

MOBILITY AND OPPORTUNITY

Developing a Workforce Shuttle to Mitigate Transportation-Related Barriers in Arlington, Texas

ARLINGTON LIFE SHELTER
JUNE 2016

PREPARED BY

The buildingcommunityWORKSHOP is a Texas based nonprofit community design center seeking to improve the livability and viability of communities through the practice of thoughtful design and making. We enrich the lives of citizens by bringing design thinking to areas of our city where resources are most scarce. To do so, [bc] recognizes that it must first understand the social, economic, and environmental issues facing a community before beginning work.

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ARLINGTON LIFE SHELTER

Arlington Life Shelter (ALS) works to reintegrate Arlington's homeless individuals and families into society by fostering self-sufficiency. Once an inclement weather shelter at the First Presbyterian Church, ALS has evolved into a full-service facility that connects individuals and families with employment programs, health providers, educational opportunities, and family support services, while also providing shelter to men, women, and children in need. This comprehensive approach makes it possible for clients to obtain the skills and services they need to achieve self-sufficiency and transition out of homelessness. To better achieve this goal, ALS has work requirements for residents who receive additional services. Due to the work requirements, roughly 80% of ALS' program participants are employed full-time as they work to rebuild their lives.

ABOUT THIS REPORT

Arlington Life Shelter engaged buildingcommunityWORKSHOP as part of an additional consulting service offered through the Communities Foundation of Texas' Data Driven Decision-Making (D3) Institute. [bc] is providing Dallas area nonprofit organizations with a data analysis package to inform decision-making on a specific problem or challenge defined by the non-profit. To date, reports have been completed for 11 D3 graduates working across North Texas.

EXECUTIVE SUMMARY

Public transportation is an essential service that connects people to housing, employment, education, childcare and other amenities. Arlington Life Shelter's work to support self-sufficiency among homeless individuals and families is limited by the lack of a dedicated public transportation system in Arlington. To effectively serve Arlington's homeless population, ALS is considering the possibility of a workforce shuttle to help clients access housing, employment, childcare, and other services to help clients enrich and improve their lives.

In deriving a potential workforce shuttle route, this report starts by focusing on poverty, housing, and employment to understand how a shuttle would provide the greatest benefit to ALS clients. In doing so, the report sheds light on trends related to homelessness within the City of Arlington. These trends include:

Growing High Poverty Neighborhoods

During 2005-2009, Arlington had 1 neighborhood with 40% or more of people living in poverty. By 2010-2014, the number of neighborhoods with high poverty grew to 6.

High Rental Costs

Between 2011 and 2013, approximately 71% of households making \$20,000 to \$35,000 spent 30% or more of their income on rent

Changing Economic Make Up

In 2014, there were 6,529 more Arlington residents working in the Health Care and Social Assistance sector than in 2002. During that same time span, there were 4,689 fewer residents working in the Manufacturing sector.

Using a combination of Multi-Criteria Evaluation and Network Analysis tools, these trends for the city of Arlington help shape the development of an 18-mile workforce shuttle route. The proposed shuttle route includes 8 potential stop locations that allow clients to better access employment, housing, child care, and other amenities spread across Arlington. While the full costs of such a shuttle were not modeled or estimated, this report is best used as the starting point of a broader conversation around the need for greater public transportation access in Arlington.

INTRODUCTION

Until 2013, Arlington, Texas was the largest city without a dedicated public transportation system.¹ Through a public-private partnership, the city launched the MetroArlingtonXpress (MAX) – a limited service bus route that connects the University of Texas at Arlington (UTA) to the Trinity Railway Express (TRE) near the Dallas-Fort Worth International Airport (DFW).² While public transit is a much needed service in Arlington, the MAX's four bus stops that connect UTA to DFW is not enough to meet the needs of low- and moderate-income residents who live, work, and struggle to commute around Arlington.

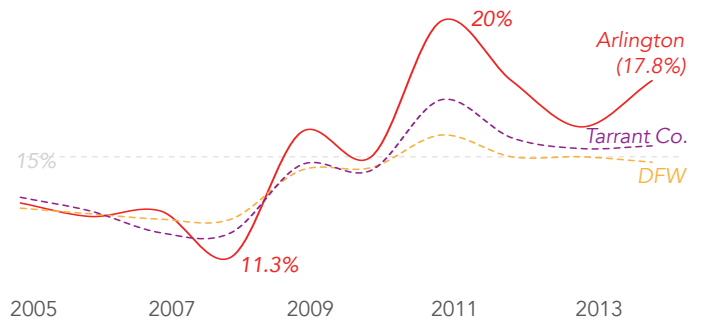
To better serve their clients, Arlington Life Shelter (ALS) recognizes the benefit of providing adequate transportation to clients. A workforce shuttle that connects clients to essential services and major employment centers throughout the city can facilitate the path towards self-sufficiency that ALS strives for its' clients to achieve. Ensuring that clients have a reliable mode of transportation to job interviews, employment training, child care, and medical appointments would drastically improve the ability for ALS clients to more easily fulfill the work requirements tied to many of the shelter's services.

To identify and propose a route that meets the needs of ALS clients, this report provides high level information related to: poverty, affordable housing, and employment in Arlington. Using data from the U.S. Census Bureau's American Community Survey program, recent trends in poverty are mapped and discussed as they relate to Arlington and the broader region. The landscape of multifamily housing production is then explored, in order to understand where low- to moderate-income Arlington residents can live. Finally, data on employment across the city is used to better understand where jobs of different types are located. This contextual information drives towards the development of a potential workforce shuttle route presented in the final section of the report.

POVERTY

In 2014, more than 67,000 or 17.8% residents in Arlington lived below the federal poverty level.³ While higher than the county's, Arlington's poverty rate is less than Dallas' and Fort Worth's at 24.5% and 19.4%, respectively.⁴ However, whereas Dallas' and Fort Worth's poverty rates have leveled off in recent years, Arlington's poverty grew between 2013 and 2014 (Figure 1).

Figure 1. Arlington's Yearly Poverty Rate (2005-2014)⁵

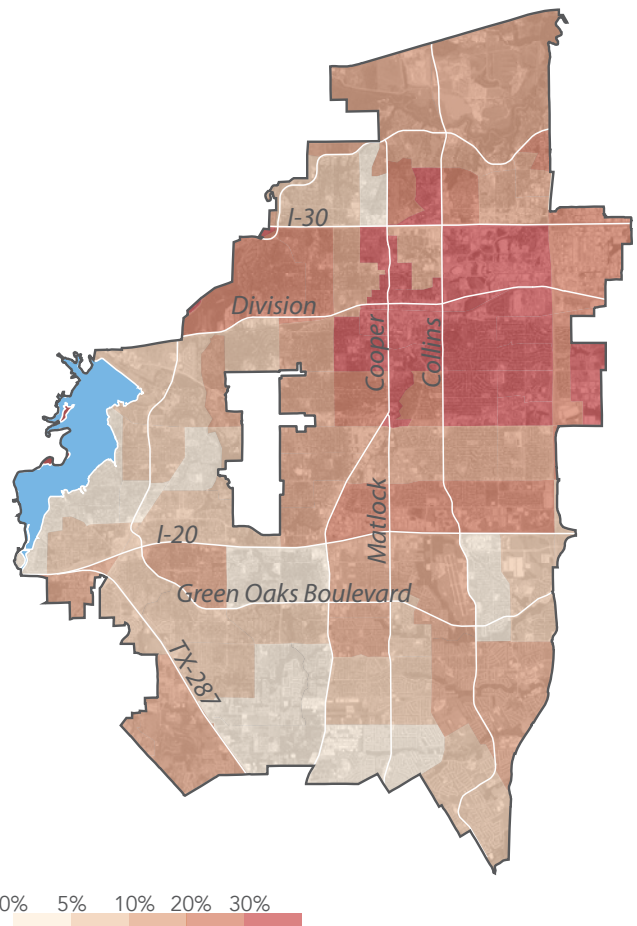


ARLINGTON'S CONCENTRATED POVERTY

Although Arlington's overall poverty rate for 2014 was 17.8%, the distribution and level of poverty varies greatly across the city. For the most part, poverty is concentrated within the city's older neighborhoods to the north, while low poverty neighborhoods can be found in the southwestern part of the city (Figure 2).

