



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region IV**

**Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, The Commonwealth of Puerto Rico, and the US Virgin Islands**

**October 2011**

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JARC FY 2010 Service Profiles: Region IV

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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

## Alabama

### City of Mobile (1076)

#### City of Mobile

##### Neighborhood Circulator (2375)

**Service area**: Mobile County

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

**Goal**: Expanded geographic coverage

**Service description**:Mobile Transit Management d/b/a The Wave Transit System utilized Job Access Reverse Commute funds to provide transportation services for two Neighborhood Circulator routes. They are as follow: Route 19, Schillinger Road/Airport Blvd Circulator (Southwest Mobile) connects with the Airport Blvd Route 1 bus at Providence Hospital, from Providence Hospital to Bel Air where it connects with four other fixed routes, and continuing downtown ending at the GM&O Transportation Center where it connects with nine routes nine fixed routes. Service hours-Weekday-5:30 AM - 7:30 PM, Saturday-6:30 AM -6:30 PM.  
Route 20, Tillman's Corner (West Mobile) connects with the Highway 90, Route 12 bus at Wal-Mart, from Wal-Mart to Bel Air Mall where it connects with four (4) fixed routes, and continuing downtown ending at the GM&O Transportation Center where it connects with nine fixed routes. Service Hours-Weekday-6 AM – 7 PM, Saturday-7 AM- 7 PM.

**Evaluation**:The Neighborhood Circulator routes have proven to be very successful.

**Accomplishments**: Accomplishments include: Connecting services for the complementary paratransit service and fixed route service; and effective 24 hour scheduling. Use of RouteMatch software helps us to better tack and pick and drop off (businesses, residences etc.)

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

#### South Alabama Regional Planning Commission

##### CommuteSmart (2383)

**Service area**: Mobile County

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

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

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

**Evaluation**: A survey is sent to a carpooler if they use the service to evaluate the effectiveness of the service. During FY 2010, we provided several Emergency Ride Home trips.. The evaluation received high marks. Commuters said that the ERH program was easy to access and the ride was prompt. Performance is also measured by the number of companies who show an interest in marketing the CommuteSmart program to their employees. The Emergency Ride Home has been ranked as the biggest selling point of the program.

**Accomplishments**: The Emergency Ride Home has been very successful. Of the people who have used the service, very high marks were given. Commuters are thankful to have the opportunity to carpool without having to worry about a way home if there is an illness.

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

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

#### Family Services Center

##### Low Income Job Transportation Program (2109)

**Service area**: Madison County

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

**Goal**: Improved access/ connections

**Service description**:The service is the provision of subrecipient owned vehicles to low income households for job transportation through use of low cost loans. The car program improves access to transportation services for employment and employment-related activities for eligible low income individuals and it also provides transportation to low income residents of urbanized areas and non-urbanized areas to suburban employment opportunities. All car recipients must register with the local Ride Share program.

**Evaluation**:The project is evaluated by measuring the number of vehicles provided and the number of rides to work provided/ jobs accessed by those vehicles. Included in the data are the number of vehicles provided during the period to new recipients, plus an estimate of the number of vehicles still in service during the reporting period that were placed in service during previous reporting periods, plus corresponding estimates of one-way trips and targeted jobs. Additional data was also collected that is consistent with performance measures used by "Ways to Work", and other low income car loan programs, which includes changes in each car recipient's financial condition and job access.   
Performance Measurement 1: Provide vehicles to low income individuals for job transportation by improving access for current transit dependent populations and fill geographical and temporal gaps in transportation services. Results: During the period the program provided 18 vehicles to 18 low income households who otherwise were unable to obtain a vehicle or other transportation to their jobs. Adding these 18 households to the estimated 47 households who were provided vehicles by this program previously that are still in service totals 65 households which translates to an estimated 33,800 rides. (65 people x 52 weeks x 5 days/week x 2 rides per day = 33,800 rides)  
  
Performance Measurement 2: Maximize participation of car recipients in local Ride Share Program. Results: All 18 car recipients were registered to participate in the local Ride Share program in Huntsville to make more efficient use of Family Services Center provided vehicles by car pooling and ride-sharing.   
Performance Measurement 3: Fill a recognized gap in transportation services for working low income people who live where no regularly scheduled public transit exists or where the public transit is inadequate for late shift and weekend workers or for parents whose commute is too complex, having to transport children to daycare or school and then travel to work. Results: During the period the program provided rides to work for an additional 18 households, some of whom were late shift or weekend workers, and all of whom had children under 18 who required transportation to school or daycare. There were an additional 47 households who were already being served by the program.  
Performance Measurement 4: Collect information on the number of jobs that can be accessed as a result of geographic or temporal coverage of the project, and the number of rides provided as a result of the JARC project. Also, provide additional outcome measurements based on the model in use by other low income car loan programs which measures changes in each car recipient's financial and work situation. Results: During the grant period, at least 18 additional jobs were accessed daily through use of the vehicles provided by the program, accounting for an estimated 9,360 rides; (18 people x 52 weeks x 5 days/week x 2 rides per day = 9,360 rides)  
We also utilized surveys to measure each client's job retention, time missed at work, changes in income and use of public assistance, and quality of life. These surveys showed positive results for all of the outcome criteria.

**Accomplishments**: Our increased promotion attracted a larger number of vehicle donations, which allowed us to serve more clients.

**Lessons learned:** We must continue to educate funders and the public regarding the need for these programs and their efficacy in areas such as ours with limited or no public transportation. Funders tend to have the notion that public transit is perfectly adequate for low income workers, when it clearly is inadequate in areas such as ours.

## Florida

### Brevard County Commissioners - Space Coast Area Transit (1029)

#### Brevard County Commissioners - Space Coast Area Transit

##### Fixed Routes, Evenings and Weekends (1384)

**Service area**: Brevard County

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

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

**Service description**:This service allows access to employment activities for low income citizens throughout Brevard County during evening and weekends. Space Coast Area Transit currently operates 16 fixed routes throughout the county with 23 buses operating on the routes. All but two of the fixed routes operate six days per week with three routes operating on Sundays. All but four of the routes operate from 6:30 AM to 9 PM during the week. On Saturdays, most routes operate from 7 AM to 6 PM with several routes operating until 11 PM. On Sundays, routes 4, 9 and 21 operate from 9 AM to 5 PM. The JARC service was operated with SCAT's existing bus fleet that is currently maintained and repaired as required by the Florida Department of Transportation standards.

**Evaluation**:JARC-funded routes are evaluated and reviewed in the same manner as any SCAT fixed route. Specifically SCAT reviews the performance of each fixed route on a monthly basis on a passenger trip per revenue hour measurement. The weekend productively are reviewed to determine if the weekend services productivity level meet 70% of the weekday's productivity In addition, all JARC services reviewed are evaluated on an operational basis for on-time performance, case of transferring fare collection and safety. All JARC-funded service is reviewed with, and in the same manner as other service, during SCAT's yearly budget and operating adjustments. All JARC service will be included in SCAT scheduled customer service survey in 2012.

**Accomplishments**: Overall ridership on SCAT fixed routes, including JARC funded service, have increased by 24% since the start of JARC-funded service. As of our latest passenger survey, 44% of the passengers on the entire fixed route system are traveling for work purposes.

**Lessons learned:** Expanding service into the evenings and weekends has helped to increase bus service throughout the day as the bus service can capture both ends of work trips.

### City of Key West (2850)

#### City of Key West

##### Lower Keys - Expanded Svc - old town / downtown KW (1720)

**Service area**: City of Key West, Monroe County, Florida Keys

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:

1) Ridership from year to year - decrease in FY 09-10 due to the change with the economy nationwide  
2) Revenue collection ratios - slight increase from prior year  
3) Miles of service to passenger trip average  
4) Time performance (GPS / AVL data)  
5) Trip Cost / Passenger  
6) Survey opportunities and feedback comments reviewed  
7) Monitor need and competitive opportunities in the immediate area to determine viability of services as a necessary public service

**Accomplishments**: Key West Department of Transportation's greatest accomplishment is being able to continue to provide the Lower Keys Shuttle service along US 1, from Marathon (MM50) to Key West (MM 0).

**Lessons learned:** Listen to the public concerns, needs and requests. Communicate with all parties involved to identify and validate service areas. Go for it and make it happen!

##### Lower Keys Shuttle - Customer Knowledge (1727)

**Service area**: City of Key West, Monroe County, Florida Keys

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

**Goal**: Improved customer knowledge

**Service description**:Lower Keys Shuttle bus services from Key West to Marathon - Pink (MM 0 to MM 50) and also from Marathon to Key West - Lime (MM 50 to MM 0) providing daily trips (12 trips per day with both routes) every 1.5 to 2 hours between 5 AM to 11 PM. There is only one highway coming into the Lower Florida Keys, as well as going out of the Keys which is US 1.

**Evaluation**:The intent of Key West Transit was to educate and promote transit services to the community and visitors of the Florida Keys. Discussions with internal staff led the department to contact other transit agencies to share their ideas on how to educate and introduce transit to customers.

**Accomplishments**: Key West Transportation Department installed three solar panels in Key West. We plan on installing six solar panels along the Keys up to Marathon on US 1 Northbound and Southbound. The Real Time Passenger Information System (RTPIS) has proven to be a valuable information tool for our community and visitor's. The RTPIS started December 2008.

**Lessons learned:** Taking the time to educate and promote public transit to the community and visitors, makes it easier for those new to the transit system enjoy Key West and its surrounding areas.

### City of Tallahassee - TalTran (1095)

#### Big Bend Transit

##### Gadsden Express (1620)

**Service area**: Quincy (FL: Gadsden)

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

**Goal**: Expanded geographic coverage

**Service description**:The Gadsden Express provides five trips per day, Monday through Friday. The service operates on US 90 between the City of Quincy and the City of Tallahassee providing access to the large employment centers, colleges and universities in Tallahassee as well as connecting up with Tallahassee's fixed route transit system.

**Evaluation**:Over the first six months of service, the Gadsden Express provided 6,706 trips averaging 1,117 trips per month with a monthly high of 1,817 in September 2010. In addition, the Gadsden Express averaged 52 trips per day of service with a high of 79 trips again in September 2010.  
In August of 2010, a survey was conducted of Gadsden Express riders to determine who was riding, why they were riding, and how the service could be improved to benefit more Gadsden County residents.

**Accomplishments**: Our biggest accomplishment was the way in which all of the organizations involved worked together. Gadsden County, Star Metro, Big Bend Transit, Commuter Service of North Florida and FDOT District 3. With one goal in mind we were able to launch a much needed service.

**Lessons learned:** Have a plan in place for future funding to ensure continued service.

##### Quincy Circulator (1617)

**Service area**: Quincy (FL: Gadsden)

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

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

**Service description**:JARC funds were used to expand the operation of a 16.3 mile fixed route. The service operates 9.5 hours per day and will serve the general public, WAGES participants and Transportation Disadvantaged (TD) persons, receiving transfers from the Gadsden County Coordinated Transportation System. The service will provide affordable ($0.50 per one way trip) transportation opportunities between high density residential areas and high activity centers as well as providing transfers to the Gadsden Express.

**Evaluation**:The project was evaluated based on the overall monthly ridership which has increased 42%.

**Accomplishments**: Our accomplishment has been to increase the number of trips provided in a rural county (Gadsden County) identified by the state's Workforce Development Board as a Red Zone with limited or unavailable affordable, transportation opportunities for accessibility to employment, training, and other life sustaining activities.

**Lessons learned:** Work with a competent transit provider.

### Florida Alabama Transportation Planning Organization (6848)

#### ARC Santa Rosa

##### Job Related Transportation (1381)

**Service area**: Santa Rosa County

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

**Goal**: Improved system capacity

**Service description**:ARC Santa Rosa initiated demand response work transportation using FTA grant funds because transportation was not available the days and hours that low income workers generally worked. The prior available transportation was also limited and medical trips have the highest priority. This made the service undependable for work. Initially they only provided transportation for their clients to work. Once established, the ARC made their services available to other agencies, including Vocational Rehabilitation, for no charge if they could accommodate the trips. They also made the services available for work related trips to their facility, where clients were trained in job readiness skills.

**Evaluation**:The agency faced a number of problems during the evaluation year. They had staff turnover several times (drivers and support staff), which impaired the services and added cost for driver training, physicals, drug screening, etc.  
The intent of the grant was to incorporate the provider in the coordinated system, but that was not successfully accomplished. This was partly due to the existing provider having a new General Manager. The ARC Santa Rosa did extend their services to Vocational Rehabilitation (VR), but did not include a method for VR to contribute financially. Instead they increased their local match.

**Accomplishments**: All the subrecipients gained a better appreciation of what's involved in providing transportation in an area without transit. The TPO has continued meetings with sub recipients to develop better coordination and sharing existing resources. This includes a taxi cab company, the Santa Rosa County government, the Escambia County government and its transit provider, the Community Transportation Coordinator, and two new nonprofit agency providers. The transit agency and the Community Transportation Coordinator has been generous with their services, bringing these new services on line. They have shared their training opportunities, the transit agency provides vehicle maintenance at cost for the other providers if requested.

**Lessons learned:** There was a steeper learning curve than we anticipated with this social service agency. Also, initially there were some turf battles, which have largely been resolved. There were some unrealistic expectations both by the TPO and ARC Santa Rosa. They had expectations of receiving other transportation funding that they did not qualify for and more simple invoicing than was possible. I had an expectation of a more sophisticated organization because they receive other state and federal funds. We had to spend more time than expected in proper invoicing and documentation.

### Jacksonville Transportation Authority (1085)

#### Clay County Council on Aging

##### CC51 (2238)

**Service area**: Clay County

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

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

**Service description**:Green Line transports from Green Cove Springs down US 17, CR 220, College Dr., Blanding Blvd, Wells Rd, and back down US 17 to Green Cove Springs.

**Evaluation**:Evaluation is based on ridership surveys and overall trip count. Surveys were distributed at key locations to determine any adjustments required.

**Accomplishments**: The success of this route is due to the connectivity with the other Clay County Council on Aging routes and with JTA.

**Lessons learned:** When setting up new routes or changing existing routes, test with an empty bus to get exact times and get appropriate approval before opening to public. Work with your local agencies

##### CC51-Saturday (2251)

**Service area**: Clay County

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

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

**Service description**:Green Line transports from Green Cove Springs down US 17, CR 220, College Dr., Blanding Blvd, Wells Rd, and back down US 17 to Green Cove Springs.

**Evaluation**:Evaluation is based on ridership surveys and overall trip count. Surveys were distributed at key locations to determine any adjustments required.

**Accomplishments**: The success of this route is due to the connectivity with the other Clay County Council on Aging routes and with JTA.

**Lessons learned:** When setting up new routes or changing existing routes, test with an empty bus to get exact times and get appropriate approval before opening to public. Work with your local agencies

##### CC53 (2249)

**Service area**: Clay County

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

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

**Service description**:Red Line transports down Blanding Blvd., CR 218, Wells Rd., US 17, and Kingsley Ave.

**Evaluation**:Evaluation is based on ridership surveys and overall trip count. Surveys were distributed at key locations to determine any adjustments required.

**Accomplishments**: The success of this route is due to the connectivity with the other Clay County Council on Aging routes and with JTA.

**Lessons learned:** When setting up new routes or changing existing routes, test with an empty bus to get exact times and get appropriate approval before opening to public. Work with your local agencies

#### Jacksonville Transportation Authority

##### Highlands Ride Request Service (2314)

**Service area**: Jacksonville (FL: Duval)

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

**Goal**: Expanded geographic coverage

**Service description**:The Highlands / Airport Ride Request service operates as a point deviation service on Jacksonville's north side connecting workers from the fixed route system at Dunn Avenue to employment centers at the Jacksonville Trade Port, the Jacksonville International Airport, and along Airport Drive.   
a. This service currently operates 13 hours a day from 5 AM to 7 PM breaking during the midday when the demand for service is low. It also combines with the Oceanway Ride Request service on the weekends when the demand for service is lower.  
b. Employment in this area includes warehouse and hospitality industry positions which target persons with low income.  
c. The service area also includes low cost or subsidized residential neighborhoods and apartment complexes.

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

**Accomplishments**: The addition of scheduled arrival points at locations with frequent requests for service has improved the service efficiencies and reduced the number of calls into the call center while achieving high customer satisfaction.

**Lessons learned:** Demand response type services are a great way to provide service in low density areas, however scheduling time points in the service area will reduce the potential for backtracking and improve efficiencies for passengers. The scheduled time points also addressed the concerns shared by passengers who had no access to a telephone to book the demand response trip.

##### Oceanway Ride Request Service (2315)

**Service area**: Jacksonville (FL: Duval)

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

**Goal**: Expanded geographic coverage

**Service description**:The Oceanway Ride Request service is a demand response service connecting passengers from the transit hub at River City Marketplace to the large employment district at Blount Island and Jax Port. This service operates 12 hours a day from 6 AM to 6 PM combining with the Highlands / Airport Ride Request service during the weekends when the demand for service is lower.   
Employment in this area is predominantly centered on port activities including dock and warehouse workers and is generally low income positions.  
The service area also includes older blighted residential areas of persons with low income.

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

**Accomplishments**: The addition of a new flex route service named the Dinsmore River City Community Shuttle which travels along the perimeter of the Oceanway Ride Request service has allowed the Ride Request service to operate more efficiently by reduce the number of requests for service along the extreme perimeter. We have already begun to see increases in ridership on the Ride Request service as a result of the smaller and more efficient service area.

**Lessons learned:** A large service area for a demand response service may cause efficiency concerns when standing orders are made at the furthest extremes of the routes. These long distance trips will reduce the total number of stops the service can make in the particular hour resulting in passenger complaints when they cannot be picked up, on time performance issues, and limited productivity.

#### St Johns County Council on Aging

##### Sunshine Bus Company, Connector Line (1339)

**Service area**: St. Johns County

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:Our project is evaluated primarily by ridership. Secondarily the project is evaluated by rider feedback. The Sunshine Bus Manager frequently rides the system and converses with passengers to determine the purpose of their trip, destinations, etc. Rider surveys are also conducted. The most recent survey was conducted in April, 2010 by PBS&J, as part of our TDP update. The survey was conducted on all seven routes operated by the Sunshine Bus Company. A total of 54 surveys were collected from riders between March 17 and March 25, 2010. Most of the riders (74%) came from their home before getting on the bus. From there, 28% were going to work. A 4.51 score was achieved on overall satisfaction with the Sunshine Bus, with 5 being very satisfied and 1 being very unsatisfied.   
Prior to this survey a Transit Quality of Service Evaluation and Ridership Survey was conducted by Reynolds, Smith and Hill, Inc. The purpose of the survey was to collect data on travel activity and customer satisfaction. The survey was conducted over two days (July 29th and July 30th, 2009) during one hour of the AM and PM peak periods. A total of 98 complete surveys were collected. This survey revealed that 20.41% of the riders indicated that work was the starting point of their trip and 37.76% of the riders indicated that work was the destination for their trip. 69.39% indicated that they rode the bus 4 or more days per week. Additionally, 66% of the riders indicated that they were overall Very Satisfied with the Sunshine Bus and an additional 25% were Satisfied.

**Accomplishments**: On September 20, 2010, the SJCCOA Transportation Department began operating out of the new COA/St. Johns County Transit Center. This 6,700 square foot facility houses the administration and maintenance functions of the agency. Additionally ridership increased from 24,003 in FY 2009 to 28,669 in FY 2010

**Lessons learned:** Flexibility is crucial in dealing with factors such as population growth and increased traffic on the routes impacting on time performance. The increase in ridership coupled with increased congestion on our roadways has prompted us to look at the possibility of adding bus stops to our more heavily trafficked roadways while maintaining our flag down service on less congested roadways. This is a change we may implement in FY 2011.

##### Sunshine Bus Company, Purple Line (1338)

**Service area**: St. Johns County (FL: Duval, St. Johns)

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:Our project is evaluated primarily by ridership. Secondarily the project is evaluated by rider feedback. The Sunshine Bus Manager frequently rides the system and converses with passengers to determine the purpose of their trip, destinations, etc. Rider surveys are also conducted. The most recent survey was conducted in April, 2010 by PBS&J, as part of our TDP update. The survey was conducted on all seven routes operated by the Sunshine Bus Company. A total of 54 surveys were collected from riders between March 17 and March 25, 2010. Most of the riders (74%) came from their home before getting on the bus. From there, 28% were going to work. A 4.51 score was achieved on overall satisfaction with the Sunshine Bus, with 5 being very satisfied and 1 being very unsatisfied.   
Prior to this survey a Transit Quality of Service Evaluation and Ridership Survey was conducted by Reynolds, Smith and Hill, Inc. The purpose of the survey was to collect data on travel activity and customer satisfaction. The survey was conducted over two days (July 29th and July 30th, 2009) during one hour of the AM and PM peak periods. A total of 98 complete surveys were collected. This survey revealed that 20.41% of the riders indicated that work was the starting point of their trip and 37.76% of the riders indicated that work was the destination for their trip. 69.39% indicated that they rode the bus 4 or more days per week. Additionally, 66% of the riders indicated that they were overall Very Satisfied with the Sunshine Bus and an additional 25% were Satisfied.

**Accomplishments**: On September 20, 2010, the SJCCOA Transportation department began operating out of the new COA/St. Johns County Transit Center. This 6,700 square foot facility houses the administration and maintenance functions of the agency. Additionally ridership increased from 23,407 in FY 2009 to 29,377 in FY 2010.

**Lessons learned:** Flexibility is crucial in dealing with factors such as population growth and increased traffic on the routes impacting on time performance. The increase in ridership coupled with increased congestion on our roadways has prompted us to look at the possibility of adding bus stops to our more heavily trafficked roadways while maintaining our flag down service on less congested roadways. This is a change we may implement in FY 2011.

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

#### LYNX / Central Florida Regional Transportation Authority

##### ADT Transportation - Primrose (2177)

**Service area**: Orlando (FL: Orange)

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

**Goal**: Improved system capacity

**Service description**:LYNX, as CTC, partnered with Primrose to provide transportation service to the Adult Day Training Program within the Coordinated System of Central Florida. By purchasing these transportation services Primrose will transport and provide training, education and support on a daily basis. Inclusive of the ADT program is a Co-Op program that increases each person's employability skills and overall independence in an effort to better enable them to secure and maintain a job in the community. Primrose provided transportation services at both the Ferncreek site and Venture Circle site to those who have no other reasonable means of transportation to the Adult Day Training Programs.

**Evaluation**:To ensure the transportation services are being rendered each month the service provider submits a monthly ridership report that details the clients served by the project and certifies the clients are eligible participants. The service provider also submits a Monthly Operating Report which details the trips provided, the purpose of the trip, the number of individuals served, the number of vehicles utilized, and the number of staff members involved. The project is tracked with an Annual Operating Report and an evaluation report to assess the needed continuation of the project.

**Accomplishments**: Approximately 400 adults with developmental disabilities, with no reasonable means of transportation to the Adult Day Training Program, are provided transportation to receive education, training, and support daily. All these provision are geared towards assisting the individual to experience a full and rewarding life as contributing member of the community. These individuals' ability to live independently is being enhanced.

**Lessons learned:** Be sure the provider will be able to track all data needs such as rider demographics, mileage, and client and center locations. Be sure they are aware that this data is to be compiled through an on-going method. Maintain constant communication with the provider for project clarification and support.

