



**Accessible Transportation & Workforce Interagency Cooperative**

**FY2012-2013**  
**Job Access and Reverse Commute**  
**and**  
**New Freedom**  
**Application Process**

**Application Instruction Guide**

**Pittsburgh Urbanized Area**

**December 2011**

**Application Deadline: February 27, 2012 by 5:00 p.m.**

## INTRODUCTION

The Accessible Transportation and Workforce Interagency Cooperative (ATWIC) facilitates the annual process through which private non-profit agencies, local and state government authorities, and public and private transportation providers in southwestern Pennsylvania's urbanized areas can apply for project funding under two Federal Transit Administration (FTA) programs:

- Urbanized Area Formula Job Access and Reverse Commute (JARC) - Section 5316
- Urbanized Area Formula New Freedom (NF) - Section 5317

ATWIC is responsible for building strong regional support for the development and implementation of an integrated transportation system that meets the job- and social service-access needs of everyone, but particularly low income individuals and people with disabilities. In its effort to ensure that proposed JARC and NF projects are developed through some level of coordination and have relevance, a high probability of success, definitive results, and long-term potential, ATWIC works year-round to:

1. Interact directly with human services, workforce development, and transportation agencies and facilitate cross-agency discussions as a means of understanding where and to what extent transportation gaps exist and the level of impact these gaps have on our region's poor and/or disabled populations.
2. Encourage agencies to develop demonstration projects that are designed to either fill or prevent transportation gaps.

As coordinator of the competitive selection process for the **FY2012-2013 Job Access and Reverse Commute and New Freedom Funding Round**, ATWIC is soliciting applications from eligible entities for demonstration projects designed to address our region's present-day transportation gaps.

## FUNDING PROGRAMS

### Job Access and Reverse Commute

The goal of the **Job Access and Reverse Commute Program** is to develop new services and improve existing transportation services to connect welfare recipients and low-income individuals<sup>1</sup> to work and needed employment support services such as job training activities and childcare. Additionally, JARC funding can be used for 'Reverse Commute' services, which are designed to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities. It is important to note that reverse commute projects are applicable to all populations, regardless of income.

JARC funds are available for operating and capital expenses associated with supporting the development and maintenance of transportation services that enable low-income individuals to get to and from jobs and job-related activities.

As a result of focus group sessions conducted in early 2011, along with a detailed analysis of responses to an online transportation gaps survey implemented shortly thereafter, ATWIC will base its funding recommendations for proposed JARC projects on an individual project's capacity to mitigate one or

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<sup>1</sup> Eligible Low-income Individual: Refers to an individual whose family income is at or below 150 percent of the poverty line for a family of the size involved.

more of the following transportation barriers<sup>2</sup> facing low income individuals as they pursue employment opportunities:

COST

*Regardless of transportation mode, many people cannot afford the cost of getting to and from the workplace.*

LACK OF SERVICE and/or SERVICE HOURS

*The routes and/or operating schedules of public transit services do not always meet the needs of those workers whose workweek does not coincide with the traditional 9-to-5, Monday through Friday schedule.*

LENGTH OF COMMUTE

*The distance between home and the workplace, combined with the number of public transit transfers required to make a trip to and from work, can discourage workers from staying in any one job for very long.*

DIFFICULT TO FIND INFORMATION

*People will only use a given transportation option if they know it's available and what is required to use it. Additionally, misinformation about transportation options and what is required to use them can discourage people from pursuing future utilization.*

FINDING A BALANCE BETWEEN THE COSTS TO PROVIDE TRANSPORTATION AND THE COSTS TO USE TRANSPORTATION

*The costs associated with providing transportation make it difficult to ensure accessible transportation is available and affordable for low income individuals.*

TECHNOLOGY TO IMPROVE AND COORDINATE TRANSPORTATION SYSTEMS

*Innovative technology can be developed to improve not only public transit and paratransit trip data collection and analysis, but also the overall mobility experience for its users.*

**New Freedom**

The goal of the **New Freedom Program** is to support new public transportation services and public transportation alternatives to address the transportation needs of people with disabilities<sup>3</sup>, including transportation to and from jobs and employment support services, beyond those required by the Americans with Disabilities Act (ADA) of 1990. For the purpose of the New Freedom Program, "new" service is any service or activity that was not operational on August 10, 2005, and did not have an identified funding source as of August 10, 2005, as evidenced by inclusion in the Transportation Improvement Program (TIP) or the State Transportation Improvement Program (STIP).

NF funds are available for operating and capital expenses associated with supporting new transportation services that are designed to remove barriers and make transportation to and from jobs and services more accessible for the disabled population.

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<sup>2</sup> These transportation gaps can be found in the recently updated Southwestern Pennsylvania Public Transit Human Services Coordinated Transportation Plan.

<sup>3</sup> Disabled Person: An individual who, because of illness, injury, age, congenial malfunction, or other incapacity or temporary or permanent disability (including an individual who is a wheelchair user or has semi-ambulatory capability), cannot use effectively, without special facilities, planning, or design, a public transportation service or public transportation facility.

As a result of focus group sessions conducted in early 2011, along with a detailed analysis of responses to an online transportation gaps survey implemented shortly thereafter, ATWIC will base its funding recommendations for proposed NF projects on an individual project's capacity to mitigate one or more of the following transportation barriers<sup>4</sup> facing people with disabilities as they strive to be engaged in daily life activities, whether it's going to and from the workplace or accessing needed services:

SAFE PEDESTRIAN ACCESS

*Weather conditions, long distances from transit stops, deteriorating sidewalks, and busy intersections are factors that can create unsafe pedestrian pathways.*

LACK OF ON-DEMAND TRIP SCHEDULING

*The lack of on-demand paratransit services can make it difficult for a disabled person to secure a ride for an unplanned transportation need.*

TIME MANAGEMENT RE: TRIP LENGTHS

*Providers of paratransit services can often overlook the fact that their service is about 'delivering people'.*

UNINFORMED TRIP DECISION-MAKERS AND RIDER SAFETY

*Agencies responsible for approving paratransit trips are often unaware that the transportation needs of people with disabilities are not a 'one size fits all'.*

