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A close-up photograph of a bright red pushpin with a silver metal stem, pinned to a colorful topographic map. The map shows various terrain features, roads, and water bodies. The background is slightly blurred, focusing attention on the pushpin.

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# Vanpooling and Job Access Transportation



*Click anywhere on the above image to view Editor-in-Chief Scott Bogren's welcome to this edition of DigitalCT magazine.*



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## Jarrett Walker, Transit Author, Blogger and Consultant

Jarrett Walker – transit [author](#), [blogger](#) and [consultant](#) – becomes the first recurring guest on the CTPodcast. Walker discusses the changing nature of the work trip in public transit, particularly as it relates to service design, noting: “the way you plan for transit to work is the way you plan for everyday trips... work trips should not be an isolated service.” Key topics covered in this discussion include high-frequency service, low-income workers and common-sense system design and redesign.



## Ashley Robbins, CFTE, on the 2014 Elections

Ashley Robbins of the [Center for Transportation Excellence](#) joins Scott to break down how transit fared in the 2014 elections. We cover the the big wins and disappointments and analyze the key takeaways leading into 2015 and 2016. For more Election 2014 analysis, please go to page 9 — ed.



## Pat Branson, Mayor, Kodiak, Alaska

Mayor Pat Branson of [Kodiak, Alaska](#) joins the CTPodcast to discuss [transit](#) in Kodiak — the nation’s second largest island — as well as across Alaska. From the community-based operation in Kodiak to ferry connections on Alaska’s Marine Highway (a 13-hour one-way trip to Homer, Alaska), to the use of planes, snowmobiles, trains and more across the last frontier, Branson knows the difference between rural and remote. “Transit is a vital piece of our economic engine,” says Branson.



# The CT Podcast

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# Election 2014 Analysis: Transit Ballot Initiatives Enjoy Continued Success

By Scott Bogren

With transit ballot initiatives passing nationally at rates of greater than [70 percent for the past five elections \(2009-2013\)](#), November 5th's results continued the positive trend with an overall passage rate for the year at 71 percent. The key factor for transit's success or failure in 2014 mirror those of all elections: [turnout](#). Also, continuing current services fared better than new ones.

What follows is an initial analysis of some of the more noteworthy transit and transportation initiatives. But first, here's a look at the next Congress.

## Nationally, Republicans with Senate, Key Gubernatorial Races

With the Senate now in Republican control, it seems highly likely that Senator Richard Shelby (R-Ala.) will return to Chair the Senate Banking Committee, which has jurisdiction over public transit authorizations. Shelby had led the committee in the past. In the Senate Environment and Public Works Committee, Sen. James Inhofe (R-Okla.) is set to assume the chairmanship. On the House side, Transportation and Infrastructure Committee ranking member Nick Rahall (D-W.V.) was [soundly defeated](#)

yesterday in West Virginia's 3<sup>rd</sup> Congressional District, bringing to a close 38 years of House service. Oregon's Peter DeFazio is the likely successor as ranking member on the T&I Committee.

In the health care arena, the success for Republican Governors in the 2014 Elections — they won at least 24 of the 36 gubernatorial elections (Alaska and Vermont are not fully decided as of this writing) — spells trouble for expanded Medicaid and the Affordable Care Act in several states, while boosting potential in others. There are now 31 Republican governors (compared with 17 Democrats). With many states increasingly decided to fund their surface transportation infrastructure needs and not wait for the federal government, the outcomes of these races takes on added importance.

## Transit at the Ballot Box

[Greenlight Pinellas Soundly Defeated](#) — Voters in the Tampa Bay region (Pinellas County) defeated a sales tax increase (a full 1-cent increase) for bus system improvements and a 24-mile light-rail system connecting St. Petersburg and Clearwater. The initiative won only two precincts in the county and lost by a

62-38 margin. Supporters had hoped passage would spark nearby Hillsborough County to reconsider a similar failed initiative in 2010.

[Clayton County Votes to Join MARTA](#) — Voters in Metropolitan Atlanta's Clayton County voted to join the Metropolitan Atlanta Regional Transportation Authority (MARTA), making it the first county to join the MARTA system since 1971. The local sales tax will rise a full 1 percent with more than 70 percent voter approval — and is expected to generate \$45 million annually. Just four years ago, Clayton County dissolved its local transit service (C-Tran) and has been without public transit service since. Limited bus service is set to launch in the county in March.

[Austin Voters Reject Rail/Road Transportation Bond](#) — A proposal to fund 9.5 miles of light rail, along with \$400 million in local road improvements, was defeated 57-43 by Austin voters. Rail investments in Texas' capital city have proven tough to pass in the past decade and it must be said that many transit advocates had mixed feelings about this proposal from the outset.

[Seattle Votes to Boost Bus Service](#) — Seattle voters agreed to a \$60 annual car tab fee yes-

terday designed to increase bus service in the city. Of the \$45 million the fee is expected to raise, \$36.5 million will go to buy more bus service hours.

Florida's [Alachua](#) and [Polk](#) Counties Reject Transit Taxes — Voters in Alachua (Gainesville) and Polk Counties soundly defeated local sales tax increases to fund transportation system improvements that sought to fund both transit and road projects.

Statewide Transit Victories in [Maryland](#), [Wisconsin](#) and [Rhode Island](#) Tempered by Losses in [Massachusetts](#) and Louisiana — Voters in Maryland overwhelmingly passed a constitutional amendment ensuring the state's transportation fund cannot be raided by state politicians for other purposes. Similarly, in Wisconsin voters passed a statewide measure protecting transportation funds. By a 60-40 margin, voters in Rhode Island passed a \$35 million mass transit hub infrastructure bond. In Massachusetts, voters threw out the state's gas tax indexing provision, leaving changes in the state's transportation fund subject to legislative action. And in Louisiana, voters rejected a constitutional amendment to create a state transportation infrastructure bank.

[Cincinnati's Historic Union Station Saved](#) — One of the nation's most iconic passenger rail stations (which currently also serves as a museum) was saved by Hamilton County, Ohio voters by a 61-39 margin yesterday. Cincinnati's art deco Union Station will be

restored with proceeds from a voter-passed sales tax increase.

[Wichita Voters Turn Away Sales Tax Increase To Fund Multiple Projects, Including Transit](#) — Voters in Wichita, Kansas voted against a 1-cent on the dollar sales tax increase that would have raised \$400 million for local water projects, street repair, job development and public transit. Opponents of the proposal had argued for individual votes on these projects, rather than a combined approach.

[Monterey Voters Support Tax Increase for Transit](#) — With nearly three quarters of voters in support, a 1/8-cent sales tax was approved for Monterey-Salinas (Calif.) Transit for expanded transportation services for older Americans, people with disabilities and veterans. This vote required two-thirds passage by California statute, so its' margin of victory is significant.

[Alameda County \(Calif.\) Voters Double Transportation Sales Tax](#) — Two years after missing passage by a mere 700 votes, Ballot Measure BB in Alameda County, Calif., passed with 69.7 of voters in favor — just more than two percent ahead of the two-thirds margin necessary in California to increase local taxes. The measure will raise \$7.8 billion over 30 years, with the majority of that funding going to public transit. Roads and bike/ped projects are also covered by the measure.

[Four out of Five Michigan Transit Millage Votes Pass](#) — The Michigan Public Tran-

sit Association reported: *“Four of five public transit property tax millage proposals in Michigan passed yesterday. In Cadillac/Wexford County the millage was easily renewed, as it was in Bay City. In Genesee County an additional millage for MTA operations narrowly was approved while in Spring Lake Township in Ottawa County a new millage for expansion for Harbor Transit easily was approved. Only a new millage in Addison Township of Oakland County, for the North Oakland Transportation Authority operations, failed by a narrow margin.”*

[Ohio Community Votes to Remain in TARTA](#) — Rossford, Ohio voters decided, by a wide margin, to remain in the Toledo Area Regional Transit Authority.

[Weston, Wisconsin Voters Say No to Taxes for Bus Service](#) — In a vote that likely ends bus service for Weston — a suburb south of Wausau, Wisc. — voters rejected a property tax increase to pay for local bus service. A similar vote in 2012 yielded the same result, with the Weston Village Board picking up the tab to continue the service. Initially, the Board seems unwilling to continue to support the bus service moving forward.

[Dona Ana County Voters Reject Sales Tax for Regional Bus Service](#) — Voters in Las Cruces and Dona Ana County, New Mexico voted against a new sales tax to fund regional bus service throughout the county. The ¼ of one percent gross receipts tax would have cost local residents an extra 25-cent charge on a \$100 purchase. **CT**

# Shared-Use Mobility Center Working to Promote Better Integration with Transit

By Sharon Feigon, Executive Director  
Shared-Use Mobility Center

A recent study by the U.S. Public Interest Research Group highlighted two important trends for public transit – people are driving less, and they want more transportation options.

Over the last decade the number of miles driven by the average American has fallen, especially among Millennials who are less likely to have a driver's license than previous generations and are more likely to use multiple modes of travel during a typical day or week.

One of the best ways to accommodate the demand for a greater array of transportation choices, especially given current constraints on state and federal transportation funding, is to find ways to better integrate public transit with the emerging shared mobility industry.

When integrated with transit, shared mobility – including bike, car and ride-sharing – can help extend the reach of existing systems, create new connections and fill service gaps.

As the former CEO of IGO CarSharing, I had the opportunity to witness many of the benefits of integration first hand. One of my proudest accomplishments was working with the Chicago Transit Authority to create the first combined car-share/transit fare card in North America, which further enabled our 15,000 members to forgo vehicle ownership.

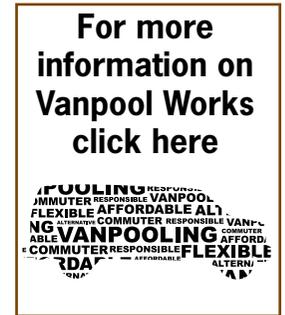
Unfortunately, in many cities public sector leaders and private mobility providers continue to operate independently from one another. To help foster collaboration, we recently launched the Shared-Use Mobility Center, a public-interest partnership working to help connect the burgeoning industry with transit agencies, cities and communities and maximize the public benefits of shared mobility.

## Growth of Shared-Use Mobility

Shared transportation has grown tremendously in recent years as a renewed interest in urbanism and growing environmental, energy and economic concerns have intensified the need for sustainable alternatives.

Simultaneously, advances in electronic and wireless technologies have made sharing assets easier and more efficient. Automobile manufacturers, rental car companies, venture-backed startups and city-sponsored programs have sprung up with new solutions ranging from large physical networks to mobile applications designed to alter routes, fill empty seats and combine fare media and real-time arrival and departure information.

These new services represent innovative responses to the demand for more options.



By increasing access to affordable transportation – including public transit – shared mobility can help satisfy this demand as well as expand access to jobs, health care, education and a better quality of life.

## Integration with Transit

According to a recent study by the University of California, Berkeley, shared mobility services like bike-share can also help to expand and establish new connections within public transit networks – especially in more dispersed communities and small to mid-sized cities without dense urban cores.

The study found that 14 percent of Minneapolis bike-share members increased rail use along the main commuter corridor as well as on the city's outer edge. A similar number reported increased bus use.

In cities like Minneapolis, shared mobility often serves as a first/last mile solution. Transit riders may use bike-share to travel from their home to a nearby bus stop, for instance, or use a car-share service after arriv-

ing at a train depot to reach their final destination. Chicago's popular Divvy bike-share system – which has stations within a block of most Chicago Transit Authority stations – was designed with this type of use in mind.

Additionally, the University of California, Berkeley's study showed that, in larger, denser cities like Washington, D.C., bike-share can act as an alternative for short rail trips to help alleviate pressure on transit demand in core service areas. Research has suggested shared mobility services can also supplement existing systems by providing transportation options at night or on weekends, when transit service is less frequent.

Also relevant for transit systems is the fact that shared mobility greatly reduces the need for car ownership. A 2005 report by the Transportation Research Board, for example, found an average of 20 percent of car-share members sell a vehicle after joining and more than 40 percent postpone or forgo the purchase of a vehicle.

The reduction in vehicle miles traveled often results in an increase in transit ridership – according to the same study, nearly 40 percent of respondents stated that they use transit more often as a result of their involvement in car-sharing – along with walking, cycling and other mobility options.

## Challenges and Solutions

More research is needed to fully explore the benefits of shared mobility and address

challenges such as finding ways to better serve people with disabilities, extend service to a more diverse range of communities and tackle mobility issues in suburban and rural areas.

At the Shared Use Mobility Center's recent workshop in Chicago, we brought together private and public sector leaders from across the nation to discuss these and other obstacles and brainstorm possible solutions. We also provided an update on the state of the shared mobility industry and an initial analysis of Chicago, which is home to a rich mix of shared transportation modes but still has many gaps that must be addressed.

We look forward to continuing this kind of analysis in cities across the country as we work toward our initial objectives, which include:

- Convening transportation and technology leaders to build broad awareness for the value of shared-use mobility;
- Conducting research, creating tools and accelerating models for shared-use mobility that work for everyone; and
- Collaborating with cities and other governmental agencies to craft policies, programs and standards that demonstrate the potential of shared-use mobility and spread its adoption.

To help create value for cities, transit agencies and the industry, we plan to develop several new resources in the coming months including a policy repository that highlights best

practices, outlook studies that track industry trends and an interactive tool that cities can use to identify and address service gaps.

In line with SUMC's focus on extending the benefits of shared mobility to all – including elderly, disabled, and low-income households – we are also working on creating a guide for how shared mobility can be used to better reach diverse communities. I was proud that we were able to serve a wide range of neighborhoods, ages and economic groups at IGO CarSharing, and hope to continue that legacy at SUMC.

Our staff and founding partners – including the [University of California Berkeley's Transportation Sustainability Research Center \(TSRC\)](#), the [Center for Neighborhood Technology \(CNT\)](#) and [TransitCenter](#) – provide decades of experience in developing shared mobility operations and conducting transportation research.

To fully realize the benefits of shared mobility, however, we need transit agencies and public stakeholders from around the nation to join in the dialogue and work with us during this exciting time for public transportation.

Together, we can address key issues such as integration that will help improve urban mobility, increase transportation options and lower dependency on vehicle ownership – three trends we should all be able to get behind. **CT**

*For more information about the Shared-Use Mobility Center, visit <http://sharedusemobilitycenter.org> or email [info@sharedusemobilitycenter.org](mailto:info@sharedusemobilitycenter.org).*

# Introducing: The Vanpool Works

**T**he trends have become facts. Demand for all forms of community and public transportation is up. Federal transportation funding is — at best — flat, and certainly not keeping pace with operating costs. States and localities are hard pressed financially to maintain their levels of investment. Competition lurks everywhere as transportation funders and purchasers seek to cap or even decrease transportation spending. It's tough out there.

Today, community and public transportation is challenged by two kinds of demand. The first is created by those seeking not just more service, but more flexible and rider-centered services. The second demand pushes us to deliver trips at ever lowering costs. In some ways, it's a familiar economic model. Americans have come to expect greater demand to lower prices. And, of course, the challenge in dealing with growing demand is complicated by efforts in the public sector to "hold the line" or "reduce" government spending regardless of how important those investments are in the transportation business.

There are no simple answers — nor one-size-fits-all solutions. Community and public transportation, as we have often said, is more like a quilt than a seamless fabric and we realize that if you've seen one transit organization, well, you've seen one transit organization. Yet within this complicated, diverse network there are two areas where changing community and public transit's traditional

approach is possible and can create innovative and practical solutions.

CTAA has several decades of experience in directly addressing job access transportation. Through these efforts we've developed cost-effective and targeted solutions to get people to jobs in ways that reflect the needs of a diverse and changing work environment as well as constrained budgets. Our JOBLINKS program experience helped to

create federal efforts like the former Job Access and Reverse Commute Program (JARC) and our financing of transportation services in job training found their way into the Commuter Tax Benefit that helps employers and employees reduce the financial cost of going to work. Conditions change, grant



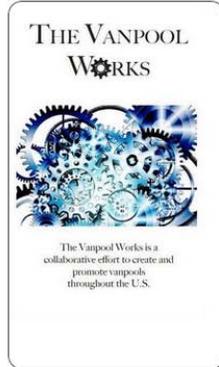
**Vanpools are an essential tool that every community and public transportation system can use to become more efficient.**

# RideShareNation: THE VANPOOL WORKS

Vanpools are a sustainable, flexible and affordable means to enhance community mobility or improve access to jobs as vanpools expand the opportunity to move beyond offering traditional bus-only operations. The Vanpool Works is a collaborative effort to create and promote vanpool programs. It provides business planning, technical assistance, financing, and other services and is designed to provide organizations with the resources, information, products, services and skills necessary to efficiently start-up or expand a vanpool program of any size.