##### ADT Transportation - Quest (2172)

**Service area**: Orlando (FL: Orange)

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

**Goal**: Improved system capacity

**Service description**:LYNX, as CTC, partnered with Quest to provide transportation service to the Adult Day Training Program within the Coordinated System of Central Florida. By providing this transportation service The Adult Day Training Program Quest will provide vocational evaluation, job development, job coaching, follow-along services, and travel training to more than 1,000 low income individuals with developmental disabilities on any given day in Central Florida. At Quest Works employment centers, individuals learn job skills that prepare them for the responsibilities they face in an outside workplace. Quest Works has a Q Group that work on a variety of projects out in the community while developing social and workplace skills and increasing their financial independence and self esteem.

**Evaluation**:To ensure the transportation services are being rendered each month the service provider submits a monthly ridership report that details the clients served by the project and certifies the clients are eligible participants. The service provider also submits a Monthly Operating Report which details the trips provided, the purpose of the trip, the number of individuals served, the number of vehicles utilized, and the number of staff members involved. The project is tracked with an Annual Operating Report and an evaluation report to assess the need of the project.

**Accomplishments**: On any given day in central Florida more than 1,000 individuals can participate in the ADT program developing social and workplace skills to become more financially independent and greater self-esteem. This arrangement for more cost effective transportation is more than successful within the service area. The individuals in the ADT program can be transported by vehicles operated by Quest for a cost much lower than that of the paratransit system and make a seat available for use on the paratransit system for those not within the ADT program.

**Lessons learned:** Be sure to partner with a provider will to track all data needs such as rider demographics, mileage, client locations, and center location. The data should be compiled through an on-going method. Maintain constant communication with the provider for project clarifications and support.

##### LINK 102 - Orange Ave. / S. 17-92 (2036)

**Service area**: Orlando (FL: Orange, Seminole)

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

**Goal**: Improved system capacity

**Service description**:LINK 102 provides service every 15 minutes along one of this area's busiest corridors with a high concentration of employment and job training opportunities. This route replaced portions of two other routes that were realigned, providing more frequent and efficient service along this busy corridor. This route is supported by strong employee ridership generators such as Florida Hospital, Valencia Community College, Winter Park Tech, and Seminole Behavioral Healthcare. The JARC funds provided for this project are overmatched with funds provided by local jurisdictions.

**Evaluation**:At the time of implementation, LYNX had reviewed its entire bus system for service efficiency and found an opportunity to place 15 minute frequency on a major corridor that was among the highest performing routes in the system. LYNX monitors ridership on all of its routes, and ridership on LINK 102 has performed well in comparison to ridership on the entire LYNX network which declined slightly. The monitoring of the LINK 102 is accomplished by viewing the current month with the previous month and viewing the current month with the same month of the previous year.

**Accomplishments**: Those relying on LYNX to get to and from jobs (or classes) at such locations as Florida Hospital, Winter Park Village, Winter Park Tech, and Valencia Community College have reduced commute times. Being able to increase service frequency along one of the busiest corridors with the LYNX network, and have it perform well while other have a slight decline, is an amazing accomplishment. Providing a higher level of service for individuals' daily commute.

**Lessons learned:** Prior to the required public hearings for service changes, regular riders can provide invaluable insight into what certain changes would mean to them and provide them with a number of suggestions for alternate solutions, many which are feasible for the agency to implement. Conduct a number of public participation workshops in addition to reviewing the entire system for service efficiencies. Within these workshops, have maps available as a LYNX staff member explains and discusses the proposed changes.

##### 

##### LINK 442 - Winter Garden Village at Fowlers Grove (2021)

**Service area**: Winter Garden (FL: Orange)

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

**Goal**: Expanded geographic coverage

**Service description**:LINK 442 (Winter Garden Village at Fowlers Grove) started in March 2008 and ended in April 2010. JARC funds allowed employees and others within the community access to large regional shopping center (Winter Garden Village) and other popular employment sites including Health Central Hospital and West Oaks Mall, as well as West Orange High School. LINK 442 as a new service operated Monday through Saturday between 6:30 AM and 10 PM between West Oaks Mall and Winter Garden Village (2,200 jobs). In December of 2008 the route was extended further to provide service to a broader area of low income households left without service due to service efficiencies. Efficient connections to other routes in the LYNX network at West Oaks Mall ensures individuals throughout the LYNX service area will be able to access job opportunities by the many businesses within the shopping centers. Sembler Corporation, the developer of Winter Garden Village, was providing the match for the JARC funded project. At the conclusion of the developer's funding obligations this LINK ceased to operate with LYNX service continuing in this area with the new flex service, the Winter Garden PickUpLine, LINK 612. The employment opportunities that were gained by means of the LINK 442 stayed intact.

**Evaluation**:As with all its LINKS, LYNX was able to track the ridership of LINK 442. There was a constant comparison of current month's activity with that of the previous month. The current month's activity was also compare with the same month of the previous year. Before the service was implemented, LYNX had determined that each day of operation would need to generate 187 passenger trips, which it succeeded to do many times over.

**Accomplishments**: The highlight was the willingness and enthusiasm of the partner in this JARC project to carry out the Development Order of the City of Winter Garden. The development order called for the creation of a Memorandum of Understanding (MOU) between the DRI developer and LYNX. The developer agreed to provide funding for two years toward operational support of one bus route (alternative transportation mode). The number of passenger trips in one quarter was 23,796 which was well over the proposed number of trips necessary to perform at the level of other LYNX bus service.

**Lessons learned:** It is very important to know what projects are happening within your community. It is important for transit reviewers of Developments of Regional Impact (DRIs) be able to recognize and act on potential scenarios for transit projects during the period when developers are more than eager to get approval for their developments. Stay in touch with community projects and the transit reviewer.

##### LINK 50 - Walt Disney World (2015)

**Service area**: Orlando (FL: Orange)

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

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

**Service description**:This is a continuation of service from the last fiscal year. At Disney's request, four one way late evening trips on LINK 50 have been provided to satisfy the greater needs expressed by their employees. Walt Disney World continues to provide the full 50% match for the service which begun on December 7, 2008. Since its inception, there has been a steady increase to late night jobs at Walt Disney World and surrounding employers such as hotels, restaurants, and other entertainment venues.

**Evaluation**:Because of the shared keen interest in service of their employees, LYNX assesses ridership on this route monthly within its Fixed Route Ridership report. Reports are generated to view current months' activity with the previous month as well as compare the same month of activity with that of the previous year. This assessment allows LYNX and Walt Disney World the ability to ensure that service continues to meet the greatest needs of their employees. Walt Disney World has conducted and shared results of various surveys of their employees with LYNX in assisting LYNX with developing appropriate and effective services. Regular communication with Walt Disney World staff is established to reassess ridership needs on all other routes that serve Disney, inclusive of those funded under the JARC Program.

**Accomplishments**: Being the largest employer in central Florida, LYNX's forging a successful private sector partnership with them has aided in the forging of private partnerships within the community. Walt Disney World has recognized the importance of assisting employees with their commute and markets certain jobs, especially those served by this targeted late night service, as "LYNX Friendly" jobs. Disney reported an increase in their hiring rate and retention rate of employees since the implementation of this service. This partnership has greatly benefited the individuals working at Walt Disney World and the surrounding venues, Walt Disney World itself and LYNX. An entire second shift of available employment was made accessible to those who depended on LYNX as a means of transportation to commute to and from work at Disney and the surrounding employers.

**Lessons learned:** Definitely establish a real rapport with the private sector partner. Share up front the benefits that will be reaped by the partner when they agree to participate in the project. Provide them with local case studies from others that have participated in similar projects and the benefits reaped. Provide you Marketing and Communications Department information when these partnerships are forged and have these items communicated internally and externally. It is also beneficial to invite them to future stakeholder meetings to share the success of their project with those in attendance. Twofold purpose, the participating partner solidifies their need to continue with their project and the stakeholders realizes their projects are definitely doable.

##### LINK 601 - Poinciana (2305)

**Service area**: Poinciana (FL: Osceola)

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

**Goal**: Improved access/ connections

**Service description**:Demand response services, such as the LYNX PickUpLine (PUL), combine the advantages of the fixed route service's defined schedules and fare prices, with paratransit's accessibility in serving the customers at the curb. PUL is designed to operate on a fixed schedule at one fixed point where the PUL vehicle can connect to the LYNX fixed route buses, and then provide curb service to any address within a five to seven square mile area. LINK 601, PickUpLine, is based in Poinciana Wal-Mart Center between Towne Center Drive and S. Doverplum Avenue. The service area includes Villages 1, 2, 3, 4, and 5 of Poinciana, including Solivita. It connects with Link 26, 206, 426, and PickUpLine 603. The service operates Monday through Saturday from 6:05 AM to 7:15 PM. The fare for the PickUpLine is the same as on regular fixed route service. Transfers are issued by the PickUpLine driver to the LYNX fixed route bus service, and from the LYNX fixed route bus service to the PickUpLine.

**Evaluation**:LYNX closely monitors PUL service constantly on a month to month basis to ensure that ridership is high enough to justify providing the service, at the same time not so high that drivers have difficulty keeping up with demand, one indication that regular fixed route service might be a better option. In monitoring the PUL service, LYNX has found that ridership over a certain passenger count per hour can put a strain on the service, not because of vehicle capacity constraints, but because it can become difficult for the driver to make all requested pick-ups and drop offs within established time limits. LYNX also monitors the level of demand it takes off the Access LYNX system.

**Accomplishments**: The PUL service is able to meet the needs of those with or without disabilities in the community by providing a new mobility option that is in addition to LYNX fixed route and ADA paratransit services. LINK 601 PUL service provides a high level of service to everyone in this community at a cost to the agency that is 30% less than the cost of fixed route service. The service is also considerably less expensive than Access LYNX ADA paratransit service, so that those who are able to use the curb-to-curb service have one more mobility option made available to them. This community has taken hold of the PUL service and made it their viable commute option for navigating around the area and getting to work.

**Lessons learned:** To easily integrate this demand response service into fixed route, it's important for the fare structure and fare media to be the same as for fixed route. The community needs to be educated on this new type of service and to ensure thorough understanding you want to provide adequate marketing and public outreach. Be sure the community fully understands that this new type of service is available to the general public, not just to individuals with disabilities. Be thorough in the studies as to how the PUL service will integrate with the fixed route services and the circulator service operating or planning to operate in the same service area.

##### LINK 602 - North Poinciana (2307)

**Service area**: Poinciana (FL: Osceola)

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

**Goal**: Improved access/ connections

**Service description**:Demand response services, such as the LYNX PickUpLine (PUL), combine the advantages of the fixed route service's defined schedules and fare prices, with paratransit's accessibility in serving the customers at the curb. PUL is designed to operate on a fixed schedule at one fixed point where the PUL vehicle can connect to the LYNX fixed route buses, and then provide curb service to any address within a five to seven square mile area. LINK 602, PickUpLine, was based at the Wal-Mart/Winn-Dixie shopping center at the intersection of Cypress Parkway and Doverplum Avenue. The service area includes points north of Cypress Avenue and east of Rhododendron Avenue. The service operated Monday through Saturday from 5:45 AM to 7:25 PM. Link 602 connected with LYNX fixed route bus service at the Wal-Mart/Winn-Dixie Shopping Center once an hour, providing connection to LINK 26, 426 and PUL 601. The fare for the PickUpLine is the same as on regular fixed route service. Transfers are issued by the PickUpLine driver to the LYNX fixed route bus service, and from the LYNX fixed route bus service to the PickUpLine.

**Evaluation**:LYNX closely monitored PUL service constantly on a month to month basis to ensure that ridership is high enough to justify providing the service, at the same time not so high that drivers have difficulty keeping up with demand, one indication that regular fixed route service might be a better option. In monitoring the PUL service, LYNX has found that ridership over a certain passenger count per hour can put a strain on the service, not because of vehicle capacity constraints, but because it can become difficult for the driver to make all requested pick-ups and drop offs within established time limits. LYNX also monitors the level of demand it takes off the Access LYNX system.

**Accomplishments**: The PUL service is able to meet the needs of those with or without disabilities in the community by providing a new mobility option that is in addition to LYNX fixed route and ADA paratransit services. LINK 602 PUL service provides a high level of service to everyone in this community at a cost to the agency that is 30% less than the cost of fixed route service. The service is also considerably less expensive than Access LYNX ADA paratransit service, so that those who are able to use the curb-to-curb service have one more mobility option made available to them. The community embraced the mode of service efficiency provided.

**Lessons learned:** To easily integrate this demand response service into fixed route, it's important for the fare structure and fare media to be the same as for fixed route. The community needs to be educated on this new type of service and to ensure thorough understanding you want to provide adequate marketing and public outreach. Be sure the community fully understands that this new type of service is available to the general public, not just to individuals with disabilities.

##### LINK 621 - Bithlo (2334)

**Service area**: Orlando (FL: Orange)

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

**Goal**: Improved access/ connections

**Service description**:Demand response services, such as the LYNX PickUpLine (PUL), combine the advantages of the fixed route service's defined schedules and fare prices, with paratransit's accessibility in serving the customers at the curb. PUL is designed to operate on a fixed schedule at one fixed point where the PUL vehicle can connect to the LYNX fixed route buses, and then provide curb service to any address within a five to seven square mile area. LINK 621, PickUpLine, is based out of the UCF Super Stop and serve SR 50 east of Alafaya Trail to Wedgefield. It replaces portions of LINKS 32. Fixed route service is provided on Alafaya Trail between SR 50 and the UCF Super Stop. Link 621 connects with LYNX fixed route bus service at UCF Campus Super Stop once an hour, providing connection to LINK 13, 30, and 434. The fare for the PickUpLine is the same as on regular fixed route service. Transfers are issued by the PickUpLine driver to the LYNX fixed route bus service, and from the LYNX fixed route bus service to the PickUpLine.

**Evaluation**:LYNX closely monitors PUL service constantly on a month to month basis to ensure that ridership is high enough to justify providing the service, at the same time not so high that drivers have difficulty keeping up with demand, one indication that regular fixed route service might be a better option. In monitoring the PUL service, LYNX has found that ridership over a certain passenger count per hour can put a strain on the service, not because of vehicle capacity constraints, but because it can become difficult for the driver to make all requested pick-ups and drop offs within established time limits. LYNX also monitors the level of demand it takes off the Access LYNX system.

**Accomplishments**: The PUL service is able to meet the needs of those with or without disabilities in the community by providing a new mobility option that is in addition to LYNX fixed route and ADA paratransit services. LINK 621 PUL service provides a high level of service to everyone in this community at a cost to the agency that is 30% less than the cost of fixed route service. The service is also considerably less expensive than Access LYNX ADA paratransit service, so that those who are able to use the curb-to-curb service have one more mobility option made available to them. The community has utilized the PUL service and demand for an additional vehicle to be placed into service within the same service area.

**Lessons learned:** To easily integrate this demand response service into fixed route, it's important for the fare structure and fare media to be the same as for fixed route. The community needs to be educated on this new type of service and to ensure thorough understanding you want to provide adequate marketing and public outreach. Be sure the community fully understands that this new type of service is available to the general public, not just to individuals with disabilities.

##### LINK 631 - Buena Ventura Lakes (2265)

**Service area**: Osceola (FL: Osceola)

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

**Goal**: Improved access/ connections

**Service description**:Demand response services, such as the LYNX PickUpLine (PUL), combine the advantages of the fixed route service's defined schedules and fare prices, with paratransit's accessibility in serving the customers at the curb. PUL is designed to operate on a fixed schedule at one fixed point where the PUL vehicle can connect to the LYNX fixed route buses, and then provide curb service to any address within a five to seven square mile area. LINK 631, PickUpLine, operates in a service area South of the Orange/Osceola County line, east of the Florida Turnpike, west of Boggy Creek Road, and north of Boggy Creek Road (Boggy Creek borders both the east and south side of the service area). It connects with LINK 10 and 18 at the Osceola Campus of Valencia Community College. LYNX PickUpLines operate Monday through Friday 6:20 AM to 7:22 PM. The fare for the PickUpLine is the same as on regular fixed route service. Transfers are issued by the PickUpLine driver to the LYNX fixed route bus service, and from the LYNX fixed route bus service to the PickUpLine.

**Evaluation**:LYNX closely monitors PUL service on a month to month basis to ensure that ridership is high enough to justify providing the service, at the same time not so high that drivers have difficulty keeping up with demand, one indication that regular fixed route service might be a better option. In monitoring the PUL service, LYNX has found that ridership over a certain passenger count per hour can put a strain on the service, not because of vehicle capacity constraints, but because it can become difficult for the driver to make all requested pick-ups and drop offs within established time limits. LYNX also monitors the level of demand it takes off the Access LYNX system.

**Accomplishments**: The PUL service is able to meet the needs of those with or without disabilities in the community by providing a new mobility option that is in addition to LYNX fixed route and ADA paratransit services. LINK 631 PUL service provides a high level of service to everyone in this community at a cost to the agency that is 30% less than the cost of fixed route service. The service is also considerably less expensive than Access LYNX ADA paratransit service, so that those who are able to use the curb-to-curb service have one more mobility option made available to them.

**Lessons learned:** To easily integrate this demand response service into fixed route, it's important for the fare structure and fare media to be the same as for fixed route. The community needs to be educated on this new type of service and to ensure thorough understanding you want to provide adequate marketing and public outreach. Be sure the community fully understands that this new type of service is available to the general public, not just to individuals with disabilities.

### Martin County Board of County Commissioners (6060)

#### Council On Aging of Martin County, Inc.

##### 1. Hobe Sound Express 2. Hobe Sound Regular Route 3. Jensen Beach Regular Route (1962)

**Service area**: Martin County

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

**Goal**: Expanded geographic coverage

**Service description**:Hobe Sound Regular: This route served the city of Hobe Sound, which is just south of Stuart, Florida. The route operated on the Hobe Sound along the US 1 Federal Highway. Once out of Hobe Sound, the route traveled on US 1, which is the predominate commercial corridor on the Treasure Coast in Martin County, Florida. The route also traveled through the town of Port Salerno via Salerno Road and made stops at Martin Memorial Hospital South and the Indian River State College, which are two of the major employers in Martin County. The HS Regular route was 12.6 miles  
Hobe Sound Express: This route also served the city of Hobe Sound, which is just south of Stuart, Florida. The route operated on the Hobe Sound along the US 1 Federal Highway. Once out of Hobe Sound, the route traveled on US 1, which is the predominate commercial corridor on the Treasure Coast in Martin County, Florida. The route also traveled through the town of Port Salerno via Salerno Road and made stops at Martin Memorial Hospital South and the Indian River State College, which are two of the major employers in Martin County. The HS Express route terminated in downtown Stuart to primarily serve major employers in the Stuart area and to make transfers to the regional fixed route Treasure Coast Connector (Martin/St. Lucie route) that travels along US 1 north to the cities of Jensen Beach, Pt St Lucie and Fort Pierce. The HS Express route was 16.7 miles.  
Jensen Beach Regular: This route served the US 1 corridor in Jensen Beach, which is located north of Stuart. This route also traveled along Jensen Beach Blvd on its way to the business district in downtown Jensen Beach. The route traveled along SR 707 to provide access Jensen Beach and Rio residents prior to looping back to Jensen Beach US 1. The route terminated at the Treasure Coast Mall to serve the major employers there and to facilitate transfers to the TCC regional fixed route that traveled through northern Martin County to access the cities of Pt St Lucie and Fort Pierce. The Jensen Route was 5.0 miles

**Evaluation**:Project was evaluated by documenting ridership numbers

**Accomplishments**: The had several regular riders utilizing this service

**Lessons learned:** Budget projects to last more than ten months, to allow for proper evaluations of route efficiency.

### Miami-Dade Transit Agency (1089)

#### Miami-Dade Transit Agency

##### North Dade Lifeline (2310)

**Service area**: North Dade (FL: Miami-Dade)

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

**Goal**: Expanded geographic coverage

**Service description**:Provides service to seniors from their complex to a mall or plaza of their choice once a week. Operation hours are from 9:30 AM to 2 PM (during off-peak hours).

**Evaluation**:Operates one day a week with ridership of 120 monthly

**Accomplishments**: Working with the elderly

**Lessons learned:** Working with the elderly

##### Route 115 (2306)

**Service area**: Miami Beach (FL: Miami-Dade)

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

**Goal**: Expanded geographic coverage

**Service description**:This is the heart of the North Beach and South Beach area in Miami Beach. The service runs along all of the hotels providing service for the hotel workers.

**Evaluation**:Operates seven days a week with monthly ridership of 4,729

**Accomplishments**: Ridership to hotel workers

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

##### Route 136 (2302)

**Service area**: Douglas Rd. - Dadeland South - Busway (FL: Miami-Dade)

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

**Goal**: Expanded geographic coverage

**Service description**:Merged with Route 65; now comes to Douglas Rd. Metrorail Station & Busway. Serves Immigration & Naturalization Office, Kendall-Tamiami Executive Airport, Coco Plum Plaza, & connects Dadeland South & Douglas Road Metrorail Stations.

**Evaluation**:Operating five days per week with a monthly ridership of 7,927

**Accomplishments**: Ridership increased

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

##### Route 150 (2303)

**Service area**: Miami Beach & Miami (FL: Miami-Dade)

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

**Goal**: Expanded geographic coverage

**Service description**:Extend north to 44th St/Collins Ave and South to South Point Dr. Serves Miami International Airport, Miami Beach and connects to Earlington Heights Metrorail Station.

**Evaluation**:Operating seven days per week with a monthly ridership of 37,077

**Accomplishments**: The importance of the connection between the airport and Miami Beach

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

##### Route 59 (2304)

**Service area**: North Dade (FL: Miami-Dade)

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

**Goal**: Expanded geographic coverage

**Service description**:Southbound service begins at the Aventura Shopping Mall and ends at the Golden Glades Park & Ride area

**Evaluation**:Operates weekdays only with monthly ridership of 689

**Accomplishments**: Provides ridership to workers in the Aventura Mall

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

##### South Dade Lifline (2309)

**Service area**: South Miami Dade (FL: Miami-Dade)

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

**Goal**: Expanded geographic coverage

**Service description**:Provides service to seniors from their complex to a mall or shopping plaza of their choice once a week. Operation hours are from 9:30 AM to 2 PM (during off-peak hours).