DIFFICULT TO FIND INFORMATION

*People will only use a given transportation option if they know it's available and what is required to use it. Additionally, misinformation about transportation options and what is required to use them can discourage people from pursuing future utilization.*

FINDING A BALANCE BETWEEN THE COSTS TO PROVIDE TRANSPORTATION AND THE COSTS TO USE TRANSPORTATION

*The costs associated with providing transportation make it difficult to ensure accessible transportation is available and affordable for people with disabilities.*

TECHNOLOGY TO IMPROVE AND COORDINATE TRANSPORTATION SYSTEMS

*Innovative technology can be developed to improve not only public transit and paratransit trip data collection and analysis, but also the overall mobility experience for its users.*

## **PROGRAM FUNDING CYCLE**

JARC and NF funding grants are awarded once a year and cover a 12-month period beginning July 1 and ending June 30. The current application process is for FY2012-2013 (July 1, 2012 through June 30, 2013). Although grants are awarded annually, a project sponsor is welcome to reapply for continued funding for a project that is meeting or exceeding its expected outcomes in the current fiscal year. Recipients are encouraged to consider long-term efforts and identify potential funding sources for sustaining the project beyond the grant period.

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<sup>4</sup> These transportation gaps can be found in the recently updated Southwestern Pennsylvania Public Transit Human Services Coordinated Transportation Plan.

## **AVAILABLE FY2012-2013 FUNDING**

In FY2011-2012, close to **\$3.5 million** of Federal and State funding was made available to eligible JARC and NF project sponsors in the urbanized area of southwestern Pennsylvania. And, while the actual funding amounts awarded through ATWIC are always dependent on the amount of Federal funding available to our region in any given year, in FY2012-2013, ATWIC expects the same level of funding to be available for eligible projects.

## **ELIGIBLE APPLICANTS**

There are three categories of eligible applicants for JARC and NF funds:

- Private non-profit organizations defined as a corporation or association determined by the Secretary of the Treasury to be an organization described by 26 U.S.C. 501 (c) which is exempt from taxation under 26 U.S.C. 501 (a) or one which has been determined under State law to be non-profit and for which the designated State agency has received documentation certifying the status of the non-profit organization;
- State or local government authority; and
- Operators of public transportation services, including private operators of public transportation services.

## **ELIGIBLE PROJECTS**

Please refer to pages 8-12 of this Application Instruction Guide for the [ATWIC Project Funding Policies](#), which were approved by the ATWIC Oversight Committee in November 2011. This particular section provides guidance as to the types of JARC and NF projects that will be eligible for FY2012-2013 funding, as well as a breakdown of funding level percentages for the two grant programs.

## **ABOUT THE APPLICATION PROCESS**

### **Application Forms**

There are two separate application forms – one for Job Access and Reverse Commute and another for New Freedom. Please be sure to complete the appropriate application form. Both are available in Microsoft Word, PDF and, upon request, hardcopy formats. With the exception of the Project Description (Part 3 – Project Details), which will be inserted with the required attachments, the application responses can be typed directly into the Word file.

### **Application Timeline**

<b>ACTIVITY</b>	<b>DATE</b>
Funding Round Announcement/Application Forms Available	December 20, 2011
JARC/NF Application Question & Answer Session	January 10, 2012
Applications Due to ATWIC	February 27, 2012
Application Review Process	February 28–March 23, 2012
Project Recommendations to Oversight Committee	March 28, 2012
Final Project Selection & Notification of Awards	April 16, 2012
Start Date for Projects	July 1, 2012

### **Application Inquiries**

All questions concerning the application and/or the application process should be directed to: Kathy Stefani, ATWIC Program Manager, 425 Sixth Avenue, Suite 650, Pittsburgh, PA 15219, (412) 552-7088 or (724) 822-2974, [kstefani@atwic.org](mailto:kstefani@atwic.org).

### **Application Submission**

All JARC and NF applications are due in the ATWIC office on **Monday, February 27, 2012 by no later than 5:00 p.m.** Please email an electronic version of the application, including Attachments A, B, and C, to [kstefani@atwic.org](mailto:kstefani@atwic.org). Mail or hand-deliver **FOUR additional unbound hardcopy versions** of the application and its attachments. Also submit **ONE hardcopy each** of following materials:

- Description of Agency’s History, Mission, Pgms
- Board of Directors Listing
- Letter of Support from Board of Directors
- Proof of Liability Insurance
- Financial Audit and Financial Statements
- Articles of Incorporation
- PA Business License
- IRS Form 990

**ATWIC Mailing Address:**

Kathy Stefani  
ATWIC  
Regional Enterprise Tower  
425 Sixth Avenue, Suite 650  
Pittsburgh, PA 15219

## GETTING STARTED

### GUIDING PRINCIPLES

The Accessible Transportation and Workforce Interagency Cooperative and those who support it are guided by the eight ATWIC principles listed below. Given that applicants will be asked to describe the correlation, if any, between shaded principles 2-6 and the project being proposed, having an understanding of these guiding principles is essential.

1. Southwestern Pennsylvania Commission, Port Authority of Allegheny County, and Three Rivers Workforce Investment Board share equally in the ATWIC collaborative partnership.
2. Human services, workforce development, and transportation agencies work together to develop viable strategies for connecting people to jobs and other services.
3. Provision of accessible transportation for low income individuals and persons with disabilities is the primary focus; the type of transportation provided is secondary.
4. Improving the mobility experience is equally as important as providing transportation services.
5. Funding consideration is given to projects that have relevance, a high probability of success, definitive results, and long-term potential.
6. JARC- and NF-funded transportation services have the potential for becoming part of a comprehensive and coordinated transportation system, region-wide.
7. Transportation access needs are funded and implemented in order of priority.
8. Project impact assessments are conducted in a fair and consistent manner.

### COORDINATION REQUIREMENTS

The Job Access and Reverse Commute and New Freedom programs are authorized under the provisions set forth in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), enacted on August 5, 2005. SAFETEA-LU requires that projects selected for JARC or NF funding must be derived from a locally developed and coordinated public transit/human services transportation plan ("coordinated plan"). *The Southwestern Pennsylvania Public Transit Human Services Coordinated Transportation Plan*, adopted in January 2008 and updated in 2011, serves as the coordinated plan for the ten-county region of southwestern Pennsylvania. The Plan includes a prioritized listing of transportation gaps that make access to jobs and services especially difficult for our region's transportation-disadvantaged populations - *low income individuals, persons with disabilities, and senior citizens*.