Figure 2. Percent Poverty Census Tracts (2010-2014)⁸

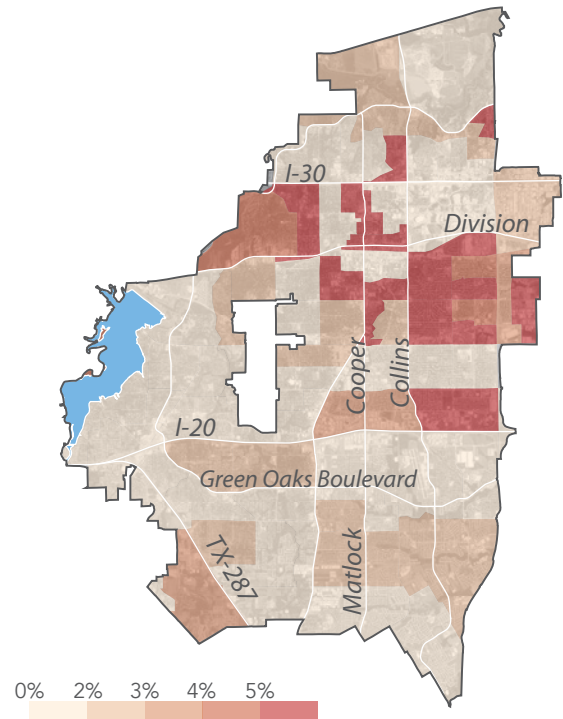
Of the 71 census tracts that make up the city, 20 of these had poverty rates above 20%.⁶ This presents a challenge for low- and moderate income families and individuals seeking social and economic opportunities as these neighborhoods burden low-income families with higher crime rates, poor housing conditions, and fewer job opportunities.⁷



WORKING POOR

At any point between 2010 and 2014, 5% of Arlington’s full-time workers lived below poverty.⁹ During the same period, the nation’s full-time workers poverty rate was 3%. While the difference between Arlington and the nation’s figures are not statistically significant, the distribution of full-time workers in poverty across the city is noteworthy because of where they concentrate. Figure 3 right highlights neighborhoods with full-time workers in poverty - in one census tract, the number gets as high as 19%.¹⁰

Figure 3. Percent of Full-Time Workers in Poverty by Census Tracts (2010-2014)¹¹



POVERTY, RACE AND EDUCATION

Race and education have an influence in shaping one’s social and economic outcome.¹² In Arlington, minority groups have higher rates of poverty than White non-Hispanic residents. Looking at poverty rates by race for the last ten years, White non-Hispanics experienced less severe changes in poverty when compared to Black and Hispanic residents (Figure 4). Poverty trends for Asian residents was less severe than Blacks or Hispanics but higher than non-Hispanic Whites.

When it comes to educational attainment, those with higher levels of education enjoy more economic opportunities than those with less - Arlington is no exception (Figure 5). Residents with a high school education or less experience higher rates of poverty than those who have at least some college education.

Figure 4. Poverty by Race in Arlington, (2005-2014)¹³

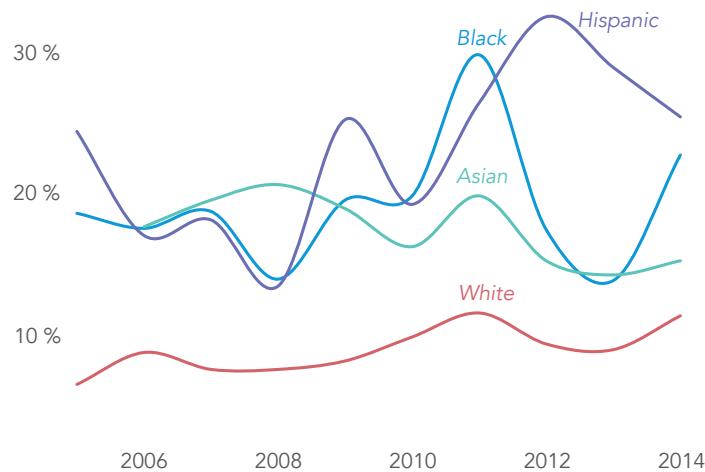


Figure 5. Percent of Adult Population Age 26 + in Poverty, by Educational Attainment (2010-2014)¹⁴

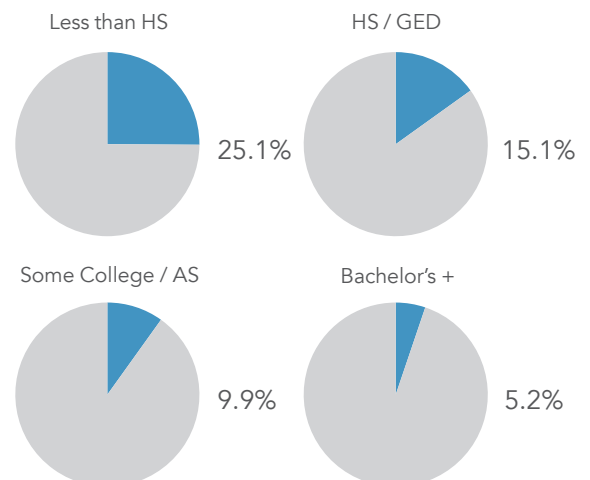


Figure 6. Percent in Poverty by Census Tract (2005-2009)¹⁷

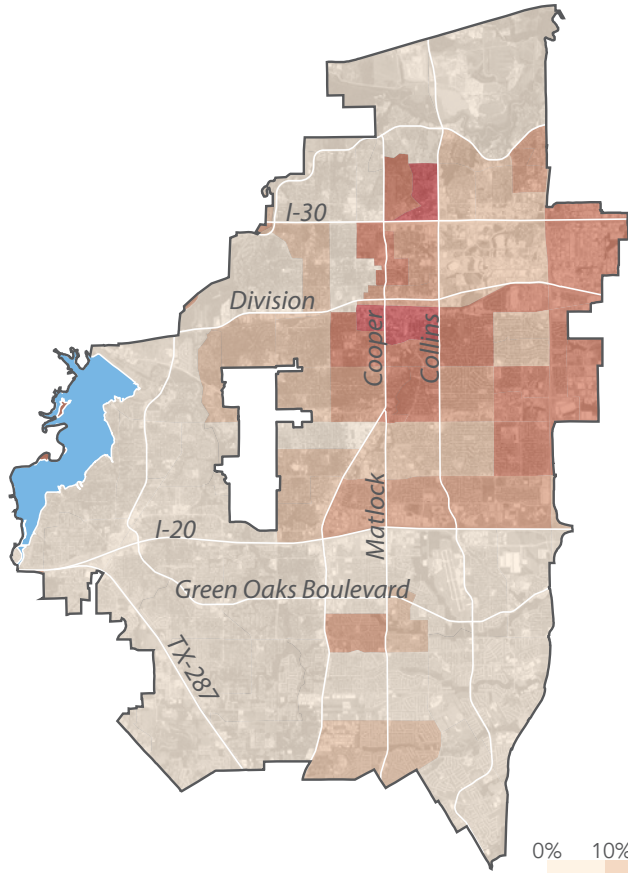
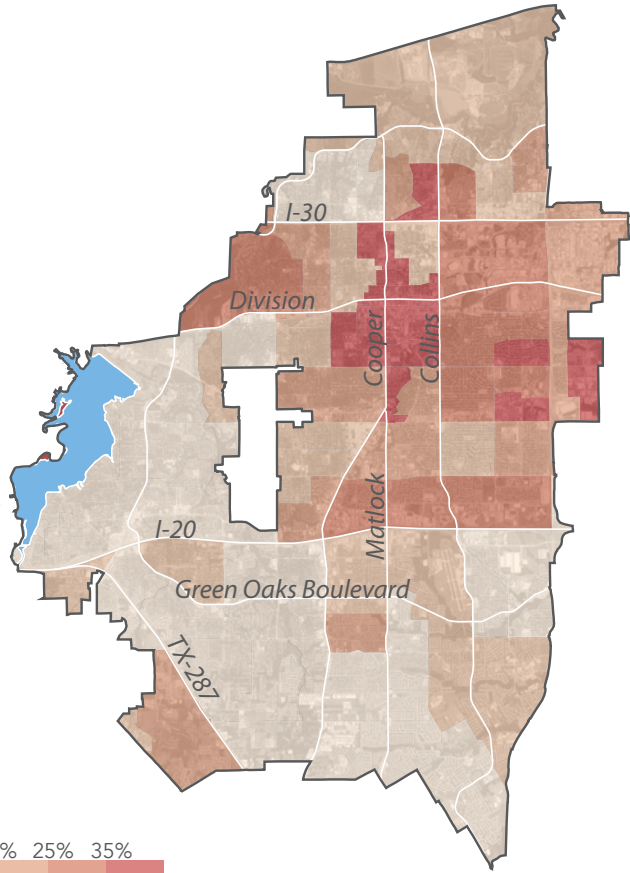