**Evaluation**:Operates one day a week; ridership is 80

**Accomplishments**: Provides service to the elderly

**Lessons learned:** The importance of working with the elderly

### Pinellas County Metropolitan Planning Organization (1038)

#### Family Service Centers, Inc.

##### Ways to Work (820)

**Service area**: Pinellas County

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

**Goal**: Improved access/ connections

**Service description**:Ways to Work is a national model program that provides small loans ($500 - $6,000) to low income working parents specifically for car purchases or repairs. The innovative program assists families toward self-sufficiency by securing fixed-interest loans for those who might not otherwise qualify for credit or who might fall victim to predatory lenders. Financial education, life skills, car maintenance and credit-building skills are also a vital part of the loan process.   
The borrower has a Case Manager assigned to them for the life of their loan to aid them in identifying and achieving financial goals. Along with the individual case management the borrowers participate in a monthly networking group which provides support and education on a variety of financial and community topics

**Evaluation**:WtW team staff develop measurable goals for each individual or family participating in services. Service goals are modified as appropriate due to changing circumstances, achievement of service goals, or request of the individual or family served. Changes to service goals are made jointly with the borrower and are documented in the case record. The specific service goal is based on the desired outcome(s) and “best practice” standards.  
In addition to evaluating each participant’s progress on identified service goals, WtW’s Contracted Service Levels (CSLs) and/or Measurable Outcomes (MO) are established in collaboration with program funders according to contract requirements. Outcome data is collected to ensure compliance with contractual standards and CQI. Program Lead reviews service level data on a monthly basis. This data is reviewed with the program staff. On a quarterly basis, the data is analyzed and reported to the Board of Directors and senior staff, and utilized for ongoing program evaluation and planning.   
Areas measured with participants that secured loans are as follows:  
• Improve or maintain employment 50/59=85%   
• Improve credit score 15/22=68%  
• Maintain Stable Housing 49/59=83%  
• Enrolled in school or job training 22/59=37%  
• Increase community involvement 27/59=46%  
• Relationship with a bank 44/59=75%

**Accomplishments**: The major accomplishment achieved in fiscal year 2010 was lowering the default rate. In 2009 our default rate had skyrocketed with many of our borrowers losing their jobs or losing hours on their jobs. My staff had scheduled a mandatory meeting for all who were late with their payments in December, 2009. As a response some borrowers brought their accounts current, but 11 came to the meeting. Discussion revolved around resources in the community and the possibility of a deferred payment. The response from the group was that they felt a great deal of support and were surprised by the number of community resources available. They asked to continue meeting monthly. The monthly networking meeting evolved, which provides information, referral and support. Our default rate went from 16.9% to 13% and continuing to fall.  
• 419 clients served. 59 car loans secured.

**Lessons learned:** Communication, communication, communication! This seems to be the most valuable tool to be successful with the Ways to Work program. Communication on all levels, with our funders, the National Ways to Work office, the Loan Review Committee and with our borrowers. When we first meet a potential borrower at Orientation, our intake, we stress the importance of communication because a decision to approve a loan is made on the client’s willingness to pay back a loan. Throughout the loan process trust needs to be established between the borrower and the case manager in order to meet the needs of the client as well as the needs of the program to have borrowers successfully pay back their loan and improve their credit score.

#### HART

##### HART JARC (817)

**Service area**: Hillsborough County

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

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

**Service description**:Routes 1, 2, 6, 9, 12, 18, 19, 30, 32, 34 and 39 are all major urban corridor routes. Routes 1, 2, 6, 12, 19, 30, 32, and 34 provide late night service with the final trip commencing at midnight. Routes 9 and 18 have been expanded to include Sunday service. Routes 6, 12, 30, 34, and 39 are providing expanded weekend service.

**Evaluation**:Data collection allows routes to be evaluated as passenger per revenue hour. The benchmark for this service is six per revenue hour.

**Accomplishments**: The greatest accomplishments have been the overall growth of ridership in spite of continuing high local unemployment and the ability of the organization to adjust service and reduce costs while maintaining high ridership growth.

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

#### Hillsborough County

##### JARC Demand Response (822)

**Service area**: Hillsborough County

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

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

**Service description**:The Sunshine Line provides collaboration with Hillsborough County Government’s Employment Opportunities Program (EOP), a program within the Hillsborough County Department of Health & Social Services (HSS). In addition, the SSL extends services to the clients of several organizations that offer employment services and vocational training for disabled persons (e.g., Tampa Lighthouse for the Blind, Project Return, Gary Adult Center, Florida Division of Blind Services, HARTPlus, Macdonald Training Center, Florida department of Vocational Rehabilitation).

**Evaluation**:Trips and routes are reviewed weekly to ensure efficiency and effectiveness of service. Daily contact with many clients provides feedback and appropriateness of service.

**Accomplishments**: Service provided as described

**Lessons learned:** Demand fluctuates greatly depending upon economy and other factors.

### St. Lucie County Board of County Commissioners (1024)

#### ARC of St. Lucie County, Inc.

##### Ride to Work (1358)

**Service area**: St. Lucie County

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

**Goal**: Expanded geographic coverage

**Service description**:JARC funds provided funds for the "Ride to Work" program which improved access to employment, job search sites, employment training, vocational education programs, apprenticeships, for people who are disabled and/or low income by providing day, evening and weekend transportation and transportation to and from school sites to after school programs so that families can maintain employment.

**Evaluation**:A survey was sent to 90 participants in the "Ride to Work" program and 83 responses were received. There were 14 questions included which ranged from whether the services improved access to employment and/or job site searches, employment training, education or vocational programs, to the comfort and cleanliness of the vehicles and also whether clients felt safe being or having a family member transported. The percentage of satisfaction ranged from 89 to 100 with an overall average of 97%.

**Accomplishments**: An agreement with Workforce obtained for the community's youth allowed The ARC to provide transportation to and from the program for educational advancement both scholastically and work force preparation.  
JARC funding has made services available in several aspects, greatly reducing stress to individuals, families, parents and caregivers enabling job preparation, placement and continuation of existing work schedules.   
Transportation from school to after school programs has provided peace of mind for parents who would otherwise have to leave work to tend to the children after school. Having this service available not only increases productivity and job security, but stability as well, which keeps families strong.

**Lessons learned:** In an effort to increase our outreach, The ARC is soliciting St. Lucie County's largest employers to allow an agency representative to meet with management and staff to provide information on the services available in order to enroll numerous same destination riders.

## Georgia

### Atlanta Regional Commission (2119)

#### Center for Pan Asian Community

##### E-TAP Employment Transportation Access Project (2462)

**Service area**: DeKalb County (GA: DeKalb, Gwinnett)

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

**Goal**: Improved system capacity

**Service description**:This project will increase transportation options to access employment and employment-related activities in metropolitan Atlanta for immigrants and refugees living within DeKalb and Gwinnett counties. The E-TAP will educate clients on existing transportation options and provide van pool, car pool, vouchers, including driver education and training, to clients to subsidize transportation cost for employment and employment related activities.  
The E-TAP Vanpool service provided a 15-passenger van and 4-door sedan, and hired a driver, to provide transportation to participants of the job readiness training and over 50% of clients during their first month of unsubsidized employment.

**Evaluation**:We evaluate the program based on milestones reached: van and vehicle purchased; driver hired; number of persons served; number of persons receiving travel training; number of persons receiving vouchers for transportation to employment opportunities, trainings and jobs.

**Accomplishments**: Program Goal: Implement an Employment / Job Readiness training to include transportation services. CPACS E-TAP program has been successful in supporting and enhancing existing transportation services by expanding the number of providers available and the number of passengers receiving transportation services. 60 persons participated in the van pool service.

**Lessons learned:** CPACS vanpool and carpool program was a successful component of the E-TAP transportation services program. They overestimated the cost of the 15-passenger van but were able to move the remaining funds to the purchase of a sedan to assist with additional clients needing transportation through carpooling.

##### 

##### ETAP - Employment Transportation Access Program (2602)

**Service area**: DeKalb and Gwinnett Counties (GA: DeKalb, Gwinnett)

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

**Goal**: Improved customer knowledge

**Service description**:Travel training and education about transportation resources is an important component of the ETAP and job readiness/employment program. Most clients have limited proficiency in English and are recent refugees and immigrants.

**Evaluation**:Evaluation is based numbers of persons completing travel training program.

**Accomplishments**: Over 200 persons received travel training and transportation resource information.

**Lessons learned:** Program was successful.

##### 

##### ETAP - Employment Transportation Access Program (2604)

**Service area**: DeKalb and Gwinnett Counties (GA: DeKalb, Gwinnett)

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

**Goal**: Improved access/ connections

**Service description**:CPACS purchased a 15-passenger van and hired a driver to pick up clients in a vanpool for employment readiness trainings, travel training education, job interviews, and job fairs.

**Evaluation**:Benchmarks and performance measures include vehicle purchased and delivered, driver interviewed and hired and numbers of persons served in vanpool.

**Accomplishments**: Over 50% of clients in job readiness training and accessing employment utilized van pool services.

**Lessons learned:** Service was successful because CPACS understands the demographic they serve and the needs of the community, especially limited English speaking proficiency.

##### 

### Chatham Area Transit Authority (1103)

#### Chatham Area Transit Authority

##### 2 West Chatham (2744)

**Service area**: Savannah (GA: Chatham)

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

**Goal**: Expanded geographic coverage

**Service description**:The #2 West Chatham bust route serves the growing Crossroads Business Center, an industrial center in west Savannah. The west side of Savannah has continued to see growth over the current reporting periods and is a major source of commerce in our area. Passengers using this route are transported downtown and easily make morning and afternoon Downtown Loop transfers. Low income individuals are able to rely on this service to commute to and from new job opportunities that would have been inaccessible otherwise.

**Evaluation**:Ridership is the evaluation measure used to evaluate performance and set benchmarks.

**Accomplishments**: Ridership continues to increase which is an indication that we are providing a service that fulfils a critical need in our community.

**Lessons learned:** The decreases in JARC funding each year have made it challenging to continue this valuable service.

##### 6 Crosstown (2743)

**Service area**: City of Savannah (GA: Chatham)

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

**Goal**: Expanded geographic coverage

**Service description**:This JARC project addresses the mobility needs of persons with disabilities in reaching employment sites through fully accessible vehicles, stops, and land-side support facilities. Project beneficiaries are low income persons currently unable to secure employment due to lack of reliable transportation as well as employers in the region. Major planning partners are the Savannah Economic Development authority, Chatham County, City of Savannah, and the Georgia International Maritime Trade Center Authority, with input from the Georgia Department of Human resources, the Department of Family and Children Services, and the Metropolitan Planning Organization.  
The #6 Crosstown route serves significant south side employment areas. Passengers who formerly had to go downtown to transfer to reach their south side destinations can now conveniently transfer on the south side to the cross town route without the added time of a downtown trip and transfer. This route was recommended and implemented by the CAT 2000 Transportation Development Plan.

**Evaluation**:Ridership is the evaluation tool used to identify relevant performance measures and benchmarks.

**Accomplishments**: Ridership continues to remain high and stable which indicates we are continuing to be successful in providing low income persons access to employment opportunities they would not be able to access otherwise.

**Lessons learned:** That funding levels for additional services would lessen over the years thereby requires shifts in a limited pot of funding resources to continue this very valuable service.

##### Water Ferry Service (2745)

**Service area**: Savannah (GA: Chatham)

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

**Goal**: Expanded geographic coverage

**Service description**:The Savannah Belles Ferry Service was introduced in March of 2003. It provides water transportation from the Savannah Historic Downtown District to Hutchinson Island, a major visitor destination which continues to show economic development. Currently accessible are Savannah's trade and convention center and a major resort hotel with plans for future development to include residential entertainment and business areas moving forward. Service is available 16 hours a day with 30 minute head ways. Three ferry boats serve three dock location with an additional ferry schedule to begin operations December, 2012. Job opportunities for low income persons will increase as this island continues to thrive.

**Evaluation**:Ridership is the evaluation benchmark.

**Accomplishments**: Currently we operate three ferry boats and the service has been so successful that we have commissioned a fourth, much larger, ferry which is scheduled to begin service in late calendar year 2012.

**Lessons learned:** As are population grows in is more and more important to evaluate our communities unique transportation needs and utilize are resources to best meet those needs. This service not only provides access to employment opportunities but is also an alternate transportation source that allows for savings travel time and in gasoline consumption.

### Metropolitan Atlanta Rapid Transit Authority (1101)

#### Cobb County DOT

##### Route 35 and Route 30 (1787)

**Service area**: Cobb County (GA: Cobb, Fulton)

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

**Goal**: Expanded geographic coverage

**Service description**:The schedule of the Route 30 bus consists of bus service operating between the times of 5 AM and 11:13 PM, Monday through Friday; and operates between the hours of 7 AM and 11:25 PM, Saturday. The schedule of the Route 35 bus consists of bus service operating between the times of 6 AM and 12:15 AM, Monday through Friday; and operates between the hours of 6 AM and 11:25 PM, Saturday. However, as of November 2010, Saturday service has been reduced for both transit routes due to budgetary constraints. Due to the JARC funding, the recent service cuts have had minimal impact on current transit service on the two South Cobb routes.  
The frequency of the Route 30, at each stop, is 15 minutes during weekday peak hours; and 30 minutes during off-peak hours and Saturdays. The frequency of the Route 35, at each stop, is 30 minutes during weekday peak hours; and 60 minutes during off-peak hours and Saturdays.  
The paratransit service buffer zone extends three-quarters of a mile from the route, serving passengers within. The bus routes 30 and 35 provide bus service to several important destinations, including: Wellstar Cobb Hospital, the City of Austell, Chattahoochee Technical College (two campuses), Camp Timber Ridge, Dobbins Air Reserve Base, the South Cobb Regional Library, the South Cobb Aquatic and Recreation Center, Mableton  
community, several shopping centers, and the Six Flags Theme Park.

**Evaluation**:The performance of the JARC program will be measured by daily ridership and revenue collected from Route 30 and Route 35. The recently implemented Breeze Card system will allow for accurate counting of passengers and revenue and by time period. This data will be supplemented by periodic surveys, and visual observation to verify accuracy and  
ensure customer service and quality of service. Continued ridership increases throughout all time periods along with customer satisfaction surveys will indicate the route is having a positive impact. The project will continue to demonstrate its impact on the Cobb Community Transit service area, currently served by the bus routes 30 and 35. The performance measures in place will continue to serve as a basis for determining the JARC program’s success. Such measures as daily ridership and revenue data will serve as important factors in determining the continued positive impact of the South Cobb bus routes. The assessment of the data gathered will confirm the purpose of operating the bus routes, between Marietta and Atlanta.

**Accomplishments**: Route 35 was the first new route added by CCT in over a decade. Its service area includes the Austell area where a link to the Cobb-Douglas Service Board (CSB) was established since CSB has an office there. CSB has long been a partner for the Cobb County Mobility Management program and has been able to travel train their clientele who are disabled, to utilize transit as an option. There was significant outreach to business communities long both the routes 30 and 35 to promote the employment centers along these transportation corridors.

**Lessons learned:** The recent fiscal impacts to the county has threatened the Route 35. It is still a new route that is still building in use. Despite a promotional outreach campaign to over 100 businesses along the route 35, it is still considered a lower performing route in terms of ridership and is therefore threatened by cuts. Not having an advertising budget, CCT is somewhat restricted by staff as to how much this route can be promoted. If more had been done up front to promote route 35 it is arguable that this route would be threatened, as it currently is, with being cut.

##### 

#### Metropolitan Atlanta Rapid Transit Authority

##### MARTA JARC Fixed Route Service (2657)

**Service area**: Atlanta metropolitan area (GA: DeKalb, Fulton)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 19-Clairmont Rd. operates primarily along Clairmont Rd. in DeKalb County, serving downtown Decatur, a retail/employment corridor as well as multiple apartment complexes. Route 84-East Point/Camp Creek operates through Fulton County, linking downtown East Point with Camp Creek Market Place and Princeton Lakes Pkwy, a major retail and employment center. Route 89-Old National Hwy/Flat Shoals Rd operates through Fulton County, serving Old National Hwy, a major retail and employment corridor (including a new Wal-Mart Supercenter). Route 111-Hillandale Dr/Stonecrest operates through DeKalb County on S Hairston Rd and Hillandale Dr, serving retail and apartments, terminating at the Stonecrest Mall retail/employment center. Route 117-Rockbridge/Panola Rd operates on several major corridors in DeKalb County, serving affordable multi-family housing on Rockbridge Rd as well the Panola Rd retail/employment corridor. Route 124-Pleasantdale Road operates in DeKalb County, serving retail areas with entry-level employment and high-density housing on Buford Hwy, Oakcliff Rd, and Pleasantdale Rd. Route 139-Lenox/Chamblee operates in DeKalb County, connecting the Lenox Mall retail/employment center with high-density apartments and retail on Buford Hwy and Clairmont Rd. Route 143-Windward Park & Ride operates in Fulton County, connecting employment areas in North Fulton on Deerfield Pkwy and Windward Pkwy to the MARTA rail system. Route 189-Old National Hwy/Union Station operates in Fulton County, serving Old National Hwy, a major retail and employment corridor, and connecting to employment opportunities near the Union Station Mall.

**Evaluation**:MARTA evaluates JARC routes with all other routes, using four key performance measures: passengers per revenue hour, passengers per revenue mile, average cost per passenger, and farebox recovery. Passengers per trip, load factor, and other ridership data is also monitored. Routes are evaluated in the context of their service type (type code), so that like routes (local, semi-express, etc) are compared to each other.   
The "Lifeline" service designation is automatically applied to routes that receive JARC funding. This designation is applied to routes that serve low income and transit-dependent areas, major activity/employment centers, and critical facilities (such as hospitals, social services, etc). Through this designation, routes that receive JARC funding are prioritized highly in the event that MARTA must reduce service levels, sustaining the connections between low income and transit-dependent areas and employment made possible through the JARC program.

**Accomplishments**: Being able to connect our passengers to needed jobs during recent times of economic recession was of substantial importance.

**Lessons learned:** Make sure you are closely aware of both your customer's needs and those of major employers in your service area.

##### 

## Kentucky

### City of Henderson Transit (2052)

#### City of Henderson Transit

##### HART Shopper Shuttle (1088)

**Service area**: Henderson County

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

**Goal**: Expanded geographic coverage

**Service description**:The name of the route is Shopper Shuttle. It provides service to a new shopping area. Persons utilize the bus to go to work at Wal-Mart, Lowe's, and other businesses.

**Evaluation**:We evaluate the ridership

**Accomplishments**: Provided people with transportation to and from work

**Lessons learned:** That it takes a significant amount of time to build up your ridership

### Transit Authority of River City (1105)

#### Catholic Charities

##### Refugee Employment Transportation Training (1345)

**Service area**: Louisville Metro (KY: Jefferson)

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

**Goal**: Improved customer knowledge

**Service description**:JARC funded services provided during the FFY 2010 included:  
1) Travel training to the clients that included training on how to utilize bus schedules. Case workers performed this training/orientation during the early stages of clients’ resettlement. This training will be part of Migration and Refugee Services programming to teach the clients how to access transportation to employment or to employment related services. Each case worker has provided this training to newly arrived refugees.  
2) Employment specialists provided transportation to small groups of applicants by agency’s vans to employment interviews. The number of clients transported to the interviews is dependent on the number of openings at a given employer and the skill level of the client pool.  
3) Employment specialists provided detailed orientations following each client’s receipt of a job offer stressing the importance of punctuality. Additionally, staff drove with the client from his/her home along the bus route ensuring the client knew which bus to take, where to board it, and where to disembark.  
We have placed our clients at 124 different companies in 2010. Therefore, it is safe to say that our clients have used majority of bus routes to get to work.

**Evaluation**:The focus of this project was to help CC clients get to work and keep the job. We have evaluated this project based on employment outcomes and a 90-day job retention.

**Accomplishments**: More than 550 job placements have been made in 2010 and the 90-day job retention was close to 75%.

**Lessons learned:** As of September 30, 2010, the program had only been operating for four months. It's too early to definitively state any lessons learned.

#### The HDB Service Group, Inc.

##### Employment Shuttle Connecting Oldham and TARC (ESCOT) (1222)

**Service area**: Oldham County

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

**Goal**: Improved access/ connections

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

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

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

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

#### Transit Authority of River City

##### TARC3 Paratransit JARC trips (1144)

**Service area**: Louisville Metro (KY: Bullitt, Jefferson, Oldham; IN: Clark, Floyd)

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

**Goal**: Expanded geographic coverage

**Service description**:Metro Louisville has historically been an urban employment hub for surrounding rural counties. In recent years, large industry employers have moved further out of the urban hub to the edges of Jefferson County and into surrounding Bullitt and Oldham counties. UPS is our region's largest employer and has located several logistics/package handling plants outside our paratransit service area. At the same time, housing options for individuals with disabilities have spread outside the historic urban centers. We operate several JARC corridors for our JARC paratransit service allowing people to travel from the more urban area to five UPS locations outside our ADA paratransit service area, as well as Kaleidoscope, which provides employment for developmentally disabled individuals. In FFY 2010, we used about 24 routes to take people to work and about 22 routes to bring people home - most of these would be UPS trips from five UPS locations; three shifts.

**Evaluation**:Our relevant performance measures for TARC3 are: Goal 93% On time performance - we meet that. Productivity Goal is 1.55 trips per revenue hour. We did about 1.53 in FFY 2010. Vehicle Accidents/100,000 miles for FY10 was 1.1 - a decrease from FY 2009. Trip denials remain at 0.

**Accomplishments**: The success of this program in FFY 2010 is reflected in its growth. There was a 14% growth in the number of jobs accessed over FFY 2009.

**Lessons learned:** We would advise others to think somewhat 'holistically' about how to use JARC to help people truly 'access jobs' - including during the hiring process. If an individual has no transportation to an employer for interviews or other pre-employment requirements, such as training, there is a barrier to employment. For instance, we had a woman who was promised a job at a nursing home following a ten week nursing assistant training but needed transportation to the training. She has since received the job that was promised at the end of her training.  
We also advise that a good system be put in place to accurately administer multiple funding sources for an ADA customer. For example, we had labeled customers as "JARC" funding source and found in auditing the JARC trips in the past, sometimes the booking agent would allow a non-work trip to be applied to the JARC program, instead of ADA Paratransit. To administer efficiently, your system should be able to help the booking agent determine the trip purpose and assign JARC as a funding source accurately at all times.

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## Mississippi

### Coast Transit Authority (1107)

#### Coast Transit Authority

##### Coast Commuter (2629)

**Service area**: Jackson, Harrison, Hancock Counties

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

**Goal**: Improved access/ connections

**Service description**:The Coast Commuter is a CTA branded vanpool system that offers low cost work commute options for people with work destinations in the three coastal counties of Mississippi. The service is operated for CTA by VPSI under a turnkey contract in which they provide the vehicles, maintenance, insurance and management services required to operate the service. It is generally work site specific but is available to the general public.  
The service is currently operating 48 vanpools everyday on the I-10 corridor and providing of 13,000 work trips each month. Coast Commuter is recognized by the APTA on their list of the 50 largest publicly operated vanpools in the U.S.

**Evaluation**:The success of the program is evaluated by monitoring the growth of the program of time and the success in providing work commute options to and from employment centers in both urban and rural areas.   
In FY 2010 the service grew from providing 9,938 trips with 40 vehicles in October of 2009 to providing 12,912 trips with 44 vehicles in September of 2010. The majority of trips are reverse commute in that the origin of the trip is in a urban area and the destination is a rural area.

**Accomplishments**: The greatest accomplishment is being able to offer a very effective work commute program to the service area at a time when there was great need for such services after Hurricane Katrina and during the recent escalation in gas prices.

**Lessons learned:** We thoroughly researched how other areas are operating work commute services to determine best practices and highly recommend that systems that are considering these types of systems do the same.

##### 

## North Carolina

### City of Asheville (1057)

#### City of Asheville

##### Automated Vehicle Annunciation System (1747)

**Service area**: Asheville (NC: Buncombe)

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

**Goal**: Improved access/ connections

**Service description**:The city purchased an Automated Vehicle Annunciation System, to enhance access to jobs for visual impaired people. This system allows this population to have access to services independently. It also helps new riders to understand the system better and reduces the barriers to access the system.

