
***APPENDIX A:
CASE STUDIES:
THE CULTURE OF
INNOVATION***

APPENDIX A

CASE STUDIES

This appendix presents the detailed case studies conducted during the research project to investigate the *culture of change and innovation*. Building on the research team's review of general management theory on change and innovation, we selected and examined a small sample of rural and small urban transit systems to look for characteristics that related to change and innovation and to determine if those characteristics fit with the elements of innovation found in management theory. This sample was chosen based on our early research in the project, selecting systems that appeared to be “innovators,” having implemented two or more creative initiatives or innovations identified through the research. The selection was balanced for geographic representation, small urban and rural systems, and a cross section of governing bodies.

Seven rural and small urban transit systems comprise our sampled case studies. These include:

- Baldwin Rural Area Transit System (BRATS), in Baldwin County, Alabama
- Citibus, in Lubbock, Texas
- Council on Aging and Human Services (CoA&HS), in Colfax, Washington
- Fredericksburg Regional Transit System (FRED), in Fredericksburg, Virginia
- Rabbit Transit, in York County, Pennsylvania
- Sierra Vista Public Transit, in Sierra Vista, Arizona
- SunLine Transit Agency, Thousand Palms, California

Based on field visits, detailed discussions with management, observation of staff in their work environment, and review of each system's various initiatives and innovations, our findings from the case studies are discussed in this appendix. Each case study follows a similar format, with discussion in categories titled: setting, transit services provided, elements significant to the system's culture, and evidence of a culture of innovation, with a matrix comparison of the case study transit system's characteristics with the innovation elements distilled from management theory on innovation. Contact information for each case study is also provided. Detailed information on the initiatives and innovations of the sampled transit systems is provided in Part II of the Guidebook.

BALDWIN RURAL AREA TRANSIT SYSTEM (BRATS) BALDWIN COUNTY, ALABAMA

SETTING

Baldwin County, Alabama, is located in the southern-most part of the state, known as Lower Alabama, just east of Mobile across Mobile Bay. At 1,600 square miles, it is the largest county in Alabama, with a mix of resort communities along the Gulf of Mexico complete with large apartment buildings, hotels, restaurants, shops, and amusements typical of beach resorts; higher income suburban Mobile along the western border; and isolated, rural lower-income areas in the northern and eastern parts. This unique combination of land uses offers challenges and opportunities.

The population of approximately 150,000 lives predominantly along the gulf and southern parts of the county, as well as along Mobile Bay. Major destinations are scattered throughout the county. Government facilities are located north in Bay Minette and the county's major hospital and some shopping areas are in the western end in Fairhope. The southern part of the county has a large mall and the Gulf resorts, with needs for employment transportation to the many resort businesses as well as shopping trips by local residents.

BRATS is an arm of Baldwin County government, and the director reports to the county manager. The current director started the service in 1987 with the support of the county commissioners. In addition to the director, the very small administrative/management staff include an assistant director, a bookkeeper, two dispatchers, a scheduler, and a receptionist. All but one of the office staff have been with the system for ten years or more. The system is based in Robertsdale, Alabama, a town that calls itself "the Hub" because of its central location, in essence, at the crossroads to all parts of the county. BRATS has established its new facility and transfer point at this location. The facility has a waiting room and the property is shared with the county sheriff.

BRATS, as the rural public transportation provider for Baldwin County, receives FTA Section 5311 funds from the Alabama Department of Transportation, though these are limited. The vast majority of revenue for the system is locally generated.

TRANSIT SERVICES PROVIDED

BRATS provides a variety of services that have been designed to meet the varying needs across the county. Using a total fleet of 52 vehicles that include 40-foot buses, smaller cutaways, simulated trolleys, and dial-a-ride vans, BRATS provides flexible route transit, work/subscription service, dial-a-ride service, and special services.

The flexible route service includes work routes, medical, and human service routes, as well as general public flexible routes that have east-west and north-south routes, meeting at the central transfer point and serving work, medical, human service, and shopping needs for the entire county.

BRATS has a number of demand-response vehicles serving persons in isolated areas or those that cannot get to a bus stop. These vehicles, in addition to serving those with special needs, feed the flexible routes, ensuring service throughout the county.



What is of particular note about BRATS service is the numbers and types of companies and agencies that are served. As part of its employment oriented trips, BRATS

has developed a creative program of *selling bus seats* by the month to employers in the Gulf coast resort areas, including Burger King, Hardees, other restaurants, national hotel chains, and others competing for service workers. (See Part II, page II-97) BRATS also provides transportation for a private academy and operates trolley services for a number of local communities and the chamber of commerce. The transit system also provides transportation tailored to human service agencies and other organizations as needed. In addition, BRATS provides maintenance service for a number of vehicles from other organizations in the county.

ELEMENTS SIGNIFICANT TO THE SYSTEM'S CULTURE

Community Involvement

BRATS is closely involved in the community, working with business and community leaders. Such involvement helps the director identify transit needs in the community and has contributed to BRATS's securement of service contracts with a large variety of community organizations.

The director also works closely with local political leaders, particularly the county commissioners, educating them about the service. One of the commissioners has his office in the BRATS building, across the hall from the BRATS director. Because the transit system's transfer point is located at the BRATS facility, the commissioner regularly sees riders sitting in the waiting room and chats with drivers, increasing his understanding of the importance of BRATS. This understanding and pride in BRATS were clearly evident when the project researcher spoke with this commissioner when on-site for the project.

Part of community involvement includes numerous speaking engagements throughout the community to talk about BRATS, “sell” BRATS’s services, and recruit volunteer drivers. The director indicated that she never passes up an opportunity to speak at a meeting or make a presentation.



The director sits on a number of local boards and is active with the chamber of commerce, again, helping the transit system understand the community’s needs. BRATS is also a regular participant in emergency management activities and played a significant role in assisting in the aftermath of a recent hurricane.

System Awards and Promotion

The BRATS director believes that awards bring positive attention to the system, and she actively seeks out awards, making sure the commissioners and the public know about each one received. Winning awards and subsequent promotion of the system, as well as doing a good job, the director believes, generate respect for the system. This, in turn, generates business. Large corporations are more willing to contract for BRATS services when the transit system is a respected community organization.



Winning awards is only part of promotion of the system. Another key part is hard work to ensure that everyone in the county understands what BRATS can do for them. This is done through speaking engagements, presentations, and a quarterly BRATS newsletter. One of the director’s objectives for promotion is to get on the local news (television or newspaper) at least once a month.

To help with system promotion, BRATS developed an in-house video that tells about BRATS, with starring roles for the county commissioners and particularly the chairman. This video is used during the director’s presentations, as needed.

Respect and Trust

As an established and involved community organization, BRATS is supported and well respected in the community, doing business with large national hotel and restaurant chains as well as the Chamber of Commerce. The director stated that building such support and trust in BRATS takes time and work. Additionally, the director indicates that the public perceives her system as a private system and not part of county government, because BRATS acts like a private business, not a government entity – something the director takes pride in.

Failure is Part of Success

The director acknowledged that she has probably failed in more attempts at change and innovation than succeeded. While she and her transit system are not afraid of failure, they do not accept failure, but rather learn from it – making changes based on the failure and then trying again. BRATS is not a transit system that says, “We tried that and it did not work.” If the transit system feels there is a need for a particular service, the organization will try another way to make it work. For example, BRATS’s initial effort to initiate employment-oriented services targeted to employers in the Gulf Coast resort area was not successful. Employers balked at the formal program with 6- to 12-month contracts for employee transportation. Rather than accept failure, however, BRATS packaged the program differently, offering a less formal arrangement where employers could buy a bus seat for an employee on a monthly basis. Perseverance worked, and BRATS’s program of *selling bus seats* became very popular, with 10 to 15 employers participating and filling five to six buses daily during the peak tourist season with county residents traveling to and from work. (See Part II, page II-97)

As another example, BRATS tried to create a vanpool for one of the larger county employers, but success took three attempts. The transit system, working with the company’s management, first tried paycheck stuffers to advertise the program and then promotions through corporate management, but these efforts did not work. On the third try, BRATS director went to the employees directly to promote the vanpool and this succeeded – enough employees signed up to fill the van and to drive. Again, BRATS persevered and learned from initial failure.

Staff Training/Team Building

BRATS has a very small staff, considering the number of vehicles operated and maintained. The director feels that with dedicated, experienced staff, anything is possible. And she leads by example: her work includes that typical of a good manager such as generating revenue, working with the community, and overseeing day-to-day operation, but also includes recruiting and managing volunteers and performing daily

scheduling. With her small staff, the director wears multiple hats, as do her staff, allowing substitutions among staff for various positions.

When recruiting for drivers, BRATS looks for individuals with a “good heart” rather than specific driving experience: the transit system wants employees that care about people and will care about their jobs. BRATS can then train the new employees to be good drivers, according to the director.

The director describes her staff as very self-motivated: they work hard and care about what they are doing — the “good heart” breeds this attitude. She pointed out that some employees like BRATS and the work so much that they work for nothing, essentially volunteering for the transit system. Currently, one of the regular drivers is a volunteer.

An example of the camaraderie and pride in the system is the *employee of the quarter/year* award, which is employee-driven at BRATS. The employees set up their own award program; while management has a vote in the program, staff have the final say, determining the deserving recipient of the awards. The director feels that these awards are more meaningful than those that come from management.

BRATS believes it is important to celebrate the system’s success and to let staff and volunteers know how important they are. This is done through the BRATS’s annual celebration, honoring volunteers and staff. Various community leaders such as elected officials, judges, and the district attorney are also invited, allowing BRATS to showcase its services to community leaders.

Staff training is also provided through attendance at conferences. BRATS management ensures that its staff can attend conferences on a regular basis.

Generating Revenue

A significant portion of BRATS’s revenue – 82 percent – comes from non-governmental sources. BRATS receives some funding from Section 5311 through the Alabama Department of Transportation, but the state does not have a large 5311 allocation. And the system has excellent support (monetary and other) from Baldwin County. Most of the revenue for the system comes from BRATS’s various programs and entrepreneurial efforts – services provided for employers such as *selling bus seats*; shuttles for community festivals and activities including the Shrimpfest and Arts and Crafts Festivals; transit for the community college; and special services for many human service agencies and private businesses. The director would like to have every Baldwin County organization with any transportation needs purchasing transportation from her system or providing financial support for services in place.

Sell, Sell, Sell

BRATS's approach to its services is entrepreneurial: according to the director, "the bus is pie and we keep selling slices until there's no pie left." BRATS has sold its services to many agencies and businesses in Baldwin County. Many organizations request specific transit services, such as through the transit system's creative *selling bus seats* program. Others use BRATS to meet community service objectives, such as the local telephone company, which purchases bus tickets from BRATS and asks the transit system to distribute them to persons in need.

Other local businesses purchase bus tickets from BRATS to provide to their customers after a purchase. Some of these businesses have placed placards in their windows with the words "We Support BRATS." It is this type of support that has enabled BRATS to generate 82 percent of its operating funds from non-governmental sources – a source of pride for the director.

According to the director, BRATS can grow without additional federal money by identifying needs and then coming up with a plan to:

- Provide the service,
- Make it financially viable, and
- Get some entity to pay for it.

Attitude Towards Barriers

Barriers have not been an issue for BRATS in its pursuit of change and new programs. However, time – something that is a premium at a transit system with a small staff and large agenda – could be construed as a barrier. The director specifically mentioned that she wished she had more time to get out into the community and "schmooze," further involving BRATS in the fabric of Baldwin County.

EVIDENCE OF A CULTURE OF INNOVATION

Table A-1 describes how BRATS's culture compares to elements of innovation identified through the project's review of general management theory as presented in Part I, Chapter 2. Key factors influencing innovation at BRATS include:

- The transit system's deep involvement with the community including the private business sector – evidence of *community involvement*.

-
- Constant attention to possible new projects and services, building on the close working relationship with business and community organizations to help identify needs – *community involvement* and *seizing opportunities*.
 - An entrepreneurial approach to transit—sell, sell, sell. BRATS acts like a private entity in addressing transportation needs, determining a “product” to “sell” to the “customer” that has some sort of transportation issue. BRATS does not say, “We’re not allowed to do that.” This approach has resulted in a wide variety of services that are operated. And, unusual for a rural transit system, services are provided routinely for major, nationwide corporations to assist with employment needs. This is evidence of *dynamic leadership, building resources, and seizing opportunities*.
 - BRATS has a small, experienced, and dedicated staff who have become accustomed to change – resulting from concerted *staff development* efforts.
 - Excellent *organizational support* from the county commissioners – in a very conservative environment, facilitating change and innovation at the transit system.
 - Keeping BRATS visible throughout the community, through speaking engagements, local news reports, the BRATS newsletter, and awards, building support and respect for the transit system that gives the system the stature to try new things. *Community involvement and communication* allow innovation to happen.
 - A hard-working, involved, and *dynamic leader* with a strong business approach to transit who has become respected in the community and within her organization.

CONTACT INFORMATION

Baldwin Rural Area Transit System
18100 County Road 54
Robertsdale, AL 36567

Rosie Broadus, Director
Tel: (334) 947-2728
Fax: (334)947-3708

Table A-1

BRATS - RATING ON INNOVATION ELEMENTS

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|--|---|---|--|
| Challenge/ Alignment | Finding the right people for each position and ensuring staff are working together toward a common goal. | <p>Management is looking for people with “good hearts.” Most of the staff are well-tenured, with almost all office staff having over ten years experience. Staff, according to management, are self-motivated, with some serving as volunteers. Staff celebrate their successes and have developed their own award system that emphasizes selection by staff.</p> <p>The manager states that her vehicles are like stores and the drivers are the store managers. Staff clearly take pride in their work.</p> | High |
| Freedom/ Self-Initiated | An environment that encourages staff and provides freedom to pursue ideas that support clear and well-understood goals of organization. | The organization is flexible and encourages staff to develop new ideas. The maintenance staff decided to generate additional revenue by serving other organizations, all in support of the system. | Medium to high |
| Work Group Diversity/ Diverse Stimuli | Ensuring staff receive both internal and external stimuli, through training, conferences, and/or diverse work groups for exposure to peers and new ideas. | Staff training is stressed. Drivers have the opportunity to compete in a roadeo and go to a national conference. Management always budgets resources to attend conferences and training. | Medium |

Table A-1 (continued)

| Innovation Element | Summary of Elements | Evidence | Rating on Element [High, Medium, Low] |
|--|--|---|--|
| Supervisory Encouragement/ Unofficial Activity | Management provides encouragement and flexibility for staff to perform their jobs and be creative to support organization. | BRATS is a small organization where everyone works together and is cross trained to help out. Unofficial activity quickly becomes official. | High |
| Organizational Support/ Within Company Communications | Management/gov governing body encourages and supports new ideas within the organization, responding to ideas from within. | BRATS is well respected in the community and by the Baldwin County Commissioners, BRATS's decision-making body. The commissioners allow BRATS to pursue a variety of innovative activities due to the level of trust and success built up over ten years. BRATS has been able to grow and keep up with the fast paced growth of the county. | High |
| Resources | Funds to try new services, invest in staff, and try new technologies. | Over 80 percent of BRATS funding comes from non-governmental sources. BRATS prides itself in its ability to "sell, sell, sell." BRATS sells to traditional organizations such as human service agencies as well as less traditional (for rural transit) large corporations. | High |
| Serendipity | Know when to recognize a good idea and understand that sometimes it's luck. | Serendipity plays a role as management sees needs and then understands the potential and opportunities that can be developed. As such, sometimes the ideas stem from a lucky break. | Low-Medium |
| Leadership | System manager with ideas, energy, and willingness to change. | BRATS manager is a very dynamic leader who is not only the front person for the organization, but also retains many day-to-day operational duties. She is an experienced manager who has no fear of failure and firmly believes that one must persevere when pursuing a good idea. She has developed a network of trust and respect in the business community and human service fields, as well as among the political leaders. | High |

This page intentionally left blank.

CITIBUS LUBBOCK, TEXAS

SETTING

The City of Lubbock, Texas, is located on the West Texas plains, approximately 300 miles west of Dallas. Lubbock's population is approximately 200,000. It is a typical, low density western city, designed for the automobile. Its densities more closely mirror those found in suburban areas rather than a compact, more "urbanized" city. In fact, there are no suburbs to speak of. The vast majority of the area's population and trips are within the city limits.

Lubbock is the home of Texas Tech University, a large state school of over 20,000 students. Since there are very few cities within 50 miles of Texas Tech, the vast majority of students reside in the city. The presence of Texas Tech provides a large base of potential riders that would otherwise not exist in this auto-dominated community in West Texas.

Lubbock's transit system, known as Citibus, is a city-funded service, contracted for over 20 years to a private contractor. The contractor handles all planning, grant writing, administration, and management functions of the system, and reports to the Transit Advisory Board, appointed by the city council. The conservative city council is very supportive of the transit system, setting overall policy and leaving details to the board and Citibus staff.

The general manager has been with the system for 25 years. He is a very active member of the Lubbock business community and is also the current president of the Texas Transit Association.

TRANSIT SERVICES PROVIDED

Citibus provides fixed-route and ADA complementary paratransit service as well as general public dial-a-ride service during evening hours. Fixed-route service is provided in the city with 15 routes operating on 30- to 60-minute headways, from 5:45 a.m. to 7:00 p.m. Service is provided to Texas Tech with two off-campus routes operating on 10- to 15-minute headways and three routes serving the campus directly on 15-minute headways. Service is provided from about 7:00 a.m. to 5:30 p.m. Ridership on the fixed-route service is approximately 600,000 one-way trips annually, while annual ridership on the Texas Tech routes is approximately 2.3 million one-way trips. In the evening after 7:00 p.m., Citibus stops operating fixed-route and begins its general public dial-a-ride service, initiated as a cost-effective alternative during lower demand evening hours, serving riders with evening jobs, attending school or training, or with other needs. (*See Part II, page II-32*)

ADA complementary paratransit is provided throughout the service area during all fixed-route service hours on a 24-hour in advance reservation basis. This service is operated by the contractor using a fleet of low-floor cutaway buses.

In addition, Citibus provides a variety of shuttle services including daily shopper shuttles for elderly riders, a creative program developed in partnership with the senior community and local grocery store chain, and a shuttle service for Texas Tech football games.