Because JARC and NF project selection is strongly dependent on whether or not a project addresses one or more of the transportation gaps identified in the coordinated plan, applicants are strongly encouraged to familiarize themselves with this document, which can found at [www.atwic.org](http://www.atwic.org). Given that the end goal is for JARC- and NF-funded transportation services to become part of a region-wide transportation system, ATWIC also urges project sponsors to coordinate, where possible, with other private, public, non-profit, and human service transportation providers in the area.

### FEDERAL AND LOCAL SHARE AMOUNTS

Job Access and Reverse Commute and New Freedom funds may be used to finance operating and capital expenses. The Federal share of eligible operating costs may not exceed 50 percent of the activity's net operating costs; thus, a **50 percent local share amount is required for operating projects**. The Federal

share of eligible capital costs may not exceed 80 percent of the activity's net expenditures; thus, a **20 percent local share amount is required for capital projects.**

While Commonwealth funding under the Act 44 Programs of Statewide Significance discretionary funding program will be an available source for non-Federal match for the region's Urbanized Area JARC and NF grants, ATWIC strongly encourages project sponsors to secure contributions from local stakeholders. These stakeholders may include local municipal governments, human service agencies, private sector entities, and foundations.

#### **Eligible Sources of Local Match**

JARC and NF allow local match contributions from the following types of sources:

- Local government appropriations;
- Other non-DOT Federal funds that permit by statute use of local match to other federal awards;
- Dedicated tax revenues;
- Private donations;
- Revenue from human service agency contracts;
- Net revenue from advertising and concessions; and
- Non-cash share such as donations, volunteered services, or in-kind contributions (*the value of each must meet the following criteria: a) be documented and supported; b) represent a cost which would otherwise be eligible under the program; and c) be included in the net project costs in the project budget*).

### **FINANCIAL CAPACITY**

Projects that are selected for funding through either the JARC or NF programs will be asked to show that their agency has a sufficient 90-day cash flow in order to begin implementation of the project. This can be accomplished by providing documentation of cash reserves on hand, a line of credit, or a letter from a guarantor agency.

### **USEFUL INFORMATION SOURCES**

American Public Transit Association; [www.apta.com](http://www.apta.com)

Association of Commuter Transportation; [www.actweb.org](http://www.actweb.org)

Community Transportation Association of America; [www.ctaa.org](http://www.ctaa.org)

Federal Transit Administration; [www.fta.dot.gov](http://www.fta.dot.gov)

National Cooperative Highway Research Program; [www.trb.org/CRP/NCHRP/NCHRP.asp](http://www.trb.org/CRP/NCHRP/NCHRP.asp)

National Transit Database; [www.ntdprogram.gov](http://www.ntdprogram.gov)

Pennsylvania Department of Transportation; [www.dot.state.pa.us](http://www.dot.state.pa.us)

Transit Cooperative Research Program; [www.tcrponline.org](http://www.tcrponline.org)

Transportation Research Board; [www.trb.org](http://www.trb.org)

United We Ride; [www.unitedweride.gov](http://www.unitedweride.gov)

## ATWIC PROJECT FUNDING POLICIES

### PROJECTS NOT PROGRAMS

***JARC and NF funding helps cover operating and capital costs associated with projects designed to enhance transportation access to jobs and services for low income individuals and people with disabilities.*** These FTA grants cannot be used to financially support comprehensive agency programs, of which transportation is one particular component. When reviewing potential projects, ATWIC will look for those with the following characteristics:

- A clear capacity to produce innovative and impactful outcomes that effectively improve access for the targeted transportation-disadvantaged population.
- Can demonstrate within a relatively short period of time the intended impact and viability of the transportation access solution.
- An implementation plan that is clear, concise, and doable.
- An outlined strategy for continuing operations of the project beyond the funding year.

### RESEARCH PROJECTS

***Proposed research projects will not typically qualify for JARC or NF grants.*** In years past, JARC and NF funding was approved for transportation research endeavors designed to assess proof-of-concept for alleviating presumed access barriers that may or may not have been significant to the targeted transportation-disadvantaged populations. Going forward, ATWIC will be less inclined to recommend funding for research-based projects. These proposals may, however, be considered for JARC or NF support in instances where the following conditions are met:

- The access barrier that is being addressed by the research project has been identified as a significant issue BY the targeted transportation-disadvantaged population.
- There is sufficient evidence that the expected project outcome will result in a real-world implementation of the product or service.
- The newly developed product or service will be available at minimal or no cost to the entity or entities who will need to deploy it and/or the consumers who will benefit from its use.

### CAPITAL INVESTMENT FOR FOR-PROFIT TRANSPORTATION PROVIDERS

***JARC and NF funds for vehicle and equipment purchases by for-profit transportation providers will now be more difficult to secure.*** In 2009, 2010, and 2011, close to three-quarters of a million dollars in NF grant funds were awarded to private transportation providers by ATWIC. These grants were applied to capital equipment expenditures with the requisite 20 percent local match provided by the providers. In each case, the vehicle or equipment acquisition was justified by the fact that these capital improvements enhanced to some degree transportation and mobility for people with disabilities. In future rounds, JARC and NF grants may be awarded to private transportation companies only in instances where the following conditions are met:

- The access barrier that is being addressed by the capital investment project has been identified as a significant issue BY the targeted transportation-disadvantaged population.
- There is sufficient evidence that the expected project outcome will result in a palpable improvement to the targeted population's overall mobility experience.
- The private transportation provider can provide proof that the capital investment offers no product- and/or service-related benefits to its non-subsidized clientele.

**JOB ACCESS AND REVERSE COMMUTE** minimize job access barriers faced by low income individuals

Regardless of the amount of funding that is available for JARC projects in any given year, ATWIC has determined that at least 85 percent of existing JARC funds will support implementation of Trip-Based services, with the remaining 15 percent supporting Information-Based services and Capital Investment projects.