**Evaluation**:The main milestone was to purchase and install the equipment. The system has worked properly though the several adjustments were needed. We don't have specific performance measures for this project, since the scope was very broad.

**Accomplishments**: The most successful accomplishment is the partnership to fund the project. The City of Asheville and Buncombe County's Mountain Mobility had identified the need for the visual impaired population to move around in a safer way and to allow them to have a more independent life, specifically to go to work at the Industries for the Blind. The City applied for the funding and the County provided the Local match. Now the workers at the Industries for the Blind are able to ride the bus to the transfer point with Mountain Mobility and get to work.

**Lessons learned:** The system needs to have the list of all the stops that need to be recorded. We had to do after we received the grant and that delayed the implementation of the project.

##### North Louisiana sidewalk (2078)

**Service area**: Asheville (NC: Buncombe)

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

**Goal**: Improved access/ connections

**Service description**:The funding will be used to build a sidewalk. To date planning activities have been developed, among them easements and drawings.

**Evaluation**:We don't have any performance measures yet.

**Accomplishments**: The way how we crafted the funding is our success. This is only one of three grants that are funding the sidewalk construction, being the others Safe Routes to School and Community Development Block Grant. There are also donations from the residents.

**Lessons learned:** Make sure that all the land is available. We have spent a fair amount of time getting the easements signed.

### City of Charlotte (1111)

#### Charlotte Housing Authority

##### Moving Aside Obstacles to Work (1149)

**Service area**: Mecklenburg County

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

**Goal**: Improved access/ connections

**Service description**:The goal of the project is to encourage Charlotte Housing Authority clients to find and maintain employment over the course of the grant by removing the barrier of transportation. Bus passes will also be provided to partner agencies that provide programming for low income clients. The current partner agencies are the Bethlehem Center, Friendship Baptist CDC, Salvation Army and A Child's Place. Objectives: To provide bus passes to those heads of households who are searching for employment, employed or enrolled in job training or educational programming. To provide bus passes to teenagers who are 16 years or older and employed and/or are attending after school programs/tutoring, GED programs and other activities that will prepare them for success in the workplace. To provide at least 2,500 individuals with a combination of 1-ride, 10-ride and monthly passes (a total of 63,326 bus passes) in order to improve their chances for work success.

**Evaluation**:Informal audits and surveys consisted of random visits to partner agencies that were disseminating bus passes to their clients/customers. Agencies visited were Friendship Baptist CDC, Jacobs Ladder, Bethlehem Center and CPCC GED lab. Documentation of bus passes was reviewed, verifying that bus passes were kept in a secure location and discussions about the process of how the passes were handed out to those who qualified.  
The Charlotte Area Transit System as the direct recipient performs site visits on a quarterly basis, audits invoices, eligible expenses, project activities and use of funds.

**Accomplishments**: Provided more than 6,000 heads of households with transportation passes, developed a new (computer based) tracking system to determine the usage of transportation passes. Established new partnerships with ten agencies to provide transportation passes to their population, while coordinating services for mutual clients.

**Lessons learned:** Implementation of the grant requires much time. A person dedicated solely to the dissemination, tracking and reporting of bus pass usage is mandatory. In order to capture accurate data as it related to bus pass usage, we had to develop a database to input the information. Initially, technical errors had to be corrected but eventually they were resolved and we were able to capture bus pass usage.

#### City of Charlotte

##### Extension of Route 1 - Mt. Holly (1106)

**Service area**: Mecklenburg County

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

**Goal**: Expanded geographic coverage

**Service description**:The extension of the Route 1- Mt. Holly will provide better coordination with other CATS services.  Route 1- Mt. Holly today provides service to warehouses, light industrial and service organizations.  The Route 1- Mt. Holly would start at the Charlotte Transportation Center (CTC) in uptown and continue via the existing route alignment, but would be extended into Northwest Charlotte to Mt Holly-Huntersville Rd.

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

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

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

##### Route 5 - Airport Enhanced Bus Service (1111)

**Service area**: Mecklenburg County

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

**Goal**: Improved access/ connections

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

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

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

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

##### Route 79X - Concord Mills Express (1112)

**Service area**: Mecklenburg County

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

**Goal**: Improved access/ connections

**Service description**:The Concord Mills Express route will provide service to the employment/retail establishments on Bruton Smith Blvd via Lowes Motor Speedway to Concord Mills Mall. The Concord Mills Express will be to provide opportunities for its customers to access jobs and retail opportunities in an area where transit service are not available today. Concord Mills Express will provide service to warehouses, service organizations, stadiums and shopping center along Bruton Smith Blvd.

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

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

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

#### Urban Ministry Center

##### Get to Work (1180)

**Service area**: Mecklenburg County

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

**Goal**: Improved access/ connections

**Service description**:This project will give newly employed homeless people transportation assistance for the earliest stages of verifiable employment. It will also give weekly bus passes to members of the Leader Corps program, who are employed at the Urban Ministry Center, or members of our SABER substance abuse treatment program, which includes job training and job readiness, or other clients pursuing jobs or job related activities.

**Evaluation**:Bus passes are distributed to homeless people who meet with Urban Ministry's counselors and verify new employment or employment opportunities or job-readiness preparation. Additional support is made available to people who demonstrate a commitment to retaining their employment but need additional transportation assistance until their lives stabilize and/or they begin to develop a personal budget that anticipates and can manage transportation costs. Use a log to track the distribution of 10-ride and single bus passes.

**Accomplishments**: Teresa lost her job one month and then her apartment a few months later. She had become homeless, relying on friends and family members for temporary shelter. Teresa was able to land a job at a local fast food establishment but could not afford transportation costs because she would not be paid for two weeks. She turned to Urban Ministry for assistance and upon verifying her employment, Urban Ministry was able to supply her with a 10-ride bus pass so she could reliably get to work. Transportation, she says, is the difference between getting a job and KEEPING a job.  
Mark had been living at the Men's Shelter for months when he landed a good job with a fast food establishment on the other end of Charlotte, six miles from the shelter. "This assistance allowed me to keep my job" he said. "I probably am fit enough to have walked the six miles twice a day", he noted, "but this was Charlotte's hottest summer on record and I would have arrived sweaty and looking unsuitable for work." Mark came to Urban Ministry looking for assistance. We counseled him and provided financial assistance so that he could buy uniform parts as well as transportation assistance in the form of two weeks' worth of 10-ride passes. Now, he's working and on his own.

**Lessons learned:** It is difficult keeping track and determining the exact number of different individual receiving bus passes. Each week there can be between 40-50 volunteer counselors, with new volunteers starting each month. Training them on how to use the Counselor Log and encouraging them to complete all their paperwork is an ongoing process.

### City of Greensboro (1062)

#### City of Greensboro

##### Career Express Service- JARC (2056)

**Service area**: Northwest Greensboro (NC: Guilford)

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

**Goal**: Improved access/ connections

**Service description**:Career Express is an innovative reverse-commute service offered by Greensboro Transit Authority to provide a direct connection between downtown and employment opportunities in the growing Airpark area in northwest Greensboro. The service operates weekdays only, with three trips in each peak period and limited evening service. For peak trips, a passenger ride a 35-foot bus between downtown and the regional provider transfer site, while three smaller vans distribute and collect passengers at designated bus stops throughout the employment area. The proposed project will connect the downtown transit center with the Airpark Area in northwest Greensboro, where there is a great concentration of low-skilled jobs.

**Evaluation**:The performance measure and benchmark established for this service is as follows: (1) Number riders serviced daily, (2) On-time percentage, (3) passenger trips per revenue hour, (4) passenger trips per revenue mile, and (5) cost per trip.

**Accomplishments**: During FY 2010 the City of Greensboro transported 31,000 passenger trips annual mileage totaling 89,679. In addition the City of Greensboro was able to enhance in northwest Greensboro and improve service connection with the triad regional transportation provider Piedmont Area Regional Transportation (PART).

**Lessons learned:** The City of Greensboro did not anticipate the high demand for the Career Express service, and if could do over would find more corporate sponsors and funding to help share the cost of operation.

#### Guilford County Transportation and Mobility Services

##### 24/7 Employment Transportation Van-JARC (2058)

**Service area**: Guilford County

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

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

**Service description**:The van was added to existing fleet to continue providing employment transportation services on 24/7 basis. This targeted persons with lower incomes and person with employment transportation needs from urban centers, rural and suburban areas to suburban employment opportunities as well as from rural and suburban areas to urban employment centers.

**Evaluation**:Guilford County monitored the total trips provided, service delivery methods, cost per mile, cost per hour, and cost per one way trip.

**Accomplishments**: The van was added to existing fleet to continue providing employment transportation services on 24/7 basis.

**Lessons learned:** None

##### Provide 24/7 Employment Services- JARC (1902)

**Service area**: Guilford County

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

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

**Service description**:Guilford County Transportation and Mobility Service (TAMS) used eligible JARC funding to provide employment transportation services on 24/7 basis utilizing direct transportation, bus tickets, and gas reimbursements. The project targets persons with lower incomes and person with employment transportation needs from urban centers, rural, and suburban areas.

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

**Accomplishments**: Guilford County TAMS continues to provide transportation for person with lower incomes and transportation needs for job fairs, job readiness or training activities, workplace and job interviews.

**Lessons learned:** None

### City of Raleigh (1065)

#### The Arc of Wake County, Inc.

##### The Arc Rider Program (2054)

**Service area**: Wake County (NC: Harnett, Johnston, Wake)

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

**Goal**: Improved access/ connections

**Service description**:The Arc of Wake County provides transportation training and customized transportation services to participants in the supported employment program and the seniors program. The Arc of Wake County utilizes public transportation service (buses, taxies, Wake County TRACS, Cary C-Tran) and private carriers (staff and contracted transportation). The goal is to provide a transportation solution that will provide in-the-house-to-the-vehicle assistance for those individuals needing it to public transportation training and utilization for those who are able to access it. This program serves approximately 100 individuals with disabilities and provides over 2,500 trips for these individuals to have access to jobs and community activities. The service area for this project is the outlying areas of Wake, Johnston, and Harnett counties in North Carolina.

**Evaluation**:The service was able to assist citizens that were not able to use public transportation and also provided training to these individuals.

**Accomplishments**: The Arc Rider Program has assisted with meeting the following priorities:  
• Improved access to employment centers and adult education within county and to outlying counties  
• Travel time on transit has improved

**Lessons learned:** None

##### 

#### Triangle Transit Authority

##### Eastern Wake Express (2149)

**Service area**: Wake County

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

**Goal**: Expanded geographic coverage

**Service description**:The Eastern Wake Route provides fixed route transportation to the Towns of Wendell and Zebuloon in eastern Wake County. This service provides peak period express service and off peak fixed route service to individuals living in Wendell and Zebulon as well as reverse commute opportunities for individuals living within the City of Raleigh who wish to seek employment opportunities in the currently non-accessible eastern regions of Wake County.

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

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

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

##### Knightdale Express (2147)

**Service area**: Wake County

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

**Goal**: Expanded geographic coverage

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

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

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

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

##### Wake Forest Express (2133)

**Service area**: Wake County

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

**Goal**: Expanded geographic coverage

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

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

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

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

#### Wake Coordinated Transportation Services

##### AVL/MDC Installation on Wake Coordinated System (2028)

**Service area**: Wake County

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

**Goal**: Improved system capacity

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

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

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

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

### City of Winston-Salem (1114)

#### Here 2 There Transportation Service

##### Transportation Connection Service (1939)

**Service area**: Winston-Salem (NC: Forsyth)

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

**Goal**: Improved access/ connections

**Service description**:Here 2 There Transportation Service provides a vanpool/shuttle for the Industries for Blind (IFC). IFC employees nearly 500 people with disabilities on a variety of projects. The Vanpool services 30-35 people daily connecting the place of residence to the IFC headquarters.

**Evaluation**:Here 2 There have worked to market their services to other employees within IFB to increase ridership. Although average service ridership averaged 30-35 in FY 10, Here 2 There expects service average 45-50 people in FY 11.

**Accomplishments**: Accomplishment is seeing a very healthily increase in ridership along the route which can be attributed to aggressive marketing to the area neighborhoods but also partnerships with the major colleges along the route.

**Lessons learned:** Develop a community/business outreach strategy that targets potential riders along the route.

#### Winston-Salem Transit Authority (Route 30)

##### Route 30 (1936)

**Service area**: Winston-Salem (NC: Forsyth)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 30 serves the southeastern portion of the City of Winston-Salem. The route begins in downtown Winston-Salem serving Salem College and Winston-Salem State University areas serving five large residential areas that according to the last census was more than 80% African American and where the Latino population quadrupled since the 2000 census. Route 30 service has seen at 10-20% increase in ridership since the service started in 2008.

**Evaluation**:WSTA has worked aggressively with the worked with Winston-Salem State and Salem College along the route to attract more students to route. WSTA has also placed additional infrastructure such as shelters, benches along the route to attract riders continuing the increase in ridership.

**Accomplishments**: Accomplishment is seeing a very healthily increase in ridership along the route which can be attributed to aggressive marketing to the area neighborhoods but also partnerships with the major colleges along the route.

**Lessons learned:** Develop a community/business outreach strategy that targets potential riders along the route.

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

#### Town of Chapel Hill

##### HS Route Expansion/Rogers Road (2606)

**Service area**: Town of Chapel Hill (NC: Orange)

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

**Goal**: Expanded geographic coverage

**Service description**:HS Route Expansion to introduce new service to the Rogers Road community and midday service throughout the route. Service provides transit to a low income neighborhood currently not served and improves access to transit along the current HS Route.

**Evaluation**:Ridership and community feedback

**Accomplishments**: Increased ridership

**Lessons learned:** Although the service is doing well, CHT would advise others to solicit feedback from users and to continue to promote the use of the service.

##### N S & G Evening Service Extension (2605)

**Service area**: Town of Chapel Hill (NC: Orange)

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

**Goal**: Expanded geographic coverage

**Service description**:NS Route Expansion (service to Rogers Rd.). These monies will support the NS route to the Rogers Road community midday and evening service throughout the route. Service would provide transit to low income and transit dependent residents and employees with nontraditional work hours in a neighborhood who previously were not served and improve access to transit along the current HS route.

**Evaluation**:Project has not been completed. The MPO is still in the process of creating performance measures for our projects.

**Accomplishments**: Significant increase in ridership by during the second quarter. Transit worked with local agencies, hospitals, potential customers and other local employers to analyze schedule for potential changes to better serve the community.

**Lessons learned:** Although the service is doing well, CHT would advise others to solicit feedback from users and to continue to promote the use of the service.

## South Carolina

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

#### Charleston Area Regional Transportation Authority

##### CARTA Express Bus (2321)

**Service area**: Town of Mount Pleasant (SC: Charleston)

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

**Goal**: Improved access/ connections

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

**Evaluation**:CARTA reviews all of its services for operational performance, revenue performance, and cost adherence on a monthly basis. All routes are reviewed annually for efficacy and efficiency by CARTA's Board of Directors. CARTA has established service performance guidelines that all routes must meet.

Specific performance measures for services provided under the JARC Program include 1) Actual or estimated number of jobs that can be accessed as a result of geographic or temporal coverage of JARC projects implemented in the current reporting year; and 2) Actual or estimated number of rides provided as a result of the JARC projects implemented in the current reporting year.

RESULTS: 1) The program improved system capacity and provided access to an estimated 3,100 employment opportunities. 2) There were 121,470 unlinked passenger trips provided during the period of performance.

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

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

##### CARTA Route 40 (2301)

**Service area**: Town of Mt. Pleasant, City of Charleston (SC: Charleston)

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:CARTA reviews all of its services for operational performance, revenue performance and cost adherence on a monthly basis. All routes are reviewed annually for efficacy and efficiency by CARTA’s Board of Directors. CARTA has established service performance guidelines that all routes must meet.

Specific performance measures for services provided under the JARC Program include 1) Actual or estimated number of jobs that can be accessed as a result of geographic or temporal coverage of JARC Projects implemented in the current reporting year; and 2) Actual or estimated number of rides provided as a result of the JARC Projects implemented in the current reporting year.

RESULTS: 1) The program expanded geographic coverage and provided access to an estimated 3,100 employment opportunities. 2) The routes provided 148,049 unlinked passenger trips during the period of performance.

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

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

#### Trident Area Agency on Aging

##### BCD Mobility Management Program (2324)

**Service area**: Charleston-North Charleston UZA (SC: Berkeley, Charleston, Dorchester)

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

**Goal**: Improved access/ connections

**Service description**:The BCD Mobility Management Program has been development with two focus areas - one-on-one travel planning and education and community-wide travel demand management. A staff person has been dedicated to implementation of the program. The program will offer travel planning assistance through individual contact with citizens and human service organizations. The mobility manager will be information on travel options, resources available, and provide contact information to those service provides. Working with community service agencies, such as the Trident Area Agency on Aging, the Trident United Way, and the DisAbilities Resource Center, educational resources on travel options will be provide to target populations. The travel demand management portion of the program will focus on forming partnerships with employers in the region and to tailor travel options for their employees. Funding has been used to procure a web-based rideshare matching software, development of educational materials on vanpooling, existing transit services, and pre-tax bus passes. The goal of the program is to develop a community that aware of the transit services, increase ridership, and enhance the travel options for all citizens (ridesharing, flex-time, and telecommute).

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

1) Number of correspondences from customers (information inquiries)

2) Number of outreach events attended

3) Number or registrants on the rideshare matching software

4) Number of employers that adopt mobility management strategy

RESULTS:

1) There were 75 direct contacts from citizens seeking travel assistance

2) There were 15 outreach events that the mobility manger participated in. These events included the Kids Fair, Charleston Museum Halloween event, City of Charleston Green Fair, Bike Month, Flowertown Festival, Green Business Challenge, Walk to School Day, Senior Day at the Fair, Dump the Pump Day, SC Transportation Association Conference, the Mexican Consulate event, Earth Day events, bike rodeos and partnering with back to school efforts.

3) The rideshare software has 125 registrants

4) There were 20 businesses/agencies that employed mobility management initiatives that include promoting transit, bicycling, and carpooling

**Accomplishments**: The greatest accomplishments are making the contacts in the community to promote the program. This first phase was to focus on target populations - all six senior centers in the region, the DisAbilities Resources Center, and the human service transportation providers. We are now focusing on employers.

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

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### Lower Savannah Council of Governments (6442)

#### Lower Savannah Council of Governments

##### Aging, Disability and Transportation Resource Center (ADTRC) (2282)

**Service area**: Aiken County

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

**Goal**: Improved access/ connections

**Service description**:The ADTRC was being developed over a two year period but the official kick-off celebration happened on August 17, 2010 with an event visited by many transportation officials including SCDOT Commissioners; the Administrator of RITA (USDOT); the Director of FTA Region IV; etc. JARC and NF funds had been leveraged with a national grant from USDOT called the Mobility Services for All Americans to create a one-call center for regional mobility management and human service transportation coordination, and to bring new ITS technology to a rural setting.  
The new technology was used by both the ADTRC and the contracted service provider for public transportation in our urbanized portion of Aiken County (Aiken Area Council on Aging). Purchased technology included new VoIP telephony and auto attendant features; automatic vehicle location and mobile computer purchases; scheduling software for demand response services; regional integration with other databases; a new software application to benefit the passengers using fixed routes; and new web portals for customers.

**Evaluation**:One form of evaluation was, of course, were we able to arrive at a state of full operations and comfortably sign off on a System Acceptance document. We also have federally procured, independent evaluators from the MSAA grant (that was leveraged with JARC/NF funds) that have had two separate site visits with both us and our five partner sites. They have completed/collected their baseline data; they have observed training classes; and they will soon move into the post-implementation phase of the evaluation. A written report will result from their evaluation. LSCOG is also responsible for submitting a written Self Evaluation by the end of this calendar year.

**Accomplishments**: One great accomplishment was that we (LSCOG/ADTRC) were able to give out enough automatic vehicle location/mobile data computers (AVL/MDC) units to equip all 90 of our partners vehicles. JARC/NF funds were used on both the "urban" side and the "rural" side (separate grant awards) to do so but we used urban funds to equip the vehicles used by the Aiken Area Council on Aging, who is our contractor for public transit service in the urban area of Aiken County. This equipment was to assist in better communications that would result in more streamlined scheduling, dispatching and verification functions and increase efficiency and increase capacity to serve passengers in coordinated, shared-ride programs.   
Another accomplishment was the ADTRC worked with a software vendor for development of a "Coordination Module" that could link the independent databases of five regional locations with the ADTRC so trip requests could be shared among ourselves to enhance coordination efforts.

**Lessons learned:** The ITS deployment was not completed on the original time-line. Apparently this is very common and to be expected, but even our "back up" time-line was missed when it came to some of project elements. Our project also ended up as a de facto "BETA" test site for new software applications and we feel that particular vendor was not transparent in revealing that 'reality.' A lesson learned would include participating in a site visit to other places the vendors have implemented proposed ITS products during the procurement phase. We believe we would have better understood what to expect if we had performed those types of visits.

## Tennessee

### Chattanooga Area Regional Transportation Authority (1120)

#### Chattanooga Area Regional Transportation Authority

##### Alton Park (2059)

**Service area**: Chattanooga (TN: Hamilton)

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

**Goal**: Expanded geographic coverage

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

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

**Accomplishments**: This fiscal year, ridership on the Alton Park expansion has increased by approximately 9,500. In addition, CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. Coordination between various agencies has evolved to the point where this summer, CARTA's paratransit service will begin coordinating with a local rural and non-profit service provider on a more formal basis. A MOU is in place, and a marginal cost agreement has been developed.

**Lessons learned:** CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, if Job Access became a formula grant, CARTA's traditional level of funding would decline. As the program went from a discretionary to a formula funded program, CARTA was able to continue to provide the same services that were initially provided despite a decline in the amount of federal funds provided.

##### East Brainerd (2093)

**Service area**: Chattanooga (TN: Hamilton)

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

**Goal**: Expanded geographic coverage

**Service description**:The route to East Brainerd (route #6) provides low income residents access to jobs in this continuously developing area of retail, commercial, and health care establishments. This service is a flexible neighborhood route that remains within the neighborhood and connects to the rest of CARTA's main line routes at Hamilton Place mall.

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

**Accomplishments**: This fiscal year, the East Brainerd route had an increase of ridership by approximately 7,800. In addition, CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. Coordination between various agencies has evolved to the point where this summer, CARTA's paratransit service will begin coordinating with a local rural and non-profit service provider on a more formal basis. A MOU is in place, and a marginal cost agreement has been developed.

**Lessons learned:** CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, if Job Access became a formula grant, CARTA's traditional level of funding would decline. As the program went from a discretionary to a formula funded program, CARTA was able to continue to provide the same services that were initially provided despite a decline in the amount of federal funds provided.

##### Eastdale (2095)

**Service area**: Chattanooga (TN: Hamilton)

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

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

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

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

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. Coordination between various agencies has evolved to the point where this summer, CARTA's paratransit service will begin coordinating with a local rural and non-profit service provider on a more formal basis. A MOU is in place, and a marginal cost agreement has been developed.

**Lessons learned:** CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, if Job Access became a formula grant, CARTA's traditional level of funding would decline. As the program went from a discretionary to a formula funded program, CARTA was able to continue to provide the same services that were initially provided despite a decline in the amount of federal funds provided.