ELEMENTS SIGNIFICANT TO AGENCY'S CULTURE

Pride and Respect

Pride and *respect* were two words heard repeatedly during the interview and site visit with Citibus's management. The general manager believes that building community and staff pride in Citibus and respect for the system and its services facilitates the introduction of *change*. When the transit system generates pride within the community then the organization and staff members are inspired to work towards continued improvements. With the support and respect of the city council, the transit system and its management have the freedom and flexibility to try new activities and strategies, a number of which have been innovative with respect from the business community. Hard-earned over many years, Citibus gains business support and advertising revenues as well.



Building and maintaining pride in Citibus and respect for the service have been important for the transit system's success.

Community Involvement

The general manager considers active community involvement by Citibus and its staff to be critical to gaining support in the city which in turn leads to building pride and respect for Citibus. Believing it is key to get "Citibus in front of the community," the manager is always looking for an opportunity to explain what the transit system is and what it does – "It helps get rid of the myths."

The general manager never misses an opportunity to talk about the system in the community. He is active in the Chamber of Commerce, Rotary, Lions Club, and Knights of Columbus. The management team is also involved in charity work through the United Way and Ronald McDonald House as well as other charities. And Citibus is visible at every parade, festival, and other community function, either at a booth with representatives or providing shuttle service. Shuttle services, in particular, are important as they serve to get people on the bus who otherwise might not ride transit, allowing these community residents to experience Citibus.

All staff are encouraged to participate in community activities, and most do. During a management retreat, for example, staff helped build a house through Habitat for Humanity.

One of Citibus's early innovations arose from community involvement. Learning of needs in the senior community for better access to grocery shopping and working with the local grocery store chain through the chamber of commerce, Citibus developed a shopper shuttle service using excess capacity during off-peak hours. This service, now providing more than 4,900 revenue hours annually, benefits local seniors and solved Citibus's issue of excess mid-day capacity. *(See Part II, page II-88)*

Community involvement is part of the general manager's philosophy of building support for the system, which then translates to pride and respect, and includes:

- Get in front of the community,
- Touch as many persons as possible, and
- Involve staff in community activities.

System Awards and Promotion

The Citibus manager, as well as those at other transit systems, believes that awards have an important place in transit system development. Seen by some, however, as self-serving or promotional, awards are a way for Citibus to gain community and public exposure in a positive way.

Citibus has achieved many awards from local organizations for its community involvement as well as state, regional, and national awards. The general manager ensures that these awards are prominently displayed in the Citibus office and publicized to the community and city government, generating significant free and positive publicity, which in turn builds local pride and enhances respect for the transit system and city.

The general manager also keeps Citibus in the state and national eye, which serves to help when securing grants. His work as the Texas Transit Association President keeps Citibus very visible at the state level.

Investing in Staff

The general manager stresses the importance of a well-trained, motivated staff who participate in a wide range of activities beyond day-to-day transit operations. Such activities include, for example, the management retreat where 11 managers helped build a house for Habitat for Humanity, selling of bus wrap advertising (staff receive commissions if they sell a bus wrap), and the extracurricular activities and motivational

speeches given by Citibus's *singing bus driver* who serves as a goodwill ambassador for the transit system. Aspects of staff investment at Citibus include:

Training of Staff/Team Building - Management regularly attend training programs and conferences, and recently a National Transit Institute management training program was conducted in Lubbock for staff. All of Citibus staff are required to have commercial drivers licenses, not just the drivers, as the general manager believes the requirement helps management earn the respect of operators.

Citibus, at times, seems to be a training ground for new general managers. A number of former top managers at Citibus went on to become general managers at other of the contractor's properties. This upward mobility is excellent for staff morale and also provides the opportunity for the general manager to bring in new staff, typically with new ideas and perspectives.

Staff team building is an on-going process at Citibus, often centered around community involvement in charitable activities. With turnover among management who are promoted, these activities serve to bond new staff and enhance their ability to work together.

Diversity - Diversity of staff is also important. With upward mobility of management staff, the general manager brings in new staff to management positions with fresh ideas and sometimes promotes from within. Staff are exposed to diverse stimuli through training and community involvement.

Staff Involvement - When filling positions, the general manager looks for individuals with a *sales personality* – individuals who want to be involved in their transit system and in their community, and who will promote the system. Staff are strongly encouraged to participate in a wide range of activities, from community activities to charity work, to volunteerism, as well as selling bus wraps.

While many ideas for new programs and services come from the general manager, Citibus staff often pursue ideas of their own, and, at times, have convinced a skeptical general manager of the potential of an idea. Staff are encouraged to *think outside the box*. The idea for Citibus's bus wrap program came from the system's upper management and, initially, was not favored by the general manager. It took the persuading of the assistant general manager and other senior staff to convince the general manager to pursue the idea of bus wrapping. (*See Part II, page II-118*)

Staff credit the general manager's support for all staff members, his close contact with drivers, mechanics, as well as office staff, and the recognition he routinely gives to his staff as essential to creating the environment for new ideas, creativity, and innovation. Staff expect change and are always willing to adapt.

Group Activities - Management sponsors a number of group functions, including an annual picnic (funded through vending machine proceeds), bus rodeo for all employees, board members, and city officials, and a Christmas party at the Imax theater. When there are no accidents for 30 days, management sponsors a full breakfast buffet at 5:00 a.m. These activities are used to help staff bond and allow all levels of staff to participate in activities together.

The Right Tools

Management feels that having the *right tools* for the job is very important. Citibus has invested in paratransit software, and the system is now procuring mobile data terminals (MDTs) for its paratransit program as well. Citibus's fleet of low floor paratransit vehicles has improved operations, allowing for faster boarding times, which in turn can improve productivity. The maintenance department is also very well-equipped, with the proper tools and equipment available for mechanics.

Focus on Quality

Citibus operates professionally, with a focus on quality – quality service and quality operations. This includes appearances: the vehicles are very clean and free of dents, and the facilities sparkle. Management believes that quality service fosters an atmosphere where change and innovation are possible.



Experienced Leadership

The general manager has 25 years of experience working with Citibus and has become a respected businessman and leader in the community. Staff credit his leadership and hands-on involvement in all aspects of the service as helping create the environment of change.

Seeking Funding and New Opportunities

While Citibus receives some of its funds from traditional FTA grants and state funding, a sizable portion of its revenue comes from contract service and advertising. Citibus has aggressively pursued a number of business opportunities to generate revenue. The advertising/bus wrap program developed and managed by staff has added not only about \$150,000 dollars annually, but also has associated Citibus with some of the most respected businesses and governmental institutions in the city.

Citibus is very aggressive in pursuing grants and has recently secured Federal Job Access Program funding that will help establish a day care center next to the downtown transfer station, augmenting the system's attractive new facility. The day care center project is being initiated with the Texas Workforce Commission.

Citibus also looks for opportunities to provide service to other organizations. The two largest such programs -- providing service to Texas Tech University and to United's grocery stores -- are both paid for 100 percent by the sponsor. In each case, Citibus management actively pursued the opportunities and then, once establishing a small role, built on that with the university expanding its service to off-campus routes and United Grocery Chain expanding from the initial one store.

Additionally, Citibus has recently initiated park-and-ride service that has drawn 400,000 riders in the first year. Management is currently looking for additional opportunities to gain new revenue, both with Texas Tech and with other businesses.

Dealing With Barriers

Transit managers often cite a conservative local government as an impediment to innovation, but that is certainly not the case in Lubbock, where the city's conservative council has enthusiastically endorsed Citibus's efforts to try new things. The general manager has gained



the respect of the council and is able to *articulate the case* for new ideas; assuming the idea is sound financially and operationally and has merit, the council will listen. The Citibus general manager indicates that he has never encountered any significant barriers that a sound plan could not overcome. For example, the city council was not supportive initially of Citibus's idea to begin bus wrapping. Management made sure to inform the council of the potential revenue to be generated and the new relationships that would be formed with bus wrap sponsors, likely including major companies and institutions in the city. Once the city council learned of the potential advantages of bus wrapping, it endorsed the program.

EVIDENCE OF A CULTURE OF INNOVATION

Table A-2 describes how Citibus's culture compares to the identified elements of innovation. Key factors of the culture at Citibus, fostering an environment of change and innovation, include:

- Well-trained staff, with exposure to many different stimuli through both training and community involvement, showing a system with effective *staff development*.

-
- Strong involvement with the community at all staffing levels. Management encourages staff to participate and get involved in the community, working towards a common goal of representing and promoting Citibus – evidence of *community involvement*.
 - Focus on working with staff to build cohesiveness and ensure service quality – aspects of *quality, focusing on the mission, and staff development*.
 - Keeping the system in the public eye, by winning awards, association with respected local businesses and the university, and community work encouraged by management. Such community involvement, which is part of management’s efforts to build support and respect, can be seen as evidence of *seizing opportunities* and *community involvement* activities – those that system management pursues as meeting the overall mission of the organization.
 - Always looking for new projects, building on ideas from all levels of staff. This is an environment that encourages the *seizing of opportunities*, with all staff members encouraged to pursue ideas that support Citibus’s mission.
 - An environment supportive of ideas generated from within, allowing innovation to flourish – *organizational support*.
 - A dynamic, involved general manager who is respected in the community – *leadership*.

CONTACT INFORMATION

City of Lubbock—Citibus
801 Texas Avenue
Lubbock, TX 75606

John Wilson, General Manager
Tel: (806) 767-2383
Fax: (806) 767-2387
Email: jwilson@citibus.com

Table A-2

CITIBUS - RATING ON INNOVATION ELEMENTS

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|--|---|---|--|
| Challenge/ Alignment | Finding the right people for each position and ensuring staff are working together toward a common goal. | Citibus stresses the importance of well trained staff who are able to move up in the organization. Management articulates its operating philosophy and staff are able to work together. The manager, part of a management and operations firm, is able to bring in new managers, train them, build up their skill levels and then promote them to another system. Even though the manager has been in place for 25 years, staff still feel that they can move up. | High |
| Freedom/ Self-Initiated | An environment that encourages staff and provides freedom to pursue ideas that support clear and well-understood goals of organization. | Staff are always encouraged to participate in activities and submit ideas for the system. Citibus sells bus wrap advertising to a wide range of businesses. Staff are permitted to sell wraps and gain the commission if they do. Managers are frequently coming up with ideas that are accepted and turned into reality. Many of the innovative approaches were initiated through staff. | High |
| Work Group Diversity/ Diverse Stimuli | Ensuring staff receive both internal and external stimuli, through training, conferences, and/or diverse work groups for exposure to peers and new ideas. | Management stresses training and participation in a variety of activities. In one instance, management set up National Transit Institute training specifically for the employees. Staff are also encouraged to participate in community activities and events. Managers regularly are promoted to other systems requiring management to bring in new staff that add to the diversity. | High |
| Supervisory Encouragement/ Unofficial Activity | Management provides encouragement and flexibility for staff to perform their jobs and be creative to support organization. | Management stresses creativity and new ways to conduct their jobs. Staff are free to come up with new ideas. Even drivers participate. | High |
| Organizational Support/ Within Company Communications | Management/governing body encourages and supports new ideas within the organization, responding to ideas from within. | Citibus has developed an excellent relationship with the city council. The council is very encouraging of the system and management. Communication appears to be open at all levels. | High |

Table A-2 (continued)

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|---------------------------|---|--|--|
| Resources | Funds to try new services, invest in staff, and try new technologies. | Citibus has been very aggressive in developing new services and generating resources to pay for its services. The advertising/bus wrap program brings in significant funds as do its large contract with the University and a grocery store chain. | High |
| Serendipity | Know when to recognize a good idea and understand that sometimes it's luck. | Serendipity plays a role in Citibus through its close relationship with the community and its ability to identify a good idea. An excellent example of this was the development of the shopper shuttle. | Medium |
| Leadership | System manager with ideas, energy, and willingness to change. | The manager has been with the system for 25 years and over that time has built up a wealth of trust and respect through his very active involvement in the community. The city council, the business community, and the university all work closely with Citibus. This manager continually seeks out new opportunities through his close involvement in the business community, and through his involvement in transit at the state and national level. His dynamic approach to leadership has enabled the system to grow. | High |

This page intentionally left blank.

COUNCIL ON AGING AND HUMAN SERVICES (COA&HS) COLFAX, WASHINGTON

SETTING

CoA&HS is a not-for-profit organization, based in Colfax, Washington, about 50 miles south of Spokane, that was formed in 1976 to provide services to persons over age 60. It has expanded its goals twice since its inception to serve other groups of people with needs, as well as the elderly. CoA&HS provides a wide range of services, including nutrition programs, information and referral services, commodity food distribution, home care, advocacy, and transportation.

Its service area, encompassing the far eastern central portion of Washington and the north-central area of Idaho, is very diverse from the rural portions of Spokane County, bordering on a city of 200,000, to the rural rolling hills that constitute the farm lands of the “Palouse,” and the isolated remote areas in the mountains of north-central Idaho.

CoA&HS’s transportation program, known as COAST, serves four counties in Washington State, including its home county of Whitman, and five counties of Idaho. These counties are: Asotin, Garfield, rural Spokane, and Whitman in Washington; and Clearwater, Idaho, Latah, Lewis, and Nez Perce in Idaho. Clearwater and Idaho Counties include some of the most isolated mountain regions in the country. The very large service area includes three small cities – Lewiston, Pullman and Moscow – each with a university. COAST receives a wide variety of funding including FTA funds distributed through the two states. Other major funding sources include Medicaid and Older Americans Act.

It should be pointed out that because the service area straddles two states, COAST management must work closely with two state transportation departments (Idaho and Washington), two Medicaid agencies, and deal with two sets of regulations regarding most aspects of rural public transportation. In addition, the system is active in two state transit associations. CoA&HS’s executive director routinely travels to both state capitals.

COAST’s transportation operations division has a full-time director, who is assisted by part-time road supervisors, and part- and full-time drivers. The dispatch center has a director who is assisted by three full-time mobility specialists who take trip requests and dispatch service.

TRANSIT SERVICES PROVIDED

COAST provides a wide variety of transit services for the general public and human service agencies in its two-state service area. In fact, one of the innovative features of COAST is the variety of transit services it provides, only some of which are directly operated with the agency’s own 21-vehicle fleet. Some of the service is provided by other local agencies using COAST vehicles, and some is provided through contracts with private and public providers. COAST stresses the importance of *building*

community resources – with a philosophy that it does not matter which agency operates the service as long as there is safe, effective service for persons in need. Consequently, COAST is involved in a number of non-traditional, innovative efforts.

Within COAST’s nine-county service area, 24 communities are served at least one day each month, with service into one of the three small cities on a regular schedule. Advance reservations are usually required. In addition, five-day per week demand-response service is available in one of the small cities – Moscow – where COAST operates a general public service. COAST also sponsors an extensive volunteer transportation program and serves as a broker for a variety of services, including Medicaid trips. Through its directly operated, contracted, and volunteer service, COAST provided 87,000 one-way trips in 1999, covering 942,000 miles.

ELEMENTS SIGNIFICANT TO AGENCY’S CULTURE

Philosophy of Transportation

COAST’s unconventional structure for service delivery follows from its unconventional approach towards transportation. The agency’s executive director believes that *mobility is the foundation for participation in a free society*. He states that:

“For COAST, it is not a question of whether or not we will choose to provide service. The question is whether or not we have the will to find a way to provide the service. Working at COAST is not about saying no. Instead, it is about finding a way after we have already said yes.”

This philosophy means that COAST undertakes a number of different, often innovative services. Some of these have been difficult to implement, and other transit agencies would likely balk at doing some of the services. But COAST believes that mobility is too important, and this philosophy pervades much of what COAST does.

Core Values and Mission

One of the factors that drives innovation at COAST is the parent agency’s deeply held set of core values and goals that has been accepted by the board, management, staff, and constituents. COAST, as part of CoA&HS, has a strong mission statement and goals that guide the system. The agency’s mission commits the organization to “enhancing lives and supporting communities.” Most of the work done by COAST is geared towards this mission – supporting and building community resources – rather than simply providing transit directly. Innovation in many cases centers on COAST’s finding new ways to build these community resources.



CoA&HS's mission statement is included on most of its literature, in reports and in the office for all staff and visitors to see. In addition to the parent agency's mission statement and goals, there are goals for COAST as well. Staff are well aware of these goals and values, which guide them as well as management and the board. The agency's core values and mission are clearly understood by all in the organization.

Building Community Resources

COAST provides service directly with 21 vehicles, but is responsible in some manner for the operation of another 26 in its service area, stemming from its philosophy of supporting and building transportation resources in the community. This "resource building" effort began with COAST's involvement with the Washington State Medicaid



brokerage program, with requirements that a broker find and/or develop resources that can provide transportation as part of the brokerage. COAST has been operating a Medicaid brokerage in its Washington State service area for 15 years.

One of COAST's innovative approaches to building resources is the agency's *vehicle pool*. COAST provides well-maintained used vehicles to smaller agencies in its region, in exchange for the agencies providing the 20 percent match to COAST to obtain new vehicles through the federal 5310 program. Essentially, COAST – with a successful track record with the grant program – is applying for vehicles on behalf of the smaller service agencies. (See Part II, page II-15) COAST further builds resources through its *insurance pool* (See Part II, page II-39) and driver training program for these smaller agencies in the region.

COAST also works with for-profit providers, again, to build transportation resources in the community. For example, COAST management has worked closely with one company for over five years, developing an innovative *postal bus* service, where the private provider now carries passengers in addition to the packages and mail which are transported under contract to the U.S. Postal Service on a rural intercity route. COAST saw an opportunity to use the private provider's vehicles to also provide passenger transportation and realized this would be a more cost-effective strategy than trying to provide the service itself. (See Part II, page II-4) COAST also makes its driver training available to this private provider.

Supportive Board

COAST's board strongly supports the agency's mission and trusts the executive director to carry out that mission. The director describes his board as having vision and tenacity. Board members sometimes "ride along" in the bus to better understand the transit services and constituent needs.

A number of the board members are community activists, and one is the chair of a United Nations commission on children. Some of the board members are retired professors from Washington State University, and the current chair is 80 years old. Many of the members serve on other local boards and committees, spreading COAST's "tentacles" throughout the community.

Community Involvement

The board, management, and staff are all active in the community. The board, itself composed of individuals active in the community, encourages such involvement by COAST management and staff as well. The executive director is involved with various community activities and encourages involvement by his senior staff, believing that one of the best ways to gauge the needs of the community is to be involved in it.

