no other transit options live along this route and use the service to get to work and recreational opportunities. Hours funded are weekdays 6 PM-12 PM and weekends 7 AM-12 PM.

**Evaluation**:690,083 passenger trips have been provided since March, 2001. Cost/ trip is $2.79 ($1.79 fares excluded). Fares are collected ($72,634 in 2010, about $1/trip) and are used to offset the cost of the service. Ridership reports are collected and analyzed monthly. Biannual survey indicates that 52% of the riders are very low income.

**Accomplishments**: Providing access to summertime employment opportunities.

**Lessons learned:** Look for ways to partner with state agencies. Keep elected officials abreast of accomplishments.

##### Monmouth County Route 35 Shuttle (1263)

**Service area**: Monmouth County

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

**Goal**: Expanded geographic coverage

**Service description**:The Route 35 "Dock and Roll" Shuttle is a deviated fixed route connecting eastern and western Monmouth County along Route 35 through Middletown. NJ Transit Coastline train service in Middletown is a hub for commuters who wish to use the Belford Ferry to get to/from work in lower Manhattan. This Shuttle connects these hubs in the middle of the day and at night.

**Evaluation**:24,101 passenger trips have been provided since June, 2007. Monthly ridership is collected and analyzed.

**Accomplishments**: Good partnership with local municipalities.

**Lessons learned:** Open communication and patience with local entities.

#### Morris County

##### Morris County MOM Shuttle and Demand Response (1264)

**Service area**: Morris County

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

**Goal**: Expanded geographic coverage

**Service description**:MOM is a deviated fixed route service operating Monday through Friday, 7 AM-11:30 AM and 4 PM-7 PM connecting the Dover Train Station in central Morris County with northwest Morris County (Mt.Olive Netcong area). Demand response service is also provided seven days/week as requested.

**Evaluation**:195,932 passenger trips have been provided since October, 2003. Ridership reports are analyzed monthly. The biannual survey indicated that 51% of the ridership is very low income. Cost/trip is $5.37.

**Accomplishments**: Good coordination with local municipal and state transit systems. Dover serves as a feeding location for many services for low income County residents.

**Lessons learned:** Work closely together with local officials and social service agencies to develop the service.

#### NJ Transit

##### Hudson County NJ Transit Expanded Fixed Routes (1253)

**Service area**: Hudson County

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

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

**Service description**:Fixed route service in provided throughout Hudson County with the support (match) of Hudson County Division of Family Services. Through June, 2010 expanded service was provided on three NJ TRANSIT Bus Routes: Route #2 (Journel Square-Secaucus) served second and third shift workers (9:30 PM and 1:15 AM) and during the early weekend hours. Route #129 (Port Authority NYC-Union City/Harmon Cove) provided weeknight second and third shifts (7:15 PM and 11:25 PM). Route #85 (Hoboken Terminal-Secaucus) provided daily (8 AM-4:30 PM and 7:10 PM-1:49 AM) and all weekends (5:10 AM-1:44 AM). All services connect with other transit bus, rail, and light rail services. In June, 2010 Hudson County Family Service lost 25% of its state human service funding. Route 2 and 129 were picked up as non-JARC funded services by NJ TRANSIT. Over 90% of the passenger trips (25,000 trips/month) were on Route 85. Route 85 continues with remaining Hudson County match funds.

**Evaluation**:Biannual passenger ridership survey (over 55% of the passengers are very low income). 2,216,924 passenger trips since January, 2000. Cost/trip $2.69. Analyze monthly ridership reports.

**Accomplishments**: Keeping the services operating while struggling to preserve the match. Folding the Route 2 and 129 into NJ TRANSIT operating bus services and stretching available Hudson County to continue service on Route 85. There should be sufficient matching funds to keep Route 85 operating until at least June, 2012.

**Lessons learned:** Do not give up. Work closely/maintain good relationships with other public entities.

#### Ocean County

##### Ocean County Route 37 Toms River Connection (1265)

**Service area**: Ocean County

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

**Goal**: Expanded geographic coverage

**Service description**:The Route 37 Ocean Ride Service is a deviated fixed route that connects the Toms River Park and Ride with oceanfront communities around Seaside Heights. It operates seven days a week, from 6 AM to 10:14 PM.

**Evaluation**:1,275,578 passenger trips have been provided since January, 2001. Cost/trip is $3.59. Monthly ridership reports are analyzed. Biannual survey indicated 51% of the passengers are very low income. Site visits.

**Accomplishments**: Extended summer hours accommodate employment opportunities along the ocean.

**Lessons learned:** Communicate with local leaders and freeholders.

#### Passaic County

##### Passaic County Shuttle (1266)

**Service area**: Passaic County

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

**Goal**: Expanded geographic coverage

**Service description**:The Willowbrook-Fairfield-West Caldwell Shuttle is deviated fixed route service connecting passengers with employment opportunities (over 30 job sites) at the Willowbrook Mall and surrounding Route 46 area. It operates Monday through Friday during the morning and evening rush peak period (6 AM-10 AM and 3 PM-7 PM).

**Evaluation**:218,894 passenger trips have been provided since January, 2002. 57% of the riders are very low income according to the biannual survey. Monthly ridership reports are analyzed.

**Accomplishments**: Flexible service meeting the changing needs of the residents and the employers.

**Lessons learned:** Maintain consistent outreach to potential employers.

#### Pearl Transit (Salem Co)

##### Pearl Transit Countywide Demand Response (1267)

**Service area**: Salem (NJ: Cumberland, Gloucester, Salem)

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

**Goal**: Expanded geographic coverage

**Service description**:Pearl Transit's "Way to Work" service provides long term demand response transportation to low income residents from three counties to employment locations, childcare, and job training seven days a week, from 6 AM-8 AM, 6 PM-8 PM, and 10 PM-12 AM plus extra "on demand" hours every day .

**Evaluation**:Monthly ridership report and biannual survey. 42,111 passenger trips since October, 2005.

**Accomplishments**: Salem County Inter-agency was not able to continue DR JARC service in Salem County after February, 5, 2010 (lost matching funds). Pearl Transit stepped in and provided service to the riders that were previously served by Salem Inter-agency.

**Lessons learned:** Work together!

##### 

#### Salem County Interagency Council of Human Services

##### Salem County Interagency Council of Transportation Services (1268)

**Service area**: Salem County

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

**Goal**: Expanded geographic coverage

**Service description**:Salem Inter-agency provided demand response JARC service seven days a week, 24 hours a day. Matching funds in the past were provided by a private foundation. The foundation was not able to provide a match after 2/5/10 and the County was not able to assist with a match. Salem Inter-agency withdrew from JARC when JARC FFY 2007 (Round 9) funds (including match) ran out in February, 2010. Passengers continued to receive service through Pearl Transit, another JARC provider in Salem County.

**Evaluation**:73,960 passenger rips were provided since July, 2006. Monthly reports analyzed; bi annual survey, site visits.

**Accomplishments**: Continued outreach to low income residents and employers until matching funds ran out.

**Lessons learned:** Do the best you can with what you have as long as you have it.

#### South Jersey Transportation Authority

##### South Jersey Transportation Authority Regional Demand Response (1255)

**Service area**: Camden (NJ: Atlantic, Burlington, Camden, Gloucester, Mercer)

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

**Goal**: Expanded geographic coverage

**Service description**:SJTA provides demand response seven day, 24 hour service throughout the Camden and Philadelphia area. This was the first JARC project to get off the ground in New Jersey (October, 1999). 61% of the passengers are very low income. Employment centers are served in Philadelphia (UPS) and Gloucester County (Pureland and Pennsauken Industrial Parks). Public transit connections are available throughout the region: rail, bus, light rail; Walter Rand transit hub in Camden, SEPTA, AC Rail line, River line.

**Evaluation**:Biannual passenger survey (61% low income). Monthly ridership report analysis. Site visits. 892,925 passenger trips since October, 1999. Cost/trip is $11.98.

**Accomplishments**: Try to provide service to everyone who needs it. Work closely with job coaches and social service agencies.

**Lessons learned:** Be flexible. Think "yes", we can do it. Remember the people who are being provided the service; how tough it is for them to get by.

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#### Sussex County

##### Sussex County Countywide Demand Response (1269)

**Service area**: Sussex County

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

**Goal**: Expanded geographic coverage

**Service description**:Countywide demand response JARC service is available Monday through Friday, 5 AM-6 PM.

**Evaluation**:Monthly ridership reports analyzed; biannual survey. 97,336 passenger trips since April, 2006.

**Accomplishments**: Good coordination/cooperation with other county agencies.

**Lessons learned:** Maintain open communication with local officials concerning the benefits of the service.

#### Union County

##### Union County Route 22 Shuttle (1270)

**Service area**: Union County

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

**Goal**: Expanded geographic coverage

**Service description**:The Route 22 Shuttle serves as a means of transport for the final leg of an employment journey. It stops at all NJ TRANSIT designated bus stops (Bus #94) along Route 22 from Union, through Kenilworth and Springfield, for the purpose of transporting people safely from one side of the highway to the other, mostly for employment. It operates Monday through Friday, 6:30 AM-11 PM, and Saturday 6:45 AM-7:45 PM.