- All About Us
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- Channel Lineup**
- ① Welcome to The Vanpool Works
  - ② Getting Started
  - ③ The Help Channel
  - ④ RideShareNation Channel
  - ⑤ Vanpools and Transportation Agencies
  - ⑥ Vanpools as Small Business
  - ⑦ Structured Living Transportation Solutions



programs come and go, but the need and demand remains.

The community and public transportation field needs sustainable and affordable ways to provide cost-effective and efficient employment transportation. We think vanpools are an essential part of the solution. Van-

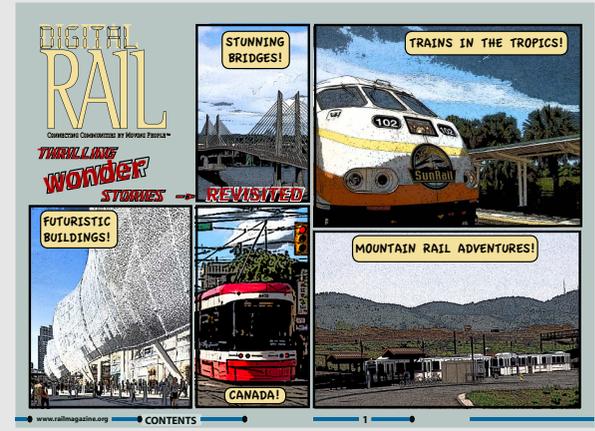
pools are tools that address both of the demand concepts that challenge our industry today. They affordably meet the flexibility needs of riders that are both low-cost and sustainable.

For both current and prospective vanpool operators, our new Vanpool Works product is the perfect place to start. Offering a customizable menu of technical assistance, financing, equipment purchasing, insurance and training, Vanpool Works is designed for smaller vanpool operations, first-time initiatives as well as established services. It's a responsive product designed specifically to meet your needs.

Vanpool Works isn't a grant program. Rather, it's a way to create a self-supporting employment transportation business as part of the mobility services you already offer. It includes financial models based on revenue from users, low-cost financing, and low-cost start up and operational activities. Details can be found on the website for the Vanpool Works, and of course we're always available to speak with you about how this can work for you.

These are not ordinary, business-as-usual times. If you want different outcomes than the ones you're currently getting, you need to do things differently. Vanpool Works is a great place to start. **CT**

## RAIL Magazine's Latest Edition: Thrilling Wonder Stories – Revisited



When we first launched *RAIL Magazine*, we did so with the premise that this publication was dedicated not so much to trains themselves, but more to what those trains were creating in the communities they serve. This edition of *RAIL - Thrilling Wonder Stories: Revisited* - afforded us the chance to go back and take a new look at specific passenger rail projects we've highlighted over the years.



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# RIMMS RESOURCE INNOVATION MEDICAL MOBILITY SYSTEMS

**A Comprehensive Set of Development and Support Resources  
- Community Transportation Association of America -**

Medical transportation has become an integral part of people being able to access doctors and medical treatment in this country. RIMMS is a system and a service provided by CTAA to assist Non-emergency Medical Transportation providers to deliver the best transportation possible. It provides business planning, technical assistance, financing, and other services and is designed to provide organizations with the resources, information, products, services and skills necessary to efficiently start-up or expand a NEMT program of any size.

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## Taking a Closer Look at Commuting

By Scott Bogren

*New reports and research confirm the growing — and transforming — role of community and public transportation in getting Americans to work.*

The basic form and function of public transportation in this country was born around the notion of the commuter. Getting Americans to-and-from work has always been the drive-wheel of transit and though commuters have gone from spending the commute with the morning newspapers to staring at their smart phones, transporting people to work and back has always — and will continue to be — a vital function of community

and public transportation operators. Yet as with virtually all other facets of American life, the commute is undergoing a fundamental transformation.

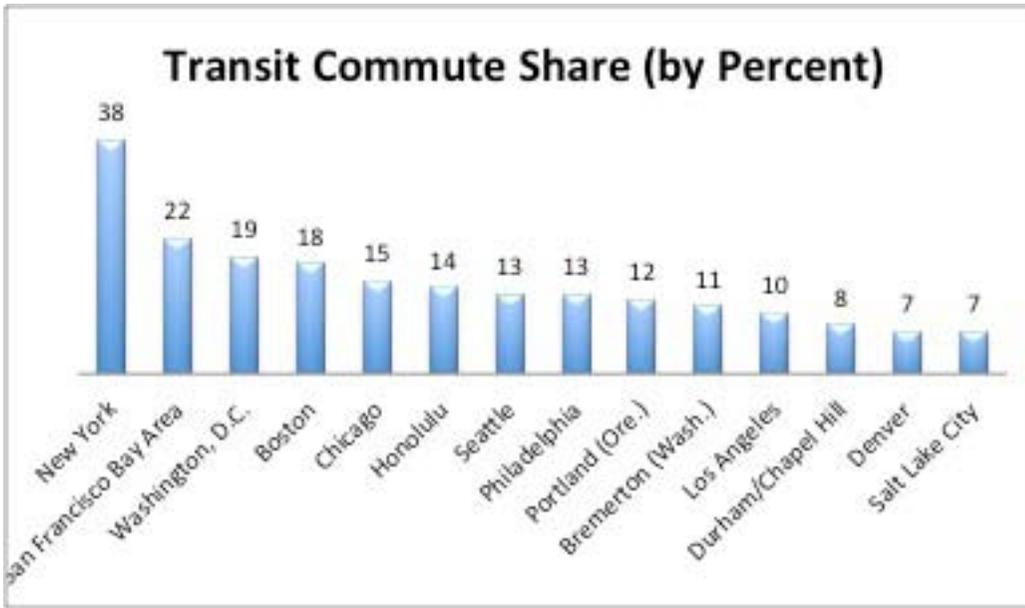
The way Americans work — and thus commute to work — is changing across the country. Commute patterns that once seemed permanent fixtures are transforming, too. The availability of real-time data; concepts like first-mile/last-mile; carshare, bikeshare and vanpooling services; and, the increasing urbanization of the American population are all serving to accelerate the transition. The typical commuter today is just as likely to be going from one suburb to another, as opposed to the traditional suburb-to-city pattern. The

typical commuter is looking for first-mile and last-mile solutions just as much as lines into a city center and is often exploring alternatives to driving that don't include traditional bus and rail options.

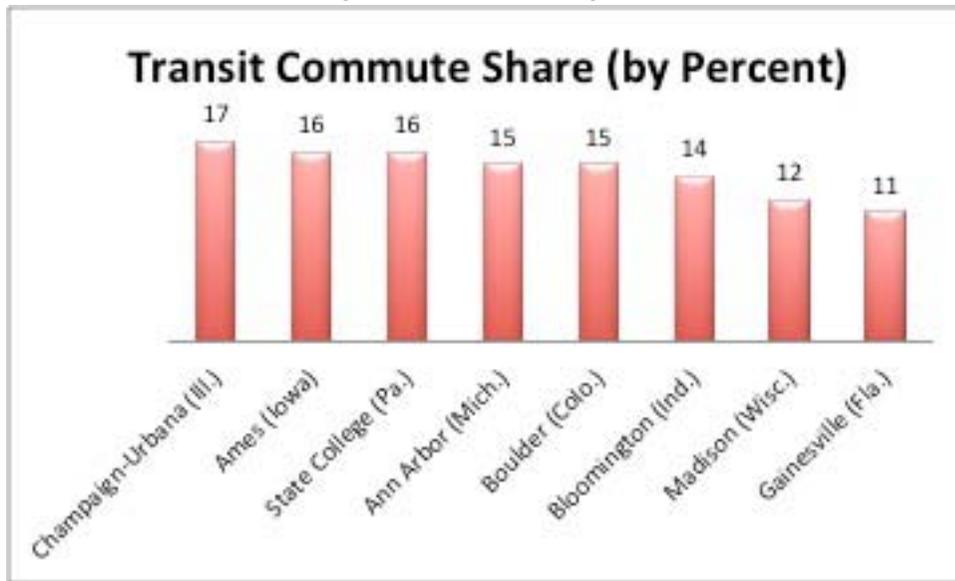
It is incumbent on community and public transportation to get ahead of these trends and develop the type of flexible, affordable and responsive services that best meet today's commuters' needs.

### Looking at the Traditional Commute

Although, most estimates place community and public transportation's share of the daily commute load at about 5 percent. Low — to



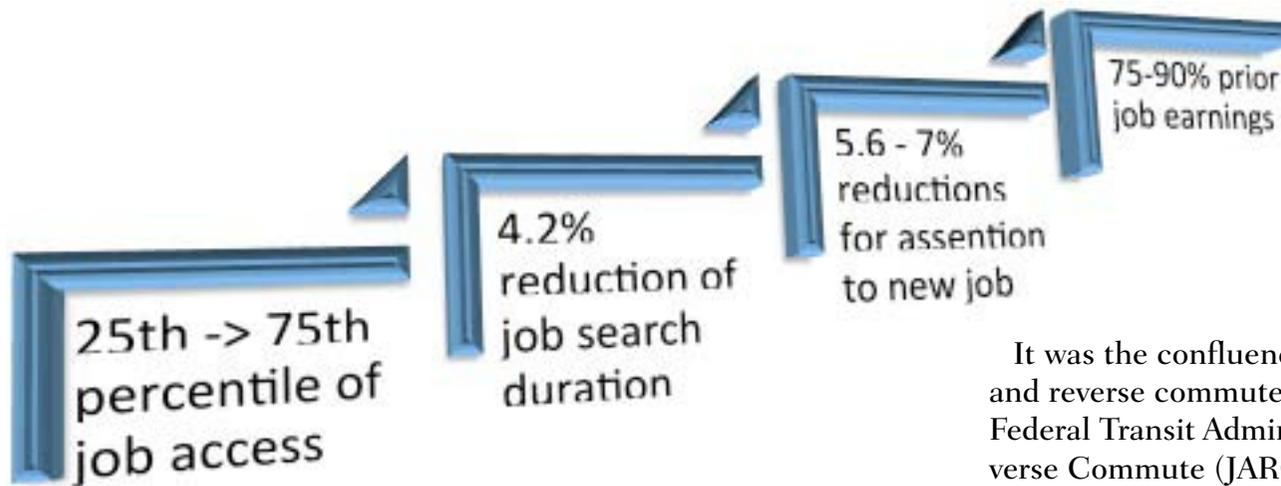
In many areas, transit's share of the commute load far exceeds the 5 percent national figure (which fails to take into account fluctuating transit investment levels). Above are a select group of cities' combined transit and bike/ped commute load shares. Below is a similar figure for a number of college towns. To do more we need to invest more.



be sure — but not at all indicative of transit's real (and growing) commute market penetration because its availability is not uniform throughout the country.

Last year, [Governing Magazine](#) published a map of commuting in the U.S. (using 2011 American Community Survey data) that analyzed the real commuter situation and found far greater commuter market penetration than those 5 percenters have led many to believe. In the New York City metropolitan area — not surprisingly — 38 percent of commuters used transit or bike/ped to get to work. The San Francisco Bay Area saw the same figure at 22 percent. In fact, to the left is a look at a select group of cities along with their percentage of commuters using a combination of transit and bike/ped to get to work.

These figures show that in many parts of the country the combination of community and public transportation, along with the bike/ped mode, is making serious inroads into the commute load share. The increasing urbanization of the American population along with the de-emphasis of driving on the part of younger Americans (which is why the college town figures are so vital) make these trends certain to increase, further escalating transit's share of the American commuting landscape. This data illustrates that, in fact, transit is doing a good job in many parts of the country of meeting the traditional commuter demand model. Technology can help us evaluate these services even more.



For more information on RideShareNation click here

### Big Data and a New Generation of Analytical Tool

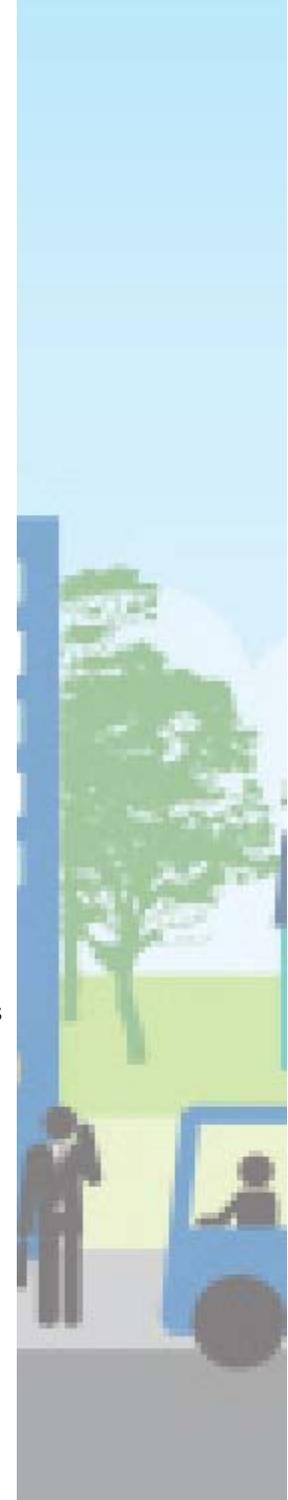
In the 1960s, a concept took root that, in many ways, was the beginning of the new generation of thinking about commuters and transportation. The concept, known as spatial mismatch, asserted that there exists a direct correlation between where an individual lives, where available jobs are located and the individual’s ability to access those jobs — regardless the mode of transportation used — simply and efficiently.

In the 1990s, technology allowed an improved look at the spatial mismatch concept. Researchers used a city map and then analyzed where pockets of unemployed and underemployed resided, where available jobs were, and then overlaid the local transit system’s routes. Many communities suddenly had a visual tool that showed them exactly how mismatched some of their public transit efforts were with the concept of connecting people to jobs.

Further exacerbating the spatial mismatch issue, studies showed, was the emergence of second- and third-shift work schedules, asking employees to commute away from peak rush hour periods — but often at times few community and public transportation systems could accommodate. Lastly, at roughly the same time, the idea of the reverse commute — commuters going from city to suburb for employment — became a watchword.

It was the confluence of both the spatial mismatch and reverse commute concepts that ushered in the Federal Transit Administration’s Job Access and Reverse Commute (JARC) program — which was introduced in the landmark TEA-21 federal surface transportation law in 1998, targeted largely to serving welfare recipients and low-income individuals. In 2012, JARC was discontinued by Congress with MAP-21’s passage after nearly 14 years.

Yet the challenge remains and the reality of spatial mismatch persists. Earlier this year, a highly scientific and thorough research paper from the U.S. Census, Harvard University and the Comptroller for the Currency, [Job Displacement and the Duration of Joblessness: The Role of Spatial Mismatch](#), found accessibility to jobs as the vital ingredient in positive employment outcomes for job seekers. The report’s conclusion notes, “Our results support the spatial mismatch hypothesis. We find that better job accessibility significantly decreases the duration of joblessness among lower-paid displaced workers. In the center of the job accessibility distribution, an increase from the 25th to the 75th percentile of job accessibility is associated with a 4.2 percent reduction in search duration for finding any job, and a 5.6 and 7.0 percent reduction for accessions to a new job with 75 and 90 percent of prior job earnings, respectively.”



In other words, the availability of transportation very much matters when it comes to positive local employment outcomes. *The Economist* [summarizes the report](#) thusly: “A better approach would be to help workers either to move to areas with lots of jobs, or at least to commute to them. That would involve scrapping zoning laws that discourage cheaper housing, and improving public transport. The typical American city dweller can reach just 30 percent of jobs in their city within 90 minutes on public transport. That is a recipe for unemployment.”

