



Job Access Reverse Commute (JARC) Program

**FY 2010 Service Profiles**

**Region X**

**Washington, Oregon, Idaho, and Alaska**

**October 2011**

**FTA-11-0084**

JARC FY 2010 Service Profiles: Region X

October 2011

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**Table of Contents**

INTRODUCTION 1

Document structure 1

Profile content 2

large urban projects 3

Alaska 3

Central Area Rural Transit System, Inc. (5903) 3

Municipality of Anchorage (1707) 4

Oregon 6

Lane Transit District (1738) 6

Salem Area Mass Transit District (1740) 10

Tri-County Metropolitan Transportation District of Oregon (1728) 12

Washington 20

Clark County Public Transportation Benefit Area Authority (1729) 20

King County Department of Transportation (1731) 21

Snohomish County Public Transportation Benefit Area Corporation (2578) 29

small urban/rural projects 30

Alaska 30

Alaska Department of Transportation and Public Facilities (1725) 30

Idaho 32

Idaho Transportation Department (1722) 32

Oregon 33

Oregon Department of Transportation (1723) 33

Washington 41

Washington State Department of Transportation (1724) 41

Index: Trip-Based Services 62

Index: Information-Based Services 64

Index: Capital Investment Projects 65

Index: Counties Served 66

# 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

## Alaska

### Central Area Rural Transit System, Inc. (5903)

#### Central Area Rural Transit System, Inc.

##### Central Area Rural Transit System, Inc. (CARTS) (1298)

**Service area**: Kenai Peninsula Borough (AK: Kenai Peninsula)

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

**Goal**: Improved system capacity

**Service description**:Central Area Rural Transit System, Inc. provides a coordinated brokerage and dispatch, demand response system to provide rides to residents and visitors to the Central Kenai Peninsula. Prior to this project, there were numerous independent providers of transit services for their clients. No system existed for coordinating rides, or for providing general public rides and assisting people in getting to employment. CARTS takes calls during regular weekday hours and guarantees rides between the hours of 7 AM and 11 PM, five days a week, except for work trips. Work trips are provided 24 hours a day, seven days a week.
CARTS operates on pre-purchased punch cards, and passengers must schedule their rides the day before. CARTS gives the most cost-effective, appropriate ride for that passenger, including those who have disabilities, and all rides are door-to-door. This project is implemented by agreements with existing providers ensuring regular maintenance, driver standards, pricing and availability (times, days and seats). The brokerage concept was found to be the most flexible approach to most effectively utilize existing seat capacity, provide for expansion, adjust for economic conditions, and to reach the most riders and employers.

**Evaluation**:CARTS success is dependent on its service, growth and passenger satisfaction. CARTS is committed to reaching the following goals: 1) to improve transportation services by coordinating programs and sharing existing transportation resources; 2) to improve mobility for all user groups at all times of the year; 3) to provide for mobility needs by forging public-private partnerships dedicated to safe and cost efficient delivery of transportation services; 4) to coordinate the transportation network to enhance the community’s quality of life; 5) to recognize the value of a transportation system in area-wide economic development; and 6) to develop the system in conjunction with existing service operations and businesses in a win-win partnership. The overall objective is to enhance the transportation services of the member agencies by working together, not to take away from what they already have.

**Accomplishments**: With the brokerage model we work to reduce duplication of effort in terms of administrative functions, and make more efficient use of available vehicles. Another benefit is centralized tracking of trip information allows providers to more easily demonstrate their impact and effectiveness when they pursue funding. By working to control costs and addressing services offered in creative way, CARTS seeks the best return on each dollar spent.
CARTS recently updated/upgraded our reservation/dispatching software to include features available but not used previously, including mapping and automated scheduling including the design of an on line ride reservation component to allow customers the convenience of online reservations/trip review. The software now assists the dispatcher in developing trip schedules and routes, and can automate the process and recommend optimal schedules and routes. CARTS is already seeing an increase in route efficiency and passenger carrying productivity through better schedule decision making with this upgrade. Next FY we will be adding MDT's to the fleet.

**Lessons learned:** Peer input - especially on technology upgrades will save you from making a lot of mistakes.

### Municipality of Anchorage (1707)

#### Municipality of Anchorage

##### Alaska Community Services (1396)

**Service area**: Municipality of Anchorage (AK: Anchorage)

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

**Goal**: Improved access/ connections

**Service description**:The funding to ALASKA COMMUNITY SERVICES, INC. (ACS) is used to purchase work-related rides for Foster Grandparents and Senior Companions through AnchorRIDES or other local transportation providers.
ACS is the sponsoring agency for the Foster Grandparent and Senior Companion Programs for the Anchorage area. ACS provides mileage based reimbursement to seniors for work related use of individual automobile, thus relieving overloads on the demand for paratransit/senior transportation.

**Evaluation**:Continued coordination with the department, the State of Alaska, and ACS provides ongoing opportunities and increased mobility for individuals participating in the Foster Grandparent and/or Senior Companion programs.

**Accomplishments**: ACS maximizes funds available for work related transportation by assisting seniors in finding the most cost effective way to get to work within the Anchorage bowl.

**Lessons learned:** None

##### Share-A-Ride (1397)

**Service area**: Municipality of Anchorage (AK: Anchorage)

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

**Goal**: Improved system capacity

**Service description**:Purchase of three 13-passenger vanpool vehicles to expand the fleet. These vehicles promoted vanpooling to low income service workers. One of the barriers to employment is transportation and many service sector jobs require late night hours when there is no bus service.

**Evaluation**:The Public Transportation Department works to identify transportation partners and promote coordination. We also look to identify the most effective least cost mode of transportation. This project fills a gap in service, providing transportation to those working non-traditional hours when there is no bus service. Three new vanpools accommodated 39 individuals.

**Accomplishments**: This project established three new vanpools that was used to fill gaps in transportation services that targeted low income populations and/or those working non-traditional work hours.

**Lessons learned:** Expanding the fleet was critical to meeting the demand of the program. With over 400 people on our vanpool waitlist, the public is looking for cost-effective alternative transportation options. Having a strong fleet of vehicles contributes to an improvement in a number of performance measures including: increased passenger occupancy, increased fuel efficiency and static maintenance costs.

## Oregon

### Lane Transit District (1738)

#### Alternative Work Concepts

##### Coordinated Transportation Eligibility (2376)

**Service area**: Eugene/Springfield Metropolitan Area (OR: Lane)

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

**Goal**: Improved access/ connections

**Service description**:This project integrates eligibility for different transportation programs and services using a Mobility Management model. Activities include coordination of eligibility functions across multiple programs and using a centralized Call Center for accessing services. Interviews to determine eligibility are conducted, for the most part, in the home. This is a regional service within Lane County, Oregon.

**Evaluation**:The project is evaluated on the number of integrated interviews conducted and a weekly case review to evaluate outcomes by level of eligibility and types of service provided. Between October 1, 2009 and September 30, 2010, there were 1,292 in-person assessments conducted and 2,226 total determinations of eligibility. There were 1,199 ADA eligibility determinations made, of which 1,025 were fully eligible, 138 were conditionally eligible, and 36 were denied eligibility. Functional assessments also included other programs, such as Medicaid medical, Medicaid waivered, RideSource Shopper, and RideSource Escort.

**Accomplishments**: Accomplishments include an IGA with local Area Agency on Aging, Senior and Disabled Services (S&DS) a division of the Lane Council of Governments, and a contract with a non-profit agency, Alternative Work Concepts (AWC), to perform the in-person transportation functionality assessments. A Job Description for Transportation Coordinators within the Senior Connections worker system of S&DS was created for those workers involved in this service, and then further applied to AWC staff involved in this work as well; implementation of this service model throughout Lane County; and the completion of 2,000 in-person assessments by May, 2011.

**Lessons learned:** Making the transition for a multi-program system with varying eligibility requirements to a single point of entry with a standardized application creates a high level of complexity. Transportation Coordinators need to be knowledgeable not only about different eligibility requirements for different programs but about a wide range of transportation and other services in order to be helpful.
In order for a transition from one model to another to go smoothly opt for operating both at the same time for awhile rather than making the transition too soon (before processes and protocols are in place).
Communications between the Transportation Coordinator and the RideSource Call Center are critical to the success of the project. Evaluate carefully what systems need to be established before the first in-person interview takes place.

#### Nelson Nygaard

##### One-Stop Call Center Cost Model Development (2382)

**Service area**: Lane County

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

**Goal**: Improved customer knowledge

**Service description**:LTD manages an array of transportation programs through the RideSource Call Center, a “one-stop” transportation resource center for the region (Lane County). Each has a different set of eligibility criteria, rules, and purpose (i.e. ADA, Medicaid, work transportation for developmentally disabled individuals, etc.). The Cost Model enhances the capabilities of the Call Center and furthers our ability to integrate and coordinate services for individuals with disabilities, older adults, and low income individuals within the Call Center by creating accountability.

**Evaluation**:The ultimate evaluation of the project is the acceptance by funders of the cost allocation method for the distribution of costs across multiple funding sources and program activities. Oregon Department of Human Services accepted the cost model methodology for allocating costs to their Medicaid Non-Emergent Medical Transportation contract. Performance measures include reliability of the model and systems performed as designed, ability to automate processes and reduce opportunities for error, and flexibility of the model to adapt to the dynamic nature of the
program and resource mix within the Call Center.

**Accomplishments**: The cost model is a complicated tool allocating costs on numerous disparate factors. The driver time is allocated using a vehicle time shares concept to allocate driver time based on what percentage of time each program has passengers on the vehicle. Another innovative element was the use of a random moment time study system that randomly polls customer service personnel as to what program they are working on during a specific moment in time. These ratios are used to allocate customer service representatives and other staff time amongst the various programs.

**Lessons learned:** The complexities of establishing a coordinated call center of this nature should never be underestimated. While the call center is designed to make the process simple for the human services customer, e.g. providing them a single phone number to call to arrange transportation funded by any one of a variety of programs, the means of accomplishing this are quite complex for the call center itself. One key to ensuring the success of this type of project is to communicate early, and regularly, throughout the process with all the stakeholders to ensure that nothing is overlooked. This is never more critical than in the establishment of a cost allocation model. It is very important to develop an equitable method to determine the proper cost share of each program, to develop a cost allocation model that complies with Federal requirements, and that would be viewed as fair by all funding participants in this coordinated service program. A key point in this development is effective and in-depth communication with all involved parties. This will help ensure that no pieces are overlooked and that the cost model accurately reflects all expenditures involved.

#### Senior & Disabled Services-LCOG

##### Coordinated Transportation Eligibility (2378)

**Service area**: Lane County

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

**Goal**: Improved access/ connections

**Service description**:This project integrates eligibility for different transportation programs and services using a Mobility Management model. Activities include coordination of eligibility functions across multiple programs and using a centralized Call Center for accessing services. Interviews to determine eligibility are conducted, for the most part, in the home. This is a regional service within Lane County, Oregon.

**Evaluation**:The project is evaluated on the number of integrated interviews conducted and a weekly case review to evaluate outcomes by level of eligibility and types of service provided. Between October 1, 2009 and September 30, 2010, there were 1,292 in-person assessments conducted and 2,226 total determinations of eligibility. There were 1,199 ADA eligibility determinations made, of which 1,025 were fully eligible, 138 were conditionally eligible, and 36 were denied eligibility. Functional assessments also included other programs, such as Medicaid medical, Medicaid waivered, RideSource Shopper, and RideSource Escort.

**Accomplishments**: Accomplishments include an IGA with local Area Agency on Aging, Senior and Disabled Services (S&DS) a division of the Lane Council of Governments, and a contract with a non-profit agency, Alternative Work Concepts (AWC), to perform the in-person transportation functionality assessments. A Job Description for Transportation Coordinators within the Senior Connections worker system of S&DS was created for those workers involved in this service, and then further applied to AWC staff involved in this work as well; implementation of this service model throughout Lane County; and the completion of 2,000 in-person assessments by May, 2011.

**Lessons learned:** Making the transition for a multi-program system with varying eligibility requirements to a single point of entry with a standardized application creates a high level of complexity. Transportation Coordinators need to be knowledgeable not only about different eligibility requirements for different programs but about a wide range of transportation and other services in order to be helpful.
In order for a transition from one model to another to go smoothly opt for operating both at the same time for awhile rather than making the transition too soon (before processes and protocols are in place). Communications between the Transportation Coordinator and the RideSource Call Center are critical to the success of the project. Evaluate carefully what systems need to be established before the first in-person interview takes place.

#### Special Mobility Services

##### Employment Transportation for People with Developmental Disabilities (2379)

**Service area**: Lane County

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

**Goal**: Improved access/ connections

**Service description**:Through a centralized RideSource Call Center call intake, ride scheduling and dispatch, and record keeping to manage billing and reporting are managed. Work and work-related trips are provided to people with developmental disabilities. Program participants do not pay a fare and receive guaranteed, regular transportation services. The Department of Human Services, through the local Lane Developmental Disabilities Services (DDS) office, collaborates by providing at least fifty-percent of the full cost of the service for individuals that are assigned to the program. DDS designates who will participate through their Case Management system.
Service is provided within the Eugene-Springfield metropolitan area.

**Evaluation**:Progress is measured by the number of individuals served, rides provided, and jobs accessed through the program.

**Accomplishments**: In June 2009 the Department of Labor's Office of Disability Employment Policy reported that “the percent of people with disabilities in the labor force was 22.6 compared with 71.9 for persons with no disability. The unemployment rate for those with disabilities was 14.3%, compared with 9.5% for persons with no disability, not seasonally adjusted.” The disparity between the number of people with and those without disabilities in the labor force has made little or no significant improvement for the disabled since the passage of the Americans with Disabilities Act.
The greatest accomplishment of this project is providing consistent access to employment for people with limited incomes and cognitive disabilities. The cost-sharing agreement with the Department of Human Services eliminates, for the rider, having to pay the standard $3 one-way fare.
The original agreement was to provide 59 “slots” per month. This was increased to 84.

**Lessons learned:** Establishing lasting relationships and agreements between agencies with different interests and organizational cultures requires much more time than expected. Once established the passing on of information and maintaining key contacts within both agencies is important.
It was important to the success of this program to ensure that DHS is a full partner with decision making authority and that they are invested in maintaining their commitment to the project.

### Salem Area Mass Transit District (1740)

#### Salem Area Mass Transit District

##### Salem Area Mass Transit District (2211)

**Service area**: Salem, Marion and Polk Counties

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

**Goal**: Expanded geographic coverage

**Service description**:Route 2X – Grand Ronde Express - Route started January 2009 in partnership with the Confederated Tribes of Grand Ronde to provide job access for individuals living in Salem and commuting to Spirit Mountain Casino for work. It also provides employment and education opportunities for persons living in the Grand Ronde area to travel to Salem for jobs or schooling. The route is open to the public.

**Evaluation**:All routes receiving JARC funding are monitored on a monthly basis to evaluate trends in ridership. Evaluation includes comparison to previous months, year-to-date ridership and annual comparisons.

