

Older Workers Employment Transportation Briefs



Brief #2: Forming Community Partnerships to Respond to Senior Employment Transportation Needs

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Fueled by economic pressures or simply by the choice to stay mentally and physically active, more older adults are choosing to continue working past traditional retirement ages, re-enter the workforce after retirement, or engage in volunteer activities to give back to their community. Although many continue driving a private vehicle to these destinations, as they grow older, some become newly reliant or must continue to rely on others to transport them.

Communities can respond to the increasing employment-related mobility needs of older adults by promoting collaboration among entities that provide and use transportation. Through the partnerships they form, these organizations can pool their resources to more effectively take advantage of federal, state, and local funding opportunities that support transportation services; increase the scope of transportation services available in the community to older workers; and improve the quality, efficiency, and cost-effectiveness of employment transportation programs for older workers.

The value of cross-agency coordination was recognized by Congress when it passed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in 2005.¹ Built into that legislation was a requirement that transportation projects funded under three Federal Transit Administration programs that impact older workers—Transportation for Elderly Persons and Persons with Disabilities program (Section 5310), the Job Access and Reverse Commute program (Section 5316), and the New Freedom program (Section 5317)—must be derived from a region’s coordinated public transit–human services transportation plan. As the name implies, this plan is developed with input from both transit and non-transit agencies, such as older adult services and workforce development agencies, through a process that also includes participation by the general public. Such coordinated planning is intended to reduce service duplication, increase service efficiency, and maximize access to services for all populations seeking transportation, including older workers.

To facilitate coordination efforts among communities agencies, this brief presents information about partnership opportunities and funding sources that can be used to provide transportation services to older adult workers. For a more extensive listing of available federal funding to support community transportation programs, please refer to the *Federal Investment Guide* published by the Community Transportation Association of America, available at <http://www.ctaa.org/webmodules/webarticles/articlefiles/fedinvest.gd.pdf>.

¹ Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) website. Available at: <http://www.fhwa.dot.gov/safetealu/index.htm>.

Potential Partners in Addressing Older Worker Transportation Needs

The power of partnerships, united in a common mission, in addressing challenges is unlimited. Although each member of a partnership will have specific goals, it is this diversity that also brings strength to the partnership and a unique contribution to the coordination process. Communities can consider all of the following entities as potential partners in responding to senior employment transportation needs.

Transportation Providers and Planners

Because transportation is the barrier being addressed through collaboration, no community partnership is complete without the participation of area transportation agencies. Providers of all types of transportation services—including bus, train, ridesharing, taxi, and paratransit, public or private—should be included in efforts to address this challenge. Transportation planning groups, whether a metropolitan planning organization, regional transportation authority, or regional planning council, are also valued partners in any community efforts to improve employment transportation.

Human Service Agencies

Consider the entire range of human service agencies as potential partners. Those that might be particularly focused on serving older adults include

- Senior service organizations
- Disability services groups
- Community action agencies
- Women's service organizations
- Health advocacy groups

These entities have extensive knowledge of the populations they serve and will be able to articulate their transportation needs. Many of these organizations may also be providing specialized transportation that supports their service mission.

Elected Officials

Sometimes solutions are achieved because a public official is convinced of the need for improved transportation services and mandates immediate action to overcome transportation barriers. Determined local leadership can come from local, state, and federal legislators and executive leaders.

Community and Faith-Based Organizations

Local community- or faith-based groups can be excellent partners in attempts to address gaps in senior employment transportation services. Many of these groups are already providing services for older adults to transport them to medical appointments, social services, community centers, and the community at large. These organizations can often function not only as a one-stop source of information on the transportation needs and options of older adults in the community but also as an effective vehicle for disseminating information on available transportation services to their clientele. Because local residents may already be familiar with staff from these agencies based on their previous interaction with them, they are more likely to use the transportation services provided or recommended by them. Community- and faith-based organizations can also serve as an excellent forum for recruiting program volunteers, such as volunteer drivers.

