

LINKING **People**  
TO THE **Workplace:**



**TRANSPORTATION STRATEGIES & PRACTICES**

*A companion to the Linking People to the Workplace Toolkit*



# LINKING People TO THE Workplace:

TRANSPORTATION STRATEGIES & PRACTICES

*A companion to the Linking People to the Workplace Toolkit*

Community  
**Transportation**  
ASSOCIATION

A publication of the Community Transportation Association of America  
Dale J. Marsico, CCTM, Executive Director

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# INTRODUCTION

The Community Transportation Association of America, with a grant from the U.S. Department of Labor, Employment and Training Administration, is pleased to provide you with this collection of resources, *Linking People to the Workplace: Transportation Strategies and Practices*. Assembled here are ideas and experiences that professionals in the workforce, transportation, and human service communities can apply to the transportation challenges in their communities, devising improvements to better connect jobseekers with employment. We focus here on strategies and practices that address the mobility needs of low-income individuals and persons with disabilities.

This document is presented as a companion to the *Linking People to the Workplace Toolkit* (<http://www.ctaa.org/ntrc/atj/toolkit/>), also supported by the Department of Labor, which is a technical assistance guide to aid workforce development professionals and others in learning about, accessing and enhancing transportation services in their communities. That focus continues here with the latest practices in connecting people with jobs through improved mobility options, along with an overview of flexible funding sources that can support various transportation solutions. The final section provides information on a growing and important aspect of employment transportation — one-on-one mobility coordination.

As always, the Community Transportation Association of America is here to assist your community in exploring and implementing the strategies and practices presented in this publication. Through our information resources and technical assistance programs, we can help your community get to work!

## **Community Transportation Association**

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# SECTION 1

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## Strategies for Employment Transportation

This section provides broad perspectives on approaches and activities that organizations, agencies and professionals in the workforce, transportation and human service fields can use to improve connections to employment for jobseekers.

The first document, *Strategies for WIBs and One Stops to Address Transportation Challenges*, highlights approaches and actions that One Stop Centers and Workforce Investment Boards could employ to respond to their customers' travel needs, along with potential new solutions.

The second piece, *Improving Transportation Services: A Course of Action*, builds on the first by outlining a course of action for expanding available employment transportation services to meet the travel needs of low-income families, persons with disabilities and other community members.

# Strategies for WIBs and One Stops to Address Transportation Challenges

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Sometimes transportation barriers can be eliminated by something as simple as buying bus passes or providing gas money. Other solutions involve a complex set of variables, both human and logistical. This is a collection of strategies that One Stops and Workforce Investment Boards (WIBs) could use to tackle employment transportation challenges and expand the available options in their communities.

## ***Get Involved in Infrastructure Planning***

By investigating issues such as affordable housing, business development efforts and land-use policies in relation to transportation services, problem-solvers can stop transportation barriers before they begin with better planning to provide a transportation infrastructure that addresses employment needs.

## ***Think Regionally: The Wave of the Future***

Many One Stops work to develop transit solutions that look at business and workforce needs from a regional rather than purely local perspective. Job recruitment and skill sets do not stop at county lines, and it's a problem when the transportation service does.

## ***Reconcile Actions and Attitude with Reality***

Workforce agencies can confront challenges in placing people in jobs by considering their transportation needs from the beginning. By matching the jobseeker with an employment opportunity that corresponds with their travel needs, job placement increases and challenges become opportunities.

## ***Revise Policies that Impede Partnerships***

One Stops and transportation agencies have different sets of rewards and incentives. One Stop performance is measured by how many people find and keep jobs; transportation agencies are evaluated on such things as trip ridership. Although complementary, these goals may also encourage different activities on behalf of the same individuals, such as multiple voucher forms or program deadlines. It is critical for One Stops and transportation agencies to sit down together and share the motivations and rewards operating in each environment.

## ***Develop Specialized Transportation Expertise within the One Stop***

By employing a dedicated staff person with expertise in transportation options — a transportation navigator — One Stops can better assist jobseekers, case managers, job developers and other staff in addressing mobility challenges. Many One Stops already have an applicable model to use in the form of existing Disability Navigators.

## ***Bring the One Stop to the Customer***

By developing satellite locations, co-locating offices with other human service agencies in large service areas, and even using electronic kiosk sites, One Stops can increase access to their services and improve efficiency for customers. Reducing the need to travel makes One Stops available to more customers.

## ***Going Online Before Going on the Road***

The Internet is an asset whose potential is just beginning to be tapped. By exploring job listings, salaries and qualifications online, many clients can accomplish much of their legwork before getting on the bus or the interstate for an office visit. Many One Stops have built up their web presence to enable online assessments, registration for distance learning and email listservs for jobseekers and employers.

Successfully leveraging technology and using the Internet employs specific approaches, as outlined below.

## ***Build Technological Infrastructure***

Many WIBs and One Stops are working on making community broadband services more available and less expensive, often through state grants made available to local communities. With commuting going on both in and out of county boundaries, access to online choices for training, job postings and other common One Stop resources would reduce additional travel.

## ***Expand Online Tools to Increase Capacity***

The necessity to travel can be further decreased with online systems that match employers and jobseekers, make employment and training-related assessments accessible and offer coursework toward a certification, license or degree. Online tools also save time and reduce congestion in the building.

### ***Make Information Sharing Easier***

New electronic systems enable major funders of human services to exchange information about common clients and community programs. Counselors can make referrals and appointments via email, and use an eligibility navigator to determine whether clients are eligible for programs like food stamps or housing programs.

### ***Go Virtual with the One Stop***

A database case management system allows people to answer basic questions, create a résumé, conduct a skills analysis or look for a job without traveling to the One Stop. This online system offers One Stop staff the ability to track usage of online tools, obtain good portraits of the people who use the system and identify those who require more focused visits to the physical One Stop.

► **NOTE:** *This strategy guide is an excerpt from A Report on One Stop Centers and Employment Transportation, prepared for the Community Transportation Association by John D. Baker and Ashton Applewhite of Strategies for the Future. For a complete copy of this report, visit <http://www.ctaa.org/ntrc/atj/resources.asp> or call 800.891.0590 x729 to request one.*



# Improving Transportation Services: A Course of Action

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As community leaders and organizations go about enhancing mobility options for jobseekers facing transportation barriers, there are several important actions to consider:

**First**, work with established transportation providers, both public and private, to promote the use of existing mobility options. Leverage these relationships to expand existing services, sharing vehicles and resources to address unmet needs.

**Second**, when developing *new* services directly targeted to connect workers with jobs, use partnerships with transportation providers and other community partners to ensure that services are sustainable, affordable and cost-effective:

### ***Sustainability***

Although workforce development and social service needs are often reduced once individuals secure employment, transportation needs usually continue after they begin work. Designing sustainable services is crucial for workers to both obtain and maintain employment.

### ***Affordability***

When transitional assistance programs end for participants in workforce development programs who have secured a job, workers need access to transportation services that they can afford under their new budget. High-cost mobility options threaten their ability to reach jobs, and increase the likelihood of recidivism in job placement efforts.

### ***Cost-Effectiveness***

Even when partnerships forge new mobility options to address transportation barriers, resources in communities are very often limited. Those involved in crafting these services have a responsibility to ensure that those services make efficient and effective use of those resources and investments.

► **NOTE:** For an expanded guide to improving transportation services, please refer to Chapter Three of the Linking People to the Workplace Toolkit, “The Opportunities for Employment Transportation,” available on our website at <http://www.ctaa.org/ntrc/atj/toolkit/index.asp> or by calling 800.891.0590 x729.

# SECTION 2

## Sources of Investment

This section provides the latest information on a few Federal funding sources that communities can use for employment-related transportation. Our focus is primarily on Federal Transit Administration programs in light of the passage of the Safe, Accountable, Flexible, and Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU) that President Bush signed into law on August 10, 2005.

Included in this section are briefings on the Job Access and Reverse Commute Program, the New Freedom Transit Program and mobility management mechanisms, each administered by the Federal Transit Administration. Additionally, this section explores the Social Security Administration's Ticket to Work program, designed to provide persons with disabilities access to employment, vocational rehabilitation, and other support services that help them obtain and maintain employment.

Needless to say, there exists a host of other investment streams that may be used to leverage community dollars in support of transportation services. One important source of funds for employment transportation can be found in the Workforce Investment Act (WIA), which provides investment for jobseeker services, including transportation. Specifically, local Workforce Investment Boards may decide to use WIA dollars as matching funds to support Job Access and Reverse Commute services, as exemplified in our **Section 3** case study of the Workforce Investment Board of Southeast Missouri.

For additional details on these and other funding sources, please visit our website at <http://www.ctaa.org/transitfunding/related.asp> or call us at 800.891.0590 x729.