The executive director is also active at the state and national level, serving as a long time Community Transportation Association of America (CTAA) board member as well as a National Transit Institute Fellow, where he provides motivational speeches as well as technical assistance.

Well Trained and Experienced Staff

COAST's staff are experienced, with an average tenure of 18 years for senior staff, and dedicated to their agency and its mission. Management ensures numerous opportunities for training and attendance at state, regional, and national conferences, building on the executive director's belief that one learns by meeting others. There is an ample travel budget to ensure that funding is available for staff training.

In relation to staffing, the executive director works hard to ensure that the right people are in the right jobs and makes sure to assign tasks to employees based on their skill and expertise. And he stresses that staff should know their role in the organization. Staff are encouraged to take the initiative and are given opportunities to apply for grants and other funding programs in order to pursue the goals of COAST, and apparently this does happen.

The atmosphere at COAST reflects, in some ways, the mission of the agency – enhancing lives and strengthening communities: one employee "raised" three children

in the office. The executive director felt this was a good experience for staff, who would help out when necessary. The experience reportedly helped bond staff, resulting in a sense of closeness at the organization.

Dynamic Manager

The current executive director is a dynamic, risk taking manager, with a focus on the agency's mission and core values. He is deeply involved in all aspects of COAST's operation and regularly develops new approaches to meeting needs and building resources. He believes that *innovation is 90 percent persistence*, and dismisses the "standard" barriers to change and innovation. Although the director did indicate that, at times, he may not take the easiest approach to addressing issues – sometimes he tries to "go over the mountain rather than around it" and he has at times underestimated the size of the "mountain." He acknowledges that he may be his own barrier at times, when he is unable to communicate effectively to forward a new idea or service.



The executive director's actions mirror his philosophy of saying "yes" and then finding a way to do what is necessary. He believes that this attitude is essential for real success – making a difference in peoples' lives – and innovation.

COAST's executive director has been with the organization for 18 years, developing a wealth of experience. He is active at the local, state (both states in his case), regional, and national level. His contacts at the local level have allowed COAST to take advantage of a variety of opportunities that have presented themselves, and he believes in building alliances, ensuring COAST representation on various human service and transportation committees in his service area.

Recognition and Awards

COAST, its board members and executive director have received numerous local, state, and national awards and recognition. These help instill pride in the system and recognize COAST as an important component of the region's rural life. Such recognition also builds the trust of the board in the executive director, giving him latitude in his management of the transit system.

EVIDENCE OF A CULTURE OF INNOVATION

COAST only operates 21 vehicles directly, but its impact on mobility is far greater, with over 50 vehicles that are operated by various organizations that have drivers trained by COAST, that are funded or insured by COAST, or that provide service contracted with COAST. COAST is driven by its motto “enhancing lives and supporting communities.” According to the organization’s director, “mobility is the foundation for participation in a free society.”

Table A-3 describes how COAST’s culture compares to the identified elements of innovation. Key aspects of COAST’s culture include:

- The organization’s *focus on its mission* and objectives are clearly articulated, guiding staff, management, and the board. This strong support and “buy in” throughout the organization for these guiding principles, particularly from staff, set the stage for new ideas and creativity to further the mission, ensuring alignment.
- Staff are encouraged to try new things and act independently, including involvement with the community to represent COAST. Such involvement strengthens COAST’s commitment within the community – evidence of *staff development and motivation, organizational support, and community involvement*.
- Staff are well-trained and regularly attend conferences for exposure to new ideas. Having the human service agency staff in the same facility allows for some diverse views. Such exposure supports *staff development*.
- The executive director is always looking for new projects. Most ideas for new projects and programs for COAST have come from the executive director, but some have come from staff as well – *dynamic leader* as well as the ability to *seize opportunities*.
- COAST’s board is “out front” on activism and encourages innovation to support the organization’s overall mission. Support throughout the organization also helps build allegiance and pride among staff and management for COAST’s activities, supplemented by various awards achieved by COAST. There is strong *organization support*.
- *Building resources*, in terms of funding, is generally not an issue for COAST. This is due in part to management’s aggressive and often successful search for funding from both traditional and non-traditional sources. Just as important, management searches out new ways to provide mobility that is cost-effective.

-
- Management has built on a number of *serendipitous* opportunities, such as the postal bus service, with the executive director recognizing that the service operated by the private provider for the U.S. Postal Service represented a chance to expand passenger service.
 - COAST's manager is a dynamic, involved leader who is respected in the organization and community – effective *leadership*.

CONTACT INFORMATION

Council on Aging and Human Services
P.O. Box 107
210 South Main
Colfax, WA 99111

Karl Johanson, Executive Director
Tel: (509) 397-4611
Fax: (509) 397-2917
Email: karlj2@completebb.com

Table A-3

COAST - RATING ON INNOVATION ELEMENTS

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|--|---|--|--|
| Challenge/Alignment | Finding the right people for each position and ensuring staff are working together toward a common goal. | COAST is a small organization that has a staff with an average of 15 years tenure. These staff show the same dedication as management and the board (which is very socially active). COAST also has a strong mission statement and goals and objectives which help guide all staff and management. | High |
| Freedom/Self-Initiated | An environment that encourages staff and provides freedom to pursue ideas that support clear and well-understood goals of organization. | Since there are few staff, most of the ideas come from only a few individuals. Those individuals have the freedom to develop initiatives. | Medium |
| Work Group Diversity/Diverse Stimuli | Ensuring staff receive both internal and external stimuli, through training, conferences, and/or diverse work groups for exposure to peers and new ideas. | Since staff is small and tenured, there is little turnover, and few new employees. However, staff and board members are afforded opportunities to attend conferences and training. | Medium |
| Supervisory Encouragement/Unofficial Activity | Management provides encouragement and flexibility for staff to perform their jobs and be creative to support organization. | Management encourages staff to participate in community activities, however, most of the creativity comes from the director. The board encourages the director to be innovative and consequently he is often focusing on a wide range of activities. | High |
| Organizational Support/Within Company Communications | Management/governing body encourages and supports new ideas within the organization, responding to ideas from within. | With a small staff, ideas are freely exchanged between the director and staff. Management is very supportive of ideas from within the organization. | Medium |

Table A-3 (continued)

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|---------------------------|---|---|--|
| Resources | Funds to try new services, invest in staff, and try new technologies. | Resources are scarce, but COAST has been able to use innovative approaches to make each dollar go a little further. Many of the innovators in less rural/isolated environments have concentrated on generating revenue. While COAST tries to generate new resources, it also specializes in getting as much out of each resource as possible. | High |
| Serendipity | Know when to recognize a good idea and understand that sometimes it's luck. | Serendipity played a role in one of COAST's most fascinating innovations, the postal bus service. Developing this program involved luck, combined with a keen eye for the possibilities of working with the postal contractor. | High |
| Leadership | System manager with ideas, energy, and willingness to change. | COAST has very dynamic leadership both from the board as well as from the executive director. His leadership has allowed COAST to pursue numerous innovations. He has 18 years experience in transit serving on a national association board and is very active throughout the transit industry as well as in his community. | High |

This page intentionally left blank.

FREDERICKSBURG REGIONAL TRANSIT SYSTEM (FRED) FREDERICKSBURG, VIRGINIA

SETTING

Fredericksburg, Virginia, is a small city located about 50 miles south of Washington, D.C., and about halfway between the nation's capital and Virginia's capital city of Richmond. The Fredericksburg area, with a population of about 75,000, is known for the colonial and Civil War history of its surrounding area. The city has an "old town," abundant shopping opportunities, tourist attractions, and a small college. The city is also a bedroom community for persons who work in the Washington, D.C. metropolitan area.

There are a variety of transportation needs in the community. Regional and commute needs are served by extensive commuter bus and rail services to Washington. Community needs are served by Fredericksburg Regional Transit (FRED).

TRANSIT SERVICES PROVIDED

FRED is a small urban system, relatively new with service implemented in late 1996. The system operates route deviation service over six routes with a fleet of nine vehicles. Service is provided in the City of Fredericksburg as well as in neighboring Spotsylvania County.

ELEMENTS SIGNIFICANT TO AGENCY'S CULTURE

Management Philosophy

During the site visit to Fredericksburg, FRED's manager spoke about her philosophy towards her position and the transit system. Several points can be highlighted:

- *Enjoy the job* – The manager indicated that her job and the jobs of her staff "have to be fun." After hearing the name of her system, "FRED," one senses that she is having fun.
- *Willingness to change* – The manager emphasized that FRED is always changing, trying new services and approaches to providing more rides to more people. She made a point also to say that management is not afraid of failure, which helps the transit system willingly try change.
- *Never say no* – Another aspect of management's philosophy is to never say no. There is always a way to help a customer.
- *There are no barriers* – When asked if there have been barriers in her quest to pursue ideas and start new programs, the manager responded with "barriers, what barriers?" She believes that there is always a way to try new things.

Generating Local Support

FRED has generated high levels of financial support from the community, including the City of Fredericksburg, the neighboring county, the large local hospital, the local college (Mary Washington College), a development company, and several other local organizations through its innovative Partner program. (Part II, page II-81) Management credits this support as being critical to FRED's success, because until just recently, FRED did not receive federal transit operating subsidies. And the Partner program generates not just revenue for the transit system, but strong community support, which in turn creates new opportunities to recruit additional Partners.

PARTNERSHIPS POWER ●●●



Look Professional

One way to gain support from the public and private sector is to provide a quality service that looks professional. While FRED is a fairly small transit system, management ensures that the staff look professional, with simple, attractive uniforms (polo shirt and slacks). Care was taken in selecting the logo for the transit system when the service was inaugurated and then detailing the vehicles with the logo and system name. FRED is well-recognized in the community, in part because it looks attractive. This serves to instill pride in the service, both within the community and for the transit system staff.

Self Promotion

FRED's manager indicated that part of her job is to promote her system. She pursues, and has received, some significant state and national awards for her system. She states that there are very good reasons for a manager to promote his or her system. Through successful promotion, the system gains respect from the community and, in her case, is a matter of pride for the community and its leaders, including her immediate supervisor, the Fredericksburg city manager.

Awards such as the CTAA's *System of the Year* award, and the Virginia Municipal League's *President's Award* are major points of pride and respect that make the residents and leaders of the community proud. This, in turn, translates into greater support from the city, residents, and the business community, which helps attract additional support and funding, some from local organizations not normally associated with transit.



Community Support

FRED's manager indicated that the city government is progressive and encourages innovative thinking from the transit system. As a department head, she attends weekly meetings with other government leaders and is actively involved in FRED's Public Transit Advisory Board, which has a variety of members including non-riders to gain the perspective of residents who do not use FRED. Staff are also involved in promoting the service within the community.

State Support

FRED has an excellent relationship with its state transportation department – the Virginia Department of Rail and Public Transportation (VDRPT), which has been very supportive of the service. VDRPT staff were instrumental in assisting with initial planning for the service and system implementation, with both funding and staff support.

Transit System Staff

FRED's manager was quick to credit her staff – as dedicated, willing, and supportive – and ready to take on another innovation or challenge. She hires drivers more for their customer service skills than their driving skills, stating that it is easier to teach an individual to drive than to have good interpersonal skills. Training is also a major component toward building her staff.

Recognition is a key element to building staff at FRED. Management recognizes employee contributions regularly and gives out awards. She also makes sure to keep in close touch with her staff through both group meetings and periodic one-on-one meetings.

EVIDENCE OF A CULTURE OF INNOVATION

FRED's culture can be compared to the elements of innovation distilled from management theory; see Table A-4. The significant attributes at FRED that appear to establish the transit system's environment of change and creativity include:

- FRED has a very strong customer service approach to transit. Through *staff development*, the manager hires staff to meet the system's customer service mission and ensures that all staff work towards this common goal, developing services to meet the needs of the community, instilling pride in the service, and generating respect within the community.

-
- Management’s “never say no” attitude translates to a strong willingness throughout the small organization to try new services to meet community needs – *seizing opportunities*.
 - City government encourages FRED to pursue various ideas, such as the successful Partner program, evidence of *organizational support and community involvement and communications*.
 - Strong support from the community – both public and private sectors – comes through FRED’s innovative Partner program as well as the manager’s tireless promotion of her system, *building resources* for the transit system as well as respect and pride.
 - *A dynamic, energetic leader* who believes strongly in her transit system, its staff, and the mission of the system to serve the community.

CONTACT INFORMATION

Fredericksburg Regional Transit
1400 Jefferson Davis Highway
Fredericksburg, VA 22401

Rebecca Martin, Transit Manager
Tel: (540) 372-1222
Fax: (540) 370-1637
Email: fredtransit@fburg.city.state.va.us

Table A-4

FRED - RATING ON INNOVATION ELEMENTS

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|--|---|--|--|
| Challenge/ Alignment | Finding the right people for each position and ensuring staff are working together toward a common goal. | The FRED manager takes great care in hiring and training her small staff. Employees are aligned to serve customers, rather than provide transit service. FRED is very customer oriented: the number of customers served is a key performance measure, in addition to standard measures. Understanding that the system is in place to help people, the system tracks not just persons that ride the service, but also the number of persons that seek information and referral as well as the number of intercity bus tickets sold. Drivers are hired for their interpersonal skills, rather than driving experience. The result is that the entire staff serve as representatives and salespersons for the system. Employee recognition and awards are important. Staff uniforms are sharp and colorful as are the vehicles. All this serves to instill pride in FRED, both within the system staff and community, which management then is able to turn into financial and community support. | High |
| Freedom/ Self-Initiated | An environment that encourages staff and provides freedom to pursue ideas that support clear and well-understood goals of organization. | Management staff are encouraged to be innovative. Management fully understands that innovation is encouraged. | Medium to High |
| Work Group Diversity/ Diverse Stimuli | Ensuring staff receive both internal and external stimuli, through training, conferences, and/or diverse work groups for exposure to peers and new ideas. | Staff training at FRED is stressed. Both drivers and management receive regular training. Management is also afforded the opportunity to attend conferences across the country. This ensures that staff receive both internal and external stimuli. | Medium to High |
| Supervisory Encouragement/ Unofficial Activity | Management provides encouragement and flexibility for staff to perform their jobs and be creative to support organization. | In a small organization such as FRED, everyone knows what each staff member is doing. Unofficial activity immediately becomes approved activity. Management gives staff flexibility to perform their job and be creative. | High |

Table A-4 (continued)

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|--|---|--|--|
| Organizational Support/ Within Company Communications | Management/ governing body encourages and supports new ideas within the organization, responding to ideas from within. | <p>FRED has become a respected part of city government. The FRED manager reports directly to the city manager as a department head. This is an advantage, according to the manager, as she is informed of city activities that may be occurring, and she can inform other department heads of her activities. This can be especially helpful in working with the police department. Due in part to FRED's track record and successes, the system has widespread internal and external organizational support.</p> <p>Another aspect of organizational support is the community environment. Fredericksburg is a tourist oriented community. While conservative, it is willing to change and grow. The city is a combination of small town and suburban growth. Its vibrancy has been due, in part, to its ability to change.</p> | High |
| Resources | Funds to try new services, invest in staff, and try new technologies. | FRED is unusual in that it received no federal transit funding (until just recently). To obtain funding, FRED management developed its innovative Partner program, securing local financial support from public, private, and not-for-profit organizations in the community, which contributes over 60 percent of total revenues. | High |
| Serendipity | Know when to recognize a good idea and understand that sometimes it's luck. | Serendipity appears to be a minor factor in the development of FRED. However, management was able to seize the opportunity to take over the Greyhound station when Greyhound was looking for a local agency to take over its site and handle ticket sales. This opportunity provided FRED a facility at almost the geographic center of its service area as well as the role of Greyhound ticket agent, with commissions from sales providing about seven percent of total revenues. | Low |
| Leadership | System manager with ideas, energy, and willingness to change. | There is no question that the manager is a dynamic leader who has enabled the system to prosper and innovate. The manager has many years of experience in the transit industry, having worked for a range of transit organizations, including a large rural transit system (known for several innovative programs), CTAA, with exposure to many different ideas from around the country, and the VA Dept. of Rail and Public Transportation, where she established working relationships with state staff. Her well-rounded experience and communication skills have been key in establishing FRED's culture of innovation. Her dynamic approach to transit and active promotion of the system have allowed the system to grow and succeed. | High |

RABBIT TRANSIT YORK COUNTY, PENNSYLVANIA

SETTING

York County, Pennsylvania, is located in the south central part of the state, about 120 miles from Philadelphia. The county, about 900 square miles, is predominately rural, with one small city – York – that has its origins as the nation’s first capital city. The county population is expected to reach about 370,000 with the 2000 Census. The City of York has an estimated 42,000 residents, although the York urban area is considerably larger. The next largest community is Hanover, a town of about 18,000 residents situated in the southwestern corner of the county.

The county’s economy is diverse, and manufacturing remains significant for local industry and employment. The York hospital, Wellspan Health, is the single largest employer in the county.

Rabbit Transit was known as Community Transit until July 2000 when it underwent a major identification change – with a new name, logo, and paint scheme for its buses. The transit system is a public authority, created by the county in 1974 through state enabling legislation. It has a 12-member board of directors, appointed by the York County Commissioners.



TRANSIT SERVICES PROVIDED

Rabbit Transit operates a range of services, including traditional fixed-route service in the urban core of York City, county fixed routes providing baseline service throughout the area, local routes in the Town of Hanover, shuttle and employment oriented services, paratransit including ADA service, and demand-responsive feeder service to the county routes. The agency’s fleet includes 30 fixed-route and 30 paratransit vehicles, though planned expansion will soon increase this to 35 fixed-route and 37 paratransit vehicles. Total ridership, including fixed-route and paratransit, was about 1.23 million in FY 2000.

ELEMENTS SIGNIFICANT TO AGENCY’S CULTURE

Agency’s Creation Fostered Innovation

York County’s transit system was “born” into crisis, through a forced merger between a public fixed-route system sponsored by several municipalities and a private, non-profit paratransit program operated by a community service agency. The two had very opposite environments: the entrenched fixed-route system clashed with the human service-oriented paratransit program, but the county commissioners were determined that the two would merge to solve operational and funding problems. With new

management personnel hired and a few former staff remaining after the merger, the new transit system's survival required flexibility, compromise, and some creativity to develop the new system. This merger itself was innovative, as it resulted in one of the first transit systems in Pennsylvania to bring fixed-route and paratransit under the same roof.

