



Part 3: **P**roject **F**indings

Project Findings

The first two parts of this report summarized the challenges of providing welfare-to-work transportation and highlighted the experience of service providers and program stakeholders. This section synthesizes that information, reviewing the data gathered through the literature review and field research to identify indicators of successful enterprises. Chapter 17 discusses aspects of program evaluation and presents cost-benefit analyses for four of the programs profiled through the case studies. Chapter 18 identifies lessons learned from the experience of the stakeholders and service providers contacted throughout this study.

Program Evaluation

This chapter discusses general approaches to evaluating welfare-to-work transportation programs and analyzes the benefits and costs of four case studies presented in previous chapters. This research project was originally intended to evaluate each profiled program in order to identify elements of program success and to extrapolate those findings to other similar programs. Unfortunately, the detailed data to needed support that level of analysis was not available, so this review focuses on a more limited assessment of program activities and outcomes at four sites using available information about program costs and benefits. From these observations, the research team derived some conclusions regarding strategies that could be effective in other communities. The next chapter complements this analysis with a qualitative assessment of the results that welfare-related transportation programs have achieved thus far and what others might learn from their efforts.

An evaluation of welfare-to-work transportation can be a two-stage process. The **primary** goal is to determine the extent to which transportation helps TANF clients obtain and keep jobs. This phase of the evaluation would use information that tracks the success of welfare clients over time. The **secondary** goal is more specific and is intended to determine what particular strategies are most effective in moving individuals from welfare to work. This approach to program evaluation is summarized in the following sections.

Assessing the Role of Transportation

The primary goal of evaluating these programs is to determine the extent to which transportation access helps TANF participants get and keep jobs. An evaluation of the role of transportation access would likely include, at a minimum, the following elements:

- *TANF population without reliable transportation options*
- *Percentage of TANF clients served*
- Overall program costs

- Transportation program costs
- Perceptions of service quality (from clients, employers, and counselors)
- Ease of implementation
- Barriers to implementation
- *Stability of funding sources*
- *Impacts of other program elements on transportation performance*

Information noted by *italics* was almost always unavailable from the programs contacted through this research; other information was sometimes unavailable as well.

Very few states and communities have followed their program participants to determine long-term employment results. Most of those that have done so have collected data at a broad level independent of the transportation services provided. While this information no doubt helps these programs assess overall success, on a practical level, program evaluators cannot isolate the costs and benefits of transportation elements.

In order to assess the role that transportation has played in supporting overall employment goals, programs would have to incorporate participant follow-up into their evaluation efforts. One way to achieve this is the following:

- Inform program participants that they will be contacted as to job status and transportation access on a regular basis after they “graduate” from the welfare-to-work program so they need to keep program apprised of their contact information
- Follow up to determine job status and the contribution of transportation access (positive and/or negative) to that job status, including access to child care

To assess the contribution of transportation to continued employment, the participant would be asked the following:

- Do you have adequate transportation access to work and child care?
- If so, what is the transportation access and how does it support your need for access to work?

- If not, what is your work access requirement and how do you feel it can be met?
- Are transportation alternatives available in the case of emergency or do you have to rely on a single approach for access?

This follow up survey should be very short and can be conducted at low cost, by telephone if that alternative is available to participants. Making sure that former TANF clients keep their contact information up to date will contribute substantially to the success of the survey.

Assessments of Specific Transportation Strategies

The secondary evaluation goal looks at different types of transportation alternatives to identify the specific approaches and strategies that are most effective in providing access to work. Those responsible for directing welfare-to-work projects need to know what approaches or strategies work in other communities and whether they are adaptable to their situation.

To assess particular transportation strategies at a regional or national level, local approaches being pursued across the country need to be defined and grouped into reasonably defined categories. Those that would actually be incorporated into the evaluation would likely be those that are believed to be exemplary or most successful in each of these categories. The category definitions should include not only the types of transportation strategy being applied but also the principal elements of the community approach accompanying the transportation strategy, such as collaboration among agencies (including faith based agencies and local governments) in planning and implementing transportation services. To make these categories more definitive, they would also need to reflect differences in local settings such as community size, job market characteristics, poverty levels, and other geographic/demographic features.

After identifying the transportation approach categories and the apparent exemplary projects in each, the evaluation of the impacts of projects in each category would follow the approach outlined above for the general assessment of the role of transportation. Some of the specific elements to measure should be tailored to the program and may include trends and changes in the following.

- Percentage of jobs located within one-quarter mile of fixed route transit
- Number of bus passes issued

- Passengers per revenue-hour
- Operating costs per passenger
- Number of transit itineraries prepared by caseworkers
- Number of cars delivered to TANF clients
- Average length of job retention
- Number of passengers who require transfers
- Average out-of-pocket transit costs
- Average transit travel time for work trips
- Number of individuals to operate van services

The results of a benefit-cost analysis conducted for four of the profiled case studies are presented in the following section.

Benefit-Cost Analyses

The research team was unable to fully evaluate the costs and benefits (or effectiveness) of the initial welfare-to-work projects because they neither were they **designed** to facilitate evaluation structure, data collection, and analysis. Also, they have not been formally **evaluated** (and may never be). In the absence of detailed information about program results, a general benefit-cost analysis was conducted, using the available program data. While this is not the only possible approach to evaluating program benefits, it allows comparison among programs using limited data.

These benefit-cost analyses require some additional data on benefits. Since the principal benefits measure is **income from employment**, these data would be obtained from participants as part of the follow-up information obtained through a follow-up survey, as described earlier. The benefit obtained from reduced government payments after people find jobs would be obtained from special studies, combined with asking people at follow-up what government benefits they still receive. On the cost side, the total costs of the project (both reimbursed and donated) would be tallied for each project assessed. It is important that all costs be included since otherwise the costs would be “skewed” in favor of the projects with the greatest donations. Finally, based on the above, benefit-cost ratios could be obtained for all projects enabling a ranking of projects within and between groups, enabling an assessment of which achieve the greatest benefits (relative to costs) for each of the transportation approaches/strategies that

have been defined.

The general methodology to be used in estimating benefits and cost is as follows:

- Estimate the number of persons using transportation assistance from the local program to access work or work-related activities, annually.
- Estimate the annual value of that benefit per person.
- Multiply number of persons by benefit per person to obtain total benefit estimate.
- Estimate the total cost of providing this benefit and compare total costs with total benefits achieved.

Using these steps, it is possible to make some at least initial estimates of a program's impacts in relation to its costs.

Approximate Benefit-Cost Estimates

Program costs and benefits were estimated for four welfare-to-work transportation programs: Pinellas County Transportation Disadvantaged Program, Good News Garage, AdVANtage II (Sojourner-Douglass College), and the Nia Night Owl.

Pinellas County Transportation Disadvantaged Program

Four types of transportation services have been used to provide transportation service under this program. Services under each started in April 1998, but it was not until October 1998 that they reached a level close to equilibrium. For October 1998 through May 1999, the number of clients receiving transportation services were:

- **Taxi** – Average 1,254 trips per month for October 1998 - May 1999. Assuming 40 round trips per month equal a full time job; these trips would provide work-related transportation for **31** clients.
- **Gas Credit Cards** – Average of 181 gas cards issued each month (October 1998 - May 1999) to **181** WAGES clients.
- **Bus Passes** – Free 31-day bus passes to average of **94** WAGES clients
- **Charity Cars** – 53 cars provided to **53** WAGES clients since beginning of program.

Pinellas County Transportation Disadvantaged Program
 Program Participation , 1998-1999

Month	Taxi Trips			Gas Cards	Bus Passes
	Clients	Trips	No-Shows	Number	Number
Apr-98	1	1	0	0	0
May-98	3	10	19	33	13
Jun-98	7	129	43	84	32
Jul-98	10	262	34	91	24
Aug-98	16	268	34	104	30
Sep-98	26	787	356	127	65
Oct-98	43	1,171	169	151	79
Nov-98	64	1,038	158	162	93
Dec-98	95	1,230	285	157	107
Jan-99	96	1,209	204	151	91
Feb-99	109	1,658	182	182	103
Mar-99	111	1,759	225	202	109
Apr-99	88	1,348	128	214	93
May-99	59	616	52	231	79

Source: GPTMS

Thus, **359 clients** are receiving transportation service under the WAGES Program on an average monthly basis. Since these clients are, by eligibility, welfare-to-work clients, it can realistically be assumed that 100 percent of these clients are eligible for, and using transportation for, welfare to work.

In all of the cases, the average annual earnings of a welfare to work client is estimated at \$10,000 per year. This is calculated as 200 eight-hour work days times \$6.25 per hour (per hour wage based on several surveys of actual earnings of this population). To this an estimate of the reduced benefits from public support (all types) is added, conservatively estimated as \$6,000, for a total benefit of \$16,000 per person per year from the overall WAGES program. Further, the analysis assumes that, for those persons needing transportation service for jobs and job related activities (including child care), 50 percent of this benefit is attributable to the transportation service and the remainder attributable to the rest of the WAGES Program. Thus, the **benefit per client** is estimated to be **\$8,000 per year** (50 percent of \$16,000).

The case study indicates that \$400,000 was earmarked for transportation services in FY 1999. To this amount, an additional \$600,000 was added to cover the costs of case manager services associated with tailoring available transportation resources to the needs of clients. Total costs for the transportation program are estimated at \$1,000,000 per year.

Total benefits were provided for 359 transportation-assisted clients. At \$8,000 in benefits estimated per client, the total benefit is \$2,872,000. The costs of achieving this benefit were conservatively estimated at \$1,000,000. Program benefits exceed costs by \$1,872,000 – for a **benefit to cost ratio of 2.87 to 1.00**.

The Good News Garage

To date, **244 low-income clients** have received donated cars via the Good News Garage Program.

As for St. Petersburg, Florida, it can be estimated that low-income clients obtain jobs earning \$10,000 per year and that reduced government payments for welfare and other programs are \$6,000 per year for a total benefit of \$16,000 per person per year. Further, it may be assumed that some of these persons may have been able to obtain jobs without their cars – say 40 percent. Thus, Good News Garage receives credit for 60 percent of these jobs. The average benefit per client receiving a car is then estimated to be \$16,000 times 60 percent, or **\$9,600 per client per year**. Further, if it is assumed that the average Good News car has a three-year life span, the total benefit per client is \$9,600 per year for each of three years or \$28,800 per client, per car. Total benefits for all 244 clients are estimated as \$28,800 multiplied by 244 clients receiving cars, or **\$7,027,200**.