**Accomplishments**: On September 8, 2009 Salem Area Mass Transit District enacted a complete redesign for the delivery of public transit service in the Salem-Keizer area. This is the first total redesign that has taken place in the 30-year history of the Transit District. Route 2X was started prior to the redesign and was not impacted by it. The operation of the route is a partnership with the Confederated Tribes of Grand Ronde.
During the 2010 fiscal year, transit services provided by Salem Area Mass Transit District have undergone several major adjustments. In June 2010 while undergoing a two-week structural assessment of the Transit District’s Downtown Mall, engineers determined that the Transit Mall was in imminent danger of collapse. The two-week assessment period turned into an immediate evacuation of the Mall. The temporary two-week site was briefly extended, but the Transit Mall could not stay at that location for an extended period of time so another temporary location was quickly identified and preparations made to relocate transfer stations and bus passengers to the new site. The second location would be operational for approximately six months while a more permanent temporary location could be identified. The more permanent site has been located on the perimeter of the block on which the original Transit Mall was located. Three of the four sides of the block are now in use. Two modular units have been brought to the location for customer service and restroom facilities, both are greatly appreciated amenities and far superior to the portable units previously in place. The fact that the Transit District was able to make three changes to the location of the Transit Mall over an eight month period of time is a major accomplishment. Not one day of service was missed in all of these moves. Now the Transit District is reviewing additional forensic engineering studies to determine what the final resolution of the downtown Transit Mall will be.

**Lessons learned:** Ridership got off to a very slow start and has not yet met projections. Additional marketing efforts were made to increase ridership. Ridership has increased from an average of 212 riders per month during the first nine months of the route (January-September 2009) to approximately 1,707 riders per month during the 2009-2010 fiscal year.

#####

##### Salem Area Mass Transit District (2204)

**Service area**: Salem, Marion County

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

**Goal**: Expanded geographic coverage

**Service description**:Route 1X – Salem Express – Route operates weekdays only; Major areas covered include Salem Capitol Mall, Northeast Park & Ride lot, and Wilsonville major business district

**Evaluation**:All routes receiving JARC funding are monitored on a monthly basis to evaluate trends in ridership. Evaluation includes comparison to previous months, previous year to date ridership and annual comparisons.

**Accomplishments**: None

**Lessons learned:** Salem Area Mass Transit District operates the Route 1X service in partnership with the South Metro Area Regional Transit (SMART) system headquartered north of Salem just off Interstate 5 at Wilsonville. On February 2, 2009 the Westside Express Service (WES) (Washington County Commuter Rail) began revenue service that connects directly with Route 1X at Wilsonville. It was anticipated that this would increase ridership to the 1X, however, the WES line has not been as successful as TriMet in Portland anticipated.

##### Salem Area Mass Transit Service (2207)

**Service area**: Salem, Marion County (OR: Marion)

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

**Goal**: Expanded geographic coverage

**Service description**:Route 14 – Cherry Avenue & Kroc Center Loop - Route started September 8, 2009 as a part of the new redesign for the delivery of public transit service for Salem-Keizer. Major areas covered include the new KROC Center serving the entire community opened by the Salvation Army and the Capitol City Business Center.

**Evaluation**:All routes receiving JARC funding are monitored on a monthly basis to evaluate trends in ridership. Evaluation includes comparison to previous months, year-to-date ridership and annual comparisons.

**Accomplishments**: None

**Lessons learned:** SAMTD is pleased that within six months of the rollout of the new transit service design, ridership is back to pre-redesign numbers. The Transit District is also pleased with its ability to quickly redesign and relocate the downtown Transit Mall transfer center.

### Tri-County Metropolitan Transportation District of Oregon (1728)

#### Clackamas County Social Services

##### Catch-a-Ride (1323)

**Service area**: Clackamas County

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

**Goal**: Improved access/ connections

**Service description**:The Catch-A-Ride program combines the resources of three agencies to both provide essential transportation services to qualified low income individuals and to provide a work training program for drivers and clerical/dispatch. The program represents a partnership between Clackamas County Social Services, Community Solutions of Clackamas County (CSCC) and The Volunteer Connection, who run the Transportation Reaching People (TRP) program. Surveys, outreach and pilot projects (TRP Hopper Service/Commuter Service which operated from 11/04 to 10/05) show that the low income residents of Oregon City and Milwaukie are underserved by regional transportation providers and require additional services to allow them access to jobs, school, childcare, medical and service appointments and shopping for basic needs. The Catch a Ride program is specifically designed to provide connectivity to fixed route transit and other services for the residents of public housing in Oregon City and Milwaukie.

**Evaluation**:Ridership, commendations, complaints

**Accomplishments**: Sustained ridership. Service is a hybrid of fixed route and on-demand serve, when necessary. This flexibility makes the service very valuable to users.

**Lessons learned:** Coordinate with partnering agencies to maximize ridership and efficiency of service.

##### Clackamas County Travel Trainer (1322)

**Service area**: Clackamas County

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

**Goal**: Improved customer knowledge

**Service description**:The Travel Trainer program at Clackamas County Social Services (CCSS) provides training and support to volunteers who assist members of our community who are seeking or maintaining employment in accessing fixed route transportation. The program also provides direct client training at certain sites, such as Department of Human Services. The Travel Trainer program educates low income clients in group settings throughout Clackamas County. Upon completion of the program, these clients will have the necessary skills to effectively utilize public transportation, carpools, job shuttles and other transportation options so they can meet their current and future needs. If a client has need of more intensive assistance, they can also have a Travel Trainer volunteer or program staff member actually ride with them on their planned routes up to two times in order to learn routes, transfer stops and practice bus etiquette. Clients who require additional assistance can be referred to Ride Connection’s Ridewise program for additional and specialized training and assistance.

**Evaluation**:The program reports regularly to TriMet, providing information about number of clients trained, number of “Ride Alongs”, number of volunteer hours and successes and challenges. Participants complete evaluations upon completion of training. Also tracked is the number of volunteers trained, and the number of program materials distributed.

**Accomplishments**: The program provided direct training to 423 clients in 2009/10. Of those, 415 (98%) were employed and able to use their training to maintain their employment. The program projects to train at least 550 individuals per year for the next two years. The program continues to expand its service base and provide training to service providers in order to allow low income persons new opportunities.

**Lessons learned:** The Travel Trainer program is designed with a focus on regional coordination and providing information about a broad spectrum of travel options. The program works in close coordination with Ride Connection’s Ridewise program to provide a comprehensive selection of training options and focuses on all of the regional options available for transportation, including TriMet services, local transit providers such as the City of Sandy’s program, and other unique programs, such as the Catch a Ride shuttle service in Oregon City and Milwaukie. Establishing a close relationship with an experienced organization such as Ride Connection has improved the efficiency and effectiveness of this project.

#### Community Cycling Center

##### Create a Commuter Program (1326)

**Service area**: Portland Metropolitan Region (OR: Clackamas, Multnomah, Washington)

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

**Goal**: Improved access/ connections

**Service description**:The CAC program provides a flexible, reliable and healthy transportation option for low income adults to access jobs and services that were previously beyond their reach. The Create a Commuter Program is a critical way for low income individuals to gain greater access to jobs and resources and benefit from the city of Portland’s growing bicycle infrastructure.
Bicycles provide access to vital destinations such as jobs and services. It is an ideal mode for bridging the last mile between transit and home or work. Bicycles can be used 24 hours/day, making them an ideal mode of transport for off-peak work schedules.

**Evaluation**:Success is measured by the number of people that successfully complete the workshop having demonstrating the skills, knowledge, and confidence to be safe cyclist. All participants complete a pre/post survey that collects the following information: Address, date of birth, gender, ethnicity, employment status, primary and secondary mode of transportation, average distance traveled per day, personal goals for using the bike, primary intended use of the bike and frequency of use, and last time participant rode a bike.

**Accomplishments**:

• 31% of CAC clients are working in some capacity
• 69% are job-seeking or in work force development
• 22% ride their bikes three or more day per week
• 60% of clients ride their bikes to work or work force development

**Lessons learned:** Strong partnerships and follow-up with clients to assure bikes are still in use. This is also a good measure of the program's success.

#####

#### Metropolitan Family Service

##### Ways to Work (1327)

**Service area**: Portland Metropolitan Region (OR: Clackamas, Multnomah, Washington)

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

**Goal**: Improved access/ connections

**Service description**:Ways to Work builds a bridge between low income families that need employment and major employment centers. For many low income parents, the commute from their residence to their employer can be a long and complex one and includes side trips to their children's school, daycare, or doctor's office. The geographic range of even the most comprehensive transit system is limited, making promising jobs simply inaccessible to the people who need employment the most.
Way to work seeks to overcome one of the most prevalent barriers to employment for low income individuals, lack of reliable and practical transportation.

**Evaluation**:Success is measured by the number of loans issued and the loan default rate. The annual loan volume goal is 50, with default rates lower than 15%.

**Accomplishments**: In September 2010, the MFS Ways to Work Program received the Best Senior Program Award at the National Ways to Work Institute. This is the top award a program can receive and is given on the basis of a combination of volume, default rate, and delinquency rate. Our program is now in a position to grow and we hope to begin making loans to other parts of the State of Oregon and SW Washington sometime this year with funding that is not tied to the Portland metro area.

**Lessons learned:** It has been very hard in a down economy for our borrowers to find good used cars in the $4000-$6000 price range. We have partnerships with a few good dealers who are helping us but many clients wait over a month to find a car that is suitable. The economy has also affected many of our clients in terms of their employment. We spend a lot of time helping clients with community resources when their incomes change and they struggle to meet their financial obligations.

#####

#### Mt Hood Community College

##### Steps to Success Shuttle (1324)

**Service area**: Multnomah County

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

**Goal**: Improved access/ connections

**Service description**:Funds from the JARC grant are used to pay the salary and fringe benefits of one FTE to operate a 15-passenger van and to pay the fuel costs for the transportation of clients to and from work training sites. Only TANF clients are eligible to utilize the van and are not charged a fare or any fees. The shuttle van transports TANF clients between employment trainings at various locations to maximize cost effectiveness, facility usage and eliminate duplication of services.

**Evaluation**:The driver maintains a daily ridership log. Monthly ridership numbers are reported to Mt Hood CC and TriMet. Quarterly and annual reports track overall performance and measure success.

**Accomplishments**: The Steps to Success van has been highly successful in providing transportation to more than 41,500 clients since the program began in 2000.
Clients state that without the van to transport them to their internships and work experience sites they would not be successful in completing their daily DHS participation activities and would therefore be out of compliance. Clients receive additional social service benefits while participating in worksite training opportunities. The benefits to the clients are many.

**Lessons learned:** Coordinate activities with other providers of similar services. There is often a common audience and coordination of services is of benefit to them.

#### Portland Community College

##### JobLink (1325)

**Service area**: Multnomah County

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

**Goal**: Improved customer knowledge

**Service description**:Job Link project provides retention and support services to resolve pre- and post-employment emergency transportation issues experienced by low income workers. Designed to solve immediate, short-term transportation needs, Job Link also helps workers access a variety of support services that facilitate continued secure employment. In addition to providing emergency transportation during the first 90 days of employment, Job Link plans to add pre-employment urgent transportation assistance to support workers in both finding and retaining employment.

**Evaluation**:JobLink clients receive a letter and membership card explaining JobLink services. PCC uses positive feedback and potential (or actual) use of the program as a means of evaluating the effectiveness of the program. Success may not always equate with usage, much like with insurance.

**Accomplishments**: Usage continues to increase, and clients express gratitude for the availability of this service. It contributes to client confidence and security (piece of mind).

**Lessons learned:** Make the system easy to use. This can lower overhead costs (i.e. staff time).

#### Ride Connection

##### U-Ride Tigard, Forest Grove and Cornelius (1312)

**Service area**: Forest Grove, Tigard and Cornelius (OR: Washington)

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

**Goal**: Improved access/ connections

**Service description**:Service is demand response and is offered to the nearest transit stop in Tigard, Forest Grove or Cornelius if customers do not live within a reasonable walking distance of that stop and are at or below 150% of poverty. We may transport the customer to or from his/her work site within those cities if that location is not within walking distance of a fixed route stop. We also assist parents by dropping their children at daycare facilities and then taking the parent/s to the nearest fixed route stop to travel to work. Service is offered Monday through Friday from 6 AM to 6 PM. Customers must call at least two business days in advance to request a ride.

**Evaluation**:Evaluation is primarily based on growth in use of the service by noting the number of unduplicated riders and rides provided. We also look at the cost per ride and miles per ride. We try to combine/share rides whenever possible and at times negotiate shared rides between customers who may be receiving service from other revenue source (for example STF or TriMet).

**Accomplishments**: We expanded our service in the second quarter of last year to include the cities of Forest Grove and Cornelius. This resulted in an average of 544 trips during each of the last three quarters versus 289 rides in the first when only Tigard was served.

**Lessons learned:** The number of unduplicated clients we serve each year is fairly small, however, each person takes 20-40 (or more) rides each month depending on their situation. So it is somewhat difficult to manage the outreach when we know we only have enough money to serve a few customers.

##### Worklink & RideWise (1313)

**Service area**: Portland Metro Area (OR: Clackamas, Multnomah, Washington)

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

**Goal**: Improved customer knowledge

**Service description**:RideWise is a collaborative effort between TriMet and Ride Connection to promote independent travel of older adults and people with disabilities by providing access to free information, support and training. The program, launched in 2004, is designed to provide mobility support ranging from trip planning assistance to intensive one-on-one travel training. The level of support provided is based solely on an individual’s ability.
WorkLink provides information about efficient and safe transportation options to any individual who lives in either Washington or Multnomah counties to those who wish to access employment, job training opportunities or services related to employment. Participants are at or below 150% of the poverty level. Group and individual instruction is available in English or Spanish for clients of all levels of literacy and ability. In addition, a train-the-trainer program is available to give frontline workers (i.e. TANF counselors, Steps to Success Employment Specialist, etc.) the skills and resources necessary to provide this training to their clients.

**Evaluation**:RideWise - program participants are evaluated at three and six moth post-training intervals through the use of a follow-up evaluation tool to verify the change in mode-split and offer additional assistance, support and travel training when appropriate. A high percentage of participants are taking as many or more trips on transit than were originally reported at the point of exit from the program.
WorkLink - participants are evaluated at the conclusion of each WorkLink transit orientation class. A high percentage of participants indicate a desire to increase transit use for work and work-related trips.

**Accomplishments**: RideWise - Despite a sluggish economy and extraordinarily high unemployment rates locally and nationally, RideWise saw increased demand for travel training service among low income job seekers and wage earners.
WorkLink - The WorkLink program is interdependent upon other job development, training and placement programs. Many programs closed their doors during the year, but WorkLink maintained service levels that were at or just below the levels reported one year prior and above our projected goals.

**Lessons learned:** RideWise - Make certain your transit system is 100% accessible, but don't assume that people with disabilities will flock to it for trips to and from work. Travel training can be seen as a catalyst for changing a culture focused on cars and paratransit.
WorkLink - Time spent to get buy-in from other agency professionals is time well spent. If your "champions" don't believe in your cause, you'll likely face difficulty convincing class room participants that transit can be a viable option for trips to and from work.

#####

#### Swan Island Transportation Management Association

##### Swan Island Evening Shuttle (1311)

**Service area**: City of Portland (OR: Multnomah)

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

**Goal**: Expanded geographic coverage

**Service description**:Swan Island is identified as a target employment area and has high employment density as well as a high percentage of family wage jobs. Several large Swan Island employers (Daimler Trucks NA, UPS, Columbia Distributing, Vigor Industrial, and Service Steel) operate two or more shifts per day; entry level employment opportunities are typically greater during second (swing) or third (graveyard) shifts. The Evening Shuttle makes those shifts accessible to a greater number of area residents, particularly those living in adjacent Portland neighborhoods that have high percentage of families living below 150% of the federal poverty level. Combined with TriMet 85 service, transit access is provided most shift start and end times.

**Evaluation**:Shuttle operator keeps daily ridership counts and reports to Swan Island TMA. Ridership is the primary measure of the shuttle's success.