**Evaluation**:253,367 passenger trips have been provided since November, 2006. Cost/trip $5.11. Monthly ridership reports analyzed; biannual survey. 84% low income riders.

**Accomplishments**: Prior to the Route 22 JARC Shuttle, people were killed and injured crossing the highway. People did not go to work because of the dangerous highway conditions. The shuttle is the result of good cooperation between state, county, and local officials.

**Lessons learned:** Work together.

#### Warren County

##### Warren County Route 57 (1271)

**Service area**: Warren County

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

**Goal**: Expanded geographic coverage

**Service description**:The deviated fixed route, Route 57 Corridor Shuttle operates Monday through Saturday as Shuttle A and Shuttle B. Shuttle A from Philipsburg-Washington 6 AM-7 PM; Shuttle B from Washington-Hackettstown 8 AM-5 PM. They connect with each other at Abilities, an ARC work-site for people with disabilities.

**Evaluation**:908,256 passenger trips have been provided since June, 2001. Cost/trip is $3.61. monthly ridership reports analyzed; biannual survey. 69% riders low income.

**Accomplishments**: Only North-South connection in the County; stops at all major employers, County College, Hospital.

**Lessons learned:** Coordinate closely with county human service providers.

## New York

### New York State Department of Transportation (1791)

#### Allegany/Western Steuben Rural Health Network, Inc.

##### Allegany County Call Center Technology Project (2701)

**Service area**: Allegany County

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

**Goal**: Improved access/ connections

**Service description**:Purchase of scheduling software for demand response services for the county's mobility management call center.

**Evaluation**:The Humans Service Planning Task Force developed a specification package with the Mobility Manager providing the research and the support for the committee. This evaluation led to a better bid package in the second try (explained below) and the system has been purchased and the training is ongoing. The call center is up and running and the efforts of the Mobility Management program are improved because of this technology.

**Accomplishments**: The first bid offering did not get any qualified bids and the team had to go back to the drawing board to develop a product that the vendors were telling them could be built. The first package had tried to marry the fixed route and demand response scheduling together but no one offered a package in the first round. The second bid spec did result in a variety of competitive bids that were evaluate and purchased by the County.

**Lessons learned:** The Committee had thought they worked out specifications that would work but they did not anticipate the industry response. This set back the project and the resulting coordination quite a bit.

##### Allegany County Mobility Management (1974)

**Service area**: Allegany County

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

**Goal**: Improved access/ connections

**Service description**:Allegany County continued their Mobility Management System in FFY 10 to improve transportation services for Allegany County residents. Within this system, emphasis is placed on individuals living with disabilities, older adults, and economically disadvantaged individuals/families, as well as those receiving public assistance and eligible low-income individuals accessing employment, job training, and supportive activities. During FFY 2010, these funds were used to build on and improve the infrastructure of mobility management among all public and private entities impacted by public transportation.   
The Mobility Manager hired the previous year is responsible for enhancing cross-system collaboration amongst public and private transit service providers via shared cost saving activities; i.e. route shadowing, driver training, fleet maintenance programs, technological advancements, and improved marketing.  
The marketing “branding” message: Access Allegany: Ride, Relax, and Go Green was implemented and is successful in bringing interest to mobility issues and getting people to inquire. In addition, we have worked with a social marketing model to create messaging and education focused on the specific populations JARC/New Freedom funding addresses.   
FFY 10 brought a reorientation of the public transit routes that includes coordination between Allegany County Rides and Allegany County Transit to improve efficiencies and reduce duplication; and development of a one-stop Call Center for all public transportation, non-emergency medical transportation, and volunteer transportation, and a shared training program for all bus drivers within the coordinated effort.

**Evaluation**:An effective project may not yield desired results if it is not delivered properly. All of the interventions provided by the Access Allegany Mobility Management System through the Mobility Management Office and the Allegany County Transportation Task Force have and will be evaluated in quantitative and qualitative terms to determine if the activities and the outcomes that result were carried out as planned.   
In order to ensure that the project is being delivered as intended and in a manner consistent with stated goals, objectives and time line, a process evaluation is conducted. To inform the process evaluation, data is collected by the Mobility Manager and Task Force as each activity/intervention is provided. The process evaluation documents where the intervention occurred, when it occurred, who provided it, which the participants were and how many individuals were engaged. The process evaluation also applies measures and determines progress toward other stated goals and objectives in the project's work plan. All work tasks and progress toward completion of each stated goal and objective are documented by the Mobility Manager. The Task Force and Mobility Manager convene monthly to review and discuss the information contained in the process evaluation documents. The information yielded from the process evaluation will be used to inform all partners, refine interventions and fulfill project reporting requirements.   
The project also utilizes a qualitative outcome evaluation for every educational and training activity provided, as well as to get feedback from the community. This information is used to measure the effectiveness of each activity/intervention provided toward achieving the project's goals and objectives. The data collected is used to inform and guide project management in making any needed changes to future activities and interventions. The data collected through the outcome evaluation process will also be utilized to inform project reporting.

**Accomplishments**: Through the work of the Allegany County Transportation Task Force and the Mobility Management Planner, mobility management has gained momentum and notoriety from all sectors of the County and has evolved to collectively and proactively break down the silos, leverage resources, and improve the coordination among service providers, human service agencies, and state and local government officials.   
The Allegany County Transportation Task Force, through the leadership of the Mobility Management Planner has initially built strategic alliances on a regional level, not only with similar transportation coalitions in bordering counties, but also with organizations focused on community and economic development including, but not limited to Southern Tier West, the Allegany County Chamber of Commerce, and the Allegany County Manufacturing Council.   
Through the infusion of JARC/New Freedom funding, Allegany County has been able to build a strong infrastructure that will result in true system change that will have sustaining impact on the community as a whole.

**Lessons learned:** Advice we would give to those starting a Mobility Management service is:  
1. There is no cookie-cutter approach to Mobility Management. This funding stream allows communities and providers to develop a system that best serves the priority populations focused on in these funding streams.   
2. Use caution when developing timelines; it is easy to underestimate the time it will take to complete activities. Due to funding, multiple partners, contractors, regulations, and governmental processes, timelines are often heavily reliant upon other people's time and resources.   
3. Don't recreate the wheel. Use examples of proven methods within other organizational models, and tailor these ideas to meet your organization/initiative needs. There are many facets to mobility management and people are willing to share ideas, lessons learned, etc.   
4. We have found that the concept of Mobility Management is still a grey area. There are a variety of definitions; a variety of roles and responsibilities for “Mobility Managers”, and in essence, none of them are wrong. JARC/New Freedom, while focused on specific populations, is in essence the catalyst that creates system change. This funding has enabled us to build trust, improve coordination, leverage resources, and develop a sustainable transportation system that results in positive impact to the community overall.

#### ALOFT, Inc

##### ALOFT Mobility Management: Coalition Building (1968)

**Service area**: Northern Westchester County

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

**Goal**: Improved access/ connections

**Service description**:: In June of 2009, ALOFT began a three pronged effort to build coalitions of ride providers which would serve as the basis for a regional mobility management system. JARC is funding efforts to organize employers of low-income workers, mostly home health aides. Both JARC and New Freedom are funding community outreach efforts through community contacts, newsletter, email blasts, and other outreach. This project seeks to build collaborative coalitions of public, private, volunteer ride providers, as well as employers of home health aides and other low income workers who cannot get to remote parts of the region without a car.   
The first step was to identify participants who agreed to explore ways to coordinate rides among themselves and to learn about national best practices that might improve coordination and access of rides to older residents, low-income employees (JARC), people with disabilities in the low density, largely rural northeast corner of Westchester County. During this reporting period (June 2009 – September 2009), ALOFT identified roughly 45 houses of worship, seven town programs plus county Paratransit, ten private bus and taxi services, and five home health agencies which were invited to form initial working groups.

**Evaluation**:The volunteers who comprise the transportation task force of Livable Communities Connection at ALOFT helped to develop the plan for community organizing and made calls to contact possible participants to explore interest. This group monitors progress toward benchmarks outlined in the proposal and reports to a larger Livable Communities Advisory Council on a quarterly basis. The Council reports to ALOFT’s Board of Directors. The project also reports to a larger Advisory Caucus, which advises the Westchester County Department of Transportation Commissioner.

**Accomplishments**: Creating a good database of houses of worship has been a challenge. We continue to seek ways to identify the “right” contacts within each congregation, which usually are not clergy. This will continue to be a challenge to identify and keep the contact information current.   
In December, 2009, a Steering Committee of county commissioners, social service organizations, transportation department senior staff, the Volunteer Center and ALOFT was formed to provide oversight to the County DOT demand-responsive system project. This group meets quarterly and is another opportunity to ensure collaboration and coordination with overall transportation efforts in the county. ALOFT has participated actively in this group throughout the grant cycle.  
ALOFT sponsored 4 sensitivity train-the-trainer sessions for taxi companies, public safety personnel, volunteer ride programs, all of which serve older residents and perhaps even use their services. An occupational therapist with extensive experience working with older adults conducted the trainings.  
At the request of the small workgroups that have guided ALOFT’s organizing efforts, ALOFT began to sponsor Volunteer Center trainings to help Volunteer Ride Programs to recruit and retain volunteers, minimize risk and to ensure sustainability. ALOFT also worked to raise awareness about older driver safety by mobilizing multiple Older Driver Safety Classes around the region and by providing information about AARP Safe Driver classes across the region.