##### Golden Gateway (2092)

**Service area**: Chattanooga (TN: Hamilton)

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

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

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

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

**Accomplishments**: This fiscal year, CARTA's ridership for the extended hours on this route increased by approximately 1,600. In addition, CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. Coordination between various agencies has evolved to the point where this summer, CARTA's paratransit service will begin coordinating with a local rural and non-profit service provider on a more formal basis. A MOU is in place, and a marginal cost agreement has been developed.

**Lessons learned:** CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, if Job Access became a formula grant, CARTA's traditional level of funding would decline. As the program went from a discretionary to a formula funded program, CARTA was able to continue to provide the same services that were initially provided despite a decline in the amount of federal funds provided.

##### North Brainerd (2094)

**Service area**: Chattanooga (TN: Hamilton)

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

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

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

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

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. Coordination between various agencies has evolved to the point where this summer, CARTA's paratransit service will begin coordinating with a local rural and non-profit service provider on a more formal basis. A MOU is in place, and a marginal cost agreement has been developed.

**Lessons learned:** CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, if Job Access became a formula grant, CARTA's traditional level of funding would decline. As the program went from a discretionary to a formula funded program, CARTA was able to continue to provide the same services that were initially provided despite a decline in the amount of federal funds provided.

#### Southeast Tennessee Human Resource Agency

##### Child Care Service (2097)

**Service area**: Chattanooga (TN: Hamilton)

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

**Goal**: Expanded geographic coverage

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

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

**Accomplishments**: CARTA has benefited greatly from its coordination committee that started with its initial Job Access application. Coordination between various agencies has evolved to the point where this summer, CARTA's paratransit service will begin coordinating with a local rural and non-profit service provider on a more formal basis. A MOU is in place, and a marginal cost agreement has been developed.

**Lessons learned:** CARTA was very conservative in deploying its Job Access services initially due to concerns about where future funding would come from, and, if Job Access became a formula grant, CARTA's traditional level of funding would decline. As the program went from a discretionary to a formula funded program, CARTA was able to continue to provide the same services that were initially provided despite a decline in the amount of federal funds provided.

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

#### Knoxville Knox County Community Action Committee (Knox County CAC Transit)

##### Job Ride (1811)

**Service area**: Knox County (TN: Anderson, Blount, Knox, Loudon, Sevier)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC funds are used for operations by Knox County CAC Transit (CAC) and the program is called Job Ride. Job Ride transportation is available 24-hours a day and seven days per week, though most service is concentrated during the day. This service is provided through demand response transportation and is for employment and job training purposes. Trips are typically reserved in advance. Job Ride carefully coordinates with Knoxville Area Transit (KAT - the major public transit service provider in the urban area) and serves only those individuals that live or work outside the KAT service area or whose trips are outside KAT's normal hours of operation. Job Ride provides employment related transportation, with priority to low income individuals, Families First participants (State of Tennessee Welfare program), and for persons with disabilities. Job Ride will allow side trips for delivering and picking up children from day care if the trip helps maintain employment. In addition, a guaranteed ride program is available for those persons preregistered for the service through Job Ride. The security provided by the guarantee of a ride home in an emergency will encourage individuals to utilize the Job Ride program.

**Evaluation**:The Job Ride program has been funded for several years so we now have a strong base line to examine performance. Often we compare ridership statistics from month to month accounting for known trends. As this is very much like a traditional demand response service we also look at trips per hour to evaluate productivity. The program's goal is 2.0 trips per hour. Examining the various transit services in our area that offer demand response transit service and because of the spread out development patterns of our community the 2.0 trip per hour is very hard to obtain. One advantage of the Job Ride Program is that some sites (both at the home and work) offer congregate opportunities. This helps the service achieve the performance factor. We also look at trips per mile but, as mentioned, our county is very spread out and therefore trips tend to be long. We have seen a trend for businesses to move further to the suburbs and this has been supported by the increase in average trip length over the years. Though we do not set specific benchmarks we tend to notice those riders who remain regular riders tend to be more successful in maintaining employment and getting off of government support. We also perform surveys which ask the riders to rate the service. We set benchmarks, such as wanting 90% of the surveys to report satisfaction with the service.

**Accomplishments**: While we like to promote the use of transit, we are delighted when we are contracted by a regular rider who informs us they have saved enough money to buy their own car. This indicates to us that our service has been successful in helping a person maintain employment and improving their economic well being. Often entry level jobs have odd schedules. We also like to hear from the passengers who have been promoted to a day shift and they can now use regular transit service. We had victims of Katrina who had to relocate to our county who literally had nothing and used the Job Ride service to be able to gain and maintain employment. They eventually were able to purchase a vehicle as they continued to piece their lives back together and climb back up the economic ladder. We have had several persons who are disabled and they have used Job Ride to be able to maintain employment. They indicated without Job Ride they would have no other means to get to work. They have stated having a job and getting out of their home is important to their esteem and mental well being, they feel productive, and the money they earn helps with bills and to buy small personal items most people take for granted.

**Lessons learned:** Unfortunately, we still have to maintain a waiting list. If we had more funding we could get even more people to work. Sometimes, there can be a delay with the next round of funding or the amounts are always subject to reduction by Congress. Therefore, careful planning must occur near the end of a grant to be sure enough service is available to keep people working. Often entry level, minimum wage jobs have the least flexibility in regards to employees missing shifts or having time off. The last thing we want to do is to run out of funding and have to make cut-backs causing riders to no longer have transportation options. A disruption in service could cause riders to lose their jobs. It is painful not to be able to carry everyone but careful budgeting is a must.

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#### Sertoma Center

##### Sertoma Center JARC Vehicles (2017)

**Service area**: Knox County

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

**Goal**: Improved system capacity

**Service description**:The purchase of a minivan and a sedan to help the Sertoma Center provide clients with trips to work. The Sertoma Center is a non-profit organization which helps their clients who are disabled find and sustain regular work. The clients of the Sertoma Center require a staff member to help them get to work and some require the staff member to stay with them through the entire day. As the economy has gotten worse, major employers are hiring less numbers of clients of the Sertoma Center. Therefore, Sertoma is having to take jobs with a variety of employers that are spread throughout the County. This complicates finding transportation for the Sertoma clients. Staff of the Sertoma Center needed smaller vehicles (instead of large vans) to give them greater flexibility to serve these sites. By providing vehicles to Sertoma they provide transportation for their clients, which frees up capacity on the public transit ADA service.

**Evaluation**:We have set a goal for Sertoma to try to exceed 100 trips per month. While this does not seem like a lot because the job sites are spread throughout the county the amount of service it frees up on the public ADA demand response system is greater.

**Accomplishments**: Without this service some of these persons would not be able to work. The money they make off of these jobs help them defer expenses. Also, working gives them a sense of purpose and allows them to feel they are productive members of society.

**Lessons learned:** The use of minivans or sedans at first seemed impractical, as this agency had always purchased the larger cutaway vans with lifts. But, not all of their clients require lifts and because the sites were becoming so spread out and fewer workers were required, the small vehicles give the staff greater flexibility. Sertoma would not shift all of the fleet of vehicles to smaller vehicles, but having a few has helped. The smaller vehicles also have greater fuel efficiency.

### Memphis Area Transit Authority (1125)

#### Memphis Area Transit Authority

##### MATA JARC Routes (2480)

**Service area**: Memphis Urbanized Area (TN: Shelby)

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

**Goal**: Improved access/ connections

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

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

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

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

### Nashville Metropolitan Transit Authority (1809)

#### Affordable Housing Resources

##### WaysToWork (2413)

**Service area**: Nashville/Davidson County

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

**Goal**: Improved access/ connections

**Service description**:The WaysToWork program provides small, 2-3.0 year low interest loans to working individuals who may have been denied auto loans based on their poor credit history.

**Evaluation**:Performance is measured against predetermined goals as well as by the loan committee.

**Accomplishments**: The program was able to assist displaced flood victims.

**Lessons learned:** Would advise incoming programs such as this to oversee and provide assistance for the client as it relates to the purchase of their car.

#### Aphesis House

##### Project Excel (2446)

**Service area**: Nashville/Davidson County (TN: Davidson)

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

**Goal**: Improved access/ connections

**Service description**:Aphesis House provides transit vouchers for residents when they move into our facility. These vouchers make it possible for them to access much need services. It also allows them to search for jobs, secure jobs and maintain jobs during this period. We also transport residents when no public transportation is available.

**Evaluation**:Evaluation is based on the number of residents who use one of the services provided. We also look at some of the jobs that our residents have been able to attain and maintain because of one of the transportation services we offer.

**Accomplishments**: Have been able to place five residents at Goodwill Industries warehouse. Close to 80 men have graduated the program, found employment and moved into permanent housing this reporting year.

**Lessons learned:** Organization is crucial to offering the transportation component. Schedules have to be maintained in an effort to ensure that time and fuel are used efficiently. Having copies of public transportation schedules is also very helpful when offering alternative transportation.

#### Franklin Transit Authority

##### TODD JARC Services (2450)

**Service area**: Franklin/Williamson County

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

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

**Service description**:The JARC funding provides the Franklin Transit Authority the ability to offer more work-based trips by increasing the service hours by 16 hours/day.

**Evaluation**:We have been able to increase service hours during commute times by offering more fixed route service and more on demand service for work trips between 6 AM and 9 AM, and 4 PM to 6 PM.

**Accomplishments**: The on demand service has increased work trip and access to jobs by approximately 30% since it began in 2007.

**Lessons learned:** Get to know your customers - where they work and where they live and what type of service would best serve their needs.

#### Mending Hearts

##### Mending Hearts (2425)

**Service area**: Nashville/Davidson County

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

**Goal**: Improved access/ connections

**Service description**:Mending Hearts serves an underserved, vulnerable population of women with alcohol and drug addictions and/or mental illnesses. Approximately half of our women come to us directly from prison, 35% from mental health providers, and 15% from other sources. Without our program, they would likely be homeless. We provide transitional housing, life skills, employment readiness, addition recovery services, mental health counseling, and intensive case management. The transportation we can offer clients as a result of this grant is vital to their ability to become positive, contributing citizens of our community. With the support of this grant, Mending Hearts provided transportation to and from job interviews and employment, court appearances, outpatient drug treatment, mental health appointments, physicians and attorneys appointments, and vital records offices. We most often provide transportation to places where bus service is not available or is incompatible with work schedules or programmatic requirement. Transportation helps our clients get the vital services they need. Transportation beyond the metro bus schedule means residents can seek employment beyond those businesses on the bus routes and accept employment from those organizations.

**Evaluation**:Outcome #1 - By using transit vouchers when public transportation is available and our van when the location isn't accessible by bus, we projected for the year that 80% of the women would be employed after 30 days.  
Outcome #2 - We projected that the women in our program would be able to access services and employment on time and in a cost effective way.  
We evaluate the program on being able to offer transportation support to create stability to maintain a good work record. 88 out of our 180 clients for the year maintained employment.

**Accomplishments**: Women often come to Mending Hearts at a time in their lives when they have lost everything -- their health, their sobriety, their self-respect, their families, a safe place to live, and any material possessions they have ever had. Half of our clients come from prison. They face enormous barriers to employment and to healthy reintegration into society. This funding enables Mending Hearts to address an enormous barrier - transportation. When women are hired for jobs they would not have found or been able to keep without reliable, flexible transportation, mending hearts see the beginning of self-sufficiency. With a job comes independence, self respect, a chance at reuniting with family, and hope. The ability to transport women to find jobs that would have eluded them is our greatest accomplishment of the year.

**Lessons learned:** For someone starting a service like Mending Hearts that despite enormous challenges faced by non-profits today, there are people who will help. People with empathy for those who are disenfranchised will form a community of caring to help provide or discover resources to address barriers. We are grateful for this resource of transportation that helps our clients overcome major barriers to independence.

#### Metropolitan Transit Authority

##### Route 10 Charlotte (2071)

**Service area**: Nashville/Davidson County

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

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

**Service description**:Through this service, Nashville MTA added evening service on nights and Saturdays as well as all day Sunday that extends to several retail employment centers further down the Charlotte Avenue corridor. Employees at retail centers in Hillwood Plaza, Nashville West, and Wal-Mart shopping center, and riders at congregate rental communities along the route have service to get to and from work when shifts extend beyond traditional work hours.

**Evaluation**:Nashville MTA measures success of the project through ridership. All buses are equipped with electronic fareboxes which enables MTA to gather an accurate count of ridership as well as passenger trends, time of boarding, and other data that can be used to both assess the success of the service as well as provide direction for planning and modifying the service.

**Accomplishments**: The ridership on the extended nights and weekend trips has increased 7% since last reporting period.

**Lessons learned:** Continue to assess passenger surveys to stay on top of rider concerns.

##### Route 23 Dickerson Road (2086)

**Service area**: Nashville/Davidson County

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

**Goal**: Expanded geographic coverage

**Service description**:Nashville MTA created a new route extension on Route #23 Dickerson Road during the weekday peak periods that would serve Sky Line Hospital and the Super Wal-Mart and Lowe's shopping center. The service is available to those needing to transfer from other routes at our downtown transit facility and would also make it more convenient for passengers living along the Dickerson Road corridor. A transfer point, between the current service configuration and the new proposed service arm, would be made available close to Ewing and Dickerson Road for passengers in the Parkwood area.

**Evaluation**:Nashville MTA measures success of the project through ridership. All buses are equipped with electronic fareboxes which enables MTA to gather an accurate count of ridership as well as passenger trends, time of boarding, and other data that can be used to both assess the success of the service as well as provide direction for planning and modifying the service.

**Accomplishments**: Ridership has increased since last reporting year

**Lessons learned:** Continue to assess passenger surveys to stay on top of rider concerns.

##### Route 72 Edmondson Pike Connector (2089)

**Service area**: Nashville/Davidson County

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

**Goal**: Improved access/ connections

**Service description**:Nashville MTA has instituted a loop service off of Route 12 Nolensville Road that travels down Harding Place in both directions. This allows individuals who work or live in the wide spaces between the corridors some level of access to bus service on the main line. This cross town feeder route will run on Edmondson Pike at Old Hickory to Nolensville and Harding to the Work Release Center east of I-24. This service operates primarily during extended peak periods in mornings, afternoons and evenings.

**Evaluation**:Nashville MTA measures success of the project through ridership. All buses are equipped with electronic fareboxes which enables MTA to gather an accurate count of ridership as well as passenger trends, time of boarding, and other data that can be used to both assess the success of the service as well as provide direction for planning and modifying the service.

**Accomplishments**: Ridership has increased 67% since last reporting year

**Lessons learned:** Continue to assess passenger surveys to stay on top of rider concerns.

#### Neighborhood Resource Center

##### GettingToWork.Net (2445)

**Service area**: RTA Nine-County Region (TN: Cheatham, Davidson, Dickson, Robertson, Rutherford, Sumner, Williamson, Wilson)

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

**Goal**: Improved customer knowledge

**Service description**:A long-recognized need in JARC projects is that low income workers and job seekers must have access to information about transit options so that they can be afforded options of daycare, job training, employment, health services, etc. This information becomes even more critical when transit options are limited. According to the 2003 American Community Survey, almost 47,000 individuals living in Davidson County did not have access to a vehicle. Neighborhood-level analysis shows that concentrations of reside in low and moderate income areas.  
In this project, NRC staff have expanded the website GettingToWork.Net, so that users will be enabled to find job opportunities, transportation, schools, social service providers, etc. near any address input for a nine-county area of Middle Tennessee. We are also providing user training so that job seekers, social workers, and other interested parties will be able to quickly and efficiently put the site to use.

**Evaluation**:To evaluate project progress, NRC staff track the number of individuals who participate in education/outreach events regarding public transit options and the number of unique users for the gettingtowork.net website. These outputs help us gauge the effectiveness of our website as a resource tool for both transit riders and the transit riders and the professionals that provide support services for individuals who need assistance getting to work.

**Accomplishments**: Implemented a collaborative outreach project with Good Food for Good People allowing NRC to distribute promotional materials at two urban farmer's markets on a weekly basis. The markets' attendance averages several hundred each week allowing staff to concentrate our outreach efforts in a targeted community with high concentrations of residents who are in need of public transit support.  
Established a partnership with Rutgers University to revamp the gettingtowork.net site to incorporate Google map features, improve user functionality and enhance handicap accessibility.

**Lessons learned:** Establish a routine data set download/upload process to increase productivity and timeliness of site updates. Review all open source options to improve site functionality and state on top of current technologies.

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#### Project Return

##### Bridge to the Future (2408)

**Service area**: Nashville/Davidson County

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

**Goal**: Improved access/ connections

**Service description**:The transit passes were provided for program participants to return for scheduled job readiness/retention classes, job searches, and to get to and from work when initial employment is secured. The agency also provides emergency food for clients and their families, clothing, housing referrals for sober living, and mental health and employment support services for this "difficult-to-serve" population. Individuals are sent in job-ready to employment referrals with resumes in hand, professionally dressed and ready to go to work. We work with the employers. PRI makes repeat referrals and they make repeat hires; so PRI is their partner which makes a big difference.

**Evaluation**:Client services are tracked via an in-house database. Recidivism rates along with customers securing employment and job retention, are principal outcome measures used to evaluate the success of the agency's programs. Clients of the agency have proven to be one-third less likely to recidivate than their counterparts who do not request the agency's services. According to the US Bureau of Justice Statistics, two out of three returning inmates will be re-arrested for new crimes within three years of their release from prison and more than half will be re-incarcerated. Further studies show that nearly one-third of adult prisoners were unemployed in the month prior to their arrest. Additionally, it is estimated that unemployment rates among ex-prisoners are between 25 and 40%. Released prisoners face countless challenges which contribute to their return to criminal activity, re-arrest and re-incarceration. These include joblessness, substance abuse, mental health problems, low levels of educational attainment, lack of stable housing, and poor family connections. PRI's client return-to-incarceration rate has averaged 13.3% since calendar year 2000. During the fourth quarter of FY 2008-2009, the recidivism rate of those clients completing BTTF remained at its constant, 13% per quarter with close to 500 verified job placements this reporting year.

**Accomplishments**:

Job Readiness Completed---1060  
Job Club Completed--------913   
Jobs Placed and Verified-----462  
Resumes Completed--------684  
Employment Referrals------1744  
Recidivism Rate-----------13%   
Equally, the program has achieved the following; Increased clients' transportation options; improved mobility for target population; simplified the use of transit services; and filled gaps in existing transportation infrastructure.

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

#### Regional Transportation Authority

##### 96X Midday Run (2424)

**Service area**: Davidson and Rutherford Counties

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

**Goal**: Expanded geographic coverage

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

**Evaluation**:RTA measures success of the project through ridership. All buses are equipped with electronic fareboxes which enables RTA to gather an accurate count of ridership as well as passenger trends, time of boarding, and other data that can be used to both assess the success of the service as well as provide direction for planning and modifying the service.

**Accomplishments**: Ridership continues to grow

**Lessons learned:** Talk with riders more

##### 

##### Donelson Shuttle (2430)

**Service area**: Nashville/Davidson County

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

**Goal**: Expanded geographic coverage

**Service description**:Donelson Area Shuttle connects with the morning and afternoon scheduled trains of the RTA Music City Star Commuter Rail service to get riders to employment centers and schools in the Donelson area.

**Evaluation**:Performance measures and benchmarks are based on increase in ridership and the willingness of employment centers in the area to talk with us about transporting their employees.

**Accomplishments**: This reporting year major employers in the area either moved or were closed due to economic issues. Through marketing efforts and more word of mouth with train riders, ridership is beginning to climb.

**Lessons learned:** Get riders involved in the marketing campaign.

##### RTA Vehicle Use Program (2441)

**Service area**: Nashville/Davidson County

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

**Goal**: Improved access/ connections

**Service description**:Vehicle Purchase – RTA purchases standard passenger and/or lift-equipped vans each year for agencies to provide employment transportation for their clients. In RTA JARC Program fleet we have 13 vans that are being utilized by social service agencies. We have six 12-passenger vans, four 15-passenger and three lift-equipped vans. These vans are contracted out for use by agencies where and/or when there is no public transportation for their clients.

Past partners include: 1) Kaplan Career Institute (KCI); 2) Urban Housing Solutions (UHS); 3) Downtown Ministries has “The Next Door” program; 4) Waves, Inc.; 5) Murfreesboro Housing Authority (MHA); 6) Rochelle Center; 7) Aphesis House, Inc. (AHI); 8) Mending Hearts, Inc. (MHI); 9) World Relief; 10) Welcome Home Ministries.

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

**Accomplishments**: This reporting year three 15-passenger vans were added to the fleet. The vehicles are being utilized by HUGGS, Inc., Building Lives and World Relief.

**Lessons learned:** Once an agency is approved, we then purchase the van. We purchase from our state contract which usually takes a while and agencies get frustrated because they want to use the vans right away. In the future, we will purchase vehicle first.

##### Transit Voucher Program (2431)

**Service area**: RTA Nine County Region (TN: Davidson, Rutherford, Sumner, Williamson, Wilson)

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

**Goal**: Improved access/ connections

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

**Evaluation**:Our performance measures and benchmarks are based on demand.

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

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

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#### World Relief

##### World Relief Job Access (2448)

**Service area**: Nashville/Davidson County

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

**Goal**: Improved access/ connections

**Service description**:The JARC services at World Relief Nashville have centered around getting clients to and from work during time periods when regular bus routes are not available or to areas that do not have regular bus routes. Most of the rides given have been from Nolensville Pike/Old Hickory Blvd area to the Opryland hotel. Another area that has been serviced is Tyson Shelbyville. The schedule of operation has been flexible based on need, but as use increases we will have to set a more definitive time that our services run.

**Evaluation**:The program has been a huge success in the last three months. Our numbers continue to rise as new job markets open for clients. Had this program not existed most of the people with this period would have lost their jobs due to lack of transportation.

**Accomplishments**: Opened new job prospects for clients

**Lessons learned:** None

### Southeast Tennessee Human Resource Agency (6453)

#### Southeast Tennessee Human Resource Agency (SETHRA)

##### JARC Rural (517)

**Service area**: Southeast Region (TN: Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, Sequatchie)

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

**Goal**: Improved access/ connections

**Service description**:The Job Access Reverse Commute Program operates as a demand response type of transportation in the servicing ten counties. Transportation provided includes job training facilities, job search, employment destinations as well as child care facilities for eligible dependents. The Program provided transportation to 143 unduplicated clients in the federal fiscal year beginning October 2009 through September 2010.

**Evaluation**:Through monthly verified data obtained from Routematch software, the program is evaluated through a series of spreadsheets containing client trips, recertification status, program deadlines and revenue reports used to invoice and evaluate budget constraints as well as through an Access database containing client activities and goals. The program has seen several success stories varying from clients graduating from programs and obtaining employment to clients independently obtaining their own means of transportation. The program has also increased over the 50% originally margined for.

**Accomplishments**: Several single parents have obtained and maintained employment through reliable transportation. SETHRA transportation through the Job Access Program aided a client in regaining custody of a minor through access to transportation for continued job search and employment. An elderly Job Access client was able to discontinue her commute as a pedestrian to work via a two mile crossing major intersections under harsh climate conditions.  
A wheelchair client was able to search and obtain employment through transportation assistance where other transportation was neither available nor accessible.

**Lessons learned:** I would recommend highly creating or ensuring an in depth budget analysis of the program is in place in order to aggressively advertise when needed and limit transportation where necessary.   
I would like to have known better and still desire to know more about the funding process and rules and regulations specified for the Job Access Program.