The costs of administering the garage were \$415,000 in FY 1998. Assuming that the administrative costs were \$300,000 in FY 1997 and \$200,000 in FY 1996, total administrative costs for the three years would total \$915,000.

Costs associated with the cars include the following:

- \$773 per car to repair and place cars in operating condition after donation
- An estimated \$1,250 per year to operate each car for employment related purposes (including linked day care trips), which is derived from an estimate of 5,000 miles driven back and forth to work per year

times \$.25 per mile to operate. (This cost is borne by the driver of the vehicle.)

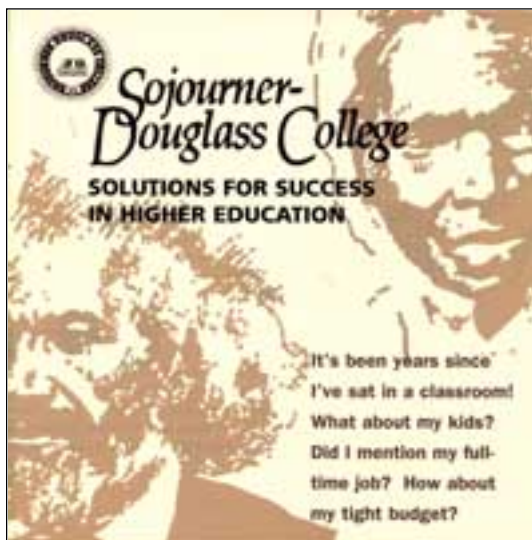
For the assumed three-year life of these vehicles, this cost would total \$3,750 for each vehicle. Since 244 vehicles have been provided to date, the total cost would be \$915,000.

Thus, total costs are estimated to be \$915,000 administrative costs plus \$915,000 vehicle costs, or \$1,830,000.

Total benefits of \$7,027,200 compare favorably with total costs of \$1,830,000, giving a **benefit to cost ratio of 3.84 to 1.00.**

AdVANtage II: Sojourner-Douglass College

For this case study, two categories of benefits were calculated: **transit entrepreneur** benefits, for those individuals trained as entrepreneurs, and **transit user** benefits, for TANF clients using van service to get to and from work.



AdVANtage II operates an average of 240 trips daily. Since these are out-of-city trips at commuting times, we can assume that 90 percent of these trips are work or work related. Dividing by 2 to account for a daily round-trip, we obtain an estimate of 108 low-income persons using this system daily. If we assume that 80 percent are transit-dependent persons who would likely not have jobs without the transit access, we get an estimate of 86 persons who get access to jobs via this system.

Eighteen persons have been trained to be entrepreneurial drivers through this program. If we assume that two-thirds of these would not have jobs without this program, then we get an estimate of 12 persons who owe their jobs to this program. However, since these persons are trained and invested by the program, the benefit to these individuals would be expected to accrue over several years; we will assume 4 years as the benefit period.

- **Users** – \$16,000 in benefits per person per year for 86 transit-dependent users provides a user's benefit of \$1,376,000.
- **Entrepreneurs** – \$16,000 in benefits per person per year for 12 entrepreneurs for a four-year benefit period equals an entrepreneur's benefit of \$768,000.

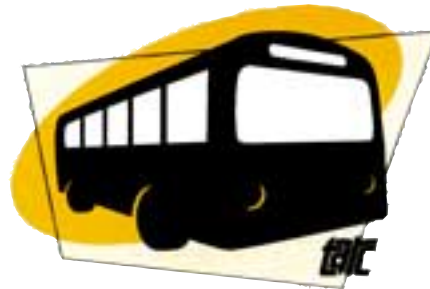
- **Total benefit** – \$1,376,000 (users) plus \$768,000 (entrepreneurs) totals \$2,144,000.

The total costs of this program were not clear since the start-up grant of \$650,600 was supplemented by several additional activities for which costs were not available (including MTA technicians serving as advisors, three MTA vans donated to the program, and apparent college support provided). If it is estimated that these additional costs total \$200,000, we obtain \$850,600 as an estimate of the total costs of this program.

Total benefits are estimated to be \$2,144,000 relative to total costs of \$850,000; the **benefit to cost ratio is 2.52 to 1.0**.

Nia Night Owl

Nightly service via the Night Owl reached 1,237 trips by May 1999. This analysis will assume that 100 percent of these trips are for employment. Dividing 1,237 trips by twenty work days per month, yields 62 one-way trips per night. If each individual makes one round trip, 31 persons use this service to access employment nightly.



Using the same assumptions as the benefit calculations described earlier, each passenger is assumed to generate \$16,000 in benefits per year. With 31 system users, total benefits are \$480,000. This is a conservative estimate, since some passengers use available transit services for half of their work trip and rely on the Night Owl for the segment of their shift that falls outside regular bus service hours.

Estimated annual costs are \$474,392 as detailed below.

- **Staff** – \$99,180
- **Nia Center Rent** – \$18,972
- **Night Owl Operations** – \$300,000
- **Operations/Administration** – \$56,240

Total benefits are estimated to be \$480,000 relative to costs of \$474,392 for a **benefit to cost ratio of 1.01 to 1.00 – a break-even proposition**. If the estimates of individual passengers (rather than trips) is conservative, as suggested above, then the calculated benefits along with the benefit-cost ratio would be higher.

Challenges

There are two major evaluation questions in this project regarding welfare to work projects that coordinate and integrate transportation and social services:

- How effective are such programs in getting people to work and keeping them employed?
- How can the programs examined be adapted to other settings?

The analysis for selected sites suggested that benefit-cost ratios in the range of 2.5 to 1.0 were possible. Furthermore, it was clear from reviewing the case studies that data collection poses a set of challenges for welfare-related transportation programs. Many communities – including most of those profiled in this guidebook – do not collect sufficient data to evaluate their progress. Organizations may choose to target limited staff and funding resources on providing transportation and related services rather than documenting their efforts. In some cases, the information resides in different agencies in different formats, making analysis unwieldy. When programs do collect information, they tend to focus on documenting specific elements of program performance, such as customer participation and service costs. They are less likely to collect data about the employment status of program participants over time, which limits their ability to answer questions about overall benefits of their program.

Nevertheless, the case studies provided many valuable lessons that should assist transportation components of welfare to work programs elsewhere. These lessons are summarized in the next chapter.

Lessons Learned

Communities have responded to the challenges of moving people from welfare to work with a wide range of strategies, from modest bus route extensions to creative collaborations with community-based organizations. Approaches to welfare-related transportation generally reflect the characteristics of TANF participants and the community, the complexity of the transportation barriers encountered, and sometimes the requirements of the funding sources. Many cities already have extensive transit networks; in these locations programs have often focused on transporting individuals from urban neighborhoods to suburban job sites. Rural and suburban programs have faced a different challenge: providing a means for people living in widely dispersed locations to access urban and suburban job centers. Irrespective of operating setting, many programs have also addressed the specialized transportation needs of shift workers and parents with young children.

Because traditional transportation approaches often do not address these needs, communities have developed creative transportation strategies. Innovations, as discussed throughout this report, range from late night subscription shuttles to automobile donation programs to transportation services operated by TANF clients themselves. Although the program details vary substantially, the lessons that have emerged from these programs are quite similar. This chapter summarizes the major findings and themes that have emerged from this research and reflect the current state of the practice.

The challenges of welfare reform extend well beyond transportation.

While this research project by definition examined the role of transportation in moving people from welfare to work, stakeholders emphasized the need to review the problem in a larger societal context. Certainly they saw the importance of creating strong, effective coordination between transportation and social service providers – real working partnerships around consumer needs and shared provider goals and agendas – if they are to successfully solve the complex problem of welfare to work. But they further stressed the importance of understanding the influence of land use and development patterns and the nature of poverty in this county – conditions and dynamics that make a challenging problem even more difficult to solve. Stakeholders

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saw links between poverty and a host of other factors, including race, single-mother families, generational poverty, age, multiple physical and social problems, lack of education, lack of work and life skills, and inadequate cultural and experiential supports. Moreover, as welfare agencies successfully move clients into the workforce, those remaining on welfare become harder to serve. These individuals facing multiple issues are the hardest challenges – those with substance abuse problems, mental health issues, family responsibilities, physical disabilities, and the like. Unless planners see the problem in this holistic and cross-disciplinary way, they will miss essential links and will be less effective in finding solutions for the transportation component.

Welfare clients have complex transportation needs.

Individuals making the transition from welfare to work often have different mobility patterns than those with traditional nine-to-five work trips. TANF recipients tend to live in center cities, while job growth has been in the suburbs. Most do not have cars, although the percentage varies greatly by location, which means they must rely on transit or alternatives to get to work activities. Yet most transit systems were not designed to serve suburban trips and instead are oriented around urban travel or suburb-to-city commuting. Furthermore, many of the entry-level jobs that welfare recipients are likely to obtain require work at night or on weekends, when many transit systems operate minimal service or none at all. Women with young children, who make up the majority of welfare recipients, are especially likely to incorporate one or more stops into their work trip, further straining the capability of transit to address their transportation needs. Also, welfare clients may be unaccustomed to using public transit, particularly if trips have many links that cross transit jurisdictions. TANF recipients may have difficulties accessing and using available information about transit services because of language or literacy limitations. Finally, most TANF participants have very little if any margin for error; they risk losing their jobs if they arrive late at work because of transit delays, day-care problems, or mechanical problems.

Welfare reform has created new roles for transportation and social service providers. From the federal government to the local welfare office, welfare reform has shifted responsibilities and redefined roles. The federal government, which historically defined national welfare policy, has transferred that role to the states. The result is 50 separate welfare programs trying to respond to differing local conditions. Increasingly this new environment has created great demands on all the key players trying to link people with jobs. Social service providers have been called upon to

develop and use new sets of information, to interact with new partners, and to help their clients make what could be a tremendously challenging transition into the workplace. They are also facing the challenges of coordinating all elements of welfare reform: training, social service coordination, job placement, employer recruiting, coordinating transportation to work (and, for many clients child care trips), and financial support. Transportation providers, too, are exploring new roles. Many are testing services designed to serve the new market of welfare clients, including reverse commute options, expanded hours of service, and more flexible services.