JARC PROJECT TYPE	PROJECT TYPE DEFINITION	\$ PERCENTAGES
<b>Trip-Based Services</b>	<i>Provide transportation directly to individuals.</i>	<b>85%</b>
<b>Information-Based Services</b>	<i>Provide information about transportation services to individuals, but do not provide direct transportation services.</i>	<b>10%</b>
<b>Capital Investment Projects</b>	<i>Develop or enhance facilities and infrastructure that will support transportation services.</i>	<b>5%</b>

**Trip-Based Services 85% or more**

ATWIC will give preference to JARC projects that directly support transportation services. These types of projects should be designed specifically for people living at or below the poverty level who are in need of affordable, convenient, and reliable transportation to and from jobs and job-related activities. New and enhanced accessibility will mitigate one or more of the following access-to-job barriers:

- ✓ COST
- ✓ LACK OF SERVICE and/or SERVICE HOURS
- ✓ LENGTH OF COMMUTE

Here are examples of eligible **Trip-Based Services** that may be funded through the JARC program:

- Implement a transportation voucher program
- Provide a ‘first/last mile’ service
- Provide late-night and/or weekend service
- Implement a car loan program
- Expand a public transit service route
- Provide a reverse commute service

**Information-Based Services 10% or less**

Having easy access to accurate and timely information about transportation options that are available throughout the region is considered an important component of our overall transportation system. ATWIC will support JARC projects that provide information about public transit routes, shared ride services, accessible biking trails, and safe pedestrian pathways. Although Mobility Management projects are funded by the FTA as a Capital Investment, in terms of purpose, mobility management is an information-based service. Projects that ensure transportation information is both accessible and reliable will address this particular job access barrier:

- ✓ DIFFICULT TO FIND INFORMATION

Here are examples of eligible **Information-Based Services** that may be funded through the JARC program:

- Disseminate information about transportation services
- Provide trip-planning services
- Enhance a transportation network's 'ease of use' through mobility mgmt efforts

**Capital Investment Projects      5% or less**

ATWIC will allocate a small portion of JARC funds to capital investments aimed at developing or enhancing transportation service facilities and infrastructure. Taking into consideration the number of low income individuals who are in need of rides to and from jobs and job-related activities, along with the many different trip origination and destination points, new and improved transportation infrastructure will help confront these important strategic issues as they relate to job access:

- ✓ FINDING A BALANCE BETWEEN THE COSTS TO PROVIDE TRANSPORTATION AND THE COSTS TO USE TRANSPORTATION
- ✓ TECHNOLOGY TO IMPROVE AND COORDINATE TRANSPORTATION SYSTEMS

Here are examples of eligible **Capital Investment Projects** that may be funded through the JARC program:

- Subsidize the purchase of special transportation service vehicles
- Improve and enhance transportation infrastructure
- Acquire and utilize technology to enhance transportation modes

**NEW FREEDOM** ensure safe and adequate access to jobs and daily living services for people with disabilities

ATWIC has determined that the overall distribution of funding for NF projects in any given year will provide at least 40 percent for Trip-Based services, 40 percent or less for Capital Investment projects, and a maximum of 20 percent for Information-Based services.

NF PROJECT TYPE	PROJECT TYPE DEFINITION	\$ PERCENTAGES
<b>Trip-Based Service</b>	<i>Provide transportation directly to individuals.</i>	<b>40%</b>
<b>Information-Based Service</b>	<i>Provide information about transportation services to individuals, but do not provide direct transportation services.</i>	<b>20%</b>
<b>Capital Investment Project</b>	<i>Develop or enhance facilities and infrastructure that will support transportation services.</i>	<b>40%</b>

**Trip-Based Services 40% or more**

ATWIC will give preference to NF projects that create new or enhance existing transportation services. These types of projects should be designed to remove transportation barriers that essentially impede the daily mobility of people with disabilities. New or enhanced transportation services and alternatives will address one or more of the following access gaps for people with disabilities:

- ✓ LACK OF ON-DEMAND TRIP SCHEDULING
- ✓ TIME MANAGEMENT RE: TRIP LENGTHS
- ✓ UNINFORMED TRIP DECISION-MAKERS AND RIDER SAFETY

Here are examples of eligible **Trip-Based Services** that may be funded through the NF program:

- Provide same-day service
- Expand hours of operation for paratransit
- Expand paratransit service parameters
- Expand transportation voucher program
- Provide new feeder service to bus, rail, etc.
- Support volunteer driver, aide, or escort program
- Provide door-to-door/through-the-door assistance to riders

**Information-Based Services 20% or less**

Accurate and timely information about the different transportation options available to people with disabilities is vital to their daily engagement in community life. ATWIC will support NF projects that provide information about the travel modes most often utilized by the disabled population. Although Mobility Management projects are funded by the FTA as a Capital Investment, in terms of purpose, mobility management is an information-based service. Projects that ensure transportation information is both accessible and reliable will address this particular barrier as it pertains to access for people with disabilities:

- ✓ DIFFICULT TO FIND INFORMATION

Here are examples of eligible **Information-Based Services** that may be funded through the NF program:

- Disseminate information about transportation services
- Provide travel training and instruction
- Provide trip-planning services
- Enhance a transportation network's 'ease of use' through mobility mgmt efforts

**Capital Investment Projects      40% or less**

ATWIC will allocate a portion of NF funds to capital investments for developing or enhancing transportation service facilities and infrastructure. Taking into consideration the number of disabled individuals who are in need of rides to and from jobs and services, along with the many different trip origination and destination points, new and improved transportation infrastructure will help confront these important strategic issues as they relate to access for people with disabilities:

- ✓ FINDING A BALANCE BETWEEN THE COSTS TO PROVIDE TRANSPORTATION AND THE COSTS TO USE TRANSPORTATION
- ✓ TECHNOLOGY TO IMPROVE AND COORDINATE TRANSPORTATION SYSTEMS

Here are examples of eligible **Capital Investment Projects** that may be funded through the NF program:

- Purchase and install equipment in order to provide greater accessibility
- Improve and enhance transportation infrastructure
- Acquire and utilize technology to enhance transportation modes
- Subsidize purchase of accessible vehicles

## COMPLETING THE APPLICATION FORM

### **PART 1- GRANT APPLICANT**

There are three sub-sections that will need to be completed under **Part 1** of the application: *Contact Information, Organization Type, and # Applications Being Submitted in FY2012-2013*. For the most part, the information being requested is self-explanatory. However, if your organization is submitting more than one project application, please be sure to identify the relationship between the two projects by checking one of the two boxes and including the 'Other Project Title'.