Figure 7. Percent in Poverty by Census Tract (2010-2014)¹⁸



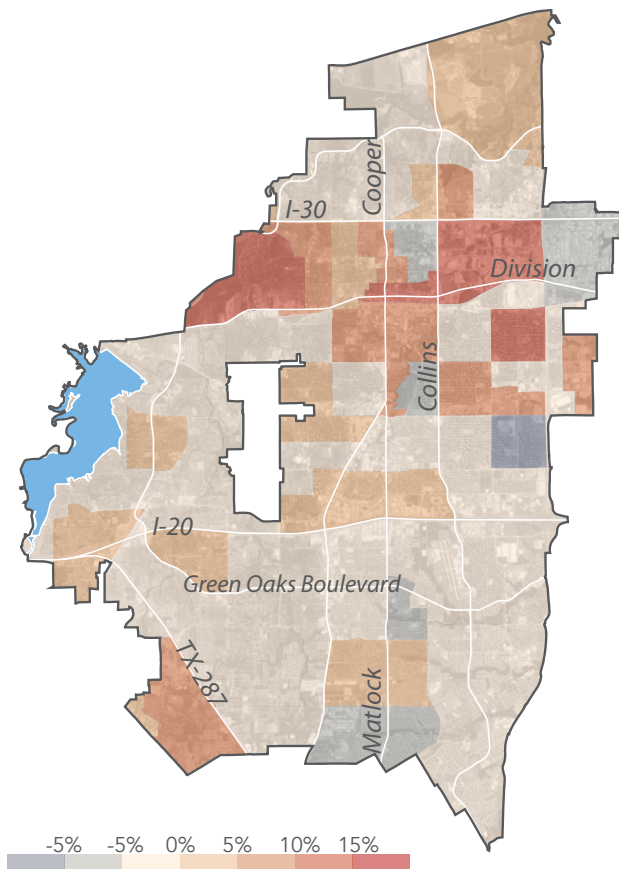
ARLINGTON'S GROWING POVERTY PROBLEM

In 2015, the American Community Survey program released the 2014, 5-year estimate - its first non-overlapping dataset. These non-overlapping datasets make it possible to compare changes between the 2005-2009 and the 2010-2014 5-year estimates.¹⁵ The maps below illustrate changes in poverty across Arlington between these two time periods, giving us a "before" and "after" snapshot of poverty across the city.¹⁶ During 2005-2009, Arlington had 1 neighborhood with 40% or more of people living in poverty. By 2010-2014, the number of neighborhoods with high poverty grew to 6.

POVERTY CHANGES ACROSS ARLINGTON

Over the last decade, Arlington has experienced rising levels of poverty across the city. But not all neighborhoods experienced this growth equally. In southwestern neighborhoods, for example, poverty either decreased by 5% or remained the same (Figure 8). Of those that did see an increase, the rate of change was moderate at 5%. Neighborhoods that did see a significant growth in poverty were concentrated in the northern part of the city.

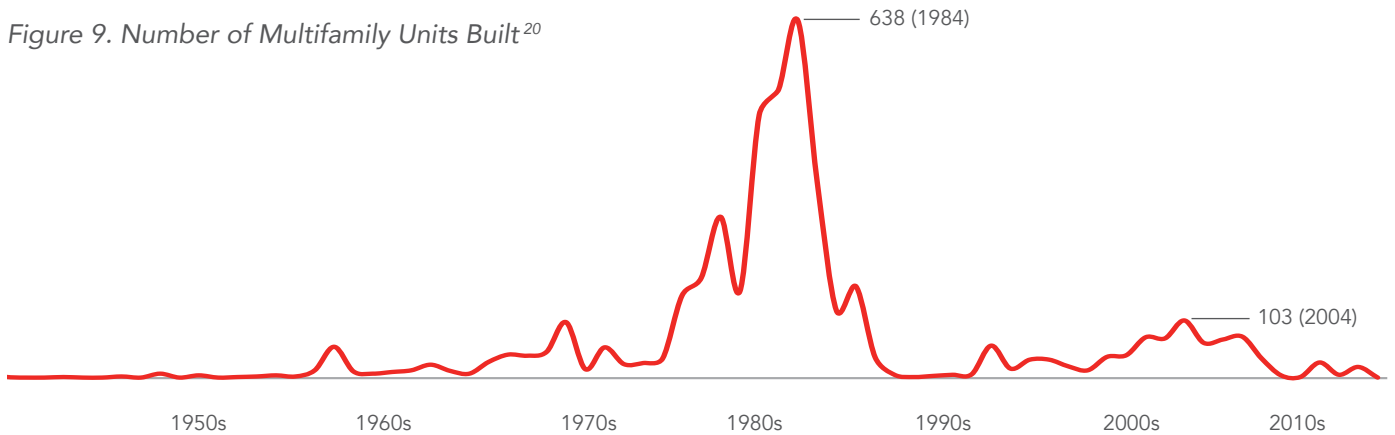
Figure 8. Percent Poverty Change between 2009 and 2014
ACS 5-Year Estimates ¹⁹



AFFORDABLE HOUSING

For low- to moderate-income households, multifamily residential units are a key resource. In Arlington, the bulk of multifamily units were built between the mid 1970s and late 1980s, followed by a dramatic drop in production. As a result, residents are left with an aging and limited supply of housing options. This combination means that low- and moderate-income renters pay for lower quality housing.

Figure 9. Number of Multifamily Units Built²⁰



APARTMENTS IN THE CITY ARE CONCENTRATED

Renters in Arlington have limited housing and neighborhood options. With the majority of multifamily units located in the older northern part of the city (Figure 11), and without a dedicated public transportation system, renters in Arlington are excluded from accessing social and economic opportunities such as quality childcare and jobs.

Figure 10. Multifamily Parcels by Year Built²¹

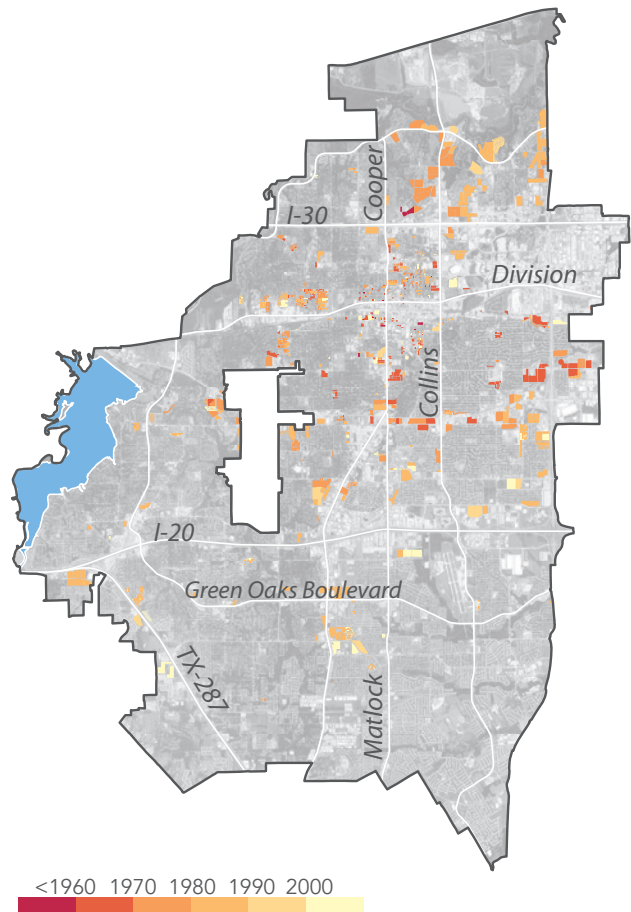
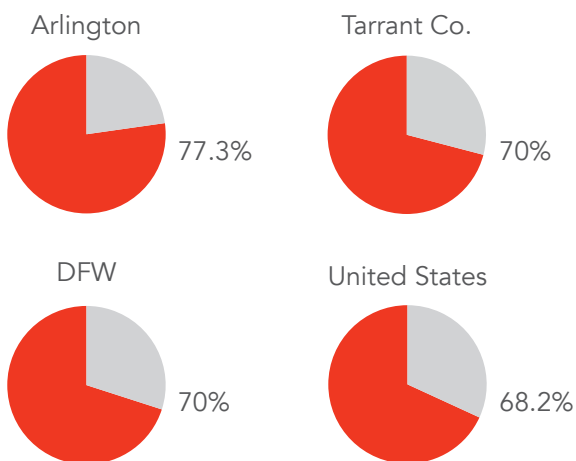