# SAFETEA-LU and the Job Access and Reverse Commute Program

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SAFETEA-LU continues to fund the **Job Access and Reverse Commute** (JARC) program, providing communities with money to develop transportation services to connect welfare recipients and other low-income people with employment sites. This program provides formula-based assistance to states and urbanized areas based on low-income and Temporary Assistance for Needy Families (TANF) populations. While the program was previously uncodified under TEA-21 legislation, it is now officially designated as Section 5316.

Each year, 20 percent of JARC funds will be allocated to states based on their rural low-income and TANF populations. Another 20 percent will be allocated to states based on the low-income and TANF populations in their urbanized areas with total population between 50,000 and 200,000, and the remaining 60 percent will be allocated to Sec. 5307 recipients in urbanized areas with populations greater than 200,000.

States are then to fund rural JARC projects based on statewide competitive solicitations. Funds may be awarded for capital projects (80 percent federal share) or operating projects (50 percent federal share). Under

SAFETEA-LU, the program continues its allowance for matching dollars to be supplied through other federal investment streams, such as the TANF program, the Workforce Investment Act (WIA), Social Security Block Grants (SSBG), and the U.S. Department of Housing and Urban Development (HUD), along with traditional state and local investment.

With the opportunity to coordinate multiple sources of federal investment comes the requirement that JARC projects be included in coordinated local human service transportation plans starting in FY 2007. To facilitate these planning efforts, up to 10 percent of JARC funds may be used for project administration, planning and technical assistance activities.

SAFETEA-LU guarantees the following levels of Sec. 5316 Job Access and Reverse Commute funding:

FY 2005: \$124 million (total); rural share, approx. \$24.8 million  
FY 2006: \$138 million (total); rural share, \$27.6 million  
FY 2007: \$144 million (total); rural share, \$28.8 million  
FY 2008: \$156 million (total); rural share, \$31.2 million  
FY 2009: \$165 million (total); rural share, \$32.9 million



# SAFETEA-LU and Transportation Options for Persons with Disabilities

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The latest highway and transit bill enacted in 2005, known as SAFETEA-LU, continues all the transit programs and aspects that have helped address the mobility needs of persons with disabilities. It also adds a new program and several new aspects that further enhance the national commitment to access and mobility.

## **THE NEW FREEDOM TRANSIT PROGRAM**

SAFETEA-LU establishes a new program of formula-based transit grants, the Sec. 5317 New Freedom Program. This is part of a larger, government-wide New Freedom Initiative that President Bush has been promoting since his first presidential campaign. Formally established in 2001 through Presidential Executive Order, the New Freedom Initiative is a means to integrate persons with disabilities into the workforce, and into daily community life, through a variety of strategies carried out by the federal departments of Labor, Health and Human Services, Housing and Urban Development, Education, Justice, Veterans Affairs, and — now — Transportation. For more information on the government-wide initiative and its related resources, go online to [www.disabilityinfo.gov](http://www.disabilityinfo.gov).

The Sec. 5317 transit program allocates money based on states' and urbanized areas' populations of persons with disabilities. Sixty percent of each year's Sec. 5317 appropriation is distributed to the urban transit systems in areas with populations greater than 200,000. Twenty percent is distributed to the states for use in their urban areas with populations between 50,000 and 200,000, and the remaining twenty percent is distributed to the states for use in their rural areas.

SAFETEA-LU guarantees the following levels of Sec. 5317 New Freedom Transit funding:

FY 2006, \$78.0 million  
FY 2007, \$81.0 million  
FY 2008, \$87.5 million  
FY 2009, \$92.5 million

States and large-urban transit systems receiving these Sec. 5317 allocations are not to engage in New Freedom transit activities themselves. Instead, they are to carry out areawide competitive solicitations for local New Freedom projects. The eligible subrecipients are units of state or local government, nonprofit organizations and other

operators of public transportation services. Starting in FY 2007, these projects, if they are to receive Sec. 5317 funds, are to be selected through locally developed, coordinated public transit-human services transportation plans. This is the same type of process that SAFETEA-LU now requires of states and urbanized areas with regard to Sec. 5316 Job Access and Reverse Commute grants, and for states' Sec. 5310 elderly and disabilities transit grants.

Sec. 5317 funds are to be used to provide public transportation services and alternatives above and beyond the baseline requirements of the Americans with Disabilities Act (ADA), especially to help persons with disabilities access jobs and employment-related services. These funds may be used for capital expenses (at an 80 percent federal share) or operating expenses (at a 50 percent federal share); the non-federal share may be derived from cash, service agreements with state, local or private social services organizations, or from other federal funding sources, including TANF and WIA, that allow their funds to be expended on transportation activities.

► **NOTE:** Look to the Federal Transit Administration (FTA) for guidance on this program ([www.fta.dot.gov](http://www.fta.dot.gov)).

## **OTHER SAFETEA-LU PROVISIONS FOR THE DISABILITY COMMUNITY**

Easily overlooked, but perhaps most significant in the long run, SAFETEA-LU now requires that representatives of the disability community have a meaningful voice in statewide and metropolitan transportation planning processes.

In the realm of FTA grant programs, SAFETEA-LU continues all the programs that have been of greatest value to the disability community, including the Section 5307 and 5311 formula grants for public transit in urban and rural areas, and the Section 5310 program of capital assistance for elderly and disabled persons' transit. SAFETEA-LU continues to allow all transit systems in areas with populations of more than 200,000 to spend up to 10 percent of their Sec. 5307 allocations on ADA-mandated complementary paratransit services. It should be noted that SAFETEA-LU calls for a seven-state demonstration of Sec. 5310 operating assistance eligibility, and the law also calls for special paratransit pilot projects in Oklahoma City and Tulsa, Okla.

► **NOTE:** Look to the FTA for more information.

# SAFETEA-LU and Mobility Management

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For many years, transit advocates have been promoting the idea of *mobility management*. The details of this concept have varied, but there has been a common theme that the effectiveness of some forms of transit, at least for some customer groups, can best be assured if there is some person or mechanism empowered to customize, design, tailor, coordinate or navigate the network of available transportation and mobility services in a community.

With SAFETEA-LU, mobility management became codified in federal transit law. Mobility management is now defined in Title 49 of the United States Code, at Section 5302(a)(1)(L), as “short-range planning and management activities and projects for improving coordination among public transportation and other transportation service providers carried out by a recipient or subrecipient through an agreement entered into with a person, including a governmental entity, under this chapter (other than Section 5309); but excluding operating public transportation services.”

This particular portion of Section 5302 lists allowable uses of Federal Transit Administration (FTA) capital assistance, and extends the eligibility for mobility management support to all FTA grant programs that provide capital assistance, including Section 5307 urban transit formula grants, Section 5311 rural transit formula grants, Section 5310 elderly and disabled persons’ transit capital grants, Section 5316 Job Access and Reverse Commute grants, Section 5317 New Freedom grants for disabled persons’ mobility, and Section 5320 grants for transit alternatives in national parks and public lands.

Because the legislation treats mobility management as a capital expense, the federal share of transit grantees’ mobility management expenses is 80 percent (or higher, in certain states with high levels of federally owned public lands). The 20 percent non-federal share of these expenses generally can be derived from cash, debt reserves, state or local government revenues, or income derived from social service contracts, even if those funds are federal in origin.

Note that this statutory language concerning mobility management is permissive in nature. FTA grantees and subrecipients are not required to carry out mobility management activities. However, if they wish to do so, the law now allows this, as outlined above.

► **NOTE:** Section 4 provides examples of how communities can use these Mobility Management funds for one-on-one travel planning and coordination.



# Ticket to Work: New Revenue and Resources for Transportation

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The Ticket to Work Program is a Social Security Administration (SSA) employment and healthcare initiative for people with disabilities who want to work. The program goal is to increase opportunities and choices for Social Security disability beneficiaries to find employment, vocational rehabilitation, and other support services through a pool of providers known as Employment Networks (ENs), including state Vocational Rehabilitation (VR) agencies.

Approximately 10 million SSA beneficiaries with disabilities, between the ages of 18 through 64, who received Social Security Disability Insurance (SSDI) and/or Supplemental Security Income (SSI) are eligible to participate in this program. Approximately 20 percent of the *Ticket holders* reside in 15 metropolitan areas.

## Profile of Ticket holders

SSI: 30 percent

SSDI: 58 percent

Concurrent: 12 percent

**Distribution** – 10 Million Ticket holders nationwide, including US territories

## How can transportation providers participate in the Program?

For many people with disabilities, transportation can play a key role in employment. Transportation providers can offer services in partnership with ENs, employers, and other community organizations to complement employment-related services for people with disabilities. Providers can even benefit from the additional pool of employees to offer career training in various transportation-related fields and fill job vacancies. The Community Transportation Association, in partnership with Ticket to Work, can provide technical assistance and resources to help transit systems, public officials, advocates, and community members explore ways to participate in this initiative.