Welfare reform has fostered new cooperative relationships and collaborations among organizations. While some of these relationships have been mandated, others have emerged as creative responses to the challenges of welfare reform. These collaborations are frequently a practical necessity. In many areas transportation planners and human service providers might as well speak different languages – if they communicate at all. After all, transportation providers may be well-versed in the intricacies of TEA-21 and its predecessor ISTEA, but social service staffers understand TANF eligibility requirements and mysteries of SDAs. New partnerships are particularly common at the planning stages when representatives from various agencies may meet for the first time to identify transportation needs and funding sources. Oftentimes agency representatives could serve as guides to the regulatory and programmatic elements of their respective fields. Joining forces has enabled social service and transportation programs to translate their agency-specific experience into cooperative efforts.

Of particular note is the participation of private sector organizations, especially nonprofits, community-based organizations and faith-based groups. The “helping” mission of these organizations guided program development and allowed program staff to tap into a ready-made network of volunteers, donations, and supporters. Community-based organizations, like Soujourner-Douglass College or the East Bay Asian Local Development Corporation, often shared a cultural or linguistic background with their clients, facilitating close connections and understanding.



The new spirit of cooperation associated with welfare reform has spilled over into the funding arena. On the federal level, both DOL and DOT require grant recipients to demonstrate collaborative efforts, and DOT allows localities to use federal funds from non-transportation programs for their local match. Similarly, on a smaller scale, welfare to work programs are assembling funding from a number of public and private sources, including municipalities, foundations, and a combination of state and federal grant programs.

Stakeholders stressed the importance of teamwork and flexibility in building successful partnerships. Program participants need to work together – transportation providers, employers, social service agencies, and clients – to see projects move from concept to implementation.

Unfortunately, much of the time, transportation and social service agencies were perceived as not working in coordination with each other – much less

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jointly. Disconnects were also noted between levels of government within a given area – states and regions, for example, may have had different interpretations of mandates or roles, different priorities, conflicting schedules, and poor communication. In some cases turf battles got in the way of meeting client needs. Some stakeholders noted the problems involved with neighboring transit jurisdictions, where one provider cannot or will not pick up riders, even if it makes sense from a service standpoint to do so. Other turf issues involve regulatory agencies who do not want to give up control of service approvals, even though this hampers a provider’s ability to be timely and responsive to user needs, particularly for new users. Service modifications lag well behind the schedules and needs

of clients, employers and social service agencies attempting to get people into the work force and meet welfare to work mandates.

Building coordination into the process has the potential to eliminate some of these disconnects. For example, state TANF plans could be modified to require supporting transportation plans. California planners lobbied vigorously for this approach; the result was a requirement for each county to develop a welfare-to-work transportation plan. New Jersey as well required each county to develop a transportation plan to support the needs of welfare recipients and other low-income residents and – perhaps more important – provided the technical assistance to support their efforts. Beyond the purely practical benefits – facilitating data collection and expanding funding opportunities among others – such collaboration encourages creative and holistic approaches to addressing the needs of welfare recipients.

Transportation programs incorporate innovative solutions. Because traditional transportation services do not easily meet the transportation needs of welfare recipients, many communities developed innovative responses to welfare reform. The strategies profiled in this report exemplify the best of these creative approaches. These include the following:

- New broad-based planning efforts
- Programs designed to provide welfare recipients with the skills they need to operate their own transportation services
- New or modified transportation services tailored to serve reverse commuters and late-night shifts
- Service coordination to take advantage of the capacity of existing services
- Ridesharing to provide low-cost flexible transportation
- Automobile donation programs
- Fare subsidies, especially to ease the initial transition from welfare to work
- One-stop centers that concentrate support services, including transportation, in a convenient location
- Child-care transportation to support the needs of working parents
- New sources of information about transportation services



Service providers have moved beyond the traditional transit and human service agencies and include community organizations, houses of worship, and even welfare participants themselves. Despite their diversity, these programs share one common trait: Program planners were “thinking outside the box.”

Automobiles are part of the solution. Not only were new collaborations forged among unlikely partners, but also in many cases the concept of publicly supported transportation services was redefined to include new modes – specifically automobiles. Despite the wide range of transit solutions developed in response to welfare reform, driving to work will always be the preferred mode of choice for some welfare recipients. For those living in areas without transit, for women with child care responsibilities, and for those working late-night or weekend shifts, automobiles can provide the flexibility and access to make the transition to work. In recognition of this fact, some communities have developed automobile-based programs. In addition to the more conventional ridesharing programs found in places like Pinellas County, Florida, automobile ownership programs have been developed to make long-term transportation available to welfare recipients. These programs are especially well-suited to rural areas with few transit alternatives and provide an ideal opportunity for public/private collaboration. Programs can be

administered by nonprofit agencies, and they may accept donated vehicles or labor. As one of the most successful automobile donation programs, the faith-based Good News Garage provides personal mobility to a small but growing group of welfare recipients.

The committed leadership of an individual or organization can help to carry a project from planning to implementation. While steering committees and advisory groups play a critical role in planning welfare-related transportation, a strong leader can motivate diverse stakeholders and ensure that their differences enrich the planning process. Sometimes an individual has inspired and encouraged program participants to work toward a common goal. The Good News Garage attributes much of its success

A strong leader can motivate diverse stakeholders and ensure that their differences enrich the planning process.

to its director, citing his personal faith and dedication to the program and its mission. And, on a day-to-day basis, some programs found that religious leaders were well positioned to resolve conflicts when meetings ran off course. Committed institutional leadership can also encourage broad-based program participation and at the same time garner political and financial support. In New Jersey, the governor's strong support ensured participation from senior policy staff throughout the course of the project, and similarly in Kershaw County, South Carolina, aggressive local leadership from county agencies helped move the project to implementation and expand its service area to a

neighboring county.

Successful programs maintained ongoing communication among program staff, participants, and stakeholders. Clear communication starts with consensus on program goals and extends throughout planning and implementation. Thanks in part of its director's clear communication of the program mission to all involved, the Good News Garage was able to build support for its innovative approach to welfare-related transportation. Besides building support, clear communication can address misunderstandings and correct misconceptions. AC Transit viewed the planning process as an opportunity to "ferret out the truth" about transportation services, information, and needs. And TARC used its extensive community network to address concerns and comments about work-related transportation as they arose.

Communication with potential participants allows planners to tailor programs to address real-life concerns and challenges. To maximize client participation in the planning process, some programs tailored outreach efforts to the specific needs of their clients. EBALDC, for example, conducted focus groups in multiple languages and MTC made child care available during its meetings; both groups compensated focus group participants for their time. Maintaining on-going communication with

program participants can identify areas of strength and weakness. For example, some of the entrepreneurs capitalized through the AdVANTage program were less than positive about the program's success in contrast to the perceptions of the sponsoring agencies. Feedback from these individuals included frustration with the lack of long-term support; such information can be an important component of program review and evaluation.

Progress has been slower than expected. The myriad challenges of moving individuals from welfare to work, coupled with regulatory requirements, have slowed progress for some programs. For example, the AdVANTage program in Anne Arundel County, Maryland, has been able to capitalize only four entrepreneurs despite an extensive outreach effort. Some program planners have questioned the value of restricting some funding streams to certain narrowly defined participant groups. In particular, programs using Department of Labor Welfare to Work grants have targeted relatively few individuals rather than systems that could serve a larger population.

Many communities have not collected sufficient data to evaluate their progress. Despite the apparent benefits of many of these programs, formal evaluations have been rare. For many service providers, the need to respond to welfare reform mandates and deadlines was so immediate and so high-pressured, they simply did not have the opportunity – or the resources – to develop an evaluation plan. Some organizations chose to target limited staff and funding resources on providing transportation and related services rather than documenting their efforts. In some cases, the information resides in different agencies in different formats, making analysis unwieldy. When programs did collect information, they were more likely to document specific elements of program performance, such as customer participation and service costs. They were less likely to collect data about the employment status of program participants over time, which limits their ability to answer questions about overall benefits of their program. This situation can be expected to change over time, as more programs must meet the data reporting and evaluation requirements of federal funding sources. Nevertheless, data collection and performance evaluation may well remain an after-thought for certain programs.

Successful programs have incorporated strategies to ensure that results can be sustained over time for targeted TANF clients and in some cases the general public. Some programs learned that they have to extend support services to clients beyond the initial project period. The AdVANTage programs in Anne Arundel County and at Sojourner-Douglass College both identified the need for on-going support for entrepreneurs, including

Communication with program participants allowed planners to tailor solutions to address real-life concerns and challenges.

mentoring and financial support. The San Diego Workforce Partnership has worked to build capacity within the community to sustain the program beyond the start-up grant; a faith-based organization will take over program management and some income sources have been identified.

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Successful programs have developed the capacity to sustain program results over time.
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Some organizations, especially transportation agencies, have built upon existing services and capitalized on available support services. For example, AC Transit complemented an existing bus route with night service; the Santee Wateree Transportation Authority made more efficient use of available medical transportation services by incorporating work trips into existing services. Transit agencies, in particular, may be able to adapt transportation services to serve community transportation needs beyond welfare-to-work. Given

recent changes in the job market – including the growth of suburban employment, service industries, and the “24/7” culture – many transportation strategies designed for welfare recipients can easily serve other commuters as well. Reverse commuting, in particular, reflects changes in land use and economics that affect individuals beyond welfare recipients. Moreover, as welfare recipients become self-sufficient, they lose their eligibility for services targeted to TANF participants and have to rely on transportation alternatives available to the general public. While some may buy automobiles, others will choose transit. This new market (sometimes referred to as the “working poor”) can help support transit programs designed originally to serve welfare-related transportation needs. As ridership grows, transit agencies may be able to integrate these new welfare-related services into their agency operating plans, providing passengers with long-term stability.