State Departments of Transportation

A close working relationship with the state department of transportation (DOT) is vital for communities attempting to improve transportation services. State DOTs, in cooperation with local and regional officials, are responsible for planning, designing, building, operating, and maintaining a state's transportation system. They develop and coordinate state transportation policy; provide technical assistance to providers of urban and rural transit as well as services that assist older adults and people with disabilities; and administer a number of federal grant programs as well as distribute state dollars for transit projects. Among these grant programs are the Job Access and Reverse Commute program, urbanized and rural program grants, and capital grants or loans for the provision of services to older adults or people with disabilities.

One Stop Career Centers

One Stop Career Centers and other workforce development agencies have an important role in identifying transportation services needed by older workers and assisting them in using existing services. One Stop Centers were established under the Workforce Investment Act of 1998 to provide seamless service delivery to both job seekers and employers. In addition to job training and search assistance, One Stops help job-seeking customers secure services that support their employment endeavors, such as transportation services.



In a 2005 survey of One Stop Centers conducted by the Community

Transportation Association of America, most centers identified transportation as a significant barrier to employment for their customers. In that survey, One Stops listed several ways in which they are already partnering with local transportation operators: providing transit schedules, supplying customers with transit tokens or vouchers, and contributing to the funding of shuttle or van services, some of which are operated by the local transit service. Some workforce development agencies employ a travel navigator who works closely with community transportation providers to gather information on available travel options for older adults, including reduced fare and voucher programs, and then assists older adults to access these and other mobility options. In other communities, a transit staff person who functions as the travel navigator works out of one or more One Stops in a region. In two other examples of partnership, some workforce development agencies invite transit agencies to staff a booth at job fairs, and other transit agencies maintain an updated list of available jobs on its transit vehicles.

Workforce Investment Boards

Workforce Investment Boards (WIBs), also established under the Workforce Investment Act of 1998, oversee state and local workforce development and job training programs as well as provide community leadership regarding workforce issues. These boards, which include representatives from the public and private sectors, are key partners in promoting policies that enable people to access job opportunities; they serve as a point of contact for business, industry, and the public sector to communicate their workforce needs. WIB members are well

versed in local economic development and local labor market needs and can bring a business perspective to the design of public transportation programs.

Community partners can provide important feedback to WIBs on transportation options and needs in the communities. In their discussions with board members, they can promote the importance of reliable employment transportation to a community's ability to attract businesses and workers. They can also help board members recognize that transportation services can be funded as a support service under the Workforce investment Act as well as under other federal programs. Another opportunity for partnership between transportation and workforce boards implemented in some communities is for transportation professionals to serve as ex-officio members on WIBs. WIBs, with their community-wide representation, can also serve as an excellent resource for facilitating coordination of local mobility services and can take on employment transportation issues by hosting community discussions on this important issue.

Business Community

Employers and other members of the business community have a vested interest in supporting efforts to transport workers to and from jobs. Having reliable and affordable transportation to work enhances employees' timely attendance and commitment to the job and can decrease hiring and training costs for employers. Employers may be encouraged to promote workers' access to the job site by providing shuttle services, coordinating and/or subsidizing vanpools and carpools, subsidizing transit costs, or providing tax incentives to workers who commute by public transit or vanpool. These supports may be particularly important for older workers, many of whom may work part-time hours that require travel during off-peak times when transportation schedules may be more limited.

Encouraging employees to try commuting alternatives other than single vehicle travel also benefits employers. For example, supporting van or shuttle services to transport employees may reduce the need for on-site parking, thus opening up more space for clients and customers. Employers who provide transportation benefits to employees can also take advantage of federal tax benefits that improve their bottom line.

Once business owners recognize that efforts to improve public transportation can have positive economic benefits for them, they are more likely to become advocates for local programs. Involving businesses in area-wide transportation planning efforts can not only foster mutual understanding of commuting patterns and employment transportation needs but also ensure that planned transportation services effectively respond to the region's employment patterns and have the support of the community's business leaders.