**Lessons learned:** Organizing community groups is an extremely time consuming, but essential, first step in building a mobility management project in an area that has very limited to no access public transportation.   
We expected that there would be great interest within houses of worship to work with the project, only to find that volunteer drivers across the region are less and less available to provide rides. Some are burned out from working with existing volunteer ride organizations; others are concerned about liability and fear that they might lose their home to a lawsuit should there be an accident; still others resist the notion that anything new needs to be tried – despite the obvious need to do something. We were not surprised to learn that there were few stay-at-home mothers available to give rides as most households need two incomes to live in this area and pay the taxes.  
We also expected that private taxi services would resist the idea of working with volunteer organizations whom they might consider competition. We found four taxi services and two bus services that are very happy to consider alternate sources of customers in this economy. The taxis are eager to develop the idea of vouchers in the future.   
Finally, we expected that there might be resistance among competing employer groups to consider collaborating to fill vans to the underserved parts of the region. So far, this has not been a problem.

#### ARC of Schulyer County

##### Schulyer County Mobility Management Program (2655)

**Service area**: Schulyer County

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

**Goal**: Improved access/ connections

**Service description**:The ARC of Schuyler County is now the public transit provider in the County after the services provided by Chemung County were ended in 2008. The start-up service happened during this mobility management project and so the hiring of a mobility manager was instrumental in keeping the planning and the decision-making process within the Coordinated Committee on track. The mobility management program seeks to do outreach to individuals and agencies to increase the awareness of options for mobility and also to work with groups and individuals on solutions to their specific transportation issues.

**Evaluation**:The Mobility Manager reported to the Schuyler County Coordinated Public/Human Services Transportation Planning Committee on activities throughout 2010 and outcomes and goals that will continue into 2011, verifying vehicle inventory and where service gaps exist is a continuing effort with the group. Collected data from customer's utilization was discussed and used to expand the Dial-a-Ride service to include the general public based on need.  
Tracking data from the transit system to share with the Coordinated Committee to seek discussion on proposed expansion based on the current data

**Accomplishments**: An educational program targeted at seniors and individuals with developmental disabilities for transportation and travel training is being designed in conjunction with Office for Aging and The Arc of Schuyler Provocation Program. Outreach efforts included meetings with a variety of stakeholders in the county on a regular basis to gain input on needs and solutions to improve mobility. The Mobility Manager presented multiple Dial-a-Ride educational programs through Office for the Aging to Senior Citizen meal-sites throughout the county.

**Lessons learned:** Use caution when developing timelines; it is easy to underestimate the time it will take to complete activities. Due to funding, multiple partners, contractors, regulations, and governmental processes, timelines are often heavily reliant upon other people’s time and resources. Don’t recreate the wheel. Use examples of proven methods within other organizational models, and tailor these ideas to meet your organization/initiative needs. There are many facets to mobility management and people are willing to share ideas, lessons learned, etc.

#### Bronx Overall Economic Development Corporation (BOEDC)

##### Hunts Point Clean Air Transportation Shuttle Service (1979)

**Service area**: Bronx County (NYC)

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

**Goal**: Improved system capacity

**Service description**:The JARC contract began 8/1/09. The Hunts Point Clean Air Transportation Service (HP CAT) already had been in service for two years and had 450 riders from 52 companies. The funding allows BOEDC to add a fourth bus and target smaller companies (less than 20 employees) as the service is expanded from 450 to 600 riders. BOEDC researched the employers of 20 employees or less that would be the target of the program outreach.

**Evaluation**:We evaluated the process for expanding the service from 450 to 600 riders.   
Benchmarks are:   
1) Securing the fourth bus   
2) Inspection, insurance, and registration of vehicle   
3) Secure card reader for fourth vehicle   
4) Identification of target companies for outreach   
5) Outreach to target companies   
6) Recruitment of additional riders and replacement of workers lost through layoffs/attrition (begun after Sept. 30, 2009)  
7) Secure advertising to provide gap funding (marketer identified; advertising fee structure developed)

**Accomplishments**: As stated, the fourth bus has been secured and the target employers for expansion have been identified. The marketer for the advertising has been engaged, and the advertising fees structure has been developed. Expansion has occurred as planned but the buses have been having trouble with the batteries (hybrid technology) and so the full four buses are not always on the road. This has coincided with the downturn in the economy so there is not as much demand as anticipated.

**Lessons learned:** Set up a process for recruitment and allocation of rider cards with new companies. Be clear with employers regarding their responsibilities to monitor cards when an employee leaves or is laid off, as this is a significant expense if the card is not secured. Follow up closely with the service provider to ensure timely delivery of rider data and fuel logs

#### College of Staten Island

##### College of Staten Island Ferry Shuttle (1987)

**Service area**: Staten Island (Richmond County) NYC

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

**Goal**: Improved system capacity

**Service description**:The College of Staten Island (CSI) Ferry Shuttle provides a 6.8 mile round-trip, non-stop bus service from the S.I. Ferry Terminal at St. George to the CSI Campus at 2800 Victory Boulevard, Staten Island, NY. Currently, the S62 NYCTA bus takes approximately 45 minutes to one hour to complete the trip. The CSI Shuttle takes less than 30 minutes to complete the trip. Service frequency is planned at 20 minute intervals based upon demand. This Shuttle does not compete with any service provided by NYCTA. The Shuttle operates Monday-Friday 7:05 AM to 11:05 PM.   
The Shuttle is designed to address the significant transportation needs to the S.I. community. The project service area corresponds to the geographic regions that have significant populations of users who have a need to travel to the central core of Staten Island, including the College of Staten Island. This includes a significant number of users from other boroughs of New York City.

**Evaluation**:The College of Staten Island Ferry Shuttle service is extensively evaluated by both the College operations staff as well as by the research staff of The City University of New York High Performance Computing Center (CUNY HPC). We currently analyze the service as if this was a demonstration project, both for the College and our Borough. As such, we collect an extensive array of data as well as perform a wide variety of state of the art analytical evaluations of the service well beyond standard measures.  
The Social Policy Simulation Center (SPSC) at the CUNY HPC has conducted a series of evaluations of system performance metrics. Our tracking and reporting system tracks ridership by trip as well as monthly and annual ridership and vehicle trip information. In addition, the Office of Institutional Research in conjunction with the CUNY HPC conducts rider surveys to establish user demographics and trip patterns. Using this information, the SPSC performs further analysis of social equity, ridership origin and destination, as well as identification of peak period loading, and provides demand management information to the bus riders.  
Performance measures include total ridership, day of week and time of day patterns of usage, operating cost per rider, passenger miles, cost per trip, revenue miles, deadhead miles, and hours of operation. In addition, we perform analysis of both ridership and the financial impacts of our service on MTA local and express bus ridership, as well as the simulative effect on the improved transit service. We also estimate the carbon footprint impacts of our shuttle service.  
Ridership measures have proved to be more informative, as has time of day and day of week patterns for usage. These measures have proved very valuable in both attempting to smooth demand on the service as well as adjust service patterns to reflect user patterns. Our financial analysis work has been very useful in establishing the value of our service to the MTA in terms of stimulating demand on other feeder routes to our shuttle service. Our estimates indicate that the CSI Ferry Shuttle increases demand on MTA services by 1,123 riders per day and adds $505,000 annually to MTA farebox collections. In addition, our estimates indicate that the CSI Ferry Shuttle is stimulating roughly 1,600 transit rides per day and is reducing the carbon footprint of the College by 653 metric tons per year.

**Accomplishments**: The CSI Ferry Shuttle has proven to be transformative to our community. It has enhanced public access to our campus, particularly for low-income and minority populations. Our campus is now the second most popular transit destination on Staten Island, with the CSI Ferry shuttle delivering an average of 1,950 riders a day on full operating days.  
Key measures of success include:  
1) Annual CSI Ferry Shuttle Ridership of 215,000 Riders  
2) Reduction of College Carbon Footprint by 653 Metric Tons per year  
3) Stimulation of transit demand in the New York Metro Region of 1,123 per operating day  
4) Increase in Staten Island Bus Ridership by 1.7%  
5) Increase in Campus mass transit share of travel by 2.9%  
6) Increase in student enrollment with almost no increase in campus parking decals sold.  
The College of Staten Island experienced a 6% growth in student population in Spring and Fall 2009, from 12,727 to over 13,000 students. In prior semesters, this would have created a significant mobility challenge for the campus, as existing parking and transit services are already strained. It appears that the CSI is handling this growth well with our Shuttle services, as current parking and transit options are functioning well.  
In particular, the Office of Parking Services reports a total increase in parking decals on campus of 60 decals – from 9438 in 2008 to 9498 in 2009. This represents on a 0.6% increase in parking decals due to an increase of 5.3% in the student population.  
Our implied mass transit or carpool ridership was up by 651 students to 5,345 – 42% of students travelling to campus. This is significantly higher than the average rate of mass transit use on Staten Island, where 28.3% of residents travel to work by mass transit. Our percentage of students driving to school fell from 60.9% to 58%. The results are astounding. The number of students using alternative forms of transit increased by 651 students or 7.3% of the total mass transit riders.