Appendices

Resources

Federal Agencies

United States Department of Health and Human Services

Administration for Children and Families

The Administration for Children and Families administers the Temporary Assistance to Needy Families block grants. This site provides information and statistics about welfare reform and guidance on using TANF funds.

www.acf.dhhs.gov

United States Department of Labor

Employment and Training Administration

The Department of Labor funds workforce development activities and administered Welfare to Work formula and competitive grants. The Employment and Training Administration site provides information about federal funding sources and welfare to work program support.

wtw.doleta.gov

United States Department of Transportation

Federal Transit Administration

The Federal Transit Administration provides funding to U.S. transit systems and oversees the Job Access and Reverse Commute grant program.

www.fta.dot.gov

United States Census Bureau

The Census Bureau is a clearinghouse for U.S. demographic and economic data. Census statistics include population characteristics, poverty indicators, income, employment, and commuting data; statistical files to support GIS analysis are also available.

www.census.gov

Transportation Organizations

American Public Transportation Association

APTA is a membership organization for transit systems and the organizations responsible for planning, designing, constructing, financing and operating them. This site has links to transportation agencies, associations, advocacy groups, and private businesses supporting the transportation industry.

www.apta.com

Community Transportation Association of America

CTAA is an association of organizations and individuals committed to improving mobility. The association offers technical assistance on transportation issues through its National Transit Resource Center and has conducted research on welfare-related transportation.

www.ctaa.org

Welfare and Urban Policy Organizations

American Public Human Services Association

The American Public Human Services Association is a nonprofit, bipartisan organization of individuals and agencies concerned with human services. The organization focuses on welfare, health care reform, and other issues involving families and the elderly. (The organization was previously known as the American Public Welfare Association.)

www.aphsa.org

Welfare Information Network

This site serves as a clearinghouse for information, policy analysis and technical assistance on welfare reform. Resources includes issue papers and links to an extensive network of organizations, current research, and welfare-related information.

www.welfareinfo.org

Welfare to Work Partnership

This national not-for-profit organization was created to encourage and assist businesses hiring individuals from public assistance without displacing current workers. Founded by several major employers, The Partnership supports small, medium and large businesses hiring former welfare recipients.

www.welfaretowork.org

The Urban Institute

The Urban Institute is a nonprofit research organization that focuses on economic and social policy. The Urban Institute has prepared numerous papers and policy briefs about welfare reform that are available on-line through this site.

www.urban.org

Government Organizations

National Governors' Association

NGA is a bipartisan national membership organization for the governors of U.S. states, commonwealths, and territories. The association provides an opportunity for governors to exchange views and experiences; assistance in solving state focused problems; information on state innovations and practices; and a bipartisan forum for Governors to establish, influence, and implement policy on national issues

www.nga.org

National Association of Counties

NACo is a national organization representing county governments. The association acts as a liaison with other levels of government, works to improve public understanding of counties, serves as a national advocate for counties and provides them with resources to help them find innovative methods to meet the challenges they face.

www.naco.org

U.S. Conference of Mayors

The United States Conference of Mayors is the official nonpartisan organization of cities with populations of 30,000 or more. Each city is represented in the Conference by its mayor; member mayors contributes to developing national urban policy in economic development, transportation and communications, jobs, education, and workforce development, health and human services, and other issues.

www.mayors.org

Federal Funding

Several federal government departments and agencies sponsor programs that include funding for eligible transportation projects. The Community Transportation Association of America (CTAA) has identified approximately 90 programs available from over 17 federal agencies. These programs are detailed in CTAA's *Building Mobility Partnerships: Opportunities for Federal Funding* and some are described below.¹

- **U.S. Department of Agriculture**
 - Rural Community Advancement Program

- **U.S. Department of Commerce**
 - Economic Development Grants

- **U.S. Department of Education**
 - Vocational Rehabilitation Grants
 - Independent Living Programs
 - Office of Elementary and Secondary Education*
 - Even Start

- **U.S. Department of Health and Human Services**
 - Administration for Children and Families*
 - Temporary Assistance for Needy Families
 - Social Service Research and Demonstrations
 - Refugee Resettlement Programs
 - Community Services Block Grants
 - Head Start
 - Native American Programs
 - Developmental Disabilities Grants
 - Social Services Block Grants

 - Administration on Aging*
 - Supportive Services and Senior Centers
 - Programs for Native American Elders
 - Research, Demonstration, Training and Discretionary Projects for the Elderly

Health Care Financing Administration

- Medicaid
- Health Care Research and Demonstrations

Health Resources and Services Administration

- Consolidated Health Centers
- Healthy Start
- Maternal and Child Health Services Grants
- Medicare Rural Hospital Flexibility Grants
- Rural Health Services Outreach Grants
- Ryan White CARE Act Grants

- **U.S. Department of Housing and Urban Development**

Office of Community Planning and Development

- Community Development Block Grants
- Housing Opportunities for Persons with AIDS

Office of Housing

- Supportive Housing for Persons with Disabilities
- Supportive Housing for the Elderly Program

Office of Public and Indian Housing

- Public Housing Drug Elimination Program

- **U.S. Department of Labor**

Employment and Training Administration

- Senior Community Service Employment
- Workforce Investment Act Programs

- **U.S. Department of Transportation**

Federal Highway Administration

- Highway Planning and Construction

Federal Transit Administration

- Transit Capital Improvement Grants
- Metropolitan Transit Planning Grants
- Transit Capital Grants for Urbanized Areas
- Public Transportation for Non-Urbanized Areas
- Capital Assistance for Elderly and Disabilities Transportation
- Transit Planning and Research
- Rural Transit Assistance Program
- Jobs Access and Reverse Commute Grant Program

- **Corporation for National Service**

- National Senior Service Corps

- **U.S. Department of Veterans Affairs**

Veterans Health Administration

- Veterans Hospitalization and Outpatient Care

Notes

- ¹ The report is available free of charge from CTAA's National Transit Resource Center at 1-800-527-8279 or www.ctaa.org. A more detailed description of these programs can be viewed at www.ctaa.org/ct/resource/funding_resources.shtml and a matrix of funding tables can be found in PDF format at www.ctaa.org/ct/resource/funding_tbl.shtml.

Focus Groups

Focus Group Locations and Dates

Detroit, Michigan

Warren Conner Development Coalition
11148 Harper Avenue
Detroit, Michigan 48213
(313) 571-2800

Monday, October 19, 1998

1:00 p.m.

Tuesday, October 20, 1998

9:00 a.m.

Oakland, California

Metropolitan Transportation Commission
Joseph P. Bort Metro Center
101 8th Street
Oakland, California 94607
(510) 464-7700

Tuesday, November 17, 1998

9:00 a.m. and 1:00 p.m.

Columbia, South Carolina

Richland County Council
2020 Hampton Street
Columbia, South Carolina 29202
(803) 748-4641

Wednesday, December 2, 1998

9:00 a.m. and 1:00 p.m.

Sample Invitation Letter

Dear Transit Provider Representative/Employer/Agency Representative,

As you may already know from our telephone conversation, Howard/Stein-Hudson (HSH) is working in conjunction with the Transit Cooperative Research Program to research and identify transportation options for welfare to work individuals. This is part of the new national welfare program Temporary Assistance for Needy Families (TANF).

Our research involves gathering information concerning transportation issues, through focus groups in different areas around the United States. We are interested in urban as well as suburban and rural transportation issues. This will help both to identify potential case study locations and to develop the evaluation methodology.

Two focus groups will be held at each of the following locations: Oakland, California; Columbia, South Carolina; and Detroit, Michigan. The purpose of the focus groups is to identify and discuss issues associated with access to jobs and to highlight potential solutions. All focus group discussions will be led by an HSH representative and will include a heterogeneous mix of participants drawn from social service agencies, transit providers, employers, private non-profits, and clients.

Two focus groups will be held in (city) at the following location:

(address)

The two focus groups will be held on (dates and times). Each focus group session will last approximately two hours. If you can attend one of these sessions or have any questions or comments, please contact me. Please make every effort to attend and share your insights with us.

Thank you very much.

Focus Group Guide

This focus group guide is excerpted from a memorandum to the Principal Investigator from Howard/Stein-Hudson Associates. The guide addresses four main areas:

- Agenda and timing guide, which presents an overview of the focus groups and will assist the facilitators in conducting them;
- Topic guide for each module of the focus group, outlining the points and types of questions to be posed by the facilitator to guide the discussion and elicit comments and discussion from participants (*The topic guide is shown in parentheses under each major agenda item.*);
- Advice and guidance to agencies that will be assisting project staff in recruiting participants for the focus groups; and
- Special features of the focus groups and how they will be dealt with as the focus groups are planned and conducted.

Agenda and Timing Guide

The focus groups are planned for a duration of three hours maximum; the agenda is scoped for two and a half hours to allow flexibility if discussion extends beyond the time scheduled. (See Table C-1.) While times are shown for each module, the facilitator will have flexibility in adjusting timing to fit the circumstances in each focus group as discussion develops. In particular, we don't want to cut off fruitful discussion which may address issues in more depth than anticipated or which may touch on sub-topics we had not anticipated. In instances where participants do not have as much to say as we anticipated, the facilitators will continue to probe through rephrased and targeted questions to be sure that we get as much comment as possible from them.

Recruiting Participants

Once locations for the focus groups were selected, the team identified the local and regional agencies that recruited participants for the focus groups. We identified a specific individual in each organization who was responsible for the recruitment. To help them, HSH prepared a recruitment memorandum and also talked with them by phone before and during the period of recruitment. The following points were addressed:

- Select and agree on time and location for the focus groups.
- Specific stakeholder types/groups and the number of participants to be recruited within each group.

- Total number of people to be invited to yield 9-12 participants.
- What to tell potential participants about purpose, role, and compensation; follow up correspondence.
- Other advance preparation and troubleshooting advice.

Special Features

Heterogeneous focus groups like these have special needs because of the mix of participants and the sometimes very different knowledge and perspectives they have on the topics under discussion. Having both service providers and welfare clients in the same focus groups compounds this challenge. To deal with this issue, the following modifications were proposed:

- Strongly emphasize the roles of participants in the focus group, and the confidentiality of what is said.
- Do not have providers and their current clients in the same group.
- Consider using first names only.
- Consider omitting videotaping and just use the audiotaping. Ask permission if any recording is done and if anyone objects, don't record. Emphasize that recordings will be used only by project team and destroyed after the focus group report is complete.
- Offer to send all participants a copy of the focus group report on its completion.