We’ve come a long way from simply placing lines on a map. The use of what’s come to be known as Big Data allows researchers unprecedented ability to analyze the employment, transportation and commuting environments.

In September, the University of Minnesota’s Department of Civil, Environmental and Geo-Engineering released [Access Across America: Transit 2014](#) that showed just how far these data tools have come. The report analyzes 46 of the nation’s 50 largest cities (measured by population) on the accessibility to jobs by transit. Integrating transit schedules with employment data, and taking into account such factors as first-mile/last-mile and even pedestrian segments to the commute, the report offers a level of detail heretofore unseen, estimating the number of jobs accessible by transit in a given community in 10-minute, 20-minute, 30-minute, 40-minute, 50-minute and 60-minute increments.

The report’s rankings are determined by a weighted average of accessibility, giving a higher weight to closer jobs. Jobs reachable within 10 minutes are weighted most heavily, and jobs are given decreasing weights as travel time increases up to 60 minutes. Based on this measure, the 10 metro areas with the greatest accessibility to jobs by transit, and for which sufficient data are available, are:

1. New York

2. San Francisco
3. Los Angeles
4. Washington
5. Chicago
6. Boston
7. Philadelphia
8. Seattle
9. Denver
10. San Jose

The report concludes: The cities that make up the top 10 transit accessibility ranks all exhibit a combination of density and fast, frequent transit service. However, there is still significant variation within this group. In New York, San Francisco, Washington, and Chicago, fast heavy rail systems connect both urban and suburban areas with a highly employment-dense core. It is instructive to compare these cities to Atlanta, which has a similar rail system but a much more decentralized job distribution, and lower accessibility. Seattle and Denver both have rapidly expanding light-rail systems, supported by extensive and frequent bus networks. Though Portland is famous for its street-car service, this covers only a small part of the city. Its urban growth boundary, combined with frequent bus service throughout core areas and light rail connections to suburban areas, likely plays a more important role in providing high accessibility: by encouraging both residents and employers to locate in parts of the city already well served by transit, each new resident enjoys high accessibility but imposes only a marginal burden on the transit system’s resources.

Transportation and land-use systems are both dynamic, and this report presents only a single snapshot in time. In constantly-evolving systems like these, it is also critical to monitor changes over time. A city that adopts a goal of increasing transit accessibility should be evaluated based on how effectively it advances that goal relative to a baseline. Using this data as a starting point, future reports in the Access Across America series will track the way that accessibility in these metropolitan areas evolves in response to transportation investments and land-use decisions.

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COMMUTER RESPONSIBLE AFFORD-  
ABLE VANPOOLING COMMUTER  
COMMUTER RESPONSIBLE FLEXIBLE  
ALTERNATIVE**

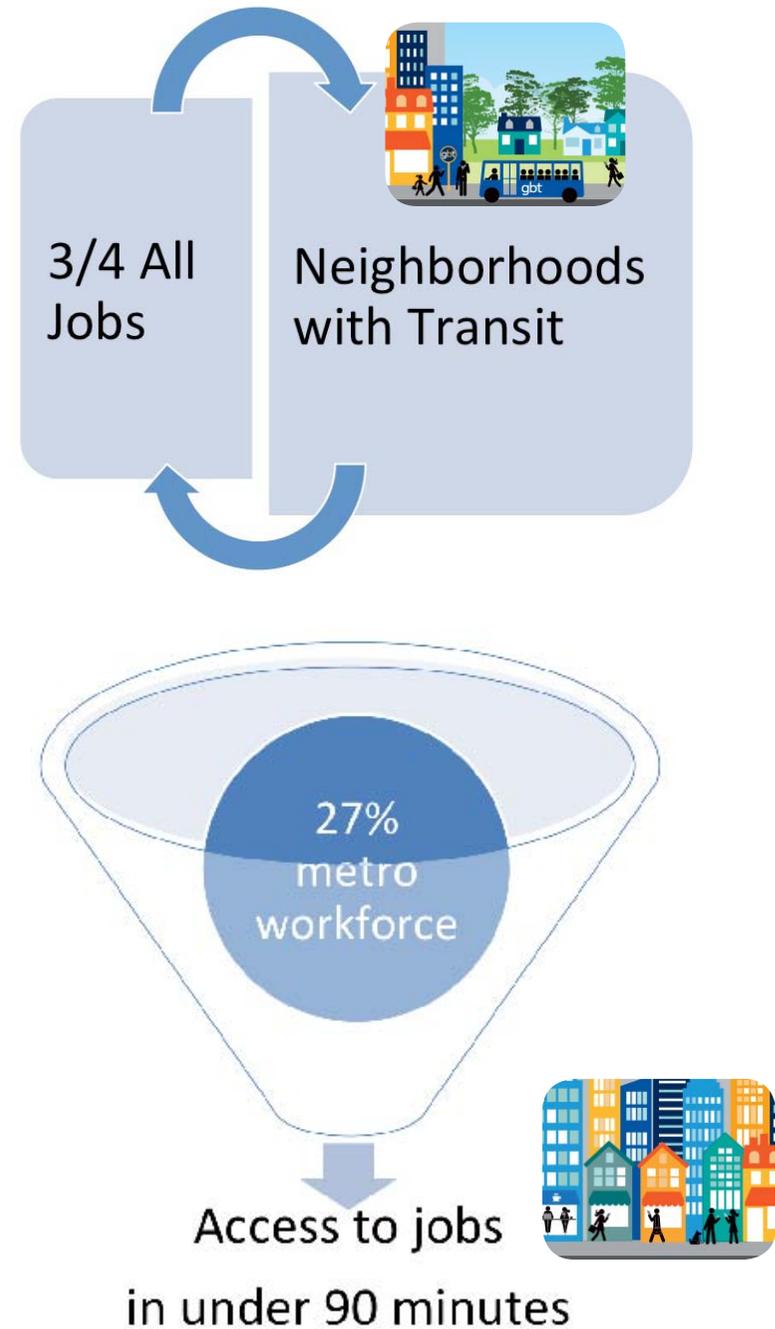
A 2012 Brookings Institute report, [Where the Jobs Are: Employer Access to Labor By Transit](#), explored various measures of employment accessibility for large-metro areas in the United States, analyzing data from 371 transit providers in the nation's 100 largest metropolitan areas.

Brookings summarized their findings thusly:

- Over three-quarters of all jobs in the 100 largest metropolitan areas are in neighborhoods with transit service. Western metro areas like Los Angeles and Seattle exhibit the highest coverage rates, while rates are lowest in Southern metro areas like Atlanta, Ga., and Greenville, N.C. Regardless of region, city jobs across every metro area and industry category have better access to transit than their suburban counterparts.
- The typical job is accessible to only about 27 percent of its metropolitan workforce by transit in 90 minutes or less. Labor access varies considerably from a high of 64 percent in metropolitan Salt Lake City to a low of 6 percent in metropolitan Palm Bay, Fla., reflecting differences in transit provision, job concentration, and land use patterns. City jobs are consistently accessible to larger shares of metropolitan labor pools than suburban jobs, reinforcing cities' geographic advantage relative to transit routing.

The American Association of State Highway and Transportation Officials (AASHTO) most recently published its *Commuting in America*, [The National Report on Commuting Patterns and Trends](#) in 2013. It found that, "Discussions regarding the extent of the use of public transportation need to be informed by an understanding of the availability of transit to carry out trips. As is the case with other non-personal vehicle modes, measures of availability are not readily available for public transportation at an aggregate national level. However, there is some information that can shed light on and provide perspective regarding availability of public transportation.

Much of this data and research is focused on traditional fixed-route transit services. More non-traditional forms of employment transportation, however, are swiftly growing all across the commuting landscape, too.



### Vanpooling, Bikesharing and Carsharing

Vanpools (vehicles carrying 7-15 passengers, including the volunteer driver) provide an affordable transportation alternative for employees with a lengthy commute between home and work. Vanpools can be organized through a transit agency, employer, transportation management association, a group of employees, or other sponsoring organization.

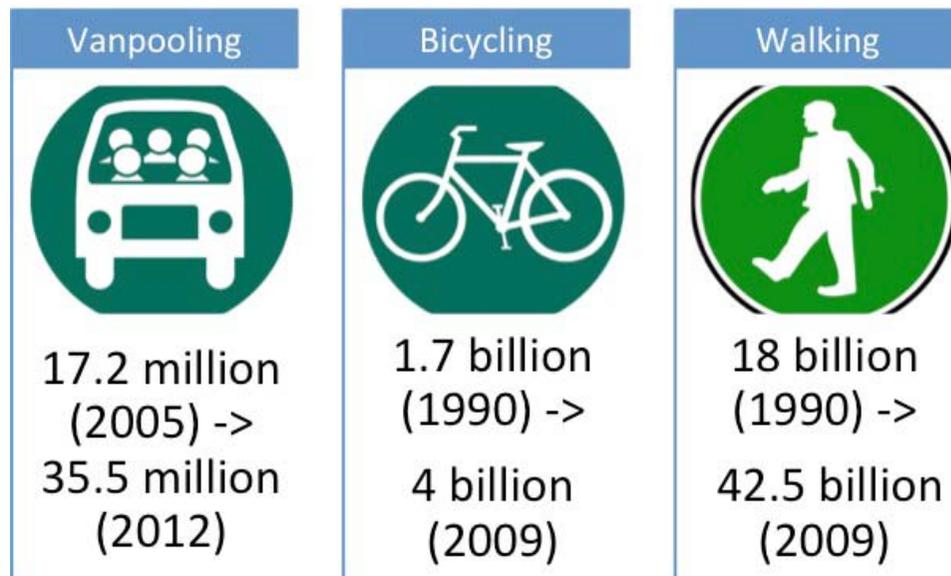
The National Transit Database (NTD) reveals that since 2005, vanpooling has grown significantly in the U.S., with vanpool vehicles in service rising from 4,288 in 2005 to 7,557 in 2012. The total number of annual unlinked vanpool trips has doubled — from 17.2 million in 2005 to 35.5 million in 2012 — while the farebox revenues generated by vanpools has grown during the same time frame more than 300 percent.

Vanpool operations are particularly useful because they directly meet customer needs, and are more cost-effective, flexible and responsive than traditional fixed-route transit operations. Further, they often involve local private sectors businesses that can reap tax benefits from helping to establish and support vanpool operations.

In 2012, according to the NTD, vanpooling services nationally averaged \$33.50 in operating expenses per vehicle revenue hour — which compares quite favorably to bus service at \$128, heavy rail at \$219 and commuter rail at \$507.

A 2012 National Conference on State Legislatures (NCSL) analysis entitled, [State Strategies for 21st Century Transportation Solutions](#) reported: Bicycling and walking also are on the rise as transportation alternatives. From 1990 to 2009, the number of individual walking trips increased from 18 billion to 42.5 billion; bicycling trips increased from 1.7 billion to 4 billion during the same time period. In addition, since 2000, the number of bicycle

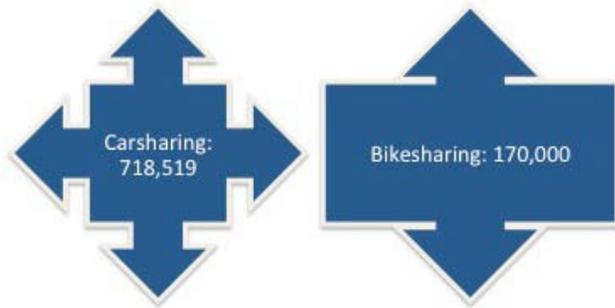
### Annual Number of Trips



commuters has increased by 40 percent nationwide. Today, 12 percent of all trips in America are made by foot or by bicycle; minority and low-income groups especially rely on walking for transportation. Alternatives to individual vehicle ownership such as carsharing and bikesharing also have seen impressive growth in the past decade. Nationwide, carsharing programs now have 718,596 members, and public bikesharing systems have more than 170,000 members. Younger Americans especially are choosing to travel less or use emerging modes; compared to 2001, people between the ages of 16 and 34 now take 24 percent more trips by bicycle and 16 percent more trips by foot and have increased their transit miles by 40 percent.

Bikesharing programs have enjoyed a particularly swift growth curve in the past five years and have found an important role as first-mile/last-mile transportation options that often connect to fixed-route transit options. The emerging bikeshare model is one that charges a membership fee plus nominal fees for each usage, and that deploys docking stations strategically located throughout a service area.

According to the Mineta Transportation Institute in its report, [Public](#)



[Bikesharing in North America During a Period of Rapid Expansion: Understanding Business Models, Industry Trends and User Impacts](#) between 2006 and 2013 no fewer than

37 bikeshare programs were launched in the U.S. Data from 22 of those programs in 2012 reveals 884,442 bikeshare members and just more than 7,500 bikes in service.

Carsharing is an increasingly popular addition to the urban transit landscape that allows individuals the freedom of the private automobile without incurring the high costs of car ownership. Typically, members of a carsharing arrangement pay membership and usage fees for a car when they need one.

In North America, there are largely two forms of carsharing. In the business-to-consumer approach, which is the most popular, a company owns a fleet of vehicles that it shares amongst members. In the peer-to-peer concept, a marketplace of automobiles is shared among a community.

Like other alternative forms of transportation, carsharing is rapidly growing in popularity. According to the [Collaborative Fund](#), in 2000 there were 2,500 people in North America sharing 153 vehicles through both forms of carsharing. A decade later, those figures had swelled to 516,000 and 10,405, respectively.

### Expanding the Role of the Customer

From the development of sophisticated apps to the general empowerment of commuters as trip planners, today's workforce enjoys unprecedented flexibility and customization of the commutes to-and-from work. Community and public transportation, in all of its various modes, is enabling this empowerment. The key to the future is to avoid stagnation.

The traditional downtown commute on the bus or rail line will no doubt survive and remain a staple for urban transit providers. But the transit providers that will thrive — whether urban, rural or suburban — are those that seek to adopt more full-service approaches that encompass a wider collection of transit alternatives that all work together seamlessly in a comprehensive mobility network. Technology will play a key role — both in providing real-time customer information as well as helping transit leaders better understand the ever-changing commutes in the communities they serve. **CT**

## Your Association Responds

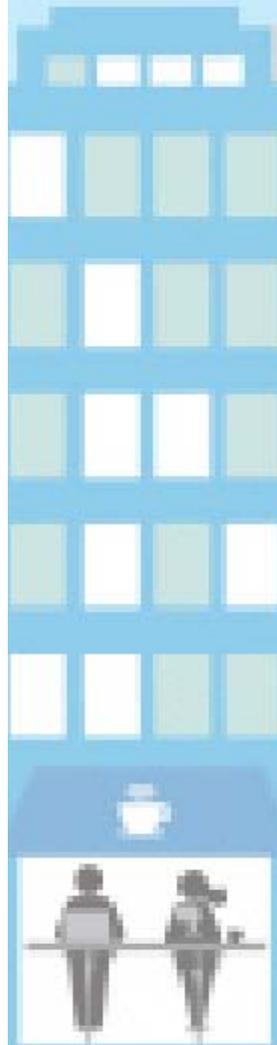
CTAA is responding to the changing nature of commuting and commuter-based transportation by creating [RideShareNation](#) — a website dedicated to news, resources, finance and discussion about connecting all forms of ride-sharing into a cohesive network that builds mobility options, reduces congestion and improves the environment. Commuting is a key aspect of all RideShareNation activities.

Further, the Association has recently launched [The Vanpool Works](#), a streamlined set of training, technical assistance, insurance, finance and other tools designed to directly help community and public transit agencies of all sizes to build upon or launch all-new vanpool operations.