##### 

##### JARC Small Urban (507)

**Service area**: Cleveland (TN: Bradley)

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

**Goal**: Improved access/ connections

**Service description**:The JARC-funded service was provided to the city of Cleveland, a small urban area. It functioned in the form of a demand response manner and provided transportation to 24 unduplicated clients to and from their place of employment, job training facilities, job search locations and transportation for eligible dependents to and from child care facilities for federal fiscal year October 2009-September 2010.

**Evaluation**:Through monthly verified data obtained from Routematch software, the program is evaluated through a series of spreadsheets containing client trips, recertification status, program deadlines and revenue reports used to invoice and evaluate budget constraints as well as through an Access database containing client activities and goals. The program has seen several success stories varying from clients graduating from programs and obtaining employment to clients independently obtaining their own means of transportation. The program has also increased over the 50% originally margined for.

**Accomplishments**: Aided in transportation to employment and childcare facilities to a single parent.

**Lessons learned:** I would recommend highly creating or ensuring an in depth budget analysis of the program is in place in order to aggressively advertise when needed and limit transportation where necessary.   
I would like to have known better how to adjust to a growing population of low income individuals due to a weakened economy.

# small urban/rural projects

## Alabama

### Alabama Department of Senior Services (6894)

#### East Alabama Regional Planning and Development Commission

##### Low income transportation provider (1139)

**Service area**: Talladega County

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

**Goal**: Improved access/ connections

**Service description**:The service area is a continuation of an existing JARC program available in Talladega County and the inclusion of the City of Talladega in the program. The program will continue to serve those eligible through the Temporary Assistance for Needy Families (TANF) guidelines and/or meet the criteria based on income. Partner with the Department of Human Services (DHR) in providing this service.

**Evaluation**:We use all collected information—hours operating, miles driven, number of trips provided in any give month/quarter/year.

**Accomplishments**: The program itself has been a success, allowing for those without transportation the chance to work and better themselves. Working with the local DHR has been very smooth and productive. Without cooperation and a solid partnership with the DHR, there would be no program.

**Lessons learned:** Work with your DHR. Understand the program before you start. Realize that many of the participants need motivation and encouragement to continue with the program. Don't let their frustration with their situation bleed over into what you're trying to do.

#### Escambia County Commission aka Escambia County Alabama Transit System

##### Low income transportation provider (1293)

**Service area**: Escambia County

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

**Goal**: Improved access/ connections

**Service description**:ECATS provides JARC transportation to low income clients living in non-urbanized areas of Escambia County. ECATS partnered with the Department of Human Services to ensure TANF qualified clients received adequate transportation to jobs and qualified job related services.

**Evaluation**:ECATS uses a survey to get feedback from the public and several entities in the county to evaluate our project and to make our program more efficient, friendly and safe. ECATS also evaluates routes and weighs the performance of our organization to make sure we are providing transportation to all, especially the elderly and the handicapped. Our mission is to make the Escambia County Alabama Transportation a program that the State and County can be proud of by making it financially sound, keeping the equipment in order and most of all serving the transportation needs of Escambia County.

**Accomplishments**: One of our greatest accomplishment has been to increase ridership through advertising our agency in a professional manner through brochures and our local newspapers. ECATS primary goal is to increase our visibility and availability. We have been successful with our zero incidents during the past year and our drivers will continue to have refresher training courses in assisting passengers to and from the vehicle to maintain our zero incident goals.

**Lessons learned:** I would make sure my agency was fully trained in FTA and JARC regulations. I would recommend attending all training sessions offered by FTA, ALDOT and ADSS so as to avoid any compliance issues.

#### New Centurions

##### Low income transportation provider (1225)

**Service area**: Etowah (AL: Cherokee, Etowah)

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

**Goal**: Improved access/ connections

**Service description**:The goal of the project is to improve access to transportation services for our clients who are welfare recipients, eligible low income individuals and or persons with disabilities. It is also the goal of this project to improve access for these individuals to seek employment and to be integrated into the workforce.

**Evaluation**:The primary measure and benchmark we have utilized is the number of additional persons we have been able to provide transportation assistance to since we began utilizing JARC funds. Due in part to these resources, we have been able to double our program capacity and provide increased employment opportunities to the clients we serve. This funding has allowed us to pursue better jobs with higher wages for our clients as well as reduced the barrier of distance from our facility to various job sites.

**Accomplishments**: Again, we feel our greatest accomplishment is in program expansion and in the increased vocational opportunities made available to our clients.

**Lessons learned:** Attention to detail and collecting data on the front end would have been good information for us to know. While we have always kept mileage logs, we were not tracking the number of passengers per trip (as an example). The reporting requirements are not clearly spelled out and there was a lot of learning by trial and error, which is a grossly inefficient method. We do not have a staff dedicated to billing and reporting. I would encourage potential applicants to seek out current grantees for questions and program evaluation.

##### 

#### Northwest Alabama Council of Local Governments

##### Low income transportation provider (1234)

**Service area**: Colbert (AL: Colbert, Franklin, Lauderdale, Marion, Winston)

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

**Goal**: Improved access/ connections

**Service description**:The JARC program provides transportation for individuals with incomes that are TANF eligible as qualified by the county DHR. This transportation provides these people the means to attend job readiness classes, job search, daycare, and employment. This transportation will be provided by coordinating the use of public transit vehicles and local taxi companies. County DHR's determine the eligibility of each client and submit transportation orders to NACOLG for services to be provided.

**Evaluation**:We have relied on feedback from the local Dept. of Human Resource agencies as to how the local JARC program is progressing. In the past six plus years that I have been associated with the program, we have had only positive feedback from our local DHRs, riders, and taxi service we use.

**Accomplishments**: The main accomplishment is being able to provide the JARC program service in our local area. The JARC program has been a major asset to the individuals that are honestly trying to gain employment. They mostly just need a little help and guidance to get started. The JARC program helps provide both of these.

**Lessons learned:** The program seems to work best if you can use a local taxi service to handle the transportation. This will give you, in most cases, a 24 hour a day and seven days a week transporting ability without tying up regular transit vehicles and the scheduling problems that go with odd hour transports. We have established a good relationship with our local DHRs and we let them qualify the riders which seems to work well in our area.

##### 

#### Southeast Alabama Regional Planning and Development Commission dba Wiregrass Transit

##### Low income transportation provider (1199)

**Service area**: Houston (AL: Coffee, Dale, Geneva, Henry, Houston)

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

**Goal**: Improved access/ connections

**Service description**:This is a multifaceted program that has replicated the successes of the past six years that this agency has had with the JARC program in Houston County and with our expanded services into Dale, Coffee, and Henry counties. Through the use of established vendor relationships with local cab companies, we will continue to provide JARC service 24/7. The primary individuals to be served will be those qualifying through the TANF/JOBS qualification process established by DHR.

**Evaluation**:Quantitative analysis is always difficult for a program like this. As an evaluation tool, we tend to monitor and evaluate trend lines over time. As a result, we take a more programmatic view. We look at items such as ridership, new riders per month, passenger miles, passenger hours, cost and feedback from referring agencies. Typically, we hope to see ridership numbers (both new and total) either steady or increasing, we analyze passenger trips vs. passenger miles as an indication of service that we are providing in our rural and isolated areas, we look to see that costs do not fluctuate.  
• We are very attentive to feedback from our referring agencies. This has tended to be very positive.  
• Because of the nature of our referral system, we do not have any visibility on is how our JARC passengers are actually doing in the work place and how they are progressing towards stable employment. Because we offer opportunity and do not guarantee outcome, it could be argued that this metric is not overly critical as long as we continue to provide these opportunities.

**Accomplishments**: Our regular service area (5311 & 5307) encompasses one county and one metropolitan area. JARC has allowed us to expand to provide regional service over a five-county area (JARC service only). We have partnered extensively with other local transportation providers to provide these services. JARC has been an economic engine that has allowed two local cab companies (service providers) to survive, retain employees and in fact to hire additional employees. By providing opportunities for transportation, we have removed a layer of excuses and made it easier for significant numbers of individuals to access employment opportunities.

**Lessons learned:** Local match is a very difficult proposition. Make very sure that your match dollars are guaranteed before you ever transport the first person  
Partner with everyone and give everyone a voice. Everyone wants to be part of a winner. By getting everyone to “buy in” the chances of success increase exponentially. Additionally, if folks are an active part of the solution, they are less likely to be part of the problem.

##### 

#### West Alabama Health Services, Inc. dba West Alabama Public Transit

##### Low income transportation provider (1200)

**Service area**: Marengo (AL: Bibb, Choctaw, Dallas, Greene, Hale, Lowndes, Marengo, Perry, Sumter)

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

**Goal**: Improved access/ connections

**Service description**:The transit agency targets welfare recipients and eligible low income individuals seeking employment opportunities. This program supplements and compliments the transportation services provided under the Section 5311 program.

**Evaluation**:WAPT follows the implementation plan and monitors the components of such plan. Clients, stakeholders, public satisfaction, the number of trips, and additional driver records were utilized. In summary, WAPT follows a time line that includes action, strategy, the person responsible for implementation of specific activities, actions, etc. Also surveys are utilized.

**Accomplishments**: The unmet transportation needs that this project expected to address were met. Further, this project attempted to address the coordinated transportation plan's strategies and unmet needs. The long term relationships with mental health, Medicaid, DHR, County Commission, daycare centers and other agencies without any conflicts or disputes should be considered to be very important.

**Lessons learned:** How to address the needs of citizens located in sparsely populated rural areas of these poor Black Belt communities: think outside the box. Operate the program on a user friendly basis, operate the program as a business. Treat the clients as precious customers.  
I wish I had known the major elements of political and psychological instrument in respect to the users and agencies throughout the system.

##### 

### Alabama Department of Transportation (1000)

#### Ability Alliance of West Alabama

##### Together We Ride (1832)

**Service area**: Tuscaloosa/West Alabama (AL: Tuscaloosa)

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

**Goal**: Improved access/ connections

**Service description**:Together We Ride provides mobility management services for individuals with intellectual disabilities and other developmental disabilities. The goal of the project is to increase access and empower individuals with intellectual and other developmental disabilities in their utilization of transportation systems in our community.   
Our project utilizes the following strategies to achieve our goal:  
1. Contracts and/or memos of understanding with taxi companies, nonprofit transportation providers for door to door services and the public fixed route provider  
2. Purchase of an accessible van for rental to nonprofits and private transportation providers with New Freedom Funds  
3. Provided transportation stipends to individuals for employment related trips, pre-vocational and vocational training,   
4. Promoting car pooling  
5. To educate individuals on other available transportation resources including private and public transportation providers  
6. Coordinated transportation services for individuals  
7. Created transportation providers partnerships

**Evaluation**:We utilize the following indicators to evaluate our project:  
• Number of passenger trips provided  
• Costs per trip by type  
• Transportation dollars spent by partnering agencies in the project  
These factors were used to keep our project cost as economical as possible allowing the agency to provide a large amount of services at a low cost. The amount of funds we requested from our partnering agencies was the performance measure that was the benchmark. After six months of services we had not spent 50% of the funds allotted by the partnering agencies. This was the indicator that the amount of services being provided was greater than the cost of providing it.

**Accomplishments**: The Mobility Management project has led to coordination with other available transportation resources, i.e. Easter Seals, Tuscaloosa Transit, rural transportation providers in Bibb and Pickens counties, Medicaid waiver and other transportation providers in our area. The project has focused on identifying the available transportation providers in the region in order to create a transportation network that connect passengers to the most available transportation services. The project is also focused on enhancing capacity of the public transportation providers.  
The key to the success of our service is the partnerships with community stakeholders, our focus on coordinating transportation resources, providing multiple options for transportation to include public/private provides and social services agencies with vehicles and other resources.

**Lessons learned:** Being knowledgeable about the cost of transportation. When we started our project, we were not as aware of the actual costs of public and private transportation services. We continue to look for strategies to reduce costs.   
We have learned to become small scale transportation brokers in order to get the lowest cost transportation for the passengers and the community we serve.

#### Chilton County Transit

##### Chilton County (1816)

**Service area**: Chilton County

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

**Goal**: Expanded geographic coverage

**Service description**:Chilton County Public Transit serves all of Chilton County in Alabama. Trips provided included job training, job explorations, employment supportive, and daily employment. The services are provided via the section 5311 rural public transit program. 15 passenger vans are used to provide the transportation. Passengers were schedule for demand response and subscription services. Service is provided five days a week between the hours of 6:30 AM and 4 PM.

**Evaluation**:The project was evaluated using a simple percentage of repeat demands for services. We established receiving 50% request for repeat services as the overall goal for the project. We felt if we received at least 50% of the passenger requesting repeat employment related transportation that we was performing the service at an acceptable level of satisfaction. We had 15 passengers that were regular JARC participant our daily requested number of repeat JARC trips averaged 13 per day.

**Accomplishments**: The project was directly responsible for two individuals being removed from the state welfare rolls. Two of our passengers were able to gain employment that increased their income above the low income level.

**Lessons learned:** Prior to starting your JARC project, get to know as many potential partnering agencies as possible. This will give you an abundant amount of local resources to assist you along the way.

#### Easter Seals West Alabama

##### JOBS Transportation Services (1833)

**Service area**: West Alabama Region (AL: Hale, Tuscaloosa)

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

**Goal**: Expanded geographic coverage

**Service description**:Easter Seals West Alabama (ESWA) serves all of Tuscaloosa County and part of Hale County in Alabama. ESWA provides trips that include job training, job related, daycare, and employment. Three mini vans are used to provide the transportation along with a contract with Tuscaloosa Public Transportation Authority. One van is provided by another agency for JARC use. Two vehicles are accessible and two are not. Service is provided five days a week between the hours of 5:30 AM and 6 PM.

**Evaluation**:ESWA JARC project evaluation is based on the number of passengers served and the number of passenger trips provided. We set a goal of serving approximately 25 passengers per month and providing approximately 1,800 passenger trips per month.

**Accomplishments**: ESWA’s greatest accomplishment has been the relationship we have built with the community partners involved in the project. Our partners provide passenger referrals and local matching funds for the project.   
The purchase and utilization of a computerized routing system for scheduling passengers’ trips and getting the most efficient use of the agency's vehicles.

**Lessons learned:** To someone starting a service like ours, be prepared from the beginning to have a large number of individuals needing transportation. At the beginning of our service, we were almost overwhelmed at the response. Had we known we would have such large numbers from the start we would have purchased the computerized routing program we now have at the beginning of the project. Trying to keep up with all the trips and data by hand was daunting. A computerized routing program is essential to provide the most efficient use of vehicles and data to measure results.

##### 

#### Lee-Russell Council of Governments

##### Lee County JOBS (2053)

**Service area**: Lee County

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

**Goal**: Improved access/ connections

**Service description**:In FY 2010, the service provided trips for individuals to attend employment training, employment and/or employment supportive services. We worked with our partnering stakeholders to receive referral for JARC-related passengers. Trips were provided in conjunction with our daily general public transportation services.

**Evaluation**:We use the number of trips provided versus cancellation and no-shows to evaluate the project. We set a goal to provide a minimum of 30 trips per week. The number of actual trips we provide each month is viewed versus the number of cancellations and no-shows. During FY 2010 the number of trips averaged approximately 35 per week with no-shows and cancellations averaging approximately 12 per week. Trips provided out weighted the no-shows and cancellations. We like to feel that we are being a benefit to the low income population of Lee County in helping them to obtain and continue a job because we are providing them with transportation.

**Accomplishments**: Seeing the change in individuals after they have become employed and are able to maintain those jobs. The pride seen in them when they obtain good attendance, because all is due to the transportation we provide is consider an accomplishment to us. We are even pleased to see clients able to obtain their own vehicles after working for a while.

**Lessons learned:** Keep good open lines of communication between you and your stakeholders. Ensuring your stakeholders understand their roll and what’s expected of them and you understand their rolls and what they expected of you. Educate the population that will receive the services being provided. Provide as must information as possible before and doing the times the services are being provided.

#### South Alabama Regional Planning Commission

##### CommuterSmart Mobile-Baldwin (1881)

**Service area**: Baldwin County (AL: Baldwin, Mobile)

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

**Goal**: Improved access/ connections

**Service description**:CommuteSmart Mobile-Baldwin has 18 active carpools with 57 active carpoolers during FY 2010. A total of 206 people are registered in the carpool database. Of the 206 registered, 81 are from Baldwin County.   
One of the main concerns that people have with carpooling to work is how they will get home in an emergency. The South Alabama Regional Planning Commission’s Emergency Ride Home Program (ERH) seeks to solve this problem by providing commuters who regularly carpool to work with a ride home when an emergency arises. To be eligible, commuters must register with CommuteSmart Mobile and must be commuting via carpool at least three times per week. Commuters can use the service to get home in an emergency situation up to three times per year. Best of all, the ERH is free. An Emergency Ride Home program (ERH) is an important tool to overcome a barrier to using commuter alternatives.

**Evaluation**:A survey is sent to a carpooler if they use the service to evaluate the effectiveness of the service. During FY 2010, we provided one Emergency Ride Home. The evaluation received high marks. The program was easy to access and the ride was prompt.  
Performance is also measured by the number of companies who show an interest in marketing the CommuteSmart program to their employees. The Emergency Ride Home has been ranked as the biggest selling point of the program.

**Accomplishments**: The Emergency Ride Home has been very successful. Of the people who have used the service, very high marks were given. Commuters are thankful to have the opportunity to carpool without having to worry about a way home if there is an illness.

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

## Florida

### Florida Department of Transportation (1001)

#### Levy County Board of County Commissioners

##### Levy County Board of County Commissioners (2402)

**Service area**: Levy County

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

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

**Service description**:The transit system, which normally operates during daytime hours only, has expanded its hours to accommodate workers' evening hours.

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

**Accomplishments**: None

**Lessons learned:** None

## Georgia

### Georgia Department of Transportation - Office of Intermodal Programs (1002)

#### Coastal Regional Commission

##### Coastal Regional Commission (2341)

**Service area**: Region 12 (GA: Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, Screven)

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

**Goal**: Improved system capacity

**Service description**:Regional commuter vanpool transportation is available to low income employees that live or work in the ten counties of the coastal region.

**Evaluation**:Performance measures are the number of vanpools created to provide commuter transportation to and from work for low income households. The subcontractor provides monthly reports on the number of vanpools in operation.

**Accomplishments**: The coastal region had no alternative transportation for low income households for work commutes. Implementation has expanded work opportunities for these households by making transportation to work reliable and affordable. It also gives employers a larger labor pool from which to hire skilled workers; and helps to generate economic development in the region.

**Lessons learned:** We would have provided more education prior to implementation of the service to employers and employees to promote the benefits of vanpooling.

##### 

#### Department of Human Services

##### DHS Purchase of Service (1664)

**Service area**: Statewide (GA: Appling, Atkinson, Bacon, Baker, Baldwin, Barrow, Ben Hill, Berrien, Bibb, Bleckley, Brantley, Brooks, Bryan, Bulloch, Burke, Butts, Calhoun, Camden, Candler, Charlton, Chatham, Chattahoochee, Clarke, Clay, Clinch, Coffee, Colquitt, Columbia, Cook, Coweta, Crawford, Crisp, Decatur, Dodge, Dooly, Dougherty, Early, Echols, Effingham, Elbert, Emanuel, Evans, Glascock, Glynn, Grady, Greene, Hancock, Harris, Houston, Irwin, Jackson, Jasper, Jeff Davis, Jefferson, Jenkins, Johnson, Jones, Lamar, Laurens, Lee, Liberty, Lincoln, Long, Lowndes, Macon, Madison, Marion, McDuffie, McIntosh, Meriwether, Miller, Mitchell, Monroe, Montgomery, Morgan, Muscogee, Newton, Oconee, Oglethorpe, Pierce, Pike, Pulaski, Putnam, Quitman, Randolph, Richmond, Schley, Screven, Seminole, Spalding, Sumter, Talbot, Taliaferro, Tattnall, Taylor, Telfair, Terrell, Thomas, Tift, Toombs, Treutlen, Troup, Turner, Twiggs, Upson, Walton, Ware, Warren, Washington, Wayne, Webster, Wheeler, Wilcox, Wilkes, Wilkinson, Worth)

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

**Goal**: Expanded geographic coverage

**Service description**:DHS provided coordinated transportation services (trips) to the elderly, disabled, low income and welfare recipients within the 12 regions of the state of Georgia, where there was limited or no public transit or human service transit system available. Welfare recipients and low income persons seeking to obtain and maintain employment was one of the unique transportation challenges identified as a great need. Aging and disabled members were identified as needing access to their communities, live more independent and self-reliant lives and obtain medical resources. Services provided were trips for job search, job training, work related activities, employment, educational opportunities, medical appointments, shopping.  
Recipients were transported to local colleges, employment at Wal-Marts, Targets, children dropped off at day care, Braille classes, GED classes, social outing in the communities, grocery shopping, pharmacy, physical therapy, probation office and TANF orientations.

**Evaluation**:DHS monitored performance, tracked number of trips and re-evaluated every three to four months to determine if funding level was adequate and usage sufficient. A comprehensive needs assessment was conducted to identify any additional needs.  
Transportation for the consumers has enabled them to live more independently, thus increasing their community involvement which has boosted their esteem. These consumers are accessing their communities, and job opportunities, living more independent and self-reliant lives and obtaining medical resources.

**Accomplishments**: Transportation was provided for recipients that had work hours that ranged from 5:30 AM to 11 PM; trips provided for recipients from work if they became ill in the middle of the day. Teen Works recipients were provided transportation to and from their jobs. Fathers on the Child Support Fatherhood Program were provided transportation into the community and neighboring counties for job training and work, thereby meeting their child support obligations.

**Lessons learned:** Conduct a needs assessment to determine services that are needed.

##### 

#### Macon Bibb Transit Authority

##### North Macon Industrial (1770)

**Service area**: Macon (GA: Bibb)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 13, North Macon Industrial was created to serve the industrial area jobs as well as new retail and restaurants jobs that were made available to the citizens of Macon and Bibb County when the new Shops at River Crossing Mall opened. It also gives our customers access to shopping.

**Evaluation**:We continually track miles and ridership to the determine need and performance levels. We maintain communication with businesses, and the community we serve and our elected officials to ensure that our service level is sufficient and that performance levels meet standards that ensure excellence. Our ridership has grown to just under 20,000 trips per year.

**Accomplishments**: With only one bus that operates during peak hours only, this service has grown to almost 20,000 passengers per year. This year we hope to adjust our routing and scheduling to allow for better service levels and better blending with interconnecting routes. We have added GPS and a tracking system that will aid in maintaining and improving service levels.

**Lessons learned:** Make sure that your routes connect and strengthen each other. Establish partnerships and communication with the business community you serve and the passengers that use the service.

## Kentucky

### Kentucky Transportation Cabinet (1003)

#### Audubon Area Community Services

##### GRITS Transportation JARC (1428)

**Service area**: Daviess (KY: Daviess, Henderson, Union, Webster)

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

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

**Service description**:JARC-funded service provided to clients of Hugh Edward Sandifer Center (HESTC). HESTC's programs include Vocational Evaluation, Employment Development, Job Placement and long term Extended Employment. HeSTC's mission is to provide individuals with disabilities the opportunity to attain their highest vocational potential.