## Can transportation providers become ENs?

Definitely. Transportation providers across the country—public and private, urban and rural—that currently offer transportation services to individuals with disabilities are encouraged to participate. By becoming an EN and providing transportation services directly, organizations have access to an additional source of unrestricted federal funding that can be used to support capital campaigns, administrative expenditures, or any other programs and resources.

### Examples of one or many services

#### ENs can provide:

- Transportation assistance
- Job training
- Transitional employment
- Service coordination / referrals
- Case management
- Job placement
- Employment

## Opportunities

### Types of Employment Networks

- Direct Transportation Providers
- Local and state government programs, including transportation
- Human/Social Services Agencies
- WIA Boards and One Stop Centers
- Community Action Agencies
- Community/Economic Development Authorities
- Education and Training Providers
- Employers

## Value-Added for Transportation Providers

- Access new flexible, non-duplicative federal funding
- Offset costs of fares, existing/growing programs
- Develop programs/partnerships supporting community needs
- Increase partnership opportunities with local employers and community organizations
- Access free training, ongoing support and resources
- Receive more funding for services you are currently providing!

By legislation, all State VR Agencies are part of the Ticket Program and can participate as an EN.

### **Can You Afford Not to Participate?**

Imagine the funding possible when multiple Ticket holders go to work!

Millions of dollars in new, unrestricted, unduplicated funding is available to support local programs.

**TTW Revenue Available for Employment Networks**  
Long Term – \$10,000 to \$20,000 for every Ticket holder working. Up to 60 monthly payments are available.  
Short Term – \$170 to \$336 per month for every Ticket holder working that month.

Every month a Ticket holder is employed at a certain wage level, the EN receives revenue.

### **For more information:**

To learn more about the Ticket to Work program or to apply to become an Employment Network, please visit [http://www.ctaa.org/ntrc/accessibility/ticket\\_to\\_work.asp](http://www.ctaa.org/ntrc/accessibility/ticket_to_work.asp) or call 800.891.0590 x729.

*All of us do not have equal talent, but all of us should have an equal opportunity to develop our talents.*  
- John F. Kennedy

► **NOTE:** This factsheet was prepared by Maximus.

#### **Ways to get involved**

- Join as an official SSA Employment Network (EN)
- Partner with one or many ENs to receive or make referrals
- Promote and facilitate community alliances
- Create awareness through outreach programs, newsletters, events, and Web sites
- Link to Ticket to Work at [www.yourtickettowork.com](http://www.yourtickettowork.com)
- Encourage people in the Program to consider working
- Hire people in the Program!



# SECTION 3

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## Excellence in Providing Transportation to Employment

When innovative strategies and investments result in well-designed transit services and sustainable systems, jobseekers have dependable links to employment opportunities. The Workforce Investment Board of Southeast Missouri, supported by funding from the Job Access and Reverse Commute (JARC) and Workforce Investment Act (WIA) programs, connects thirteen rural counties in the state with routes to employment sites. The Cuyahoga County Work Access and Transportation Program in and around Cleveland, Ohio, offers extensive van services to more than 130 employers in the region. It is also supported through the JARC program, in combination with other federal and local sources of investment.

# Missouri Goes To Work

## A Rural Job Access and Reverse Commute Program

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### RIDER STORY:

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*“On my first day of work, the bus picked me up down the road from my house, which was very convenient for me. Knowing that the bus would be there every morning to pick me up gave me the will to get up and get dressed to go to work. They expected me to be there. I would feel guilty if they came to pick me up and I wasn’t there. I enjoyed the encouragement I got on the way to work, and after a hard day’s work, from the others on the bus. They knew exactly what I was going through because they were going through the same thing. My family gained respect for me and supported me, too. It’s nice knowing there are people behind you.*

*“I would love to see other projects like this one so that others can be helped the way I have been. There are lots of people in rural areas who haven’t worked before and just receive assistance from the state because job opportunities are not good where they live. Not only has my work helped us financially, but it has also helped my self-esteem 100 percent. My dream is to one day be their bus driver; maybe give back a little of what was restored in me — HOPE!”*

**Vicky Parsons, Job Access rider**

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The **Workforce Investment Board of Southeast Missouri** is using funds from the Job Access and Reverse Commute grant program and a match of U.S. Department of Labor Workforce Investment Act (WIA) dollars to provide transportation services in rural southeastern Missouri. This service area, initially covering seven of the most impoverished counties in the state when it began in 1999, has expanded to serve all thirteen counties of Southeast Missouri.

Missouri Goes To Work — formerly the Missouri Bootheel Transportation Outreach Commute Program — creates opportunities for residents to go to work at sites they normally would not be able to access. Some of these job sites are located out of state in Arkansas.

Workforce Investment Board (WIB) staff work with area transportation providers to set up routes to select employment sites. WIB staff target employment opportunities for One Stop customers that meet strict criteria: Jobs are an average of \$8.00 per hour (a “living wage” for the area), workers receive benefits, and working conditions are safe. Staff assist customers in obtaining positions and guarantee those who meet income guidelines with a way to reach these targeted job sites through Missouri Goes To Work.

The Workforce Investment Board of Southeast Missouri oversees the entire operation of Missouri Goes To Work, including working with the transportation providers, supporting agencies and the riders. The WIB contracts to provide transportation services with county and regional

Federal Transit Administration (FTA) Section 5311 rural transit providers, as well as one private operator. The transit providers carry individuals from central locations convenient to their homes, such as public housing community buildings and churches, to employment sites. The service is available 24 hours a day to accommodate all work shifts and, to date, there are 20 routes serving the thirteen counties.

Fares for individual riders range between \$2.00 and \$5.00 a day, based on the number of miles traveled. Staff also determines the fare on a sliding scale fee based on an employee’s salary. Trips for new workers are free until they receive their first paycheck. Thereafter, the employee contributes part of their pay to their transportation.

“By paying for a portion of their travel, the riders buy into the service they are provided,” explains Missouri Goes To Work Program Manager June O’Dell. “This translates into a responsibility to be at the pick-up point each day. Building in this financial incentive works really well.”

Many local agencies defray the costs of certain riders’ fares. Among them are the Center for Independent Living, the probation and parole office, the Career Assistance Program (local TANF program), and Family Services. Regardless of who buys the ride, each and every rider receives a uniform ticket to ride. According to O’Dell, this ensures that all riders are viewed the same and no stigma is attached any rider.

In addition to the 20 operating van routes, Missouri Goes To Work staff facilitates carpooling for smaller groups of workers living in very rural areas. In these carpools, one person with a reliable vehicle agrees to pick up two or three people. The WIB pays the driver for this service and the riders also pay for part of their rides. O'Dell adds that the carpool option works best for short-term travel needs, such as an eight-week class or training.

### **The Funding Partnership**

Using WIA dollars, the Workforce Investment Board of Southeast Missouri supports half of the operating budget of Missouri Goes To Work. The FTA-funded Job Access grant covers the balance of the budget. In addition, the contracted transportation providers use vehicles made available under the FTA's Section 5311 (non-urbanized) transportation program.

### **Marketing the Program**

When the program started back in 1999, WIB staff undertook an intensive outreach program to find the riders for the transportation services. That outreach program was similar to grassroots voter registration drives in that job developers and other partners set up outreach booths in public housing communities, church basements and anywhere else where the targeted populations spend their time. This outreach allowed individuals without transportation to come in and apply for jobs and register for transportation services.

Today, staff uses job fairs and flyers, instead of the intensive outreach program. As Manager O'Dell explains, "References from case managers, employers and other riders fill the vehicles for nearly every route, and, there are even waiting lists for some routes."

WIB staff and board members do, however, promote Missouri Goes To Work, its services and successes to the community-at-large, communicating that this program is taking people to locations they could not otherwise have gone and that it is creating a new opportunity for job development and economic development.

### **Results**

With the Job Access and WIA funds, Missouri Goes To Work has been able to provide more than 80,000 one-way trips. In Project Year 2004 alone, 3,696 people took advantage of the transportation program, allowing individuals who have never worked to go to work and enabled some to go off of public assistance. Currently, about 160 people a day are using the service and vans take riders to approximately 35 employers.

Because of the transportation options available to them, many long-term, low-income people have become *company people* with benefits, vacation, and an income to support their family. "People who had very little hope for the future now have an opportunity to work and even advance in their jobs," elaborates O'Dell, who adds, "Missouri Goes To Work helps employees to maintain their jobs. The effect that the program has had on the lives of residents is truly amazing."

The transportation program has also given employers an opportunity to tap into the area labor pool that would not otherwise be available to them. Some employers have been receiving employees via the Job Access-funded transportation program since its inception. Other employers have benefited from Missouri Goes To Work more recently. A food processing plant operating in two different Southeast Missouri counties currently employs approximately 100 Missouri Goes To Work riders and continually gives the WIB orders for new positions. The transportation program certainly has benefited the local economy.