**Lessons learned:** The CSI Ferry Shuttle route and ridership base was extensively researched prior to the design of the service. Of key importance in designing our service was to examine the interaction of our shuttle service as a logical extension and augmentation of the existing mass transit system. Linking key local transit hubs using high quality bus service with concentrated centers of ridership demand can stimulate ridership on mass transit and reduce dependency on private automobile use in moderate density areas.   
Reducing travel time on bus services through limited stop service can stimulate demand and reduce the dependency on automobile travel.  
It is very important to also examine the passenger waiting facilities on your system and evaluate these facilities and the potential need for expansion of waiting facilities if demand materializes. Good quality passenger waiting facilities (heated and weather protected is an advantage) can stimulate passenger demand for the service.  
Service reliability is key, as is frequency of service. Operating hours that fit the needs of riders, as well as support a variety of commuting patterns (morning, midday, and evening) are important components of an appropriate service. This stimulates demand and promotes usage of riders who might be resistant to convert to transit due to a need to travel at odd times or for emergency needs (child care or family needs) as well as enhances the rides confidence in the service.   
Providing riders with demand feedback (identifying bus runs that tend to be overcrowded) can be a useful tool to manage peak period loading.   
Data and spatial analysis of ridership can help in route planning and operations. Careful analysis prior to deployment can yield significant ridership and enhance system performance.

#### Cortland County

##### Seven Valleys Health Coalition Mobility Management Program (2658)

**Service area**: Cortland County

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

**Goal**: Improved access/ connections

**Service description**:To enhance quality of life in Cortland County by improving coordination among public and private transit service providers, as well as other transportation services, through the implementation of an efficient and effective Mobility Management System. The first objective is to expand and create new transit services that are designated to assist older adults, individuals living with disabilities, and economically disadvantaged individuals/families. The second is to expand and create new transit services to meet low-income worker requirements including employment, job training, and child care services

**Evaluation**:There were four committees formed to help with the design and evaluation of the programs for the Mobility Management Program. A technology committee is looking at technology solutions to enhance the coordination for call centers and managing rides; the Route Change Committee is looking at ways to make the current public routes more effective and work with other Human service agencies; the Marketing & Education committee is working on a logo and branding for the county to develop similar approaches to the Way2go program in neighboring Tompkins County. Regional Development is the fourth committee discussed below.

**Accomplishments**: The Technical Advisory Committee (TAC) meetings has been very instrumental in forming the +direction for the Mobility management services. An average of ten people attended each meeting. Minutes are emailed to each of the TAC members so they are aware of all developments. TAC members are pleased with the Saturday trial runs and the other initiatives planned by the MMC. The route change committee put in an application to CTAA and on March 11 we were notified by CTAA that we had been approved for long-term technical assistance and this will take place over a period of 8-12 months. Cortland County is participating in a larger regional study looking a travel across the region which should help the Mobility Manager and the program increase effective of the limited resources available to transport residents.

**Lessons learned:** Use caution when developing timelines; it is easy to underestimate the time it will take to complete activities. Due to funding, multiple partners, contractors, regulations, and governmental processes, timelines are often heavily reliant upon other people’s time and resources.

#### Essex County Transportation

##### Champlain North and Lincoln Pond Routes (1977)

**Service area**: Northeast Essex County

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

**Goal**: Expanded geographic coverage

**Service description**:This route began only as Champlain North and has since been developed into two routes that connect a larger area of service. We have added the Lincoln Pond route to increase our coverage areas. All of this was planned from the beginning, but due to shortage of equipment we were unable to begin the entire route. We have acquired additional equipment and are now completing the entire route as originally planned. Ridership is increasing with the expanded areas of coverage. We are hitting more work places and more hours of availability to cover employees work hours.

**Evaluation**:We track our routes by the number of rides and surveys of riders, asking how their trip was, was the driver on time, courteous, and following safe driving procedures.

**Accomplishments**: This route has had time and route adjustments to meet the needs of the riders, we have just completed another adjustment and ridership has doubled.

**Lessons learned:** Be flexible, listen to the businesses and people that you serve.

##### Mountain Valley Shuttle (1976)

**Service area**: Essex County

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

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

**Service description**:Mountain Valley Shuttle travels between the towns of Jay where the Whiteface Mountain Resort is located, and North Elba where the Village of Lake Placid is located. Hours are adjusted for the winter and summer seasons, due to need; the spring and fall seasons are much slower as many of the service-type jobs are reduced during these seasons. In order to avoid empty buses, we adjust our schedules to meet the needs of the people in these areas. We have regular, year round riders traveling for work, medical appointments, shopping, and other reasons. We also have a connection with Franklin County, New York on this route, enabling a person to travel between counties and larger townships. This also increases the availability of people to travel longer distances to work.

**Evaluation**:This route began with little or no riders and has developed into over five hundred rides per month, 95% of which are work-related. It has taken some time and much work to develop the ridership to what it is now. Work continues to increase ridership and meet the needs of the people that live and work in the towns covered by this route.

**Accomplishments**: Essex County operates a public transit system along with three, third party operators. Since the start of this route, Essex County has worked closely with one of the third party operators by sharing the route, equipment, maintenance, and repairs. Essex County has now taken over the route as the third party operator no longer provides the service.

**Lessons learned:** Be flexible, with people and route timing. If you are off by a few minutes adjust the route to meet the most people’s needs.

#### First Transit, Inc

##### North Country Express (2659)

**Service area**: St Lawrence, Franklin and Clinton Counties

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

**Goal**: Expanded geographic coverage

**Service description**:First Transit provides the “North Country Express” as a commuter and intercity service to bring people from rural areas in the northern New York area into Plattsburgh for employment and other needs. The service currently operates six days a week, with service from 6 AM to 6 PM weekdays and service on Saturday. This allows employment options for non-traditional as well as traditional work hours and gives the employee several time slots in which to gain employment

**Evaluation**:The provider performs on-board surveys on the buses to gauge the purpose of the trips and the income level of the riders. This is a general survey. In addition the partner agencies in the coordinated transportation committees from both counties contribute to the comments on the service and if it is meeting the needs of employers in the Plattsburgh area and other businesses and institutions along the route continue to provide input on the service.

**Accomplishments**: The service has been improved with the addition of the JARC funds and enables NYSDOT and the contractor to provide commuter services to improve employment opportunities for communities along US Route 11.

**Lessons learned:** The route planning and length of service runs are important to work out in advance because the riders are making decision on what they see on the schedule as to their choice of even seeking a job in the Plattsburgh area.

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#### Franklin County

##### Franklin County Public Transportation - Adirondack Route (1971)

**Service area**: Franklin County

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

**Goal**: Expanded geographic coverage

**Service description**:Franklin County's Adirondack route is a fixed route from Malone to Lake Placid and surrounding areas with runs three times a day; an early morning run, a midday run, and a late night run. Lake Placid and Saranac Lake are two of the most commercialized and developed areas in the region, which is why transportation is vital to assisting low-income workers with the transportation means to successfully achieve and retain employment opportunities for long-term sufficiency. It enables people who would not normally be able to travel distances for employment opportunities to do this at affordable cost.

**Evaluation**:Surveys are continuously distributed to riders of public transportation on a quarterly basis. These surveys help us determine the need, the number of riders and will tell us if there needs to be an adjustment to the route. Ridership is logged daily by drivers. Franklin County Transportation is in continuous contact with the operator (Association of Senior Citizens) and various local employers such as Lake Placid Crown Plaza, High Peaks Resort, Lake Placid Lodge, Mirror Lake Inn, Best Western, North Woods Inn, Whiteface Lodge, Price Chopper, Edge Complex, Saranac Lake/Ray Brook, Adirondack Medical Center One Work Source, VESID, BOCES, and Career Visions to discuss the needs of employees and employers.

**Accomplishments**: Ridership has continued to increase between 2009 to 2010. The greatest accomplishments is to attain and sustain transportation for low- income individuals who are trying to make a go of it; to give welfare recipients and low- income accessible, dependable, reliable transportation to and from employment at low cost.

**Lessons learned:** The first thing that I would recommend to anyone just starting a transportation service would be is to see if the public interest or need is there. Get the surveys out and distribute them to anyone you think is involved even at a minor level. Get the word out, take every opportunity to spread the word, by word of mouth, advertising, public service announcements, presentations. Meet with public officials, groups, organizations, church officials, employees, and employers. You really have to take whatever opportunity you have or that comes around to get this information to the public and to get their input.   
The Adirondack route is an existing and continuation of the route but, that doesn't mean there isn't a lot of work to continue its existence. There is still a lot of planning, routing, scheduling, organizing that still must take place. The Transportation Coordinator must be creative to get the word out to the public so the public knows what is happening with the system. The routes need to be dependable and reliable. The public needs to know where and when they can get from point A to point B safely

##### Franklin County Public Transportation - Northern Route (1972)

**Service area**: Northern Franklin County

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

**Goal**: Expanded geographic coverage

**Service description**:Northern End is a continuation of a successful route. Fixed routes consist of Chateauguay/Burke, Malone, St. Regis Falls & Fort Covington and any outlaying surrounding areas with fixed stops and route deviations offered. This service brings employees in to the county seat in Malone in the mornings and then does several trips during the day to accommodate seniors and other riders for county business and other needs. It then provides the trip home in the evening for those workers. The Mobility Manager will continue to work with the operator (Association of Senior Citizens) to deliver dependable/reliable service to targeted population, which is low-income and welfare recipients to work and/or trainings.