**Accomplishments**: Despite the loss of Fed Ex Ground last year, ridership is holding. Operator can still be reached by cell phone, which makes the service highly effective.

**Lessons learned:** Find and retain a good driver for shuttle services. Make the rider feel welcomed and valued. Establish relationship with employers and create a service schedule that works well for them.

#### Tri-County Metropolitan Transportation District of Oregon

##### TriMet fixed route bus service (1309)

**Service area**: Portland Metropolitan Region (OR: Clackamas, Multnomah, Washington)

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

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

**Service description**:TriMet provides local match for the regional urbanized JARC program in the form of increases in fixed route bus service on select bus routes known to serve low income households (Line 6-MLK Jr Blvd, Line 33-McLoughlin, Line 71-60th/122nd Ave). Increases include extended evening hours and weekend service.

**Evaluation**:Ridership and cost per ride

**Accomplishments**: Sustained ridership

**Lessons learned:** Use current Census data to make certain service is appropriately allocated in target areas.

#####

#### Tualatin Chamber of Commerce

##### Tualatin Shuttle (1310)

**Service area**: City of Tualatin (OR: Washington)

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

**Goal**: Expanded geographic coverage

**Service description**:Two vans operate weekday shuttle service provided by the Tualatin Chamber of Commerce in partnership with TriMet and the JARC grant. The shuttle fills the service gap between TriMet fixed route service and the suburban Tualatin employment market. It operates Monday through Firday and provides commuters with shuttle service between downtown Portland, various TriMet bus stops, WES Commuter Rail Service, and businesses in Tualatin. Service hours are 5:30-9 AM and 2-6 PM. The first shuttle trip departs downtown Portland at 5:30 AM, before regular bus service begins.

**Evaluation**:Daily ridership logs, cost per ride, number of employees served, rider and employer feedback.

**Accomplishments**: The Tualatin Shuttle has continually grown its ridership. We are also striving to educate our drivers in safety issues. Last year they all completed a driver’s safety course. This year they undertook a diversity class in order to better educate them how to handle any situation that may arise with a passenger and to better understand customer service relationships.

**Lessons learned:** We literally have surpassed the amount of ridership we can offer on our afternoon shuttle. Due to limited funding, service cannot grow fast enough to meet demand.

#### Willamette Pedestrian Coalition

##### Getting Around of Foot - Pedestrian Action Plan (2088)

**Service area**: Portland Metropolitan Region (OR: Clackamas, Multnomah, Washington)

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

**Goal**: Improved customer knowledge

**Service description**:The WPC approaches pedestrian access in an integrated way, working closely with bike programs and groups, community partners, transportation demand management programs and jurisdictions that are responsible for the full range of regional transportation options. Pedestrian access is critical to the full realization of the region’s significant investment in public transportation. Public transit is only useful if the community feels safe and comfortable getting to the bus stop or rail station. This access is particularly critical for disadvantage populations – those with modest incomes, in entry‐level jobs or with mobility challenges. According to a 1996 report by the Federal Transit Administration, one third of the U.S. population is transportation disadvantaged. A disproportionate share of this population is seniors, low‐income, individuals on welfare, and women. Reliable access to transportation may make all the difference in the full achievement of a person’s employment potential.
The WPC uses JARC funds to develop the Getting Around on Foot: Pedestrian Facilities Action Plan – A list of priority pedestrian improvements developed with input from individuals, local jurisdictions and the WPC membership.

**Evaluation**:It is expected that the Getting Around on Foot: Pedestrian Facilities Action Plan will compliment the efforts or TriMet and jurisdictions to both identify priority needs and to build a regional capital improvement program for pedestrian access. This initiative meets the purpose of the JARC program as follows:
• The plan will target pedestrian access improvements that improve jobs access for disadvantaged populations – direct access and access to public transit.
• The plan will compliment other regional pedestrian development programs, including TriMet’s pending Pedestrian Access to Transit Study.

• The plan will promote a mode of travel that is available at all times of the day. Indeed pedestrian improvements may have the greatest value during peak hours when other modes are overloaded and during late night hours when walking can be particularly unsafe.
• The plan is designed to build on the region’s incomplete pedestrian infrastructure investment and improve access to the region’s major investments in public transit.

**Accomplishments**: Plan is complete. Outreach and integration of the plan is underway.
**Lessons learned:** Sustain pressure on public officials to allocate funding specifically for pedestrian and bike projects. We challenge elected officials and key decision-makers to identify specific funding mechanisms for active transportation projects.

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## Washington

### Clark County Public Transportation Benefit Area Authority (1729)

#### Clark County Public Transportation Benefit Area Authority

##### North County Connector Service (2390)

**Service area**: Clark County

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

**Goal**: Improved access/ connections

**Service description**:North County Connector service can best be described as deviated fixed route feeder service. While there are some published time points and boarding locations, customers may also contact the coach operator directly for same day rides, or to arrange for recurring rides. This service is fully accessible to disabled customers and can provide curbside service upon request. Currently there are three North County Connector routes. Routes 2201 and 2251 provide morning and afternoon service in La Center, WA; Routes 2301 and 2351 provide morning and afternoon service in Ridgefield, WA; and Route 2202 provides midday service to both La Center and Ridgefield, WA.

**Evaluation**:Because this is an innovative service, standard measurements for fixed route service do not apply. C-TRAN has contacted other agencies with similar services which have shared ridership information. In most cases, ridership is three to five customers per revenue hour. C-TRAN's ridership for Connector service falls within this range. Another evaluation factor is the access to public transit which Connector service provides. Because the service district includes rural areas, customer in these locations would not otherwise have access to public transit. The sparse population in these communities cannot justify nor support a fixed route system.

**Accomplishments**: Connector service has been well received by the members of the communities it serves. Acting as a feeder service, it promotes the use of public transit. Also, because it is fully accessible to individuals with disabilities, it eliminates the need for redundant, complementary paratransit service, resulting in cost savings for the agency.

**Lessons learned:** Because this service is specialized, it required additional training for operators and support staff. In C-TRAN's case, it also required a modification to the labor agreement. These ramifications were not obviously apparent when this demonstration project began.

### King County Department of Transportation (1731)

#### Casa Latina

##### Casa Latina (999)

**Service area**: Seattle, King County

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

**Goal**: Expanded geographic coverage

**Service description**:Casa Latina provides on-demand van service to their clients that need assistance in getting to work, work training, employment interviews, and other job-related transportation needs. The program works with Latino day labors and housekeepers in matching individuals with short term job opportunities. The jobs tend to be dispersed geographically and not easily accessible by public transportation. Most jobs tend to be for two or more individuals and this service reduces the need for individuals to have their own car. Another key aspect of the service is that it targets a population that often have difficulty with language issues as most are non English speaking.

**Evaluation**:Monthly reports are included with request for reimbursement. The data collected includes cost, miles driven, hours of service, number of people served, and number of trips.

**Accomplishments**: The program has allowed this program from Casa Latina to grow as employers see the reliability of the transportation service in getting staff to job sites on time. Previously individuals had difficulty figuring out the public transit system to get to work sites. The van service means more people can be served and word of mouth has grown demand for workers.

**Lessons learned:** The program has responded in difficult employment times. The economy has resulted in more people looking for less work. Being able to have reliable access to travel has meant this program continues to serve an important need. The travel services are one part of the entire support services that are provided to help these individuals’ fine full time jobs.

#### Center for Career Alternatives

##### Center for Career Alternatives (1002)

**Service area**: Seattle, King County

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

**Goal**: Expanded geographic coverage

**Service description**:Center for Career Alternatives provides on-demand van services to their clients that need assistance in getting to work, work training, employment interviews and other job-related transportation needs. The Center is a full service agency that enrolls clients in programs to transition to full time work. Transportation continues to be a barrier and the van program addresses that need. The JARC funds support the program management and the expense associated with the program except the van and the driver.

**Evaluation**:Monthly reports are included in request for reimbursement. The data collected include costs, miles driven, hours of service, number of people served and number of trips.

**Accomplishments**: The program has succeeded because of the relationship of key people with employers and other social service agencies. Being part of the network of providers in a community has helped the program reach clients and match them with employment opportunities.

**Lessons learned:** The key to a successful program is often the strength of key people. Being integrated within the community is important in identifying where the need is the greatest. The downside is often being too reliant on a few people to expand the program. A broad based approach is often the best.

#### Central Area Motivational Program

##### Central Area Motivation Program (1049)

**Service area**: Seattle, King County

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

**Goal**: Expanded geographic coverage

**Service description**:Central Area Motivation Program (CAMP) provides on-demand van service to clients that need assistance in getting to work, work training, employment interviews, and other job-related transportation needs. The program uses the vans to complement the full range of services it provides. Often the training sites are not easily accessed by public transportation and the language and cultural barriers make it difficult for clients to get to the training or the work site. The JARC funds support all aspects of the program except the driver.

**Evaluation**:Monthly reports are included in request for reimbursement. The data collected includes cost, miles driven, hours in service, number of people served, and number of trips.

**Accomplishments**: Central Area Motivation Program expanded the van support they provide after losing a major job training job program. The vans were transitioned to support the non English language population on a new job training program. This flexibility has allowed a different group to get to training and work.

**Lessons learned:** The importance of partnering for new grants and new service opportunities is key to the success of the organization. Partner agencies can find ways to integrate the services into their programs so that the program can expand.

#### Cliffside Vocational

##### SKCAC Industries (1823)

**Service area**: King County

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

**Goal**: Expanded geographic coverage

**Service description**:SKCAC provides on-demand van service to various agencies for clients that need assistance in getting to work training, employment interviews and other job-related transportation related needs. The JARC funding supports all aspects of the program except the van driver.

**Evaluation**:Monthly reports are included in the request for reimbursement. The data collected include cost, miles driven, hours of service, number of people served and the number of trips.

**Accomplishments**: Program complements the vocational training and employment assistance from the agency to their clients. The program successfully gets trained clients to new jobs. The long term relationship continues to grow as demand grows.

**Lessons learned:** A strong leadership team provides program continuity. The agency has integrated the transportation into their curriculum providing a complete package to clients. they work very hard to make it work.

#### King County Metro

##### In Motion (1056)

**Service area**: Seattle, King County

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

**Goal**: Improved customer knowledge

**Service description**:Implemented a community-based social marketing program to reduce drive-alone trips in three targeted communities. Metro connected In Motion projects to other service changes in the targeted areas. The Juanita project was coordinated with a major campaign to increase service on the route 245. The Tukwilla and Higline projects were tied to the launch of Metro’s BRT “Rapid Ride A Line” that connected various communities to major employment sites.
We contracted with a team of consultants with experience in community-based social marketing programs to develop products, programs, outreach tools that were used in the program. We engaged local stakeholders from community groups that included residents, businesses, social service agencies, churches, schools, ethnic community groups, public agencies and others to develop program materials, events, incentives, and other program elements.
Customized products were created that addressed Limited English People, students, shift workers, and other hard to reach groups. These products used targeted messages that would connect individuals with their travel options.

**Evaluation**:The project used the following measures to track the impact and results of the three In Motion projects.
• The number of trips that participants logged, as well as vehicle miles, gasoline, and CO2 saved
• Metro distributed a follow-up survey to participants
• Project team did follow up interviews with business sponsors
• Project team held guided discussions with residents
• Tracked information requests
•.Project team completed summaries of each outreach event that detailed number of participants
• Follow-up interviews with community partners

**Accomplishments**: Program achieved the following results: targeted 5,000 households and individuals in the three programs with almost 1,000 participants. The participants logged over 11,000 trips by non SOV, with 11,700 gallons of gas saved and 227,000 lbs of CO2 reduced. Using community based tools, the project was able to reach a number of groups that have been historically difficult to reach.

**Lessons learned:** The In Motion project was able to use information and strategies to develop a program that feels local, feels trusted and becomes part of the neighborhood. Working with other parts of the transit agency is required to make sure that the messages sent to the community are consistent. We used a local group to produce a Somali video that describes how to use light rail and the new ORCA card and we look to use this idea again.

#### King County Metro Rideshare Operations

##### King County Metro Rideshare Operations (1058)

**Service area**: King County

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

**Goal**: Improved system capacity

**Service description**:This program provided low income workers access to Metro's Vanpool fleet. Individuals either join an existing vanpool or form a new vanpool. The trip costs are calculated by both distance and number of individuals in the van. The JARC program shares the cost with the employer and/or the individual employee. The individuals are screened for job classification, hours, and other indicators to insure that they are qualified for the JARC support.

**Evaluation**:We collect trip usage as part of the invoicing for the vanpool program.

**Accomplishments**: This program was able to respond to a specific need with a creative program to get people to work when the site is not well served by fix route transit. Many of these employees work hours that are before morning service has started and or at work sites that are in rural parts of the county beyond the fixed route system. The program is able to enroll low income individuals in a program that had traditionally only been for higher paid staff working traditional commute schedules.

**Lessons learned:** Working with our vanpool support team, employers, and key labor groups allowed us to craft an innovative program that meets the needs of the low income individuals. Many of these individuals live a great distance from the work site (lower cost housing) and the vanpool is the best mode to serve this group.

#### King County Work Training Program

##### King County Work Training Program (1050)

**Service area**: Seattle, King County

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

**Goal**: Expanded geographic coverage

**Service description**:The King County Work Training Program (WTP) provides van service to various King County Work Training programs, including summer youth job training, vocational outreach, and other displaced worker programs.

**Evaluation**:Quarterly reports are included in request for reimbursement. The data collected includes costs, miles driven, hours of service, number of people served, and number of trips.

**Accomplishments**: The program works as it is very flexible. The need for trips often increases and decreases based on a new program, a new training center, and the needs of the clients they serve. The program responded with transportation when the agency started a 'green jobs' program that required transporting clients to work sites on as needed basis. This flexibility was mixed in with the core service it provides for the base programs.

**Lessons learned:** The program has had the ability to be innovative as complementary programs came and went. There have been a number of new jobs programs that they could participate in as they had a base service that transported clients to training and to jobs.

#### Neighborhood House

##### Neighborhood House (966)

**Service area**: Seattle, King County

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

**Goal**: Expanded geographic coverage

**Service description**:Neighborhood House provides on-demand van service to various agencies for clients that need assistance in getting to work, work training, employment interviews and other job-related transportation needs. The service is provided to key agencies in the County that target low income and special needs populations including community colleges, vocational technical institutions, and nonprofit job agencies. The JARC funds support all aspects of the program except the driver.

**Evaluation**:Monthly reports are included in request for reimbursement. The data collected includes cost, miles driven, hours in service, number of people served and number of trips.

**Accomplishments**: The program works with a number of service providers and is able to coordinate the trips to provide a larger service area for more people. The collaborative outreach is reflected in agencies that are able to access the service for their clients without incurring significant cost.

**Lessons learned:** The current recession has increased the need for the service however with the lack of job offerings the program needs to be very innovative. Matching trip needs to the service puts extra pressure on the dispatching which leads to more flexibility.

#### Puget Sound Educational Services District

##### Puget Sound Educational Services District (1817)

**Service area**: King County

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

**Goal**: Expanded geographic coverage

**Service description**:Puget Sound Educational Services District is both a transportation provider and a training program. Training low income TANF participants as drivers and providing on-demand van service to other educational and job training agencies. Riders are referred through case managers through a dispatch center and contacts with partner agencies. Our JARC funds cover all costs except the driver wages.

**Evaluation**:Monthly reports are included in request for reimbursement. The data collected includes cost, miles driven, hours in service, number of people served, and number of trips.