Available Federal Funding to Meet Gaps in Service

Funding for employment transportation for older adults is available through a number of federal programs. In addition, older workers are eligible for transportation assistance through programs not defined by age, such as programs for people with disabilities or limited income. In many of these programs, transportation costs would be covered as a support service for employment training and placement services. Some federally sponsored volunteer programs also provide reimbursements for transportation costs for older adults, making it possible for people who would not otherwise consider volunteering to do so and providing local agencies and organizations with an additional pool of volunteer support.

Each of the following funding opportunities may be used to support employment transportation for older workers.

Corporation for National and Community Service Programs

Through its Senior Corps division, the Corporation for National and Community Service sponsors three older adult volunteer opportunities, each of which provides transportation reimbursements to senior volunteers. More information on each program is available at <http://www.seniorcorps.gov/about/programs/index.asp>.

The **Foster Grandparent Program** supports the volunteer efforts of individuals age 60 and older to help youth who have a disability or need extra support to overcome particular difficulties. "Foster grandparents" may provide one-on-one services to children with exceptional or special needs in schools, hospitals, correctional institutions, or childcare centers. Participants are entitled to reimbursement of their transportation costs.

The **Retired Senior Volunteer Program** (RSVP) is open to volunteers age 55 and older. RSVP volunteers choose when, where, and how often they want to serve and are involved in a variety of activities, ranging from tutoring children to assisting natural disaster victims. Sponsoring organizations may reimburse volunteers for expenses incurred during service, including transportation costs.

Volunteers in the **Senior Companion Program** assist isolated or frail adults who want to live independently in their own homes. They may also provide respite for caregivers. All volunteers are eligible for transportation reimbursement.

Federal Transit Administration

The following Federal Transit Administration (Department of Transportation) programs support community transportation services to specifically designated populations.

Funds from the first three programs (JARC, New Freedom, and Section 5310) described below may be used for capital (requiring a 20 percent local match) or operating (requiring a 50 percent local match) expenses. Matching dollars can be supplied by other federal, non-Department of Transportation programs (e.g., Workforce Investment Act, Temporary Assistance to Needy Families, Social Services Block Grants, Community Development Block Grants) as well as from other state and local sources. In addition, under most FTA-funded programs, mobility management activities, including travel navigator services, are covered at the 80 percent level, requiring only a 20 percent local match. In addition, 10 percent of funds can be used for project administration to facilitate coordinated planning.

The **Job Access and Reverse Commute** (JARC; described in Section 5316 of Title 49 of the U.S. Code) initiative provides grants to communities to fill gaps in employment transportation. The program authorizes grants for the development of transportation services to support two groups of workers: those with low incomes and those who travel to suburban jobs from urban, rural, or other suburban areas. The Job Access portion of the program serves individuals and families with limited income or who are transitioning from welfare to work and otherwise would have a difficult time getting to jobs and related services. JARC provides formula-based assistance to states and urbanized areas based on their low-income and Temporary Assistance for Needy Families (TANF) populations. The Reverse Commute portion may be used to develop programs that serve all commuters who must travel to suburban areas for work, regardless of their income level. For additional information, visit

http://www.fta.dot.gov/funding/grants/grants_financing_7173.html.

The ***New Freedom Program*** (Section 5317) provides formula-based grants to promote the integration of people with disabilities into the workforce and community. New Freedom funds are used to provide new public transportation services that extend beyond those required by the ADA for individuals with disabilities in both rural and urbanized areas. More information is available at http://www.fta.dot.gov/funding/grants/grants_financing_3549.html.