**Evaluation**:Surveys are distributed to riders of public transportation on a quarterly basis. These surveys help us determine the need, the number of riders, and will tell us if there needs to be an adjustment to the route. In addition we provide a write-up to the state on a quarterly basis that describes the status of the project and the milestones reached for that time period. The Mobility Manager is also in contact with the operator (Association of Senior Citizens), One workSource, VESID, BOCES, Career Visions, and employers regarding the needs of the employees and riders.

**Accomplishments**: The Northern End route is a continuation of an existing route. The fact that it is a successful continuation is an accomplishment in and of itself. The ridership numbers have continued to increase since its conception. The Mobility Manager will continue with ongoing discussions with all the partnering agencies such as Franklin County Highway Department, Association of Senior Citizens (operator), OFA, and Tri Lakes Independent Living in regard to accessibility. This service provides opportunities where none existed and allows persons with limited income to participate in the economy and allows others to some into the County Seat for business, entertainment, shopping and medical services.

**Lessons learned:** The first thing I would suggest to anyone thinking about transportation is to take it one day at a time. Don't look at the big picture all at once; you will be overwhelmed. There is a lot more to transportation then you might think. There is a lot of work to transportation and a lot of public relations work. You really need to get out to the public and get the word out. Keep the public informed of accurate information.

##### Franklin County Transportation - Tri Lakes Service (1973)

**Service area**: Southern Franklin County

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

**Goal**: Expanded geographic coverage

**Service description**:Southern End fixed routes include: Paul Smiths, Tupper Lake, Saranac Lake, and Lake Placid. This service brings employees in to the three major population centers in southern Franklin County and connects theses communities for medical, employment, and other services. The Mobility Manager will continue to work with Operator (Association of Senior Citizens) to deliver dependable/reliable service to targeted population, which is low-income and welfare recipients to work and/or trainings.

**Evaluation**:Surveys are distributed to riders of public transportation on a quarterly basis. These surveys help us determine the need, the number of riders, and will tell us if there needs to be an adjustment to the route. In addition we provide a write-up to the state on a quarterly basis that describes the status of the project and the milestones reached for that time period. The Mobility Manager is also in contact with the operator (Association of Senior Citizens), One workSource, VESID, BOCES, Career Visions, and employers regarding the needs of the employees and riders.

**Accomplishments**: Discussions are still in progress with Paul Smith College to have Franklin County Public Transportation provide the school's transportation needs for a fixed fee. Franklin County Public Transportation is currently transporting patients and clients to St. Joseph Rehabilitation Center in the Southern End. Discussions with Essex County Mobility Manager regarding the bus service from Malone to Lake Placid, with a possible future connection to a bus from Essex County at Ray Brook. Ridership numbers have continued to increase throughout the Southern End.

**Lessons learned:** The first thing that I would recommend to anyone just starting a transportation service would be is to see if the public interest or need is there. Get the surveys out and distribute them to anyone you think is involved even at a minor level. Get the word out; take every opportunity to spread the word, by word of mouth, advertising, public service announcements, presentations. Meet with public officials, groups, organizations, church officials, employees, and employers. You really have to take whatever opportunity you have or that comes around to get this information to the public and to get their input.   
The Southern End route is an existing and continuation of the route but, that doesn’t mean there isn’t a lot of work to continue its existence. There is still a lot of planning, routing, scheduling, organizing that still must to take place. The Mobility Manager must be creative to get the word out to the public so the public knows what is happening with the system. The routes need to be dependable and reliable. The public needs to know where and when they can get from point A to point B safely.

#### Gloversville Transit System

##### Amsterdam Route (1983)

**Service area**: Cities of Gloversvile and Amsterdam (NY: Fulton, Montgomery)

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

**Goal**: Expanded geographic coverage

**Service description**:The Amsterdam Route created a linked transportation service from Fulton County to Montgomery County, with service from the cities of Gloversville to Amsterdam. We have opened up job opportunities into the Route 30 corridor serviced by Amsterdam Transit and Gloversville Transit. This also links three public transit systems: Amsterdam Transit, Montgomery County MAX, and Gloversville Transit System. With development along the Route 30 corridor (Target Corp., Wal-Mart, and other commercial development) that is being accessed now by Workforce Solutions, VESID, medical facilities of St. Mary's have opened up job opportunities for those jobs. The service operates five days a week and is utilized by workers from both counties.

**Evaluation**:Evaluations are based on access to commercial development areas where we have started opening stops as needed by the passenger and other entities, such as VESID and Workforce Solutions. The increased ridership has shown that the route has had a positive impact on job access due to the fact that we have seen more riders requesting deviation stops along the route.

**Accomplishments**: Linked Fulton County and Montgomery County and have opened job access to previously unreachable areas. We have launched a College pass that works on all three systems so that passengers can move all along the two-county area with ease and developed bus tickets for the Welfare-to-Work program, through Department of Social Services. We have also instituted coordination with the intercity carrier Adirondack Trailways to take passengers from the Amsterdam mini-hub to Albany.

**Lessons learned:** Make sure you have a solid coordinated plan in place with all parties on board and funding in place before opening such a regional bridge.

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#### Hornell Area Transit

##### Hornell Area Transit (Hornell to Bath Services) (1984)

**Service area**: Steuben County, Allegany County and the City of Hornell

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

**Goal**: Improved access/ connections

**Service description**:Hornell Area Transit's Corridor of Travel route from Hornell to Bath is 20.5 miles one way, with an average of 488 riders per month. We cover an area of approximately 94 square miles, with stops often 10-12 miles apart and this route is at near capacity all the time. We currently operate six days a week, with service from 6 AM to 6 PM weekdays and service on Saturday. This allows employment options for nontraditional as well as traditional work hours and gives the employee several time slots in which to gain employment

**Evaluation**:We established and identified two informal park ‘n’ ride sites to the NYS DOT as part of a study they were conducting. By doing so, we were able to accommodate riders from outside our service area. They drive their own vehicle to the park ‘n’ ride lot and board our bus for various purposes. This creates another level of convenience for those that wish to access our Hornell to Bath route. At present, we are experiencing an average ridership of 488 per month; this increase can be related to adding extra boarding sites. The HAT system performs on-board surveys on the buses to gauge the purpose of the trips and the income level of the riders. This is a general survey. In addition the partner agencies in the coordinated transportation committee and other businesses and institutions along the route continue to provide input on the service.

**Accomplishments**: For many years, Hornell Area Transit has been an active participant in the planning process with meetings with Steuben County Coordinated Transportation Committee, also the Steuben-Schuyler County Coordinated Transportation Committee, with notable results in the area of coordination. With the assistance of a JARC grant we were able to implement a Tri-County Collaboration between three public transportation providers to enable a person to travel from Olean to Elmira, NY in a single day. This represents a trip of 115 miles that, prior to our collaborative efforts, would have meant that the person traveling this same trip (via Greyhound) would have had to overnight along the way to accomplish their goal. The population centers in Steuben and Allegany counties are stretched out along Interstate 86/ State Route 17 with 20-25 miles between each. Hornell Area Transit and ARC of Steuben were able to implement a ride to work system for their consumers using our Hornell to Bath Route. With this partnership, 18-20 individuals are able to access a form of public transportation, thus contributing to their independence and mobility as well as to their place of employment. All are TANF eligible. The numbers continue to grow as we continue to provide services.

**Lessons learned:** We should have encouraged the key players to come aboard with the planning process right from the onset of service. They have since become active partners and have contributed to the evaluations on our service.

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#### Institute for Human Services, Inc

##### Mobility Management for Steuben County (2654)

**Service area**: Steuben County

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

**Goal**: Improved access/ connections

**Service description**:During this reporting period, the Institute for Human Service acting as the Mobility Manager for the Steuben County area, is developing as a resource for the three public transit operators and for numerous other agencies to bring improved mobility to the Southern Tier County. The IHS agency hired a Mobility Manager and works to meet with providers/collaborators to discuss and reinforce project goals: strengthen and increase mobility management concept. IHS continues to identify target audiences for outreach efforts and make outreach presentations and consultations.  
HIS developed and continues to use the Outreach Tracking Matrix as the contact and tracking list for people and agencies contacted, as well as the training resources consulted, for both the JARC and New Freedom tasks of Mobility Management. Each contact made by the Mobility Manager is assessed by sector (nonprofit, public, faith community, business, education, health care, government, or other), by geographic influence (central, eastern or western parts of Steuben County, or countywide), by roles of the contact (planner, funder, provider-administrative, provider-frontline, and consumer), and by relationship to the program goals of JARC (employment-related) or New Freedom (veteran, disabled, or senior).