**Accomplishments**: The program expanded King County's JARC outreach to a significant part of the County that was not being served. There are a number of agencies that are working with immigrant and refugee communities, low income housing and job training programs. Providing a transportation option is critical to individuals getting to and from the training.

**Lessons learned:** The program has two goals, training drivers and transporting individuals to job training. Sometimes the program has the drivers and limited number of trips and then there will be a lot of trips with no drivers. Managing and marketing the service is difficult for the agency and was hampered by a turnover of staff.

##### Road to Independence (2060)

**Service area**: South King County

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

**Goal**: Improved system capacity

**Service description**:The Road to Independence (RTI) program is both a driver training program and a transportation program. We train low income/WorkFirst participants as drivers who in turn transport other low income/special needs participants to their place of employment. All of our riders and drivers are referred through a variety of social service agencies. The drivers are specifically part of the State of Washington's Community Jobs program in which clients receiving cash assistance (TANF) from the state are placed with our program to receive training as drivers. Their TANF checks are converted to pay checks so that they are paid as they are trained. By the end of their six month placement with our program they receive a Class B CDL with and S endorsement and are moved to unsubsidized employment. Many of the drivers we currently work with are English Language learners and are newly arrived immigrants/refugees to this country.
The riders we transport are typically special needs and do not qualify for any other transportation program and cannot transport themselves or are low income and do not have access to other transportation services. They all are transported to employment that they would not be able to retain without our program. We are serving areas of both counties not served by other programs so are filling a very important niche of the community.

**Evaluation**:We currently use feedback from agencies we work with as well as the riders and drivers we serve. We have customer comment cards on all vehicles and utilize these to improve services. We utilize our program's stated outcomes regarding numbers of riders served and drivers trained to evaluate our progress.

**Accomplishments**: Our greatest accomplishment was exceeding the number of drivers we stated we would train by 26%. Many of the new drivers that we trained are limited English and newly arrived immigrants and refugees to the country. Our driver training program is greatly successful and is due to the small classroom size and individualized instructional support we can provide students prior to and during their training. We have many local transportation agencies that hire the students who complete our training due to the high level of on the road skills they come with.

**Lessons learned:** The main challenge is to continually market for both drivers and riders. We have realized there is a large turnaround of staff at the various social service agencies we receive referrals from and so it is critical that are constantly in touch so that they know that our program exists.

#### SKCAC

##### Cliffside Vocational (1824)

**Service area**: King County

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

**Goal**: Expanded geographic coverage

**Service description**:Cliffside provides on-demand van service to various agencies for clients that need assistance in getting to work training, to employment interviews, and other job related transportation needs. The JARC funds support all aspects of the program except the van driver.

**Evaluation**:Monthly reports are included in request for reimbursement. The data collected includes cost, miles driven, hours of service, number of people served, and number of trips.

**Accomplishments**: Program has been integrated into the employment training services that Cliffside offers to their clients. The transportation element continues to mean that their clients can get to the training they need no matter where the location is.

**Lessons learned:** The agency has a track record of providing strong support and management reflect that commitment. they work very hard to make this program part of their success.

#### Youthcare

##### Youthcare (968)

**Service area**: Seattle, King County

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

**Goal**: Expanded geographic coverage

**Service description**:Youthcare provides on-demand van service to their clients that need assistance in getting to work, work training, employment interviews, and other job-related transportation needs. The program targets transitional youth who often do not have a travel option in getting from their housing facilities to the job training site. Many of the clients do not have life skills that support the transition to work environment and providing dedicated transportation support can lead to successful job placement. Youthcare includes transportation reliability in their overall program and the JARC funded vans support that mission. The JARC funds support all aspects of the program except the driver.

**Evaluation**:Monthly reports are included in request for reimbursement. The data collected includes cost, miles driven, hours in service, number of people served, and number of trips.

**Accomplishments**: The program continues to expand by successfully partnering with employers for their clients. The agency has grown with the addition of 'green housing remodeling' job training. The agency used the transportation service as an element in their successful application for this work.

**Lessons learned:** The program succeeds as it is an integrated part of the total package of services that Youthcare provides to transitional youth. By providing reliable travel to training and work, clients continue through the program to successful employment and new housing.

#### Zipcar

##### Zipcar (1800)

**Service area**: King County

**Type**: Capital Investment Projects/Car-sharing

**Goal**: Expanded geographic coverage

**Service description**:Low income car sharing program that expanded car sharing to low income housing, low income neighborhoods, social service agencies, vocational and community colleges, and other locations where mobility and access to transportation to jobs, training, etc. were needed. Program used creative outreach to introduce the concept of car sharing and to help individuals use the service.

**Evaluation**:Car sharing program produced monthly reports, quarterly reports and annual review of program. Reports are both quantitative and subjective narratives.

**Accomplishments**: Following several years of success where individuals and organizations integrated car sharing into their travel services, the program is currently looking at ways that we can move forward.

**Lessons learned:** Programs like this take a commitment from the car sharing provider. Zipcar has reassessed it's business goals to see if this type of program fits into their long range company model. The need to continue to show value to a private provider has risks when their business growth may not include serving low income communities.

### Snohomish County Public Transportation Benefit Area Corporation (2578)

#### Snohomish County Public Transportation Benefit Area Corporation

##### Swift Bus Rapid Transit (410)

**Service area**: Everett (WA: Snohomish)

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

**Goal**: Improved system capacity

**Service description**:This project provides expanded late night and weekend Swift - Bus Rapid Transit (Swift BRT) service along 17 miles of the State Route (Hwy) 99 corridor between the cities of Everett in Snohomish County (Evergreen Way) and Shoreline in King County (Aurora Blvd). Service is provided every 20 minutes during late nights (after 9 PM) and weekends with advanced design coaches between two BRT terminal stations in Everett and Shoreline and along 24 newly constructed Swift BRT Stations.
The route corridor is mixed use with a large number of employment points and residential density. There is a high concentration of low income and transit dependent individuals that live and work along or adjacent to the route.

**Evaluation**:Ridership is the primary performance measure used to evaluate the success of the project. Since this is a new service, we have tracked ridership growth over the pre-Swift BRT service level as benchmark.

**Accomplishments**: Access to frequent, safe and attractive transit service during the evening hours and weekends has been expanded with a growth in ridership over the pre-Swift BRT benchmark of about 26%. Ridership has increased overall along the route corridor which means that the Swift BRT service has attracted many new riders who were not previously using transit service.

**Lessons learned:** This project is part of the overall launch of a Bus Rapid Transit system; therefore lessons learned are not JARC project specific.

# small urban/rural projects

## Alaska

### Alaska Department of Transportation and Public Facilities (1725)

#### Chilkoot Indian Association

##### Mobility Manager (1829)

**Service area**: Haines (AK: Haines)

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

**Goal**: Improved access/ connections

**Service description**:A new Mobility Manager (MM) was recruited in July 2010 through a new grant submitted by the Chilkoot Indian Association. The new MM immediately began setting up the infrastructure for the position, sharing office space at the Haines Senior Center.
The Mobility Manager's early endeavors included meetings with local agencies to coordinate client transportation needs, revising and developing transportation brochures and a monthly transportation newsletter. She also met with the Chilkoot Indian Association Transportation Manager and received street maps and photos of the Haines Borough roads. She assessed road conditions, studied the Haines Coordinated Transportation Plan and often referred to it for guidance and information. In October, 2010, she actively participated in the Statewide Transit Conference. In the spring of 2011 she developed a community transportation survey with results currently being collated.

**Evaluation**:The evaluation process has been informal. Many documented meetings were held by the SESS supervisor with the Mobility Manager to discuss the role and progress of the position. Both the SESS supervisor and the Mobility Manager met with Scott Hansen on several occasions to discuss progress and direction of on-going and upcoming activities.

**Accomplishments**: Outstanding accomplishments included:
1) Initiating an agreement with the Haines Borough City Shop to maintain the Haines Senior Center caravans
2) Assisting in a 25% increase in ridership over the previous year
3) Assessing all road conditions in the Haines Borough

**Lessons learned:** The first thing I would do differently is to encourage the Haines Borough to hire and supervise the Mobility Manager position. If the Borough did not want to, I would be sure to have meetings that would include a Borough Representative in the process of building the position. I would clearly identify that SESS has been contracted to manage the position.

#### Fairbanks North Star Borough

##### Mobility Manager (1701)

**Service area**: Fairbanks (AK: Fairbanks North Star)

**Type**: Planning Studies/Feasibility study

**Goal**: Improved access/ connections

**Service description**:To date the Fairbanks North Star Borough has completed a mobility plan which will address the many elements necessary for implementation. The Plan includes multiple-year cost projections for a Mobility Management program that is intended to improve the quality of life for all FNSB residents as well as the economic development of the area.

**Evaluation**:The Mobility Management Plan was conducted to help evaluate methods to better coordinate transportation options in the FNSB. The consultant had several benchmarks to make to create the plan and get the best information to present. They had several public meetings, met with several transportation providers in the FNSB, analyzed GIS information, and created an inventory of vehicles. They gathered a lot of information and proposed several strategies to better coordinate transportation.

**Accomplishments**: The consultants were able to identify eight strategies to better coordinate transportation in the FNSB. Those strategies mostly aim for a one-stop call center for multiple agencies. As funding becomes available, we could look at implementing that recommendation. The consultants also met with numerous agencies that either operate transportation or have some stake in transportation options, regardless of their use. We were able to gather good information on transportation needs in the community and further solidify the transportation issues that were known.

**Lessons learned:** The process for gathering the information was positive from most agencies. Better public input would have been a nice touch, so better adverting of the public meeting to garner more attendance would have been beneficial.

## Idaho

### Idaho Transportation Department (1722)

#### Mountain Rides Transportation Authority

##### North to South Route (2311)

**Service area**: Ketchum, Sun Valley, Hailey, Bellvue (ID: Blaine)

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

**Goal**: Expanded geographic coverage

**Service description**:This is a route that is called North/South Route that is 18 miles, one way. This route travels to Ketchum, Sun Valley, Hailey, Bellvue

**Evaluation**:Passenger per mile and overall growth per month. Trying to understand work shifts because in this area the seasons change

**Accomplishments**: Growth of about 20% in the year

**Lessons learned:** None

## Oregon

### Oregon Department of Transportation (1723)

#### Central Oregon Intergovernmental Council

##### Community Connector (1882)

**Service area**: LaPine to Bend; Bend to Redmond (OR: Deschutes)

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

**Goal**: Expanded geographic coverage

**Service description**:The service that is provided under this project is approx. 35% of the operating costs of two fixed commuter services operating between La Pine and Redmond. The two routes operate Monday through Friday along Highway 97, deviating to various stops off the highway for safety, during morning and late afternoon hours. This service also allows access to other commuter routes, intercity services, fixed routes and demand response services throughout the area.

**Evaluation**:COIC JARC operations are measured by actual rides numbers for the La Pine to Bend and Redmond to Bend community connector routes. In September, 2009, the actual number of rides provided on these two routes was 1,408. In September, 2010 the actual number of rides provided on these two routes was 2,508. This represents a 78% increase in ridership in one year.

**Accomplishments**: The 78% increase in ridership for the La Pine to Bend and Redmond to Bend community connector routes was due to increased awareness of the services available in the central Oregon. This awareness came in large part from COIC's marketing and outreach efforts and word of mouth from riders utilizing the services.

**Lessons learned:** It is vital to keep ride numbers, mileage and service hours by route. COIC did recognize this need at the outset but some other agency might not.

#### City of Bend

##### Bend Area Transit (1224)

**Service area**: City of Bend (OR: Deschutes)

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

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

**Service description**:Fixed route with 7,280 hours of bus service and almost 110,000 trips annually

**Evaluation**:In 2006 Bend, OR was the largest city in the United States without fixed route transit and JARC funds made it possible to build a system of seven routes without service breaks and with 40 minute headways. We immediately saw an increase in system ridership from 104,000 rides annually to over 350,000 rides with the same revenue hours. A week long on-board survey of riders in July 2007 discovered that 41.98% were riding to work or to seek work. Also, 59% of riders had household incomes of less than $15,000 and 74% earned less than $25,000 per year. This illustrates that our services are targeting the low income getting to or looking for work.

**Accomplishments**: None

**Lessons learned:** The JARC program has undergone changes in recent years and based on funding level changes, program reorientation, and non-guarantee of funding there significant risks to using JARC funds for operations.

#### City of Canby

##### Canby Area Transit - Orange Line (2144)

**Service area**: Canby (OR: Clackamas, Marion)

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

**Goal**: Expanded geographic coverage

**Service description**:JARC funds support CAT's Orange Line between Canby and Woodburn and a portion of the Express Service between Canby and Oregon City. Specifically, five of the 27 service hours (per day) for Orange Line services between Canby and Oregon City (18.5% of Oregon City rides and about 56% of the Oregon City Express Service).

**Evaluation**:The service data ,including ridership, is evaluated by the Transit Director, and reviewed by the city council and Transit Advisory Committee (TAC). Monthly reports are provided to the TAC and bimonthly reports are provided to the city council.
Ridership continues to climb. The route between Canby and Woodburn is the fastest growing route in the CAT system.

**Accomplishments**: Combining the service between Woodburn and Oregon City and interlining these services has made them more effective and also provided easier access to the customers.

**Lessons learned:** Expect a good outcome. The service has grown faster than we expected so the demand is sometimes a challenge given the equipment we have available.

#####

#### City of Corvallis

##### Corvallis Transit System (1179)

**Service area**: Cities of Corvallis and Philomath (OR: Benton)

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

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

**Service description**:The City of Corvallis operates the Corvallis Transit System (CTS) and the Philomath Connection (under an Intergovernmental Agreement with the City of Philomath), fixed route mass transit systems providing service to the Corvallis-Philomath areas in the Corvallis Area MPO boundary. CTS service operates eight routes and four peak routes Monday through Friday, 6 AM to 9:15 PM and Saturday 7:15 AM to 8:15 PM.

 PC service consists of one route with six runs per day, Monday through Friday, 6:15 AM to 7:15 PM. Complementary paratransit service is provided for individuals unable to use the fixed route system.

CTS operates a late-night transit service, funded in partnership with the Associated Students of Oregon State University. This service began in the fall of 2006 and operates Thursday through Saturday, 8:45 PM to 2:45 AM, during weeks in which OSU is in session, fall, winter and spring terms. All of these services provides transportation for low income persons to access their places of employment.

**Evaluation**:Service Goal: Actual or estimated number of jobs that can be accessed as a result of the geographic area served or the times of day the service is provided.
Performance Measure: The Corvallis Economic Development Partnership lists 42,212 total jobs in the geographic area served by Corvallis Transit System. Housing & Urban Development states that 40% of jobs in a given geographic area will be low income positions. Therefore, 16,885 low income jobs are within the geographic area served.
Service Goal: Actual or estimated number of rides (as measured by one-way trips) provided as a result of the JARC service.
Performance Measure: CTS and the PC continue to provide increasing numbers of JARC-related rides every month.
Service Goal: Special marketing efforts and other outreach efforts designed to inform/educate the public of the opportunity to ride transit for employment, and employment-related activities.
Performance Measure: The City of Corvallis (City) staffs an active Employee Transportation Coordinators (ETC) program which assists participating employers in getting employees to use transit and other alternate modes. All CTS routes and the PC route is available on Google Transit and this information is a helpful tool to riders wanting assistance in trip planning. The City frequently uses paid print ads in the Corvallis Gazette-Times and OSU’s Daily Barometer to highlight that the bus is a great way to get to work. The City’s website, a growing resource for commuters looking for updated transit information, contains information for employees and employers.