**Evaluation**:Hugh Edward Sandifer Training Center evaluated on basis of number of clients served. Software upgrade and tablet computer implementation will be evaluated on percentage of system efficiency improvement.

**Accomplishments**: Providing transportation to persons with disabilities for access to vocational evaluation, employment development, job placement and long term extended employment.

**Lessons learned:** For HESTC-type service, know your clients and their needs. For software, know your budget, your IT capacity and make sure your expectation with your software vendor are met.

##### 

#### Blue Grass Community Action Partnership, Inc.

##### JARC (1520)

**Service area**: Franklin (KY: Anderson, Boyle, Casey, Franklin, Garrard, Jessamine, Lincoln, Mercer, Scott, Washington, Woodford)

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

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

**Service description**:BGCAP operates JARC transportation for individuals seeking employment-related activities within our service area (Anderson, Boyle, Casey, Franklin, Garrard, Jessamine, Lincoln, Mercer, Scott, Washington, and Woodford counties) and coordinates trips with other transportation services and providers. Riders call our toll free number to schedule trips on our demand response system, with a minimum of 72 hours notice and pay $.50 per person, per mile. Our service hours continue to be extended to increase the opportunity to access this service. Hours of operation are 6 AM to midnight, Monday through Saturday.

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

**Accomplishments**: In FFY 2010, we performed a total of 7,387 one way trips and logged 46,965 miles. We have been successful in performing trips in all counties. We continue to hand out brochures and inform callers of this program on a daily basis. JARC information is also available on our website at: www.bluegrasscommunityaction.org.

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

##### 

#### City of Frankfort/Frankfort Transit

##### JARC (1643)

**Service area**: Frankfort (KY: Franklin)

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

**Goal**: Improved system capacity

**Service description**:There is no specific route for this program; we offer service throughout the entire city limits of Frankfort. Service is limited to transportation to and from job or job-related activities. Pickup must be scheduled with a 24-hour notice. Service has been heavy to the Social Security Department, Cabinet of Human Resources and several businesses in the community including the local hospital, fast food establishments and department stores.

**Evaluation**:Our basis for evaluation of our JARC program is number of riders over the two years since its implementation. Ridership for this service has increased significantly over this period and with our current budget we can't always meet demands and must operate on a first come first served basis. We constantly compare ridership to the same month the previous year. Most recent numbers indicate that in March 2010 JARC had 1,100 riders and in March 2011 JARC had 1,590 riders, again a significant increase.

**Accomplishments**: The program has been a great accomplishment for people being able to go to work and keep their jobs.

**Lessons learned:** The biggest learned is the amount of people needing this service compared to the amount of staff and equipment to meet the needs. If you start this service you will have a lot of demand for it.

#### City of Owensboro Transit System

##### OTS (1662)

**Service area**: Owensboro (KY: Daviess)

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

**Goal**: Improved access/ connections

**Service description**:These routes service three colleges, the hospital, the library, all three high schools, three elementary schools, and numerous doctor's offices. These routes also include the museum, Wal-mart, the Dialysis Center and four senior citizen's homes.

**Evaluation**:We have evaluated our project by looking at our ridership count before and after installing the new signage. Our ridership count has risen by 15%.

**Accomplishments**: Our greatest accomplishment, using our JARC-funded grant, is our increase in ridership. Since the installation of our new reflective route signs, our ridership has increased by 15%.

**Lessons learned:** My advice to someone else wishing to improve their ridership, would be to keep your eyes and ears open for opportunities to apply for grants. It is also a good idea to network with as many other transit providers that you can.

#### Daniel Boone Community Action Agency

##### DBDC JARC (1430)

**Service area**: Clay (KY: Clay, Jackson, Owsley, Wolfe)

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

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

**Service description**:Provide employment transportation for low income individuals to and from jobs and job-related activities. Extend hours to weekends, holidays and evenings.

**Evaluation**:Assessment of ridership; Performance measures based on number of jobs obtained/sustained in our area. Benchmark - to increase ridership each month.

**Accomplishments**: The JARC program transported 457 individuals during FFY 2010 to jobs located in a very poor, mountainous, high unemployment area. JARC also provided transportation for job search for unemployed individuals, and transported TANF and WIA participants to training and jobs. JARC created three new driver positions within our transit system.

**Lessons learned:** To improve communication between passengers and drivers, due to JARC passengers not notifying us of cancelled trips, work scheduled changes and the passenger not being in correct location for pickup.

##### 

##### DBDC JARC Capital (1637)

**Service area**: Manchester, Clay County (KY: Clay, Jackson, Owsley, Wolfe)

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

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

**Service description**:Provide employment transportation for low income individuals to and from jobs and job-related activities. Extend hours to weekends, holidays and evenings.

**Evaluation**:Assessment of Ridership; Performance measures based on number of jobs and job related activities. Extend hours to weekends, holidays and evenings.

**Accomplishments**: The JARC program transported 457 individuals during FFY 2010 to jobs located in a very poor, mountainous, high unemployment area. JARC also provided transportation for job search for unemployed individuals, and transported TANF and WIA participants to training and jobs. JARC created three new driver positions within our transit system.

**Lessons learned:** To improve communication between passengers and drivers, due to JARC passengers not notifying us of cancelled trips, work scheduled changes and the passenger not being in correct location for pickup.

##### 

#### Federated Transportation Services of the Bluegrass, Inc.

##### Mor'Trans, L'Trans, FTSB (1653)

**Service area**: Fayette (KY: Bourbon, Harrison, Nicholas, Rowan)

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

**Goal**: Improved system capacity

**Service description**:FTSB is providing door-to-door transportation to individuals needing public transportation for jobs in Bourbon, Harrison, and Nicholas counties and a deviated fixed route system in the city of Morehead, and two JOBS routes in Lewis County.  
Hours of operation are Monday-Friday, 6 AM to 6 PM in Bourbon, Harrison and Nicholas Counties. The deviated fixed route in Morehead operates 4 AM to 11 PM Monday through Saturday. Lewis County’s job route is from 4 AM – 8 PM, Monday through Friday. FTSB has two buses in Lewis County with 12 circular routes from Lewis County to Maysville. Deviated fixed route in Morehead has 24 circular routes with three buses. FTSB uses five buses in Bourbon, Harrison and Nicholas on their demand response route.

**Evaluation**:FTSB does rider surveys and calls individual passengers to check on their transportation. FTSB’s Marketing Director started a vigorous marketing campaign to inform the people of Bourbon, Harrison, Nicholas, Rowan and Lewis about the opportunities available from FTSB.  
FTSB works with the Chamber of Commerce, local officials, business leaders, and Area Development Districts. We use these organizations to measure how we have performed. The employment rates are low and individuals need to travel further for employment. We have done newspaper advertisement, radio, direct mail, door to door, booth setups, and information to business and social service agencies.

**Accomplishments**: Lewis County had been working for two years to get transportation for individuals needing jobs and training transportation. FTSB began the JOBS route in Lewis County on April 6, 2009. These routes go to Maysville, Morehead, Ashland, and Portsmouth, Ohio. Also, FTSB will provide training and employment transportation in Vanceburg and Tollsboro. The employment rates are low and individuals need to travel further for employment. Lewis County ranks high in employment and there are not any factories or businesses available for employment. Without our service this community would be without employment and training opportunities because they didn't have transportation available. In a rural area Maysville is the closest available town with employment and training opportunities. The Mayor of Vanceburg worked very hard to get FTSB to provide this service and they praise FTSB in all meetings. They are always afraid the transportation will cease and they do not know what they citizens with do for transportation.

**Lessons learned:** I would say before you begin try to have a better knowledge of the needs of the people. We had to choose directions to serve, which would have the highest ridership. We didn't know the complete needs until we began the service. Individuals had been waiting on a service for such a long time that they didn't believe it would happen. They were hesitant to commit when they didn't believe until we began the service.

##### 

##### Mor'Trans, L'Trans, FTSB (1663)

**Service area**: Fayette (KY: Bourbon, Harrison, Nicholas, Rowan)

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

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

**Service description**: FTSB is providing door-to-door transportation to individuals needing public transportation for jobs in Bourbon, Harrison, and Nicholas counties and a deviated fixed route system in the city of Morehead, and two JOBS routes in Lewis County.  
Hours of operation are Monday-Friday, 6 AM to 6 PM in Bourbon, Harrison and Nicholas Counties. The deviated fixed route in Morehead operates 4 AM to 11 PM Monday through Saturday. Lewis County’s job route is from 4 AM – 8 PM, Monday through Friday. FTSB has two buses in Lewis County with 12 circular routes from Lewis County to Maysville. Deviated fixed route in Morehead has 24 circular routes with three buses. FTSB uses five buses in Bourbon, Harrison and Nicholas on their demand response route.

**Evaluation**: FTSB does rider surveys and calls individual passengers to check on their transportation. FTSB’s Marketing Director started a vigorous marketing campaign to inform the people of Bourbon, Harrison, Nicholas, Rowan and Lewis about the opportunities available from FTSB.  
FTSB works with the Chamber of Commerce, local officials, business leaders, and Area Development Districts. We use these organizations to measure how we have performed. The employment rates are low and individuals need to travel further for employment. We have done newspaper advertisement, radio, direct mail, door to door, booth setups, and information to business and social service agencies.

**Accomplishments**: Lewis County had been working for two years to get transportation for individuals needing jobs and training transportation. FTSB began the JOBS route in Lewis County on April 6, 2009. These routes go to Maysville, Morehead, Ashland, and Portsmouth, Ohio. Also, FTSB will provide training and employment transportation in Vanceburg and Tollsboro. The employment rates are low and individuals need to travel further for employment. Lewis County ranks high in employment and there are not any factories or businesses available for employment. Without our service this community would be without employment and training opportunities because they didn't have transportation available. In a rural area Maysville is the closest available town with employment and training opportunities. The Mayor of Vanceburg worked very hard to get FTSB to provide this service and they praise FTSB in all meetings. They are always afraid the transportation will cease and they do not know what they citizens with do for transportation.

**Lessons learned:** I would say before you begin try to have a better knowledge of the needs of the people. We had to choose directions to serve, which would have the highest ridership. We didn't know the complete needs until we began the service. Individuals had been waiting on a service for such a long time that they didn't believe it would happen. They were hesitant to commit when they didn't believe until we began the service.

##### 

##### Mor'Trans, L'Trans, FTSB (1654)

**Service area**: Fayette (KY: Lewis, Rowan)

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

**Goal**: Expanded geographic coverage

**Service description**: FTSB is providing door-to-door transportation to individuals needing public transportation for jobs in Bourbon, Harrison, and Nicholas counties and a deviated fixed route system in the city of Morehead, and two JOBS routes in Lewis County.  
Hours of operation are Monday-Friday, 6 AM to 6 PM in Bourbon, Harrison and Nicholas Counties. The deviated fixed route in Morehead operates 4 AM to 11 PM Monday through Saturday. Lewis County’s job route is from 4 AM – 8 PM, Monday through Friday. FTSB has two buses in Lewis County with 12 circular routes from Lewis County to Maysville. Deviated fixed route in Morehead has 24 circular routes with three buses. FTSB uses five buses in Bourbon, Harrison and Nicholas on their demand response route.

**Evaluation**: FTSB does rider surveys and calls individual passengers to check on their transportation. FTSB’s Marketing Director started a vigorous marketing campaign to inform the people of Bourbon, Harrison, Nicholas, Rowan and Lewis about the opportunities available from FTSB.  
FTSB works with the Chamber of Commerce, local officials, business leaders, and Area Development Districts. We use these organizations to measure how we have performed. The employment rates are low and individuals need to travel further for employment. We have done newspaper advertisement, radio, direct mail, door to door, booth setups, and information to business and social service agencies.

**Accomplishments**: Lewis County had been working for two years to get transportation for individuals needing jobs and training transportation. FTSB began the JOBS route in Lewis County on April 6, 2009. These routes go to Maysville, Morehead, Ashland, and Portsmouth, Ohio. Also, FTSB will provide training and employment transportation in Vanceburg and Tollsboro. The employment rates are low and individuals need to travel further for employment. Lewis County ranks high in employment and there are not any factories or businesses available for employment. Without our service this community would be without employment and training opportunities because they didn't have transportation available. In a rural area Maysville is the closest available town with employment and training opportunities. The Mayor of Vanceburg worked very hard to get FTSB to provide this service and they praise FTSB in all meetings. They are always afraid the transportation will cease and they do not know what they citizens with do for transportation.

**Lessons learned:** I would say before you begin try to have a better knowledge of the needs of the people. We had to choose directions to serve, which would have the highest ridership. We didn't know the complete needs until we began the service. Individuals had been waiting on a service for such a long time that they didn't believe it would happen. They were hesitant to commit when they didn't believe until we began the service.

##### 

#### Harlan County Community Action Agency, Inc.

##### HCCAA JARC (1519)

**Service area**: Harlan (KY: Harlan)

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

**Goal**: Expanded geographic coverage

**Service description**:The initial proposal was for providing transportation for students a KCTCS Cumberland and for Adult Education students at KCTCS Harlan Campus. We had three basic routes to and from these locations, arriving at 8 AM and a return trip at 4 PM each day. One route from Evarts area to Harlan where clients transferred to the Harlan van enroute to Cumberland; one route from Harlan to Cumberland SECC; and one route from Wallins area to Harlan (transferred to Cumberland van). Routes for Adult Education were flexible but primarily form Evarts and Harlan areas to KCTCS Harlan.

**Evaluation**:When the project first started we worked closely with SECC staff and had an intensive advertisement of the services at the college. Very few students took advantage of the service, with some dropping out of school as the year progressed. More participants of the Adult Education program took advantage of the service. A flexible route service was utilized if the client did not live on the main route. Services were provided daily for anyone desiring it.

**Accomplishments**: Services were provided to those who were in need of it. Our service was especially beneficial to Adult Education students, many of whom went on to obtain their GED through the program.

**Lessons learned:** A thorough, detailed study should be made of the targeted group. This does not always provide accurate information as the number of persons showing interest in our project was far less than those who actually participated. More intense advertising of services being offered might have helped participation.

#### Housing Authority of Bowling Green

##### Housing Authority of Bowling Green/JARC (1433)

**Service area**: Bowling Green, Warren County

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

**Goal**: Improved access/ connections

**Service description**:The grant provides transportation services to and from work to all low income participants in the Bowling Green/Warren County area. Participants are given door-to-door services, which means they are picked up at their home and taken to work on a daily basis.

**Evaluation**:For evaluation purposes, we set a minimum goal of the number of individuals we were to serve each year (60) and we have exceeded that goal by serving 80. Also, monthly staff meetings are held to discuss progress, barriers, etc.

**Accomplishments**: Due to the lack of public transportation in the City of Bowling Green/Warren County the Housing Authority was able to meet the needs of over 80 participants from Oct. 2009 to Sept. 2010 with JARC funding. The funds allow us to subcontract with a transportation provider to provide the services.

**Lessons learned:** Promote your program, talk to other organizations...they are very valuable in making referrals.

#### Kentucky River Foothills Development Council, Inc.

##### Winchester Commuter (1697)

**Service area**: Madison (KY: Clark, Estill, Madison, Powell)

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

**Goal**: Improved access/ connections

**Service description**:The Winchester Commuter Route was started to take workers and groups of worker going to the same work place. Some of the drop off points along the route are LexMark , VA and UK hospitals, UK Campus, and down town. The routes times are set up to meet the needs of the workers we start at 5:45 AM and 6:45 AM for the morning trips and return trips start picking up at 4 PM in the afternoon. .

**Evaluation**:Yearly surveys are sent out into the community every October to all the riders of the services we offer. After all the surveys are collect they are sent to EKU for calculation. Then the information is sent out to the community, government officials, and other community based services.

**Accomplishments**: The Winchester Commuter Route has been a huge success due to the fact is saving workers money in gas and parking fee. Plus it is helping on the carbon footprint of two counties and lessens congestion on the roads.

**Lessons learned:** Find your needs. Look at your service area and plan the route that works with other services like times of arrivals and departures, locations of pickups and drop offs, and operating hours. I would have spent more time on my pick and drop location. We were picking up riders all over place and there wasn't enough time to get all pick up and drop offs on their scheduled times.

##### 

#### LKLP Community Action Council, Inc.

##### Demand and Response (1608)

**Service area**: Perry (KY: Knott, Leslie, Letcher, Perry)

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

**Goal**: Improved system capacity

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

**Evaluation**:Our success of the JARC program is mainly built upon ridership. Our benchmarks were to provide at least 2550 rider per month and we exceeded those expectations by more than 100 trips per month.

**Accomplishments**: Our biggest accomplishment was just being able to provide and offer Job Access and Reverse Commute transportation to the low income residents is our four county transportation area.

**Lessons learned:** Coordinate as much as possible. Gather as much information though surveys and local public meetings as possible. Always look at the transportation needs of your passengers and the flow of transportation and how it will vary from one quarter to the next and make the necessary changes that it will take to reduce dead miles and improve the efficiency of your transit system.

##### 

##### Demand and Response (1609)

**Service area**: Perry (KY: Knott, Leslie, Letcher, Perry)

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

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

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

**Evaluation**: Our success of the JARC program is mainly built upon ridership. Our benchmarks were to provide at least 2550 rider per month and we exceeded those expectations by more than 100 trips per month.

**Accomplishments**: Our biggest accomplishment was just being able to provide and offer Job Access and Reverse Commute transportation to the low income residents is our four county transportation area.

**Lessons learned:** Coordinate as much as possible. Gather as much information though surveys and local public meetings as possible. Always look at the transportation needs of your passengers and the flow of transportation and how it will vary from one quarter to the next and make the necessary changes that it will take to reduce dead miles and improve the efficiency of your transit system.

##### 

#### Paducah Transit Authority

##### Night Owl Service (1438)

**Service area**: McCracken County

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

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

**Service description**:Night Owl Service: This program allowed for transportation services outside of PATS regular hours and supported non-traditional work schedules that didn't match established routes and operational hours, while providing a subsidized cost to the low income individuals.

**Evaluation**:The program has been evaluated from an aspect of daytime JARC vs. Night Owl Service. The majority of the JARC clients utilize the services during the normal hours of business, however, there are several who heavily rely on the service at night to travel to and from employment.

**Accomplishments**: Individuals that utilized the service were able to maintain employment and provide for their families, keeping them from utilizing entitlement services.

**Lessons learned:** I would recommend that others looking into such a service to acquire surveys to find out how many clients you would be serving.

#### Pennyrile Allied Community Services, Inc.

##### JARC (1677)

**Service area**: Hopkinsville (KY: Christian, Muhlenberg)

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

**Goal**: Improved system capacity

**Service description**:JARC funding provided much needed employment transportation in Christian and Muhlenberg counties. Many JARC riders rode to various and for-profit jobs. Several others were provided rides to employment in non-profit types of employment. The transportation began as early as 6 AM and would end around 6 PM. These times varied according to the JARC riders and their places of employment and schedules.

**Evaluation**:Actually I would have to say that JARC has exceeded my and PACS's expectations. We are proud to have a part in taking workers to employment and back home that would have no other way to get there. A concrete goal for PACS was to offer safe, dependable and affordable transportation to workers that were in the lower income producing jobs. The program was advertised and agencies and companies that were in need of these transportation services have taken advantage of the program for their employees or clients. The goal of providing at least 20 workers per county (40 total) utilizing the JARC transportation has been accomplished and slightly exceeded. The number of JARC riders averaged 43 per day, with 22 of those being in Muhlenberg and 21 being in Christian County.

**Accomplishments**: This JARC program has not only provided needed transportation to the passengers, but it has assisted them in the responsibility to call in schedule changes in their jobs; pay for their rides in a timely way and to be ready for the bus on time.

**Lessons learned:** Go into the program with an open mind. Be aware this program, especially in the rural areas gives people that do not have their own transportation a means to secure and hold down a job. Transportation providers must be willing to be instructors in order to educate these particular riders on their responsibilities. This program is different than Medicaid where a ride must be provided, our JARC says you can ride if you: (1) Call in your schedule (including any changes) in a timely manner and (2) Pay for your ride as agreed.

##### 

#### Rural Transit Enterprises Coordinated

##### RTEC,Inc. (1516)

**Service area**: Rockcastle (KY: Laurel, Pulaski, Rockcastle, Russell)

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

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

**Service description**:Rtec provided transportation services for employment. Some of the companies targeted were Presidium, London Cookie Factory, Amazon.com. Plans include funding for Cagles. Areas served include Russell, Laurel, Taylor, Pulaski, and Rockcastle.

**Evaluation**:Doing over 100 trips a month with a goal to double utilization within one year. Want to meet with county Judge Executives to discuss job needs.

**Accomplishments**: Presidum Route is the most successful. It averages four to five people per day. People come from surrounding counties to be picked up at Russell Springs and transported to Presidium's Facility on 461 in Pulaski County.

**Lessons learned:** Its hard to get people to ride even at half fare. People want to ride for free. Rtec would advise others to make the fare as low as possible.

##### 

#### Sandy Valley Transportation Services

##### JARC Transportation (1454)

**Service area**: Floyd (KY: Floyd, Johnson, Magoffin, Martin, Pike)

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

**Goal**: Improved system capacity

**Service description**:Providing daily services for job recipients of the Mountain Comprehensive Care Green House Programs, in Floyd, Johnson, Magoffin, Martin and Pike counties. The service is provided Monday through Friday, eight hours each day.

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

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

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

##### 

## Mississippi

### Mississippi Department of Transportation (1009)

#### Pinebelt Mental Healthcare Resources

##### Pinebelt Mental Healthcare Resources (2652)

**Service area**: Forrest County (MS: Forrest, Lamar)

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

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

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

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

**Accomplishments**: The project continues to provide 24 hour per day services based on call-ins. Passenger trips have increased by 42% over the previous year. One hundred thirty-five jobs have been accessed and retained. The Pine Mental Health Care collaborates with the Veterans Administration and the MS Dept of Vocational Rehabilitation to gain access to employment. This effort meets one of the regional coordination goals for this region of the State.

**Lessons learned:** Regional coordination provides an avenue for increased service provisions to needed populations. This program was derived from Human Service providers, transit agencies, and general public coming together during regional meetings to identify service gaps and strategies. Sustaining these coordination efforts has proven to be a success to this project. Pinebelt is seeking to broaden their range of services.

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## North Carolina

### North Carolina Department of Transportation (1005)

#### Cabarrus County

##### LINKS (2506)

**Service area**: Cabarrus County

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

**Goal**: Improved system capacity

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

**Evaluation**:This is the second year of service and ridership has increased.

**Accomplishments**: A series of daily trips from Mt. Pleasant directly to Concord Mills was implemented during the holiday season and increased ridership.

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

#### Hyde County Non-Profit Private Transportation Corp.

##### Youth Summer Employment Program (2501)

**Service area**: Hyde County

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

**Goal**: Expanded geographic coverage

**Service description**:The purpose of the Hyde County JARC grant is to provide transportation service for a Youth Summer Employment Program. This program is intended to provide low income individuals between 16 and 24 years old the opportunity to access local employment and on-the-job training. The service operated for a ten-week period during the summer months of 2009 and 2010. The project served Mainland Hyde County which consists of Engelhard, Lake Landing, Swan Quarter, Fairfield and the Scanton/Sladesville Communities. Service coverage is 200 miles per day. Service operated Monday through Friday, 6-9 AM and 4-7 PM .