York County's transit agency grew from this contentious beginning and continued to develop its ability to change and adapt to new opportunities.

Constant Search For New Opportunities in the Community – “Kissing Frogs”

Rabbit Transit is constantly looking for opportunities for new services and partners, to find new revenue sources and expand its base. The executive director spends considerable time out in the community, attending meetings, sitting on committees, listening to community leaders, reading the local paper – with the express purpose of staying involved in the community and learning of possible transit needs or issues that Rabbit Transit could meet or solve. The director indicated that part of the top job is “keeping an ear to the ground,” looking for new opportunities. This results, he said, in “kissing a lot of frogs” to find the prince (or princess, in his case) – spending a lot of time in meetings, on committees, and with other community activities before a suitable project or service is identified that the transit agency can implement. For example, the impetus for one of Rabbit Transit's routes was a phone call to the hospital after the executive director learned from community sources that the hospital was breaking ground on a major expansion project that would exacerbate an already tight employee parking situation. The director suggested to the hospital that Rabbit Transit could operate shuttle services between remote parking and the hospital site. The route that resulted from that phone call has now been operating for six years, carrying 2,000 to 3,000 riders per month and is fully subsidized by the hospital. This route was clearly a “prince.”

Willingness To Try New Services

Rabbit Transit's constant search for new opportunities in its county is paired with a willingness to experiment and try new services. Once the agency has identified a possible issue or transit need that it might address, the agency then takes the next step – developing a service that it can implement, typically in partnership with the community organization that has some responsibility for the issue.

Several years ago, for example, the transit agency learned that a new middle school was being built in one of the smaller towns that it serves. This new school site was at the outskirts of the town, not served by Rabbit Transit's existing routes and without any school district transportation. Parents of students slated to attend the new school were

upset about the distance students would have to walk. The executive director then approached the school district, suggesting that it could modify one of its routes to serve the new school. The school district, while not in a position to subsidize service, was very interested, offering to provide a bus zone on school property and to sell bus passes and tickets at the school. Rabbit Transit modified its route, which soon was carrying standing loads during school travel times, solving the town's school transportation crisis.

This willingness to try new services does not always result in success, however. A number of years ago, Rabbit Transit read in an industry publication about the merits of a summer youth pass. Ridership data showed that the transit agency carried a high proportion of youth during the school year, particularly as York has no school-provided transportation, but this ridership evaporated during the summer. The director determined that a summer youth pass would benefit the younger residents of the community and build ridership as well. The agency created a \$25 summer youth pass, good for the entire three-month summer period, and worked with the school district to extensively publicize and market the new service. When only a few dozen were sold the first summer, the transit agency thought that perhaps its marketing was to blame. But after a second summer of dismal youth pass sales, Rabbit Transit decided to find out what was wrong. With the help of a local market research firm, the transit agency held focus groups for local teenagers, discovering that the kids did not want to spend \$25 in June for a pass that they were unsure how frequently they would use. The kids explained that using the bus was a "spur of the moment" decision – not something they plan in advance. Learning this, the transit agency deeply discounted its youth fare the next summer – from 90 cents to 50 cents – with a tripling of youth ridership that summer.

Rabbit Transit's first attempt to boost summer youth ridership was a failure, but rather than accept a loss, the agency decided to learn from its mistake. Building on market research through the focus groups, Rabbit Transit was able to translate the failure of its summer youth pass to a new strategy that was successful. A willingness to experiment and try new services must recognize that there may be failures.

Involvement With Private Sector

Rabbit Transit has consciously sought out private sector partnerships. Not only has it developed a long-standing relationship with the hospital, now providing two routes designed to serve the hospital's facilities, but the transit agency has worked with local merchants on specific projects and with local employers in support of *welfare-to-work* efforts.

Rabbit Transit's relationship with the hospital is structured so that the services designed for the facility are funded at their fully allocated cost level by the hospital.

Riders on the two routes – almost predominately employees or others affiliated with the hospital – ride for free in exchange.

Rabbit Transit has also established a relationship with one of the large supermarket chains – Giant. When the supermarket decided to close its one store remaining in older, lower-income downtown York, resulting bad press in the local newspaper created a major public relations problem for the supermarket chain. Learning of the problem, Rabbit Transit contacted supermarket officials and offered to help. The two organizations worked out two programs to help the supermarket chain. To repair the public relations problem, the supermarket chain decided to offer a free ride home ticket on Rabbit



Transit for anyone purchasing more than \$5 worth of groceries at any of its grocery stores in the area, most of which are served by Rabbit Transit routes. (Part II, page II-93). To solve the problem related to closure of the downtown store, Rabbit Transit implemented special service from the downtown area to the new suburban grocery store, fully subsidized by the supermarket chain. The special service operates three days per week, providing one round trip between the immediate neighborhood of the now vacant older grocery store and the new store.

Building on *welfare-to-work* efforts in York County, Rabbit Transit has developed a number of employer shuttles in the York area, established in partnership with the employer and with a written agreement to structure the arrangement. For the employer shuttles, the transit agency uses its existing fleet, with the shuttle services designed to start at the York City transfer center, where the city routes meet every half-hour. Rabbit Transit requires the employer to subsidize the shuttle service up to the variable cost per hour after the first 90 days of service if the service does not generate adequate ridership. Rabbit Transit currently operates six different shuttles for seven employers, generating ridership of about 1,200 per month. (See Part II, page II-85)

Staff Dialogue for Ongoing Communications

With 125 employees covering service operations from very early morning to late night throughout the week and weekend, there is no easy way for Rabbit Transit staff to meet together on a consistent basis for ongoing communications. After trying meetings with larger groups of staff members, the transit agency organized its staff about two years ago into smaller groups that meet on a regular basis throughout the year, discussing safety issues as well as providing a forum for discussion about a wide range of other agency topics. This new structure has allowed for more meaningful dialogue among staff, an improved



understanding across departmental and functional lines at the agency, and a more fertile environment for generation of ideas and strategies to improve services.

Rabbit Transit staff are formally divided into five teams, referred to as safety teams. These groups, which have about 16 to 25 members each, represent the spectrum of agency departments, purposefully intermingling drivers, mechanics, finance staff, administrative personnel, management, etc. Each team is then divided in two, depending upon shift times. In this way, the “early shift” portion of each team meets in the morning, and the “late shift” portion of the team meets in the evening. There is one team leader, a position held by an operations supervisor (termed Service Quality Representative), and the supervisor runs each of his or her safety team meetings. The executive director attends every team meeting.

The initial focus of the teams is safety, and safety statistics are presented and discussed. Additionally, the teams discuss customer service and other aspects of daily service. The agency also calculates a “score” for each team on a number of performance indicators, including: miles between preventable accidents, complaints, attendance, and workers comp incidents. A summary sheet by month is prepared with the relative “score” on each indicator for each of the five teams. This has set up informal “competition” among teams, each striving to improve its standing, and, more importantly, improve service to the community.

The team meetings also provide a forum to discuss other operational issues and have spawned a number of ideas for service improvement. For example, discussion at one recent team meeting on communication between drivers and mechanics on vehicle repairs resulted in the suggestion for a revised vehicle repair log to improve communication and accountability.

Supportive Environment

Management of the York County transit agency mentioned a number of “environmental” factors that contribute towards the agency’s ability to continually try new services. These include a very good relationship with the board of directors, active networking with other small urban and rural transit agencies across the state, effective state support through the state’s Rural Transit Assistance Program (RTAP), and other avenues as well as availability of state funding for transit.

The executive director indicated that he has a strong and positive relationship with his board. The 12-member board is actively involved in setting overall objectives for the transit agency, with an annual strategic planning session that sets the stage for each coming year. Within this structure, management can then pursue specific activities and strategies that “fit” within the policy structure, providing a level of independence for management to experiment with new services and strategies without “micro management” by the board.

Networking is another key element for Rabbit Transit. This occurs through Pennsylvania’s active state transit association with various meetings and activities organized through the association director, as well as through informal contacts and discussions. Active in the association are 16 small urban systems (four of these also provide service in rural areas) and 15 rural systems, a number of which are similar in size to Rabbit Transit, and the managers communicate with some frequency on shared issues and topics.

The availability of state support for transit through funding and other programs gives Rabbit Transit a “support system” not always present or strong for small urban and rural transit agencies. State funding in Pennsylvania comes from state general funds (the largest source), lottery funds, and dedicated transit funds. The funds are allocated to systems across the state predominately on a need basis, with supplemental funding provided on an incentive basis depending on achievement of specific performance measures. Beyond funding, the state actively supports its transit systems through a variety of programs including its RTAP program, which has provided, for example, PennScore which is a *train the trainer* program and ITS demonstration projects that have helped a number of transit systems introduce new technology.

EVIDENCE OF A CULTURE OF INNOVATION

In relation to identified elements of innovation as shown in Table A-5, key to Rabbit Transit’s culture appear be:

- Continuous “search” in the community through active community involvement for new opportunities for public transit – management likened this very active community involvement to *kissing a lot of frogs to find the prince* – new services or projects that the transit system can address. This is strong *community involvement* to support the overall mission of the organization.
- Willingness to try new services to meet identified opportunities – At Rabbit Transit, there is an ability to *seize opportunities* fostering an environment conducive to change and creativity.
- Board support for management’s activities - Within the structure of an overall strategic plan, management pursues specific activities to enhance the transit system and its services, with clear *organizational support*.
- Supportive environment – Part of York County transit system’s ability to develop services and try new programs and strategies comes from *availability of resources*, defined as adequate staff time and funding to pursue opportunities. Such *resources* also include the strong networking support provided by other small urban and rural transit systems in the state and various state programs.

-
- System management's pursuit of new opportunities builds strength of *leadership*.

CONTACT INFORMATION

Rabbit Transit
1230 Roosevelt Avenue
York, PA 17404

Stephen Bland, Executive Director
Tel: (717) 849-0725
Fax: (717) 848-4853
Email: sbland@rabbittransit.org

Table A-5

RABBIT TRANSIT - RATING ON INNOVATION ELEMENTS

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|--|---|--|--|
| Challenge/ Alignment | Finding the right people for each position and ensuring staff are working together toward a common goal. | Rabbit Transit uses its safety team organization to help ensure staff are working towards the agency’s objectives, with team meetings focused on improving performance on specific indicators related to agency objectives, including safety. Staffing “fit” is also an issue, exemplified by recent efforts to find the appropriate position for management-level employee who needed a more challenging assignment. | Medium to High |
| Freedom/Self-Initiated | An environment that encourages staff and provides freedom to pursue ideas that support clear and well-understood goals of organization. | Rabbit Transit management clearly has freedom to pursue new ideas and change. The agency also provides environment where staff can freely discuss and pursue ideas and strategies that support the agency’s goals and objectives, e.g., safety team organization with periodic meetings gives forum for such discussion and several ideas have grown from meetings. Informal competition generated by comparison of teams as to their performance on defined indicators encourages employees to continually strive to meet agency objectives. Staff seem to clearly understand the mission of the agency and initiate ideas and suggestions for improved services. | High |
| Supervisory Encouragement/ Unofficial Activity | Management provides encouragement and flexibility for staff to perform their jobs and be creative to support organization. | Clear management support for new ideas and strategies to pursue the transit agency’s mission, through formal as well as informal channels, although many of new ideas and strategies seem to come from management. | Medium to High |
| Organizational Support/ Within Company Communications | Management/governing body encourages and supports new ideas within the organization, responding to ideas from within. | Strong support is provided by Board to management, with overall strategic planning providing structure, and then management has freedom to pursue specific ideas and strategies. Strong support is also provided through the state, including RTAP program, funding, and state transit association. | High |

Table A-5 (continued)

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|---------------------------|---|--|--|
| Resources | Funds to try new services, invest in staff, and try new technologies. | Through effective partnerships with local organizations as well as the availability of state funds for transit, Rabbit Transit has stable funding base to continually try new services and invest in technology and staff, e.g., new paratransit scheduling/dispatch software is being procured to improve coordination opportunities with neighboring county. | High |
| Serendipity | Know when to recognize a good idea and understand that sometimes it's luck. | Rabbit Transit management actively looks for new ideas for transit in the community, by attending meetings, sitting on committees, listening to community leaders, reading the local newspaper. Management is quick to seize opportunities to try new services, fully cognizant that such opportunities may be serendipitous. | High |
| Leadership | System manager with ideas, energy, and willingness to change. | Management is continuously looking for new ideas, services, marketing strategies to improve and expand the transit system. There is clear willingness to make modifications and more major changes to further the mission of the agency. | High |

This page intentionally left blank.

SIERRA VISTA PUBLIC TRANSIT SIERRA VISTA, ARIZONA

SETTING

Sierra Vista is the largest city in Cochise County, Arizona, with a 1999 population of approximately 50,000. The county is located in the southeastern corner of Arizona, with Mexico on its southern border and New Mexico to the east. The county's 6,200 square miles of largely southwestern desert translates to a density of 18 persons per square mile. Just under half of the county's population are within the sphere of influence of Sierra Vista, an area of about 130 square miles. The county seat is Bisbee, about 25 miles east (population of 6,288 in 1990); Tucson is an hour's drive northwest and Phoenix about three hours north, almost 200 miles.

The city's transportation program director says of his environment "there are no resources, so you have to create the resources that you need." Those resources include funding, drivers, vehicles, and passengers. The Sierra Vista City Council voted in 1994 to establish a contracted city transportation service using 100 percent of a new local tax fund. In other Arizona communities, these funds are split between transit and road maintenance. The Sierra Vista City Council's choice to dedicate these funds to transit is consistent with their broader policy focus on the needs of seniors, low-income residents, and persons with disabilities.

TRANSIT SERVICES PROVIDED

Prior to 1994 there was no public transit in Sierra Vista, with the exception of modest social service program transportation operated with Section 5310 vehicles. The city's six-year-old transportation service, operated by the non-profit Catholic Community Services of Cochise County, now has an operations budget of \$800,000 for FY 2000, 19 employees (including drivers, dispatch, supervisors, and maintenance) and a fleet of 22 vehicles.

Service Mix

The primary service elements of the Catholic Community Services-operated transportation program include:

- A city-wide, two route deviated fixed-route loop service with 30 scheduled stops throughout Sierra Vista.
- A military installation intra-base service now connecting with the city's loop service.
- An evening hours' service agreement with local colleges, also benefiting the general public through extended operating hours.

-
- Broad funding base and partnerships that include at least six agencies and public entities: the City of Sierra Vista, City of Bisbee, Medicaid for dialysis center patients, Fort Huachuca for intra-military base transportation, and Cochise College/University of Arizona for college student transportation service.
 - An extensive driver training and risk management program.

Other components of the Catholic Community Services-operated transportation program include:

- Active planning activities for inter-city transportation between Sierra Vista and other smaller, rural communities throughout Cochise County through the Transit Forum, an informal organization of transportation providers both public and private in the County (*See Part II, page II-106*).
- A general public dial-a-ride service in neighboring Bisbee.
- Dialysis runs to the single countywide dialysis facility.
- Inter-community food service providing 180,000 meals annually across the county.

The Results

Although Catholic Community Services has a history of providing transportation services since 1981, it was awarded its first transportation contract by the City of Sierra Vista in 1994, with the first full year of service in 1995. Ridership levels have increased steadily during its six years of existence, now providing over 96,000 trips annually or 2.0 trips per capita during FY 2000.



ELEMENTS SIGNIFICANT TO AGENCY'S CULTURE

Strong Transit Supporters

The city has a long-standing relationship with transit through a key council member who had served on the boards of social service agencies providing transportation with Section 5310 [then 16(b)2] vehicles. Over a 20-year period, this individual developed

a rich understanding of transportation needs of segments of the population – seniors, low income, and persons with disabilities. This understanding led, in turn, to her leadership on the council in the early 1990s when a stable funding source for transit became potentially available. Her leadership is largely responsible for the council's decision to dedicate 100 percent of these funds to transit, rather than to split the funds between transit and road improvements.

Another key supporter of local transit is the RTAP coordinator at the Arizona Department of Transportation. He identifies funding sources to local players and has encouraged submittal of numerous grant applications. His relationship with the community is also long-standing. Various players identify his role as critical to Sierra Vista's journey from its ad hoc, social service-based transportation to its current effective, successful public transit services.

Training and More Training

Driver Training – The program's director feels they must “be sure of our employees” and one means of doing so is an extensive driver training and risk management program, which includes written driver policies and procedures. The program's intent is to train drivers to establish good habits, usually training individuals with little to no public transit or commercial driving experience. The pool from which drivers are drawn is not large in this small community and after a period of healthy economic development that meant workers had a choice among jobs. For Catholic Community Services, this translates to making good drivers from those who may have little to no driving experience, and then retaining these individuals. All driver training is oriented to goals of high quality skills and retention of drivers.

Operational training for drivers includes serving the deviated fixed-route service design. Making this work operationally is an important aspect of new driver training and monthly safety meetings.

Customer Service Training – This is provided to drivers, dispatch, and call takers alike and emphasizes the different needs of a broad mix of passengers. The human service background of Catholic Community Services is called upon in teaching transit drivers to address the needs of a wide-ranging ridership population. These include unwed mothers, seniors, persons with disabilities, low income riders who have no car or only one car, college students, and dialysis patients traveling the 85 mile one-way trip to or from the single countywide dialysis center.

Use of External Training Resources – Behind the scenes of driver and staff training, and critical to its success, is the outreach for new and improved training resources by the training administrator. Both the program director and the training administrator monitor train-the-trainer courses and workshop offerings through various sources including journals, web sites, and conference announcements. When they can't afford

a particular training program that they view as necessary, they urge the RTAP coordinator to procure it or something similar.

The training administrator uses such resources to continually improve and enhance driver and dispatch training programs. The once-monthly Saturday breakfasts, which all operations personnel attend, are used as test settings, before incorporating a new element into the new-driver training curriculum. Cross training is considered critical, so that all staff members can know what is happening. In-house promotion is the norm, ensuring that there are opportunities for upward movement.



Additionally, Sierra Vista Public Transit has a “ghost rider” program to identify possible problems that may suggest further training needs. A ghost rider is paid by Sierra Vista managers to ride the service and report, confidentially, to its managers on a variety of service issues.