**Accomplishments**: During this reporting period, CTS and the Philomath Connection fare structure was aligned to make it more convenient for riders of both systems. In February, 2011, CTS become a fareless system. Part of the impetus for this switch to fareless came as a result of the obvious need of economically-disadvantaged individuals for reliable, fare-free transportation to and from work.

**Lessons learned:** This grant included the continuation of a locally-funded JARC-eligible service, the expansion of fixed route service hours on both CTS and the PC to provide additional access to work for low income persons, and related complementary paratransit service. The advice to other systems would be to apply for these types of grants because it provides a valuable service to your customers.

#### City of Lebanon

##### Lebanon Dial-a-Bus (2051)

**Service area**: Lebanon (OR: Linn)

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

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

**Service description**:The service is demand responsive service that was increased due to need for additional service for people with low incomes.

**Evaluation**:We track every ride, mile, dollar, voucher/pass, and ride purpose.

**Accomplishments**: Working collaboratively with local agencies and businesses to service our community.

**Lessons learned:** We were already providing transportation services to the Lebanon community and had to make some changes to accommodate the needs of the riders. It is key to keep the communication flowing.

#### City of Sandy

##### SAM Sandy-Estacada (1183)

**Service area**: City of Sandy, Eagle Creek, Estacada (OR: Clackamas)

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

**Goal**: Expanded geographic coverage

**Service description**:The SAM Sandy-Estacada route operates through the core area of Sandy on US26 to 362nd Avenue south to OR211, continuing south through Eagle Creek, then east along Eagle Creek Rd. to Estacada, returning along OR224 west, to OR211 north, continuing north on 362nd and back through the core area of Sandy east along US26.
There are five runs each weekday coordinated with connections in Sandy to Mt. Hood and Gresham. In both Gresham and Estacada connections are possible to regional job centers in the greater Portland metropolitan area via TriMet. Opportunities for reverse commute are made possible through the same network.

**Evaluation**:Ridership data and customer comments are collected. On-board surveys are conducted for more specific information. Ridership on this route has increased over 18.4% during this period. This is a significant measure of success. Customer satisfaction has also been high. The time of one run was adjusted during this period based on requests and subsequent survey data.
On-board surveys have indicated 89% of this ridership to be transit dependent.

**Accomplishments**: The increased ridership is evidence of great accomplishment. Customer comments are overwhelmingly positive. The service has been designed in response to the community surveys within budgetary constraints. Barriers have been eliminated or minimized for maximum convenience to passengers, i.e., reducing need for transfers, simplification of and coordinating the schedule with other routes, eliminating fare, adjusting the route.

Two of the most significant components to the success of the S-E service was: 1) adding one service hour- from four to five per day and, 2) interlining this service with another, Mountain Express, in order to gain efficiencies for both services by using one driver and vehicle for most of the day rather than both operating with split shifts.

**Lessons learned:** The service requires enough frequency to make it useful to the customer. It's a fine line between too little and enough. Leave a service in place long enough to get an accurate read on effectiveness (6-12 months). It takes the community a while to adjust to changes, too many changes make the service unpredictable and the customer base insecure. It is hard to do when the changes didn’t look immediately successful. Some people will be served that you did not anticipate and others that you expected to will not use the service.

##### SAM Sandy-Gresham (1136)

**Service area**: Cities of Sandy and Gresham (OR: Clackamas, Multnomah)

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

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

**Service description**:This JARC funding added nine service hours daily, Monday through Friday, to an existing route creating 30-minute headways all hours of the day. The SAM Sandy-Gresham route is a fixed route with stops in Sandy and an express commuter between Sandy and Gresham with drop-offs only westbound (in Gresham) and pick-ups only eastbound (in Gresham). A service change to the route eliminating service within Gresham resulted in a drop in ridership during this period.
This route connects with the SAM Sandy-Estacada route to expand the service area for both routes. Both routes connect to the regional job centers via TriMet in their respective cities and extend accessibility to the greater metropolitan regions well as providing reverse commute options.

**Evaluation**:We collect ridership data, customer comments and perform on-board surveys. Though the ridership dropped from the previous year, it was due to a change in service that eliminated transport within Gresham, where service is provided by another agency, TriMet. The service change improved the quality of service such as on-time performance and customer satisfaction.
Surveys show job-related trips account for more than 45% of all ridership; over 50% of riders had an annual household income of under $20,000; and 44% are transit dependent.

**Accomplishments**: This service continues to be a workhorse providing significant transportation within the city of Sandy and connecting riders to the greater metropolitan area. By providing half-hour headways, it is a cost-effective, convenient option for employees, students and those needing to access essential services. With more than 24 annual trips per capita, it makes transit a valuable option for many and an essential connection for others.

**Lessons learned:** Though service changes often have a negative impact on some ridership, targeted usage will improve with time.

#####

#### Ride Connection

##### Rural JARC (1570)

**Service area**: Washington County

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

**Goal**: Improved access/ connections

**Service description**:JARC service is provided in rural Washington County, Oregon as a component of the U-Ride public transportation system.
Demand response service using taxicabs was provided to low income job seekers, commuters and other job related activities. We also began offering a daily commuter bus service in the fourth quarter of 09-10. This Monday through Friday service allows JARC customers to board/de-board in the rural cities of North Plains and Banks via TriMet’s' Hillsboro Transit Center. There is no fare for this service. Customers using the demand response service traveling between the nearest TriMet transit and locations within 1.5 miles of the rural city centers of Gaston, Banks and North Plains were charged a $2 fare. Customers traveling to and from points further than 1.5 miles from a rural city center received a voucher toward up to $38 of their taxicab fare and were also required to pay a minimum $2 toward the total cost of their fare if the cost of the taxicab trip was less than $38.

**Evaluation**:Evaluation is primarily based on growth in use and ridership, as well as efficiencies achieved through shared rides. Measures of performance used are an increase in total number of trips and number of unduplicated customers served, a reduction in average miles per trip, increase in average trips per hour (new commuter bus service), and an overall reduction in cost per trip and/or per hour of service.

**Accomplishments**: We were very happy to introduce our new community bus service in the fourth quarter of this year. This new transportation option (operated directly by Ride Connection) is funded by rural JARC and allows customers living in/near the rural cities of Banks and North Plains to access fixed route transit at TriMet's Hillsboro transit center in time for a day shift commute and to return home in the early evenings. It also allows those living in the urban areas to access employment in or near those rural cities. There is no fare or need to call in advance to arrange a ride.

**Lessons learned:** It is difficult to contact rural JARC-qualified riders via traditional means such as news articles, mailings, meetings, agency contacts and so on. Although we continue to use these means to find some new customers, we believe that "word of mouth" referrals from satisfied customers may be our best resource now and in the future.

#### Rogue Valley Transportation District

##### Route 60- White City (2252)

**Service area**: White City (OR: Jackson)

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

**Goal**: Improved system capacity

**Service description**:Maintained the Route 60 service frequency at 30 minutes. Route 60 is a commuter route that serves the industrial areas between Medford and White City and within White City. The hours of operation are between 5 AM and 6:30 PM Monday through Friday. RVTD does not operate weekend service. RVTD conducted a passenger survey in May 2008 and found that 80% of passengers on this route are between 19-64, which is higher than system-wide; Route 60 also has the highest male proportion of passengers within the system at almost 75%- light industrial and manufacturing work types in our area are male dominant. Industry types are wood molding, wood products, metal recycling, garbage disposal, etc. Low income passengers will have more access to transit by maintaining the frequency at 30 minutes and minimizing transfer delays between routes.

This route is the second longest in mileage of the RVTD system. Commuters who drive to and from work have the expense of fuel and maintenance. Transit provides an alternate to driving and is thus benefiting the low income population who may not be able to afford to drive.

**Evaluation**:Evaluation will take place in the fall of 2011 to evaluate whether the rider demographics have been maintained. RVTD is conducting an onboard passenger survey in which several question will be asked of passengers including gender, income, trip purpose (such as work) and how often they use the bus for that purpose.

**Accomplishments**: In the grant application, the performance measure was to meet or exceed work-based ridership, or 61,899 trips. Based on the 26% work-related trips assumption this would equate to 61,348 trips.

**Lessons learned:** RVTD maintained 30 minute headway service that was established in 2004. RVTD uses the JARC funding to help support the Route 60, which would otherwise need to be reduced if funding is not available.

#### Yamhill County

##### Dial-A-Ride (2132)

**Service area**: Yamhill County (OR: Yamhill)

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

**Goal**: Expanded geographic coverage

**Service description**:We use a combination of Dial-A-Ride (Rt. 80, 81, 82) and Fixed Route (Rt.11, 22, 33, 44) bus service to provide employment transportation for approximately 900 passengers. We utilize the fixed route (connector/commuter) service to outlying areas of the county to help transport clients to a transfer where our dial-a-ride service then picks them up and delivers them to their final employment destination. For all those riders that cannot make use of the fixed routes to reach the transfer point, we use dial-a-ride buses for their entire trip.

**Evaluation**:When first starting this project Mid-Valley Rehab., client-based provider, was transporting all of their clients to and from sheltered workshops on a daily basis. Currently Mid-Valley has transitioned all but a very small portion of their clients into the public transit system.

**Accomplishments**: By moving these individuals into the public system they now have a much higher level of independence and have learned to use the public system for travel needs beyond employment purposes.

**Lessons learned:** There are many facets to a service like this and making sure the lines of communication between the caregivers, employers and ourselves are kept open and clear at all times.

## Washington

### Washington State Department of Transportation (1724)

#### Catholic Community Services of Pierce County

##### Mobility Management and Travel Ambassador Program (1120)

**Service area**: Pierce County

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

**Goal**: Improved customer knowledge

**Service description**:A "Travel Ambassador" is someone in the community who is knowledgeable about a wide range of transportation options. These individuals educate others about mobility options. The Travel Ambassador project coordinates an educational program that includes information about mobility options throughout Pierce County, as well as regionally. Target audiences for Travel Ambassador training classes include case managers, teachers, social workers, group housing staff, advocates who serve people with disabilities (especially young adults transitioning out of high school), and elders.
The Travel Ambassador curriculum provides these individuals with a resource manual of regional mobility options and certification as a Travel Ambassador. The educational program is presented in one of two ways: a large, four hour session at Pierce Transit, which includes presentations by representatives from several Pierce County Coordinated Transportation Coalition partner agencies and interaction with a Pierce Transit "Talking Bus" and operator.

The second training format occurs anywhere in Pierce County at a "mini-session"; community members or agency personnel request that the Travel Ambassador program come to them. At these mini-sessions, the Travel Ambassador Liaison and one or two partner agency personnel present a customized training dependent on audience need. Bus Buddy volunteers may also be utilized to accompany attendees on a bus trip to show them how the public transit system works.

**Evaluation**:Our evaluation consists of tracking how many participants attend each training session, how many community contacts are made at public events promoting transportation options, and feedback gathered from participant surveys conducted at the end of each training session. These surveys ask participants to rate the quality of the training session, the value of the information received and how they feel it will benefit their clients. Our goal is to provide at least four large training classes and approximately 14 mini-sessions each year in Pierce County.

**Accomplishments**: One accomplishment in 2010 was having two Mobility Coordinators from other Washington counties attend our large Travel Ambassador training class in order to see how we ran the program. Their goal was to replicate the format in their own counties because they had heard of the success of our program and wanted to provide a similar service to their constituents.
Another accomplishment was streamlining training and utilization of Bus Buddy volunteers in conjunction with the Travel Ambassador project. The Bus Buddy volunteers are trained by our agency as well as by Pierce Transit travel trainers. Their duties involve helping customers learn how to ride the bus. These customers may have developmental disabilities, be new to public transit, be afraid of using the bus or just need additional help navigation the system. The Bus Buddies are assigned to clients who request the service themselves, are referred by case managers, or who call seeking transportation options. Working closely with Pierce Transit, we were also able to arrange for Bus Buddies to accompany Travel Ambassador training participants and/or their clients on a bus ride after their training session, thereby putting education in action. This helped the participants see how a Bus Buddy could help their clients, either travelling as a group or one-on-one.

**Lessons learned:** We initially hired a part-time Travel Ambassador Liaison to coordinate the training sessions and community outreach, but the position was only 15 hours per week, which was difficult to hire for and was found to be unnecessary over time. We moved to a model in which the manager from our agency and from Pierce Transit, along with the county's Mobility Coordinator and other partner agency personnel, coordinate the project together. Because the Travel Ambassador project relies on participation from partner agencies, this model has been successful. Each agency commits to a certain level of participation (ranging from sending someone to speak at a training, to providing in-kind support, to organizing training sessions and tracking data) and the result is a diverse and well-rounded educational format for participants.

#### Grant Transit Authority

##### Sustain express fixed route / commuter service to production plants (1126)

**Service area**: Countywide (WA: Adams, Grant)

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

**Goal**: Improved access/ connections

**Service description**:Route 61 Moses Lake-Othello
This project provides necessary transportation for low income workers accessing employment at agricultural processing plants where employee availability is low due to population where the processing plants are located. This service helps strengthen the economy of the communities served by increasing employment opportunities (transportation to work) and promotes the self-sufficiency of a minimally skilled, low income work force. This service opens doors for workers who couldn't otherwise gain employment at these locations due to the inability to purchase or obtain other means of transportation.

**Evaluation**:This project is evaluated on ridership statistics. Ridership regarding this project remains steady and increased by 4,614 trips from the last FFY.

**Accomplishments**: The continued communication and coordination with the various processing plants to identify shift changes and other needs to provide efficient service with funding levels allocated for this project.

**Lessons learned:** Make sure that all project partners are willing to work with each other and understand the realities of grant funded transportation services.

#####

#### Hopelink

##### Expand demand response service to link special needs riders with King County Metro and Sound Transit fixed routes (1128)

**Service area**: East Bellevue (WA: King)

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

**Goal**: Improved access/ connections

**Service description**:The Bellevue EZ Rider Connector provides dial-a-ride service in East Bellevue for older adults, people with disabilities and low income individuals traveling to work, job training or child care services. The service transports riders to 20 locations within East Bellevue, near King County Metro and Sound Transit fixed bus routes and commercial and retail areas for free. Destinations include major transit centers, medical facilities, community centers, Bellevue College and shopping centers.

**Evaluation**:We evaluated our service based on number of trips provided and general client feedback. Because this is a new service, we were particularly interested in seeing a month-over-month increase in trips provided. We also worked to standard and streamline the eligibility and intake process, to make our service as customer-friendly as possible.

**Accomplishments**: This service not only connects East Bellevue residents to local services and popular destinations, it also acts as a feeder to fixed route service for our two public transit providers. The number of trips we provided increased every month during this period, with 137 trips provided in October. Since that time our trip count has continued to increase and in March 2011, we provided 333 trips.
We also partnered with the City of Bellevue to develop and air a Public Service Announcement for EZ Rider on their TV channel and on YouTube. The City was able to provide this marketing on an in-kind basis, which dramatically increased our ability to get the word out about this service.

**Lessons learned:** Be sure to have a detailed and well-funded marketing plan. Also plan for a complex screen procedure to establish eligibility of potential riders. For example, our client intake is conducted over the phone, but we must have verified paper documents attesting to a clients' income status to qualify them for JARC funds.