**Evaluation**:Performance measures are used in a variety of context to ascertain the knowledge about transportation options across the service area. The data collected by the Mobility Manager from these sources allow the Manager and the Human Service Coordinated Task Force to develop strategies to improve knowledge and improve mobility. include: Communications records from the Contact Recording Matrix, presentation attendance records, project participation by affiliations, coalitions and partnerships who have expressed interest, assessment of survey responses, number of affirmative/positive responses from disengages, transit records of ridership, staff reporting, agency responses, the 2-1-1 Helpline usage reports and tracking of public information in local media

**Accomplishments**: 2-1-1 Helpline has completely incorporated information about all public transportation providers into its information and referral database. Call Specialists have been trained on how to retrieve the information for callers, including tracking if the transportation request is related to employment. Mobility Manager has initiated planning, with other regional Mobility Managers and public and private transportation providers, to help direct non-emergency Medicaid transports along a Chemung-Steuben-Allegany-More county corridor, to block-group appointments to specialists in Rochester and save counties hundreds of dollars in individual Medicaid transport payments for specialist services or procedures. The Mobility Manager is working with transportation providers to prepare a single handout that features the routes and schedules of all public transportation providers in the county. There is currently no single handout with this information available. Such a handout will allow riders to plan cross-county trips more easily. The Mobility Manager has helped organize a subcommittee of the Steuben Coordinated Transit group to outline specifications and purchase protocols for route scheduling software. Initial analysis of returned surveys helped prepare case studies and additional assessment questions as well as defines the need for ridesharing services supported by a separate application to NYSDOT.

**Lessons learned:** Don't recreate the wheel. Use examples of proven methods within other organizational models, and tailor these ideas to meet your organization/initiative needs. There are many facets to mobility management and people are willing to share ideas, lessons learned, etc.

#### Montgomery County

##### Montgomery Area Xpress (1969)

**Service area**: Montgomery County

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

**Goal**: Expanded geographic coverage

**Service description**:The unmet transportation need that the Montgomery Area Xpress seeks to address is to connect eastern and western Montgomery County. The MAX schedule provides runs both early and later in the day to meet the needs of employees shift times and coordinates with two other bus systems to get western Montgomery County residents access to jobs in the eastern portion of the County as well as jobs in the Capital District.  
Beginning in 2008, the Montgomery Area Xpress or MAX began service on the Route 5 and 5S corridor – a major east-west corridor in the County, which links the various hamlets and villages along this route to the City of Amsterdam and beyond. The service targets the County’s largest employers along this route. The Montgomery Area Xpress coordinates with Amsterdam Community Transit and the Montgomery County Commuter Run at a hub in Fonda. In this manner, county and city buses can transfer riders at a single point of contact throughout Montgomery County as well as Fulton-Montgomery Community College and the Capital Region. Duplication can be avoided between all providers while increasing transit service efficiency and reducing local tax dollars

**Evaluation**:The County looks at performance measures such as increased annual ridership, increased passengers per mile, increased passengers per hour along with decreased cost per passenger, decreased cost per vehicle hour, and decreased cost per vehicle mile as indicators that the system is more cost effective. These are performance indicators from the provider's point of view.  
The County also identifies success from a user's point of view by tracking on–time performance, accessibility of stops, and ease of transfers through surveys and customer complaints and compliments.  
Lastly, the County tries to record local economic benefits of its goals by working with Department of Social Services and local employers to gage the success of the program.  
As data is collected and performance measures are evaluated, necessary adjustments are made in consultation with the Transportation Committee. Nonproductive routes are eliminated; stops are determined based on use and/or requests as well as ease of access and safety. Once changes are made, those changes are constantly tracked and reevaluated.

**Accomplishments**: The County's greatest accomplishment is the establishment of this new route. There was a lack of public transportation in this service area, which is home to approximately half of the 49,000 Montgomery County residents. Now these residents are able to access jobs, human service agencies, retail establishments, and daycare, all at a fair reasonable price.

**Lessons learned:** Communication. It is very important to bring together all stakeholders when starting a route like this. Establish a lead for the project and keep your elected officials very involved.

##### Montgomery County Mobility Management (1970)

**Service area**: Montgomery County

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

**Goal**: Improved access/ connections

**Service description**:: Montgomery County receives funding for a Mobility Coordinator through the JARC and New Freedom program. The salary and benefits of the position, as well as some outreach, marketing, and advertising related to mobility coordination throughout the County are included in the funding. This position is responsible for organizing, managing, conducting, and promoting the transportation operations of the Montgomery County Area Xpress, as well as enhancing transportation access for populations beyond those served by one agency or organization within a community. The position coordinates among existing public transportation providers and other transportation service providers with the result of expanding the availability of service.

**Evaluation**:As the position is relatively new to the County, relevant performance measures and benchmarks are still being evaluated. For the time period of this report, the Mobility Coordinator was responsible for increasing ridership on the Montgomery Area Xpress by creating and performing a public outreach program, consisting of presentations, press releases, County website, and advertising. The target audiences are seniors, businesses, civic groups, and the public in general.  
The Mobility Coordinator continues to develop a working relationship with Amsterdam Transit and Gloversville Transit on schedules, routing, and meeting ridership needs. This work involves regular correspondence and meetings. This position also works directly, through the authority of the Board of Supervisors, to coordinate all possible public transportation needs of County Human Service Providers. It is anticipated that the Mobility Coordinator will work closely with transportation stakeholders to perform needs assessments and develop an implementation strategies to deliver the most cost effective mode of transportation.

**Accomplishments**: The Mobility Coordinator worked closely with two neighboring systems to develop a transit pass for the local community college. This project allows the pass to be used by students, faculty, and staff at the college. This pass is a key accomplishment as it meets several deliverable of the JARC funding. It coordinates services, removes duplication, and provides a service to an institution which is not only an educational facility, but also a local employer and a community place for several low-income funding programs and training sites. Utilization of the public transportation pass provides a sticker approach on an ID card and allows the user to ride all three systems for an entire semester at one low price, reduces the users carbon footprint, and allows travel time to become productive time to read or study.

**Lessons learned:** Communication and commitment is key to effectively coordinating local efforts related to transportation in order to produce a more coherent coordinated transportation system. There are usually not a lot of local tax dollars available for this service, therefore, involving key stakeholders will help to increase mobility, attract future funding opportunities, build strong community support through partnerships, and achieve greater operating efficiencies for all systems.

#### Ontario County

##### Ontario County - Geneva JARC Service (2656)

**Service area**: Ontario County

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

**Goal**: Expanded geographic coverage

**Service description**:The service travels directly from Geneva along the Route 14 and Route 96 corridor including light industrial areas and other areas of employment along that corridor. The route would take approximately 45 – 50 minutes to go from Geneva to the Eastview area. Low and middle income individuals benefit by having direct access to commercial and retail businesses along this corridor and defined area. Commute time is reasonable and fixed route fares make it affordable. Currently the alternative is Dial-A-Ride, at $5 – 10 each way, or a two hour fixed route, with transfers each way. Target population also includes many seniors needing to return to the workforce at least on a part-time basis: retail establishments in the Victor/Eastview area provide those opportunities

**Evaluation**:The service will be monitored with monthly ridership summaries to gauge the ridership and look at trends. Ontario County does a semiannual ridership survey to assess the income levels and purpose for trips to develop strategies to meet the needs of low-income persons. They will also use these surveys and other methods of stakeholder feedback to adjust the route times and services to meet the greatest need within the budget. Ontario County has committed to funding this route, but would require reassessment other existing routes to determine if realignment and reallocation of resources is possible. Stakeholders, including employers, will be asked to contribute transportation revenues and/or private funds to support the route.

**Accomplishments**: The route was delayed from the original start date of September 2009 so getting the route up and running by March 2010 was a major accomplishment. Ridership continues to grow on this route and the feedback has been positive.

**Lessons learned:** First, always identify if there is a need for transit service within a specific region, canvass the area through surveys, put the information in local newspapers, talk to many human service agencies, employers, etc. All this information provided will help to identify if there is a need for transit service. After identifying the need, look to partnering agencies that will help support the service, be it financial support, and also promoting service to specific agency clients/consumers, etc. Developing means and partnerships for continued support is vital for the continuation of the service.

#### Rochester-Genesee Regional Transportation Authority

##### Expanded Demand Response in Wayne County NY (1975)

**Service area**: Wayne County

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

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

**Service description**:: JARC funding enabled expanded demand response service for TANF recipients in Wayne County, NY. Using existing equipment, the sub-recipient’s wholly-owned subsidiary, Wayne Area Transportation Service (WATS), finally decided on a target of 300 hours of demand response service a month and so the project lasted much longer than originally anticipated for TANF persons to satisfy a need that was identified in discussions with Wayne County Department of Social Services, for clients to get to and from jobs or job-related activities. The WATS service area covers all of Wayne County, which encompasses 604 square miles of land and 14 towns.

**Evaluation**:The request for funding was based on the need to meet requests for service from the Wayne County Department of Social Services. Without the grant, there is no question that an undetermined but certain loss of jobs would take place. Therefore, implementing the grant and meeting the all the daily requests for service that takes TANF persons from their homes to jobs or job-related activities is a measure of success. As part of RGRTA’s comprehensive plan, WATS prepares a detail schedule of Income and Expenses. One of the elements of expense is based on the estimated hours of extended service required for clients of Wayne County Department of Social Services. The project continued in FY 2010 at a lower rate as the economy continued to be a factor in availability of jobs.