### **PART 2- GENERAL PROJECT INFORMATION**

Within **Part 2** of the application, the applicant is asked to address questions pertaining to six sub-sections: *Project Type, Project Funding Category, Project Purpose, Project Status, Project Funding Duration, and Project Eligibility*.

Please note that the options under **Project Type** are different for the JARC and NF applications. In particular, for definitions of the three distinctive project types listed in the NF application, an applicant should refer to NF Circular: FTA C 9046.1, pages III-7 through III-11.

The choices for **Project Funding Category** are *Operating or Capital*. It is important to note that Mobility Management projects are considered 'capital projects' within the JARC and NF programs. Additionally, if an applicant is applying for operating and capital funds, there is no need to fill out two applications. The Project Budget will, however, need to make a distinction between capital and operating income and expenses. Therefore, two separate budgets must be submitted as part of the single application.

The three service categories outlined in the sub-section **Project Purpose** are reflective of the categories listed in the JARC/NF Service Reporting Matrix developed by the JARC/NF Advisory Committee and its consultant team. Here, the applicant is asked to identify the purpose of the proposed project. For clarification, descriptions of the service categories are as follows:

1. Trip-Based Services provide transportation directly to individuals.
2. Information-Based Services provide information about transportation services to individuals, but do not provide direct transportation services.
3. Capital Investment Projects include facilities and infrastructure to support transportation services.

When selecting the Project Purpose category and sub-category, please note that, while Mobility Management is considered a capital project in terms of funding, under **Project Purpose**, it is defined as an Information-Based Service.

For the FY2012-2013 JARC/NF Funding Round, both existing and new projects will be considered. In the sub-section **Project Status**, please indicate whether the project being proposed is the continuation of an existing project, an expansion/modification of an existing project, or a new project altogether.

If the proposed project is an existing project, provide under **Project Funding Duration** the number of years JARC or NF funding has been received (including FY2011-2012), along with the TOTAL amount awarded to date (including FY2011-2012).

**PLEASE NOTE:** *The intent of the Job Access and Reverse Commute and New Freedom programs is to provide Federal funds for innovative projects that can demonstrate within a relatively short period of time the intended impact and viability of a transportation access solution. Because JARC and NF funding is limited, it is imperative that applicants are able to make a strong case regarding a project's potential for successfully meeting the transportation access needs of low income individuals and/or people with disabilities. Additionally, all applicants should be prepared to outline their strategy for continuing operations of their project beyond the funding year.*

### **PART 3 – PROJECT DETAILS**

Although the only sub-section in Part 3 is *Project Description*, the information requested here will comprise the greater part of an applicant's grant application. There are two key Project Detail requirements. The first is a **Project Logic Model**, the purpose of which is to facilitate the formulation of all project components in a structured format that is consistent for all applicants. The different components included in a project's logic model are as follows: goals, inputs, activities/services, outputs, and outcomes (initial, intermediate, and long-term), assumptions, and external factors. *Refer to pages 22-23 to learn more about creating a Logic Model.*

Applicants are encouraged to complete the Logic Model prior to moving on to the second Project Detail requirement, which is a **five-page maximum Project Description**. This project description must include all of the information requested in the application as well as a listing of utilized data sources. Please note that additional information is required for *Trip-Based Services* projects. The finalized Project Description will be inserted as Attachment B in Part 8 – Attachments.

### **PART 4 – PROJECT IMPLEMENTATION**

**Part 4** of the application is comprised of three sub-sections: *Organizational Capacity*, *Cross-Agency Coordination*, and *Project Timeline*. For any project to be successfully implemented, it is essential that the agency have sufficient capital and staffing resources as well as a strong relationship with collaborating agencies. Space has been provided in the **Organizational Capacity** sub-section for the applicant to succinctly describe its management and operational capacity to successfully house, implement, and maintain the proposed project.

Only if the project is part of a collaborative effort between two or more organizations does the applicant need to complete the sub-section entitled **Cross-Agency Coordination**. Given that an end goal for JARC- and NF-funded accessibility services is for these services to become part of a region-wide transportation system, funding preference may be given to grant applicants who are coordinating with other private, public, non-profit, and human service transportation providers in their area.

Under **Project Timeline**, please identify each task associated with the proposed project's implementation, along with its projected start and end dates, if applicable. This information will be used by the ATWIC Program Manager to track the progress of each JARC and NF project throughout the year.

### **PART 5 – PROJECT BUDGET**

The *Project Budget* form included in this section will be used for both operating and capital projects. Under Project Income, the applicant is asked to identify any local match source and the anticipated amount(s), along with estimated revenues, if any, expected from fare box collections, fees for services,

etc. Please note that the requested amount of JARC or NF funding should not be listed under Project Income. The Project Expenses portion of the budget will list both direct and indirect costs for the proposed project.

For Operating projects, *direct costs* could possibly include:

- Wages and benefits
- Materials and supplies
- Contracted services
- Parts and maintenance
- Fuel, insurance, etc.

Depending on the type of project, *direct costs* for a Capital project might include:

- Procurements: *Equipment purchases, infrastructure improvements*
- Mobility Management: *Software, hardware, contracted services, personnel salaries*

For Operating and Capital projects, an administration fee specifically associated with the 'project' is all that will comprise the *indirect costs*.

## **PART 6 – CORRELATION TO GUIDING PRINCIPLES**

In the sub-section entitled **Assessment of Project Merit**, the extent to which correlations can be made between the proposed project and five of the eight ATWIC Guiding Principles will help establish a project's overall value. Here, the applicant will need to effectively convey why implementation of the project being proposed is essential to the region's goal of creating an integrated transportation system that meets the job- and social service-access needs of everyone, including low income individuals and people with disabilities.