Transportation for Elderly Persons and Persons with Disabilities (Section 5310) grants are made available through states to private, nonprofit groups and certain public agencies to meet the transportation needs of older adults and people with disabilities when current services are insufficient or inappropriate for this purpose. Funds are apportioned based on each state's share of these particular populations. Section 5310 dollars are used for capital projects, mostly to purchase vehicles, but can also be used to purchase transportation services under contract as well as for state program administration costs. The program was designed to supplement other FTA capital assistance programs by funding projects for the elderly and disabled in all geographic areas. The program requires a 20 percent local match. Allowable sources of matching funds are the same as for the Section 5316 and 5317 programs described above. More details on this program are available at http://www.fta.dot.gov/funding/grants/grants_financing_3556.html.

Rural and Small Urban Area Grants (Section 5311) provide support for capital and operating costs to public and private nonprofit groups serving the public in communities with a population of less than 50,000. Funds may be used to support administrative, capital, or operating costs of local transportation providers. States may spend up to 15 percent of their funding allocation on rural intercity bus needs unless their governor certifies those needs are adequately met. More information is available at http://www.fta.dot.gov/funding/grants/grants_financing_3555.html.

Office of Special Education and Rehabilitative Services

The Office of Special Education and Rehabilitative Services, Department of Education, provides funding to programs that serve people with disabilities. The following programs support transportation services that can be used to help adults with a disability become active participants in the workforce.

The ***Centers for Independent Living Program*** assists local, nonprofit centers for independent living to provide training, counseling, advocacy, and transportation and other support services to individuals with significant disabilities. Among the transportation services provided by the centers are mobility training and accessible transportation. For more information, visit <http://www.ed.gov/programs/cil/index.html>.

Supported Employment Services for Individuals with Most Significant Disabilities assists states in developing collaborative programs with appropriate public and private nonprofit organizations to provide employment services to those with the most significant disabilities (i.e., those individuals with physical or mental impairments that limit mobility, communication, self-care, cognition, interpersonal skills, work tolerance or work skills and who require vocational rehabilitation services over an extended period of time). Transportation services can be provided through this funding. More details are available at <http://www.ed.gov/programs/rsasupemp/index.html>.

Vocational Rehabilitation Grants provide funds to state vocational rehabilitation agencies to provide employment-related services to individuals with disabilities. Agencies must provide comprehensive services beyond those found in routine job training programs to help this population join the workforce. Funds can be used to support transportation activities including travel training and service coordination, training for individuals on the use of public transportation and reimbursement of transit related fares. Information on these grants is posted at <http://www.ed.gov/programs/rsabvrs/index.html>.

Department of Health and Human Services

Administration on Aging

The Administration on Aging provides home- and community-based services to seniors through programs funded under the Older Americans Act. Provisions of the act support those older individuals who are in greatest economic and social need: those with a low level of income, those who are isolated from the community, and those disadvantaged by social or health disparities.

The **Supportive Services and Senior Centers** program awards formula grants to state Units on Aging to be used to provide supportive services to older adults, including those offered in the operation of multipurpose senior centers. The state units award funds to local or regional Area Agencies on Aging, most of whom use a portion of their allocations to help meet the transportation needs of older individuals. Grants require a 15 percent non-federal agency match and have maintenance of effort requirements. Visit <http://www.aoa.gov/doingbus/doingbus.asp> for more information.

Administration for Children and Families

The Administration for Children and Families (ACF) is responsible for federal programs promoting the economic and social well-being of families, children, individuals, and communities. Transportation services are often covered as a support service under ACF's programs.

The **Social Services Block Grant** program provides formula grants to state welfare agencies for the provision of social services, including transportation, that help individuals reduce their dependency on public assistance. Many states rely on these funds to fill programmatic gaps that cannot be addressed through TANF (see below). See the details of this program at <http://www.acf.hhs.gov/programs/ocs/ssbg>.

Temporary Assistance for Needy Families (TANF) provides welfare assistance and work opportunities to families with low levels of income through grants to the states. States have the flexibility to develop and implement their own programs with this funding and can choose to spend TANF dollars for employment and training support services, including transportation. For example, funds may be used to assist families with the cost of bus tokens, automobile fuel, car repairs, and taxi services. Assistance is not limited to welfare recipients; however, the recipients of assistance are determined by each state.