**Accomplishments**: The greatest accomplishment of this project, known as Expanded Demand Response Service, in Wayne County is the close working relationship achieved between WATS and the Wayne County Department of Social Services. After the initial project planning, an agreement was reached for a lower level of service (300 vehicle hours per month) and the local funding to be provided by Wayne County Department of Social Services and by the sub-recipient (RGRTA). Operationally, the demand for TANF client services is provided daily and WATS has been able to satisfy the demand.

**Lessons learned:** In retrospect, the initial plan was overly ambitious and should not have been submitted as a single (not “phased”) project. The “expanded” portion of the project was not separated from the total project. By projecting the needs at the same level as the experience rate, a total budget for the project was set to provide 8,943 hours and a total cost of $435,792. As a result, 50% of the total exceeded the JARC funding limit of $150,000 per project, set by the NYSDOT. The funding limit was clearly set forth in the request for projects. Thus, JARC provided less than 35% of the funding in FY 2009 and FY 2010. The project was not completed as anticipated in less than a year and the contract completion date was extended to November 2010. As a result, the sub-recipient was not able to submit a more realistic follow-on JARC grant request with 50% matching funds instead of 65%.

#### St Lawrence County

##### Gouverneur to Watertown Route (1985)

**Service area**: St Lawrence and Jefferson Counties

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

**Goal**: Expanded geographic coverage

**Service description**:The Gouverneur to Watertown Route started June 1, 2009 and provides three round trips, Monday through Saturday, to the City of Watertown, where there are a considerable amount of retail jobs (shopping mall), some jobs also related to hotel/motel industry (housecleaning, maintenance, front desk operation), and other miscellaneous jobs. At the bus transfer station, located on Arsenal Street in Watertown, riders may transfer to the Watertown CitiBus service to go to the mall, hotel locations, Jefferson Community College, medical facilities, etc. The times of bus departures and arrivals are fully accessible and conveniently planned with both Watertown CitiBus and St. Lawrence County Public Transit (both services work cooperatively in order to make connections). Also, both services are available Monday through Saturday.

**Evaluation**:Ridership continues to increase, riders are also connecting and using Watertown CitiBus to get to job sites, medical appointments, college, and employment sites including shopping mall, part time office jobs, and to Stream (Stream is a 24 hour Distribution Call Center for product purchased information located at Arsenal Street, where the St. Lawrence bus stops when entering Watertown).

**Accomplishments**: Some low-income Gouverneur residents, residing in St. Lawrence County now have jobs at Stream and some Gouverneur residents are now getting to college in Watertown. Also, persons with disabilities are now able to get to shopping sites and work related sites. Gouverneur is a low-income community with a high percentage of persons with disabilities, and people in need of employment sites. Before the start of this new route, there was no public transportation service within the southern region of the County, which includes Gouverneur. Some work in training recipients through the St. Lawrence County Department of Social Services have completed the Certified Nurses Training Course offered in Watertown

**Lessons learned:** First, always identify if there is a need for transit service within a specific region, canvass the area through surveys, put the information in local newspapers, talk to many human service agencies, employers, etc. All this information provided will help to identify if there is a need for transit service. After identifying the need, look to partnering agencies that will help support the service, be it financial support, and also promoting service to specific agency clients/consumers, etc. Developing means and partnerships for continued support is vital for the continuation of the service.

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### Tompkins County (5475)

#### Challenge Industries

##### Individual Travel Training (2409)

**Service area**: Tompkins County

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

**Goal**: Improved customer knowledge

**Service description**:The project enabled Challenge Industries to provide comprehensive travel training for job seekers with cognitive and learning disabilities as part of job development and training. Individuals receive travel training to ride public transportation.   
Travel training starts with a comprehensive assessment that takes into account each individual's skills, need areas and individual and family concerns. Training will be individualized and assist the worker to learn the specific bus route, land marks and back up options through intensive supports that fade over time. Training may be required in necessary complementary skills such as handling money, crossing streets, social interactions, and other safety skills. And, periodic checks are made to ensure that the person is using the skills and strategies learned, and provide the person to make any needed changes due to changes in hours at work, bus routes, etc. The key to the effectiveness of this project is the integration of travel training with other job training and supports and ongoing communication with the individual, family, residential program or other community supports.

**Evaluation**:

• Number of clients enrolled in travel training - 8  
• Number of clients completed assessments - 8  
• Number of clients with developed travel training plans - 7  
• Number of clients completing travel training - 5  
• Number of clients employed after travel training & completed follow up - 4

**Accomplishments**: 50% of clients completed the travel training program and became employed.

**Lessons learned:** Combining extensive travel training with other job training and supports provided by the same staff helps to ensure that the individual and family's comfort with the services and allows the service to be provided in the most cost-efficient manner.

#### Cornell Cooperative Extension of Tompkins County, Inc.

##### Way2Go Faster & Farther (871)

**Service area**: Tompkins County

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

**Goal**: Improved access/ connections

**Service description**:Way2Go has customer advocacy objective in its scope of services including:  
• Sharing transportation consumer feedback and ideas with transportation providers and planners by phone, in writing, and/or through venues such as TCAT’s (public transit) advisory committee, Ithaca Carshare’s Board, ITCTC (MPO) gatherings and other meetings of transportation providers and planners.  
• Helping to publicize opportunities for consumers to provide input into transportation policy decisions and long-range planning.  
• Organize a one-day Transportation Summit of transportation users, providers and other stakeholders in transportation equity and sustainability.  
• Organize one or more smaller gatherings of transportation and support services providers to explore common interests and possibilities for greater collaboration - the Faster & Farther Program. Faster & Farther is an informal meeting format for service providers, advocates, planners, etc to brainstorm ideas for innovative and mutually beneficial projects, outside of the regular planning processes of the MPO and Coordinated Public Transit - Human Services Transportation planning.

**Evaluation**:Diversity and number of meeting participants; Willingness of participants to collaborate on projects.

**Accomplishments**: Held a three hour transportation summit in March 2010, resulted in monthly "Faster & Farther" meetings and generation of collaborative JARC projects and co-marketing projects among mobility service providers.

**Lessons learned:** You need to provide a time, place and freedom for interested parties to meet and brainstorm how to improve community mobility services.

##### Way2Go marketing program (870)

**Service area**: Tompkins County

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

**Goal**: Improved customer knowledge

**Service description**:The Way2Go marketing program began in February 2009 (in FFY 2009). Way2Go marketing is designed to be comprehensive and affordable. In addition to the marketing materials and distribution presented above, Way2Go adopted a community-based social marketing strategy (CBMS) as discussed in an article by Transport Canada and discussed under lessons learned. CBMS activities included:  
• School-based project: Collaborate with TCAT, transportation equity advocates and school transportation liaisons to provide place-specific transportation information and support to families of students in all schools of the Ithaca City School District.  
• Rural projects: Work with County DSS to promote its CityVan pilot service (rural taxi van service) in two rural towns.   
• Urban/suburban projects: Pilot at least two collaborative, place-based or social network-based urban or suburban projects targeting limited income households, minorities and seniors, with the purpose to increase availability and use of sustainable transportation options.   
Through collaboration with Ithaca Carshare, Way2Go supported and markets the Easy Access Carshare Plan.  
• Way2Go created and used interactive displays at the Ithaca Festival, GIAC Festival, Juneteenth, senior fairs, Community Earth Day, rural town events and other community gatherings that fit into our goals and priorities.

**Evaluation**:Way2Go measures the number and types of contacts, feedback from participants, and consumers and solicits feedback from professions and community advisors.

**Accomplishments**: FFY 2010 fully developed the Way2Go marketing program which was launched in Feb 2009. Way2Go's budget for 2010 was $78,257, with a staff of 1 FTE Project Manager, supplemented by interns or vendors. Adopting community-based social marketing as an overall strategy and implementing elements in the community was the greatest accomplishment. The Transportfolio is an innovative printed material that supplements the Way2Go website.

**Lessons learned:** Simple advertising of transportation options, which is typical of TDM (travel demand management) programs is not enough. You need an education program that addresses the relevant challenges faces by diverse customers.  
We know that people's transportation options vary dramatically by location, and our experience suggests that transportation choices are strongly influenced by peer behavior and multiple contacts with information and incentives to change.   
An article by Transport Canada affirms the approach toward which we've been evolving, known as community-based social marketing, or CBSM. Summarizing recent research, Transport Canada found that CBSM is effective in influencing behavior and encouraging active and sustainable transportation habits. CBSM emphasizes:   
• Practical research identifying barriers to achieving desired behaviors or goals   
• Efforts to remove specific internal and external barriers   
• Direct contact among community members and peer groups   
• Repeated exposure, positive incentives, recognition and follow up   
• Piloting programs with smaller group(s) and using multiple approaches   
• Ongoing feedback, evaluation, improvement and expansion   
Using a CBSM approach, we target specific population clusters in rural, urban and suburban locations with place-specific transportation information and multiple encouragements toward specific transportation behaviors. These projects are collaborative in nature, rely on familiar media and peer voices to convey information within existing networks.   
We think CBSM works.