The topics in the agenda are arranged so they build on each other through the successive topics. We think this will help to give the discussion more focus, specificity, and concreteness, given the very broad scope of the discussion topics. The structure lends itself to developing a giant matrix on the wall and filling it out over the course of the discussion. We think this visual way of organizing the information and opinions that are generated will help participants chart their way through the discussion and keep on the topics. It also will help us identify gaps and points not discussed, so we can have as complete coverage as possible within a short time. Finally, we think this will help members of the group with different levels of knowledge and different experiences to see and build upon the insights of others.

Focus Group Meeting Agenda

Minutes: **Topic:**

0 - 15 Introduction of participants; purpose of the focus group; procedures; review of the agenda

- *Facilitator welcomes participants*
- *Self introductions*
- *Purpose of the focus group and use of results*
- *Roles of members and facilitator; observers*
- *Confidentiality; disposal of tapes and notes*
- *Procedures, breaks, questions*
- *Review of topics and timing*

10 – 20 Role of transportation in supporting access to jobs

10 – 20 Identifying key stakeholders

- *Identify major stakeholder groups and sub-groups within them (transportation providers, social service agencies, non-profits, clients, employers, etc.)*
- *Board on large sheets to expand in following modules*

20 – 50 What are the needs/requirements of stakeholder groups

- *For each stakeholder group, list needs and requirements*
- *Highlight critical/essential needs and requirements*
- *Identify major distinctions/differences between stakeholders*
- *Identify common needs/interests and links across stakeholder groups*

50 – 65 What are the hallmarks of success; what criteria would we use to judge effectiveness and usefulness of different strategies to support access to jobs

- *What are the hallmarks different stakeholders might use to measure a transportation-jobs program or service successful and effective*
- *Are some of these criteria more important than others*
- *Are there conflicts/contradictions between different measures for different stakeholders*

65 – 95 Obstacles to overcome in meeting stakeholders' needs and requirements

- *For each stakeholder group, list major obstacles that need to be overcome to reach goals and be successful*
- *Identify priorities among obstacles*
- *Identify common obstacles across groups*

95 – 100 “7th Inning Stretch”

- *During the break, the facilitator will confer informally with observers to get suggestions on additional questions, missed points, etc.*
- *At the end of the break, the facilitator will ask the group how things are going and if any changes are needed to process or content of discussion*
- *Agenda and procedures will be changed as needed*
- *Schedule will be extended if needed and with okay of participants*

100 – 115 Examples of strategies and programs that work

- *Brainstorm examples of effective programs/strategies that have been used successfully*
- *Draw on any area, use experience of participants*
- *How have they been used to overcome the kinds of obstacles identified and meet similar needs*
- *What made the particular examples work successfully*
- *What can we learn from these examples for transportation-jobs programs*

115 – 145 Suggested ways to address the specific obstacles and needs from above

- *Facilitator will share examples of some programs being tried in other locations in transportation-jobs programs*
- *What other strategies could we suggest, drawing on examples from our previous brainstorming*
- *Which of the strategies address particular needs and obstacles we've identified (flag)*
- *What needs and/or obstacles have we not yet addressed and what ideas might work for them*
- *Any other ideas*

145 – 150 Closing comments and thanks

- *Recap main points of discussion*
- *Restate next steps and how input will be used*
- *Thank participants*

150 – 190 Optional time available for expanded discussion of any points on agenda

Case Study Contacts

The following individuals were contacted for the case studies:

AdVANTage Van Service Entrepreneurs Project

Vesta Kimble, Deputy Director
Anne Arundel County Department of Social Services
80 West Street
Annapolis, MD 21401
(410) 269-4603
(410) 974-8566 fax

AdVANTage II: Sojourner-Douglass College

Jamal Mubdi-Bey, Director
Office of Community Outreach
Sojourner-Douglass College
500 North Caroline Street
Baltimore, Maryland 21205
(410) 276-0306 x241
(410) 276-1572 fax
mubdi@host.sdc.edu

Contra Costa County

Bob Patrick
Transportation Projects Coordinator
Contra Costa County Social Services Department
Children's Services
40 Douglas Drive
Martinez, CA 94553-4068
925-313-1702
925-313-1758 fax
rpatrick@ssd.co.contra-costa.ca.us

Contra Costa County

Corinne Dutra-Roberts
Transportation Analyst
TRAKS
100 Gregory Lane
Pleasant Hill, CA 94523
925-671-5248
925-609-8853 fax
cdutra-roberts@traks.org

The Good News Garage

Hal Colston
Lutheran Social Services of New England, Inc.
One Main Street
Suite 214
Burlington, VT 05401
802-864-6017
802-864-6033 fax
gnewsg@together.net

Lower San Antonio Transportation Support Project

Margaret Galbraith
Program Associate
East Bay Asian Local Development Corporation
310 8th Street, Suite 200
Oakland, CA 94607
510-287-5353 x425
510-763-4143 fax
mgalbraith@ebaldc.com

Jeffrey Becerra
Commute Services Manager
RIDES for Bay Area Commuters, Inc.
1333 Broadway, Suite 601
Oakland, CA 94612-1906
510-893-7665
510-622-0201 fax
becerra@rides.org

Metropolitan Transportation Commission/AC Transit

Ann Flemer
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Metropolitan Transportation Commission
Joseph P. Bort MetroCenter
101 Eighth Street
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510-464-7848 fax
afleme@mtc.dst.ca.us

Deidre Heitman
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Metropolitan Transportation Commission
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510-464-7700
510-464-7848 fax
dheitman@mtc.ca.gov

Tina B. Konvalinka
Manager of Long Range Planning
AC Transit
1600 Franklin Street
Oakland, CA 94612
510-891-4754
510-891-4874 fax
tkonvali@actransit.org

New Jersey Statewide County and Community Transportation Plan

Robert Koska
New Jersey Transit Corporation
One Penn Plaza East
Newark, NJ 07105-2246
973-491-7376
973-491-7367 fax
ccafrpk@njtransit.state.nj.us

Pinellas County Transportation Disadvantaged Program

David McDonald
Pinellas County Metropolitan Planning Organization
14 S. Fort Harrison Ave., Suite 2000
Clearwater, FL 33756
727-464-4751
727-464-4155 fax
dmcdonal@co.pinellas.fl.us

San Diego Workforce Partnership

Linda Womack, Administrative Coordinator
San Diego Workforce Partnership, Inc.
1551 Fourth Avenue, Suite 600
San Diego, California 92101
(619) 238-1445
(619) 235-8105 fax
linda@workforce.org

Santee Wateree Regional Transportation Authority

Sonia B. Spivey
Executive Director
Santee Wateree Regional Transportation Authority
21 Homes Gardner Road
P.O. Box 2462
Sumter, SC 29151-2462
803-775-9347
803-775-4048 fax

Transit Authority of River City

Janene Grantz
Market Development Coordinator
Transit Authority of River City
1000 West Broadway
Louisville, KY 40203
502-561-5112
502-561-5253 fax
tarc@aye.net

Glossary

The following glossary defines commonly used transportation and welfare reform terms.

Accessible

An accessible vehicle or facility is one that is fully usable by persons with disabilities, including individuals who use wheelchairs.

Access to Jobs

Access to Jobs is the name given to the current initiatives by the Federal Transit Administration and regional transit agencies nationwide to provide transportation to unemployed and underemployed individuals as part of Welfare-to-Work initiatives by health and human services departments at federal, state and local levels. (See *Welfare-to-Work* as well.)

Advance Request Service

Transportation service that requires individuals to reserve a trip at a specific time, usually 24 hours after the request.

Americans with Disabilities Act (ADA) and ADA Complementary Paratransit

The ADA is a civil rights law, passed by Congress in 1990, which makes it illegal to discriminate against people with disabilities in employment, services provided by state and local governments, public and private transportation, public accommodations and telecommunications.

Under U.S. Department of Transportation regulations, public entities (or private entities acting on their behalf) who provide fixed-route transit must also provide “ADA Complementary Paratransit” where and when fixed-route transit services are provided to persons who are unable to use or access such service because of their disability. Most ADA complementary paratransit services allow reservations to be placed one to 14 days in advance of the trip date; some allow same-day reservations, but usually on a space-available and/or emergency basis. Most ADA complementary paratransit services provide curb-to-curb service, although some provide door-to-door service. ADA complementary paratransit fares are typically (and must be no more than) twice the fixed-route transit fares.

Under the broader scope of the ADA, public entities that provide services, including transportation services, for residents or more specialized groups (e.g., seniors) must ensure that all persons with disabilities who are eligible for those services receive “equivalent” service. For example, if a municipality has a user-side subsidy taxi program for its senior residents, it must ensure that this service is accessible to its seniors with disabilities, or arrange for some other service that provides equivalent service.

Aid to Families with Dependent Children (AFDC)

AFDC is one of several federal welfare programs that were combined into a single new program called Temporary Assistance to Needy Families (TANF) by the passage of the federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996. Under TANF, funds are distributed to states in a single block grant. (See also *TANF*).

Aid To Families With Dependent Children (AFDC)

Provides cash grants to needy children under the age of 18 whose families cannot meet their basic needs. When AFDC was established in 1935, assistance was meant primarily for single mothers who had been widowed or whose husbands had abandoned them. At that time, it was expected that a mother’s primary responsibility was to work in the home, including raising her children, and the AFDC cash grant allowed a single mother to do just that.

Ambulette Service

Non-emergency medical transportation service provided by wheelchair-accessible vans.

Articulated Bus

A bus usually 55 feet or more in length with two connected passenger compartments that bends at the connecting point when the bus turns a corner.

Automatic Vehicle Location (AVL) System

A computer-based vehicle tracking system based on location technology, such as the global positioning system (GPS).

Brokerage

A coordinated transportation system in which one entity (the broker) directly or indirectly arranges for carriers (usually under contract to the broker) to serve trips sponsored by different organizations and/or funding services. Consolidating trips in this fashion and accommodating these trips through one service delivery network often results in enhanced economies of scale and other benefits that reduce the cost of providing service for

each sponsor that chooses to participate in the coordinated system. The broker provides consolidated management of the system, typically by performing such functions as customer/client registration; contracting for the operation of transportation services with public, private for-profit and private non-profit operators; record keeping and accounting; and quality assurance and customer relations. Other broker functions may also include reservations, scheduling, dispatching, the provision or procurement of vehicles and insurance, driver training, the provision of maintenance services and fuel; and even the operation of vehicles. The broker may be housed within a public or private organization, and staffed with in-house employees or a professional brokerage management firm.