When TANF funds are used for transportation services, agencies are encouraged to coordinate with other transportation providers to maximize resources and reduce duplication. For example, a TANF agency may partner with other agencies or programs to use their vans or buses, share in the purchase of transportation services, or share in the costs of a Job Access Reverse and Commute project. TANF funds may also be used to contract for transit services open to the general public, as long as the project benefits TANF families and falls within the purposes of the TANF program, and TANF funds do not pay for non-TANF individuals. For more information, visit <http://www.acf.hhs.gov/ebrochure/temporaryassistance.htm>.

Department of Labor

Employment and Training Administration

Through grants to states, the Employment and Training Administration supports programs that provide training and employment opportunities to job seekers with low levels of income to help

them become economically self-sufficient. Many of the programs include transportation assistance as an allowable funded activity.

The **Senior Community Service Employment Program** (SCSEP), authorized under Title V of the Older Americans Act, provides formula grants to states and grants to national nonprofit organizations for subsidized employment and related services for low-income job seekers age 55 and older. SCSEP operates through 18 national grantees and 56 state and territorial governments. Participants gain marketable job skills while working part-time in community nonprofit or public organizations and earning minimum wage. Participating agencies include hospitals, senior centers, and social service agencies. Transportation assistance is available for SCSEP participants while they are seeking employment and/or as a temporary supplement for travel to and from work if transportation from other sources is not available. SCSEP is a participating partner of the One Stop Career Centers and maintains an office within approximately 33 percent of One Stop Career Centers. More information is available at <http://www.doleta.gov/seniors>.

The **Workforce Investment Act** (WIA) was created to develop employment and training programs for individuals facing serious barriers to employment. WIA reformed federal employment, training, adult education, and vocational rehabilitation programs by creating an integrated "one-stop" system of workforce investment and education services for adults, dislocated workers, and youth. WIA emphasizes local involvement in the development of workforce training and employment programs and gives states and communities flexibility in developing programs that meet the needs of their individual citizens. Funds are allocated to the states and then passed to local Workforce Investment Boards. The boards in turn allocate funds to local resources according to local workforce development plans. WIA dollars may be used to pay for transportation necessary for individuals to access WIA programs. Detailed information on the WIA initiative is available at <http://www.doleta.gov/usworkforce/wia/act.cfm>.

Office of Disability Employment Policy

The Office of Disability Employment Policy (ODEP) encourages the creation of collaborative partnerships to address the employment needs of disabled workers. It supports the employment-related goals of the New Freedom initiative, the Employment and Training Administration, and the Department of Transportation's United We Ride initiative to further mobility options for people with disabilities. ODEP awards competitive grants and contracts to further its mission to increase employment opportunities for adults and youth with disabilities. More information is available at <http://www.dol.gov/odep>.

Program Examples

The following are descriptions of transit programs that, through partnerships with other entities, were able to improve the awareness of and level of services available to older workers.

Charlotte Area Transit System, North Carolina

The Charlotte Area Transit System (CATS) serves the metropolitan Charlotte area, with bus and vanpool services throughout Mecklenburg County and express bus service to adjacent counties. Currently about 7 percent of passengers are older adults, who are eligible to ride the system for half fare.

CATS Assistant Marketing Manager Kim Taylor stresses the importance of keeping the mobility needs of older passengers in mind when designing or revising operations, particularly when

positioning bus stops. Because many older adults are unable to walk long distances to bus stops, convenient access is important. Another key concern for older adults is the safety of the environment around transit stops and on vehicles.