## **PART 7 – PERFORMANCE EVALUATION PLAN**

Throughout project implementation, it will be the responsibility of the ATWIC Project Performance Evaluation Team (PPET) to ensure that projects funded under the Job Access and Reverse Commute and New Freedom programs achieve their desired goals in an efficient and cost-effective manner. Performance measurement provides the tools with which to assess the relationship between cost and services and the overall productivity of the service. It is especially useful in evaluating the level of progress being made toward the attainment of the project's goal(s).

In terms of the application, the ATWIC Project Application Review Team (PART) will critically study the applicant's *Performance Evaluation Plan* required in **Part 7** and appraise the proposed project's anticipated return on investment (ROI) relative to other project submissions.

In this section, project applicants are required to identify performance measures and quantify expected outcomes as a means of tracking overall project effectiveness. Based on the information provided in sub-sections **Performance Measures** and **Expected Outcomes**, PART members will be able to determine if the applicant's performance measures and quantification of expected outcomes are realistic.

The four performance measures that will be used to evaluate the successful implementation of a JARC or NF project are defined below:

- Service Effectiveness indicators are directly tied to the estimated number of individuals to be served by the proposed project. The more people that will experience enhanced mobility as a result of a project implementation, the greater the value of that project's overall service.
- Cost Efficiency indicators measure the cost of providing one unit of service. Given that the JARC and NF funding programs have limited resources, it is important that project funds are being used wisely and each unit of service is provided at the least possible cost.
- Cost Effectiveness indicators compare the amount of service being provided to the level of expended resources. Generally speaking, the smaller the resource cost in relation to the service provided, the more cost-effective the service.
- Service Quality indicators measure how well a service is provided in relation to customer expectations. These specific indicators vary significantly between the types of services provided. Additionally, the relative importance of each indicator also varies by target population.

**PLEASE NOTE:** *Enhancing the mobility of low income individuals and people with disabilities is the overall goal of the funding provided through the JARC and New Freedom programs, respectively. Whether a project is aimed at offering transportation services directly to individuals OR providing information about transportation options OR supporting the development of transportation infrastructure, the performance of that project can be measured in terms of service effectiveness, cost efficiency, cost effectiveness, and service quality. If a grant applicant would like to provide additional measures and associated outcomes with which to evaluate the project's performance, please make note of that on Page 10 of the Application and include with all other attachments.*

The following table lists the four performance measures, along with *examples* of possible types of measurements.

PERFORMANCE MEASURE	TRIP-BASED SERVICES	INFORMATION-BASED SERVICES	CAPITAL INVESTMENT
	<i>Provide Transportation</i>	<i>Support Transportation</i>	<i>Enhance Transportation</i>
Service Effectiveness (Quantified project outcomes)	# passengers, # one-way trips	# trainees, # planned trips, # travel info recipients	# vehicles/equipment, # travel technology users
Cost Efficiency (Cost per input unit)	vehicle cost per hour	training/service/product development cost per hour	Planning/development cost per hour
Cost Effectiveness (Cost per outcome)	cost per one-way passenger trip	cost per trainee/planned trip client; cost per individual marketing piece	cost per one-way passenger trip; cost per travel technology user
Service Quality (Relative to customer expectations)	availability, reliability, accessibility, safety, ease of use, comfort	availability, reliability, accessibility, ease of use	availability, reliability, accessibility, safety, ease of use, comfort

Not only will these types of performance data be used to assess project implementation, but they will also help determine if a project can and should be modified in order to have an even greater impact. Additionally, by comparing performance measures to industry standards, performance data can identify projects that are not achieving acceptable outcomes.

## **PART 8 – ATTACHMENTS**

In addition to completing Parts 1-7 of the JARC or NF application, there are three required attachments. These attachments are outlined on page 11 of the application. Attachment A (Project Logic Model) is a 2-page form that is included with the application document. Attachments B and C will be documents completely separate from the application and can either be appended to the application *after* the Project Logic Model or attached separately.

If an applicant developed a Performance Evaluation Plan separate from what is included directly in the Application Form, that plan should also be included with the Attachments.

ATWIC requires each grant applicant to **ALSO INCLUDE ONE COPY EACH** of the following materials with their application package submission:

- Description of Agency's History, Mission, Pgms
- Board of Directors Listing
- Letter of Support from Board of Directors
- Proof of Liability Insurance
- Financial Audit and Financial Statements
- Articles of Incorporation
- PA Business License
- IRS Form 990

## FIVE-STEP SELECTION PROCESS

### STEP 1 - STANDARD ASSESSMENT

In order for JARC and NF project selection to be fair and consistent, ATWIC actively recruits representatives from human services, workforce development, and transportation agencies to participate on its *Project Application Review Team*. This review team, which consists of 6-8 agency volunteers, is responsible for reviewing and making recommendations for approval or denial of the JARC and NF funding applications. Although any PART member whose affiliated agency has itself submitted a JARC and/or NF application will NOT review his/her agency's application, he/she will be permitted to assess all other applications.

Consideration for individual project funding will be based in large part on the collective responses of the Project Application Review Team regarding the three questions below:

- 1) Is the proposed project designed to achieve the overriding goal of the JARC or NF program?
- 2) What is the merit of the proposed project relative to each of the five Guiding Principles outlined in the application?
- 3) Is the agency's Performance Evaluation Plan, which includes performance measures and a quantification of expected outcomes, realistic?

For continuing, expanded, or modified projects only, PART members will pose a fourth question during the review process:

- 4) Does this project's PAST performance warrant the continuation of JARC or NF funding?

### STEP 2 - REQUEST-BASED ASSESSMENT

In addition to the Standard Assessment described above, a supplemental assessment based on the grant amount being requested will be conducted. Outlined below are the requisite assessment scenarios for four defined grant request ranges. Again, the Project Application Review Team, either in whole or in part based on availability, will conduct the supplemental assessments.