### **Future**

The next step for Missouri Goes To Work is sustaining and even growing ridership. Even though transit providers do collect ridership fares, the trips are not all self-sustaining. As the program progresses, staff will continue to look for ways to expand services while streamlining those that already exist. In addition, WIB staff are actively looking for funds to support the program after the JARC funds run out. O'Dell emphasizes that WIB of Southeast Missouri is "always open to new, more effective approaches to providing transportation."

### **Lessons Learned:**

- The WIB of Southeast Missouri gained an awareness of the true cost of providing transportation services, realizing that transportation is expensive.
- Building partnerships is extremely important and is key to success.
- The transportation project is very staff intensive.
- Some people who obtained jobs through the program will quit, while others will become long-time employees.

### **Yearly JARC grant amounts:**

FY 1999: \$ 18,000.00	FY 2002: \$800,000.00
FY 2000: \$200,000.00	FY 2005: \$1,205,494.00

### **For more information:**

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# Cuyahoga County Work Access and Transportation Program: Linking Area Workers with Transportation

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Primarily formed as a way to help families transition off of welfare and into jobs, the Cuyahoga County Work Access and Transportation Program (WATP) addresses Greater Cleveland's transportation challenges with an extensive van service that provides commuters with access to distant work sites in isolated job corridors, and with transportation information and referral services, managed by mobility specialists.

Since 1999, WATP has used a mix of Federal and local money to match \$3.3 million in Federal Transit Administration Job Access and Reverse Commute Program (JARC) grants, enabling Cuyahoga County and the Greater Cleveland Regional Transit Authority (RTA) to jointly operate the van and trip planning services. Operating dollars have included Surface Transportation Program and Temporary Assistance for Needy Families (TANF) funds, as well as general revenue funds generated from sales tax. The local Inter-Agency Transportation Advisory Group establishes program policy and evaluation measures. Its members are the RTA, Cuyahoga County's Board of Commissioners, Planning Commission, Employment and Family Services, and Department of Workforce Development, along with the Northeast Ohio Areawide Coordinating Agency (the area's metropolitan planning organization).

## ***The Work Access and Transportation Van Service***

Initially, the Work Access and Transportation Program planned the van service to be a vanpool, with riders doubling as the vanpool drivers; however, when too few commuters qualified as drivers, WATP revised its plans: WATP hired private subcontractor Provide-A-Ride to operate a reserved-ride van service using its paid drivers.

While some program statistics fluctuate over time, the program has offered commuters access to as many as 130 job sites in more than 30 suburban municipalities, using more than 15 vans. The average number of rides taken per month has been very stable, drawing an average of 4,000 riders each month since 2003.

The van service operates 24 hours a day, 7 days a week, including holidays, at a cost of approximately \$900,000 a year.

Most Work Access and Transportation Program commuters travel to employment centers or industrial parks beyond the reach of mainline public transit. "The van services target areas that have the potential to generate demand and demonstrate the need for permanent public transportation mainline bus services," Marionette Richardson, transportation coordinator for Cuyahoga County, explains.

The service's year-round availability, as well as its accessibility for people with disabilities, offers valuable supplements to public transportation service. By picking up workers at the end of designated bus or rail service lines and taking them to more remote job sites, the van service essentially extends public transit service areas.

Travel on the van is by reservation only, and eligible riders may reserve trips for travel to and from jobs, job training and job interviews. "While the service is designed primarily for TANF-eligible persons," explains Joel Freilich, RTA's manager of service planning, "others can reserve a ride for the aforementioned trip purposes if a seat is available on a van trip."

From its outset, the WATP van service recognized the multifaceted nature of transportation challenges. The service not only addresses eligible riders' basic employment requirement—getting to and from work—but also recognizes their need for flexibility. Eligible riders receive up to four emergency rides yearly to their homes, to a medical treatment center, or to their children's child care centers or schools. Depending on availability, they can also schedule mid-day rides to career counseling, job training and other assistance programs.

## ***Van Generated Bus Routes***

Some newly created commuting routes proved so popular that the Work Access and Transportation Program decided to replace van service with regular public bus routes. For example, the Beachwood Area Extension expands a main transit route by connecting to hospitals, nursing homes and a community college campus. Overall, the Regional Transit Authority has modified, enhanced or changed more than 30 bus routes in an effort to better reflect riders' mobility needs.

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## RIDER STORY:

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*Shirley Hammond credits Provide-A-Ride with giving her the opportunity to work in a city where finding a job can be difficult. "If it wasn't there, I don't know what I'd do," she says. "It allows me to work."*

*Hammond takes a train, part of the regular Regional Transit Authority service, to downtown Cleveland and catches a Provide-a-Ride van. With six other passengers, she travels the roughly 15 miles to her job in suburban Valley View, Ohio. She includes a 30 minute cushion in her two-hour commute, in case something unexpected interferes with her commute.*

*Hammond's car is too old to handle more than the occasional trip to the grocery store, and she isn't fond of driving on highways. Though the commute is lengthy, she doesn't mind. "You've got to do what you've got to do," she says. "The bills have to be paid, and I have to get there. Provide-A-Ride lets me do that."*

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### **Information and Referral Services**

"For many, the phrase 'job access' also means access to information," says Marionette Richardson. With that in mind, the Work Access and Transportation Program employs two mobility specialists who customize commuting plans for any public transit user and determine eligibility for van service use by low-income earners whose job sites are difficult or impossible to reach via mainline transit service. In those cases, specialists consider a commute's length, duration, physical terrain and pedestrian amenities. Once specialists determine a potential rider's eligibility, they work with the rider to schedule trips and, if needed, accustom the rider on how to use available services.

The WATP's two mobility specialists, who are paid from the program's mix of JARC, TANE, and local monies, apportion their time among five of Cuyahoga County's seven Neighborhood Family Services centers, and maintain telephone contacts with the remaining two centers. They also reach potential riders by working with nonprofit organizations, One Stop centers and social service agencies, and by attending job fairs and other events that attract the van service's target population. From January through September 2005, the mobility specialists received more than 2,800 phone calls and created more than 800 individual trip plans, primarily for low-income individuals and persons with disabilities.

"We don't want [WATP] to be thought of as just a van program. The Regional Transit Authority has a whole system of services available, so we use these referral services to educate people about what other options they have," Richardson explained. The WATP will also work with disability and self-sufficiency coaches and other providers to help individuals with mental or physical challenges and disabilities become independent enough to use the job access van service.

### **Results**

Each year, WATP registers about 520 new clients and completes about 47,000 passenger trips. In an average month, 241 commuters use the service to travel to 73 job sites in 34 suburban municipalities and adjacent counties. Though the program was envisioned as a service for families transitioning from welfare, the client base has broadened in recent years.

### **Lessons Learned**

One of the challenges faced by some of the social services members on the Inter-Agency Transportation Advisory Group is the lack of data collected on rider demographics. "Most of the data collected comes from the private contractor Provide-A-Ride," said Christine Fox, a program manager at Employment and Family Services. "They don't really get the demographic information that social service agencies need to monitor why people are taking the van, where they go, and what wages they're earning at the jobs they go to."

Federal and local agency funders of social service programs often require grantees to collect such data to meet reporting requirements. Finding a way to bridge the different data collection needs of both transportation, and social services and workforce development partners is one task the working groups has undertaken.

Understanding demand, marketing and outreach is another lesson Fox draws from the WATP experience. "We're not exactly sure, if tomorrow someone gave us twice as much money as we have today, if we'd have twice as many riders," she said. As a result, WATP coordinators have been reluctant to market the program too heavily, lest the response exceed capacity.

### ***The Future***

Cuyahoga County and the Greater Cleveland RTA are planning a program evaluation study for release in mid-2006 that should help to answer the concerns addressed by Working Group partners. It will also focus on how many low-income people in the county need the van service but are not currently being served.

### ***Job Access and Reverse Commute Funding***

Fiscal Year 1999 through 2004 — \$3.3 million

### ***For more information contact:***

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# SECTION 4

## Facilitating Individual Mobility Options

As communities build partnerships, employ new approaches, and secure substantial funding to begin or maintain service on the street, they are also making strong efforts to ensure that as many people as possible can access these services to get them where they need to go. Coined by transportation professionals long ago, the concept of *mobility management* — now often referred to as one-on-one transportation coordination or transportation navigation — is an activity increasingly embraced by coalitions of workforce development professionals, the disability services community, human service agencies and transportation providers. Along with the success in instituting U.S. Department of Labor and Social Security Administration-funded Disability Program Navigator positions in One Stops, momentum is building to fund transportation navigators to address individual travel needs.

With the prospect of dedicated funding sources to support mobility assistance efforts (as described in **Section 2**), innovative and replicable practices are emerging nationwide to deploy successful coordination of individual mobility options. In this section, we outline a tool that may be used to assess a jobseeker's travel needs in relation to available transportation options, followed by three case studies where one-on-one mobility coordination efforts are underway. While the diverse activities of the Capital District Transportation Authority, the North Shore Workforce Investment Board and the King County WorkSource Operator Consortium demonstrate the adaptability of mobility facilitation concepts, each strategy underscores the overall effectiveness of navigation assistance.