**Evaluation**:Number of persons served

**Accomplishments**: Provided access to jobs for 16-24 year olds

**Lessons learned:** Coordination with employment agencies

#### Iredell County

##### Iredell JARC Service (2499)

**Service area**: Iredell County

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

**Goal**: Expanded geographic coverage

**Service description**:Peak hour JARC service was operated in tandem with current evening and weekend JARC service which has now been operating for several years. The project expanded the frequency of operation for employment routes provided by the Section 5311 transit operator; specifically trips between the hours of 8 AM and 5 PM from, Monday through Saturday, and as needed on Sunday. In addition the service prioritized service to the community college, which has improved its’ displaced worker training curriculum. The system purchased on additional 20’ wheelchair lift equipped Light Transit Vehicle funded under Section 5316 to operate in the service, which is estimated to provide an additional 10,000 trips annually. The inability to provide access to job training and employment for residents throughout the county was a prime service gap identified in the county’s recent coordinated plan.

**Evaluation**:Number of passengers served

**Accomplishments**: JARC funds waiting list for service has been eliminated

**Lessons learned:** Coordination with local employment programs

##### Iredell JARC Service (2500)

**Service area**: Iredell County (NC: Iredell)

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

**Goal**: Expanded geographic coverage

**Service description**: Peak hour JARC service was operated in tandem with current evening and weekend JARC service which has now been operating for several years. The project expanded the frequency of operation for employment routes provided by the Section 5311 transit operator; specifically trips between the hours of 8 AM and 5 PM from, Monday through Saturday, and as needed on Sunday. In addition the service prioritized service to the community college, which has improved its’ displaced worker training curriculum. The system purchased on additional 20’ wheelchair lift equipped Light Transit Vehicle funded under Section 5316 to operate in the service, which is estimated to provide an additional 10,000 trips annually. The inability to provide access to job training and employment for residents throughout the county was a prime service gap identified in the county’s recent coordinated plan.

**Evaluation**:Number of passenger trips provided.

**Accomplishments**: Significant increase in demand for employment transportation /saccomp>

**Lessons learned:** Coordination with employment agencies

#### North Carolina Department of Transportation

##### JARC State Administration (2504)

**Service area**: Statewide (NC: Wake)

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

**Goal**: Improved customer knowledge

**Service description**:Provided conference calls and made presentations to local and state stakeholders interested in expanding mobility options for employment transportation.

**Evaluation**:Interest in the JARC program

**Accomplishments**: Increase in the number of JARC applications received over the preceding year

**Lessons learned:** Do it over and over again

#### Pitt County

##### Pitt JARC Service (2502)

**Service area**: Pitt County

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

**Goal**: Expanded geographic coverage

**Service description**:Pitt County Transit serves the rural population outside of Greenville, NC. The work based travel demand has grown to a level to where fixed route is viable. The JARC service will be the anchor of this new fixed route service delivery concept. Public housing and low income neighborhoods provide the origins for the route. The coordinated plan for Pitt County identified the need for work trips provided by the county’s transportation system. Service will operate during both peak and nonpeak hours Monday through Saturday. This service will operate from 5:30 AM to 6 PM utilizing a JARC-funded lift equipped van. Anticipated ridership for the JARC–funded service is 4,200 per year.

**Evaluation**:Number of trips provided

**Accomplishments**: This JARC service is the anchor of this new fixed route service delivery concept.

**Lessons learned:** Early planning and coordination

##### Pitt JARC Service (2503)

**Service area**: Pitt County (NC: Pitt)

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

**Goal**: Expanded geographic coverage

**Service description**:Pitt County Transit serves the rural population outside of Greenville, NC. The work based travel demand has grown to a level to where fixed route is viable. The JARC service will be the anchor of this new fixed route service delivery concept. Public housing and low income neighborhoods provide the origins for the route. The coordinated plan for Pitt County identified the need for work trips provided by the county’s transportation system. Service will operate during both peak and nonpeak hours Monday through Saturday. This service will operate from 5:30 AM to 6 PM utilizing a JARC-funded lift equipped van. Anticipated ridership for the JARC–funded service is 4,200 per year.

**Evaluation**:Number of trips provided

**Accomplishments**: This JARC service is the anchor of this new fixed route service delivery concept.

**Lessons learned:** Coordination and outreach

#### Town of Chapel Hill

##### Pittsboro Express Service (2507)

**Service area**: Chatham County

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

**Goal**: Expanded geographic coverage

**Service description**:Provides weekday service between Pittsboro and Chapel Hill, along the US 15-501 corridor, with stops in downtown Pittsboro and Fearrington Village. Passengers are also able to park free of charge at the Lowe's Park and Ride lot and catch the bus. The trip length is approximately 45 minutes. This is the second year of service.

**Evaluation**:Average daily ridership and average riders per trip

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

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

#### Triangle Transit Authority

##### Wendell/Zebulon Express (2487)

**Service area**: Wake County

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

**Goal**: Expanded geographic coverage

**Service description**:This JARC service offers new peak hour express service to the non-urban portion of eastern Wake County. Reaching out to the towns of Wendell and Zebulon was specifically identified as an employment need for the lower income residents in Locally Coordinated Plan (2008). Sites specific employment centers are to be served, which provide many low income job opportunities. Triangle Transit will partner with Capital Area Transit (Raleigh) to provide this service. Based on 90 passengers per day = almost 23,000 trips per year will be provided using the two JARC funded 40’ busses. A strong marketing campaign will send info directly to 112 people who responded to a survey citing need for this service. Route length: 27 miles

**Evaluation**:Number of passenger trips

**Accomplishments**: Served target population of low income and welfare of approximately 2,000 people

**Lessons learned:** Strong marketing campaign

##### Zebulon/Wendell Express (2486)

**Service area**: Wake County

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

**Goal**: Expanded geographic coverage

**Service description**:This JARC service offers new peak hour express service to the non-urban portion of eastern Wake County. Reaching out to the Towns of Wendell and Zebulon was specifically identified as an employment need for the lower income residents in Locally Coordinated Plan (2008). Sites specific employment centers are to be served, which provide many low income job opportunities. Triangle Transit will partner with Capital Area Transit (Raleigh) to provide this service. Based on 90 passengers per day = almost 23,000 trips per year will be provided using the two JARC funded 40’ busses. A strong marketing campaign will send info directly to 112 people who responded to a survey citing need for this service.

**Evaluation**:Number of passenger trips

**Accomplishments**: The first transit service to this community. The target market is the low income housing complex of approximately 2,000 people.

**Lessons learned:** Provide a strong marketing campaign

## South Carolina

### South Carolina Department of Transportation (1006)

#### Lower Savannah Council of Governments

##### ADTRC Mobility Management Project (2696)

**Service area**: Lower Savannah COG Region; Allendale County (SC: Aiken, Allendale, Bamberg, Barnwell, Calhoun, Orangeburg)

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

**Goal**: Improved access/ connections

**Service description**:The Mobility Manager serves as main contact for the call center. Technical assistance is provided to six counties. The call center arranges coordinated trips for the region and the staff of the Aging Transportation Disability Transportation Resource Center (ADTRC) provides training and other transportation related assistance to the public transit providers within the region.

**Evaluation**:The subrecipients provide project summaries and project updates on a quarterly basis. Information is also collected as the grantees invoice. Annual performance measures are included in the sub-grant agreements.

**Accomplishments**: This project has been recognized nationally and has won numerous awards based on its coordination efforts and innovative transportation and mobility access options.

**Lessons learned:** The most important lesson learned has been sustainability. These projects are great, but all of the local stakeholders must be willing to continue to pay for services rendered and local support is key.

##### 

#### Palmetto Breeze

##### Lowcountry Mobility Management Project (2707)

**Service area**: Lowcountry Region (SC: Beaufort, Colleton, Hampton, Jasper)

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

**Goal**: Improved access/ connections

**Service description**:This project provides Mobility Management services to four counties within the Lowcountry Council of Governments region. The Mobility Manager works directly with the employment and human service agencies in the region. The project is currently expanded to include adding additional human service resource components that will provide additional transportation options for this area.  
The area has formed a Coordination Steering Committee. This committee will identify mobility options for the region and strive to move coordination to the forefront when it comes to industry, employment, medical and other important decisions that require public transportation services.

**Evaluation**:The project is evaluated on a quarterly basis; however, SCDOT provides weekly guidance and assistance to its providers.

**Accomplishments**: Agencies are now using the services and working together that initially were against using the program.

**Lessons learned:** Continually seek opportunities to learn about workforce related transportation programs; Sign up for CTAA and other related resource options; Participate in quarterly civic and local outreach opportunities; Training.

##### 

#### Santee Lynches Council of Government

##### Santee Lynches Mobility Management Project (2714)

**Service area**: Sumter, Greenville (SC: Sumter)

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

**Goal**: Improved access/ connections

**Service description**:The public transit provider and human service provider staff provides Mobility Management services to the clients of the counties listed above. This assistance has provided tremendous coordination efforts and has assisted those human service agencies that have suffered tremendous budget cuts. The project is in the planning start up phase but has been recommended for funding in the next phase of funding.

**Evaluation**:The projects are evaluated monthly with the invoice financial summary and quarterly reports are also submitted.

**Accomplishments**: Getting the human service agencies to allow someone else to assist with managing services and coordination recommendations.

**Lessons learned:** Allow enough time for local meetings and other technical delays.

#### Tri-County Link

##### Hwy 52 Corridor Shuttle (2697)

**Service area**: Berkeley, Charleston, Dorchester Counties (

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

**Goal**: Expanded geographic coverage

**Service description**:The service shuttle travels along the Hwy 52 Industrial corridor into North Charleston, SC. The shuttle provides a reverse commute to residents in North Charleston that work along the corridor. The agency conducts these types of shuttle services for all three counties served. The service has been very successful providing over 171,652 one way trips. This region has experienced a population growth rate of 8.4%, which is two percent higher than that of the state.  
The greatest success rate of this service has been the negotiated transfer agreement with the large urban provider located in Charleston, SC. The target population are those low-to-moderate income individuals including persons with disabilities, that commute to work.

**Evaluation**:The agencies work directly with the Regional Council of Governments which provides planning and technical assistance services which assist with future transportation plans. SCDOT provides additional planning funds that are beneficial with providing performance measures in the form of transit analysis.

**Accomplishments**: The greatest benefit this service has provided in addition to what's mentioned above is it has increased ridership on the public transit side. Individuals have had the opportunity to see the benefits of public transit and are now interested in riding the normal routes.

**Lessons learned:** Corporate and local support is a key component for a successful JARC program. More knowledge of the use of program funds as it relates to both programs would have been helpful.

##### 

#### York Technical College

##### York Tech. Transp. Proj. (2710)

**Service area**: York County (SC: Chester, Lancaster, York)

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

**Goal**: Improved access/ connections

**Service description**:This project works in harmony with the state’s Workforce Investment Employment Services Program. Individuals attending York Tech that are training for job placement or taking a required job skills training is eligible to participate with this voucher program. The college partners with SCDOT to develop new support systems that were not previously in place

**Evaluation**:Agencies are required to submit reports on a quarterly basis and also provide a project funding summary with each invoice request.

**Accomplishments**: The partnership developed with another state agency

**Lessons learned:** Look for various types of funding opportunities that may be totally different from previous projects.

##### 

## Tennessee

### Tennessee Department of Transportation (1007)

#### East Tennessee Human Resource Agency (ETHRA)

##### Job Access (1952)

**Service area**: East Tennessee (TN: Anderson, Blount, Cocke, Grainger, Hamblen, Jefferson, Loudon, Monroe, Sevier)

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

**Goal**: Expanded geographic coverage

**Service description**:The program has provided a needed link for low income individuals to employment opportunities. Currently, ETHRA's JARC program serves 45 individuals through transport to 21 work-sites in the service area. The program operates primarily in seven counties. Many of those served are unable to drive because of certain disabilities and JARC serves as a way for them to work and have access to educational opportunities. This program serves an unmet need in the service area.

**Evaluation**:ETHRA will have a person assigned to oversee the JARC program including ongoing monitoring and evaluation of the service to ensure funds are being used appropriately.

**Accomplishments**: ETHRA has provided transportation to individuals to and from job opportunities on a daily basis within a timely manner.

**Lessons learned:** None

##### 

#### Johnson City Transit

##### Johnson City Transit Job Access Transportation Service (526)

**Service area**: Johnson City (TN: Carter, Washington)

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

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

**Service description**:Johnson City Transit's (JCT) Job Access transportation is demand response service for low income individuals, welfare recipients, and/or disabled individuals. JCT's Job Access service hours are 5 AM through midnight, Monday through Saturday. Job Access service hours greatly exceed the operating hours for regular JCT fixed route and complementary paratransit service, which are 6:15 AM through 6:15 PM, Monday through Saturday. The JCT Job Access demand response service also exceeds the geographic portion of the city which is covered by the JCT fixed routes, since the JCT Job Access service covers 100% of the city's geographic area, whereas JCT fixed routes (with an ADA buffer added) cover only 76% of the city's geographic area.

**Evaluation**:JCT transit planning staff regularly evaluate and compare key performance indicators for JCT's Job Access demand response service (including cost per hour, cost per mile, cost per trip, and passenger trips) with JCT's data from JCT's previous Job Access operating years, as well as with comparable data of other similar small urban systems, and with industry standards. In addition, JCT Job Access trip reservationists and drivers are monitored/observed on a regular basis by JCT supervisory staff to ensure that safety, efficiency, and courtesy standards are met.

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

**Lessons learned:** JCT would advise someone starting a demand response Job Access service like JCT's Job Access service to: 1) consult and work with potential employers of Job Access clients to market the Job Access service to their employees, and encourage employers to defray part or all of the fare charged to Job Access clients (either permanently or on a temporary basis, to help initiate use of the service); and 2) schedule/coordinate Job Access trips in conjunction with ADA paratransit trips or fixed route trips, as feasible, during joint operating hours of these services, to increase efficiency.

##### 

#### Mid-Cumberland Human Resource Agency (MCHRA)

##### Mid-Cumberland Human Resource Agency (1522)

**Service area**: Nashville, Davidson County (TN: Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, Wilson)

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

**Goal**: Improved system capacity

**Service description**:We receive completed applications from individuals which include check stubs for salary data. Once individuals are approved for program eligibility, we forward their trip information to our local offices to start performing trips to and from work based on the participants’ schedule. We perform re-certification's of program eligibility every six months to determine if participants are still eligible for the program.

**Evaluation**:We monitor and evaluate all programs each year, if we see a need to make changes or revise processes, we will do so. This program has performed the same processes since it began in 1999. We do however explain and market the service through our websites, brochures, and open meetings for coordinated public transit planning.

**Accomplishments**: Maintaining and providing continued quality service to the current JARC participants we have is our greatest accomplishment. We have looked at expanding services for JARC, however funding has been volatile. This service is very important for those in rural communities because there are no other transportation options for people in these communities.

**Lessons learned:** NA

##### 

#### Northwest Tennessee Human Resource Agency (NWHRA)

##### Northwest Tennessee Human Resource Agency/ Public Transportation Program (1078)

**Service area**: Martin (TN: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, Weakley)

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

**Goal**: Expanded geographic coverage

**Service description**:We provided services for all nine counties as funds permitted.

**Evaluation**:Business cards are given to all drivers for disbursement. A handbook has been developed and is distributed within the Human Resource Agency and Development District as well as to all local businesses.

**Accomplishments**: One of our greatest accomplishments is the service we are able to give to our special needs community. A relationship with our Community Developmental Services has enabled those in need to live a more independent and productive life.

**Lessons learned:** To understand the funding will not allow you to meet the needs of all request. The funding doesn't allow us to purchase the vehicles needed to meet those request.

##### 

#### South Central Tennessee Development District (SCTDD)

##### South Central Tennessee Development District (2336)

**Service area**: South Central Area (TN: Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, Wayne)

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

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

**Service description**:No specific route; the coordination of service affected all routes needed to offer extended hours. A need for early morning service and late afternoon service in most of the thirteen counties was been identified. SCTDD has provided extended hours of service and has worked with other resources, such as taxi companies, to meet some of these needs. We continue to work toward route expansion and hire new drivers to extend the hours of service. A continuation of Job Access funding will assist us in better serving our communities. Historically, transportation services were available to riders Monday through Friday. However, we have expanded the hours and days of service and transport as needed as available on weekend and nights, a 24/7 service.

**Evaluation**:In 2009-2010 more than 196 clients were assisted in accessing their jobs. Those 175 clients traveled more than 500,000 miles completing approximately 59,000 trips. The number of clients we serve and the number of trips provided measures success. It is estimated that the program will serve 10% more clients in 2011-2013. Future increases will not be possible to sustain if the level of funding is not maintained.

**Accomplishments**: SCTDD was able to assist victims who lost their vehicles and belongings in the May flood, with their transportation needs to work through JARC and other means.

**Lessons learned:** Coordination.....with rising fuel prices trips must be coordinated with other programs.

##### 

#### Southwest Human Resource Agency (SWHRA)

##### SWHRA Job Access Program (1820)

**Service area**: 8 Counties in Southwest Tennessee (TN: Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, McNairy)

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

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

**Service description**:WE We provided service for the right rural counties in southwest Tennessee from 5 AM until midnight. We serve private citizens, half-way houses, and women’s shelters and work in conjunction with the Star Center Rehabilitation Program. We also work with the mayors and schools in each county to set up rides for students to get to and from prospective jobs and career centers.

**Evaluation**:SWHRA had a goal of completing 70 daily JARC trips; in 2010 our average was 76 per day.

**Accomplishments**: Working with schools in helping to get graduates placed in.

**Lessons learned:** Be patient and work with your county government to try and implement new jobs for their people and assure clients that they will have a way to and from work.

##### 

#### Upper Cumberland Human Resource Agency (UCHRA)

##### UCHRA (1957)

**Service area**: Upper Cumberland (TN: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White)

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

**Goal**: Improved system capacity

**Service description**:The Upper Cumberland Human Resource Agency Travel Trainer and Job Access Coordinator, along with the UCHRA Mobility Managers are assisting ADA customers with needed transit services in all 14 counties.

**Evaluation**:UCHRA monitors the JARC/NF program thru our Route Match software.

**Accomplishments**: We have safely and successfully transported 246 JARC customers.

**Lessons learned:** Develop good communication with the dispatchers in all your counties. Go over the Customer Handbook with all the customers before they ride.

##### 

##### Upper Cumberland Human Resource Agency (1415)

**Service area**: Upper Cumberland (TN: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White)

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

**Goal**: Improved customer knowledge

**Service description**:During the FY 2010, The Upper Cumberland Human Resource Agency provided transportation to JARC customers in a 14-county area. JARC/NF ran transportation routes in Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White counties. JARC trips were coordinated with the UCHRA transit system, the Job Access Coordinator, and Mobility Managers.

**Evaluation**:UCHRA has monitored the JARC/NF program for FY 2010 on a county by county basis. The Job Access/NF Coordinator submits monthly reports and biannual reports which contain the number of JARC/NF trips, miles, number of clients and cost. Reports and monitoring as well as scheduling, dispatching and monitoring is accomplished through the state approved software, RouteMatch. This software has enabled us to optimize the vehicles and customers schedules for efficient coordination.

**Accomplishments**: Mobile Data/GPS's have been installed in all of our vans and all of our drivers have been trained on how to successfully operate them. By doing this we are experiencing a much greater efficiency in our JARC/NF dispatching and routing. Also, our mobility managers are able to look at the whole system from their terminals rather than trip by trip. Through this RouteMatch software we are able to serve more JARC customers in a more efficient and timely manner.

**Lessons learned:** Travel Training is very important. Each JARC/NF customer should go through UCHRA Travel Training as soon as they have been accepted into the program and before they begin riding public transportation. The Travel Trainer trains each JARC/NF customer using the UCHRA Customer Handbook. JARC/NF customers are trained on: transit services available, hours of operation, making reservations, changing work schedules, no-shows and cancellations, passenger assistance, pickup times, return pickups, driver responsibility, passenger conduct, safety, emergency procedures, bad weather policy, holiday and in service training days, non discrimination and customer service.

##### 

##### Upper Cumberland Human Resource Agency (1413)

**Service area**: Upper Cumberland (TN: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White)

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

**Goal**: Expanded geographic coverage

**Service description**:Upper Cumberland Human Resource Agency is providing public transportation to low income clients in this Upper Cumberland region of 14 counties in   
Middle Tennessee. This service is for individuals that fall below the 150% Federal Income Guidelines. The transportation is for the client to use from home to work and work to home. We also provide transportation for the children of these JARC clients to take them to child care. Applications are completed on each client, gathering information on schedule, verifying income, home address, work address, size of family etc. After the JARC application is completed and approved, the client is entered into the RouteMatch system for transportation.

**Evaluation**:Upper Cumberland Human Resource Agency monitors the JARC on a county by county basis. Monthly reports are completed and submitted to the state that include county by county JARC transportation trips, miles, clients, extended hours and cost. These reports and monitoring as well as scheduling and dispatching are accomplished through the state approved software, RouteMatch. This software has enabled us to optimize the vehicle schedules for efficient coordinated transportation of our customers.

**Accomplishments**: Upper Cumberland Human Resource Agency JARC greatest accomplishment is moving individuals from dependence to Independence. We are taking people to jobs and work that without us providing them transportation they would not be able to get to their work site. Therefore they are holding down jobs and trying to support themselves and their families. Our accomplishments are due in part to the success of marketing the program and the regular meetings with our County Advisory Board Committees in all 14 counties that we serve. Also the innovative elements of the RouteMatch software along with the mobile data terminals installed in the vehicles allow us to track and collect trip data and vehicle data in order to better serve our customers more efficiently.

**Lessons learned:** We meet on a regular bases with our Advisory Board in all 14 counties. The Advisory Boards are made up of local business leaders, elected officials, community leaders that know how to best serve their county transportation needs. The Advisory Board members direct us to locations and individuals in their community where we can best serve the JARC and transportation needs in their community.

##### 

##### Upper Cumberland Human Resource Agency (1418)

**Service area**: Upper Cumberland (TN: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White)

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

**Goal**: Improved customer knowledge

**Service description**:UCHRA operates in all 14 counties. JARC/NF is offered in these14 counties. We have customers in 13 of the 14 counties. A JARC customer is transported from home to work and work to home in their county. We do not transport a JARC customer across county lines. Scheduling is done through our RouteMatch software. New schedules requests are made to the UCHRA Travel Trainer and Job Access Coordinator.

**Evaluation**:Monthly reports are generated through RouteMatch software. Total number of clients, trips, miles and cost are reported by county, then totaled in a monthly report to the state. This process allows us to monitor performance measures and benchmarks on a monthly basis.

**Accomplishments**: JARC/NF Coordinator is working closely with our Mobility Managers to ensure the best possible routes for our JARC customers. For example we transport dialysis customers on a set schedule. Our mobility managers are working to incorporate JARC schedule with dialysis schedules thus saving miles, gasoline, drivers etc. This creative scheduling is proving to be very successful.

**Lessons learned:** Try to keep your JARC customers on a set schedule. Discourage them from changing their schedules. When going over Travel Training when they first apply for JARC, communicate that if, for example, their schedule at McDonald's is 7 AM to 1 PM they cannot call every other day asking to be picked up at 11 AM to go home. We are working to educate our customers that we operate on a very tight schedule. Customer training and education is very important (in the beginning).

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