Block Grants

A new sorting of public purposes and programs among federal, state, and local governments. Block grants place federal funds, decision-making authority and increased flexibility in the hands of state and local officials and hence reduce federal regulation and oversight.

Capital Assistance

Financial assistance for transit capital expenses (not operating costs); such aid may originate with federal, local or state governments. (See also *Section 5311*.)

Capital Expenses

Costs of long-term assets of a public transit system such as property, buildings, vehicles, computer hardware/software, etc.

Central Business District (CBD)

The downtown retail trade and commercial areas of a city or an area of very high land valuation, traffic flow, and concentration of retail business offices, theaters, hotels and services.

Circulator Service

A public transit service typically confined to a specific locale, such as a downtown area or suburban neighborhood, and which provides intra-neighborhood service, feeder service to inter-area public transit service, and possibly connections to other local circulators. May be fixed-route transit, flexible transit, or paratransit.

Circumferential Network

A system of transit routes designed to transport passengers between suburban locations without requiring travel through the central city downtown area. Also called *Crosstown* service.

Community Jobs Program

Community jobs is generally intended to describe a program in which participants do work that benefits their community, and as such, positions are likely to be limited to public or nonprofit entities. The use of the term “job” in the name is intended to convey that participants will be paid wages for hours worked, and have employee status. A participant’s wages may be wholly financed with the welfare benefit the family is eligible to receive, i.e., Grant Diversion (see below) or such welfare benefits might be supplemented with other welfare funds, other public funds, or by the entity for which work is performed.

Community Bus Service

Also known as a service route, this is a fixed-route, fixed-schedule transit service designed to better match the common trip origins and destinations of specific customer groups (e.g., elderly persons and persons with disabilities) and to minimize the distance that customers have to travel to get to and from bus stops. Smaller and low-floor, accessible vehicles are typically used. Service is usually on neighborhood streets and to mall or hospital doorways to reduce walking distances. Pick-ups and drop-offs are typically designed so that they are as close to entryways of common destinations as possible. While routes are designed to better meet the needs of persons with disabilities and elderly persons, they are open to the public. Community bus services can be planned as feeders to other fixed-route services and can include a “route deviation” option. (See also *Service Routes*.)

Community Service

Community Service is one of the listed work activities under Temporary Assistance for Needy Families (TANF), Section 407(d)(7). As used in TANF, community service has generally been understood to mean an activity involving work that benefits the community, typically at either a public or nonprofit agency, during which the participant continues to receive a regular welfare grant. However, as the term is not defined in the statute, nor by regulation, there is nothing to bar a structure in which participants are paid wages based on the hours they work.

Community Service Employment (CSE)

Community Service Employment is generally intended to describe a program in which participants are paid wages to perform work that benefits their community, typically in positions at public or nonprofit agencies. The use of the term “employment” is intended to convey that participants will be paid wages for hours worked, and have employee status. A participant’s wages may be wholly financed by the welfare benefit the family is eligible to receive, i.e., Grant Diversion (see below) or welfare benefits might be supplemented with other welfare funds, other

public funds, or by the entity for which work is performed. There is no substantive difference between the terms Community Service Employment and Community Jobs (above).

Community Transportation

Community transportation includes services that address all transit needs of a community, including general and special populations, such as persons with disabilities and seniors.

Community Work Experience Program (CWEP)

CWEP, as defined in the Job Opportunity and Basic Skills (JOBS) statute and regulations, was a program in which a participant performed work at a public or nonprofit entity in exchange for his or her welfare benefits. CWEP is frequently described as Workfare, see below. A CWEP participant could not be required to work more hours than the number derived by dividing the welfare grant (minus any amounts reimbursed to the welfare agency as child support paid by a non-custodial parent) by the higher of any applicable state minimum wage or the federal minimum wage. (A different calculation was specified for individuals if participation continued beyond nine months.)

Payments to participants were made through the regular welfare grant, and participants did not typically receive any additional payment from either the welfare agency or the entity for whom the work was performed. The JOBS statute specified that a CWEP participant was not entitled to a salary under any other provision of law, and that benefit payments made were not to be considered compensation for work performed. As a result of these provisions, participants were generally not considered to be employees under federal minimum wage laws, and the benefits they received while participating were not considered to be wages for Social Security purposes, nor taxable income for purposes of federal income tax or the Earned Income Tax Credit.

Coordinated Transportation Services

A cooperative arrangement between or among organizations providing transportation for customers, clients, constituents, or employees and/or transportation providers to combine or consolidate some or all transportation functions or activities of the different organizations, in order to improve the efficiency and effectiveness of these services. Many types and degrees of coordination exist, from vehicle sharing or the joint procurement of equipment or services to the performance of centralized administration or other functions by a single entity acting as a transportation broker. (See also *Brokerage*.) One of the primary intended results of coordination is lower unit costs for participating organizations through greater efficiency.

Corridor

A broad geographical band that follows a general directional flow connecting major sources of trips that may contain a number of streets, highways and transit route alignments.

Curb-to-Curb Service

A level of service provided within the context of a paratransit service in which driver assistance (if needed) is limited to assisting the passenger into or out of the vehicle, and does not extend beyond the boarding/alighting point. (For “higher” levels of service, offering driver assistance beyond the curb. (See also *Door-to-Door Service* and *Door-Through-Door Service*.)

Deadhead

Movement of a bus without passengers, e.g. from bus yard or garage to first pick up, and from last drop-off back to bus yard or garage.

Dedicated Service

Transportation service purchased by sponsor from a carrier in which vehicles serve only the sponsor’s clients during the designated service period.

Demand-Responsive Transportation

See *Dial-A-Ride* and *Paratransit*.

Dial-A-Ride

This is often used as a synonym for paratransit, but may be used to connote that the paratransit service is available to the general public. A more limited eligibility criteria may be used in conjunction with the term, e.g., Senior Dial-A-Ride, to describe eligibility limitations. As with paratransit, Dial-A-Ride services typically require an advance request, although some permit same-day reservations if not immediate reservations. Some Dial-A-Ride systems allow riders to request subscription trips, also known as standing orders, for recurring service; this is a convenience to both the rider and the reservation/scheduling staff because these riders do not have to place a reservation for each individual trip. Dial-A-Ride services are typically provided on a curb-to-curb, door-to-door, or door-through-door basis. There are three basic types of Dial-a-Ride: “many-to-one,” in which transportation is provided from multiple origins to a single destination; “many-to-few,” in which transportation is provided from multiple origins to a few designated destinations (e.g., major activity centers); and “one-to-one,” in which transportation is provided between any two points within the service area. (See also *Paratransit*.)

Door-to-Door Service

A level of service provided within the context of a paratransit service in which the driver escorts the passenger between the vehicle and the front entrance of the building at both the origin and the destination of the trip. Sometimes, this assistance is limited to traversing a specified number of steps and/or to carrying a specified number of packages.

Door-Through-Door Service

A level of service provided within the context of a paratransit service in which the driver escorts the passenger between the vehicle and the front entrance to the building at both the origin and destination and provides assistance beyond the threshold of the building (e.g., into the hall or lobby) if requested. Limits are often imposed regarding the number of steps traversed, the packages carried, and how far into the building a driver may go.

Downtime

A period during which a vehicle is idle, or is inoperative because of repairs or maintenance.

Driver Training

Instructional program designed to impart and improve the skills necessary for bus drivers, including but not limited to knowledge of the vehicle, safe or defensive driving practices, emergency procedures, and passenger control.

DHHS

United States Department of Health and Human Services.

Earned Income Tax Credit (EITC)

The EITC is a subsidy to low-wage workers. This policy essentially makes a minimum wage job paying \$4.25 worth \$6.00 an hour for a family with two or more children. Together with food stamps, the expanded EITC can lift families with full-time workers out of poverty.

EA (Emergency Assistance)

This program is one of several federal welfare programs that were combined into a single new program called Temporary Assistance to Needy Families (TANF) by the passage of the federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996. Under TANF, funds are distributed to states in a single block grant. (See also TANF.)

Express Bus Service

A bus that operates a portion of the route without stops or with a limited number of stops. (See also *Fixed-Route Transit Service*.)

Employment Center Shuttle

A transportation service in which vehicle operate frequently over a short distance between one or more employment sites and a designated locations such as a transit center, station or stop. Typically, such service is sponsored at least in part by the employer or employment center management.

Farebox Recovery

The degree to which fare revenue covers operating cost of a transportation service. This is usually expressed as a percentage of total operating cost.

Feeder Service

Feeder service provides transportation to and from a fixed-route bus stop or train station. Feeder service might be provided by paratransit, flexibly routed transit or fixed-route transit.

Fixed-Route Transit Service

Sometimes referred to as “main line” service, fixed-route transit service includes public transit bus or rail service that runs on regular, predetermined routes, usually on a fixed schedule with designated, scheduled bus stops. Different types of fixed-route transit include express, local, owl, revenue, and skip-stop service.

Flag-Stop Service

Flag stop service allows patrons to request a bus by waving it down anywhere along a route. See also *Request-A-Stop*.

Flexible Transit or Flexibly Routed Transit

This is generally defined as transit (as opposed to paratransit) that involve flexibility in scheduling or routing of service. Examples include route deviation, point deviation, flag stop services, and on-call bus service.

Food Stamp Program

The Food Stamp Program is an uncapped entitlement with need-based national eligibility and benefit provisions. Benefits are financed entirely by the federal government, although states have to contribute 50 percent of the program’s administrative costs. Begun as a pilot program at local discretion in 1961, food stamps became a national program when federal eligibility criteria and benefit levels were established in 1970.

Geographic Information System (GIS)

These are software programs designed to store, manipulate and illustrate geographic and other data. GIS analysis may be used to plot data (such as addresses or bus routes) on a map providing a visual display of community characteristics.

Grant Diversion

Grant Diversion means the use of funds that would otherwise be paid to a program participant's family as a welfare grant to reimburse some or all of an employer's costs for the wages and benefits paid to the participant, and in some cases, for some of the additional costs of employment-related taxes and insurance.

Health Care Financing Administration (HCFA)

HCFA is the agency within the federal Department of Health and Human Services which oversees the federal Medicaid program.