One additional piece in this section, *Securing Accessible Jobs: One Stop and Transportation Partnership Strategies*, provides ways in which the workforce and transportation communities can work together to encourage jobseekers to use and afford transit services. The outlined approach provides benefits for both transportation providers, who can gain additional riders, and for One Stops and workforce agencies, who can better address their customers' employment-related travel needs.

# Creating Individual Transportation Plans for Job Seekers

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Jobseekers and new workers have unique travel needs and varied financial situations, and for many, transportation is a challenge necessitating some assistance. One Stop Centers seeking to respond to such transportation needs will benefit from knowing about and communicating a variety of travel options to One Stop customers, whether they are persons with disabilities, older workers, youth, or low-income individuals.

One Stop staff, or perhaps a designated transportation navigator familiar with the range of transportation options available to One Stop customers, can match jobseekers and new employees with appropriate services to reliably connect them to the workplace and other necessary destinations.

Intended for staff who work directly with customers, this section outlines the recommended steps for actively meeting individual transportation needs.

## 1. Inventory Available Transportation Services

**Step 1:** Use **Form A**, entitled *Transportation Services Inventory* to list the range of public and private transportation services in your community, including new arrangements that Workforce Investment Boards have created with transportation providers.

When filling out the form, be aware that the range of transportation services could include:

- Fixed-route buses and complementary paratransit,
- Dial-a-ride or “demand-response” vans (including those operated by churches or disability services organizations),
- Taxis,
- Passenger-rail services,
- Shuttle services,
- Intercity buses (e.g., Greyhound),
- School buses,
- Volunteer driving programs, and
- Ridesharing programs that organize vanpools and carpools.

► **NOTE:** Informal carpooling through family, friends and co-workers may be one of the most readily available and affordable means of transportation for a new employee.

► **RESOURCES:** To get your list started, contact Community Transportation Association of America at 800.891.0590 x729. The United Way and local planning organizations, such as councils of government and metropolitan planning organizations (MPOs), will also provide you with a list of transportation providers in your community.

**Step 2:** Fill in the rest of **Form A** by gathering other relevant information about the transportation services in the community.

- Who operates the vehicles or programs?
- What are the days and hours when the vehicles operate?
- What is the schedule?
- If a demand-response or complementary paratransit service, is there a reservation window?
- What is the eligibility process for using the complementary paratransit?
- Who are the people who ride the vehicles? Are they associated with a particular human services agency or nonprofit group?
- Are these vehicles available for use by the general public? If so, what are the costs?
- Are the vehicles accessible to persons with disabilities?
- What resources are available to provide information and assistance for services?

**Step 3:** Learn what funding is available to help participants afford transportation.

There is money available to help your One Stop customers, including dislocated workers, welfare recipients and other low-income people, and persons with disabilities afford transportation. Some programs may offer short-term assistance, while others may reduce one’s transportation costs over a longer period of time. These funding resources may include: the **Commuter Tax Benefit** program, a **Get-A-Job**, **Get-A-Ride** program and discounted bus passes. Many transit systems, for instance, offer discounted fares for eligible seniors and people with disabilities.

Funding may also be available through Temporary Assistance for Needy Families (TANF), Workforce Investment Act (WIA) or other programs to help jobseekers afford their transportation. To learn whether TANF and WIA money can be used for transportation assistance, ask the professionals in the One Stop or local social service agency who are responsible for distributing these funds.

By familiarizing yourself with the variety of transportation services and funding available in your community, you have equipped yourself with the knowledge necessary to assist the participants in your program in reaching jobs, job training and other destinations.

## 2. Assess the Mobility Needs of Jobseekers

One Stop staff recognize that their job-seeking customers have transportation barriers that impede their chances of accepting and keeping a job. In many cases, these jobseekers cannot afford a car, do not have driver's licenses or are unable to drive a personal vehicle. As a result, the resources listed in **Form A** are the best alternatives to travel to work and other quality-of-life destinations.

As you work one-on-one with jobseekers, make transportation part of your overall assessment of skills and education, needs and barriers.

### Step 1: Create a Mobility Profile

- Where does each jobseeker reside?
- Where does she (or he) need to travel each day to satisfy training requirements and meet her work schedule?
- Where does she need to go to meet family obligations, such as taking children to school and child care, shopping, and running errands?
- What are the times she needs to travel? (Take special note of nighttime traveling needs.)
- What reliable transportation is currently available to her, and when?
- Do you need to make an accommodation for a physical, cognitive, mental or sensory disability that she or her children may have?
- What are her financial resources and her ability to afford certain travel alternatives?

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## A Sample Mobility Profile

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Name:	Vickie
Profile:	A mother of two young children, ages 6 and 8. One of her children is visually impaired. No personal access to a reliable automobile, although other family members have reliable cars available at certain times of the day.
Work schedule:	Tuesday through Saturday, 3 p.m. to 11:00 p.m.
Destination:	Downtown
Child care:	Tuesday through Saturday. Needed from 2:30 p.m. until 7 p.m. (when children can be picked up by their father or aunt).
Location:	Near her home
Training schedule:	Mondays from 1 p.m. to 3 p.m.
Location:	East side of the city
Shopping:	Flexible hours before work and on weekends
Financial ability:	Could afford monthly bus pass or vanpool for her and her children after her third or fourth paycheck.

► **NOTE:** These assessments can serve as evidence of the need for additional employment transportation options. Share these with Workforce Investment Board members and staff, transportation planners and other community representatives.

**Form A: Transportation Services Inventory**

Transit Agency or Community Program	Type of Service (bus, van, taxi, rail, car)	Days of Service	Hours of Service	Lift or Ramp Equipped?	Type of Payment?	How to Access Service?
1. Organization: Address: Contact Person: Phone: Email:				<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Free <input type="radio"/> Voucher <input type="radio"/> Fare	<input type="radio"/> Fixed schedule <input type="radio"/> Call for each ride <input type="radio"/> Subscription
2. Organization: Address: Contact Person: Phone: Email:				<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Free <input type="radio"/> Voucher <input type="radio"/> Fare	<input type="radio"/> Fixed schedule <input type="radio"/> Call for each ride <input type="radio"/> Subscription
3. Organization: Address: Contact Person: Phone: Email:				<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Free <input type="radio"/> Voucher <input type="radio"/> Fare	<input type="radio"/> Fixed schedule <input type="radio"/> Call for each ride <input type="radio"/> Subscription
4. Organization: Address: Contact Person: Phone: Email:				<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Free <input type="radio"/> Voucher <input type="radio"/> Fare	<input type="radio"/> Fixed schedule <input type="radio"/> Call for each ride <input type="radio"/> Subscription
5. Organization: Address: Contact Person: Phone: Email:				<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Free <input type="radio"/> Voucher <input type="radio"/> Fare	<input type="radio"/> Fixed schedule <input type="radio"/> Call for each ride <input type="radio"/> Subscription
6. Organization: Address: Contact Person: Phone: Email:				<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Free <input type="radio"/> Voucher <input type="radio"/> Fare	<input type="radio"/> Fixed schedule <input type="radio"/> Call for each ride <input type="radio"/> Subscription

**3. Create Individual Transportation Plans**

Gaining awareness of available transportation resources and of customers’ travel needs are the necessary first steps in linking them with transportation. With this information, you are now able to create transportation strategies that One Stop participants can use to get to work.

**Step 1:** Summarize the customer’s transportation needs, including the times she and her children need to travel and her ability to afford various options.

**Step 2:** Based on the list of resources in **Form A**, write down the appropriate transportation options to match the customer’s needs.

**Step 3:** Make eligible financial assistance available to the jobseeker or new employee. This may entail arranging for the employer to take advantage of the Commuter Tax Benefit program, buying a monthly bus pass from the local transit agency, or reimbursing eligible individuals for public transit fares or carpool expenses, such as gas or mileage.

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## A Sample Individual Transportation Plan

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Travel to work:	Vickie can take the Blue Line bus two blocks from her home to her job downtown. After work at 11 p.m., the van service (a contracted service between the area's One Stop Center and the local transit provider) will pick her up at work and will take her home along with other passengers.
Child care:	With a monthly bus pass, Vickie can ride the bus from her home two stops, drop off her children at child care, and get back on the bus to get to work. Based on the local transit agency's policies, one child, who is under 6, rides for free, and the other child is eligible for a half-price monthly bus pass, paid for with TANF funds. Each evening, her husband or sister will pick up the children.
Training:	The contracted van service will take Vickie to and from training on Mondays.
Shopping:	The monthly bus pass allows Vickie to go shopping at her convenience.
Funding for travel:	The One Stop will pay for van service home from work for the first 6 months of employment, and to and from training until completion. The One Stop will reimburse her for buying a monthly bus pass until her fourth paycheck (2 months). Thereafter, Vickie agrees to make a budget to afford the cost of her transportation each month.