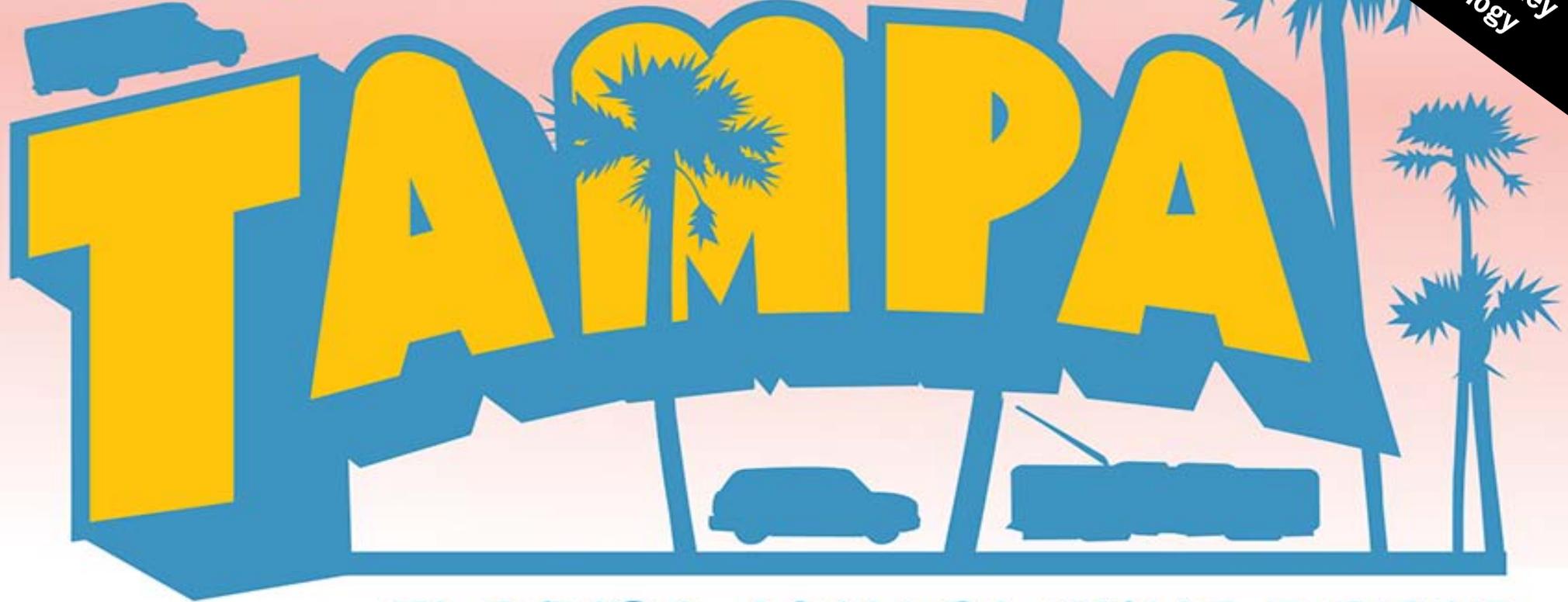
**For more information on RideShareNation click here**



**For more information on Vanpool Works click here**



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# Taking a Targeted Approach with Sector-Based Strategies

Sector-based strategies that focus on specific industries such as health care, manufacturing, and hotel and other service industry jobs, are gaining traction as a way to help low-wage earners and job seekers improve their short- and long-term employment opportunities. Further, they develop right-sized, cost-effective, flexible and responsive employment transportation solutions.

The Community Transportation Association of America's (CTAA) [Joblinks](#) program produced the following sector-based employment transportation briefs that describe ways transportation and workforce leaders can collaborate to respond to transportation needs of employees working in and training for jobs in a variety of sectors.

## Construction



The nature of construction jobs—being temporary, project-based, and transient—creates many transportation challenges for workers. In addition, language barriers for workers with limited English may complicate attempts to use existing transit services.

These inherent difficulties are made worse in today's economy, where job shortages are causing some construction workers to travel longer distances to work sites.

As the country emerges from the recent economic recession, some labor market forecasts predict modest growth in construction-related jobs. It is beneficial for industry and community leaders to look now at how to ensure these workers have access to the transportation they need.

### *Training for the Construction Trade*

Journeymen (workers with specialized skills) require up to five years of training. A recent study by the Construction Users Roundtable noted craft shortage among workers, necessitating the need for additional training to secure better paying jobs. This training may begin in technical colleges, but often is completed at job sites.

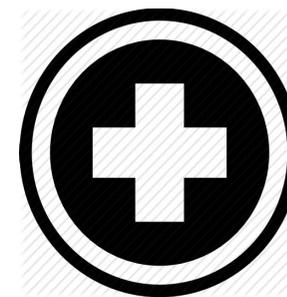
The [YouthBuild](#) program, geared to give out-of-school youth construction experience, is a prime example of an on-the-job training program. Transportation to the job sites may be difficult for some youth who do not drive or have access to a vehicle. In addition, the program requires classroom education that

helps youth earn high school diplomas or GED certificates, necessitating the need for them to travel between classrooms and the field sites.

### *Anticipating Transportation Needs*

Workers in construction jobs earning limited incomes will benefit from shared ride opportunities that are short-term; project based and can accommodate heavy, bulky tools and toolboxes. Also helpful would be:

- Transportation to on-the-job training sites
- Access to information about travel options, schedules, and pricing provided in their native language.



## Health Care

Employment in the health care sector continues to grow. This sector includes a wide variety of occupations, ranging from non-clinical positions in hospitals, such as maintenance and food services to nurse practitioners and physician assistants.

According to the Bureau of Labor Statis-

## Innovative Construction Workforce Transportation in Action

- Construction companies in Vail, Colo., partnered with the Colorado Department of Transportation to provide preferred and discounted parking for vanpools. In return for renting and titling 15 passenger vans, employers received passes entitling the vans to park at half price in premium parking spaces.
- In 2008, the [Limousine Connection](#) contracted with a construction company to transport workers traveling daily from West Los Angeles to a work site in Beverly Hills by vanpool. The Limousine Connection owned the vans and employed the drivers. The back seat of each van was removed to accommodate workers' toolboxes.
- For the past several years [Webb Landscape, Inc.](#), has partnered with the [Mountain Rides Transportation Authority](#) in Ketchum, Idaho to provide vanpools for employees traveling to jobs from residential areas up to 80 miles away. Mountain Rides provides the vans and covers insurance and maintenance costs; Webb covers monthly operating costs, with employees contributing 40–50 percent through payroll deductions. During winter months, one van is available to transport snow removal crews (also Webb employees) as needed. Workers are able to secure equipment at the work site, negating the necessity to adapt the vehicles.
- [Berg Electric](#) partnered with [Lane Transit](#) and [Enterprise Ridesharing](#) to provide two vanpools for workers traveling from Portland, Ore., to a work site two hours away at the University of Oregon in Eugene. Berg covered the leasing costs and returned the vans to Enterprise when the project was completed two years later.
- During the initial construction phase of a hospital, construction workers traveling to the [Kaiser Permanente Oakland \(Calif.\) Medical Center](#) were required to park off site. Along with other hospital employees, they were able to take advantage of a free shuttle service traveling from parking sites to the main campus. Shuttles run in 15-minute intervals during peak times. Additional shuttles operated by Kaiser Permanente also travel to and from transit hubs, allowing employees, construction workers, medical center patients, and members of the community access to the campus. Information about these and other transportation options is routinely distributed and promoted on the shuttle vehicles, in transit information kiosks, and on the medical center's commuter services website.



tics, health care and personal care occupations are among the fastest-growing U.S. industries, with expected job growth of more than 5 million jobs by 2018. Many of those jobs will be housed at community health centers, which are expected to double their services to reach 40 million patients by 2015 and significantly affect economic and job development in areas where they are located.

### *The Associated Demand for Health Care Training*

To meet this future demand for workers, enrollment in health care training programs has risen dramatically. America's community colleges are educating most of the current and future health care workforce, including registered nurses, licensed practical nurses, and allied health care workers.

Along with their training, community college students receive clinical experience by working at schools, public health centers, senior living centers, long-term care facilities, and other settings, which makes their transportation needs more complex. [According to the American Association of Community Colleges' Health Professions Education Center](#), 80–87 percent of community college students also work full- or part-time jobs.

### *Anticipation of Transportation Needs*

Salary ranges for high-demand health care jobs are in the low-to-mid range. For example, in early 2012, salaries in the Mid-Atlantic region for registered nurses' jobs

averaged \$49,000 per year and for orderlies, nursing aides, and nursing attendants, averaged \$24,000 per year.

Health care workers at lower salary levels may not have much disposable income to spend on getting to work. Besides the question of affordability is the question of whether, given the nature and location of health care work shifts, existing transportation options can meet these workers' transportation needs. For example, health care workers may:

- work shift times and durations that require commuting during off-peak hours;
- have to travel to locations in rural or suburban areas with limited public transportation or to dispersed campus locations;
- need to combine work trips with travel to off-site training locations, such as community colleges;
- need to travel to multiple locations on large facility sites; and
- need to combine travel to child care and other destinations with work trips



### Home Health and Personal Care

Home health and personal care aides typically work for certified home health or hospice agen-

### Innovative Health Care Workforce Transit in Action

- [Loop Through University City](#), a partnership between the [University City District](#) and [Southeastern Pennsylvania Transportation Authority](#), provides employer-subsidized shuttle services among a Philadelphia transit hub, numerous medical facilities, and other employers. Employees of sponsoring employers ride for free.
- [Overlake Hospital and Medical Center](#) (Bellevue, Wash.) employs an on-site employee transportation coordinator to encourage ridesharing (i.e., carpooling and vanpooling) and other commuting options for hospital employees. The hospital also offers fully subsidized bus passes, covered bike parking, discounted vanpools, and reserved carpool parking.
- [Mercy General Hospital](#) (Sacramento, Calif.) operates a shuttle service for employees and area residents between the hospital and nearby transit stations and parking lots. The hospital also provides ridesharing incentives, such as preferred parking, gas reimbursement cards, and bus pass and vanpool subsidies. Bikers and walkers are eligible to receive free meal tickets for use in the hospital cafeteria.
- [Swedish Medical Center](#) (Seattle, Wash.) pays [Zipcar](#) monthly usage fees to enable employees to use the cars to travel to its remote campuses and to take short personal trips during business hours. Both strategies reduce the need for employees to drive to and park on campus.
- [University of Wisconsin Hospitals and Clinics](#) (Madison) offer hourly workers free bus passes and provides free taxi rides home for workers when personal emergencies arise.
- [Scottsdale Health Care](#) in Arizona provides free bus passes to employees and has a vanpool program that accommodates all three work shifts. A guaranteed ride home program, offered through [Valley Metro](#), provides up to two free rides home per year in case of a personal emergency.
- [Castle Medical Center](#) in Kailua, Hawaii, provides incentives, including gas vouchers, to encourage employees to fill open shifts. Employees register on-line, bid for the shift they prefer to work, and earn points for registering. The points are then redeemed for rewards, including the vouchers. The program has succeeded in significantly reducing the center's dependence on contract workers.



cies. Also known as direct care workers, their assistance enables individuals with disabilities, as well as those who are older or chronically ill, to live meaningful lives in their homes and communities.

Although home health care and personal care aides are employed by an agency, they work independently; often work part time, including weekends and evenings; and may work with one or multiple clients during their workweek. Patient needs are variable, so caseloads often change and work schedules are inconsistent. Workers may commute to the same home every day or week for months, or they make numerous house calls daily. Others may work solely with one client in shifts, providing round-the-clock assistance.

As the population ages, dependence on this segment of the workforce is expected to increase. Bureau of Labor Statistics projections indicate that by 2018, nearly two-thirds of health and personal care workers will be employed in jobs that are based in the home or in the community.

Most home health care and personal care positions pay low wages, with annual salaries averaging about \$21,000. Nearly 25 percent of home health and personal care aides are foreign-born, and many have limited English proficiency.

#### *Anticipation of Transportation Needs*

With their lower salary levels, home health

### Innovative Home Health Care Workforce Transportation in Action



- Home health care workers employed by Mercy, McAuley, Sexton and Sisters Long Care facilities in the Buffalo, N.Y., region usually work two-hour shifts or shifts that accommodate client needs. They cannot travel to patients' homes together because of patient confidentiality requirements. Home care staff who drive to back-to-back cases receive mileage and travel reimbursements for the time traveled between cases.
  - [Home Health Care Partners](#), a Washington, D.C.–area private, nonprofit home care agency provides supportive services for residents who are older or have a disability or chronic illness. The agency provides mileage reimbursement for aides commuting by personal vehicle to clients' homes. This transportation assistance is provided with a New Freedom grant from the National Capital Region Transportation Planning Board.
  - In Woonsocket, R.I., [Family Resources Community Action](#) (FRCA) provides free bus passes for newly employed low-wage workers through its Way to Work program. Passes are provided in partnership with the [Rhode Island Public Transit Authority \(RIPTA\)](#). Riders, who verify that passes were used to travel to work by returning them to FRCA on a weekly basis, qualify to obtain free passes until they receive their first paycheck. Workers whose schedules are not accommodated by public transit are educated on how to form carpools and encouraged to register the carpool with RIPTA. If an emergency arises, carpoolers are provided a free cab ride home.
- and personal care workers may not have much disposable income to spend on getting to work, making it more important that they find affordable transportation to work. In addition, several characteristics of their work make their transportation needs more complex than those of traditional commuters, as they:
- often must be available 24 hours per day, 7 days per week,
  - routinely travel across jurisdictions to multiple clients,
  - frequently travel to multiple job site locations,
  - require access to early-morning or late-night transportation,
  - may not be able to use shared ride options because of state-specific confidentiality guidelines,
  - may need travel information in languages other than English, and
  - may need to arrange transportation to child

care on their way to work.

Because of their unconventional commutes, the types of transportation options that might fit their specific needs are those that

- allow them to travel alone to diverse locations, if confidentiality concerns apply;
- facilitate traveling to residences or facilities during off-peak hours when public transportation options are limited;
- facilitate travel to multiple jobs or diverse job locations;
- can connect them to rural or suburban areas, where public transportation may be limited, or to dispersed campus locations; and
- can allow them to combine work trips with travel to off-site training locations, such as community colleges.



### Hotel and Motel

While many industries struggled with employment in 2011, growth in the leisure and hospitality industry remained consistent; between 2010 and 2020 this sector is projected to add 1.3 million jobs each year, many of these in hotels and motels as tourism and business travel increase. For many workers in this industry sector, however, earning levels will remain low. Hotel

### Innovative Hotel and Motel Workforce Transportation in Action

- In North Carolina, the [Charlotte Area Hotel Association \(CAHA\)](#), in partnership with the [Charlotte Area Transit System \(CATS\)](#), affords hotel workers the opportunity to purchase discounted CATS bus passes for use by themselves and their families.
- In Santa Ynez Valley, Calif., the Marriott Hotel encourages employees to rideshare by sponsoring a monthly raffle for ridesharing workers.
- The [Dulles Area Transportation Association](#), a Transportation Management Association near Washington, D.C., designated a bilingual “rotating rideshare coordinator” who visits local hotels and shares information on existing transportation options with workers.
- The [Charles Hotel](#) in Cambridge, Mass., subsidizes 50 percent of the cost of monthly transit passes and pays up to \$30 toward the cost of commuter rail passes for its workers. Nearly 40 percent of the hotel’s employees participate. The hotel also provides workers with secure bicycle parking and showering and changing facilities.
- Approximately one-third of employees of the [Millennium Hotel](#) in Durham, N.C., depend on public transit to access their jobs. The hotel partnered with the [Durham Area Transit Authority](#) to provide a covered bus stop shelter at the hotel entrance. The hotel also adjusts shift schedules for late-night and weekend workers to accommodate bus schedules and encourages carpooling by trying to schedule carpool groups together.
- To help transport kitchen and housekeeping staff to work, the [Holiday Inn in Solomons Island, Md.](#), owned and operated a vanpool service that transported workers from Calvert and St. Mary’s Counties to the work site. The \$3.00 daily cost was paid by participants and counted as a pre-tax deduction through the Commuter Choice program. The service increased retention and reduced absenteeism among hotel workers.
- Many transit agencies operate circulators that provide access to hotels and other amenities located in central business districts; these often are free fare routes. Baltimore’s [Charm City Circulator](#) travels three routes within the city, serving downtown employees, residents and other riders. It also serves as a connector to other forms of transit, including light rail and a shuttle serving the eastern part of the city.

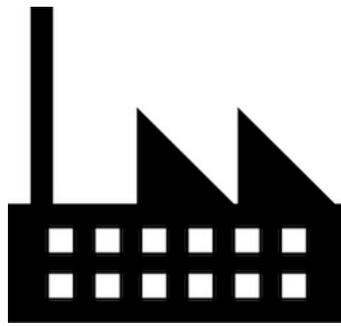


and motel workers working in the lower-wage jobs, such as housekeeping and food preparation, often have difficulty finding affordable transportation to work.