Headway

Time interval between (or frequency of) vehicles moving in the same direction on a particular transit route.

Hub

A hub is the focal point of a transit network, where several services meet and passengers can make convenient transfers. Hubs include transit centers, transportation terminals, major rail stations and park-and-ride facilities.

Intercity Bus

A bus with front doors only, high-backed seats, separate luggage compartments, and usually with restroom facilities for use in high-speed long-distance service.

Jitney

Privately owned, small or medium-sized vehicle usually operated on a fixed-route but not on a fixed schedule.

Job Opportunity and Basic Skills (JOBS) Program

The centerpiece of the 1988 Family Support Acts, its primary objective was to enroll welfare recipients in education and training programs. JOBS is one of several federal welfare programs that were combined into a single new program called Temporary Assistance to Needy Families (TANF) by the passage of the federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996. Under TANF, funds are distributed to states in a single block grant. (See also *TANF*.)

Job Training Partnership Act (JTPA)

The Job Training Partnership Act (JTPA) provides job-training services for economically disadvantaged adults and youth, dislocated workers and others who face significant employment barriers. The act, which became effective on October 1, 1983, seeks to move jobless individuals into permanent self-sustaining employment.

Light Rail

Light rail is a form of electric railway with a light volume travel capacity. This form of urban rail transit typically uses smaller cars than conventional rapid transit (singly or in multi-car trains) and is powered via overhead catenary rather than third rail. As a result, light rail often operates on surface at least for a portion of its right-of-way and may operate in exclusive or shared rights-of-way. Also known as a streetcar, trolley car or tramway.

Line-Haul Transit Service

Transit operations, often express service, along a single corridor or variety of corridors.

Local Service

Fixed-route service involving frequent stops and consequent low speeds, the purpose of which is to pick up and deliver passengers close to their origins and destinations.

Medicaid

A program established in 1965 by Title XIX of the Social Security Act to provide medical assistance for certain individuals and families with low incomes and resources. The program is funded jointly by the federal and state governments and ensures adequate medical care for approximately 36 million individuals, including children, seniors, persons with disabilities, and persons who are eligible to receive federally assisted income maintenance payments. Although the federal government has established general program requirements, states have the flexibility to define eligibility requirements, determine the nature and scope of services provided, set payment rates for services, and administer their own Medicaid programs.

Under Medicaid, transportation to and from eligible Medicaid providers is funded. This is subdivided into emergency transportation, typically accommodated by ambulance, and non-emergency medical transportation, which includes the reimbursement of auto mileage for self-drivers, family or friends, and volunteer drivers; reimbursement for transit trips (or the provision of tokens, tickets, or passes); and arranging trips on taxis, livery operators, and/or private for-profit and non-profit carriers operating accessible vehicles (often called chair cars or ambulettes).

Medium Size Bus

A bus from 29 to 34 feet in length.

Metropolitan Planning Organization (MPO)

Local decision-making body charged with approving plans for spending federal transportation funds in its region. MPOs typically have regional planning responsibilities for transportation, land-use, and economic development.

Minor Civil Division (MCD)

A definition used by the U.S. Census, MCD describes places that are smaller than counties (e.g., city, town or village).

Mobile Data Terminal (MDT)

MDTs are in-vehicle hardware that are linked to the vehicle's two-way radio system and provides a means of non-voice communication between drivers and dispatchers. MDTs typically consist of a screen that displays text and/or graphics and a set of keys that can be used for data entry. Using MDTs, dispatchers can relay special instructions, notice of trip cancellations, and other information to drivers, while drivers can transmit information about the disposition of trips back to the dispatch center. MDTs can also be linked to the vehicle's odometer, a card reader (for passenger ID or fare cards), a printer, and/or an AVL receiver.

Mobility Aid

A wheelchair, walker, cane or other device, either battery-powered or manual, that is used to support and convey a person with a physical disability.

Mobility Coordinator or Mobility Manager

An entity responsible for managing the transportation programs of the organizations with which it contracts. Also includes developing and managing a coordinated paratransit service delivery system to accommodate the trips sponsored by these organizations. This could also include managing local circulator services, employer-based services, and ridesharing services. (See also *Brokerage*.)

Mobility Disadvantaged

Mobility disadvantaged refers to any person who cannot carry out a reasonable level of desired activity outside the home because of a lack of available vehicle, road facility, or transportation service. These persons are also sometimes referred to as "transit dependent," or those who cannot drive: the young, the poor, the unemployed, the carless members of suburban families, the physically or cognitively disabled, and those elderly for whom public transit is totally nonexistent.

Motor Bus

A rubber-tired, self-propelled, manually steered vehicle with fuel supply carried on board the vehicle. Types include transit bus, articulated bus, standard-size bus, medium-size bus, small bus, suburban bus, and intercity bus.

On-Call Accessible Fixed-Route Bus Service (also called "Call-A-Bus")

On-call accessible fixed-route bus service, also known as call-a-lift bus service, allows individuals who need to use accessible fixed-route vehicles to call in advance and request that an accessible bus be placed on a particular route at the time they wish to travel. On-call service is particular to routes that are not already 100 percent accessible.

Operating Assistance

Financial assistance for transit operating expenses (not capital costs); such aid may originate with federal, local or state governments.

Operating Expense

Monies paid in salaries, wages, materials, supplies and equipment in order to maintain equipment and buildings, operate vehicles, rent equipment and facilities and settle claims.

Orientation and Mobility Training

Training provided for people who are blind or visually impaired, which teaches skills in traveling, including orienting one's self to environment, navigation (walking, crossing streets, recognizing landmarks), and using public transportation.

Owl Service

Transit service provided during the late night and early morning hours.

Paratransit

This is often used as a synonym for dial-a-ride service, but is often used to connote a more limited eligibility criteria, such as persons with disabilities, seniors, low-income, clients of specific, sponsoring human service agencies, etc. Paratransit services typically require an advance request, although some permit same-day reservations if not immediate reservations. Some paratransit services allow riders to request subscription trips, also known as standing orders, for recurring service; this is a convenience to both the rider and the reservation/scheduling staff because these riders do not have to place a reservation each time. Paratransit services are typically provided on a curb-to-curb, door-to-door, or door-through-door basis. There are three basic types of paratransit services: "many-to-one," in which transportation is provided from multiple origins to a single

destination; “many-to-few,” in which transportation is provided from multiple origins to a few designated destinations (e.g., major activity centers); and “one-to-one,” in which transportation is provided between any two points within the service area. (See also *Dial-A-Ride*.)

Paratransit is sometimes also used as an umbrella for more personal transportation services including any form of transportation service that falls between the privately owned, self-operated automobile and scheduled, routed transit services. In addition to dial-a-ride services, this would include carpools, vanpools, subscription bus service, and other forms of ridesharing; taxis, jitney service, livery and other private for-hire services, including employer shuttles.

Park-and-Ride

Park-and-Ride is when transit users drive, park and transfer to a bus or rail service. The term may be used to describe the mode of travel, the bus service or the parking facility.

Passenger Miles

The total number of miles traveled by passengers on transit vehicles; determined by multiplying the number of unlinked passenger trips times the average length of their trips.

Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA)

Federal law that eliminated the AFDC program and replaced it with TANF block grants to states. See *AFDC* and *TANF*.

Planned Demand Routes

These are routes in rural areas which do not operate everyday to the same locations. Service is provided to different places on different days of the week so as to offer more coverage at a reasonable cost. Such service is geared to senior citizens who do not make daily trips and can plan their trips to match the service.

Point Deviation Transit Service

In a point deviation service, a vehicle operates on a fixed schedule with specific stops but without a fixed route. Vehicles will accommodate requests for pick-ups and drop-offs at locations other than specified stops or “points” as long as they can be accommodated within the fixed schedule. Note that there is no designated route between specified stops. As with route deviation service, point deviation service operates in one of two ways: riders may be required to call in advance, or the service may be drop-off only. See *Flexible Transit*.

Private Industry Council (PIC)

Private Industry Councils are appointed by local elected officials to guide and oversee job and training programs at the Service Delivery Area. PICs serve as key mechanisms for bringing the private sector into the active management of job training programs. Membership includes representatives from business, education, organized labor, rehabilitation agencies, community-based organizations, economic development agencies and public employment services. The majority of the members must represent business and industry within the Service Delivery Area, and the chairperson must be a business representative.

Private, Non-Profit Corporation

A private corporation organized under Section 501(C)(3).

Public Service Employment (PSE)

Public Service Employment was the term used to describe the publicly - funded jobs component of the CETA program during the mid and late-1970's. The program as operated at that time was generally consistent with the definition of Community jobs and Community Service Employment, above.

Public Transportation

Transportation provided by or through a public entity by bus, rail, or other conveyance that provides the general public with general or special service, including charter service, on a regular basis.

Purchase of Service Agreements

Agreements between a sponsor and a carrier (directly or through an intermediary) to arrange for the provision of transportation to meet particular travel needs.

Request A Stop Service

Request-a-stop service allows a person on a bus to request to get off at any location along a route. See also *Flag Stop* service.

Radial Route

Transit routes that connect the central city downtown area with outlying locations. Generally, these routes serve trips from outlying residential origins to destinations in the downtown.

Request-A-Stop Service

Request-a-stop service allows a person on a bus to request to get off at any location along a route.

Revenue Service

Normal service during which paying passengers are permitted on-board, as opposed to deadheading.

Reverse Commuting

Movement in a direction opposite the main flow of traffic, such as from the central city to a suburb during the morning peak period.

Ridematching

The function of identifying and matching commuters with similar travel patterns for the purpose of identifying prospective carpoolers, vanpoolers, or subscription bus riders.

Ridesharing

A form of transportation, other than public transit, in which more than one person shares the use of a vehicle, such as a car or van, to make a trip. Includes “carpooling” and “vanpooling.”

Ridership

The number of passengers using a transportation system during a given time period, typically measured in one-way passenger trips.

Risk Management

Practices and procedures designed to protect against losses from accidents, passenger and worker injuries, vehicle damage and other losses and reduce insurance costs.

Rolling Stock

The vehicles in a transportation system. Also known as a *fleet*.