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► **NOTE:** Keep your Workforce Investment Board (WIB) director and staff informed about your ability to link One Stop participants with transportation alternatives. If accessible, reliable, safe and affordable travel options are **not** available to participants, this barrier will prevent job-ready individuals from obtaining and retaining employment. With knowledge of persistent transportation barriers, WIB staff can negotiate with transportation providers and planning organizations to develop additional employment transportation options.

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## 4. Accustom New Riders to Transportation Plans

Once a plan is created, work one-on-one with customers to ensure that they have a working knowledge to successfully use the designated transportation services and are comfortable with carrying out their personal plans. This may include travel training, a budgeting class or other means of follow-up.

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## A Model Follow-up Plan

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- Vickie has been given weekday and weekend bus schedules for using the Blue Line bus, as well as guidelines for using fixed-route bus service.
- Vickie attended an orientation on how to use the dial-a-ride van service to get to and from training and for her return trip home from work. She understands that she must call the service provider if she needs to cancel her scheduled trip, and that, according to the van service policy, she will be unable to use the service if she fails to cancel three unneeded trips.
- Vickie and her child with a visual impairment had the focused attention of a mobility trainer to develop her child's confidence in riding the bus and using it safely, and easing Vickie's concerns.
- Lastly, Vickie learned how to apply for travel reimbursements for buying her monthly pass for the first two months of employment, and worked with her case worker on maintaining a budget that accounts for the monthly transportation expenses she will assume after she no longer receives financial assistance.

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Such individualized attention from staff can help participants carry out and maintain their personal transportation plans for accessing job training, jobs, child care and other destinations.

## Before We Conclude

While One Stops and other agencies may decide to broadly train their staff to work with customers to provide transportation information, referral and other forms of assistance, others may decide to hire one person for the role. Below is a job description for providing one-on-one transportation navigation.



### ***Job Description for a Transportation Navigator or Coordinator***

One way to make the transportation link is to have a specific staff member work one-on-one with participants to create a transportation plan and assist them in plan implementation. Another way is to contract these services out to a transportation provider. Regardless, the person filling this position should have knowledge of all transportation resources in the community.

Actions of the transportation navigator might include the following activities:

- Working with job developers to coordinate transportation services to employment sites,
- Developing mobility profiles and creating individual plans,
- Dispersing travel vouchers or bus passes,
- Conducting travel training: instructing participants to use transportation services,
- Referring customers or relatives with disabilities to a travel trainer,
- Matching participants with carpool and vanpool services,
- Arranging volunteer driver services,
- Calling transportation providers to schedule rides on vehicles, and
- Directly scheduling rides on vehicles through remote scheduling.

Some Workforce Investment Boards and social services agencies have directly contracted one-on-one mobility coordination services out to a transportation provider. In this case, transit staff provide the customized trip-planning services on behalf of the agency, and link eligible participants with the appropriate transportation solution (e.g., private taxi, demand-response or fixed-route bus, carpool and vanpool program, among others). If the mobility navigator is a transportation provider, cost-effective transportation is possible because centralized intake and scheduling allows maximum coordination of riders. This coordination can succeed in lowering per trip transportation costs by maximizing vehicle efficiency. Contracting out this position to a transportation provider or organization may also be cost-effective to the One Stop if other community agencies are sharing in the costs for employing the transportation coordinator.

Regardless of the assigned venue, a mobility coordinator proves effective when the social service agency, One Stop Center or other agency requires a variety of transportation modes to meet the needs of their customers.

The key to successfully linking potential employees with transportation services lies at the local level, and One Stop staff are the best asset to help low-income families, persons with disabilities and other unemployed people meet their transportation challenges.

► **NOTE:** For more information on creating individual transportation plans see Building Individual Transportation Plans, a tool for policymakers and administrators ([http://www.unitedweride.gov/1\\_897\\_ENG\\_HTML.htm](http://www.unitedweride.gov/1_897_ENG_HTML.htm)).

# Securing Accessible Jobs: One Stop and Transportation Partnership Strategies

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There are numerous ways in which One Stop staff can work in partnership with transportation providers to serve customers with available transportation services. Some possibilities include sponsoring joint job fairs, providing transportation orientations and travel training sessions, and promoting transit ridership.

## ***Try Transit First: Promote Existing Transportation Services***

Many communities have public and private transportation services that are readily available to One Stop customers to use to get to work. Oftentimes, however, people are unaware of the existence of these services, where they go, or how to use them. In these cases, the barrier to reaching employment has more to do with awareness of transportation services than it does of not having transportation available. These barriers can be overcome by efforts such as:

- Informing jobseekers about available transportation services,
- Providing orientations and travel training to accustom One Stop staff and participants to the transit services, including how to read a bus map and schedule, and
- Sponsoring joint job fairs with transportation providers.

## ***Create a Transportation Center within the One Stop***

A center displaying transportation information will allow One Stop customers to avail themselves of bus and rail schedules, route maps, and phone numbers of transportation services. It may also prove useful to have a map on display so that participants can cross-reference job sites, child care centers and travel routes in the communities where they reside.

## ***Incorporate Travel Training into One Stop Services***

Since riding a fixed-route bus or using a dial-a-ride service may be a new experience to many customers, offer them instructions for using available transportation services. Travel training may involve verbal instructions or an actual demonstration of the process of using a fixed-route or dial-a-ride service. It may also include an orientation on using a ridesharing program or a Guaranteed Ride Home program. Be sure to invite the transportation providers in your community to be involved in the travel training.

## ***Invite Transportation Providers to Job Fairs***

By speaking with transportation representatives at job fairs, car-less jobseekers, including persons with disabilities, can immediately determine whether they can commute to a potential job site using public transportation or other established travel options. Consider holding a job fair at a transit terminal, inviting employers from sites that can be reached using area transit. This would assure that jobseekers who meet potential employers at the job fair would be able to use public transit to reach their new job.

## ***Encourage Use of Day and Monthly Passes***

Inform participants about monthly public transportation passes that can lower their transportation costs. In addition, assist participants with money management so that they can budget for the monthly bus pass expense. By offering a pass that enables riders to make multiple stops on the way to and from work, riders have a low-cost way to take children to child care centers, shop and reach job sites requiring transfers.

## ***Find Opportunities to Subsidize the Cost of Transit Fares***

Often the short-term expenses used to support new riders on public transit serve long-term ends of increased use of public transit, leading to job retention and job advancement. This may include supporting a month of free rides for new employees, or covering expenses to reach job training and interviews.

## ***Develop a Sense of Comfort in Using Public Transit***

Reluctance to using public transit services may result when potential riders feel unsafe or uncomfortable riding transit. Some low-cost ways that transit providers, employers, and employment and training agencies can encourage ridership on currently available buses and trains include Guaranteed Ride Home programs or Request-A-Stop options, particularly for workers who need flexibility for evening or overnight shifts.

► **NOTE:** For further details on building partnerships with transportation providers, please refer to the Linking People to the Workplace Toolkit, available on our website at <http://www.ctaa.org/ntrc/atj/toolkit/> or by calling 800.891.0590 x729.

# Capital District Transportation Authority: Meeting the Mobility Needs of Customers

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## RIDER STORIES

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*As a single mother with three children, Takia Riley does not own a car. Once the Albany County Department of Social Services (DSS) helped her obtain a housekeeping job at a local hotel, Riley became eligible for a transportation pass called the CDTA “Swiper Pass.” This pass, available free-of-charge to DSS program participants, has made it possible for her to get to training, to her worksite and to run errands on behalf of her family. A satisfied customer Riley asserts, “I enjoy using the bus because it doesn’t break down, saves me money and gets me to work.”*

*Another Albany rider, Jessica Williams, is participating in a job training program in preparation for employment. A native of Albany, Williams is familiar with CDTA’s bus service. Now that she gets a free “Swiper Pass,” Williams reports that the cost of transportation is no longer a barrier in getting her children to child care, looking for a job and traveling around town with her family.*

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The Capital District Transportation Authority serves four counties — Albany, Rensselaer, Saratoga and Schenectady — in Upstate New York. These counties consist of a blend of urban, suburban and rural communities.

### ***The Access to Jobs Advisory Committee***

With the onset of welfare reform as new employees began finding jobs through Albany’s human services and workforce development agencies, many found that their mobility needs differed from a system designed for more traditional transportation patterns. Unwilling to let these employment opportunities go unrealized, the Capital District Transportation Authority (CDTA) in 1999 took the lead in addressing gaps in the transit network and developed comprehensive projects to respond to these mobility needs. CDTA’s first step was to create the Capital Region Access to Jobs Advisory Committee (the Committee), comprising social service and workforce development agencies, community and citizen groups, private employers, along with state and local leaders.