### *Anticipation of Transportation Needs*

For those hotel or motel workers who earn low wages with minimal benefits, transportation costs can be a large expense in proportion to their earnings no matter how they get to work. For those who do not drive, their commutes are even more complicated because they may:

- work multiple shift times and durations that require commuting during off-peak hours when transit services are less frequent;
- work in “on-demand” positions that require last-minute changes to shift scheduling based on customer volume;
- travel to locations in suburban, dispersed central city, or outlying locations;
- attend language or skills training before or after work to improve their job prospects;
- need to access other destinations on their way to work, such as child care; and
- have difficulty understanding transit route and scheduling information because of a limited proficiency in English.



### **Manufacturing**

The U.S. manufacturing job scene has changed dramatically in the last decade: as the number of traditional machinery jobs has plummeted,

the demand for workers with high-tech or “mechatronics” skills has increased. Overall, manufacturing still remains a strong sector of the economy, representing about 9 percent of the American workforce. Current figures indicate 600,000 new high-tech manufacturing jobs remain unfilled. Much of the demand for skilled workers arises because the automated factories demand workers who can operate, program, and maintain the new computerized equipment.

Manufacturing companies are also reconsidering using job outsourcing as a cost-savings strategy, looking at “rural outsourcing” and “on-shoring” as viable alternatives. Part of the motivation to look at relocating to domestic sites is that businesses have experienced unexpected direct and indirect hidden costs to outsourced operations, including unfamiliar international laws and business practices, corruption, weak intellectual property protection, distance from domestic research and development, higher transportation costs, and more. Some of the cost savings originally associated with off-shoring

can be realized by relocating to small U.S. towns and rural communities, where lower costs of living may mean lower wages.

In fact, many states, anticipating increased job availability in the manufacturing sector, are offering incentive packages to manufacturers to locate in their state.

Some businesses are also looking favorably on American communities that are cultivating manufacturing-related economic clusters—or geographically grouped production, training, and support services related to manufacturing. These linked industries and services create natural pipelines for innovation, job growth and promotion for workers. Transportation is part of an attractive total package to support homegrown and incoming manufacturing businesses and supportive organizations, and maximize recruitment and retention of manufacturing workers.

### *Training for Tomorrow's Manufacturing Jobs*

With the greater use of complex machine tools, computer-aided manufacturing, automation, and robotics in factories has come an increased demand for a workforce skilled in advanced math, problem solving, and technology to operate those machines. These new workers will most likely receive their training in the nation's community and technology colleges, which are now in the forefront of worker preparedness.

Among other training initiatives, partner-

ships are emerging between employers and community colleges. For example, the [Manufacturing Institute](#), a joint venture between the National Association of Manufacturers and community colleges in 17 states, will provide career ladder training opportunities in various manufacturing fields.

### *Anticipation of Manufacturing Transportation Needs*

The developments in manufacturing ultimately affect manufacturing workers' commuting patterns and travel needs. For those manufacturing workers who earn low wages, transportation costs can be a large expense in proportion to their earnings. Factories locations along rural highways not readily served by transit and round-the-clock shifts and unanticipated overtime complicate workers' efforts to access lower-cost transportation options. Consider also the following:

- Lower wages and rising gas prices have caused many manufacturing workers to forego commuting by private vehicle and look to alternatives means to access work.
- Manufacturing workers seeking access to training require reliable transportation options that accommodate both additional hours spent on-site and access to community colleges and other training facilities at off-site locations.
- Workers traveling to factories and other facilities during nontraditional commute hours

### **Innovative Manufacturing Workforce Transportation in Action**

- A small foundry in rural Idaho established a vanpool for machinists traveling from neighboring towns to the foundry and other nearby businesses.
- In Florida, [Ride Solution](#) sponsors a vanpool to transport workers from Gainesville, Jacksonville and St. Augustine to a water management facility in Palatka. Vans operate on four different schedules, enabling some staff to commute in on one vanpool and out on another.
- For the past 11 years, [Sundrella Furniture](#)'s subsidized vanpools have transported nearly one-third of its employees to and from work. Most vanpool participants earn \$11–\$12 per hour and struggle to maintain vehicles. Initiated when the Arizona factory moved to an area with limited public transportation access, the program has significantly reduced absenteeism and resulted in a more productive workforce. Morning work shifts are scheduled to reduce employee time spent in rush-hour traffic. According to one Sundrella manager, commuting camaraderie among riders has significantly diminished “watercooler time.”
- Window and door manufacturer [Pella Corp.](#), draws employees from a wide geographic area to its Pella, Iowa location, with some workers travelling as far as 90 miles one way to work. The plant's vanpool program has been operational since 1978, and today more than 150 employees participate in the program. Fees are based on distance traveled and are paid for through the Commuter Choice tax benefit payroll deduction. Pella considers the vanpools part of its benefits package that helps attract and retain top talent.
- [Bridgestone Americas Inc.](#)'s production facility in Aiken, S.C., offers preferred parking to employees who carpool. Carpooling is popular among shift workers, who work extended hours. Employees commuting from neighboring Georgia are eligible for rewards based on the state's clean air initiative. Bridgestone routinely shares information on carpooling options with qualifying employees.



when fixed-route transit may be unavailable need access to shared ride options to accommodate second- and third-shift schedules.

- Commuters traveling from suburb to suburb, or to rural communities where many manufacturing sites are located need access

to shared rides, especially if regular public transportation is unavailable.

- Shift work and unscheduled overtime also affect available transportation options for many workers.



## Retail

Retail workers deliver valuable in-person services to millions of Americans each day, whether working

for discount merchandisers, in traditional department stores or specialty shops, or in grocery and “big box” stores. According to the U.S. Bureau of Labor Statistics, 14.4 million people were employed in the U.S. retail industry as of April 2010, and the [National Retail Federation](#) projects continued growth for the next five years. This sector typically experiences high turnover, but the recession has made workers less likely to leave their retail jobs.

Despite this growth, retailers are still cautious about spending on their workforce. As a result, many continue to pursue cost-saving measures, such as hiring workers on an as-needed basis. These on-demand workers may be designated as “just in time” employees, meaning they work extra hours or shifts during busy times or leave early during slow times, all with very little advanced notice; be limited in the number of hours

## Innovative Retail Workforce Transportation in Action

- [Starbucks](#) employees are eligible to participate in the Commuter Choice tax benefit program. Deductions are taken from employees’ paychecks on a pre-tax basis. Refer to the company benefits guide for more information.
- [REI](#), the nation’s largest consumer cooperative, offers all employees, including part-time staff, a 50 percent subsidy for commuting via public transit. For more information, contact REI public affairs.
- Employees of [Macy’s, Inc.](#), and its sister store [Bloomingdale’s](#) as well as [Nordstrom’s](#) employees can choose to participate in the federal Commuter Choice tax benefit program through a pre-tax deduction to pay for parking or public transit.
- [CVS Caremark](#) employees, including workers at distribution centers, are eligible to participate in the Commuter Choice tax benefit program. Those who carpool receive free gas cards. The distribution center in Chemung, NY., allows bus drop-offs and pick-ups at the facility. Local and New Jersey Transit bus services accommodate first- and second-shift workers.
- Social media networks such as Facebook facilitate individuals participating in informal carpooling. Social media networks, such as Facebook, enable individuals to participate in informal carpooling. [Zimride](#) uses Facebook to connect drivers and riders, allowing drivers to sell empty seats in their car by matching them with passengers traveling along the same route.



INNOVATION

they can work by their employers, with some employers considering 30 hours full time; and the need to adjust their work hours to avoid reaching overtime status.

### *Anticipation of Transportation Needs*

The characteristics of retail jobs make transportation to work challenging. For example, these employees’ shifts generally do not coincide with peak-time commutes.

Moreover, the sudden scheduling changes they may be asked to work leave them without regular, routine commuting options. Given the location of retail centers in more suburbs than city centers, their commute patterns may take them against the flow of much commuter traffic, from suburb to city center, and instead require a suburb-to-suburb commute.

Part-time workers are likely to earn up to one-third less per hour than those working full time. As a result, many part-time employees may work more than one job to afford their living expenses, increasing the number of commute trips they make in a day. In addition, for retail workers earning low-to-moderate wages and minimal benefits, transportation costs can be a large expense in proportion to their earnings.

To make their commutes more manageable and affordable, retail workers may benefit from access to

- information on public transportation routes and schedules to facilitate their traveling to work at different times of day and night,
- route and scheduling information in multiple languages and possibly training on how to use the transit system,
- commuting options that can accommodate stops at job-related locations, such as child care providers, and
- affordable alternatives to their driving alone. **CT**

For more information on CTAA's Joblinks Initiative, please click [here](#).

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# CalVans: An Easy Ride to the Hard Work on a Farm



By Rich Sampson

*Vanpools are not an urban-only solution. Rural transit providers — Section 5311 operators — are using vanpools to offer cost-effective public transportation to their communities, as is chronicled below. Interested in launching or adding to an existing vanpool service? [CTAA's Vanpool Works](#) is just a click away.*

It's hardly an uncommon sight these days to observe a transit vehicle carrying a rack with a bicycle or two at its front, bridging the first and last miles of mobility needs. More unusual — but just as crucial — are a series of vans travelling across California's Central Valley

festooned with two bright orange water coolers above its bumper. Part of the [California Vanpool Authority's CalVans program](#), the state provides easy-to-use and reliable mechanisms to connect agricultural workers to housing locations and farming sites across one of the world's most fertile agricultural regions.

## A Problem With A Ready Solution

Farmlands are hardly thought of as areas where large groups of people need to travel to together. The image of a lone pickup truck rambling down a dusty road is a classic symbol of rural America, a stark contrast to the jam-packed buses and trains of large cities. But the hard work done in the nation's fields,

crops rows and groves more often than not requires steady streams of farmhands working from sun up to sunset. This is especially true in the Central Valley — which produces more than eight percent of the nation's agricultural output on less than one percent of its total farmland — where tens of thousands of workers need to reach sites every day. The challenge becomes even more complex when many of the workers come from outside the United States and speak a different language.

That predicament — an affordable and responsive way to move farmworkers between where they live and work — brought together transportation leaders from seven counties in the Central Valley (Kings, Tulare, Fresno,

Madera, Kern, Monterey and Ventura) in the late 1990s to craft a solution. Many farm-workers do not own their own vehicles and hard-earned wages are often diminished by raiteros, private individuals with a vehicle charging often-exploitative fees to take workers to job sites, occasionally in unsafe or unregistered vehicles.

The goal was simple, according to Ron Hughes, who oversees the California Vanpool Authority while also serving as the Executive Director of the [King County Area Public Transit Agency \(KCAPTA\)](#): “To provide qualified agricultural workers with safe, affordable vehicles they could use to drive themselves and others to work.”

In order to realize that goal, the partnership that would eventually result in the creation of the California Vanpool Authority needed to overcome a handful of regulatory barriers at both the federal and state levels, including working with the California Highway Patrol to update interpretations of the state’s vehicle code to allow a comprehensive vanpool program and the U.S. Department of Labor to restructure some hourly wage worker rules to make vanpooling a more attractive option.

The regulatory reforms allowed for the 2001 creation of [Agricultural Industries Transportation Services \(AITS\)](#) under the auspices of the KCAPTA’s Kings Area Rural Transit system. The program included the purchase of a fleet of new, 15-passenger vans – later enhanced with GPS technology – supported

with bilingual customer service, a \$10 million insurance policy on each vehicle, a gas card for the driver’s for easier-to-manage fueling and a responsive repair and maintenance program to address breakdowns on-site as they occur. By combining reliable vehicles with a proactive support network, AITS was able to attract a strong portfolio of vanpool groups to make the service an early success.

Today, the program has expanded to another five counties – Merced, Napa, Santa Barbara, Santa Cruz and San Benito– and consists of more than 150 agricultural farm-worker vanpools as part of the statewide CalVans network, itself comprised of another 200-plus vanpools primarily geared towards commuters and students. The California Vanpool Authority is structured as a joint powers authority under state law, allowing agencies to serve mobility needs across a multi-county region.

### A Succinct Set of Benefits

Many community and public transportation providers do an excellent job of explaining how their service operates and where it goes. A smaller number are able to communicate the important individual and societal benefits those services realize. CalVans – and its agricultural farmworkers program – are as adept at any as clearly and repeatedly delineating those attributes. Regardless of whether a vanpool takes a rider to work in an office or work in an orange grove, or to school or to home to their family, CalVans helps riders save money,

get where they’re going in a reliable manner and contribute to a healthier environment.

“CalVans offers safe and reliable transportation for employees, allowing them to save money on transportation costs and gives employees a new sense of pride and well-being in their community,” explains Hughes, at once describing both the attributes of his program and the universal outcomes of all those connecting people with mobility options.” **CT**

**For more information on Vanpool Works click here**

The fertile farmlands of California’s Central Valley are a natural incubator for CalVan’s agricultural worker vanpools.



# Meeting Complex Job Access Solutions with Community Partnerships & Buy-In

By Pamela Friedman

*CTAA's Joblinks team can bring its Design-Thinking approach to the job access transportation challenges in your community. Our team has a demonstrated history in forging unique, cost-effective and successful approaches.*

In 2012-2013, with funding from the Federal Transit Administration, [CTAA's Job Access Mobility Institute \(JAMI\)](#) brought together seven communities to build local partnerships and think innovatively about solving job access transportation needs in their communities. The challenges tackled were as unique as the communities themselves and included meeting the job access needs of low-wage residents in a suburban setting, supporting high school graduates in extremely rural communities in reaching higher education, linking low-wage urban residents with round-the-clock employers in an industrial park, and improving job access mobility options for people with disabilities and older adults. The teams applied a design thinking process to learn more about local challenges and to develop a variety of different potential solutions for each local challenge.

The two teams highlighted below have initiated new services that are making a big difference for residents.

## Coastal Bend, Texas

While members of the Coastal Bend JAMI team saw several job access needs facing their region, they saw significant local support for improving access to education and training opportunities within their communities. With this support, the team implemented a shuttle service so that high school students from an extremely rural area could attend a week-long career academy, introducing them to potential careers in the emergency response field and encouraging greater interaction among students, meeting their food and other social needs. Among the stakeholders represented on the team were the chamber of commerce, a local health education center, a community college, workforce board, the MPO, the Transportation Coordination Network, and a career academy.

Although the Coastal Bend area of Texas encompasses a 12-county region, the team focused on two rural counties, Brooks and Jim Wells. That region includes many colonia settlements, which have limited public transit options to job and training opportunities available in nearby communities. The colonias have the highest percentage of people in Texas with less than a high school education, the lowest per capita income, and the second highest number of individuals living below



the poverty level.

Access to available employment is limited and expensive for the residents of Brooks and Jim Wells counties. Area residents must travel long distances to work, and without a car, must rely on the limited hours of public transportation (8:00 a.m.-5:00 p.m., with no evening or weekend service). The average fare required to transport individuals



The Texas Coastal Bend team has sustained its momentum following its work at JAMI.

between home and training sites is \$20-\$25 round trip, an unaffordable cost to many. The vastness and low-density population of the region make it difficult to establish effective public transit service. In addition, many view public transit as serving only older adults and persons with disabilities.

One asset that assisted the team in working on employment-related transportation issues during JAMI was that many of them had collaborated in the creation of the Comprehensive Transportation Plan in 2011. Their involvement included coordinating focus groups to gather input on survey design,

convening town hall meetings to gather additional community input, and providing feedback to the Texas A&M team commissioned to complete the plan.

### **Designing Customer-Responsive Solutions**

Team members began their work by examining how to make transportation to jobs and training convenient and affordable to county residents. Their research, based on interviews with employers, staff, agency leaders and other community sources, elicited three key findings:

- People were unaware of existing services
- Schools and colleges needed/wanted additional transportation access for students
- The lack of available transportation negatively impacted area businesses

Once they began brainstorming phase, the team's work led to four possible solutions:

- The creation of new/expanded services including late night service, carpools and vanpools
- Activities to increase public awareness about available services
- Efforts to connect residents with specific employment and training opportunities
- Creation and testing of a pilot program

The team narrowed its focus to that of meeting the employment and training needs of students, and worked on designing a program that would promote high school students' access to information and training on emergency services careers. A local training institution offered an introduction to these careers during a 3-week summer academy. But, students living in Jim Wells and Brooks counties had no transportation to access the academy. A solution emerged when the team communicated this challenge to a diverse stakeholder group. The Coastal Bend fire marshal offered to cover the costs of future participants to attend the academy, and the city offered to sponsor another ten.