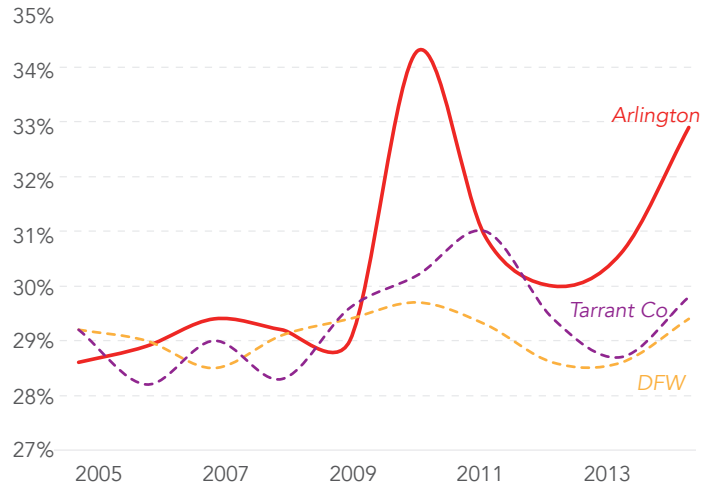
Figure 11. Renter-Occupied Households in Poverty, 2014²²



RENTS RISE FASTER THAN INCOME

When renting, the rule of thumb is to keep housing costs from consuming more than 30% of income.²³ While median gross rents in Arlington are in line with those across Tarrant County and the region, the share of household income going to rent has grown much higher for the city following the aftermath of the Great Recession (Figure 12). As households spend more of their incomes on rent, their opportunities to save or build assets diminish - leaving families vulnerable to financial disasters.²⁴

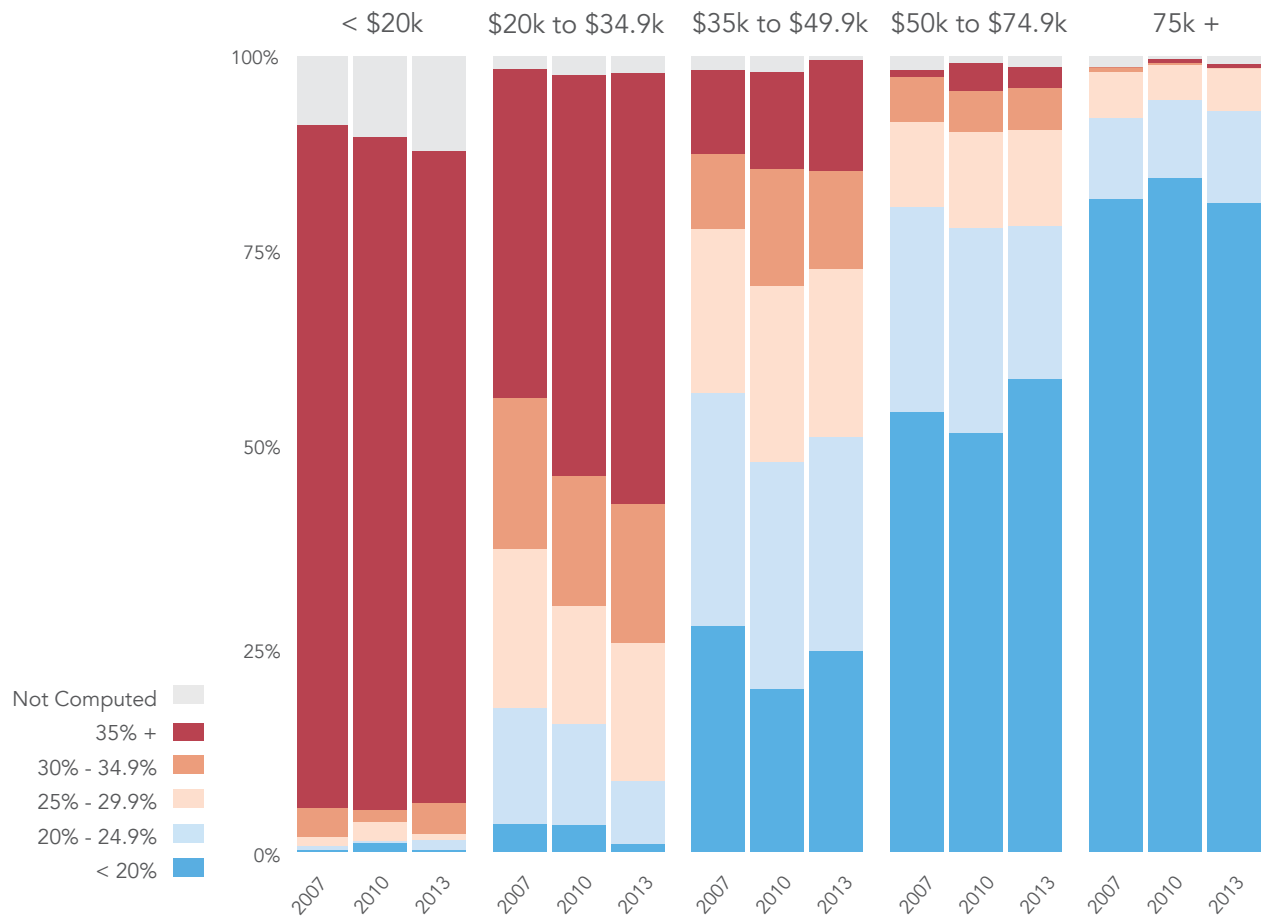
Figure 12. Median Gross Rent as Percent of Median Income (2005 to 2014)²⁵



RISING RENTS HURT THE POOREST

Arlington's poorest residents, those making less than \$20,000 a year, spend more than 30% of their income on housing. Roughly 22,000 households in Arlington face this challenge - with almost the entire group paying more than 30% or more of their income in rent each year (Figure 13).

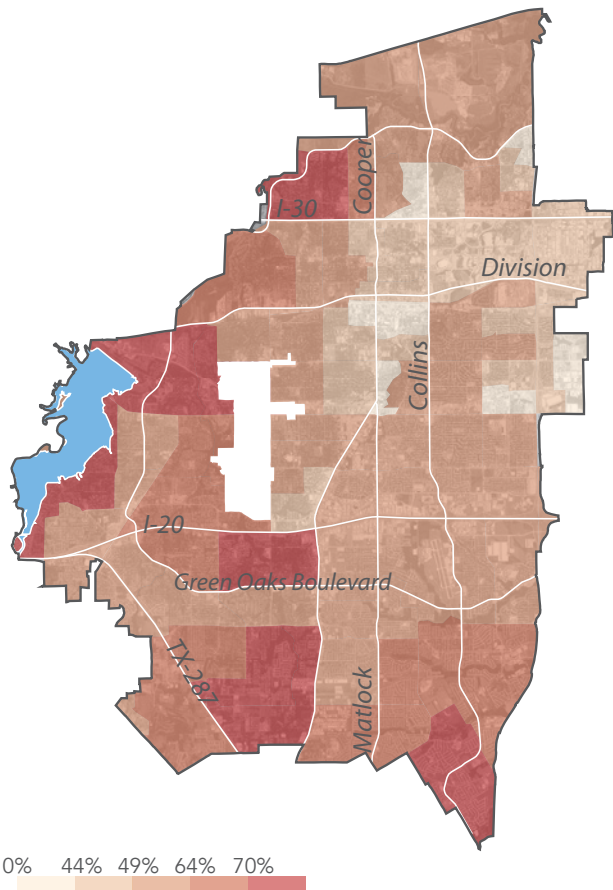
Figure 13. Percent of Income Spent on Rent, by Income Brackets in 2007, 2010 and 2014²⁶



ARLINGTON'S POOREST RESIDENTS ARE STUCK

The Center for Neighborhood Technologies' Housing + Transportation Index, a tool designed to measure neighborhood affordability at the census tract, shows limited residential opportunities for low- and moderate-income households.²⁷ The tool, which evaluates housing and transportation costs in Arlington for moderate-income households²⁸, identified census tracts in northeast Arlington as most affordable. However, the majority of tracts in low-poverty areas are out of reach – especially tracts on the western and southern parts of Arlington (Figure 14).

Figure 14. Percent of Income at 80% AMI Going to Housing and Transportation Costs²⁹



EMPLOYMENT

The city of Arlington’s employment growth differs significantly from job growth experienced by working residents. For example, employment opportunities for working residents has steadily increased since 2003 (Figure 15). While the Great Recession had an impact on job growth in 2009, its effect was moderate – resulting in a 2.1% job loss. For the city, job creation, on the other hand, failed to perform at the same rate and experienced job loses for three consecutive years (Figure 16). However, most recent data show healthy employment growth for working residents and the city.