Building “Friends for Transit” to Find Mutual Opportunities

In addition to training drivers, the program takes seriously the need to train various other constituencies, including other specialized transit providers, as through its first annual Transit Forum. The program director considers it critical to establish and maintain an active, positive transit constituency. This enables him to identify needs and then to design his program around their needs. Such constituencies include local agencies, the city and other contracting agencies, the general public, and organizations outside the city as well. Building allies for transit is viewed key to another objective of Sierra Vista Public Transit’s managers – to identify mutual opportunities.

Input from the Ridership – The Catholic Community Services transportation program, on behalf of Sierra Vista Public Transit, has a continuing process of surveying its customers. Six times a year, riders receive an on-board passenger survey. Periodic surveys of non-riders are also conducted. Neighborhood level issues are teased out through such surveys, to help Sierra Vista Public Transit’s administrators better understand riders’ needs. Findings from these survey processes enable the transit managers to step back, to learn what passengers and prospective passengers want or need.

Another dimension of customer input is through an active Technical Advisory Committee (TAC) and regular monthly meetings. TAC membership includes the area social service providers and representatives of Fort Huachuca’s transportation and the education departments as well as a city council member and the city public works department staff.

Active Planning Process – To help keep potentially disparate local groups aligned – public representatives, agency, and organization personnel – Sierra Vista Public

Transit’s long- and short-range transit plans are used as consensus building tools. The plans – one developed with considerable public input through the city for Sierra Vista Public Transit, another by Catholic Community Services transportation division itself – describe the transportation vision of each entity and are a tool around which to build agreement and “friends for transit.” The plans establish service goals, but management is then responsible for meeting these goals with the expenditure of a minimum of dollars. Through the survey work, testing consumer satisfaction with on-board comment cards, and input from the TAC, the managers listen for changing needs and requirements of the ridership groups they serve, formally modifying existing plans where indicated.

Mission Statement – Another tool around which to build consensus is the system’s mission statement (shown below), developed by the transportation section of Catholic Community Services and used with driver training, TAC orientation, and to guide the transit agency in working with new constituencies.

MISSION STATEMENT
Transportation Program

WHO

The Transportation Section of Catholic Community Services of Cochise County provides a diversity of transit programs to residents of various rural communities in response to human need.

WHAT

The mission of the Transportation Section is to provide the safest, most efficient and reliable transportation services in the industry.

HOW

In fulfilling the mission the Transportation Section strives:

To maintain the highest degree of professionalism in the industry.

To assure that the vehicles utilized in the provision of service meet or exceed Dept. of Public Safety operational standards.

To ensure that staff members as well as each and every passenger are treated equally.

To genuinely care about each passenger and to always remember that passengers and clients are people first!

To consistently seek avenues of improvement in all areas.

To promote communication between clients and staff members in the understanding of client needs.

To live by the Golden Rule

Modifying Services Around Mutual Opportunities

Sierra Vista Public Transit emphasizes “niche market” services, creating contract operations to serve a particular need. Sometimes this enables it to also expand services

to its core ridership, the general public. Two such services include the Marine Base transportation program and the evening University transportation service.

Developing the College Service Niche – A community needs assessment process identified transportation needs of area college students. Approximately 20,000 college students in the community attend a University of Arizona – Sierra Vista campus, the Cochise County Community College, or either of two technical colleges. Additionally there is an extensive college-credit program offered through Fort Huachuca. Soon after this needs assessment was concluded and college student transit needs were identified, Sierra Vista’s training coordinator attended a Colorado financial management course where the notion of colleges as a fare revenue source was presented. The City and Sierra Vista Public Transit staff then approached representatives of the two largest colleges about using student fees to fund evening service, extending the daily hours of transit operation.

Sierra Vista Public Transit obtained permission to survey the student bodies of these campuses, distributing a survey to almost 20,000 enrolled students. The survey had a 41 percent return rate with 8,000 students responding. Seventy-eight percent of students indicated they would support a small transit fee of between \$2 to \$5 paid at the time of course registration, in return for a free student pass.

The two larger colleges agreed to a \$2.50 transit fee paid by enrolled students at the time of registration each semester. The technical schools and military education program subsequently agreed. The anticipated revenues will support three hours of operating service each weekday evening, expanding the operating day until 10:30 p.m. This service will begin in 2001, following completion of some major highway improvements within the City that ease existing circulation problems. College students, with current I.D., will ride Sierra Vista Public Transit free. Most importantly, the general public will benefit from these expanded operating hours because Sierra Vista Public Transit will now serve evening work trips and seniors’ evening trips.

Responsive Military Base Transit Services — Since Sierra Vista Public Transit commenced service, the City of Sierra Vista annexed the Fort Huachuca army base, bringing the residential areas of this military installation within the city limits. At that time, Fort Huachuca decided to terminate its intra-base transportation service that provided up to 50,000 annual trips with a fleet of two vehicles. A contract was executed with Sierra Vista Public Transit to provide transportation services, to be funded by the city. Initial service was for a single vehicle operating 12 hours a day. The first year ridership was just 7,000 passengers, but has grown to 20,000 annual boardings. Sierra Vista Public Transit’s ridership survey process identified that soldiers needed service to a new area mall in the southern part of the city. By linking the on-base service to the community-loop Green Route, through a transfer bus stop immediately outside the base, this connection was established. Passenger boardings have risen steadily, as evidenced by the Saturday ridership of this service.

Adapting to a Changing Future

The non-profit agency Catholic Community Services has been the city's contractor during this introductory phase of the service, building its core ridership and growing service to better meet the mobility needs of the city. Both the city and Catholic Community Services anticipate that the day-to-day operation of the service will revert to in-house operation in the foreseeable future, to be operated by city employees.

Meeting additional transportation needs within the 6,200 square mile Cochise County is actively being planned for by both staff of both the city and its contractor, Catholic Community Services through such efforts as the countywide Transit Forum. The City of Sierra Vista has been asked by city staff of other small communities within Cochise County to develop inter-city services between the various small towns that comprise this county. Sierra Vista's city council supports this general direction of assisting the smaller jurisdictions in the county, to the degree that is economically and practically feasible, seeing its public transit program as representing a critical knowledge base from which other communities can benefit.



FINDING EVIDENCE OF A CULTURE OF INNOVATION

Key to the success of Sierra Vista Public Transit programs are:

- Continuous council leadership supporting and dedicating funds to transit, building *organizational support*.
- Proactive state-level technical assistance to identify transit-funding opportunities and to procure requested training is associated with *building resources* and *staff development*
- Qualified, knowledgeable and effective staff in the city administration and with the contractor, the Catholic Community Services transportation section, willing to pursue new funding and new partnership opportunities – *seizing opportunities* and *organizational support*.
- Building “friends for transit,” identifying mutual opportunities with key transit constituencies and then designing public transit services responsive to these opportunities -- *community involvement*.

Sierra Vista Public Transit programs rate high on seven of the eight criteria related to innovation; see Table A-6.

CONTACT INFORMATION

Sierra Vista Public Transit
Catholic Community Services of Cochise County
101 N. 1st Street
Sierra Vista, AZ 85365

Neal Holden, Program Director
Rie Waller, Training and Development Coordinator
Tel: (520) 459-0595
Fax: (520) 459-7242
Email: rie101@theriver.com

Table A-6
SIERRA VISTA PUBLIC TRANSIT RATING ON INNOVATION ELEMENTS

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, or Low] |
|--|---|--|--|
| Challenge/ Alignment | Finding the right people for each position and ensuring staff are working together toward a common goal. | City council leadership sees those competent individuals within city staff and Catholic Community Services are critical to the program's ongoing success. While the program director has autonomy in establishing short-term priorities and aims of the organization, these all relate back to the program's mission, objectives, and programs as set forth in long-range transit program planning documents. The labor pool is limited in this rural area and the director reports that employees must be trained into their positions. Extensive new-hire training and regular on-going training help to ensure/protect employee alignment with agency aims. | Medium-High |
| Freedom/ Self-Initiated | An environment that encourages staff and provides freedom to pursue ideas that support clear and well-understood goals of organization. | City council has established public transit as a priority, dedicating 100 percent of available funds. City staff utilize the skills of the program managers first in building a strong local program (Sierra Vista) and now increasingly in developing a transit network across the county as a whole, allowing the managers to set their own direction. The program director is very clear on the chains of command and on ensuring that the transit initiatives conform to the expectations of his immediate boss, the city, and as he states it, "most importantly to the ridership public." | High |
| Work Group Diversity/ Diverse Stimuli | Ensuring staff receive both internal and external stimuli, through training, conferences, and/or diverse work groups for exposure to peers and new ideas. | Sierra Vista Public Transit's operating group is located within a larger human service organization that has a broad range of responsibilities. These include: adoptions; home health nursing and other services for seniors and persons with disabilities; counseling for a range of clients including pre-teen mothers, seniors, and low-income families; and job placement for welfare clients returning to the workforce. The program's director aims to develop a cohesive staff in the transit program, calling upon the resources of the parent organization for training and other teamwork building activities. He emphasizes reaching out to various external resources that might help them all do their jobs better, including courses, workshops, and conferences. Frank about his own educational preparation – some years in the military and limited formal education – the program's director stresses the value of continual learning from resources both within the organization and beyond. Towards this end, the transit group has extensive working relationships with city personnel, with the state transit association (newly on its board), and with the state DOT, as evidenced in a variety of ways. | High |

Table A-6 (continued)

| Innovation Element | Summary of Element | Evidence | Rating on Elements [High, Medium, or Low] |
|---|--|---|--|
| Supervisory Encouragement/ Unofficial Activity | Management provides encouragement and flexibility for staff to perform their jobs and be creative to support organization. | <p>The transit director meets weekly with drivers at Saturday breakfasts, for training and for feedback opportunities on planned, proposed, or implemented service changes. Emphasis on training at all levels of the organization; participation in regional and statewide conferences for senior staff, for city contract officers, and city elected officials. Regular training sessions are scheduled for line staff. Both city staff and the transit program director encourage testing new ideas emerging from training or conference settings.</p> <p>State level encouragement through the RTAP coordinator is continuous through ongoing technical assistance on funding sources and the provision of high caliber training opportunities.</p> | High |
| Organizational Support/Within Company Communications | Management/ governing body encourages and supports new ideas within the organization, responding to ideas from within. | <p>Where new ideas are brought to city management, these are largely supported, if consistent with broader goals and objectives. Managers regularly read the published literature of public transit and are extensive seekers of Internet resources.</p> <p>Ridership surveys are conducted several times a year to pursue changes responsive to consumer concerns. A “ghost rider” regularly travels throughout the service and provides feedback directly to the director on areas requiring attention.</p> <p>Emphasis on in-house promotions as positions open. Input is routinely solicited from drivers and dispatchers on system changes/modifications.</p> | High |
| Resources | Funds and time to try new services, invest in staff, and try new technologies. | Belief that resources must be “created.” Continual search for new needs and new resources that might be associated with those needs (e.g., university transit services). Priority on building new partnerships within the community, between communities across the county, and with other organizations, both private and public sector (e.g., Transit Coalition). | High |
| Serendipity | Know when to recognize a good idea and understand that sometimes it’s luck. | Management’s demonstrated ability to hear ideas in training or conference sessions and then translate these into action (e.g., university transit services). | High |
| Leadership | System manager with ideas, energy, and willingness to change. | Demonstrated years of leadership in top two positions, acknowledged by organizations and individuals within the community. | High |

SUNLINE TRANSIT AGENCY THOUSAND PALMS, CALIFORNIA

SETTING

SunLine serves the Coachella Valley in Southern California, about a two-hour drive east from Los Angeles, through the pass between the San Geronio and San Jacinto mountains that rise to almost 8,000 feet. With mountains framing two sides of the Coachella Valley, the Salton Sea lies to the south, which is California's largest lake encompassing a 360-square mile basin. East of the Coachella Valley is the Mojave Desert, stretching across a 150-mile expanse to the Colorado River on California's eastern boarder.

Nine cities comprise the 68 mile-long Coachella Valley. Above a series of hot springs and underwater lakes that make possible the innumerable golf courses in this desert climate, these cities attract many "snowbirds" from cold weather climates. The cities themselves are small – ranging from Indian Wells at 3,500, Rancho Mirage at 12,000, and Desert Hot Springs' 15,000 residents to Palm Springs' and Indio's populations of around 45,000 each (2000 California Department of Finance). The area-wide population of almost 250,000 swells considerably with tourists during the winter months. While the Coachella Valley is not small compared to many isolated rural and small urban communities elsewhere in the country, it is in relation to its 17 million neighbors living in the neighboring counties of Los Angeles, Orange, and San Diego.

TRANSIT AND OTHER SERVICES PROVIDED

SunLine operates a 54-bus fleet and uses its small system as a test bed for alternative fuel transportation and to provide various related services. Spurred on by the poor air quality of the Los Angeles basin that sometimes travels into the pristine Coachella Valley and the need to protect the tourist mecca and agriculture of the valley, in 1994 SunLine became the first transit agency in the nation to convert 100 percent of its fleet to compressed natural gas (CNG). Since then it has been a beta test site for numerous clean air equipment innovations and for other fuel types including liquid natural gas, electricity, hydrogen, and Hythane®, a hybrid CNG and hydrogen fuel. SunLine is road testing its zero-emissions fuel cell bus, the XCELLSIS ZEBus.



SunLine serves the Coachella Valley's nine cities with SunBus, fixed-route service on 15 routes, and SunDial, its 23-vehicle demand-response paratransit. The new SunLink Express Service is a 57-foot "super bus" fitted to look like an Amtrak train, a service the region expects to see in 2004. SunLink Express transports residents almost 60 miles one-

way to Metrolink rail connections that carry passengers on to Orange County, Los Angeles, and San Diego County destinations.

The SunLine Services Group provides a number of related services, including SunSweep street cleaning services (*See Part II, page II-95*), regional graffiti removal, taxi regulation and, through SunGas, the provision of public CNG fueling stations. In order to sustain its CNG fleet, SunLine, in partnership with College of the Desert, the local community college, developed a CNG maintenance-training program for its mechanics. SunLine also operates on a contract basis the public transit services in Imperial County, a sparsely populated, desert county to the south which borders Mexico.

ELEMENTS SIGNIFICANT TO AGENCY'S CULTURE

Inviting in the Customers – Retail Approach to Transit

SunLine's general manager has a background in retail. In fact, for 25 years he managed major department stores in the Coachella Valley, Hemet, and Riverside, settings in which he perfected skills designed to bring in customers and present them with lots of products. The physical isolation of the Coachella Valley allowed for a great deal of freedom, even within a major retail chain. Innovative sales practices could be tested and undertaken, without much intervention or attention by headquarters, except to the bottom line. One such retail innovation was the Clean Sweep Sale when all the cities "went on sale" at the same time. A 48-page tabloid, a common marketing theme, and extensive advertising generated a Christmas-season level of business in July, viewed as highly successful at bringing the customers out to shop.

This philosophy of bringing in customers is reflected in SunLine's expansive marketing of a number of "products": SunBus, SunDial, SunLink, SunSweep, SunLease, and Sun Gas. Considerable attention is paid to the common graphic theme and to the development of brochures and flyers to educate the public about available services. In SunLine's case, the public is not solely the ridership public, although they remain central



to its mission. The public is more broadly defined to include the cities and their public works departments, other agencies including social service agencies or the library bookmobile who use the CNG fueling stations, and even neighboring Imperial County that contracts with SunLine to operate its public transit program.

Necessity as the Mother of Invention -- A Problem Solving Approach

SunLine's modest beginnings actively contributed to its current culture of innovation. In operation for over 25 years, SunLine originally obtained its rolling stock from neighboring transit agencies, fielding diesel buses retired from service in Orange County to be refurbished and placed into service in the desert Coachella Valley communities. These buses required extensive maintenance, a skilled maintenance crew, and a high spare ratio. However, one hot August day in 1992, when two-thirds of the fleet was out-of-operation, the board ordered replacement of the fleet, adding that the new vehicles should be alternatively fueled. This pronouncement led the SunLine management team to explore and successfully obtain funding for what became the 100 percent fleet replacement with CNG-fueled buses, the first in the country. This pattern continues as SunLine continues to find grants and use entrepreneurial ventures and creative financing to extend its operations. The Desert Sun, the area newspaper, wrote in 1998 "SunLine... Cromwell and company have put the valley on the public transportation map and laid the groundwork for turning the area into a mecca for clean-fuel technology, research, and implementation."¹

SunLine's general manager sees the agency as a service organization, there to use its infrastructure of fleet management, advanced fuel technologies, and transportation expertise to assist the small cities of the region in any number of areas. Small cities, particularly in California where the revenue sources available to cities have been severely limited in recent years by state-level decisions, often struggle to get basic services met cost-effectively. SunLine actively looks for opportunities to use its resources to support cities' needs, for example, the street sweeping and graffiti-removal services.

SunLine's approach to problem-solving has a strong economic element. Management looks for opportunities to generate revenues, dollars that can augment the operation's funding base. In relation to its financial resources, the goal, as articulated by a board member, is to get away from total dependency on state and federal transit dollars. Active effort to identify and develop new funding streams, whether for transit or for related-services, is agency-wide.

Despite the range of business ventures upon which SunLine embarks, it also pays close attention to its core services, namely public transit. Its mission is:

"To provide and expand the Coachella Valley's innovative public transit services, with a commitment to excellence and environmental leadership."

¹ *The Desert Sun*, "SunLine On Top of Its Game," Opinion Page, January 29, 1998.

In the most recent fiscal year, SunLine's ridership reached the highest levels yet recorded, carrying 3.9 million passengers and reflecting steady increases over the past five years.

The FY 2000 boardings included a 26 percent increase in demand-response ridership over the prior year. This, too, represented a set of problems to solve. Rising costs, coupled with a desire to improve service quality by providing same-day service, prompted SunLine's management to explore better ways to provide its ADA complementary paratransit services. A decision was made to bring the operation in-house, ending a long-standing contracted program. Restructuring of dispatch and vehicle routing procedures and inviting same-day trip requests contributed to substantial ridership increases. Additionally, SunLine offered positions to all drivers of the contract operations, successfully placing each of these drivers.