Once underway, the group investigated the residences, employment locations and trip patterns of Temporary Assistance for Needy Families (TANF) recipients and other low-income jobseekers and compared this data to service levels of existing public transportation. Armed with that knowledge, the Committee determined the projects needed to fill service and information gaps, and subsequently secured funds to execute the projects.

Chief among these funds have been multiple Job Access and Reverse Commute (JARC) grant awards from the Federal Transit Administration. These funds are matched with TANF block grant money, state-funded transit operating assistance and corporate tax benefits. CDTA is the lead agency administering the Job Access grant.

### ***Capital Region Access to Jobs Projects***

The Job Access funding allowed CDTA to implement the Capital Region’s Access to Jobs program to expand employment transportation services throughout its four-county Capital District area. New services included expansions to the authority’s existing fixed-route, shuttle and demand-response bus system. More specifically, these initiatives involve:

- Expanded hours of operation on multiple bus routes into evening hours,
- Transportation services to connect workers with industrial parks and the Albany airport,
- CDTA transit passes to social services and employment and training agencies for use by their participants,
- A guaranteed ride home program, and
- Trip planning using geographic information system (GIS) technology.

A substantial quality improvement that accompanied and corresponded with these developments was the *Swiper Pass*.



Targeted to both employers and employees, the program provides multifaceted advantages. Workers are afforded low-cost fares and a means to reach their jobs. In addition employers receive tax benefits, and provide a dependable way for their employees to access to their work sites. Meanwhile, CDTA can take advantage of a previously untapped market and gain additional fare revenue.

The *Swiper Pass* project allows the Committee, CDTA and human service and workforce development agencies a new means to track and measure the mobility activities of eligible TANF and other low-income transit riders. This information also helps the Committee determine future changes to programs and services.

### ***Innovative Staffing***

CDTA employs three “trip planners” to advise riders on how best to take advantage of the Job Access-funded activities as well as CDTA’s other transportation services. Their role is to work with case managers, job developers and disability navigators, as well as TANF-eligible individuals and other low-income people, and persons with disabilities, to prepare travel itineraries, conduct one-on-one travel training and help new riders acquire the skills needed to rely on transit. The team hired to fill these positions were selected for their customer service skills and ability to relate to the individuals targeted for service. One asset that the trip planners bring to the program is that they are all former TANF participants.

The trip planning team assumes the following roles:

- One is Spanish speaking, and is a liaison with the Puerto Rican and Dominican communities;
- Another works out of a busy employment and training One Stop Center; and
- A third is the “bus ambassador,” rotating among a variety of bus stations answering questions and providing information.

Paul Feldman, director of the Family Investment Center, a HUD sponsored One Stop Center affiliated with the Housing Authority in Schenectady, New York, praises the CDTA trip planning program: “The CDTA trip planner with whom we work is outstanding, providing people with lots of useful information.” He explains that the planner gives transportation orientations to staff and customers at the One Stop Center, where 12 agencies are co-located, as well as to social service agencies across the community. In addition, the trip planner informs new riders entering the workforce for the first time about how to ride the bus, even riding with them the first time or two to make sure they are comfortable using it.

### ***Success Brings Rewards***

Since CDTA’s Job Access services were implemented in 1999, ridership by TANF participants and other low-income people has grown by 37 percent, and the number of transit passes distributed has increased 150 percent. In addition, since April 2000, more than forty employers have joined the *Swiper Pass* transit benefit program.

CDTA’s innovation and perseverance have not gone unnoticed. In 2001, the program received the Welfare-to-Work Award from the American Public Transportation Association that recognizes leaders in the field of access to jobs transportation. In addition, the U.S. Department of Transportation recognized CDTA’s success in applying Job Access funds to provide greater mobility options for low-income riders as worthy to emulate, and is using it as a model when providing technical assistance to other communities.

### ***The Work Continues***

The Capital Region Access to Jobs Advisory Committee continues to meet monthly to monitor ridership, marketing efforts, transit pass usage and the phase-in of additional planned services. Its membership has expanded to include economic development officials, Workforce Investment Act administrators and community organizations working in employment services.

### ***JARC Funding Amount***

FY 1999 — \$497,500	FY 2003 — \$272,434
FY 2001 — \$249,450	FY 2004 — \$500,000
FY 2002 — \$232,250	

### ***For more information***

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► **NOTE:** On behalf of the U.S. Department of Transportation, Federal Transit Administration, the Community Transportation Association of America prepares briefs on Job Access and Reverse Commute (JARC) projects to facilitate a learning network among grantees and others interested in employment transportation. More examples of Federal Transit Administration-funded JARC projects, can be found on our website at <http://www.ctaa.org/ntrc/atj/resources.asp> or by calling 800.891.0590 x729.

# Transportation Options Managers: The Nexus of Information

The **North Shore Workforce Investment Board** in Massachusetts, funds a Transportation Options Manager (TOM) in each of its One Stop Career Centers. The TOMs provide comprehensive transportation information and services to all One Stop customers, with an emphasis on reaching persons with disabilities. They serve as the nexus of information sharing between agencies and organizations that receive inquiries for transportation assistance, and the public and private transportation service providers in the region (See the TOM Model below). In addition to disseminating information about existing transportation options, TOMs also aid customers in finding alternative means to travel to needed destinations in cases where use of existing transportation is not viable.

For persons with disabilities needing additional support, the Transportation Options Managers work with travel and mobility trainers. TOMs also take the lead in training One Stop staff and other agency staff who work with people with disabilities about existing transportation options and how to access these services using web-based travel planning tools. Such training helps TOMs to maximize their outreach and education to transportation disadvantaged populations.

When responding to inquiries, the TOMs conduct a thorough assessment of the customer's travel needs, which is then compared with available transportation options. Once an

individual travel plan is constructed by matching needs with services, the TOMs work with the customers to ensure they are knowledgeable about how to access and use the services, so they can ultimately sustain their own transportation habits. Many customers require extensive communication with service providers to meet their needs, as well as to understand how to navigate through those options.

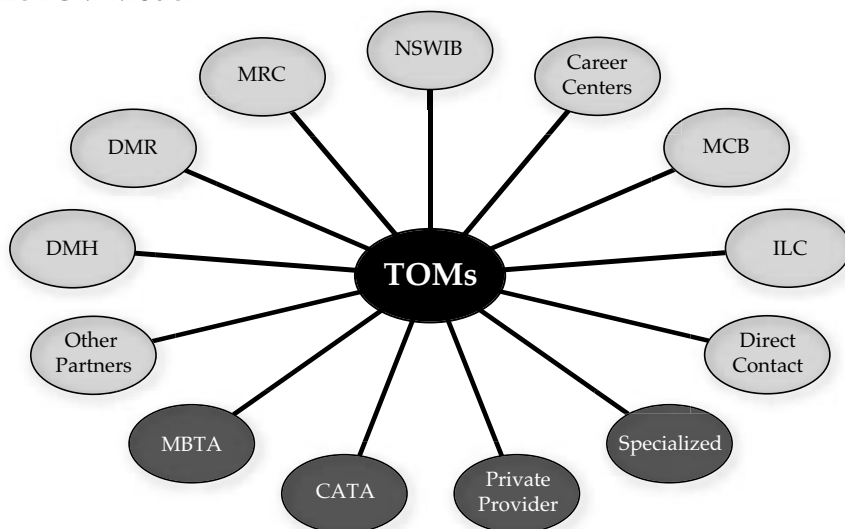
After more than a year of providing transportation information and assistance, the Transportation Options Managers continue to respond to transportation needs in northeastern Massachusetts, simultaneously working with transportation providers, human service and workforce development agencies, area employers, and customers to document and respond to those needs that, unfortunately, cannot be met with existing services. The TOMs have taken the lead in the community to recommend strategies and plans to improve the transportation network, especially where barriers exist for people with disabilities.

### **For more information**

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► **NOTE:** Graphic courtesy of North Shore Workforce Investment Board

## **The TOM Model**



### **Acronyms (light shading, clockwise)**

DMH – Dept. of Mental Health  
DMR – Dept. of Mental Retardation  
MRC – Massachusetts Rehabilitation Commission  
NSWIB – North Shore Workforce Investment Board  
MCB – Massachusetts Commission for the Blind  
ILC – Independent Living Center of the North Shore and Cape Ann

### **Acronyms (dark shading, counter clockwise)**

MBTA – Massachusetts Bay Transportation Authority  
CATA - Cape Ann Transportation Authority

# Coordinating Mobility for King County Residents

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To address transportation challenges of low-income jobseekers in the Seattle metropolitan area, the King County WorkSource Operators Consortium, in partnership with a number of Seattle area transit and housing agencies, is helping to educate residents about the transportation options available. The project includes training and hiring of Residential Transportation Coordinators at two housing authority sites to reach out to residents.