Figure 15. Job Growth for Workers³⁰

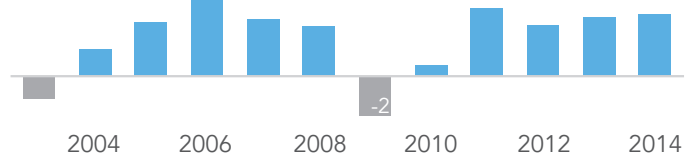
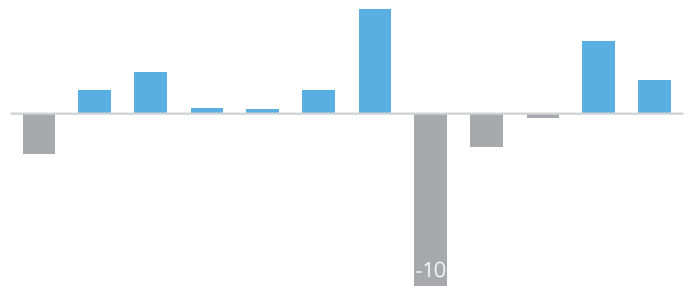


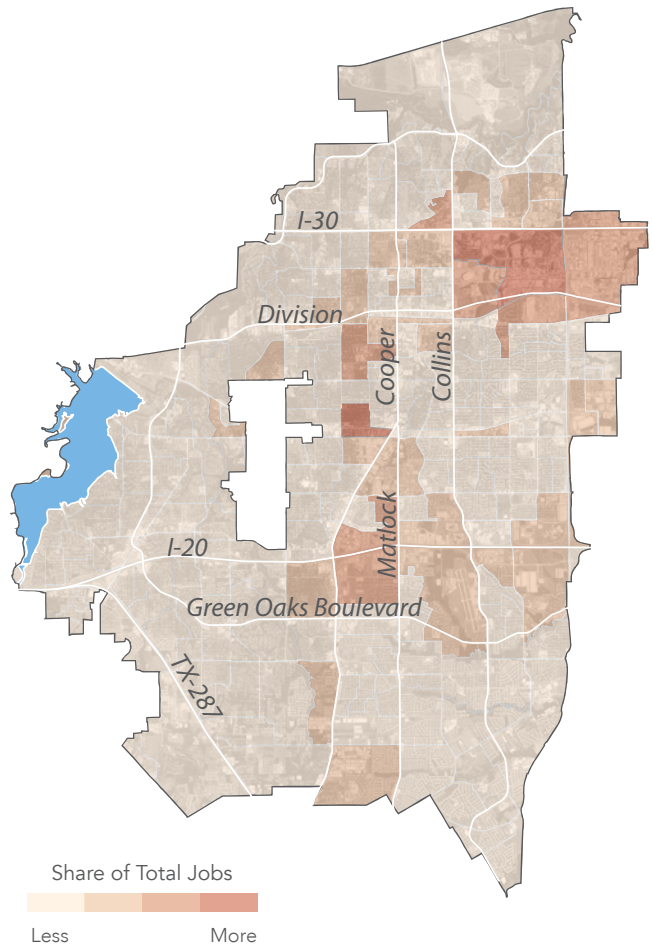
Figure 16. Job Growth in Arlington³¹



MAJOR EMPLOYMENT CENTERS

Arlington’s employment opportunities are concentrated in key areas across the city. The largest of these is located in northeast Arlington, within the city’s entertainment districts along Interstate 30 (Figure 17). The second largest cluster can be found along Interstate 20, where retail, accommodations, and other service-sector jobs are concentrated.

Figure 17. Share of Jobs by Census Block Groups (2014)³²



CHANGING ECONOMIC MAKE UP

Time series data on the top five industries going back to 2002 show the city of Arlington undergoing an economic transformation. At the end of 2002, manufacturing held the largest share of employment for residents working in Arlington (Figure 18). By 2014, manufacturing's share of jobs dropped to fourth place with health care jobs replacing it as the industry with the largest share of jobs for workers living in Arlington. For workers commuting to Arlington (Figure 19), health care's share of employment jumped from fourth to first. These changes indicate growing opportunities for skilled workers in Arlington.

Figure 18. Top Industry Sectors for Workers Living in Arlington (2002-2014)³³

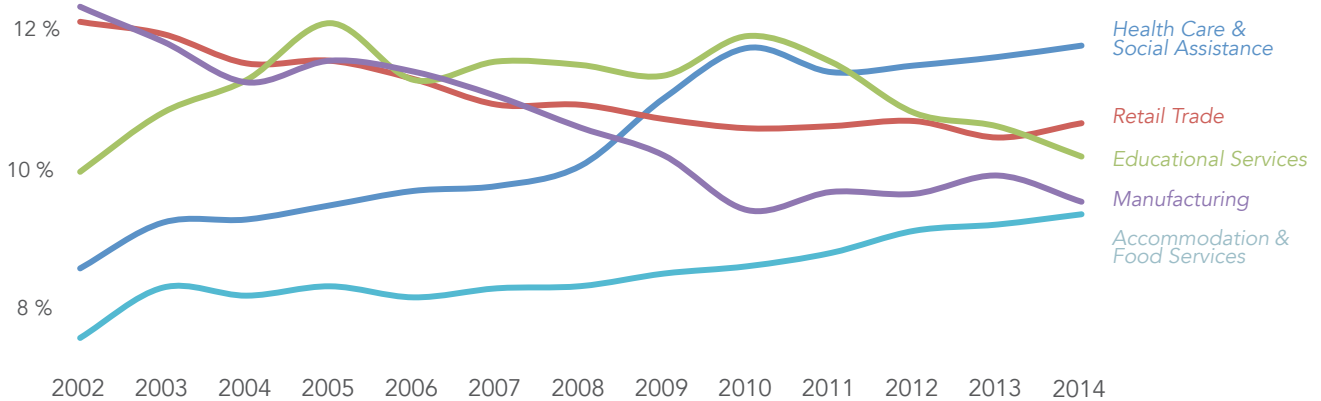
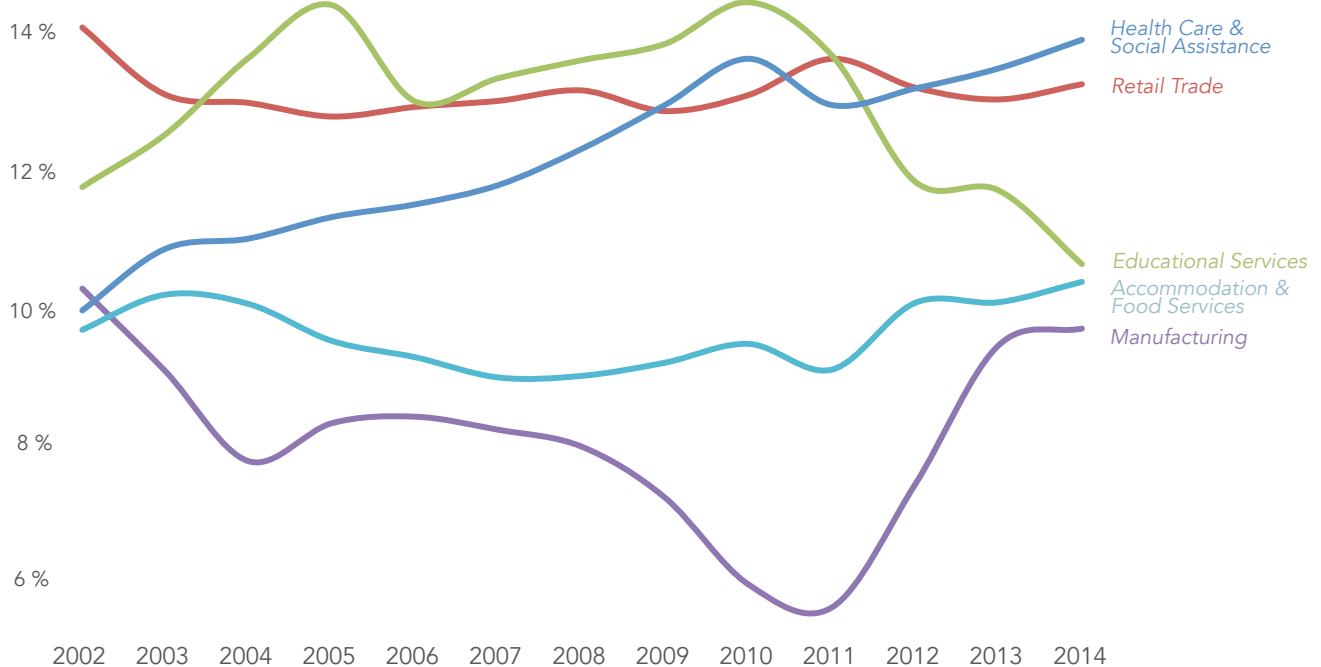


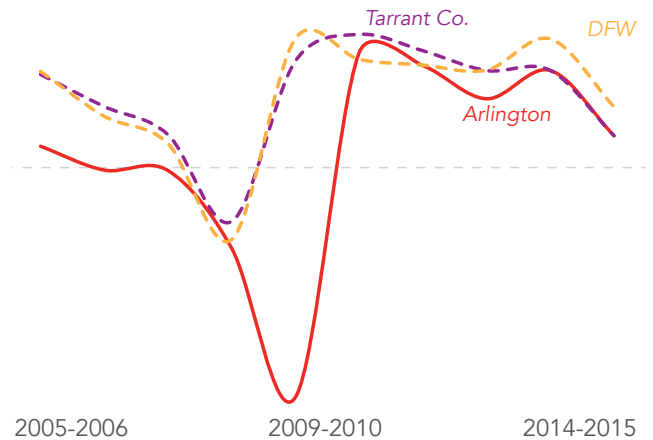
Figure 19. Top Industry Sectors for Workers Commuting to Arlington (2002-2014)³⁴



ARLINGTON'S SLOW RECOVERY

Arlington's dependence on entertainment as an economic driver makes the city vulnerable to economic downturns. During the onset of the Great Recession, for example, Arlington followed the same job loss pattern for Tarrant County and the region (Figure 20). Unfortunately, while Tarrant County and the region rebounded within a year after the recession, Arlington went on to shed even more jobs during the 2009-2010 period.