##### Mobility Manager and Mobility Coordinator for Eastside sub-region (1127)

**Service area**: King County

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

**Goal**: Improved access/ connections

**Service description**:We provided staff support to the King County Mobility Coalition and its activities, including recruiting new members, forming five subcommittees and developing an action plan with help from Easter Seals Project Action; hosting transportation forums and conducting outreach to elected officials and human services coalitions; conducting a needs assessment, inventory of transportation services, and map-based analysis of transportation gaps and opportunities; updating our county and regional coordinated transportation-human services plans; and developing new partnerships to support grant requests. We also provided staff support to the Eastside Easy Rider Collaborative, including staffing monthly meetings, developing a work plan, drafting an annual report, and hosting community forums.
Under this grant, we also provided travel training to human service agency staff and medical professionals to enable them to better assistance their clients in accessing available transportation options. This program was expanded to include trained volunteers who provide one-on-one travel options assistance at community locations directly to the public.

**Evaluation**:We have developed several performance measures for this project, as follows:
1) A diverse and engaged membership for the King County Mobility Coalition (KCMC) that results in solutions for special needs transportation in King County
2) A diverse and engaged membership for the Eastside Easy Rider Collaborative (EERC) that results in solutions for special needs transportation in East King County
3) An expanded network of Travel Ambassadors at human service agencies in King County
4) An expanded network of volunteer Community Travel Ambassadors (CTA) that provide direct travel options assistance to the special needs population in King County
5) An increased understanding of transportation needs and opportunities in King County
6) Expanded funding sources for special needs transportation in King County
We also have developed benchmarks or targets for each of these measures for 2011-2013, and are currently monitoring our progress towards them.

**Accomplishments**:

• Expanded diversity of KCMC by adding member seats for tribes, veterans, mental health advocates, North King County cities and the King County Alliance for Human Services (also a new sponsor). Recruited new members and increased participation from 54% to 96% of our 28 designated seats from early 2009 to fall of 2010. This increased diversity of membership in the Coalition has created opportunities for new partnerships, as seen in the new sources of local match support for FTA grant proposals and the development of joint marketing materials and community forums.
• Through our Travel Ambassador program we provided 16+ trainings for 142+ human service providers in King County, enabling direct service staff to better assist their clients in learning about transportation options. In response to agency concerns about limited staff capacity to help clients find transportation options, we developed a new program component that uses trained volunteers to provide travel options assistance at various locations throughout the county. We piloted this program component at the North Bellevue Community Center and Hopelink’s Bellevue Food Bank, providing direct assistance to 25+ individuals. This innovative approach has deepened our connections with the community, effectively responded to agency budget limitations, and laid the foundation for the future expansion of this strategy.
• As part of our local and regional coordinated transit-human services plan, we surveyed 2,219 individuals in King County to collect data on transportation needs. We also created a transportation opportunities assessment through advanced mapping and analysis tools, which overlays existing transportation services with demographic data for special needs populations. The KCMC is using this assessment to identify opportunities to improve mobility in King County. These maps have also been leveraged to education potential riders about the services available in their area -- with some services being mapped for the first time!

**Lessons learned:** Get connected with Mobility Managers in your state and across the nation. Learn about their programs, projects and challenges. Participate in the Mobility Managers Google group and be proactive in learning more about projects or programs that could be launched in your area. Be sure that everyone is at the table, and personally invite those we are not to participate.

#### Intercity Transit

##### Village Vans (2140)

**Service area**: Olympia - Lacey - Tumwater (WA: Thurston)

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

**Goal**: Improved system capacity

**Service description**:Village Vans provide free, advanced reservation transportation to support low income families engaged in job search or employment-related activities. The service acts in conjunction with and in collaboration with other public transportation services. Trips are made to job skills training sites, job interviews, to work sites and other essential destinations. Vehicles are driven by eligible low income job seekers who volunteer to gain current work experience while enrolled in the Village Vans Customized Job Skills Training Program.

**Evaluation**:Evaluation criteria includes number of clients served, number of trips, number of requests denied and why, cost per trip, reason for trip, cost and service level comparisons to other methods and modes, level of coordination and timeliness of service.

**Accomplishments**: This transportation is the only option for low income job seekers and workers. Many have found employment or have been able to retain employment using Village Vans. The impact doubles because of the innovative Job Skills Program component which utilizes eligible volunteers to drive the vans. Village Vans serves as a model program for other communities and states. Successful collaboration with human services agencies results in referrals, planning, evaluation, and increased coordination of services.

**Lessons learned:** Develop a local support group of social service providers and/or volunteer organizations who will support program with clients and drivers. Manager must have strong volunteer support skills. Start small; be frugal. Expect an extended deficit. Promote program and celebrate successes widely and publicly.

#### Link Transit

##### Increase small urban route frequencies for accessing employment and employment related activities (1132)

**Service area**: Wenatchee and East Wenatchee (WA: Chelan, Douglas)

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

**Goal**: Improved access/ connections

**Service description**:The JARC grant helped to fund the increased service for three urban routes; 1, 2 and 8, from a one-hour frequency to one-half hour frequency. Routes 1 and 2 serve the south end of Wenatchee, which is where predominantly lower income persons that are dependent on public transit reside. Route 8 is a circulator that serves Wenatchee and East Wenatchee. Route 8 serves many assisted living facilities, the hospital and clinic, shopping and the senior center.
All three routes pulse in and out of Link Transit's inter-model center, Columbia Station, which connects with Link's other routes, both urban rural.

**Evaluation**:Link has established board approved bench marks for our urban and rural service. Urban service bench marks are as follows:
• Urban goal per route - 18 passengers per hour (PPH)
• Minimum goal for urban routes = 9 PPH
Current passenger per hour counts for these grant funded routes are:
• Route 1 = 16.94 PPH
• Route 2 = 16.5 PPH
• Route 8 - 11.1 PPH

**Accomplishments**: Routes 1, 2 and 8 serve a lower income, higher transit dependant population. With the increase in frequency we have seen an increase in ridership which equates to a higher access to jobs, shopping, medical appointments, school and other needed services. In addition to the increased frequency the replacement of buses to lower floor buses has increased accessibility to those needing and qualifying for ADA services.

**Lessons learned:** Chose high density routes that serve the more transit dependant population: senior, disabled and lower income. Structure the routes to access businesses, and services most used by this population.

#####

##### Sustain rural commuter service from Leavenworth, Chelan and Ardenvoir to Wenatchee (1130)

**Service area**: Leavenworth, Ardenvoir, Chelan (WA: Chelan)

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

**Goal**: Improved access/ connections

**Service description**:These routes are commuter routes that bring workers from Chelan, Manson, Levenworth and Ardenvoir to Wenatchee, where many have professional jobs ranging from doctors, lawyers, accountants, etc. The routes also provide transportation to hospitality workers who work within the resort communities and agricultural workers who worker in the fruit industry. These commuter routes provide transportation to and from for all levels of employment.

**Evaluation**:Link has established board approved bench marks for our rural service. The bench marks are as follows: regional fixed routes must average 13 passengers per hour, with a minimum of eight boardings per hour. The rural flex route must average ten passengers per hour, with a minimum of five boardings per hour. These four commuter routes provide 28% of all Link boarding. This service cost more due to the distance traveled. Wenatchee to Leavenworth is 20 miles one way and Wenatchee to Manson is 50 miles one way. This grant covers 27% of the fully allocated costs for this service.

**Accomplishments**: All commuter routes are popular and continue to build a loyal ridership base. Ridership continues to increase due to gas prices and safety issues. These routes are also used by many high school students for advance educational opportunities and after school activities. These routes provide approximately 400 one way trips per day and travel 155 miles per one way trip.

**Lessons learned:** Make the commuter service as direct as possible with limited stops. We have found most commuters will use their own car unless there is minimal time lost between riding the bus versus using their car. Saving money speaks some, but time is the key factor.

#### Lower Columbia Community Action Program

##### One Replacement 14 Passenger Vehicle for Employment Transportation Services in Cowlitz/Wahkiakum Area (1172)

**Service area**: Multiple Counties (WA: Clark, Cowlitz, Lewis, Thurston)

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

**Goal**: Improved system capacity

**Service description**:Our I-5 transit service addresses a major transportation barrier along the I-5 corridor by connecting residents as far south as Clark County and as far north as Thurston County to the major public transit systems. It provides transit services to people living in rural areas who have limited or no transportation options to get to work and job training, to DSHS and Work Source offices, and to colleges in Vancouver, Longview, Centralia and Olympia. Of the total ridership of our public van service, we estimate that fully 15% are using the service to get to jobs and/or employment services. Our ridership for FFY2010 of 31,391 one way trips would include an estimated 4,709 JARC clients.

**Evaluation**:Lower Columbia CAP has been providing I-5 Rural Transportation services for 12 of the past 13.5 years. We have implemented schedule changes over the years to best suit our riders’ needs and continue to fine tune. We have seen an increase in annual ridership from a mere 5300+ rides in 2003/04 to 27,000+ in FFY 2009 to over 31,300 in FFY 2010. We have provided accident free service since beginning our rural service and that continues to be of utmost importance.

**Accomplishments**: Accident free driving during 12 years of providing rural transportation continues to be our biggest accomplishment. We have seen increases every year since we began. We continue to set record ridership numbers daily, monthly and year over year. We have seen yearly month over month increases in 77 of the past 82 months. We have gone from averaging 482 riders per month in 2003 to an average of over 2,616 riders per month in FFY 2010. Our service covers 105 miles of I-5 (one-way) and we traveled approximately 185,000 miles in FFY 2010.

**Lessons learned:** Have an understanding between time and distance. Make sure that you have back-up personnel and equipment. It is important to have knowledge of other transportation services available in the areas you travel to so you can better help your riders get to where they need to go.

#####

#### Okanogan County Transportation & Nutrition

##### Sustain Employment Related Transportation Services (1137)

**Service area**: Okanogan County

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

**Goal**: Improved access/ connections

**Service description**:This service has one route extending south out of Omak, approximately 42 miles and one route extending north out of Omak, approximately 42 miles. Both routes stop in the small communities along the way. The southern route (Monday through Thursday) is two round trips per day and the northern route (Monday through Friday) is three round trips per day. The number of round trips was determined by the needs of the different communities demonstrated by utilization.

**Evaluation**:This service continues to thrive with ridership maintaining and growing. Ridership numbers were used to determine the number of round trips on each route of this service. We were successful in obtaining an employer who pays for their employees’ transportation on the southern route. Without those employees, we would have had to reconsider the effectiveness and the need for the southern route. The northern route is heavily used with ridership rarely changing. The bus is generally always full bringing people in to the Omak area and taking them home. We have fewer riders on the leg of the route going out to the communities in the morning and fewer riders coming back to the Omak area in the evening. But the northern route clearly demonstrates that the people in the northern section of our county need this transportation service to access services and/or jobs in the Omak area.

**Accomplishments**: Getting strongly committed partners to participate in promoting public transportation in the communities we serve.

**Lessons learned:** Each service area is totally different. We learned that with just the northern and southern parts of our county. Utilization is based mainly on each communities specific needs and educating the public to the benefits of public transportation. To assume that the same service will work the same in each community just doesn't work, at least not in our very rural county.

#### People for People

##### Moses Lake - Sustain Route Deviated and Demand Response Transportation (1150)

**Service area**: Grant (WA: Adams, Grant, Lincoln)

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

**Goal**: Improved access/ connections

**Service description**:Moses Lake Transportation provides door-to-door services for recipients of Temporary Assistance for Needy Families (TANF) and their children. Transportation to job training activities is provided to eligible participants with no other means of transportation. PFP serves three counties (Lincoln, Grant and Adams) and within these counties, a significant percentage of individuals fall into one or more of the following categories: Under 18, over 65, income that falls below the poverty level and disabled. We service some of the poorest and most disadvantaged populations in the State of Washington.

**Evaluation**:We evaluate our projects within the agency with our WSDOT quarterly submitted reports. We track the number of trips and miles each month to help us gauge how we are performing against our contracts. This also helps us determine what our recruitment efforts should be for the upcoming months. We also have customer complaint/comment cards that come in on a regular basis. The communication between our transportation department and the case managers that refer clients to us is ongoing and vital. We also get feedback from service providers during out Local Planning Area (LPA) Meetings.

**Accomplishments**: We have an excellent networking and coordination with our Community Service Organizations.

**Lessons learned:** It is of the utmost importance to have communication with partners and the local Community Service Organizations.

#####

##### Yakima - Sustain flexible routing transportation services for employment and employment related services (1153)

**Service area**: Yakima (WA: Yakima)

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

**Goal**: Improved access/ connections

**Service description**:We provide door-to-door services for recipients of Temporary Assistance for Needy Families (TANF) and their children. Transportation to job training activities is provided to eligible participants with no other means of transportation. People For People serves Yakima County where a significant percentage of individuals fall into one or more of the following categories: 65 years of age or older, under 18 years old, income that falls below the poverty level and disabled individuals. You will find that some of the poorest and most disadvantaged populations are located in Yakima County.

**Evaluation**:People For People evaluates it's performance via the reports submitted to WSDOT on a quarterly basis. The number of trips and miles recorded each month help us gauge how we are performing against our proposal/contract. This helps us determine what our recruitment efforts should be for the upcoming months. PFP also monitors the outcome of our services with the Customer Complaint/Comment cards that come in on a regular basis. The communication between our transportation department and the case managers that refer clients to us is ongoing and vital. Feedback from our service providers during our Local Planning Area (LPA) meetings also gives us an idea of how we are performing.

**Accomplishments**: People For People has an excellent networking and coordination with our Community Service Organizations. We are a member in the development of one of the largest annual Job Fairs in Yakima County.

**Lessons learned:** Work on open communication and partnerships with your local Community Service Organizations and other service providers. Coordinator with intra and inter city transportation providers in order to provide transportation options to the community that we serve.

#### Pierce County Community Connections

##### Demand response and/or fixed route transportation services outside of Pierce Transit boundaries (1154)

**Service area**: Pierce County

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

**Goal**: Expanded geographic coverage

**Service description**:Beyond the Borders provides transportation services for people with special transportation needs living outside of the Pierce Transit Benefit Area, seeking access to employment and critical services within the urbanized areas of Tacoma and other surrounding suburban locales. Beyond the Borders fills a significant service gap in the rural parts of south and east Pierce County, helping people get to work and employment related support services such as childcare and job training. The project contracts with Paratransit Services, the broker that also arranges the Medicaid trips in the county, to coordinate and schedule trips. Riders are transported to the nearest bus stop for connections with Public Transit.

**Evaluation**:The transportation is provided through a Medicaid Broker. The broker is responsible for scheduling the trip with the lowest cost provider, and for grouping trips. Each month they provide destination reports and billing reports. The performance measures are in regard to the number of trips, number of shared trips, and cost. The reports are reviewed in terms of performance measures for: number of trips, number of shared trips, number of trips shared with other funders; number of vehicle miles, number of vehicle hours; cost per trip; overall cost per month; administrative fee paid to the provider.

**Accomplishments**: Washington State uses a coordinated application process for funding special needs transportation. This allows Pierce County to combine state and federal funds for transportation with funds from Pierce Transit. With multiple streams of funding, Beyond the Borders is able to serve more of the special needs population including people who are older and people who have disabilities, in addition to people who need transportation to employment.

**Lessons learned:** The population that uses the services is constantly changing. Pierce County makes an ongoing effort to provide outreach and community education to reach the people who might need the services. Funding for staff time to do outreach and community education needs to be built into the budget.