GRANT REQUEST RANGE	SUPPLEMENTAL ASSESSMENT
Less than \$100,000	Respond to a project-specific questionnaire
\$100,000 - \$250,000	Participate in a Q&A conference call
\$251,000 - \$500,000	Deliver a formal project presentation
Greater than \$500,000	Deliver a formal project presentation and host a site visit

It is anticipated that this Request-Based Assessment step for each applicant agency will take place in March 2012. In terms of time requirements, here is a breakdown of the maximum amount of time an applicant should allot for their prescribed assessment scenario:

REQUEST-BASED ASSESSMENT	TIME TO ALLOT
Respond to a project-specific questionnaire	½ hour
Participate in a Q&A conference call	1 hour
Deliver a formal project presentation	1 ½ hours
Deliver a formal project presentation and host a site visit	2 ½ hours

### **STEP 3 - APPLICATION RANKING**

After a thorough review of all application submissions utilizing the Standard and Request-Based Assessment processes as required, the Project Application Review Team will sequentially rank the applications. An application ranking is dependent on three decisive factors:

- 1) Effectiveness with which the proposed project aligns with the goals of JARC or NF, the five pertinent ATWIC Guiding Principles, and the transportation access needs of our region's transportation-disadvantaged population;
- 2) Nature and scale of the expected project outcomes and their practical achievability; and
- 3) Thoroughness of the plan for project implementation.

The results of an applicant's Standard Assessment are applicable primarily to Factors 1 and 2, whereas referencing the results of the Request-Based Assessment will be most applicable to Factor 3.

In the final analysis, separate rankings will be assigned to Job Access and Reverse Commute and New Freedom project submissions. For example, if eight JARC applications are received, the projects will be ranked from '1' to '8' with a '1' ranking being the highest ranked JARC project. Likewise, if three New Freedom applications are received, the projects will be ranked from '1' to '3' with a '1' ranking being the highest ranked NF project.

At this point, the Project Application Review Team will create two lists of projects (one list for JARC projects and another for NF projects) in ranked order from the highest ranking to the lowest. Beside each project will be the requested grant amounts. Based on the total funds available, including the Federal JARC and NF dollars and the local match obtainable through PennDOT's Programs of Statewide Significance, projects will be selected from top to bottom for grant funding until ALL of the available Job Access and Reverse Commute and New Freedom funding has been allocated or ALL of the projects considered worthy of investment have been identified by the PART.

### **STEP 4 - RECOMMENDATIONS TO OVERSIGHT BOARD**

Upon completion of the extensive review, assessment, and ranking processes by the Project Application Review Team, the recommended Program of Projects will be presented to the ATWIC Oversight Committee (OC). It is here that PART's rationale for project selection and grant award amounts will be discussed at length. Any questions raised by the OC will be duly noted and addressed either then and there or via email within a week of the meeting. It is important to note that, in the end, the Oversight Committee is responsible for the final selection of JARC and NF projects for FY2012-2013.

### **STEP 5 - FINAL PROJECT SELECTION & GRANT AWARD ANNOUNCEMENTS**

The Project Application Review Team will prepare a document listing all of the JARC and NF projects selected for FY2012-2013's Program of Projects. An email followed by a formal award letter will be sent to each selected grant recipient. Notices of denial, along with brief explanations of cause, will be sent to those applicants who were not selected for FY2012-2013 funding awards.

## GRANT SUB-RECIPIENT RESPONSIBILITIES

### **CONTRACT WITH REGION'S DESIGNATED GRANT RECIPIENT**

When a Job Access and Reverse Commute or New Freedom grant is awarded to an agency, that agency must enter into a contract agreement with the region's designated grant recipient, which in the case of southwestern Pennsylvania is Southwestern Pennsylvania Commission (SPC). The formal contract will be prepared by SPC's Finance Department and mailed directly to the grantee for review and approval. It is mandatory that a signed contract be received by SPC before any project reimbursements are made.

### **REIMBURSEMENT OF COSTS**

All JARC and NF grantees are required to submit invoices for approved project cost reimbursements. While monthly invoices are preferred, quarterly invoices are also accepted. A detailed report of project operations and performance during the month or quarter must be included with each invoice. In general, the information in this report should comprise the following:

- Actions taken to accomplish the project's goals and objectives;
- Number of one-way trips provided and/or the number of individuals served during the reporting period;
- Actual or estimated number of jobs or job-related activities and/or others services accessed during the reporting period;
- Cost per one-way passenger trip for each trip type and/or the cost per service recipient, with a brief explanation of the methodology used for calculating costs;
- Total project expense during the reporting period; and
- Proposed project changes, if any.

Invoices should be sent directly to SPC's Grants Administrator at the following address:

Southwestern Pennsylvania Commission  
425 Sixth Avenue  
Regional Enterprise Tower, 24<sup>th</sup> Floor  
Pittsburgh, PA 15219  
  
ATTN: Mr. Kim Beaver

### **PERFORMANCE MONITORING**

#### **Ongoing Assessment**

ATWIC will rely on its Project Performance Evaluation Team, which consists of 6-8 volunteer representatives from a cross-section of the human services, workforce development, and transportation industry sectors, to assist in monitoring JARC and NF project performance. A PPET member will work with 1-2 grantees, neither of which can be their own agency. The volunteer is responsible for understanding the expected outcomes and performance goals outlined in their grantees' applications. Through this understanding, the assigned PPET member will develop his/her own plans for project evaluation and a schedule within which to carry out these plans.

As a means of assessing project implementation and grant utilization, the ATWIC Program Manager will conduct at least one visit per year to each of the grantee sites. Any agency whose funded project is operating below expectations will be required to discuss proposed corrective actions and associated

budget changes with ATWIC and select PPET members. If the corrective actions are deemed practical and worthwhile by all parties, the grantee will be encouraged to follow through with implementation.

### **Data Tracking**

Good, reliable data is needed to conduct a meaningful performance analysis. Data used for performance measures are often readily available in well-run agencies with strong management structures. The availability and quality of data is dependent on the data collection, recordkeeping, and reporting procedures of the agencies. Good procedures will result in good reliable data from which meaningful conclusions can be drawn.