Training – A Response to Listening

After ordering the new CNG fleet in 1994, SunLine ran into an unanticipated problem. Its mechanics were well versed in maintaining the diesel bus engines. But they had no experience with the CNG engines Cummins manufactured to power these new buses. A conversation in the yard one day between the general manager and a chief mechanic surfaced concerns about maintenance on the new CNG engines. The chief mechanic said, "You know, there's a couple of things you ought to know. First of all, we're a diesel shop. Secondly, our engines are green. You're trying to make us work on brown engines."² SunLine's general manager reports that at that time the brown-colored Cummins engine was the only CNG engine certified in California; it was longer and different looking from the green diesel engines with which the maintenance team was familiar.

Hearing the maintenance shop's concerns and researching training options, it rapidly became clear that there was no training program for alternate fuel vehicles in general and the CNG-powered vehicles in particular. What resulted was a new partnership, this one with College of the Desert (COD), the neighboring community college. Working with SunLine, and receiving funds from the Southern California Gas Company who were among the sponsors of SunLine's CNG refitting, COD developed the Energy Technology Training Center to train technicians, as well as engineers to maintain and repair vehicles powered with alternate fuels. A comprehensive program developed. Students can now pick from among 42 courses and even transfer into engineering degree programs at other schools. Replicated by other schools in California, its curriculum is also used by the U.S. Department of Energy for certification in natural gas training.

² *Mass Transit*, "Transit's Brave New World," May/June 1999, p.14.

Partnerships – A Way to Extend Your Own Resources

SunLine developed an extensive list of partners. It created a non-profit organization Community Partnerships of the Desert, which coordinates such programs as Vets Express, Foundation for the Retarded transportation services, and the TRIP program (*See Part II, page II-43*). Other partners named in SunLine's recent annual report include the U.S. Department of Energy, the Department of Defense, Federal Transit Administration, Schatz Energy Research Center at Humboldt State University, California Energy Commission, the California Fuel Cell Partnership, University of California Riverside, and College of the Desert.

International partners are growing as well around SunLine's alternative fuel programs, including those in Germany, Brazil, and Japan. April 2000 saw the opening of SunLine's hydrogen generation/education/storage dispensing facility, funded through such partners. This facility now enables SunLine to generate hydrogen from renewable sources to power its two Hythane® buses.



Drawing upon his retail experience, where business partners were critical to building a vital, desirable retail environment, SunLine's general manager is adamant about partners playing a critical role in enabling SunLine to achieve its mission. The employees' monthly newsletter, commenting upon the numerous tours offered by SunLine to outside visitors and an outgrowth of an open-door philosophy writes:

“Why spend so much time taking visitors around?...the answer emerged: In addition to the website we're currently offering, tours offer our best chance to forge political allies, to find new technology partners, to sell our consulting services, and educate our community on the health impacts of choosing alternate fuels. [These are] important bonuses when looking for funding sources.”³

Build It to Pass It On – Let It Go

Another philosophical theme traveling through the SunLine operation is the notion that checks and balance are very important. Building to pass it over – to the private sector, to government – is necessary. For example, many of SunLine's fuel-related innovations are likely to be passed on to the private sector when their

³ *SunBus Wheels*, “Not Just Another Sunline Cat,” January 2001, Volume 11, No. 1, p. 4.

commercialization is proven feasible. Staying clear on SunLine’s role – as the field tester or the beta site – helps to make further innovation possible and keep SunLine free of criticisms that might otherwise surface.

Communication and Building Trust

SunLine communicates with everyone and anyone. And the organization uses a number of tools to help in that process.

Regular board communications include a multi-page report every month from the general manager. This is provided to board members on paper as well as on tape to listen to in the car traveling. This length of report is manageable in size, predictable in its design, and usually gets read (or listened to!). SunLine’s general manager was himself an elected official, earlier in his career, elected several times to the local school board. In the initial phase of his SunLine career, his board members treated him almost as a peer, rather than as a hired executive. This resulted in considerable trust between the board and its general manager. With the passage of time, the peer-relationship has faded somewhat, yet the on-going sense of trust remains. This is built, to a large degree, on a foundation of communication.

The board operates from a Strategic Plan, printed in brochure format and made available to the public. SunLine has periodic working retreats to ensure that it stays aligned with its mission, continuing to explore and open new possibilities, while still minding the business at hand. A recently completed two-day retreat involved all eight directors and the general manager and was held just a wall away from “The Living Desert,” with two adult leopards on the other side of the glass. The decisions taken by the board and more general discussions are reported to employees in Wheels, the monthly employee newsletter.

In this busy organization, communication is bi-directional – between management and employees. SunLine periodically hires an outside firm to survey employees to hear and learn what they have to say. SunLine’s general manager says that sometimes it is difficult to receive these reports, but that constructive actions always emerge. He sees such survey processes as uncomfortable at times, but very valuable.

SunLine believes in communicating with the world. More specifically, the operational philosophy is “If it works, tell everyone. If it doesn’t, don’t.”

EVIDENCE OF A CULTURE OF INNOVATION

This transit agency has *innovation* in its mission statement and has built an environment that supports such a high level of innovation that visitors from around the globe are a routine occurrence. A principal element of SunLine’s culture is to view the infrastructure of the transit program as something that presents a range of options and

opportunities. If a potential service or program requires a fleet or vehicle maintenance or alternative fuel or special scheduling, then perhaps it has something to do with this transit agency and should therefore be considered. Critical ingredients to SunLine's innovative culture are:

- Cultivation of partnerships, of a wide variety of types – from the local bookmobile and social service agencies, to public utilities and federal agencies, to international consortia and businesses – *building resources, community involvement, and seizing opportunities.*
- Building a broad funding base – exploring other services and opportunities, appropriate to the transit infrastructure, has brought in a breadth of funding, all of which helps to spread the agency's overhead – *building resources.*
- Communicating – SunLine believes it has a responsibility to communicate clearly with all of its partners, employees, the riding public, or simply interested visitors. Such communication establishes trust and helps to open further opportunities. This is evidence of *focusing on the mission and community involvement.*

Table A-7 describes how SunLine culture compares to the identified elements of innovation.

CONTACT INFORMATION

SunLine Transit Agency
32-505 Harry Oliver Trail
Thousand Palms, CA 92276

Mr. Richard Cromwell, III
Ms. Teresa Thompson, Executive Coordinator
Tel: (760) 343-3456
Fax: (760) 343-3097
Website: www.sunline.org.

Table A-7

SUNLINE - RATING ON INNOVATION ELEMENTS

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|---|---|--|--|
| Challenge/Alignment | Finding the right people for each position and ensuring staff are working together toward a common goal. | Starting from the top, with SunLine’s Board of Directors, there is careful attention to the mission and goals of the organization. All new opportunities are considered and reviewed in the context of the agency’s basic mission. Mechanisms such as board retreats, as well as traditional staff meetings, help to continually realign the organization’s activities. | High |
| Freedom/Self-Initiated | An environment that encourages staff and provides freedom to pursue ideas that support clear and well-understood goals of organization. | Within the broad parameters of the organization’s mission, SunLine shows, organizationally, considerable self-initiative in redefining what a transit agency does. Embracing street-sweeping and graffiti-removal, with testing of altogether new fuel-types evidence the organization’s freedom in defining its basic work. | High |
| Supervisory Encouragement or Unofficial Activity | Management provides encouragement and flexibility for staff to perform their jobs and be creative to support organization. | The recent demand-response analysis by the operations director, contributing to the decision to bring the service in-house with subsequent substantial increases in ridership and productivity, exemplifies creative performance of individual jobs in ways that benefit the organization as a whole. The overall cultures support, to the extent feasible, flexibility for individuals to creatively “do their jobs.” | High |
| Organizational Support or Within Company Communications | Management/governing body encourages and supports new ideas within the organization, responding to ideas from within. | Communication is a dominant theme at SunLine, with extensive communication both within the organization, between the agency and its board, management and line personnel, and with a number of external partners. Staff at all levels are encouraged to stay open and listen for the new idea, the new partnership potential, or the new resource that might benefit SunLine’s mission. | High |
| Resources | Funds to try new services, invest in staff, and try new technologies. | This openness to new ideas has indeed led to considerable additional resources for the SunLine organization, although the management and coordination of these are significant. | High |

Table A-7 (continued)

| Innovation Element | Summary of Element | Evidence | Rating on Element [High, Medium, Low] |
|---------------------------|---|---|--|
| Serendipity | Know when to recognize a good idea and understand that sometimes it's luck. | The current culture of SunLine evolved somewhat in response to the board decision in the early 1990s to fully replace an aging fleet and to make these alternate fuel vehicles. This effort initiated a change in the organization's culture to seek out new resources and new opportunities. | High |
| Leadership | System manager with ideas, energy, and willingness to change. | SunLine's general manager clearly provides leadership of a high caliber that is supported by his board and his employees, as well as the community at large. This leadership has been a critical dimension to both carving out new opportunities and to ensuring that new SunLine activities remain true to its overall mission and purposes. | High |

***APPENDIX B:
OTHER
RESOURCES***

APPENDIX B

OTHER RESOURCES

I. CASE STUDY TRANSIT SYSTEMS WILLING TO HOST VISITORS

All seven of the case study transit systems from the research project are willing to host visitors interested in visiting and learning more about the transit system and its culture of innovation. The transit systems and their contact information include:

Baldwin Rural Area Transit System

18100 County Rd. 54
Robertsdale, AL 36567

Rosie Broadus, Director
Tel: 334-947-2728
Fax: 334-947-3708

City of Lubbock – Citibus

801 Texas Avenue
Lubbock, TX 75606

John Wilson, General Manager
Tel: 806-767-2383
Fax: 806-767-2387
Email: jwilson@citibus.com

Council on Aging and Human Services (COAST)

P.O. Box 107
210 South Main
Colfax, WA 99111

Karl Johanson, Executive Director
Tel: 509-397-4611
Fax: 509-397-2917
Email: karlj2@completebb.com

Fredericksburg Regional Transit (FRED)

1400 Jefferson Davis Highway
Fredericksburg, VA 22401

Rebecca Martin, Transit Manager
Tel: 540-372-1222
Fax: 540-370-1637
Email: fredtransit@fburg.city.state.va.us

Rabbit Transit
1230 Roosevelt Avenue
York, PA 17404

Stephen Bland, Executive Director
Tel: 717-849-0725
Fax: 717-848-4853
Email: sbland@rabbittransit.org

Sierra Vista Public Transit
Catholic Community Services of Cochise County
101 N. 1st Street
Sierra Vista, AZ. 85365

Neal Holden, Program Director
Rie Waller, Training and Development Coordinator
Tel: (520) 459-0595
Fax: (520) 459-7242
Email: rie101@theriver.com

SunLine Transit Agency
32-505 Harry Oliver Trail
Thousand Palms, CA 92276

Mr. Richard Cromwell, III
Ms. Teresa Thompson, Executive Coordinator
Tel: 760-343-3456
Fax: 760-343-3097
Website: www.sunline.org

II. REFERENCES ON INNOVATION

Amabile, Teresa, *How To Kill Creativity*, Harvard Business Review on Breakthrough Thinking, Harvard Business School Press, Boston, 1999.

Collins, James C. and Porras, Jerry I., *Built to Last: Successful Habits of Visionary Companies*, Harper Collins Publishers, New York, 1994.

Covey, Stephen R., *The 7 Habits of Highly Effective People*, Simon and Schuster, New York, New York, 1989.

Drucker, Peter, *The Discipline of Innovation*, Harvard Business Review, Harvard Business School Press, Boston, November – December 1998.

Epstein, Robert, *Creativity Games for Trainers*, McGraw-Hill, New York, New York, 1996.

Harrison, Lawrence E. and Huntington, Samuel P., *Culture Matters: How Values Shape Human Progress*, Basic Books, New York, New York, 2000.

James, Jennifer, *Thinking in the Future Tense*, Simon and Schuster, New York, New York, 1996.

Kotter, John, *Leading Change – Why Transformation Efforts Fail*, Harvard Business Review, Boston, March-April 1995.

Robinson, Alan G. and Stern, Sam, *Corporate Creativity: How Innovation and Improvement Actually Happen*, Berrett-Koehler Publishers, Inc., San Francisco, 1998.

Townsend, Patrick L. and Gebhardt, Joan E., *Quality in Action: 93 Lessons in Leadership, Participation, and Measurement*, John Wiley & Sons, Inc, New York, 1992.

III. REFERENCES FOR INTELLIGENT TRANSPORTATION SYSTEMS (ITS)

www.itsa.org

Website of ITS America, the Intelligent Transportation Society of America. Mission is to foster public/private partnerships to increase the safety and efficiency of surface transportation through the application of advanced technologies. ITS America was mandated by the US Congress in 1991 to coordinate development and deployment of intelligent transportation systems in the United States.

www.nas.edu/trb

The Transportation Research Board (TRB) is a unit of the National Research Council, a private, non-profit institution that is the principal operating agency of the National Academy of Sciences and the National Academy of Engineering.

www.ite.org

Institute of Transportation Engineers website. Contains information about articles and reports put out by ITE. Addresses accessibility, professional development, and networking.

www.ruralits.org

The Rural Intelligent Transportation Systems (ITS) Free Press—a site where you can discuss rural transportation issues, particularly rural ITS. Introduction, rural ITS projects, rural ITS library, discussion forums, news & events, etc.

www.caats.org/

“We are a partnership of transportation and technology executives throughout California from government and industry with the goal to accelerate the deployment of technology in the transportation network to the benefit of travelers.” Site includes news and events, industry view, and resources.

TCRP Report 60, “Geographic Information Systems (GIS) for Welfare To Work Transportation Planning and Service Delivery.”

TCRP Project B-17 “Advanced Rural Transportation Systems: Where Do We Start? How Far Should We Go?”. The final report expected to be submitted June 2001.

IV. REFERENCES ON FUNDING

TCRP Report 64, "Guidebook for Developing Welfare-to-Work Transportation Services."

www.ctaa.org/ct/resource/funding_resources.shtml

CTAA information of funding resources

www.fta.dot.gov/wtw/uofl.html

Information on federal welfare to work programs

www.istea.org/guide/guideonline.htm

TEA-21 On-Line User's Guide

www.transportation.org

AASHTO (American Association of State Highway and Transportation Officials) official website.

V. OTHER RESOURCES OF INTEREST

The Not-for-Profit CEO Monthly Letter, C3 Publications, Portland, OR.

Tel: 503-223-0268

Fax: 503-223-3083

Email: gwryter@teleport.com

www.projectaction.org

Website for Project ACTION, a Congressionally created national technical assistance program, authorized under ISTEA. The foundational work of Project ACTION is promoting cooperation between the disability community and transportation industry.

www.tcrponline.org

Web site for Transit Cooperative Research Program; gives operators free access to TCRP publications.

www.govee.com/states/index.html

Lists state sites and federal sites.

www.lawdog.com/state/laws.htm

Lists for each state links to their American state laws and agencies, illustrations, and other related links.

| | |
|--|--|
| www.inform.enterprise.prog.org/ | "Provides information on how real-world transportation needs across the U.S. are being met by low-cost technologies, or "simple solutions", developed by local transportation professionals. Also, enables you to enter information about your transportation environment and see which of these "simple solutions" may help you in meeting the needs of your local area." |
| www.jlt.se/citybus.htm | A report presenting a solution for public transportation in a medium sized city if the bus system is regarded as less attractive than rail. |
| www.transdata.com/dots.htm | A listing of State DOTs with Web Pages or other Internet resources. |
| www.talkingroads.org/ | Site contains highway safety facts, data and research dealing with traffic safety in a specified area. Also includes local issues, national issues, and aging concerns. |
| www.transit-center.com | Site includes transit news, details on biggest U.S. transport law in history, calendar of events, industry stats, companies in the industry, a supplier directory, transportation guide, and more. Provided by Metro Magazine. |
| www.bts.gov | Bureau of Transportation Statistics website. Includes access to TRIS online, a bibliographic database (now with over 434,000 records of published transportation research). |
| www.bts.gov/ntda | National Transportation Data Archive; includes access the National Transit Database (NTD). |

www.cta.ornl.gov/npts/1995/Doc/index.shtml

1995 Nationwide Personal Transportation Survey: A survey conducted every five years. Website includes documentation, analysis, analysis results, publications, downloads such as survey data, and user services.

www.census.gov/

United States Census 2000 resident population and apportionment counts.

www.apta.com

Official web site for the American Public Transportation Association. Site includes recent reports generated by APTA, links to state and federal websites, and transit news.