##### Way2Go mobility training (868)

**Service area**: Tompkins County

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

**Goal**: Improved customer knowledge

**Service description**:Way2Go provides three types of workshops targeting human service providers, employers and consumers.   
•The mobility education workshops for human service providers and other helping professionals orients participants to mobility resources in the County, use of the transportfolio (mobility information binders), and reporting usage records to Way2Go. The training prepares participants to serve as agency liaisons in a train the trainer capacity.  
•Employer workshops discuss why sustainable mobility options and outreach to employees is good for business, current mobility services targeting employers, opportunities for businesses to support commuting options, and the Commuter Tax Benefit. The primary goal is to generate interest to create an employer-based mobility team to educate employees.  
•Public consumer workshops presents the same basic mobility education as the human service and employer workshops, but they are targeted to the immediate needs and interests of participants. Questions are answered. The goal is not to overwhelm people with too many choices, but to answer burning questions and provide participants with contact info for follow-up.  
All workshops include publicity and recruitment activities.

**Evaluation**:Participant evaluations are evaluated after all workshops. Presentation content is revised. Way2Go asks people who receive the transportfolio to report on how it is used with clients and on its value to the professional.

**Accomplishments**: Six workshops were held during the year, two each for human service agencies, employers and the public. A total of 126 people participated in workshops.

**Lessons learned:** The Transportfolio, our mobility information presentation folder, was redesigned by a graphic design firm (Iron Design) into a new, easier to use format. The transportfolio is opposite of a glossy publication. The new Transportfolio is a tabbed, flip through binder made of durable materials designed to be easily updated with revised or expanded content. We can email updates or they can be downloaded to users.

##### Way2Goinfo.org (867)

**Service area**: Tompkins County

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

**Goal**: Improved customer knowledge

**Service description**:Way2Go exists to help bring about transportation systems, services and citizen choices that support equity, sustainability and a high quality of life for people that live and/or work in Tompkins County. Its vision is that: 1) people have access to transportation they need to meet their life needs and goals, 2) people choose the most sustainable transportation strategies possible and 3) sustainable transportation options become increasingly available.   
During FFY 2010, Way2Goinfo.org was launched as a comprehensive website for mobility consumer information for Tompkins County. The website is used by transportation users and advocates, transportation providers and planners, funders, and other stakeholders in transportation equity and sustainability.

**Evaluation**:This was the first generation of the website. We focused on being comprehensive and simplifying the ease of use of the site. We used our Natural Leaders workshop to provide feedback on the website during the year. The outcome was to identify how the second generation site would be organized.

**Accomplishments**: We continuously updated the Way2Go website during the year, using feedback from consumers and from mobility education workshops. We added statistics, stories, tips and tools for transportation options, new Employer Services and More About Way2Go sections. We purchased three website domains related to way2goinfo.org.

**Lessons learned:** Throughout the development of the Way2Go mobility education program, we have found that people across all groups lack basic information about carsharing, ridesharing and vanpooling, as well as the knowledge, skills and motivation needed to choose walking, bicycling and other alternatives to the private, single occupancy vehicle. There is a lack of awareness of the many benefits of alternative choices. Lastly, there are significant gaps in availability and service quality of transportation alternatives, and in the resources and support needed to close those gaps.  
The website is intended to assist people to explore their mobility alternatives. Designing the website so people can easily explore their mobility choices is a great challenge.

#### GADABOUT Transportation Services, Inc.

##### Commuter DR Service to South Hill Business Park (2364)

**Service area**: Tompkins County

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

**Goal**: Improved system capacity

**Service description**:This project supported the extension of GADABOUT commuter subscription demand response service from downtown Ithaca to the South Hill Business Park, 2.1 miles from the former terminus of GADABOUT's service. The business park is located south of the City of Ithaca on NYS Route 96B.

**Evaluation**:The performance measure was the number of bus trips accomplished and job retention by employees of Challenge Industries who worked at their former job site in the City before being relocated to the South Hill Business Park site.

**Accomplishments**: The project was successful without a hitch.

**Lessons learned:** There is no substitute for a tried and true operator.

#### Ithaca Carshare, Inc.

##### Easy Access Plan (2372)

**Service area**: City of Ithaca (NY: Tompkins)

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

**Goal**: Improved access/ connections

**Service description**:The Easy Access Plan targets provides user-side subsidies for a reduced cost membership plan for Ithaca Carshare targeting low income households in minority neighborhoods in the City of Ithaca. Easy Access members receive a $15/month carshare credit, that can accrue, for carshare trips. The program enables low-income households to car share.

**Evaluation**:Redistribution of carshare cars to target neighborhoods; coordination with neighborhood organizations; develop a Neighborhood Carshare Marketing Plans; members enrolled in Easy Access Plan.

**Accomplishments**: Before this project, carshare was unknown in low-income neighborhoods in the City. This project was developed jointly by Way2Go and Ithaca Carshare. They secured local foundation support to match the JARC funds. They made extensive outreach to target neighborhoods, including being a sponsor of the summer basketball league. Through use of local community organizations and networks, the project enrolled members. Early members used carshare to take their children to childcare to they could go to work.

**Lessons learned:** The project sponsors launched neighborhood grassroots marketing to market the project.

#### Ithaca Dispatch, Inc.

##### CityVan (2412)

**Service area**: Tompkins County

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

**Goal**: Expanded geographic coverage

**Service description**:CityVan is a demand response rural van service, operated by Ithaca Dispatch, Inc. a taxi operator, as a two year pilot project. CityVan started in March 2010. The website is: cityvan.weebly.com.  
The concept for CityVan was to enable rural residents to share rides with people being served with Non-Emergency Medicaid taxi trips. CityVan is available to all residents for any purpose. The objective is to provide shared ride trips with a seven passenger van. The fare is $3 for adults or $2 for youth. People need to reserve trips by midnight for next day service. CityVan will take people traveling to the City of Ithaca to transfer stops for connections with the TCAT transit system or to other locations in downtown Ithaca.

**Evaluation**:Productivity measure of three passenger trips per revenue hour and cost per passenger trip measure of $19 per trip.  
During the six months of operating CityVan in FFY 2010, the productivity measure was 1.6 passenger-trips per hour and cost per passenger trip was $35.63.   
At the end of FFY 2010, we worked with the operator to lower the operating cost from $60 per revenue hour to $40 per revenue hour, due to a decrease in insurance costs. Demand grew in FFY 2011 to enable us to achieve our cost per passenger trip goal.

**Accomplishments**: We overcame New York insurance market challenges to enable a taxi company to operate a demand response (paratransit service) while still meeting the County's insurance requirements. CityVan survived its first six months in FFY 2011.

**Lessons learned:** We did not have a good idea of the potential demand for the service. We estimated the service would operate with two vans for a total of 16 hours per day, and ultimately achieve three passenger trips per hour. None of these assumptions came true during CityVan's first six months. By aggressively marketing CityVan and reducing the contract price, CityVan was able to survive FFY 2010.

#### Tompkins Consolidated Area Transit, Inc.

##### TCAT Rural Demand Response (872)

**Service area**: Tompkins County

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

**Goal**: Expanded geographic coverage

**Service description**:This service is known as TCAT Route 41: Demand and Response Service. Service is offered weekdays from 7 AM to 6 PM, with four bi-directional trips in the morning, a bi-directional midday trip, and four bi-directional trips in the afternoon. In the demand response zone, passengers access the service curbside at the origin/destination address. On the fixed route portion, passengers access service at regular bus stops utilized by regular fixed routes. All trips are made by reservation only by scheduling the trip a business day in advance with a TCAT customer service representative. Regular riders may subscribe to service at established times and locations so that daily reservations are not necessary. The majority of riders utilize the service to access employment at Cornell University, where the route terminates. Passengers traveling to other destinations can transfer to the fixed route system at no additional cost at the Sage Hall bus stop, which offers frequent service to Downtown Ithaca and other major regional destinations.

**Evaluation**:A common performance indicator used to gauge the productivity of public transit is passengers per revenue hour. A sample of rural demand response services in the United States exhibited a range of .49 – 6.98 passengers/hr and an average of 3.13 passengers/hr (Source: National Transit Database). During FFY 2010, TCAT’s Route 41 carried an average of 6.35 passengers/hr, thus performing near the top of the range and twice the national average.  
Another common performance measure is cost per passenger trip. Rural demand response systems in the United States range from $7.63 - $68.14 and average $13.95 per trip. (Source: National Transit Database). At $11.47 per trip (FFY 2010 average), TCAT’s Route 41 outperforms the national average also by this measurement.

**Accomplishments**: TCAT cites the performance measurements given in the response to question 11, as well as steadily increasing ridership (from 1,069 rides during the first full month of operation to 1,286 rides in September 2010), as accomplishments that highlight the efficiency of the route and the public acceptance of the service.

**Lessons learned:** Operating a demand response service, while an efficient way to serve areas of lower density, can require a greater allocation of staff resources than conventional fixed route service. These resources are necessary for scheduling individual trips and for generating daily manifests (schedules). We would recommend investigating the use of information technology to better automate recurring tasks and reduce staff time necessary to operate the service.  
Marketing TCAT Route 41 required a grass-roots campaign to explain the new service to residents in each mobile home park, apartment and hamlet.

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