Route-Deviation Transit Service

In a route deviation service, a vehicle operates along a fixed-route, making scheduled stops along the way. Vehicles may deviate from the route, however, to pick up and drop off passengers *upon request*. *The vehicle then returns to the fixed-route at the point at which it departed* to accommodate the request. Route deviation service operates in one of two ways: riders may be required to call in advance, or the service may be drop-off only (with riders requesting the deviation service as they board the vehicle). Several variations of route deviation also are possible, including client-specific route deviation, and site-specific route deviation. See *Flexible Transit*.

Safety Net

The concept that the federal government should unconditionally provide for and take care of the poor.

Seating Capacity

The number of designated seating positions provided in a vehicle, including the driver's position. In an accessible vehicle, the seating capacity is often identified in the context of the number of wheelchair tie-down positions and the collective number of permanent and fold-down seats (if any) that are available if the wheelchair tie-down position is not being used. For example, in a vehicle that has two wheelchair positions, the seating capacity might be defined as 10+0, 8+1, 6+2, where the first number is the number of seats, and the second number is the number of occupied wheelchair positions.

Section 5310

Formerly known as Section 16, this federal transportation program provides capital assistance to agencies serving seniors and people with disabilities for the purchase of vehicles for transporting clients. Funding recipients apply to the state (or designated agency) for funds, 80 percent of which are provided by the federal government, and 20 percent of which are provided locally. There is a limit of one vehicle per agency. Section 5310 is primarily used by private, not-for-profit agencies, although public agencies can qualify.

Section 5311

Formerly known as Section 18, this federal transportation program provides 50% operating assistance, 80 percent assistance for capital and administration, and 100% assistance for planning for rural public transportation service. Funding recipients apply to the designated agency, usually the state, for funds, which cannot be used for providing urban transit service.

Sensitivity Training

See Disability Awareness Training.

Service Delivery Area (SDA)

Service Delivery Areas are designated by governors to receive federal job training funds under the Job Training Partnership Act. Areas where local governments have populations of 200,000 or more are automatically eligible to be SDAs.

Service Route

Also known as a Community Bus Service, this is a fixed-route, fixed-schedule transit service designed to better match the common trip origins

and destinations of elderly persons and persons with disabilities, and to minimize the distance that they have to travel to get to and from bus stops. Smaller and low-floor, accessible vehicles are typically used. Service is usually on neighborhood streets and to mall or hospital doorways to reduce walking distances. Pick-ups and drop-offs are typically designed so that they are as close to entryways of common destinations as possible. While routes are designed to better meet the needs of persons with disabilities and elderly persons, they are open to the public. A service route can be planned to feed other fixed-route transit services and can include a “route deviation” option. (See also *Community Bus*.)

Shuttle

A public or private vehicle that travels back and forth over a particular route, especially a short route or one that provides connections between transportation systems, employment centers, two schools, etc.

Skip-Stop Service

Transit service in which not all trains or vehicles stop at all stations or stops along a route; usually, “A” and “B” trains or vehicles alternate their respective stops, with both stopping at major stops or stations.

Small Bus

A bus 28 feet or less in length.

Specialized Transportation

Transportation designed to meet the special needs of specific market groups, in particular senior citizens and persons with disabilities. These transportation services are usually provided with smaller vehicles that are usually wheelchair accessible. They vary in the degree of assistance provided by the driver ranging from curb-to-curb to door-through-door assistance.

Standing Order or Subscription Trip/Service

A trip that occurs at regularly scheduled times, either every day or on particular days of the week or month. Subscription passengers typically do not need to call to confirm this pre-arranged service.

Subscription Bus Service

A commuter bus express service operated for a guaranteed number of patrons from a given area on a prepaid, reserved seat basis.

Subsidized Employment

Subsidized private sector employment and subsidized public sector employment are among the listed work activities under TANF. (Section 407(d)(2-3)) Although not defined in the statute or by regulation, these

terms are general generally understood to describe programs in which welfare funds, and perhaps other public funds as well 1, are used to reimburse an employer for all or a portion of the wages, benefits, and employment-related tax and insurance payments made to or on behalf of a program participant. Funds used to provide the subsidy might, but need not include funds made available through Grant Diversion. The use of the word employment indicates that participants in such positions would have regular employee status.

Suburban Bus

A bus with front doors only, normally with high-backed seats, and without luggage compartments or restroom facilities for use in longer-distance service with relatively few stops.

Supplemental Security Income (SSI)

Provides cash benefits to low-income elderly people and low-income people with disabilities.

Supported Work

Supported Work was a program operated in the late 1970's in various sites as a demonstration project, and subsequently under the WIN statute and regulations pursuant to OBRA of 1981. The initial demonstration and subsequent state programs provided paid employment to long-term AFDC recipients. (The demonstration program also served other disadvantaged groups.) The program placed participants in wage-paying jobs in public and nonprofit agencies as well as private companies, and in some instances businesses were created specifically to provide jobs for program participants. Participants received intensive supervision, with graduated increases in workplace expectations designed to improve work habits and job-related skills, and job search and job placement assistance to promote transitions into unsubsidized employment. Participants generally had employee status. The wages, benefits, and costs of employment-related taxes and insurance were paid for with a combination of funds, including Grant Diversion, and in various instances included other welfare funds, other public funds, funds provided by foundations, and contributions from employers.

Standard Size Bus

A bus 35 to 41 feet in length.

Temporary Assistance for Needy Families (TANF)

A new federal welfare program created by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, which delivers federal welfare funds to states in a single new block grant and replaces the former

Aid to Families with Dependent Children (AFDC), Emergency Assistance (EA) and Job Opportunities and Basis Skills Training (JOBS) programs.

Transportation Management Association (TMA)/Transportation Management Organization (TMO)

A nonprofit corporation that coordinates local commuter transportation services (e.g., transit, ridesharing, bicycling, and walking) with trip reduction strategies, such as alternative work schedules and telecommuting.

Travel Demand Management (TDM)

TDM or Travel Demand Management incorporates efforts to modify travel behavior including the choice of travel mode and travel time. The goals of TDM are generally to reduce use of single occupant vehicles and thereby mitigate traffic congestion and air pollution problems. Also called *Trip Reduction Strategies*.

Time Limits

Time limits are designed to convert welfare into a transitional system designed to provide short-term financial, educational, and social support for families in need of such assistance and minimum-wage jobs for families who exhausted their transitional support.

Timed Transfers

The coordination of bus arrivals and departures and several routes so that passengers transferring between routes can make convenient connections and enjoy reduced wait times.

Title IIIB

This is a program for supportive service for senior citizens made possible by the Older Americans Act and used by local area agencies on aging for transportation.

Transit Bus

A bus with front and center doors, normally with a rear-mounted engine, low-back seating and without luggage compartments or restroom facilities for use in frequent-stop service.

Transit Dependent

Travelers whose auto ownership, geographic or socio-economic characteristics cause them to rely largely or fully on public transportation for their mobility.

Transit Mode Share

The percentage of travelers who use transit for their trip.

Transportation Related Expenses (TRE)

Daily vouchers issued to welfare recipients as reimbursement for transportation expenses.

Travel Training

Instruction used to supply seniors, individuals with a physical disability, and persons with mental retardation or a cognitive disability with the information, skills and confidence they need in order to use fixed-route transportation services safely and independently. Individuals can receive training that enables them to travel from a specific origin to a specific destination (for a work or school trip, for example). This type of route-specific training is often used to increase the mobility and independence of persons with mental or cognitive disabilities. A more general form of travel training can be used to teach an individual to utilize a fixed-route system to make any trip that meets his/her travel needs. Persons with a physical disability often make good candidates for general travel training.

Trip Reduction Strategies

See *Travel Demand Management* or *Transportation Management Association*.

Trip (or Passenger-Trip)

A trip is defined as a one-way movement of one person between two points for a specific purpose.

Trunk Route

The portion of a transit network in which high frequency service can be provided based on demand (or where several branches of single transit route or several transit routes would coincide).

Urbanized Areas

The U.S. Census defines Urbanized Areas as one or more places and the adjacent densely settled surrounding territory (“urban fringe”) that together have a minimum population of 50,000 persons. The urban fringe generally consists of contiguous territory having a density of at least 1,000 persons per square mile.

Vehicle Hours of Service

The total number of hours vehicles are in use to provide transportation service. For example, if three vehicles are used to provide transportation and each is in operation 40 hours per week, 52 weeks a year, there would be 6,240 vehicle hours of service provided.

Vehicle Miles of Service

The total number of miles traveled by vehicles providing transportation service. For example, if three vehicles are used to provide transportation and they each travel 30,000 in a given year, there would be 90,000 vehicle miles of service provided.

Wage Subsidy

Wage subsidy means the use of public funds to reimburse an employer, public or private, for all or a portion of the wages, compensation, and tax/insurance payments made to or on behalf of a program participant. Funds used to provide wage subsidies might be made available from Grant Diversion, from other welfare funds, other public funds, or some combination of these sources. A position for which an employer received a wage subsidy would fit within the definition of Subsidized Employment (above) if the position was made available to a TANF participant.

Welfare to Work Initiative

The current national and local efforts to shift more welfare recipients into employment, in response to the passage of the federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996.

Work Experience

Work Experience is another of the listed work activities under TANF. (Section 407(d)(4)) As used in TANF, work experience has generally been understood to mean an activity in which the participant does some type of work that provides experience designed to improve employability. Work might be performed for any public or private agency or company. The term is generally understood to mean a program in which a participant would continue to receive a regular welfare grant. However, as the term is not defined in the statute, nor by regulation, there is nothing to bar a structure in which a participant is paid wages for hours worked.

Work Supplementation

Work Supplementation, as defined in the JOBS statute and regulations, was an activity in which funds that would ordinarily be paid as welfare benefits were used to reimburse, in whole or in part, the wages paid to a participant by an employer. Employers could be public, private for-profit, or private nonprofit entities; however, in practice positions were predominantly in the private, for profit sector. These programs were sometimes referred to as Grant Diversion programs, because they involved diverting the welfare benefits that would otherwise be paid to the recipient as a welfare grant, to an employer to reimburse for wages. Welfare agencies were also permitted to use JOBS funds for work supplementation purposes. These programs were also sometimes referred to as Wage Subsidy programs because the wages paid to participants were subsidized by welfare funds.

Workfare

Workfare is a program in which participants perform work in exchange for their welfare benefits. Sometimes the term is used more broadly to refer to any program in which a recipient is required to participate in employment-related activities.