##### Pierce County Mobility Manager (1155)

**Service area**: Tacoma (WA: Pierce)

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

**Goal**: Improved access/ connections

**Service description**:The Mobility Manager works with the Pierce County Coordinated Transportation Coalition to improve special needs transportation in Pierce County, WA. This year the state legislature provided funding for a pilot project to coordinate transportation for people who attend an Adult Day Health program. The project was a success and demonstrated the financial savings from grouping rides and sharing cost across multiple funders. In addition to serving as the project manager for the pilot project, the mobility managers facilitated semi-month coalition meeting, committee meetings, and provided education about available transportation to community groups.

**Evaluation**:The mobility manager position is grant funded, and the grant proposal includes the performance measures which included: number of meetings facilitated, number of community events facilitated; attendance at the Governor's Council on Special Transportation meetings as liaison from PCCTC; participation at regional transportation planning meetings; increasing ridership for the Beyond the Borders programs; monitoring the Beyond the Borders program and budget; completing quarterly reports to funders, writing grant proposals to funders.

**Accomplishments**: The Adult Day Health Express pilot project was a significant accomplishment for the PCCTC. For over a dozen years, the Medicaid broker said that federal regulations prevented them from sharing /coordinating rides with public transit. When the legislature removed the funding for transportation to Adult Day Health Services, all of the costs were shifted to the transit ADA service. Through the pilot project we demonstrated: 1)Federal HIPAA regulations do not prevent agencies from sharing transportation information, and 2) when rides are grouped, fewer vehicles are required, and costs go down. Coordination Works!

**Lessons learned:** There are so many things that need attention, it can be hard to select a couple of issues to deal with each year. After assessing the county's needs and the gaps in services, we have been able to secure funding for several new transportation services. Now we are working at doing more to actually coordinate services, and that is more difficult. But it helps that we have long standing relationships, and lots of years of working together. Doing the work to build the relationships is important.

#### Puget Sound Educational Services District

##### Road to Independence Driver Training and Transportation Services (1156)

**Service area**: East Pierce County and South King County

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

**Goal**: Improved access/ connections

**Service description**:The Road to Independence (RTI) program is both a driver training program and a transportation program. We train low income/WorkFirst participants as drivers who in turn transport other low income/special needs participants to their place of employment. All of our riders and drivers are referred through a variety of social service agencies. The drivers are specifically part of the State of Washington's Community Jobs program in which clients receiving cash assistance (TANF) from the state are placed with our program to receive training as drivers. Their TANF checks are converted to pay checks so that they are paid as they are trained. By the end of their 6 month placement with our program they receive a Class B CDL with and S endorsement and are moved to unsubsidized employment. Many of the drivers we currently work with are English Language learners and are newly arrived immigrants/refugees to this country.
The riders we transport are typically special needs and do not qualify for any other transportation program and cannot transport themselves or low income and do not have access to other transportation services. They all are transported to employment that they would not be able to retain without our program. We are serving areas of both counties not served by other programs so are filling a very important niche of the community.

**Evaluation**:We currently use feedback from agencies we work with as well as the riders and drivers we serve. We have customer comment cards on all vehicles and utilize these to improve services. We utilize our program's stated outcomes regarding numbers of riders served and drivers trained to evaluate our progress.

**Accomplishments**: Our greatest accomplishment was exceeding the number of drivers we stated we would train by 26%. Many of the new drivers that we trained are limited English and newly arrived immigrants and refugees to the country. Our driver training program is greatly successful and is due to the small classroom size and individualized instructional support we can provide students prior to and during their training. We have many local transportation agencies that hire the students who complete our training due to the high level of on the road skills they come with.

**Lessons learned:** The main challenge is to continually market for both drivers and riders. We have realized there is a large turnaround of staff at the various social service agencies we receive referrals from and so it is critical that are constantly in touch so that they know that our program exists.

#####

#### Senior Services of Snohomish County

##### Mobility Manager to coordinate SNOTRAC's transportation options program (1161)

**Service area**: Snohomish County

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

**Goal**: Improved access/ connections

**Service description**:The Mobility Management project is operated under the Snohomish County Transportation Coalition (SNOTRAC); Senior Services of Snohomish County serves as fiscal agent. Mobility Manager and Project Coordinator are staff. The project’s purpose is to increase awareness of transportation options and services, identify resources and unmet needs, coordinate a seamless transportation service, build transportation capacity within existing community resources and increase transportation options in underserved areas.
SNOTRAC is comprised of the following agencies: TAP Program with Senior Services of Snohomish County, Volunteers of America Western Washington North Sound 2-1-1, Mercy Transportation, Community Transit, Sound Transit, the Stillaguamish Tribe, Everett Transit, Catholic Community Services, Snohomish County Veteran’s Assistance program, Northshore Senior Center, the ARC, the Mukilteo School District, Gibson Traffic Consultants, Providence Cancer Center, American Cancer Society. Snohomish Senior Center, East County Senior Center, Hopelink and Snohomish County Human Services Long Term Care & Aging.
The Mobility Coordination Manager’s responsibility are to manage the ongoing tasks of SNOTRAC and carry out SNOTRAC’s objectives by building partnerships with transits, community organizations and schools. In coordinating and implementing SNOTRAC’s strategic plan and PSRC goals, the Mobility Manager will facilitate SNOTRAC meetings, foster collaborative meetings among community organizations, prepare progress reports on the plans programs and deliverables, evaluate success in meeting the plans performance goals, represent SNOTRAC on regional coordination projects, and increase awareness and support of transportation options throughout the county and region. Three specific goals include recruiting and increasing participation by schools and community organizations; developing a community mobilization pilot to coordinate and increase transportation options in rural and underserved areas; and increasing SNOTRAC’s status, visibility and working relations with major businesses and elected bodies. This project will produce or maintain education and programs that will result in greater efficiencies and effectiveness through coordination.

**Evaluation**:SNOTRAC has directly operated and supported several successful programs in our community. Hundreds of people with special transportation needs receive services and/or gain the ability and knowledge to navigate the transit system.
In 2009 alone, the following were provided:
• Senior Services of Snohomish County - Transportation Assistance Program (TAP ) – 29,406 one- way trips
• Catholic Community Services – Volunteer Driver Program for Seniors - 2,074 one way trips; Disabled Veterans Transportation Program (six month period) - 220 one way trips
• Stillaguamish Tribe - Stillaguamish Tribal Transit System – 15,643 trips
• SNOTRAC Travel Ambassador Program – Distributed 52 “Getting Around Puget Sound” notebooks, presented to 253 people
• SNOTRAC Pay Your Pal, Volunteer Voucher Program – 2,622 one-way trips, 35,0530.74 miles
• SNOTRAC Ride Around the Sound, Bus Buddy Program – 27 Trips, 176 seniors
• Community Transit-Low Income Job Seekers Education Program - 35 individuals
• Community Transit-Travel Training Program – 334 Graduates
• Community Transit-Hwy 99 (Route 101) Late Night Service- 42,060 boardings and 841 complementary trips on DART (JARC Funded)
• Community Transit-Swift Late Night and Weekend Service - 17,806 trips (6-month period 2010)
• Volunteers of America, Special Needs Transportation Hotline (North Sound 2-1-1)- 1,940 Transportation related calls
The Ride Around the Sound Program (RAS) encourages participants to fill out surveys, which have been very positive and illustrate that the goals of SNOTRAC and PSRC are being met. Participants report they have learned how to plan bus trips, improved skill level riding the bus, increased bus usage on their own, and have a new awareness of transportation choices.
Participant testimonials demonstrate how RAS trips have provided new confidence levels in using transportation options not experienced in the past, while the trips help them remain independent and promote green travel by relying less on personal vehicles.

**Accomplishments**: The Pay Your Pal program is a result of review and prioritization of the unmet needs for the rural areas of our county. This program was developed to assist those individuals with a disability in these areas by providing a transportation option for them. This program utilizes a volunteer voucher program for reimbursement for travel to medical, work and educational appointments, provided by volunteer drivers.
Phase II of this program was developed between collaborative efforts with Volunteers of America Western Washington, Community Transit, and Senior Services of Snohomish County. The program was developed to assist seniors and people with disabilities who need transportation on Sundays to either work or church due to the elimination of the Community Transit Sunday transit service and the DART (Dial-A-Ride) service operation.
As a result of this collaboration, Volunteers of America Western Washington was awarded the Non-Profit Partnership Award by the Human Services Council of Snohomish County at its annual Partnership Forum. Volunteers of America was instrumental for their efforts in this program, as they assisted clients find alternative resources and/or connecting them to SNOTRAC to become a client under the Phase II program.
The Mobility Manager has worked extensively across county lines with the King County Mobility Manager to address needs and services which affect the special needs community in this area's. We are currently collaborating on a cross county transportation brochure that will assist individuals seeking transportation options within both counties and help educate them on the options available to them for this purpose.
SNOTRAC maintains a web link on the Senior Services of Snohomish County agency website as well as Snohomish County government website. We continue to monitor both of these sites and maintain current information on both.
SNOTRAC also completed a DVD presentation of our programs during this grant period, with funding provided by Community Transit. This is a very helpful marketing tool and has enabled our programs to provide an additional form of education within our community.
We continue to be highlighted in various local newsletters and articles to promote awareness of our coalition, partner agencies and programs.
We were able to incorporate our travel training Ride Around the Sound program for a local Ukrainian group of seniors for five trips last year, using an interpreter. This assisted these seniors to learn transit trips from Everett, WA to Seattle, WA, many of whom had not been able to travel to this area of our region in quite some time.
We held our first annual travel training workshop last year with several presenters from local agencies that promote or operate transportation programs within our community. The workshop had thirty-three persons in attendance. We just held our second workshop and the attendance was forty-five persons, we are aware there is a strong need in our community for education surrounding transportation options, especially as social service and federal programs are being affected by budgetary reductions in service.
The Mobility Manager participated in a presentation on Mobility Management at our state transportation conference held last September. The follow up surveys demonstrated that this presentation was well received, attendees were excited to learn about our programs and overall the comments were very positive in nature regarding the presentation.

**Lessons learned:** Marketing is a critical element of educating the community and awareness of the need for ongoing support and commitment for this type of program.
It is important to develop many partnerships and networking opportunities within a community, not only with the coalition partners, however also with corporate and local businesses for necessary support.
Having adequate technology such as a website is also a strong factor in promoting awareness and education for your coalition.
Involving a strong alliance and cross section of your community as coalition members is an important factor in ensuring a coalition is addressing the needs and gaps of service areas for the special needs populations, for which we are striving to improve services.

##### Program Coordinator for theTravel Ambassador, Ride Around the Sound and Pay Your Pal programs (1160)

**Service area**: Snohomish County (WA: Snohomish)

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

**Goal**: Improved access/ connections

**Service description**:The Program Coordinator manages SNOTRAC’s Travel Ambassador program and mobility travel training program called Ride Around the Sound (RAS). The Travel Ambassador Program recruits and trains case managers, advocates, teachers, I&R specialists and volunteers who work with consumers with special transportation needs about transportation options and how to access them. The Ride Around the Sound is a regional travel instruction program for seniors in a peer-centered setting that offers several tours a month on bus, ferry, train and light rail to an interesting destination for the day. The Program Coordinator also helps identify and report the needs of people with disabilities living in rural areas and works to connect them with other providers in Snohomish County. One of the outcomes of this effort is the grant-funded Pay Your Pal program which the Program Coordinator also operates. The Pay Your Pal program provides vouchers to people with disabilities; the vouchers are used to pay individuals to provide rides to program participants.
The Travel Ambassador and Ride Around the Sound programs, and an annual Transportation Options workshop, will teach people about their options, and while doing so, promote lower cost options – such as fixed route services which also promote greater independence and flexibility than other special needs transportation services. The PYP program, supervised by this project, offers resources to people with disabilities living in rural areas that have no other transportation options.

**Evaluation**:We provide before and after trip surveys for each of our Ride Around the Sound trips so we are able to gauge the learning experience of the seniors that participate on these trips.
Based on the information learned from our surveys, we are able to monitor, enhance and improve future trip opportunities for the various locations that we operate.
We also provide the opportunity for feedback and open communication from our coalition partners and community members to gauge the progress of our outreach and programs operated under our coalition.
Based on data collected from the Pay Your Pal program operation and the Ride Around the Sound program operation, it has enabled our department to be educated on the success and growth of our programs.
We have received multiple personal success stories of how the Pay Your Pal program has made a tremendous difference in the lives of many that utilize this program.
We have also learned many stories from seniors in our Ride Around the Sound program who at one time may have been intimidated in using the transit system, however based on their opportunity to participate in these peer group settings for trips, it has eased them into using transit. The seniors have now been able to go out on their own using the various transit systems with a higher level of comfort ability and ease for their transportation trips.

**Accomplishments**: The Pay Your Pal program is a result of review and prioritization of the unmet needs for the rural areas of our county. This program was developed to assist those individuals with a disability in these areas by providing a transportation option for them. This program utilizes a volunteer voucher program for reimbursement for travel to medical, work and educational appointments, provided by volunteer drivers.
Phase II of this program was developed between collaborative efforts with Volunteers of America Western Washington, Community Transit, and Senior Services of Snohomish County. The program was developed to assist seniors and people with disabilities who need transportation on Sundays to either work or church due to the elimination of the Community Transit Sunday transit service and the DART (Dial-A-Ride) service operation.
As a result of this collaboration, Volunteers of America Western Washington was awarded the Non-Profit Partnership Award by the Human Services Council of Snohomish County at its annual Partnership Forum. Volunteers of America was instrumental for their efforts in this program, as they assisted clients find alternative resources and/or connecting them to SNOTRAC to become a client under the Phase II program.

**Lessons learned:** Marketing is a critical element of educating the community and awareness of the need for ongoing support and commitment for the programs.
It is important to develop volunteer partnerships for the Ride Around the Sound program as often times a large number of person will sign up for these trips and it is very helpful to have a volunteer accompany the trip in addition to the Program Coordinator to assist with the group during the trip.
It is important to limit the number of persons for the Ride Around to the Sound trips to a maximum of twenty people for manageability of the group during the trip additionally.
Partnerships with local senior centers are critical to the operation of the Ride Around the Sound program's success. These contacts have made a tremendous difference in the promotion and accessibility for the trips.
Information has been provided to the senior centers to advertise in their center newsletters at least a month in advance, to enable seniors to be aware of the trip opportunity. Posters and sign up's are provided for the senior center location.
Strong collaborative and coordination efforts between our department and these centers has aided the program's growth and expansion.
Community networking opportunities have assisted in the growth of the Pay Your Pal and Travel Ambassador programs as well.
We attend as many resource fairs, networking groups, and other area functions and meetings in order to make these connections within our community.

#### Skagit Transit

##### New Sunday transportation services between Mt. Vernon, Sedro-Woolley, and Burlington (1162)

**Service area**: Skagit County

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

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

**Service description**:Service is provided on three high use / high job access routes in Mount Vernon, Burlington, and Sedro Woolley. Two of these routes (300 and 208) will have two buses operating to offer better frequency in service. Bus schedules and service areas are designed to provide transportation for a transit dependent population that would otherwise have no other alternatives. Each route operates ten revenue (actual) hours per Sunday. The additional bus on route 300 is an expansion of the current Saturday service. This route is in high demand for increased frequency.
Route 208 operates from the southern end of the business district of Mount Vernon through the city, making connections in the city of Burlington at the Cascade Mall with the 300 route. It also connects with other modes of transportation at our multi-model Skagit Station in Mount Vernon. We currently have two buses (208 north and 208 south) for increased frequency of service.
Route 205 operates in the city of Mount Vernon on the major arterials where the retail and hospital districts are located.
Route 207 operates on arterials in concentrated residential areas, particularly in senior and disabled areas. These routes connect with the 208 route.
Route 300 operates from the eastern end of the city limits of Sedro Woolley, makes two stops in highly popular and visited sites, stops at the hospital then travels down the state highway which connects Sedro Woolley to Burlington, ending at the Cascade Mall where it connects with the 208. We will be adding an additional bus to this route making a 300 east and 300 west route for increased frequency of service, from every two hours to every hour.