STATE DEPARTMENT OF TRANSPORTATION WEBSITES

| State | DOT Websites | State Agency Website Address |
|----------------|---|---|
| Alabama | Http://www.dot.state.al.us/ | http://agencies.state.al.us/ |
| Alaska | Http://www.dot.state.ak.us/ | |
| Arizona | Http://www.dot.state.az.us/ | http://www.azleg.state.az.us/othergvt.htm |
| Arkansas | Http://www.ahtd.state.ar.us/ | |
| California | Http://www.dot.ca.gov/ | http://www.ca.gov/ |
| Colorado | Http://www.dot.state.co.us/ | http://www.state.co.us/gov_dir/state_agencies.html |
| Connecticut | Http://www.state.ct.us/dot/ | http://www.govee.com/states/connecticut/transportation.html |
| Delaware | Http://www.state.de.us/deldot/ | |
| Florida | Http://www.dot.state.fl.us/ | |
| Georgia | Http://www.dot.state.ga.us | |
| Hawaii | Http://mano.icsd.hawaii.gov/dot/ | http://www.hawaii.gov/ |
| Idaho | Http://www.state.id.us/itd/itdhmpg.htm | |
| Illinois | Http://dot.state.il.us | |
| Indiana | Http://www.ai.org/dot/ | |
| Iowa | Http://www.state.ia.us/government/dot/ | |
| Kansas | Http://www.ink.org/public/kdot/ | |
| Kentucky | Http://www.kytc.state.ky.us/ | |
| Louisiana | Http://www.dotd.state.la.us | |
| Maine | Http://www.state.me.us/mdot | |
| Maryland | Http://www.mdot.state.md.us/ | http://www.mec.state.md.us/mec/mecagenc.html |
| Massachusetts | Http://www.dot.ca.gov/hq/MassTrans | |
| Michigan | Http://www.mdot.state.mi.us | |
| Minnesota | Http://www.dot.state.mn.us | |
| Mississippi | Http://www.mdot.state.ms.us/ | |
| Missouri | Http://www.modot.state.mo.us | |
| Montana | Http://www.mdt.mt.gov | http://www.mt.gov/gov//gov.htm |
| Nebraska | Http://www.das.state.ne.us/das_tsb/index.html | |
| Nevada | Http://www.nevadadot.com/ | |
| New Hampshire | Http://www.state.nh.us/dot/ | |
| New Jersey | Http://www.state.nj.us/transportation/ | http://www.state.nj.us/njdepts.htm |
| New Mexico | Http://www.nmshtd.state.nm.us/ | |
| New York | Http://www.dot.state.ny.us/ | |
| North Dakota | Http://www.state.nd.us/dot/ | http://www.state.nd.us/ndsg.html |
| North Carolina | Http://www.dot.state.nc.us | http://ncworking.state.nc.us/stateagencies.htm |
| Ohio | Http://www.dot.state.oh.us | |
| Oklahoma | Http://www.okladot.state.ok.us/ | |
| Oregon | Http://www.odot.state.or.us/ | |
| Pennsylvania | Http://www.dot.state.pa.us | http://www.govee.com/states/pennsylvania/transportation.html |
| Rhode Island | Http://www.dot.state.ri.us/ | |
| South Carolina | Http://www.dot.state.sc.us | |
| South Dakota | Http://www.state.sd.us/dot/ | |
| Tennessee | Http://www.state.tn.us/transport/ | |
| Texas | Http://www.dot.state.tx.us/ | |
| Utah | Http://www.dot.state.ut.us/ | |
| Vermont | Http://www.aot.state.vt.us/ | |
| Virginia | Http://www.vdot.state.va.us | http://image.vtls.com/DocsInPrint/t-list.html |
| Washington | Http://www.wa.gov/ | |
| Wisconsin | Http://www.dot.state.wi.us | |
| Wyoming | Http://wydotweb.state.wy.us/ | http://www.state.wy.us/state/government/state_agencies/text_state_agencies.html |

***APPENDIX C:
LISTING OF
INITIATIVES
IDENTIFIED IN
EARLY PHASE
OF RESEARCH
PROJECT***

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------------------|--|---|--|---|--|
| Service planning/operations | High frequency, high volume beach service | Popular beach area has designated bus-only lane, running articulated buses during summer season which are borrowed from nearby urban area (Baltimore) on five- minute frequency to service high volume of beach tourists. | Small city in rural county off-season; in-season, population exceeds 250,000 | Municipal provider | Ocean City, Maryland; Michael Socha, Superintendent of Transportation 410-723-1606 |
| Service planning/operations | Transit service in National Park during peak season to help mitigate traffic | Private, non-profit agency operates fixed-route service in Acadia National Park during summer season to reduce traffic and related air quality problems. Service has seven routes, linking hotels, motels, and campgrounds with National Park and nearby villages. Uses 17 vehicles. | Rural | Private, non-profit | DownEast Transportation, Inc. Ellsworth, ME; Ed DeWitt207-667-5796 |
| Service planning/operations | Tourist service in Williamsburg | Community fixed-route service has been designed to link hotels/motels with Williamsburg tourist center and other nearby attractions. | Smaller city in rural county | County government | James City County, VA; Richard Drumwright (757) 259-4114 richardd@james-city.va.us |
| Service Planning/operations | Fixed-route service within town and demand-response to/from route | Agency has developed innovative service for two towns within its large, generally rural service area. Agency operates an hourly route that circulates through the town, with bus stops at major destinations. To access the route, riders can call and request a pick-up at their homes. Once in town, riders use the fixed-route to get around. To get back home, they board at a bus stop and then tell the driver where they want to be dropped off at home. | Nine-county service area in southernmost Illinois; rural area of 3,300 square miles and 105,000 population | Mass Transit District, with board of directors and access to state transportation funds | RIDES Mass Transit District; Rosiclare, Illinois Betty Green 618-285-3342 |
| Service planning/operations | Job Access service in large rural area | Rural transit district has provided employment transportation through existing routes across large rural service area and added service to meet needs of 2nd and 3rd shift workers riding transit. Thorough monitoring of service and ridership use. Using a Job Access and Reverse Commute grant. | Nine-county service area in southernmost Illinois; rural area of 3,300 square miles and 105,000 population | Mass Transit District, with board of directors and access to state transportation funds | RIDES Mass Transit District, Rosiclare, Illinois; Betty Green 618-285-3342 |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------------------|---|---|-----------------------------|--------------------------|--|
| Service planning/operations | Dispatching system for volunteer driver program | Private, non-profit agency uses computer-based system for matching trip requests from those needing rides with trip "capacity" of volunteer drivers. Program is designed to serve lower-income individuals transitioning to employment. Developed by Virginia Tech., Transit Institute, and two local partner organizations. | Rural | Private, non-profit | Access To Ride, Inc., Blacksburg, VA; 540-231-1535 Michelle Stedner |
| Service planning/operations | Service expansion program - serving neighboring counties from centralized base | Small private non-profit agency operates service within its county and has expanded into neighboring counties and areas, using its own office as the base and functioning as the centralized manager. Each neighboring service is tailored for the locality. | Rural and small urban areas | Private, non-profit | Loudoun County Transportation, Leesburg, VA; Mark McGregor, CEO; 703-777-2708 |
| Service planning/operations | Revamped transit services with "transit forward" strategy and effective public-private partnerships | City of Boulder, CO created <i>GO Boulder</i> , a city agency devoted specifically to promoting transportation alternatives. Re-design of transit ensured that new routes were simple and direct, serving popular destinations; improved design and comfort of buses, using smaller buses for some services; and frequent service. Extensive community input along with planning efforts. Revamped services are called the HOP and the SKIP-- routes "branded" with a name that is memorable and builds identification with the route. Planned services for 2001 include the JUMP, LEAP and BOUND, with the DASH and STAMPEDE planned for 2003. | Small urban | City agency | GO Boulder Office of Transportation Planning, PO Box 791, Boulder, CO 80306 303-441-3266 www.go.boulder.co.us |
| Service planning/operations | Commuter service from rural area into nearby city, in conjunction with developer | Transit provider operates 20 over-the-road coaches from rural/suburban area into downtown Houston. Service developed in conjunction with a major developer to ensure transit access to jobs in the city. Service recovers most of operating cost through farebox. | Rural and small urban | Transit district | Brazos Transit District, Bryan, TX; Lyle Nelson, Assistant Transit Manager 409-778-0607 |
| Service planning/operations | Flexible routing | To better meet needs of commuters coming from an area at the fringe of its service area, transit system developed a flexible routing service. In-bound buses follow prescribed route, but on out-bound service, driver designs his or her own route, deviating as necessary to get bus as close as practical to riders' destinations. | Small urban | Transportation authority | Center Area Transportation Authority, State College PA; Hugh Moss, General Manager, 814-238-2282 |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------------------|---|---|---|--------------------------|---|
| Service planning/operations | Flexible routing | Transit system provides route deviation service within 3/4 mile corridor of its local routes. Bus does not go back to its point of departure, but instead can make some forward motion on its route. No flag stops. | Rural, suburban | Public transit agency | Potomac and Rappahannock Transportation Commission (PRTC) Woodbridge, VA; Eric Marx, Director of Planning and Operations 703-583-7782 |
| Service planning/operations | Small urban transit service coordinated with intercity rail service | Small urban provider coordinates its schedule with that of intercity commuter rail service which serves the community. Also, joint ticketing has been established. | Small urban | County government | TransIT, Frederick County, MD; Sherry Burford, Director, 301-694-2065 |
| Service planning/operations | Call-A-Bus service in large area | Transit system serves 6 counties, with 27 Call-A-Bus areas, which is on-demand shared ride service, with fares based on the number of grids traveled through. To attract more general public riders, "point to point " fares were set up. Strategic bus stops were identified within the communities and surrounding areas and reduced fare has lessened the system's identification as the "senior bus." | Rural; population approximately 228,800 | Transportation authority | Area Transportation Authority (ATA) Johnsonburg, PA; Lawrence Caggese, 814-965-3211 |
| Service planning/operations | Countywide service to dialysis centers | Within a very large, 6 county service area (5,000+ sq mi) there are few dialysis centers. As a start to meet needs for dialysis transportation, transit agency created in one county a "County Wide Service (CWS)" which offers an on-demand shared ride service focusing on dialysis and other medical needs transportation. | Rural; population approximately 228,800 | Transportation authority | Area Transportation Authority (ATA), Johnsonburg, PA; Lawrence Caggese, 814-965-3211 |
| Service planning/operations | State agency transit performance monitoring | Monitors quarterly performance data to look for changes and new trends. Uses reporting to focus training/technical assistance in areas where performance is low. | Rural/small urban, population: 638,800 Total Square Miles: 68,994 | State agency | North Dakota State DOT, 600 East Boulevard Ave., Bismark, ND; (701) 328-1404, Bill Wierner, Public Transit Coordinator |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------------------|---|--|---|--|---|
| Service planning/operations | Americans with Disabilities Act (ADA) Service Mix/ Service Policies | ADA services incorporate high levels of subscription services, build fare revenues and productivity and schedules all individual ADA service requests onto subscription route skeletons; service has zero denials and high levels of productivity, compared to other paratransit systems. | Small urban/rural, population: 2,498,016 TotalSquareMiles: 4,212 | County agency with contracted transit services | County of San Diego, Dept. of Public Works - Transit Services, 5469 Kearney Villa Road, CA 92123, 619-874-4158, ckehoepw@co.san-diego.ca.us, Jerry Kehoe, Transportation Specialist |
| Service planning/operations | After-School Transportation | As part of its regular service and routing, the transit system picks up elementary school students after school and takes them to day-care or their parents' workplaces. Students use pass books to pay their fares. Transportation also provided to older students attending the local college. | Rural , population: 29,153 | Municipal provider | Hobbs Express, 300 North Turner, Hobbs, NM 88240; (505) 397-9207, John Fletcher, Program Manager |
| Service planning/operations | Rural Services Contract Incentives | Contracted paratransit and rural deviated fixed-route services with contracts constructed to provide incentive for increasing productivity and promoting shared rides. The contractor was given latitude to schedule trips on the most appropriate service (ADA versus general public). | Small urban/rural, population: 2,498,016 TotalSquareMiles: 4,212 | County agency | County of San Diego, Dept. of Public Works - Transit Services, 5469 Kearney Villa Road, CA 92123, 619-874-4158, ckehoepw@co.san-diego.ca.us, Jerry Kehoe, Transportation Specialist |
| Service planning/operations | Tribal Inter-Community Transit | Indian Tribal transportation linking reservation with nearby urban area. | Rural/small urban | | Navajo Transit Services, P.O. Praver 1330, Window Rock, AZ 86515, (520) 729-4002, Perry Yazzie, Transit Manager |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------------------|--------------------------------------|---|---|---------------------------------|--|
| Service planning/operations | Urban and Rural Transit Coordination | Linking distant communities (30 miles) with urban center and linking rural communities with semi-scheduled service. | Rural/small urban | Municipal provider | Anchor Ride/ People Mover, 3650-A East Tudor Road, Anchorage, AK 99507, (907) 343-8484, www.peoplemover.org, Bob Kniefel, Director of Transportation |
| Service planning/operations | Essential Transportation Service | Regional program to take medical clients out to county health services (dialysis). Established coordinated transfer with adjacent county transportation. | Livingston County Total Square Miles: 600 | Municipal provider | Livingston Essential Transportation Service, 3950 West Grand Avenue, Howell, Michigan 48843, (517) 546-6600, Doug Britz, General Manager |
| Service planning/operations | Taxi Vouchers | Taxi vouchers to buy down cost of taxi in areas where there are no other services. | Rural | County Agency | County of Hawaii Transportation, 25 Aupuni Drive, Hilo, HI 96720, (808) 961-8343, Tom Brown |
| Service planning/operations | Shared Ride Taxicab | Tri-Met designed and implemented shared ride taxicab services in an area northwest of Portland which could not be effectively served with regular route buses. Operated by a local taxicab provider, the service transports passengers to a transfer point. | Suburban (Tri-County Metropolitan Service District) | Transit district | Oregon Department of Transportation, 3313 Bret Clodfelter Way, The Dalles, OR 97058, (541)-296-2602, Jean Palmateer, Manager of Technical Assistance Program |
| Service planning/operations | Commuter Ferry Service | Leeward Oahu Ferry: ferry commuter service from lesser developed side of the island to the downtown, commercial Honolulu. Demonstration project. Very successful in consumer response. | Rural and urbanized areas | Private operator under contract | State Department of Transportation, 869 Punchbowl St, #404, Honolulu, HI 96813 (808) 587-2359, Dean Nakagawa |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------------------|--|--|-----------------------|--|---|
| Service planning/operations | Same-day service | Mix of modes (subscription/demand-response/semi-scheduled); emphasis on how to improve productivity. Same-day service. | Rural | Municipal provider | Lake Havasu, 900 London Bridge Road, Lake Havasu, AZ 86403, (520) 453-5479, Carolyn Call, Transit Manager |
| Service planning/operations | Mix of modes | Mix of subscription, demand-response and some scheduled service. | Rural/small urban | County Agency | Kaui Transportation Agency, 4396 Rice Street, Suite 104, Lihue, Kauai 96766, Hawaii, (808) 241-6419, Janine Raozo |
| Service planning/operations | Inter-city Welfare-to-Work Service | Obtained DOL funds to transport Native Americans from reservation 20 miles out into the town; ridership modest but growing. | Rural/small urban | Municipal provider | The Town of Miami, Miami, AZ, (520) 473-8222, Debbie Chacon, Director of Public Works |
| | | | | | |
| Funding | Purchase of Service with Section 5310 Funds | State of Vermont uses Federal S. 5310 funds for "purchase of service" rather than purchase of vehicles or capital. | Statewide program | State Department of Transportation | Vermont Agency on Transportation, Trini Brassard, Public Transit Admin.; 802-828-2828 |
| Funding | Use of Congestion Mitigation & Air Quality Improvement (CMAQ) funds for commuter bus service from rural areas. | State of New Hampshire buys transit vehicles with Federal CMAQ funds and leases them to private operators to run unsubsidized commuter service from rural areas into urban areas. | Rural | State Department of Transportation | New Hampshire Dept. of Transportation; Ken Hazeltine, Administrator; 603-271-3497 |
| Funding | Guaranteed Ride Home program with Temporary Assistance to Needy Families (TANF) funds. | Two-county transit system is implementing program to use TANF funds to support a guaranteed ride home program for eligible clients who rely on public transit or ride-sharing to get to work. Program is designed for use on infrequent, emergency basis, with ride to or from work. | Rural and small urban | Coordinated, two-county transit system | Herkimer-Onieda Counties Transport System (HOCTS), Utica, NY, DeForest Winfield, Program Manager 315-798-5710 |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------|---|--|---|--------------------------------|--|
| Funding | Strategic plan for specialized transit in rural areas | Allocate and distribute over \$1 million annually from local tax revenue to not-for-profit and public transit agencies to improve specialized transit or to conduct demonstration projects oriented to improving the mobility of seniors and persons with disabilities. | Rural/ Small Urban, Population: 1,170,413 Total square miles: 7,214 | Regional Planning Organization | Riverside County Transportation Commission, Riverside, CA, (909) 787-7141, Tanya Love, Transit Programs Director |
| Funding | Federal Transit Administration (FTA) 5310 and 5311 application simplification | FTA 5310 and 5311 programs are scheduled simultaneously with similar applications. Grant writing assistance provided. | Statewide program | State agency | Washington State DOT, PO Box 47387, Olympia, WA 98504, (360) 705-7979, Valerie Rodman |
| Funding | Statewide funding opportunity | State-level initiative provides for special funding for local transit, including rurals. Funds are distributed on the basis of a competitive process, for both operating and capital. Rurals apply and compete for these funds. | Rural/small urban | State agency | Arizona DOT, 206 South 17th Ave., Phoenix, Arizona 85007, (602) 712-7465, Sam Chavez, RTAP Program Manager |
| Funding | Transportation services for seniors | The County Board of Supervisors appropriated \$2 million for transportation services to be provided to seniors through senior centers and programs. | Rural/small urban, population: 2,498,016 total square miles: 4,212 | County agency | County of San Diego Health and Human Services Agency, 9335 Hazard Way, #100, San Diego, CA 92123, (858) 505-6366, Joaquin Anguera |
| Funding | Funding/ Medicaid Service Coordination | Utilizing Medicaid dollars to fund transportation for eligible riders; vendored the senior paratransit service as a Medicaid provider so that selected trips may be billed to Medicaid. These revenues are a significant piece of the funding for this portion of service. | Rural/small urban | Municipal provider | Anchor Ride/ People Mover, 3650-A East Tudor Road, Anchorage, AK 99507, (907) 343-8484, www.peoplemover.org, Bob Kniefel, Director of Transportation |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------|---|--|--|---|--|
| Coordination | Human Service Agency Transportation Through Local Public Transit Agency - - "SEAT" | Public transit system provides fixed-route and ADA transportation, but found a gap in their services - - those passengers whose trips were not served by fixed-route or were not disabled enough for ADA service. Transit system developed an agency-sponsored service, where a rider, if sponsored by a human service agency, will be transported to any destination within the service area for \$1.20 per mile. Additional coordination includes sharing of excess capacity among human service agencies, and offering vehicles during "down times" for use through the SEAT program. | Service area population is approximately 85,000 | Public transit agency | South East Transit Authority; Michelle Clark, General Manager 740-454-8573 |
| Coordination | Use of School Buses By Community Residents | Glendale/Azalea is one of few areas that has successfully convinced local school districts to allow community members to ride with students. "Counter to popular perception, research indicated that the integration of pupil and community transportation was not prohibited by law." Local residents ride school buses for transportation to GED/Adult Education programs at the Skills Center, getting on and off as vehicles travel their usual routes. | Rural | Private, non-profit. | Carolyn Jesky, CTA, 202-661-0203 |
| Coordination | Coordinating Rural Transit Service with Intercity Bus Service | Transit agency, through the Greyhound Rural Connector program, has developed intermodal facilities at three locations within its service area, functioning as a ticket sales agent, gaining commissions, and providing transit connections to the intercity service. Provides "seamless" approach to rural transportation. | Rural | Rural transit system | Capital Area Rural Transit System (CARTS) Austin, TX, Dave Marsh, 512-389-1011 |
| Coordination | Coordinated Transit System | Agency runs successful consolidated model of coordination, combining all transportation service delivery. All passenger trips are scheduled and provided together and overhead expenses are reduced by sharing the costs with participating transit and human service agencies. | Rural and small urban | Private, non-profit | JAUNT, Charlottesville, VA, Donna Shaunesy, 804-296-3184 |
| Coordination | Coordination of many human service agency transportation programs in large rural area | Rural transit district has successfully coordinated transportation for 50+ agencies, mixing clients and general public riders on routes across a nine county service area. | Nine-county service area in southernmost Illinois; rural area of 3,300 square miles and 105,000 population | Mass Transit District, with board of directors and access to state transportation funds | RIDES Mass Transit District, Rosiclare, Illinois; Betty Green 618-285-3342 |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|------------------------|---|---|---|------------------------------------|--|
| Coordination | Multi-Modal Transit Center | Richland County, Ohio developed multi-modal center serving public transit buses, local taxi, intercity bus, and human service agency vehicles in Mansfield. Center is also a community policing site for city. | Rural county; approx. population of 126,000 | County transit system | Ohio DOT; Dave Seech, Planner, 614-644-9515 |
| Coordination | Coordination Through 5310 Vehicle Awards | State facilitates coordination between public transit systems and social service agencies (SSAs) which provide transportation by requiring that any 5310 vehicle provided to a SSA which operates in the service area of an existing public fixed-route provider be awarded to the fixed-route provider. SSA can operate the awarded vehicle, but responsibility is on fixed-route provider to ensure coordination. | Statewide | State Department of Transportation | New Hampshire Dept. of Transportation; Ken Hazeltine, Administrator, 603-271-3497 |
| Coordination | Small urban and rural transit improvement | Consolidated four small systems into voucher programs into a single joint powers authority for countywide service. Uses a common basic \$1 fare increasing with distance, in \$1 increments. 680,000 annual trips provided. Estimated savings of \$175,000 from consolidating four services. | Rural/small urban | Joint powers authority | Merced County Transit, 715 Martin Luther King Jr. Way, Merced, CA 95340, (209) 385-7601, Larry Shankland, Transportation Manager |
| Coordination | Rural transit agency provides school transportation through regular routes open to general public | Transit agency implemented several fixed routes designed to serve public schools, as county does not provide school bus transportation. School-oriented routes are open to the general public. | Total square miles: 568 | Municipal provider | Yates Township Dial-A-Ride, P.O. Box 147, Idlewild, Michigan 49642, (231) 745-7311, Loretta Ashby |
| Coordination | ADA and Senior Services Coordination | Functional assessment/mobility training -- moving eligible riders onto appropriate service, including ADA service or fixed-route, People Mover, to free space on heavily used senior paratransit. | Rural/small urban | Municipal provider | Anchor Ride/ People Mover, 3650-A East Tudor Road, Anchorage, AK 99507, (907) 343-8484, www.peoplemover.org, Bob Kniefel, Director of Transportation |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|------------------------|--|---|--|------------------------|--|
| Coordination | Multi-agency Service and Funding Base | Multi-agency agreements (private, non-profit, public) to provide transportation; OAA and Medicaid funding. Partners include city, county, hospital, developmental disabilities program, employment program, rehabilitation offices, and senior center. | Isolated rural Buffalo County, Total Population: 101,000 | Private, non-profit | Mid-Nebraska Community Action Inc., Buffolo County RYDE, Nebraska, (308) 865-5677, Jeffrey Rumery |
| Coordination | Partnership for Inter-Community Transit | Social service agency-sponsored transportation program providing transportation to neighboring community and coordinating with hospital and other agencies within local county. Also providing medical transportation across a 14-county area of rural western Kansas, in partnership with regional medical center; using Federal 5311(f) funds for intercity bus service for intercounty transportation. | Isolated rural, total square miles: 14,000 | Private, non-profit | Developmental Services of NW Kansas, P.O Box 1016 or 660 Commerce Parkway, Hays, KS 37601, (785) 625-2018, Ron Straight |
| Coordination | Senior Center transportation | Supporting drivers for senior center transportation with Senior Employment Program (SEP) funds through Older Americans Act. Provides community dial-a-ride (non-ADA) for seniors and persons with disabilities to town of 5,000. | Rural, Population: 5,191 | Private, non-profit | Needles Regional Senior Citizens Club, 1699 Baily Street, Needles, CA 92363, (760) 326-4789, J.G. Hutcherson, President |
| Coordination | Transit Agency Coordinates Social Service Transportation | Transit agency coordinates transportation of social service agencies in area, and uses vehicles owned by the private, non-profits when not in use by the agencies. Saved capital resources. | Small urban | Joint powers authority | Sunline Transit Agency, PO Box 398, 32-505 Harry Oliver Trail, Thousand Palms, CA 92276, (619) 343-3456 ext.100, Richard Cromwell III, rccng@aol.com |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|------------------------|---|---|--|------------------------------------|---|
| Coordination | Berrien Bus Project Zero | This three-county transportation program is funded with Dept. of Labor and state welfare-to-work (W-t-W) funds, and is oriented to getting welfare recipients to work. Operating in a 1,700 square mile area that includes rural and small urban settings, trips are booked through a brokerage that funnels up to 7,000 trips monthly to a network of ten providers, both public and private operators. The brokerage sits between the employers and employment services agencies on one side and the transportation providers on the other, responsible for securing the funding, booking and scheduling trips and generally overseeing the program. Previous to this, there was no integrated transportation service and no service at all in areas of the three counties. | Small urban/rural, total square miles: 503 | Joint powers authority | Transportation Management, Inc., St. Joseph, Michigan, (616) 983-4556, Tom Sinn |
| | | | | | |
| Training | Rural Transit - Comprehensive In-House Training | Rural transit system provides comprehensive training program, ensuring all drivers are properly trained in all aspects of safety, system procedures, safe handling of passengers, and vehicles. | Rural and small urban | Rural transit district. | Hill Country Transit District, San Saba, TX, Carole Warlick 915-372-3799 |
| Training | Regional Training Centers | NYS DOT used Rural Transit Assistance Program (RTAP) funds to create regional training facilities at transportation properties, including train-the-trainer programs. | Rural counties statewide | State Department of Transportation | New York State Department of Transportation (NYS DOT), Passenger Transportation Division, Paul Ouderkirk, 518-485-7563 |
| Training | Safety and Training Review Program | CASTA has developed program whereby the Association will schedule a consultant/trainer to review a transit agency's safety and training programs and related record-keeping, to give the manager insights into strengths and weaknesses of that agency's safety and training programs. Training is also offered. CASTA does training or facilitates it, e.g., providing RTAP funds | | Transit association | Colorado Association of Specialized Transportation Agencies (CASTA), Jeanne Erickson, Director, 303-839-5197 email: casta@msn.com |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------|--|--|---|------------------------------------|--|
| Training | Passenger Assistance Training for Drivers | To improve quality of service provided, all drivers receive Passenger Assistance Training. Supervisors receive the training through the state's PennTrain (RTAP) program. Supervisors then train the drivers on such things as wheelchair securement, communications, hidden disabilities, lift and ramp operation, and general disability awareness. | Six-county rural area; approx. 5085 square miles with population of about 228,800 | Rural transportation authority | Area Transportation Authority, Johnsonburg, PA, Lawrence Caggese, 814-965-3211 |
| Training | Organizational Training | During low ridership season (when college is out, ridership drops by more than half), about 1/3 of employees are laid off. When staff are recalled at end of summer, transit system brings everyone back one week early and uses time to provide organization wide training. Each year the system groups the workforce into classes of 20-30 and covers different topics such as customer relations, sensitivity to persons with disability, valuing diversity, etc. | Small urban | Public transportation authority | Centre Area Transportation Authority (CATA), State College, PA, Hugh Moss, General Manager, 814-238-2282 |
| Training | PennScore: A Train -the-Trainer Program | State DOT has developed "train-the-trainer" program for its smaller transit systems which provides 100 hours of training. Individuals trained are then to train their own staff and also commit to providing two training sessions somewhere in the state if so requested. | Statewide rural and small urban systems | State Department of Transportation | Pennsylvania Dept. of Transportation; Bill Parkin 717-783-3990 |
| Training | Passenger Education Program for ADA Riders | Agency developed a passenger education program for its ADA riders to inform them of established policies and procedures for the ADA service, which offered less personalized service than the predecessor service. | Rural and small urban | Private, non-profit | JAUNT, Charlottesville, VA, Donna Shaunesy, 804-296-3184 |
| Training | Training Middle and High School Students on Bus Riding Manners | The City's Transit program has undertaken a training program, in collaboration with the Superintendent of Schools, to train students in proper and polite use of the bus in order to reduce complaints from the general public ridership. Written materials and Student Tips flyer developed. | Small urban community within large metropolitan region | Municipality | City of Downey, Community Services Department, Alta Duke, Manager, 562-904-7238 |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|------------------------|---|--|---|----------------------------------|--|
| Training | Rural Technical Assistance | Extensive level of activity to bring resources to rural operators, through training, through individual project assistance, grant preparation and performance data monitoring. Standardized county-wide operating data reported by systems at the mode/service levels. | Rural/small urban, population: 1,418,380 total square miles: 20,064 | County transportation commission | San Bernardino Associated Governments, 472 North Arrowhead Ave., San Bernardino, CA 92401, (909) 884-8276, Michael Bair |
| Training | State-Sponsored Training, Technical Assistance and Grant Development | Extensive state technical assistance role; joint 5310/5311 grant application and training program; quarterly site visits; 13 of 15 agencies applied for TANF/ WtW funds. | Rural/small urban, population: 1,515,069, total square miles: 121,364 | State agency | State Dept. of Highways & Transportation, P.O. Box 1149, 604 West San Mateo, Santa Fe, New Mexico 97504, (505) 827-1575, patricia.oliver-wright@nmshtd.state.nm.us, Patricia Oliver-Wright, Assistant Bureau Chief |
| Training | New Rider Orientation for ADA Riders | Paratransit Inc. requires its newly certified ADA riders to attend new rider orientation, which explains all the particulars of using the paratransit system. There is now a new emphasis on use of fixed-route when possible, with free travel training offered. | Urbanized area | Private, non-profit provider | Paratransit Inc., P.O. Box 231100, Sacramento, CA 95823, (916) 429-2009 ext. 341, J.D. Culver, Mobility Options Coordinator |
| Advanced Technology | Med-Zip - Facilitating Medical Trips from Outer Areas into Metro Area with Computerized Mapping | Countywide provider coordinates with large City of Nashville transit agency; computerized mapping is used to group/place riders coming into Nashville from outer areas on the countywide provider. Placing the rider onto countywide provider helps the rider who is not on a metro route and improves the productivity of countywide provider who is already making the trip into the city, but with limited riders and available capacity. | Rural, suburban | Private, non-profit | Upper Cumberland Human Resource Agency, Cumberland, TN, Darwin Clark, 931-528-1127 |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|-----------------------|--|---|---|------------------------------|--|
| Advanced Technology | Statewide Research and Demonstration Program for Smaller Transit Systems | Penn. has Research and Demonstration Program, providing funding for special projects submitted by local transit agencies. Some of the funded projects have included: Implementation and assistance with AVL and GIS technologies for several smaller systems; Development of a web page for a small agency. | Statewide | State agency | Pennsylvania Dept. of Transportation, Bill Parkin 717-783-3990 |
| Advanced Technology | Award winning website | "Access Washington", the state URL homepage, described as the interactive portal to government services, won the Digital State prize as the nation's best state website. A state public affairs TV network is maintained as TVW. | Rural/small urban population: 4,866,692, total square miles: 66,581 | State agency | Washington State DOT, PO Box 47387, Olympia, WA 98504, (360) 705-7979, Valerie Rodman |
| Advanced Technology | GIS Coordination | Funded WtW grant collaborating with ESRI, the nationally respected GIS software developer, to plot WtW addresses and to design appropriate transit services, WtW \$ funds supporting the after-hours transport to/from retail stores where jobs are located. | Rural Population: 21,472 | Municipal provider | City of Barstow Transit Department/ Barstow Area Transit, 220 East Mountain View Street, Barstow, CA 92311, (760) 256-3531, Cheryl Harrison, Transit Coordinator |
| | | | | | |
| Maintenance/Equipment | Simple cost-effective bus bench | Transit agency has developed very simple and low cost bus bench, which has a "sleeve" and "slips" over the bus stop pole, providing one seat on each side of bus stop. | Small urban | Small urban transit district | Lane Transit District, Eugene, OR, Stefano M. Viggiano, 541-682-6100 |
| Maintenance/Equipment | Development of natural gas fueling station. | Small transit agency, located in an area with abundant natural gas, built a natural gas fueling facility, which is open for commercial business. | | | SPARTAN, Levelland, TX, Irma Guerra, Program Director, 806-894-3800 |
| Maintenance/Equipment | Use of trolley vehicle | Rural transit agency bought and operates trolley-style buses to serve downtown, hotel/motel area and large outlet malls, one of which contributed to purchase of trolleys. The vehicles help promote downtown and outlet malls, generating support of transit by community. | Rural | Rural transit system | Capital Area Rural Transit System, Austin, TX, Dave Marsh 512-389-1011 |