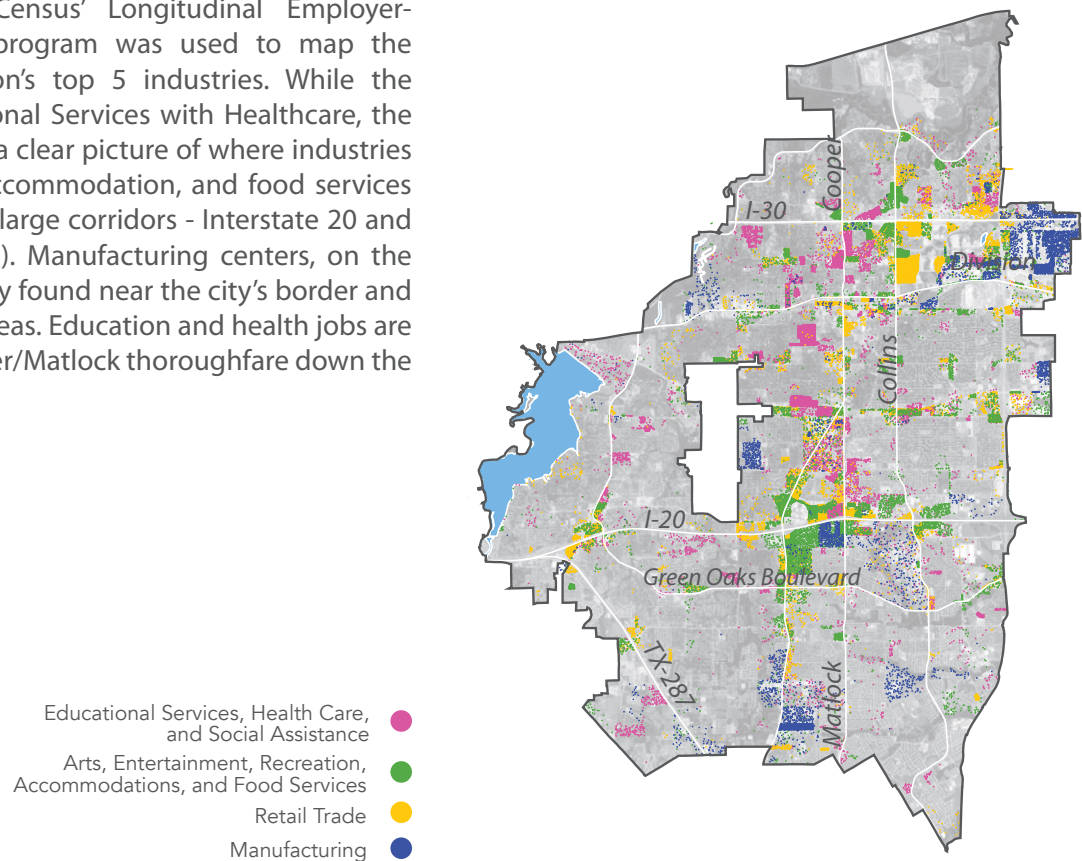
Figure 20. Year over Year Total Employment Percent Change (2005-2015)³⁵



DISTRIBUTION OF TOP 5 INDUSTRIES

Data from the U.S. Census' Longitudinal Employer-Household Dynamics program was used to map the distribution of Arlington's top 5 industries. While the data combines Educational Services with Healthcare, the resulting map provides a clear picture of where industries conglomerate. Retail, accommodation, and food services are concentrated along large corridors - Interstate 20 and Interstate 30 (Figure 21). Manufacturing centers, on the other hand, are generally found near the city's border and away from residential areas. Education and health jobs are located along the Cooper/Matlock thoroughfare down the middle of the city.

Figure 21. Job Distribution of Top Industries (2014)³⁶

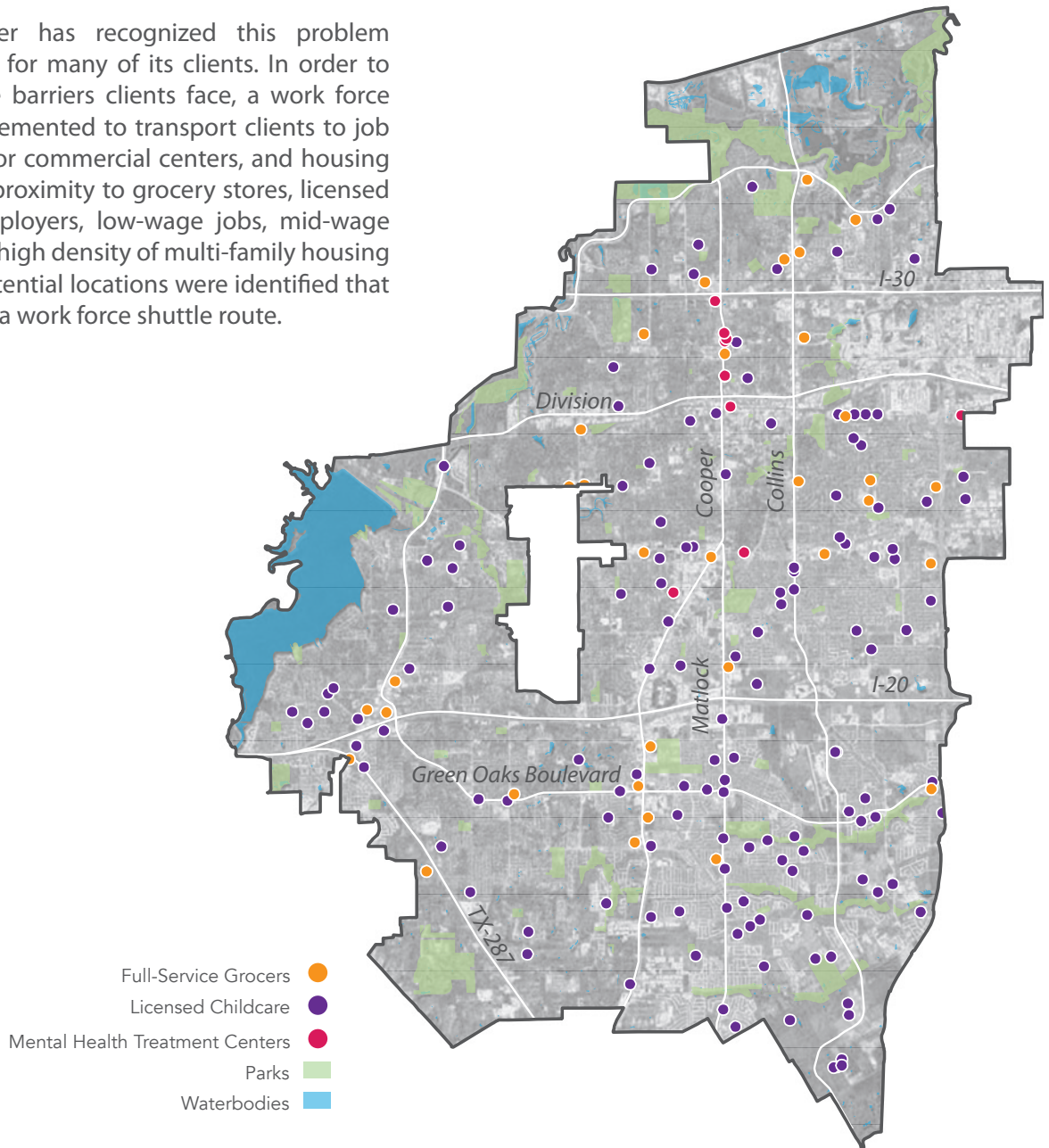


WORK FORCE SHUTTLE

Transportation options are limited in Arlington. As the largest city in the United States without a dedicated public transportation system, low-income residents without personal automobiles face a number of challenges that those with cars might not recognize. For homeless individuals and families, this is especially difficult - how can a family in Arlington find a job that pays well enough to build financial resources without a reliable means of accessing that job?