As part of this effort, the Consortium assessed the transportation needs of residents in two community and housing authority sites (New Holly and Park Lake Homes) and individuals served by the local WorkSource System. Through the use of surveys and focus groups, potential solutions to transportation barriers were identified for dislocated workers. Once this data collection process was complete, local residents from the housing projects were hired as transportation coordinators. The coordinators were trained on the transportation resources available in King County, and served as transportation resource experts to housing site residents.

## ***The Value of Partnership***

The project was implemented through a collaborative effort that involved a number of outside agencies. The King County WorkSource Operators Consortium worked together with the City of Seattle Department of Transportation, King County Metro Transit, and the Seattle Housing and King County Housing Authorities.

This partnership enabled coordinated plans among the King County Housing Authority, Seattle Housing Authority, King County Work Training Program, WorkSource Operators, Employment Security Department, the Department of Social and Health Services – WorkFirst, the City of Seattle Department of Transportation, Flexcar and King County Metro.

Additionally, while the King County WorkSource Operators Consortium served as the lead agency for the project, the Seattle Department of Transportation and King County Metro contributed funding and technical expertise and the Seattle and King County Housing Authorities provided site management.

## ***Implementing and Executing***

Early activities centered on needs assessment. A survey was developed and implemented in the Park Lake community that assessed residents' transportation behaviors and needs. An additional survey was implemented later at WorkSource's location in Renton.

An outside consultant group, Gilmore Research, was hired to design additional assessment strategies and conducted focus groups with residents from New Holly and Park Lake Homes. Nine focus groups were conducted in Somali, Tigrinya, Amharic, English, Vietnamese, Cambodian, and Arabic. While participants' attitudes toward the various transportation services available to them varied across cultural groups, most participants thought a residential transportation coordinator would be useful.

Focus group participants were recruited to take positions as residential transportation coordinators and were trained in March 2004 on the area's transportation services — King County's bus system, FlexCar, RideMatch, Working Wheels, Accessible Services, and Senior Services. The coordinators began work in April 2004. Other activities included the hiring of a graduate student from the University of Washington Evans Clinic (pro bono) to conduct an evaluation of the residential transportation coordination effort and provision of a transportation and career fair for King County residents held in June 2004.

## ***Final Outcomes***

The goal of the project was to raise awareness and use of transportation services among residents of King County, particularly residents of the Seattle Housing Authority site at New Holly and the King County Housing Authority site at Park Lake Homes. The needs assessment was directly linked to the training materials and strategies used by the transportation coordinators to encourage the use of transit and other transportation options. For example, the research found that many residents were reluctant to take transit because they believed the buses were late and unreliable, but often the residents were simply misunderstanding the schedules. In other cases, residents who did not speak English were concerned that they would get lost on the transit system, and consequently curtailed their travel. These concerns were later addressed in the training of transportation coordinators.

The transportation coordinators, once trained, met with 200 individuals over a six-month period, assisting them with bus schedules, Flexcar, RideMatch, Working Wheels and other transportation services. Although no information was obtained regarding increased use of services, detailed information was collected regarding the disposition of each contact toward transportation coordination.

► **NOTE:** *This case study is an excerpt from Joblinks Post-Project Analysis: Round Two Demonstrations – Final Report, prepared for the Community Transportation Association by the Evaluation and Training Institute and the Applied Management and Planning Group. For a complete copy of this report, go to the Association’s website at <http://www.ctaa.org/ntrc/atj/joblinks/> or call us at 800.891.0590 x729.*

**For more information**

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**Services Provided By Residential Transportation Coordinators**

King County Metro Bus	Accessible Services	Flexcar	RideMatch
Learned to read bus schedule	Received information	Received information	Received information
Used Trip Planner through Metro On-line	Applied for Reduced Fare Permit	Completed application	Enrolled in Carpool
Received bus information over the phone	Applied for Temporary Permit	<b>Senior Services</b>	Enrolled in Vanpool
Viewed How to Ride Movie	Applied for Permanent Permit	Scheduled a trip using Hyde Shuttle	Enrolled in Vanshare
Used Transit Notebook	Received Reduced Fare Permit	Scheduled a trip using Hopelink	<b>Working Wheels</b>
	Scheduled a trip	Scheduled a trip using community van	Applied to the program
	Arranged for bus training program		
	Applied for or used Taxi Scrip Program		

# About the Community Transportation Association of America

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The Community Transportation Association is a nonprofit, membership association committed to removing barriers to isolation and improving mobility for all people. The Association is involved in several projects to provide information and technical assistance to communities, transportation providers, and other groups to increase mobility and improve the quality of community transportation.

1341 G Street, NW 10th Floor  
Washington, DC 20005  
202.628.1480 or 800.891.0590  
<http://www.ctaa.org>

## About the Joblinks Employment Transportation Initiative

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*Getting to work. It's one of the basics of community life. Public and community transportation play a critical role in moving Americans to employment sites, training facilities, educational programs, interviews, child care and back home. For some, it's a standard commute on a train or bus; for others, it might be a third-shift van pool to a nearby factory; and for still others, it can be a connection to new skills through the local technical college.*

Through a partnership with the U.S. Department of Labor, Employment and Training Administration and the U.S. Department of Transportation, Federal Transit Administration, the Community Transportation Association of America provides technical assistance designed to help communities overcome one of the most significant barriers preventing low-income individuals and others from getting and keeping jobs—transportation. This program, known as the Joblinks Employment Transportation Initiative or simply Joblinks, includes demonstration projects, technical assistance, conferences and publications, such as the *Linking People to the Workplace Toolkit*.



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800.891.0590 ext. 729  
[http://www.ctaa.org/ntrc/is\\_employment.asp](http://www.ctaa.org/ntrc/is_employment.asp)

### ***National Leadership Council on Employment Transportation***

The National Leadership Council on Employment Transportation is comprised of representatives of national, state and local transportation, workforce development and human services organizations. The Council meets biennially and serves the following role:

- To give input to Joblinks staff on the types of activities and services offered by the project,
- To identify transportation challenges specific to local workforce development and human services agencies so that Joblinks can develop targeted assistance, and
- To increase the access of workforce development agencies, human services organizations and transportation providers to Joblinks resources in order to help low-income individuals, persons with disabilities and others to overcome employment transportation barriers.

***The members of the National Leadership Council include:***

Don Chatfield  
Wisconsin Department of  
Transportation  
Madison, Wisc.

Dan Dalton, CCTM  
Easter Seals Project ACTION  
Washington, D.C.

Dan Dirks, CCTM  
SMART  
Detroit, Mich.

Laura Farah  
Law, Health Policy and Disability Center  
University of Iowa College of Law  
Quincy, Mass.

Sheila Fesko  
Institute for Community Inclusion  
National Center on Workforce and  
Disability/ Adult  
Boston, Mass.

Kathy McGehee  
North Carolina Department of Health and  
Human Services  
Raleigh, N.C.

John M. McBeth  
Brazos Transit District  
Bryan, Tex.

Jim McLaughlin  
Urbitran Group  
(representing the American Public  
Transportation Association)  
Glendale, Calif.

Thirland McKissic  
Arkansas Rehabilitation Services  
Pine Bluff, Ark.

C. Paul Mendez  
National Association of Workforce  
Development Professionals  
Washington, D.C.

Roland Mross  
Member, Board of Directors  
Great Lakes Regional Director  
Community Transportation Association of  
America  
Carmel, Ind.

Carolyn Ross  
Oregon Department of Human Services  
Salem, Ore.

Moses Stites  
Fresno County Economic Opportunity  
Commission  
Fresno, Calif.

Latrina Trotman  
Maryland Transit Administration  
Baltimore, Md.

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## **What's Inside the *Linking People to the Workplace Toolkit***

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This technical assistance toolkit will help the workforce development and social services agencies understand the transportation services available to job-seeking customers, and will provide the steps needed to link new workers with transportation to employment and other destinations.

***Here's what you can expect from the toolkit:***

- Learn about the community transportation network, and its funding and planning bodies. Understand the transportation alternatives available to customers of workforce agencies.
- Discover what employment transportation best practices are taking place in communities around the country. Topics include: rural areas, urban-to-suburban commutes, vanpooling, transporting children to child care, and more.
- Learn what will work in your community.
- Find out how employers, job developers, transportation providers, case management staff and public officials can maximize their bottom lines and still work effectively as partners.
- They made it happen and so can you – Hear about the common and uncommon partnerships that have created transportation opportunities that benefited One Stop and TANF customers.



The toolkit will also provide a step-by-step guide to support community coalitions in assessing transportation needs, identifying community transportation resources and making the critical link to services, including new services, that best serve transportation disadvantaged populations.

***PLUS:*** A list of funding opportunities for transportation solutions, a glossary of transportation-related terms, relevant websites, and more.

► ***NOTE:*** To order a copy, please visit our website at <http://www.ctaa.org/ntrc/atj/toolkit/index.asp> or call 800.891.0590 x729.



Community  
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ASSOCIATION

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