To reach out to the older adult population and spread the word about services available to them, CATS has implemented several initiatives:

- Partnering with local United Way agencies to inform older adults about bus services
- Marketing services through senior centers, senior health and wellness programs, and senior nutrition programs
- Offering demonstration rides that include a presentation on how to use the system map, route schedule, and passes
- Participating in community and transportation events
- Making presentations in community forums (e.g., local churches, centers for independent living)

In addition, CATS receives strong backing from local employers, whose employees use the system. Employers allow CATS representatives to make presentations to workers at various work sites and inform employees about transportation options via company newsletters and e-mails. Through its Employee Transportation Coordinator program, CATS is also able to sell bus passes at worksites. For additional information, contact Kim Taylor, CATS, 704-336-7309, khtaylor@ci.charlotte.nc.us.

JAUNT, Inc., Charlottesville, Virginia

JAUNT is a regional transportation system providing demand-response and deviated fixed-route service to residents in five counties and a small city in central Virginia. It is owned by the local governments it serves and uses federal and state funding to supplement fares and agency payments.

Currently, JAUNT provides about 1,100 trips a day. About 33 percent of its ridership uses the system to get to work. Work-related travel has increased over the years, particularly for those working during off-peak hours, as JAUNT has expanded its services. Riders pay fares ranging from \$1.00 to \$12.50, depending on the type of service used. Users are required to make reservations at least 24 hours in advance.

JAUNT coordinates public transportation and human services transportation by contracting with human service agencies to provide transport for their clients. The program began providing transportation for human service agencies in 1975 after several human service agencies realized the efficiency and cost-effectiveness in having their clients share rides. Services range from commuter routes to intra-county demand-response services. Agencies pay an hourly fee of \$43 for JAUNT to transport their clients.

During the 1990s, JAUNT also partnered with other human service agencies in the community to implement services geared toward meeting the transportation needs of low-wage earners and workers with disabilities. In partnership with disability advocacy organizations, JAUNT obtained a grant from the U.S. Department of Labor to provide transportation access to work for community residents with disabilities who were previously unable to reach jobs. Partner agencies identified those in need of assistance, particularly those who worked nontraditional shifts, and encouraged them to use JAUNT vehicles to access work. The program was in

operation for three years. When the funding ended, many workers were able to change their shifts to coincide with current JAUNT schedules.

JAUNT also administered a DOL Welfare-to-Work grant, which began prior to the national Welfare-to-Work program. The service, operated in conjunction with local transit and taxi services, transported anyone who needed a ride to and from work. Area human service agencies referred clients and JAUNT reimbursed private providers who transported clients beyond JAUNT's hours of operation. JAUNT's coordination efforts have resulted in service expansions to geographic areas and consumers not previously served.

Executive Director Donna Shaunesey attributes JAUNT's successful efforts to the agency's maintaining visibility throughout the community and staying in touch with other program partners who have their pulse on community transportation needs and can identify changes in need early on. For further information, contact Donna Shaunesey, JAUNT, Inc., Charlottesville, VA, 434-296-3184, donnas@ridejaunt.org.

Mountain Empire Older Citizens, Inc., Southwestern Virginia

Mountain Empire Older Citizens, Inc. (MEOC), organized in 1974, is the designated Area Agency on Aging and public transit provider for Wise, Lee, and Scott Counties and the city of Norton in southwestern Virginia. MEOC provides a range of public services to area residents in addition to transportation, including family support, nutrition and wellness, older adult rights, and coordinated care. It is the only public transportation provider in the area, operating a demand-response service Monday through Friday from 7:00 a.m. to 5:00 p.m., and provides over 100,000 trips annually. Fares are \$1.50 per trip, but older adults (age 60 and over) and youth (age 18 and under) ride for half price.

Since its inception, MEOC has realized the importance of developing close working relationships with other agencies and organizations and has been willing to design new services identified through those partnerships. For example, in 1989 MEOC formalized a partnership with Frontier Health and Developmental Services, Inc., to provide non-Medicaid transportation assistance to Frontier's clients. Initially, MEOC used agency vehicles to run the service, managed through a lease agreement with each agency, with insurance coverage provided by MEOC. The agreement allowed all partners to benefit financially. Eventually MEOC was able to purchase additional vehicles to cover the expanded services.