Arlington Life Shelter has recognized this problem and sees it first hand for many of its clients. In order to mitigate many of the barriers clients face, a work force shuttle could be implemented to transport clients to job related activities, major commercial centers, and housing opportunities. Using proximity to grocery stores, licensed child care, major employers, low-wage jobs, mid-wage jobs, and areas with a high density of multi-family housing units, a number of potential locations were identified that can form the basis for a work force shuttle route.

Figure 22. Arlington Life Shelter's Desired Services³⁷



MAJOR EMPLOYERS

Arlington is home to approximately 13,725 businesses, from small, 1-person operations to major multi-national corporations. ³⁸ The vast majority of these businesses, about 96%, have fewer than 50 employees at each location, with roughly 57% of businesses in Arlington having fewer than five employees. ³⁹

Using ReferenceUSA, a business listing database, all business locations with more than 50 employees were identified in Arlington. The table below identifies the largest single site and multi-site employers in Arlington. In addition to the single-site employees identified below, the Texas Rangers, Six Flags Over Texas, and Medical Center of Arlington each have over 1,000 employees. Arlington ISD, however, is by far the largest employer in the city with 8,000 employees spread across the community. Grocery retailers are also major employers across the city, with 5 retailers employing almost 4,000 jobs.

Figure 23. Major Employers in Arlington by Size ⁴⁰

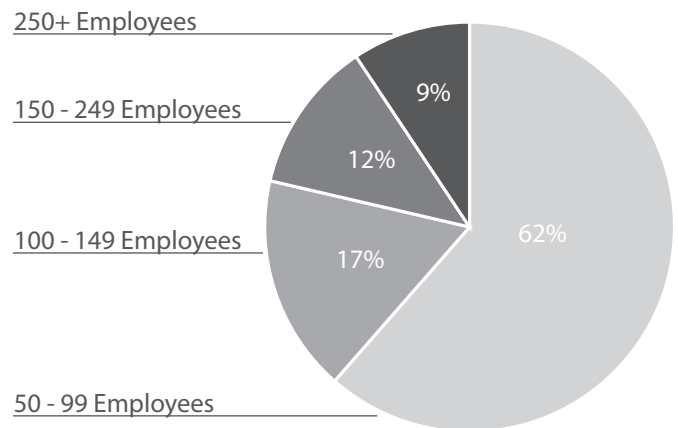


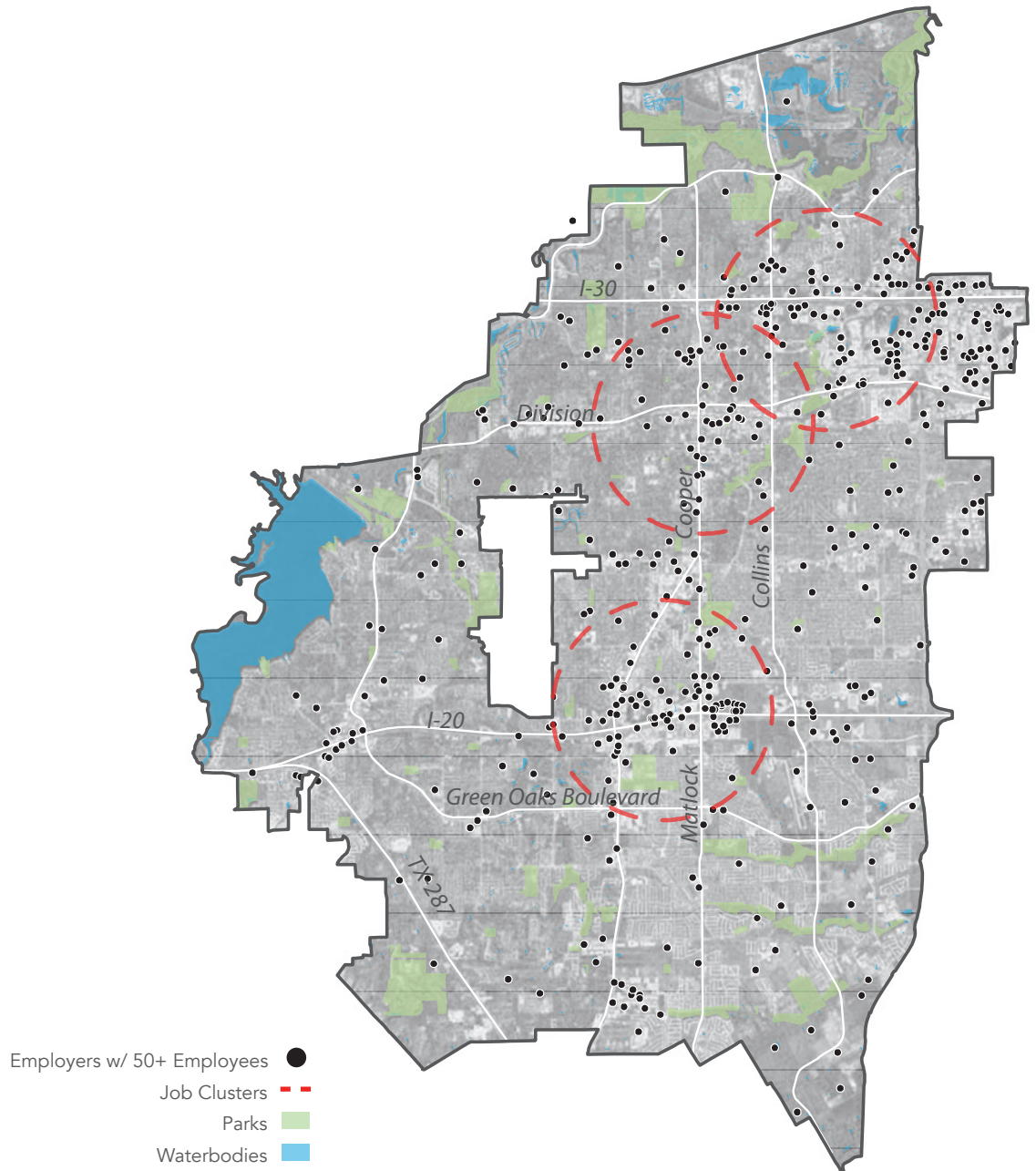
Table 1. Top Arlington Employers by Location Type ⁴¹

Major Employer	Address	Location Employees	Location Type
City of Arlington	101 W. Abrahm Street, Arlington, TX 76010	3,500	Single Site
Triumph Aerostructures	1401 Nolan Ryan Expressway, Arlington, TX 76011	3,500	Single Site
University of Texas - Arlington	701 S. Nedderman Drive, Arlington, TX 76010	3,000	Single Site
General Motors Assembly Plant	2525 E. Abrahm Street, Arlington, TX 76010	2,400	Single Site
Texas Health Arlington Memorial	800 W. Randol Mill Road, Arlington, TX 76012	2,000	Single Site
Arlington Independent School District	n/a	8,000	Multi-Site
WalMart	n/a	1,700	Multi-Site
Kroger	n/a	815	Multi-Site
Dillard's	n/a	490	Multi-Site
Albertsons	n/a	475	Multi-Site

JOB CLUSTERS

Roughly 48% of Arlington's jobs fall within the three broad clusters identified on the map below - 1.5 miles buffers centered on Lincoln Square, UTA, and The Parks at Arlington.⁴² Prioritizing these locations for any work force shuttle is key, however, the types of jobs available within these clusters is varied. The number of major employers, those with more than 50 employees at a given location, is much smaller when moving beyond these major job clusters.

Figure 24. Job Clusters and Major Employers for Arlington⁴³



WHERE WOULD A WORK FORCE SHUTTLE GO?

Using the criteria established with ALS staff, a number of potential locations were analyzed to identify those that provide the best fit for work force shuttle pick-up and drop-off locations. Eight candidate sites were selected, and a single route was created to minimize the cumulative distance of the route and maximize the criteria scores of stops along the route.

In choosing final stop locations, two additional rules were applied: 1) No stops fall within 1.5 miles of another stop, unless separated by a highway, and 2) Additional on-route stops can be added without requiring new routing solutions. Using these rules, the resulting route traverses a large portion of the city along a 18 mile route with an average distance of 2.25 miles between stops. While the average distance between local bus stops in the US is about a 1/4 mile⁴⁴, greater distances between stops allows ALS's shuttle to cover more ground in less time.