As it worked with stakeholders, the team emphasized how support for expanded transportation options was an investment in community-wide development. Team members sought to build and maintain established partnerships with “investors” and encouraged academy students to become for the program and for public transit. The students were also given an opportunity to share the outcomes of their experience with community leaders in graduation activities upon completion of the academy.

In 2014, a second route was added, transporting rural participants from outlying areas to the training college. The number of participating partners increased and diversified and now includes the City of Alice, the Jim Wells County Commissioners Court, the [Alice/Jim Wells County Economic Development Corporation](#) and a private developer.

**Outcomes**

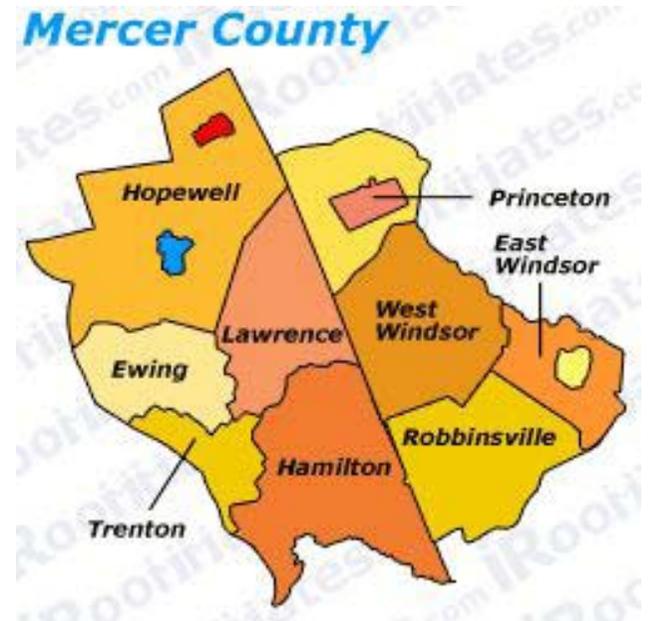
- The team gained support for and provided 40 students access to the academy experience.
- A second route was added to accommodate rural participants in year two.
- The city incorporated transit information into their various projects.
- The team sponsored a local media day, providing community leaders and regional media the opportunity to hear from students and learn about emergency services.

- In Alice, a local college is re-establishing dual training programs based on student travel schedules and local high schools are working to link access with recruitment efforts.
- The Jim Wells County chief of police is reviewing bus access to a new police facility.
- Stakeholder involvement increased and stakeholders are collaborating with the regional planning office to improve travel training opportunities.
- Team partner, the [Rural Economic Assistance League \(REAL, Inc.\)](#) incorporated academy activities as part of their regular services and has expanded their service area to include three counties, with more to come.

**Greater Mercer TMA, New Jersey**

The Greater Mercer team’s service area encompasses the eastern section of Mercer County N.J. Its boundary to the north is Monroe Township. The southern boundary is Hamilton Township. Mercer is the 7th largest county in population density among the state’s 21 counties. Recent reports indicate that portions of Mercer County contain some of the highest and lowest poverty rates in the state, with nearly 2 million individuals living at or only slightly above federal poverty levels in 2009.

The project area’s proximity to I-95 makes it a prime location for commercial distribu-



tion facilities, allowing for the shipment of goods along the entire East Coast. The most prominent distribution centers and jobs are concentrated in the eastern section of the county. This area combines easy access to I-95 with remoteness of expansive warehouse facilities, resulting in large distances between population areas and job location. Locations are difficult to access without cars. Overall, east to west connectivity is incredibly limited, if it exists at all. Relatedly, most of the location and layout of the distribution facilities closest to the highway are not conducive fixed-routes services that cannot afford to make deviations through each of these industrial parks and maintain a reasonable service frequency. Those traveling to these jobs (low-income, unskilled, basic education, non-native English speakers) cannot

afford to own and maintain cars.

Exit 7A on the New Jersey Turnpike in Middlesex County has the single greatest concentration of warehousing the State and is one of the most desirable locations for this activity in the nation. However, the lack of transportation access to the exit required Trenton residents to incur greater expense and travel longer distances to access employment. Depending on where they traveled from, workers relied on cabs to complete their commutes, a costly alternative for those earning lower wages.

*(Taken from an online article in [The Times of Trenton](#), January 24, 2013 – ed)*

Just south of this area, located in the town of Robbinsville in Mercer County, is another warehouse center where a number of large companies have located. The area requires a steady labor force to meet the demand created by these distribution facilities.

The important need for public transportation access was exemplified when Amazon opened a facility at the Matrix Business Park in Robbinsville, and needed expanded services to accommodate 1,400 new employees, 700 of each working two different shifts. The 1.2 million-square-foot warehouse is located nearly five miles from the nearest bus stop. A route, installed prior to the recession, was discontinued when ridership fell. The team worked to address the mismatch between

labor market origins, public transportation and job destinations, resulting in late arrivals, absenteeism and turnover, costly to both workers and employers.

### Challenges:

- The mismatch between labor market origins, public transportation and job destinations.
- Travel to the facility was not seamless.
- Travel to the facility was expensive.
- Informal carpools are often not dependable.
- Long, difficult commutes caused difficulties in arranging for child care.

### Designing Customer-Responsive Solutions

In addition to the Greater Mercer TMA, team members included representatives from the Mercer County Community College, Rise of Hightstown (a community service organization), the County Planning Commission, Chamber of Commerce and Robbinsville Township Community Development. JAMI team particularly the TMA, forged partnerships with numerous stakeholders in the area, including a social service provider and community resource that provided a strong voice on behalf of workers. The county's Department of Economic Development operates a Job Access Reverse Commute (JARC) route along the Route 130 Corridor, who's administrative and monitoring responsibilities were recently given to the TMA.

While conducting research relevant to their project, team members met with industrial park employers human resource staff to learn about the challenges they faced in recruiting and retaining workers. Concurrently, the Mercer County One-Stop Career Center worked to connect those interested in working at the facility with jobs.

Following the Institute, Amazon became one of the major employers housed at the newly constructed Matrix Business Park. Recognizing the need for dependable transportation access to the site, NJ Transit, Mercer County, and Amazon partnered to design a shuttle service which now picks up riders at an existing [NJ Transit](#) stop (at Hamilton Square) and transports them to the industrial park. Amazon contributed a substantial financial amount to support shuttle operations and matching funds from a NJ Transit Job Access and Reverse Commute ensured its operation for two years.

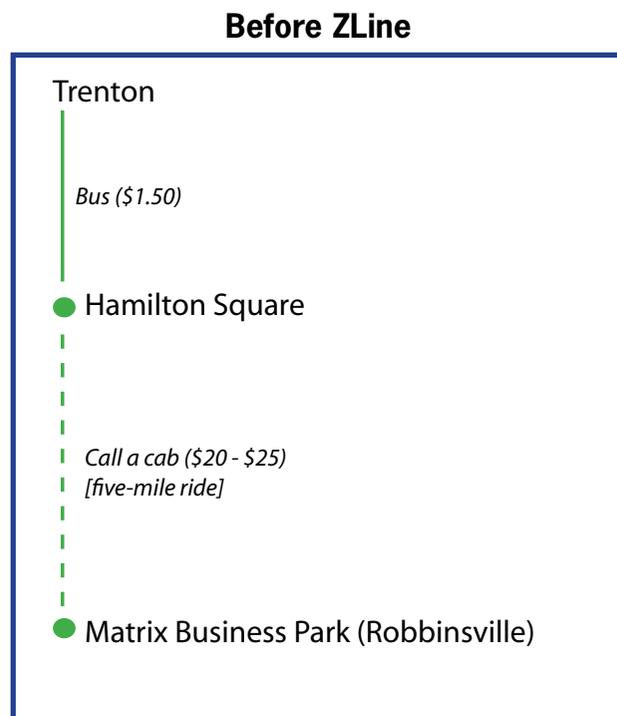
Whether the weather is warm or drizzly, the ZLine shuttle connects as many as 250 riders a day to Mercer county job sites.



In addition, NJ Transit adjusted specific bus schedules in order to improve connectivity with the free shuttle, providing a more cost effective round trip for anyone who can access the stop. Expanded services include early morning and more frequent weekend service to meet the commuting needs of shift workers. Expanded services also provide additional access to Hamilton Square, where a number of large retailers are located. Cheryl Kastrenakes, Executive Director of the Greater Mercer TMA notes that these service changes benefit go beyond meeting the needs of workers commuting to the industrial park, “benefitting all people in Mercer County.”

Known as the [ZLine](#), service began in July 2014. The ZLine connects with three NJ Transit bus lines, 601 serving Ewing, Trenton and Hamilton, 606 serving Princeton, Lawrence, Trenton, Robbinsville and Hamilton, and 613 serving Lawrence, West Windsor, Trenton, Yardville and Hamilton. Some Route 130 buses also connect. Since July, 12,000 passenger trips have been made from Hamilton Square to the park. During peak holiday season, the shuttle is providing 250 passenger trips per day.

The shuttle operates 7 days a week, in the morning and evening hours. The shuttle makes three runs each way, 35 to 50 minutes apart. As Amazon continued its hiring, ridership on the line continued to expand. A second line was added to accommodate in-

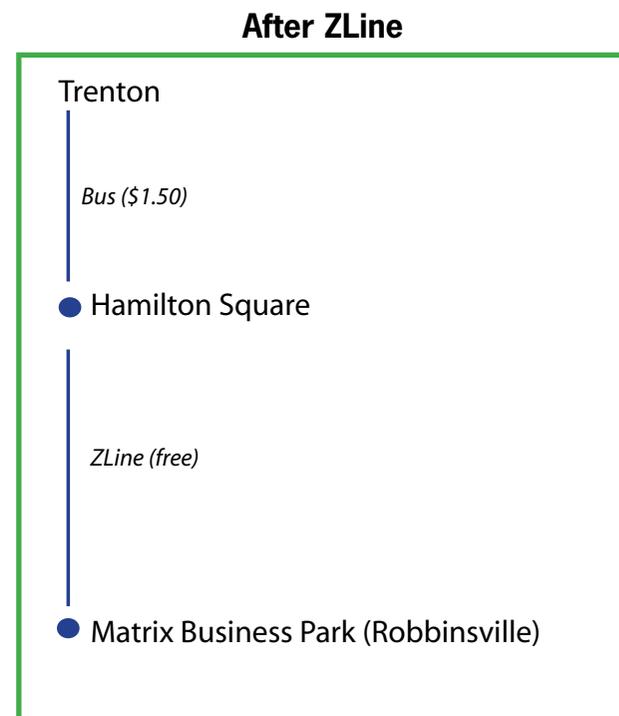


creased ridership.

Prior to the ZLine, workers relied on informal carpools or cabs to transport them from Hamilton Square to the industrial park. Cab fare for the five mile ride averaged \$20-\$25. The ride is now free, a significant savings to workers earning less than \$15 per hour.

#### Outcomes

- Employers saw the value of the service in reduced employee turnover, eliminating the need to recruit and train new workers.
- Having a myriad of players involved in the design process, made a significant dif-



ference in elevating the concept.

- One thousand full-time employees have been hired as of November 2014. Amazon is continuing to hire seasonal workers, many of whom are expected to become permanent employees.
- Dependable shuttle service saves workers both time and money.
- ZLine added a second bus to keep up with demand.
- Transit provided a backup to informal carpools, providing access when the carpool did not operate. **CT**

# Smartphones & Apps: Empowering the Commuter

By Scott Bogren

It is hard to believe that it was only seven years ago that the iPhone was launched by Apple, thus introducing Americans to the smart phone. In short order, these devices have changed the way we communicate with one another, as well as how we process and share information. Look around you: Smart phones are now ubiquitous.

Employment transportation, too, has been transformed by the combination of geographic locating data, smartphones and apps. Seemingly overnight, commuters now interface with the varying transportation systems that take them to-and-from work everyday, raising expectations with real-time information, mapping connectivity and — soon — fare payment.

## Apps Emerge and it All Changes

The real game changer for commuters is the App. From their introduction, smartphones allowed users to access the internet in the palm of their hand. But simply viewing website content on a smartphone platform wasn't nearly enough. Smartphone users wanted the participatory, interactive experience that social

media sites like Facebook had launched, as well as content designed directly for the phone platform or mobile operating system.

What's more, something was needed to weave together streams of content on the Internet into a more manageable, useful and simple package on a smartphone. And so was born the App (short for, of course, application).

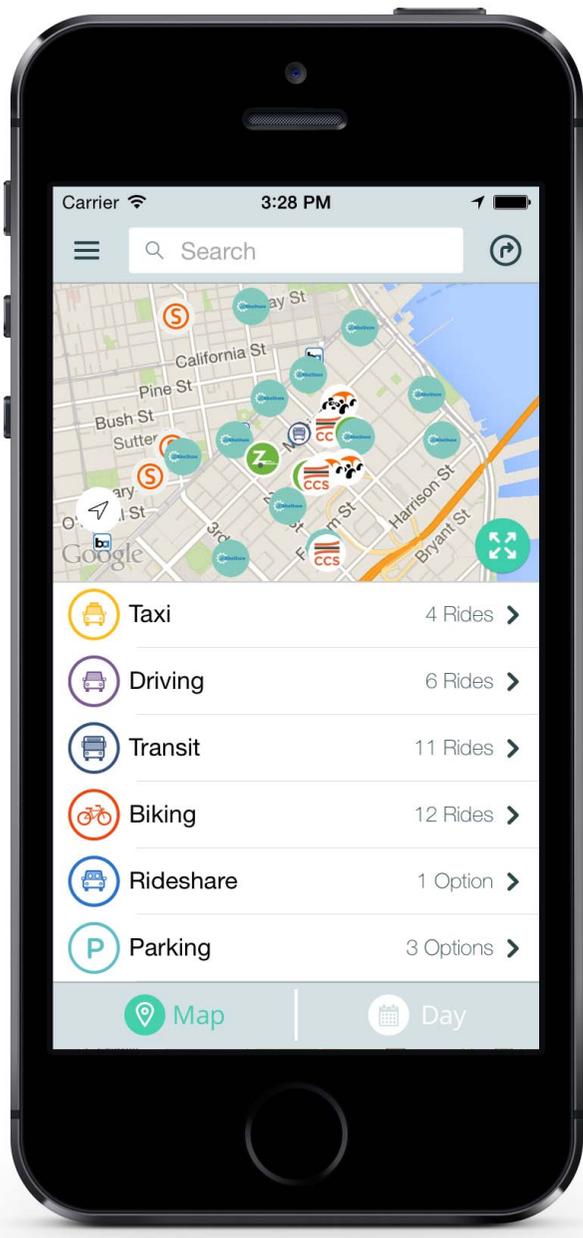
It wasn't long before Apps were developed that focused exclusively on the transit experience. The initial smartphone users were young, professional and urban dwellers — an almost perfect match with regular transit riders. The required data also was either immediately or soon-to-be available — many transit agencies had geo-coded their routes for use on Google maps, real-time transit technologies were coming on-line in many cities and the smart phones, themselves, doubled as geographic positioning system locators. In other words, data streams were available that revealed the exact location at any given time of the bus/train and the passenger, and the necessary routing and scheduling data was also available. Thus, an App could find you on a map, and tell you where the closest local fixed-route transit is available and the time of



NextBus

its arrival.

Initially, the transit/mobility App evolutionary cycle focused almost exclusively on fixed-route operations. More recent Apps, however, are starting to weave together bike share, car share and the controversially dubbed rideshare operations like Lyft and Uber.