MEOC is currently partnering with a local hospital to provide shuttle services for hospital day shift workers. The service began in October 2007 and operates weekdays for four hours each morning and five and a half hours each evening transporting riders from an off-site parking lot to the hospital. Although developed to serve hospital employees, the service is open to the public. The shuttle service is supported with Section 5311 funding, with the hospital providing the required local match. MEOC Transit Director Mike Henson believes that putting client needs above turf issues and looking at providing CORE² services to address those needs are keys to

² Per the MEOC New Regional Mobility Plan, CORE services include: **C**ommunity activities (public events of general interest, parades, historical reenactments, charitable events, public meetings, public worship services, etc.) **O**n-going needs and services (bill paying, grocery shopping, nutritional needs, general shopping, Medicaid and non-Medicaid Medical visits and Pharmacy Prescription refill visits, etc.) **R**ecreation (movies, theatre, physical fitness, quality of life activities, etc.) **E**mployment and Post-Secondary Education (commute to work at service and retail business, service to industrial parks, transportation to Adult Education, Community College and University Education Centers, Workforce Investment Act Service Centers, etc.)

building effective partnerships. For more information, contact Mike Henson, MEOC Transit, 276-523-RIDE (7433), mhenson@meoc.org.

Swain Transit, North Carolina

Swain Transit (ST) serves a rural community located 70 miles west of Asheville, North Carolina in which approximately 11 percent of the 14,000 residents are over age 60. Most clients use the deviated-route service for medical- or employment-related travel. Approximately 20 of the employment transportation services provided by ST assist older workers, many of whom are participants in the Foster Grandparent and SCSEP programs and staff local childcare centers. Participants in both programs are able to ride to and from work for free because they act as monitors on vehicles transporting children to childcare centers.

The program is funded through the FTA's rural formula funds, Section 5310 (Transportation for Elderly Persons and Persons with Disabilities), and Section 5316 (Job Access and Reverse Commute) programs. Additional funding is provided by a Home and Community Service Block Grant from the North Carolina Department of Health and Human Services. In addition, ST contracts with 23 local agencies to provide transportation assistance to their clients. In 2006, the program provided 65,000 passenger trips, and it continues to see increases in ridership. For more details, contact Marlene Vinson, Transportation Director, Swain Transit, Bryson City, NC, 828-488-3047, swaintransit@aol.com.

Resources

Baker, John D., and Ashton Applewhite. *A Report on One-Stop Centers and Employment Transportation*. Washington, D.C.: Community Transportation Association of America, 2006. Available at: http://www.ctaa.org/webmodules/webarticles/articlefiles/one_stop_final.pdf (accessed October 23, 2007).

Burkhardt, Jon E., David Koffman, and Gail Murray. *Economic Benefits of Coordinating Human Service Transportation and Transportation Service*. TCRP Report 91. Washington, D.C.: Transportation Research Board, 2003. Available at: http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_91.pdf (accessed October 23, 2007).

Community Transportation Association of America. "Federal Investment Guide." *Information Station*, Vol. 23, No. 2, 2005. Available at: <http://www.ctaa.org/webmodules/webarticles/articlefiles/fedinvest.gd.pdf> (accessed October 29, 2007).

Joblinks Employment Transportation Initiative web pages at <http://www.ctaa.org> (search "employment transportation") or call 800-527-8279 x 703 to contact an Employment Transportation Specialist.

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) website. Available at: <http://www.fhwa.dot.gov/safetealu/index.htm>.

United We Ride website. Available at: <http://www.unitedweride.gov/>.

The Joblinks Employment Transportation Initiative is a partnership of the Community Transportation Association, the U.S. Department of Labor Employment and Training Administration and the U.S. Department of Transportation Federal Transit Administration. Joblinks assists communities in addressing

challenges associated with accessing affordable and reliable transportation to work and related destinations. For more information, visit <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=52&z=39>.

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