**Evaluation**:Performance measures used to evaluate this project included passenger count and surveys. The survey inquired as to the primary use of the service and whether or not the service was the only means of transportation available to the passenger.

**Accomplishments**: By providing the Sunday fixed route service we have accomplished meeting the identified needs of our community. The need for fixed route service on Sundays to assist the transit dependent population in accessing employment was identified in the Coordinated Human Service Public Transportation planning process.

**Lessons learned:** Our agency needed to provide more advertising of this service to make the community aware of its existence and the areas it serves.

#### United Way of Pierce County

##### Mobility Manager for 2-1-1 Services in Pierce County (1166)

**Service area**: Pierce County

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

**Goal**: Improved access/ connections

**Service description**:The 2-1-1 Special Needs Transportation Hotline is an information and referral telephone service for Pierce County, Washington. Callers receive information and referral to special needs transportation options, which includes an assessment of the callers needs, education about available services, prescreening for eligibility and follow-up. A Transportation Specialist in the 2-1-1 call center provides in depth problem solving and advocacy for transportation calls. The Specialist also researches and updates resources to ensure accurate information in the database and website. In addition the Specialist performs outreach and training in the community regarding special needs transportation and coordination.

**Evaluation**:We track the number of transportation contacts by coding and reporting those presenting the need. We track unmet needs and gaps in service as reported by the caller. We also track client satisfaction feedback during follow-up calls with clients.

**Accomplishments**: Our database of resources was updated and coded with special needs transportation programs serving Pierce County. Information & Referral Specialist Transportation training was also updated. The Transportation Specialist worked with the Local Coordinating Council on the County's Coordinated Transit-Human Services Plan, and also participated in the work on the Regional Transportation Planning Organization's Plan.

**Lessons learned:** Providing transportation information and referral is very different from traditional 2-1-1 service. More advocacy, follow-up and prescreening to services is required. it is also very important to develop cooperative relationships with transportation program providers whether it be through Human Service organizations or government social service agencies.

#### Volunteers of America Western Washington

##### Mobility Manager for 2-1-1 Services in Snohomish County (1167)

**Service area**: Snohomish County

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

**Goal**: Improved access/ connections

**Service description**:Telephone based information and referral services were provided to 2,066 callers who had transportation needs. We helped the callers with schedules; routes; alternative transportation service options; and information about specific transfer points, scheduling tools, available assistance, and more.

**Evaluation**:We performed follow-up calls with a number of the callers. These follow-up calls were timed about one week following the initial call. A short survey was given to these callers, and here are the results:
1) 88.46% of the callers obtained the information that they were seeking
2) 77.4% of the callers obtained a new community resource
3) 100% of the callers felt that they had an appropriate action plan after talking with us
4) 96.21% of the callers felt that we gave them a better understanding of their options
5) 85.19% of the callers felt we gave them a suitable resource
6) 81.06% of the callers were able to connect with an appropriate service based on the information that we gave them
7) 95.49% of the callers were satisfied with our service
8) 89.84% of the callers felt that we offered them an appropriate resource for their needs
9) 93.7% of the callers felt that the information we gave them was accurate
10) 86.82% of the callers felt connected to a caring community

**Accomplishments**: Our participation in SNOTRAC (Snohomish County Transportation Coalition) helped us stay current, involved, and connected to transportation providers throughout the County so that we could represent them well with our callers.
Our partnership with Community Transit and Senior Services of Snohomish County resulted in the Pay Your Pal II program to address the needs of those affected by the elimination of Community Transit's Sunday services due to declining revenues. 2-1-1 screened callers and routed disabled callers with appropriate unmet needs for Sunday transportation to the Pay Your Pal II program, while working with Community Transit to find other callers car pools to church, employment or medical appointments when possible. Because of these efforts very few affected citizens were left without assistance even though many were affected.

**Lessons learned:** Participating in local and regional transportation planning efforts results in not only new services to plug holes in the system, but also informs your participating staff about the details of service provision in your local area and region.

#### Whatcom Council of Governments

##### EACH Mobility Management (1785)

**Service area**: Whatcom County

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

**Goal**: Improved access/ connections

**Service description**:The Mobility Management project expanded the Whatcom Smart Trips marketing campaign to reach seniors and low income residents in Whatcom County. The marketing campaign resulted in increased awareness of transit, bicycling, walking, and carpool options among these special needs populations. Elements of the marketing and education effort included: classes, group presentations, bus excursions, advertising, events, and promotions.

**Evaluation**:We evaluated the marketing elements by measuring the number of people who viewed the outreach messages in various media and advertising. We used data from partner agencies (Whatcom County Health Department, Whatcom Coalition for Healthy Communities, Bellingham Food Bank, Whatcom Transportation Authority) to determine before and after levels of use or need. We measured the number of attendees at classes and outreach activities.
Approximately 10,000 seniors were reached with the marketing message during the project year. About 400 seniors were reached through presentations at lunch gatherings at senior centers throughout the County. Participants at six WTA bus-riding classes for seniors totaled 40. The Mobility Manager provided instruction to residential activity directors at five senior assisted living centers.

**Accomplishments**: Whatcom Smart Trips’ Mobility Management program marketed transportation choices to the entire community including all ages and income levels. The marketing strategy uses positive messaging to increase social acceptance and inclusion for all people traveling by walking, bicycling, sharing rides and riding the bus, including those with special needs. The bicycle program of Whatcom Smart Trips, everybodyBIKE, assisted low income workers to make trips by bicycle. Assistance included the Earn-a-Bike program to help low income residents and children acquire bicycles, learn to operate them correctly, and get the support and encouragement they need to use bicycling for daily trips.
The program is an ongoing partnership between state and local government, the private sector, employers, and schools.
Participation in Whatcom Smart Trips, the regional mobility management program in Whatcom County, increased 10% during the project year, from 10,000 to 11,000 registered on-line participants. As of the end of the project year, low income and senior participants represented 13% of all registrants. Prior to the marketing campaign and Mobility Management outreach, only 11% of participants were low income and seniors.

**Lessons learned:** Whatcom Smart Trips developed a transportation curriculum for the local financial literacy course offered to low income residents. Attendees learned the skills needed to delay or avoid purchase of a motor vehicle or to reduce reliance on them as a way to improve financial solvency. Presentations were made to about 58 people at subsidized housing sites and domestic violence shelters and at the Community Resource Network meetings of professionals in the social services field. Attendees reported that this information had not been available to them in prior financial seminars, even though transportation expenses equal or exceed the amount spent monthly on food or housing for low income residents.

#### Yakima Transit

##### Expand hours for fixed route and demand response (1168)

**Service area**: City of Yakima (WA: Yakima)

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

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

**Service description**:All ten of our bus routes were extended. Nine were extended an hour later into the evening and one was extended an hour earlier in the morning. The goal was to extend it for all, which we did. We didn't realign any route. Our paratransit services were also extended to match the fixed route service.

**Evaluation**:We are averaging 3.67 riders per bus hour. This is below what we originally anticipated. There are some routes within the service that are reaching 6 riders per bus hour. We are looking at a ridership level above 5 per bus hour to extend the demonstration project. We would be looking at more than 8 riders per bus hour to continue the service beyond a demonstration period. We are missing the mark.

**Accomplishments**: None notable

**Lessons learned:** We probably don't have enough data at this time to make any assumptions that would be able to direct someone else although it appears that the service may be used more for personal than job related uses.

Index: Trip-Based Services

Demand response

Casa Latina 21

Center for Career Alternatives 21

Central Area Motivation Program 22

Central Area Rural Transit System, Inc. (CARTS) 3

Cliffside Vocational 27

Demand response and/or fixed route transportation services outside of Pierce Transit boundaries 50

Dial-A-Ride 39

Employment Transportation for People with Developmental Disabilities 9

Expand demand response service to link special needs riders with King County Metro and Sound Transit fixed routes 43

King County Work Training Program 24

Lebanon Dial-a-Bus 36

Moses Lake - Sustain Route Deviated and Demand Response Transportation 49

Neighborhood House 25

Puget Sound Educational Services District 26

Road to Independence 26

Road to Independence Driver Training and Transportation Services 52

Rural JARC 38

SKCAC Industries 22

Sustain Employment Related Transportation Services 48

U-Ride Tigard, Forest Grove and Cornelius 16

Village Vans 45

Yakima - Sustain flexible routing transportation services for employment and employment related services 49

Youthcare 28

Fixed route

Bend Area Transit 33

Canby Area Transit - Orange Line 34

Catch-a-Ride 12

Corvallis Transit System 34

Expand hours for fixed route and demand response 61

Increase small urban route frequencies for accessing employment and employment related activities 46

New Sunday transportation services between Mt. Vernon, Sedro-Woolley, and Burlington 57

North to South Route 32

Route 60- White City 38

Salem Area Mass Transit District 10, 11

Salem Area Mass Transit Service 11

SAM Sandy-Gresham 37

Sustain express fixed route / commuter service to production plants 42

Sustain rural commuter service from Leavenworth, Chelan and Ardenvoir to Wenatchee 46

Swift Bus Rapid Transit 29

TriMet fixed route bus service 18

Flexible routing

North County Connector Service 20

SAM Sandy-Estacada 36

Steps to Success Shuttle 14

Shuttle/feeder services

Community Connector 33

Swan Island Evening Shuttle 17

Tualatin Shuttle 18

User-side subsidies/vouchers

Alaska Community Services 4

Vanpool (service only)

King County Metro Rideshare Operations 24

Index: Information-Based Services

Information materials/marketing

In Motion 23

One-Stop Call Center Cost Model Development 7

Mobility manager

Coordinated Transportation Eligibility 6, 8

EACH Mobility Management 60

Mobility Manager 30

Mobility Manager and Mobility Coordinator for Eastside sub-region 43

Mobility Manager for 2-1-1 Services in Pierce County 58

Mobility Manager for 2-1-1 Services in Snohomish County 59

Mobility Manager to coordinate SNOTRAC's transportation options program 53

Pierce County Mobility Manager 51

Program Coordinator for theTravel Ambassador, Ride Around the Sound and Pay Your Pal programs 55

One-on-one transit training (travel training)

Worklink & RideWise 16

One-stop center/referral

Getting Around of Foot - Pedestrian Action Plan 19

JobLink 15

Transportation resource training (group training)

Clackamas County Travel Trainer 12

Mobility Management and Travel Ambassador Program 41

Index: Capital Investment Projects

Car-sharing

Zipcar 28

Other capital projects

Create a Commuter Program 13

Vanpool vehicles (purchased)

Share-A-Ride 4

Vehicle for agency

One Replacement 14 Passenger Vehicle for Employment Transportation Services in Cowlitz/Wahkiakum Area 47

Vehicle for individual

Ways to Work 14

Index: Counties Served

Alaska

Anchorage

Alaska Community Services 4

Share-A-Ride 4

Fairbanks North Star

Mobility Manager 31

Haines

Mobility Manager 30

Kenai Peninsula

Central Area Rural Transit System, Inc. (CARTS) 3

Idaho

Blaine

North to South Route 32

Oregon

Benton

Corvallis Transit System 34

Clackamas

Canby Area Transit - Orange Line 34

Catch-a-Ride 12

Clackamas County Travel Trainer 12

Create a Commuter Program 13

Getting Around of Foot - Pedestrian Action Plan 19

SAM Sandy-Estacada 36

SAM Sandy-Gresham 37

TriMet fixed route bus service 18

Ways to Work 14

Worklink & RideWise 17

Deschutes

Bend Area Transit 33

Community Connector 33

Jackson

Route 60- White City 38

Lane

Coordinated Transportation Eligibility 6, 8

Employment Transportation for People with Developmental Disabilities 9

One-Stop Call Center Cost Model Development 7

Linn

Lebanon Dial-a-Bus 36

Marion

Canby Area Transit - Orange Line 34

Salem Area Mass Transit District 10, 11

Salem Area Mass Transit Service 11

Multnomah

Create a Commuter Program 14

Getting Around of Foot - Pedestrian Action Plan 19

JobLink 15

SAM Sandy-Gresham 37

Steps to Success Shuttle 14

Swan Island Evening Shuttle 17

TriMet fixed route bus service 18

Ways to Work 14

Worklink & RideWise 17

Polk

Salem Area Mass Transit District 10

Washington

Create a Commuter Program 14

Getting Around of Foot - Pedestrian Action Plan 19

Rural JARC 38

TriMet fixed route bus service 18

Tualatin Shuttle 18

U-Ride Tigard, Forest Grove and Cornelius 16

Ways to Work 14

Worklink & RideWise 16

Yamhill

Dial-A-Ride 39

Washington

Adams

Moses Lake - Sustain Route Deviated and Demand Response Transportation 49

Sustain express fixed route / commuter service to production plants 43

Chelan

Increase small urban route frequencies for accessing employment and employment related activities 46

Sustain rural commuter service from Leavenworth, Chelan and Ardenvoir to Wenatchee 46

Clark

North County Connector Service 20

One Replacement 14 Passenger Vehicle for Employment Transportation Services in Cowlitz/Wahkiakum Area 48

Cowlitz

One Replacement 14 Passenger Vehicle for Employment Transportation Services in Cowlitz/Wahkiakum Area 48

Douglas

Increase small urban route frequencies for accessing employment and employment related activities 46

Grant

Moses Lake - Sustain Route Deviated and Demand Response Transportation 49

Sustain express fixed route / commuter service to production plants 42

King

Casa Latina 21

Center for Career Alternatives 21

Central Area Motivation Program 22

Cliffside Vocational 27

Expand demand response service to link special needs riders with King County Metro and Sound Transit fixed routes 43

In Motion 23

King County Work Training Program 24

Mobility Manager and Mobility Coordinator for Eastside sub-region 43

Neighborhood House 25

Puget Sound Educational Services District 26

Road to Independence 26

Road to Independence Driver Training and Transportation Services 52

SKCAC Industries 22

Youthcare 28

Zipcar 28

Lewis

One Replacement 14 Passenger Vehicle for Employment Transportation Services in Cowlitz/Wahkiakum Area 48

Lincoln

Moses Lake - Sustain Route Deviated and Demand Response Transportation 49

Okanogan

Sustain Employment Related Transportation Services 48

Pierce

Demand response and/or fixed route transportation services outside of Pierce Transit boundaries 50

Mobility Management and Travel Ambassador Program 41

Mobility Manager for 2-1-1 Services in Pierce County 58

Pierce County Mobility Manager 51

Road to Independence Driver Training and Transportation Services 52

Skagit

New Sunday transportation services between Mt. Vernon, Sedro-Woolley, and Burlington 57

Snohomish

Mobility Manager for 2-1-1 Services in Snohomish County 59

Mobility Manager to coordinate SNOTRAC's transportation options program 53

Program Coordinator for theTravel Ambassador, Ride Around the Sound and Pay Your Pal programs 55

Swift Bus Rapid Transit 29

Thurston

One Replacement 14 Passenger Vehicle for Employment Transportation Services in Cowlitz/Wahkiakum Area 47

Village Vans 45

Whatcom

EACH Mobility Management 60

Yakima

Expand hours for fixed route and demand response 61

Yakima - Sustain flexible routing transportation services for employment and employment related services 49