Ridescout

In many ways, transit Apps have swiftly moved through their own evolution to meet ever more demanding users and to take advantage of both more sophisticated data streams and phones. Initially, these Apps served as marginally interactive transit schedules with email/text notifications of service information. Next, they were able to locate both riders and various transportation modes. Today, transportation Apps can suggest alternative routes and modes based on real-time traffic and service information; they can pay system fares with a tap or swipe; they can calculate calories burned and or fitness levels achieved while traversing a transportation system; and, in some cases, Apps are the means by which a user summons a ride. [San Francisco's Bay Area Rapid Transit](#) even has an App that can tell you how crowded its trains are, allowing users to avoid peak ridership periods.

### Why Download?

Say you're in a new city, and therefore don't already know all the route numbers and line names. In this scenario, the App again first locates you, and then asks where you'd like to go. Key in an address or even a neighborhood or town name, and the App instantly provides several transit options across, again, a variety of modes with time estimates, costs and connection timeframes. And it does so all in an easy-to-read map format, allowing the user to better understand the nature of the selected route and its transfers.

Safety and comfort are another key factor

in the popularity of transit Apps. One of the major impediments to many Americans' increased use of transit is the understandable fear of the unknown. When will a bus arrive? What are the stops? Transit Apps answer these questions — and many more. There is also the important issue of extreme weather conditions. On extremely hot or cold days, an App can greatly reduce outdoor wait times for passengers, which is a significant safety boost to the overall system.

Downloading a transit App can suddenly place a powerful set of trip planning data at a users fingertips. Transit Apps represent an excellent marketing opportunity for transit systems and advocates alike, making sense of often complicated routes and operations and, ideally, allowing multiple transit modes to suddenly work more seamlessly.

### Apps: What's Available?

To get an idea of just how many transit Apps have sprouted up in recent years, one need only to search the term in the Apple or Android (Google's smartphone operating system, that has eclipsed Apple's installed base) App Store. With well over 1,000 hits, it becomes clear that transit-based Apps deploying geographic positioning data to connect rider with route are available in a variety of formats for virtually every major metropolitan area of the world. Portland's [Tri-Met transit agency](#), alone, counts more than 57 free and commercial Apps that use its data.

And that is a primary delineation in the transit App market: Some are designed to provide multi-modal trip-planning within a single metropolitan area while others provide such services for multiple areas. Another key distinction is in the modes that a transit App brings together, with some focusing purely on fixed-route public transit with others adding in such important options as car share and bike share. Some Apps, like [Google Maps](#), provide transit directions — including step-by-step instructions — to get from one location to another, but without real-time transit system data integration. Some Apps assume you know your transit line(s) names or route numbers. If so, the App lets you know when the next bus or train is arriving, simply and effectively. It's handy for multi-modal connections and reducing wait times — which is especially valuable during particularly cold or hot weather.

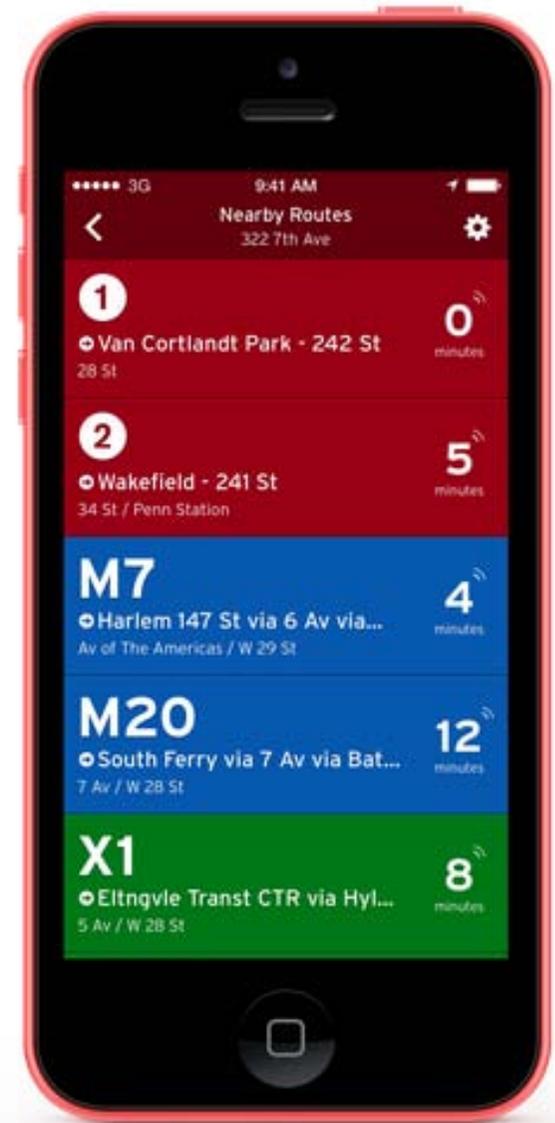
Let's explore a few Apps.

One such App is known, simply, as [Transit](#). This App — writer's admission, I use the Transit App daily in my commute — immediately locates the phone, and thus the potential transit rider. Next, it presents a color-coded screen full of what it calls nearby lines, which here in Washington, D.C., include subway lines, bus routes, commuter rail lines, intercity bus connectors and more. A new feature in the Transit App added the [Capital Bikeshare](#) to its maps, showing the number of bikes and docks available in real-time at each bikeshare location.

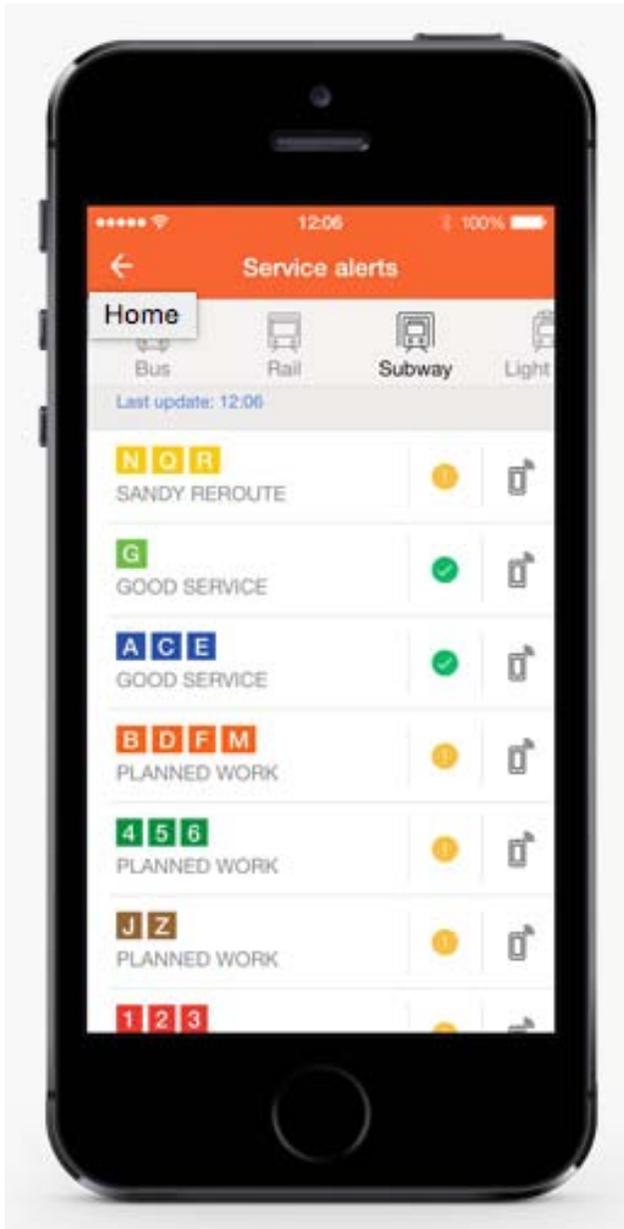
[Moovit](#) is similar to the Transit App, but with a more whimsical interface that focuses on the map first and lists of nearby options and routes second. Moovit works well with step-by-step travel tips, breaking down the various modes into single trips and then instructing the user how and/or where to go to get to the next mode. Finally, when designing a transit route for the user based on origination and destination, Moovit allows users to simply request a pick-up with the rideshare service, Lyft.

The family of [Next Bus Apps](#) offer great value to the regular rider or commuter who already knows his/her bus stop(s), route numbers and destinations. These Apps locate the user on a map with color coded pins for nearby bus stops. Touch the pin and the App immediately tells you how long until the next bus arrives. For stops with multiple routes, the App organizes the incoming buses and trains by route. This App allows users to better manage their time before heading out to work in the morning, and if nothing else, it provides a sense of security for those depending on transit.

[Ridescout](#) takes the transit App a step further by offering bike share, taxi, ride sharing and car sharing options all in one handy interface. The ability to compare prices for a selected trip based on modes is a unique feature of this App as is its integration of other Apps like [Sidecar](#), [Hailo](#) and [Zipcar](#).



The Transit App



Moovit

## What's Next: Fare Payment Apps

The next technology revolution to come to transit will assuredly be to bring together the smart phone, app and fare payment. Currently, the most likely scenario appears to be a smart-phone payment app that displays a unique design or pattern that is touched onto a reader at which point a fare or payment is deducted from an account. The account may be (but doesn't necessarily have to be) connected to a credit card that is set to replenish the account upon reaching a certain minimum balance.

Here's an early look at what some transit agencies are testing with fare payment technologies:

- [TriMet](#) (Portland, Ore.) — The TriMet Tickets App lets you purchase and use tickets and passes instantly on your smartphone. Passengers can buy Two-Hour tickets, One-Day passes, Seven-Day passes, 14-Day passes or 30-Day passes. They can choose to use tickets and passes immediately or store them on their phone for future use.

- [The Washington Metropolitan Area Transportation Authority \(WMATA\)](#) announced in January 2014 a new \$180 million fare collection project designed to continue customers' use SmarTrip cards, while expanding fare payment to chip-enabled credit cards, federal government ID cards, and mobile phones using near field communications (NFC)

- In Texas, [Dallas Area Rapid Transit \(DART\)](#), [Fort Worth's The T](#) and [Denton County Transit](#) riders can now use their smart-phone for mobile ticketing. Using GoPass, riders can buy, store and activate passes for DART, The T and DCTA. Studies of passengers in the region indicated more than half possess smartphones and wished to simplify their lives by having their farecards on their phones.

- In New York City, Visa rolled out a new pilot program that allows New Yorkers to pay subway, bus and train fares with a wave of their iPhones. New York City Transit, NJ TRANSIT and the Port Authority of New York and New Jersey are participating in the program. As part of the program, Visa is testing both payment cards and Visa payWave-enabled smartphones. Within the next five years, [MTA](#) passengers will be able to use their key chain, credit card or smart phone to pay says agency spokesman Aaron Donovan. Riders would benefit by not having to deal with swipe errors, or paying to replace the card. MTA would see significant savings by eliminating card production and vending machines.

## Only the Beginning

Today, more than half the American population has a smartphone ([Pew Research Center's Internet & American Life Project](#)). By 2018, that figure is expected rise to two out of every three Americans. Clearly, the smartphone revolution is not going away — and neither is the increased dependence on the part of many

Americans on the Apps that run on these phones.

In recent years, some of the most significant — and controversial — additions to the American surface transportation network have been developed specifically with the smartphone and App in mind. Rideshare services like Uber, Lyft and Sidecar are examples of this trend. The reason: simplicity.

The majority of people depend on their smartphones now for so much more than simply making a phone call. They bank, chat, trip plan, watch movies, control their home thermostats, change television channels, take photos, make movies, review restaurants, buy and read books, shop, play games, buy movie tickets and so very much more. Americans' ability to cost-effectively get around their communities (whatever the purpose), to navigate and to pay for their travel will assuredly all run through their smartphones.

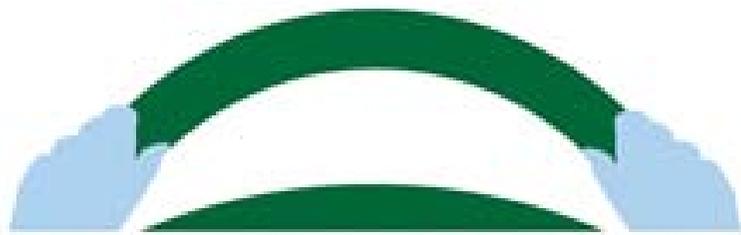
Transit Apps in the future will evolve right along with the technological power of the smartphone and with Americans' needs. One thing's for certain, there will be no going back. The combination of real-time data, GPS and smartphones has already fundamentally changed the transportation equation for millions of Americans. In the future, they will only expect more. **CT**

[The Community Transportation EXPO](#) — May 31-June 5, 2015 in Tampa, Fla. — will feature a workshop session on this key topic.



## SUN small urban network

CTAA's Small Urban Network (SUN) is a group of members operating transit services in small-urban areas that focuses on policy, training and legislative outcomes. Through the end of 2014, CTAA has a specially-discounted membership price for small urban transit systems seeking to join the SUN. Contact [Scott Bogren](#) for all the details.



# NATIONAL VOLUNTEER TRANSPORTATION CENTER

The Center was created in 2014 in response to the outpouring of interest in volunteerism related to the delivery of transportation services to many population groups including children, work force participants and older adults. Each of the founders have extensive experience in studying, supporting, and delivering volunteer transportation and are aware of the positive experience of those who volunteer to provide services as well as the many benefits accorded to those who receive the services. The founders are: Community Transportation Association of Washington, D.C.; the Beverly Foundation of Albuquerque, N.M.; Ride Connection of Portland, Ore.; CIMA Volunteers Insurance of Woodbridge, Va.; and AlterNetWays of San Francisco, Calif.

## ANNOUNCING

### The Competitive Edge:

#### Making Community and Public Transit the Best Alternative for Medical Transportation

Today there is never-before-seen complexity in the non-emergency medical transportation field. Limited funding combined with growing patient loads has states seeking intermediaries that can control costs through competition. Community and public transportation providers must become efficient, safe, cost-effective and accountable to maintain these important medical transportation services. The Community Transportation Association, in response to requests from its members, is introducing a new initiative this fall —the Competitive Edge — which will give community and public transit providers the tools, resources and benefits they need to make them central players in this new medical transportation environment. Here's what the Competitive Edge encompasses:

# 1

#### The Competitive Edge Training

CTAA has developed an all-new training course that combines and emphasizes the following topics:

- Value: Determining the true cost of service
- Pricing: Lowering your costs to be competitive
- Negotiation: Winning through persuasion
- Accountability: Building a recordkeeping and reporting process
- Training: Focusing on the patient

#### Access to the Transit Industry's Best Resources and Training

You don't need to have all the answers, you need to have access to them when you need them. Here's how the Competitive Edge helps:

- Peers and Information Sharing: CTAA will put you in contact with your industry peers, where you can learn from experience
- On-Line Library and Resource Holdings: The most timely resources, news and research, all housed on CTAA's medical transportation website
- CTAA staff: Our professional staff are always available to offer analysis and insight
- Important training and certification programs such as the Certified Safety and Security Manager, PASS Driver Certification, and the soon-to-be released Medi-PASS Driver Certification.

# 2

# 3

#### Valuable CTAA Member Benefits

As part of the Competitive Edge initiative, the Association has developed a cohesive set of benefits to ensure your operation is efficient and cost-effective:

- The Insurance Store: Through an exclusive agreement with Newtek, members can access the best coverage at the lowest price.
- Energy Program: CTAA members pay less for fuel and energy with our FleetCards program and other energy management initiatives

Please go to [www.ctaa.org/competitiveedge](http://www.ctaa.org/competitiveedge) to learn how you can bring the Competitive Edge to your state. As always, CTAA training staff are available to help tailor this new program to your precise needs. Please call Charles Dickson at 202.247.8356 or email [dickson@ctaa.org](mailto:dickson@ctaa.org) for all the details on this unique opportunity!

# The CT Interview: Bridj Marketing Manager Ryan Kelly



*DigitalCT recently spent some time with Ryan Kelly, Marketing Manager for Bridj – an innovative, new private for-profit mobility company in metropolitan Boston. Bridj links riders — largely commuters — with vehicles in real-time and could eventually compliment local transit services.*

**DigitalCT:** Tell us more about Bridj... Where is it operating today and how does it provide service? What makes it different than traditional urban fixed-route transit operations?