The performance measures data can usually be drawn from data sources that already exist and do not require any additional data collection efforts. The best data sources are those that come from documented and verifiable sources. Common sources of data are:

- Services Provided: Timesheets, driver logs, progress reports;
- Individuals Served: Driver manifests, counts, sign-in sheets, session rosters, completed match forms; and
- Cost of Service: Financial statements, budgets, payroll, and accounting records.

Even though cost information may be readily available, it is seldom available in sufficient detail to determine the cost of services. The cost of service must reflect the full allocation of costs including direct and indirect costs. There are two reports that can assist a grant sub-recipient on developing their fully allocated costs: 1) *Fundamental Financial Management for Rural and Small Urban Transportation Providers* and 2) *Comprehensive Financial Management Guidelines for Rural and Small Urban Public Transportation Providers*. The publications, appropriate for both urban and rural systems, are available through AASHTO/MTAP and National Rural Technical Assistance Project (RTAP).

### **User Surveys**

All **JARC** grant sub-recipients implementing a **Trip-Based Services** or **Information-Based Services** project in FY2012-2013 are required to survey their users/clients. The purpose of this survey will be to:

- 1) Track jobseekers, employed workers, employers, and job locations;
- 2) Quantify to what extent the services are being utilized by welfare recipients and eligible low income individuals;
- 3) Ensure that trip destinations and/or information resources are being used for jobs or job-related activities (i.e. job training and/or childcare services); and
- 4) Learn about other job-related transportation access barriers facing the low income population.

**NF** grant sub-recipients who are implementing a **Trip-Based Services** or **Information-Based Services** project in FY2012-2013 are also required to survey their users/clients. The purpose of this survey will be to:

- 1) Track starting and ending destinations for paratransit and public transit trips taken by the target population;
- 2) Quantify to what extent the new or enhanced transportation service is improving the mobility of people with disabilities; and
- 3) Learn about other transportation access barriers facing the disabled population.

## UNDERSTANDING THE COMPONENTS OF A PROJECT LOGIC MODEL

Every social project is based on a “theory of change”—a theory about how and why the project will work. The theory may be explicit, or it may be implicit. The theory connects what is happening in the project and how this aligns with its overall goal.

A “logic model” is a “picture” of the structure of a project — a simplified graphic representation of the theory of change. It shows the relationships between what an agency invests (inputs), what an agency does with its inputs (activities/services), the products that come from implementing an activity or service (outputs), and the impact of a given project activity (outcomes).

Putting your project’s theory of change on paper is important for several reasons. A properly thought-out logic model will enable you to:

- Articulate what you plan to do, why, and how—which means you can identify any gaps in thinking about your project.
- Have a common framework to share with project stakeholders, helping you come to consensus about the project and what it is trying to achieve.
- Set realistic expectations for your project by identifying the important initial and intermediate changes that need to happen before long-term change can take place.
- Learn about your project as it is unfolding. Using your logic model in conjunction with evaluation, you’ll be able to modify the theory of change and the work of your project in order to increase the potential for achieving long-term impact.

A theory of change may be based on wisdom and experience, research and evaluation, or best practices. Regardless, the Logic Model helps convey the *story* of a project. It does not show all the detail and it is not an exact representation. It should, however, depict project aspects that stakeholders feel are important and essential for showing how the effort is designed to work. What follows are the components of a logic model and their individual purposes.

### **Goal**

Simply put, a project’s GOAL is the overall purpose of the project. It can be used to steer a clear direction for future action and help set organizational priorities.

EXAMPLE: Assist clients in their effort to become economically self-sufficient.

### **Inputs**

INPUTS to a project or program can be defined in terms of **what an agency invests** to achieve the stated goal or goals. These resources can include but are not limited to: *staff, volunteers, facilities, time, money, research base, materials, equipment, technology, and partners.*

EXAMPLE: For a Trip-Based Services project that provides transportation assistance to struggling families and adults, project inputs could include: County/State/Local United Way funding; public transit system/public transit instruments; gasoline debit cards, Greyhound bus tickets, and an identified network of human service providers/partners/referral services.

### **Activities/Services**

**What an agency does with its inputs** falls under the logic model heading, ACTIVITIES/SERVICES. Some general examples of activities are: *conduct workshops; deliver services; develop products, curriculum, and/or resources; train; provide counseling; assess; facilitate; and partner with other agencies.*

**EXAMPLE:** One type of activity for a Capital Investment project that entails the purchase of wheelchair accessible taxicabs could be to develop and release a Request for Proposal (RFP) legal notice/advertisement in relevant publications.

### **Outputs**

OUTPUTS are **the products that come from implementing an activity or service**. Outputs should be described in quantitative terms such as: *provide direct transportation to a target population of 14,000 residents and 350 non-residents; provide at least 1.8 million trips annually; and provide consumer access to a network of 80 local service providers.*

**EXAMPLE:** For a Trip-Based Services project that provides a direct transportation service, outputs could be expressed in terms of the number of passengers and/or the number of one-way trips.

### **Outcomes**

OUTCOMES identify the **impact of a given project activity**. There are actually three outcome levels – Initial, Intermediate, and Preferred Long Term. Initial outcomes comprise changes in participant knowledge, attitudes, or skills (i.e. increase attendance at scheduled employment and training programs), whereas intermediate outcomes are hoped-for changes in behavior as a result of the initial outcomes (i.e. improve employment and training program retention, advancement, and completion rates). On the other hand, preferred long term outcomes are changes in the condition or status of participants (i.e. increase economic self-sufficiency through job advancement due to increased skills). Ideally, outcomes are also quantifiable.

**EXAMPLE:** For an Information-Based Services project, a possible outcome could be the anticipated *percentage increase in mobility* for low income individuals and/or people with disabilities.

### **Assumptions**

ASSUMPTIONS are the **beliefs and ideas** the agency and others have about how and why the program will work. Often, inaccurate or overlooked assumptions are the reason for unsatisfactory outcomes.

### **External Factors**

EXTERNAL FACTORS are part of the environment within which a project or program exists and, more often than not, an agency has little control over these factors. They can, however, influence a project's level of success and should always be taken into consideration when developing a logic model.

For additional help creating a logic model, go to [www.uwex.edu/ces/lmcourse](http://www.uwex.edu/ces/lmcourse).