APPENDIX C - LISTING OF INITIATIVES IDENTIFIED IN EARLY PHASE OF RESEARCH PROJECT

| Functional Area | Project Title | Project Description | Demographics | Type of Agency | Contact Information |
|------------------------|--|---|---|-------------------------------|--|
| Maintenance/Equipment | Purchase of excess radio capacity from utility company | Transit agency was able to acquire excess radio capacity, using state-of-the-art equipment, from its regional utility company. Cost of the equipment was at a substantial discount. | Rural | Rural transit system | Capital Area Rural Transit System, Austin, TX, Dave Marsh 512-389-1011 |
| Human Resources | New Organization Culture and Employee Empowerment | Transit system went through "re-engineering" to create new organizational culture and employee empowerment. Transit system has become more flexible, changing the way business is done. It has become more "values-based, customer-service oriented, and community responsive." | Small urban | Small urban provider | Altoona Metro Transit (AMTRAM), Altoona, PA, Eric Wolf, General Manager 814-944-4074 |
| Human Resources | Total Quality Management (TQM) | Small urban and rural transit provider implemented TQM; received the Baldrige Award. | Small urban and rural | Small urban transit authority | Beaver County Transit Authority Rochester PA, Mary Jo Morandini, General Manager 724-728-4255 |
| Marketing/Fares | Group Pass for Employers, Organizations | Transit agency developed group pass, which is purchased by employer, university, etc. for all their employees, students who then ride for free. Resulted in large ridership increases. | Small urban | Transit district | Lane Transit District, Eugene, OR, Stefano M. Viggiano 541-682-6100 |
| Communications | Region IX e-mails "heads-up list" | Several master e-mail lists to which are distributed items of interest of great breadth and with considerable frequency. | Rural/Small Urban, Population: 29,760,021 Total square miles: 155,973 | Federal regional office | FTA Region IX, 201 Mission Street, Suite 2210, San Francisco, CA, (415) 744-3115, hymie.luden@fta.dot.gov, Hymie Luden |

The **Transportation Research Board** is a unit of the National Research Council, which serves the National Academy of Sciences and the National Academy of Engineering. The Board's mission is to promote innovation and progress in transportation by stimulating and conducting research, facilitating the dissemination of information, and encouraging the implementation of research results. The Board's varied activities annually draw on approximately 4,000 engineers, scientists, and other transportation researchers and practitioners from the public and private sectors and academia, all of whom contribute their expertise in the public interest. The program is supported by state transportation departments, federal agencies including the component administrations of the U.S. Department of Transportation, and other organizations and individuals interested in the development of transportation.

The National Academy of Sciences is a private, nonprofit, self-perpetuating society of distinguished scholars engaged in scientific and engineering research, dedicated to the furtherance of science and technology and to their use for the general welfare. Upon the authority of the charter granted to it by the Congress in 1863, the Academy has a mandate that requires it to advise the federal government on scientific and technical matters. Dr. Bruce M. Alberts is president of the National Academy of Sciences.

The National Academy of Engineering was established in 1964, under the charter of the National Academy of Sciences, as a parallel organization of outstanding engineers. It is autonomous in its administration and in the selection of its members, sharing with the National Academy of Sciences the responsibility for advising the federal government. The National Academy of Engineering also sponsors engineering programs aimed at meeting national needs, encourages education and research, and recognizes the superior achievements of engineers. Dr. William A. Wulf is president of the National Academy of Engineering.

The Institute of Medicine was established in 1970 by the National Academy of Sciences to secure the services of eminent members of appropriate professions in the examination of policy matters pertaining to the health of the public. The Institute acts under the responsibility given to the National Academy of Sciences by its congressional charter to be an adviser to the federal government and, upon its own initiative, to identify issues of medical care, research, and education. Dr. Kenneth I. Shine is president of the Institute of Medicine.

The National Research Council was organized by the National Academy of Sciences in 1916 to associate the broad community of science and technology with the Academy's purpose of furthering knowledge and advising the federal government. Functioning in accordance with general policies determined by the Academy, the Council has become the principal operating agency of both the National Academy of Sciences and the National Academy of Engineering in providing services to the government, the public, and the scientific and engineering communities. The Council is administered jointly by both the Academies and the Institute of Medicine. Dr. Bruce M. Alberts and Dr. William A. Wulf are chairman and vice chairman, respectively, of the National Research Council.

Abbreviations used without definitions in TRB publications:

| | |
|---------|--|
| AASHO | American Association of State Highway Officials |
| AASHTO | American Association of State Highway and Transportation Officials |
| ASCE | American Society of Civil Engineers |
| ASME | American Society of Mechanical Engineers |
| ASTM | American Society for Testing and Materials |
| FAA | Federal Aviation Administration |
| FHWA | Federal Highway Administration |
| FRA | Federal Railroad Administration |
| FTA | Federal Transit Administration |
| IEEE | Institute of Electrical and Electronics Engineers |
| ITE | Institute of Transportation Engineers |
| NCHRP | National Cooperative Highway Research Program |
| NCTRP | National Cooperative Transit Research and Development Program |
| NHTSA | National Highway Traffic Safety Administration |
| SAE | Society of Automotive Engineers |
| TCRP | Transit Cooperative Research Program |
| TRB | Transportation Research Board |
| U.S.DOT | United States Department of Transportation |

THE NATIONAL ACADEMIES

Advisers to the Nation on Science, Engineering, and Medicine

National Academy of Sciences
National Academy of Engineering
Institute of Medicine
National Research Council