**Kelly:** Bridj is your everyday transportation system that adapts in real-time to where you live, work, and play. Powered by data, we use a network of express shuttles that offer efficient and flexible trips that are as dynamic as the city you call home. For the typical com-



muter, more than two-thirds of jobs in the nation's largest metro areas are inaccessible within an hour and a half by way of existing transit systems. We're looking to fill that gap.

**DigitalCT:** Is Bridj viewed exclusively as commuter transportation?

**Kelly:** Not at all, we're creating so much more than another commuter bus. Bridj is a living, breathing, learning, smart mass tran-



Bridj's easy-to-understand interface is shown above for a morning commute route in Boston, offering several pick-up times.

sit system that can scale to multiple cities across the globe. A system that makes cities smarter by crunching millions of data points to see how people are traveling and conforms to meet their needs. Ultimately, we look at ourselves as a technology and a big data provider. The output happens to be transportation rather than the other way around.

**DigitalCT:** Explain how technology and data make Bridj unique? How can the system so dramatically cut down on commute times and avoid congestion?

**Kelly:** One of the reasons we can cut down commute times is because every Bridj trip is express. We take great pride in making sure our schedules are reliable so you don't waste time waiting to get on our shuttles. With express service, fewer stops, no transfers and our smart route planning that takes into account traffic patterns, you take the most efficient way to get you from your origin to your destination. And when you take Bridj, you are guaranteed a seat and access to WiFi, so the time you spend traveling is not only more comfortable, but can also be productive.



Bridj utilizes a fleet of privately-owned shuttle vehicles and advanced ride-matching software to serve customers in Boston.



**DigitalCT:** Do you envision Bridj services as augmenting current public transportation operations, or replacing them? How would Bridj best fit into the growing network of mobility alternatives (rideshare, carshare, bikeshare, transit, etc.) in a community?

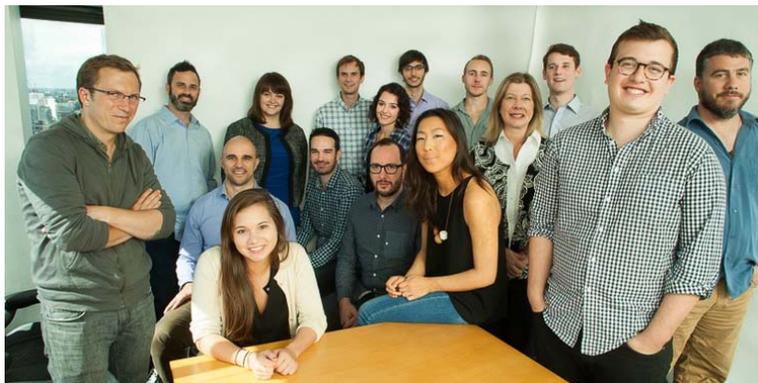
**Kelly:** We think there will always be a need for public transportation and Bridj is a complementary option to existing systems. Many

destinations are difficult to access through public transit, and cross-city trips can take over an hour. Packed buses and train-cars in rush hour can make a ride very uncomfortable, especially with passengers moving in and out at the many stops along the way. The other alternatives consist of taxis or small luxury vehicles, both of which are incredibly costly. Bridj allows for fast travel from one location to the destination in a comfortable environment. We're creating new paths of transportation where public ones did not exist, allowing for easy commutes for travelers between the specific locations. Services like ridesharing, carsharing, bikesharing, public transit, and Bridj allow people to live a car free lifestyle by providing multiple ways to get around and connect with their city.

### DigitalCT: What's next for Bridj?

**Kelly:** The plan is to cast a city wide network that gives thousands more Bostonians the opportunity to take Bridj and then scale to other cities across the U.S. We're still very much so in the early stages of our beta! We only launched in Boston this past June. **CT**

Bridj's staff – led by CEO Matt George (2nd from right) – is re-envisioning how new travel options appeal to commuters, particularly younger workers.



raising the standard of excellence



COMMUNITY  
TRANSPORTATION

TRAINING



#### Passenger Service and Safety (PASS)

The PASS program has become the industry standard in ensuring community transit drivers have current expertise in passenger assistance techniques, sensitivity skills, and emergency preparedness. This program trains and certifies both drivers and their trainers. Drivers can now receive PASS certification in a new two-part process consisting of both online and hands-on training – visit: [training.ctaa.org](http://training.ctaa.org)

#### Certified Community Transportation Supervisor (CCTS)

CCTS is a training and certification program for front-line transit supervisors. It addresses core supervisory skills in human resource management, operations and safety management, and performance monitoring.

#### Professional Dispatching and Scheduling (PDS)

This course is relevant for any demand-responsive environment, whether urban or rural, general public, paratransit or human services transportation. It expands proficiency in maximizing the efficient delivery of demand-responsive transportation, conveying riders' requests into affordable and appropriate trips, and in making effective use of the system's transportation resources.

#### Vehicle Maintenance Management and Inspection (VMMI)

The Vehicle Maintenance Management and Inspection training program promotes the community transportation industry's commitment to safe, reliable transportation through building up the professional skills of maintenance personnel and managers.

#### Certified Community Transit Manager (CCTM)

CCTM status marks the greatest performance and highest efficiency in the community transportation industry. It is proof of the ability to manage a comprehensive and dynamic community transportation system. The program is built around a rigorous professional exam, for which we offer a two-day study class.

#### Certified Transit Programs Administrator (CTPA)

Developed in partnership with the American Association of State Highway and Transportation Officials (AASHTO), this professional certification program is designed exclusively for the state agency personnel who work in our industry. Through a rigorous testing and evaluation process, this certification affords states' highest-caliber public servants with recognition for their knowledge and accomplishment in working with public and community transportation grant programs.

#### Certified Safety and Security Officer (CSSO)

CTAA has developed the CSSO program as the first step in a two part process to provide accreditation to transit organizations in the critical areas of safety and security. In its essence, this protocol allows for assessments by Certified Safety and Security Officers (CSSO) of their respective transit systems prior to an on-site review by the CTAA accreditation panel. Following the review and assuming the transit organization meets all eight areas of the program's benchmarks, CTAA will then issue the organization a Community Transportation Safety and Security Certificate of Accreditation, valid for three years. An excellent way to comply with the elements of FTA's Transit Bus Safety Program!

**We can be your partner** in developing customized training courses in any area of critical need. We will help to meet your customized training needs with our own staff and resources, or will help you identify and obtain the particular training assistance you need for any conceivable situation.

Program topics can be selected from the existing courses or can be custom designed based on the interests and needs of the group. Several organizations with the same needs may collaborate to reduce costs. All courses are coordinated by our Training Coordinator, who will also assist in identifying potential partnerships and collaborations.

Many of our courses are offered on-site at different organizations, tailored to meet specific needs. This on-site training is convenient, cost effective and allows you to assist in the design and delivery of the program.

Join the organization that's working for you as it represents its members before Congress, working closely with Federal agencies advocating for equitable funding and reasonable transportation policies. Join now and save on training and certification programs. Call Caryn Souza, Membership Director at 202.294.6527 or e-mail [souza@ctaa.org](mailto:souza@ctaa.org) today!

Community  
Transportation  
ASSOCIATION

For information on course offerings, scheduling a session directly or developing customized training, email [training@ctaa.org](mailto:training@ctaa.org) or visit [www.ctaa.org/training](http://www.ctaa.org/training)

# Telecommuting: The Road Less Traveled – Or Not Traveled At All

By Kevin Oliff

Telework is an arrangement between a business and its staff that allows one or more employees to work from remote areas instead of commuting to a central location during any regular, paid hours on a full-time or part-time basis. Typically, teleworking is done from the employee's home, but it can also be at remote offices, telework centers, or any other approved location. Teleworking doesn't have to be a full-time arrangement. The average [teleworker works remotely 2.4 days per week](#) and spends the rest of the work week in the central office location.

Although larger companies are more likely to offer teleworking opportunities, any company is able to effectively manage a telework arrangement with its employees. Today, one can securely work from a remote location and remain in close contact with other staff members regardless of proximity. Technological advancements and innovations have made remote working more common. While teleworking is not a new concept, it is growing fast. In 2000, a legislative mandate was passed stating that "Each executive agency shall establish a policy under which eligible employees of the agency may participate in telecommuting to the maximum extent possible without diminished employee performance." Meanwhile, in



the private sector: In 2005, only 34 percent of companies had employees that worked from home. In 2012, [that number reached 63 percent](#). There are expected to be 63 million Americans working from home by 2016.

## Why Is It Good? What Are The Benefits?

By teleworking, the employee avoids all of the expense, time, and stress levels associated with daily commuting. No uncomfortable dress codes, getting up early to hear the traffic reports or worrying about inclement weather and road conditions, just a comfortable, distraction-free work environment. With a more flexible schedule, employees are more effective and productive. Contrary to popular belief, [teleworking results in a 22 percent](#)

[increase in productivity](#) on average. When working from home, an employee won't be tardy and usually won't have to take an entire day off for a doctor's appointment or other obligations. There is a decrease of 60 percent in employee absenteeism for those who telework.

The company benefits in many other ways: Decreasing a company's office space can yield huge dividends. In 2010, the average real estate cost per employee was \$10,000 per year. This doesn't take into account the expenses for office furniture, maintenance, water cooler service, etc. It also doesn't include the parking costs or the public relations advantages of reducing the company's carbon footprint. A company that offers telework can also ensure

business continuity in the event of a weather emergency, or other natural disaster or national emergency. Finally, there is the issue of recruiting and retaining the best talent available. There is a large pool of talented workers that want the ability to telework, and offering the benefit not only makes your company more attractive to them, but also widens the pool because locality becomes less of a concern. Surveys show that up to 72 percent of workers would choose one job over another due to the availability of flexible work arrangement. There is also a 20 percent decrease in employee turnover for those who telework, due to the higher morale and personal savings associated with telework. It can cost between [90 to 200 percent of an annual salary](#) to replace and train a new employee.

### How To Implement It?

A telework arrangement is not difficult, but there are important steps that must be taken to ensure a seamless transition for employees to begin working remotely. The first step should be to establish a company-wide telework policy. This policy should include any policies or requirements to ensure effective communications between teleworkers and those in the office, both managers and coworkers. It should also include guidelines and requirements to setting up a home office that meets the company's standards, especially in regards to safety. The company then needs to decide who is allowed to telework. This should be fairly simple, as technology has made com-

munication simple. Teleworkers can reach workers in the office through emails, phone calls and conference calls, video chatting, and various other forms of virtual communication. Thanks to these available methods of communication, up to 45 percent of the U.S., workforce performs a job that can realistically be performed from home at least part-time. The biggest barrier to teleworking in many cases is management fear and/or distrust. Those who are approved to work from home should then work with their managers to develop a telework agreement, which will include any schedule for the employee's telework, as well as any measurables that the teleworker will be expected to meet. The same standards should be used to evaluate teleworkers and those working from the central location. Finally, the company must ensure that the employees are equipped with the necessary technology. This includes any computers or mobile devices, as well as any security programs or other software. The Federal government has [spent an estimated \\$373 per worker](#) to provide this necessary technology to teleworkers to ensure effective results.

Before implementing a telework arrangement, a short amount of training is recommended for both the managers and teleworkers. While a manager might need to be trained on how to manage a remote workforce and ensure the employees still meet their expectations, the teleworkers' training will include basics, such as time management strategies

and virtual communication skills. Once everything is ready, try starting off with a small pilot program with a few employees and managers. This will help you solve any arising issues and fix any bugs before the teleworking arrangement is company-wide, as well as help the company adjust with a small number instead of overwhelming both management and human resources.

As more companies continue to recognize the benefits of offering telework opportunities, it will continue to become more common. Those that don't offer it will be left behind, losing their best talent, recruiting inferior talent, and sacrificing from their bottom line. With the correct policies, training, and technology, telework can benefit a company, its employees, and the environment. [RideShareNation](#) has all the tools a company needs to get started, including sample telework policies, training modules for both managers and employees, and even discounts to the technology needed to telework effectively and securely. Watch for a new product coming soon that will bring together all these tools and resources to make implementing a telework arrangement at your company easier, cheaper, and more beneficial than ever. **CT**

*Telework is a key component of CTAA's RideShareNation. For additional information about this topic, please click [here](#).*



# Where's Transit Notes?

Many long-time readers of *Community Transportation Magazine* – in both its print and digital formats – might recognize that this is the first edition of the publication in more than a decade to not include a *Transit Notes* section. This is no oversight. CTAA now provides both daily and bi-monthly collections of national transit news and notes in its twitter feed and FastMail e-newsletter, respectively. In other words, you don't have to wait for the next edition of *DigitalCT* to get the community and public transportation news coverage you've come to expect from us. Just follow @CTMag1 on twitter or subscribe for free to FastMail right on the CTAA website homepage at [www.ctaa.org](http://www.ctaa.org).



**Scott Bogren**  
@CTMag1

TWEETS **13.5K** FOLLOWING **2,077** FOLLOWERS **2,082**

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Valuable Study: #Transit amenities affect perceived wait times [strib.mn/1r8VDx8](http://strib.mn/1r8VDx8)

**Scott Bogren** @CTMag1 · 18h  
Interesting. #China: Recycling plastic bottles as #transit fares [pangea.today/1p05zfJ](http://pangea.today/1p05zfJ)

**Scott Bogren** @CTMag1 · Sep 4  
#Connecticut: Advocates press for change on #Waterbury #rail line [news10.com/story/26444464...](http://news10.com/story/26444464...) #transit

**Scott Bogren** @CTMag1 · Sep 4  
#Philadelphia: #SEPTA Renaming Market East #Transit Hub to Jefferson Station [nbcphiladelphia.com/news/local/SEP...](http://nbcphiladelphia.com/news/local/SEP...)

**Scott Bogren** @CTMag1 · Sep 4  
#Arizona: #Yavapai #Transit is Expanding [prescottnews.com/index.php/news...](http://prescottnews.com/index.php/news...)



## The Community Transportation Flyer

Updates from community and public transportation systems from across the country

- [Michigan Counties Fare Well at Ballot Box, Not So Well in Missouri](#)  
**Source:** Center for Transportation Excellence  
Aug. 5 saw eight Michigan counties hold millage votes, with voters in seven counties. Niles, Macomb, Oakland, Wayne, Buchanan, Addison and Escanaba all approving millage increases or renewals to support local or regional transit options. Only in Wells Township did voters reject a similar measure. Meanwhile, that same day, voters statewide in Missouri and locally in Kansas City turned down ballot measures to support transit projects across the state and to fund expansion of Kansas City's starter streetcar line, respectively. Full details on all transit ballot measures can be found via the Center for Transportation Excellence.
- [Community Transit \(Wash.\) Awards Surplus Vans to Non-profits](#)  
**Source:** *Edmonds Beacon*  
Community Transit would like to help people in the community get around more easily, without waiting for a bus. The agency is awarding up to 10 12-passenger vans to Snohomish County non-profit organizations as part of its Van GO program. The vehicles will help groups meet community transportation needs at a cost they can afford.
- [Hazleton Public Transit \(Pa.\) Adds Daily Bus Run to Wilkes-Barre](#)  
**Source:** *Times-Leader*  
Hazleton Public Transit recently added downtown Wilkes-Barre as a stop on its Monday-through-Saturday bus route to the Wilkes-Barre area effective Monday, Aug. 18. The bus will drop off/pick up passengers on South Washington Street just after the turn off Market Street near Public Square at 9:45 a.m. and 2:13 p.m. Afternoon bus stop times have been revised to accommodate the new afternoon stop.

## ABOUT US

*Community Transportation Magazine* is the voice of the Community Transportation Association, a national association dedicated to making mobility alternatives available to all Americans. The Association's Board of Directors provides national leadership and direction for the Association. The Board relies on the special expertise of its State and Tribal Delegate Council to assist in their important efforts.

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## New Benefits for Members! Join Today!

Becoming a member of the Community Transportation Association of America presents an ever-growing pool of benefits and services, including:

- New Certified Safety and Security Manager (CSSM) Training
- Access to the [Insurance Store](#) at CTA
- [The Latest Policy Analysis and an Effective Voice in Washington](#)
- Discounted PASS Driver Training and Certification

[Become a member](#) of the Community Transportation Association today by contacting our Membership Director, Caryn Souza, at 202.294.6527 or [souza@ctaa.org](mailto:souza@ctaa.org).

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