1. *Lincoln Square*
2. *Randoll Mill and TX-360*
3. *Arkansas and TX-360*
4. *Arkansas and Collins*
5. *I-20 and Matlock*
6. *I-20 and Cooper*
7. *Arkansas and Cooper*
8. *Mitchell and Cooper*

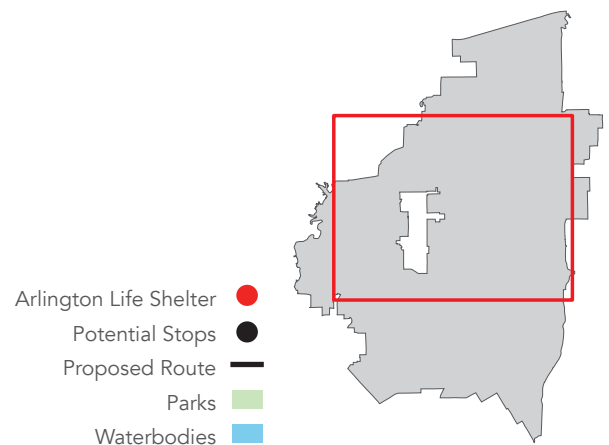
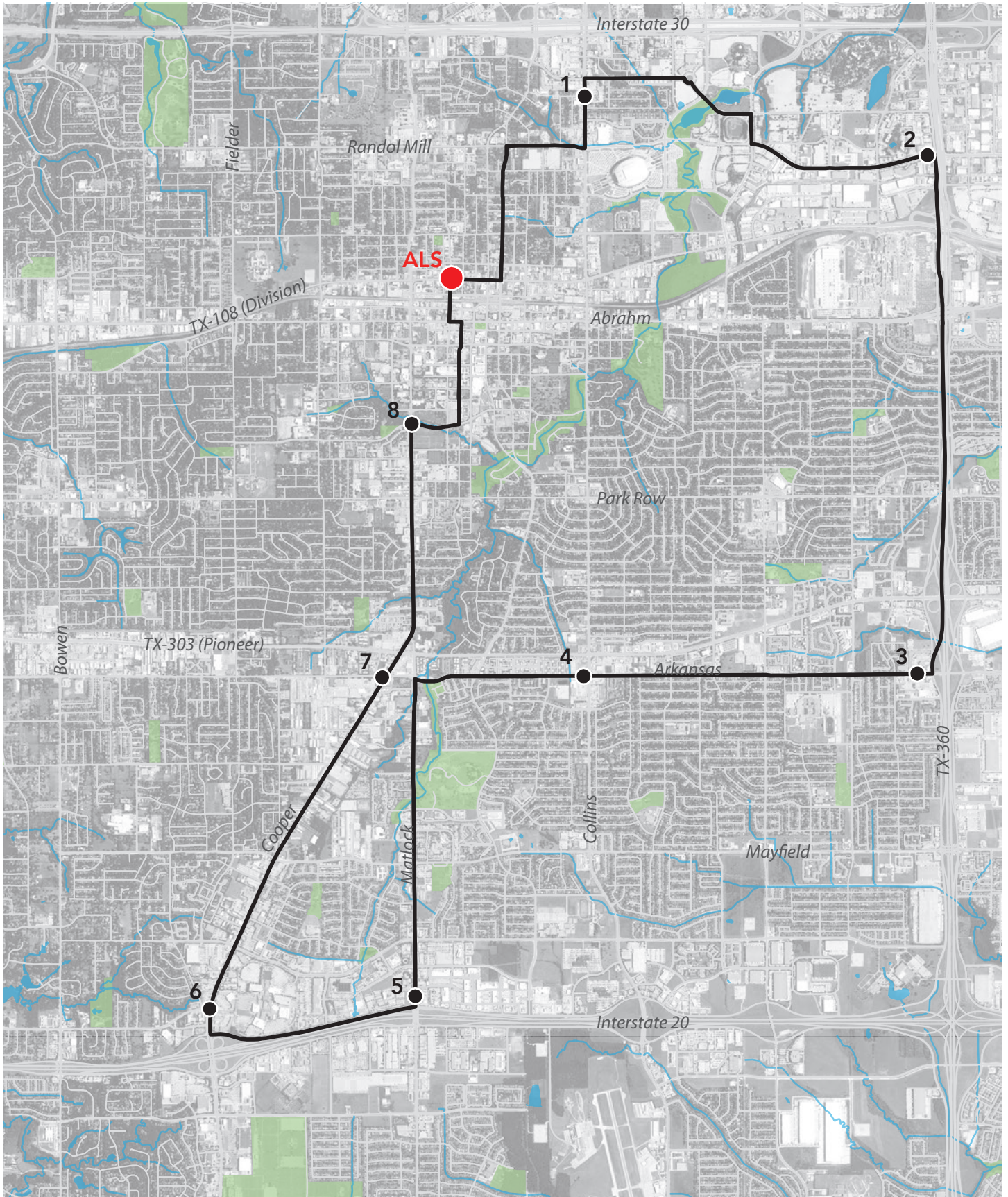


Figure 25. Route Scenario

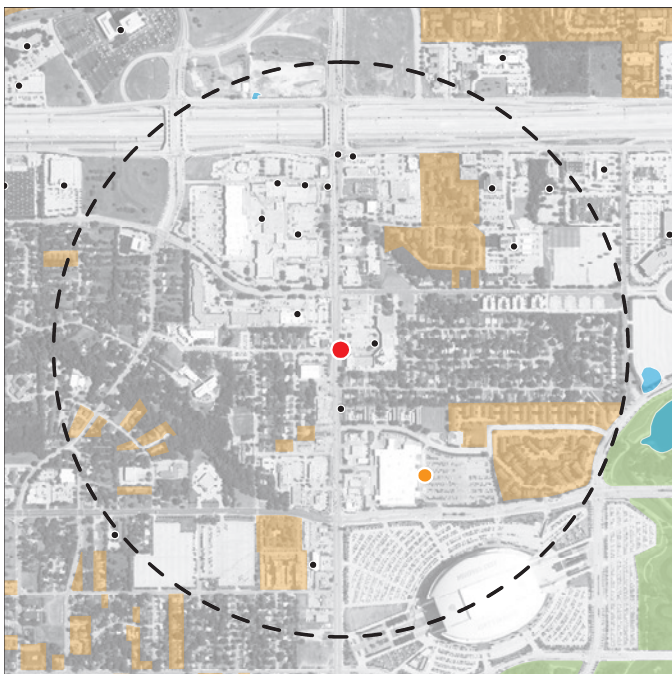


STOP CHARACTERISTICS

Each of the ten possible stops identified on the previous page offers access to unique and complementary destinations, from major job centers to child care centers. In the following pages, brief contextual information related to each candidate stops are provided, as well as local area maps with major destinations identified.



Stop 1: Lincoln Square



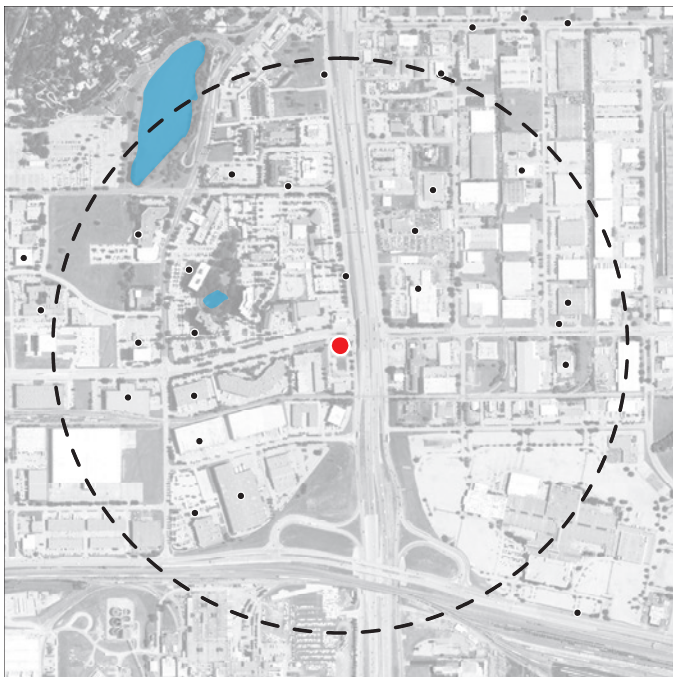
A stop in proximity to Globe Life Park in Arlington and AT&T Stadium is crucial, as both locations provide hundreds of jobs throughout the year. High concentrations of retail jobs in Lincoln Square and the surrounding area provide additional demand for a work force shuttle stop in the vicinity. Multi-family housing is also present near this stop.

Major Employers: *Triumph Aerostructures (3,500); Walmart Supercenter (450); Pappadeux (200); Texas Department of Family and Protective Services (150)*

Nearby Jobs: 4,380

Health: 61 (~1%)	Mid-wage Jobs: 1,838 (42%)
Retail: 1,209 (28%)	Low-wage Jobs: 1,504 (34%)
Education: 54 (~1%)	
Manufacturing: 0 (0%)	
Accommodation: 1,438 (33%)	

Stop 2: Randol Mill and TX-360



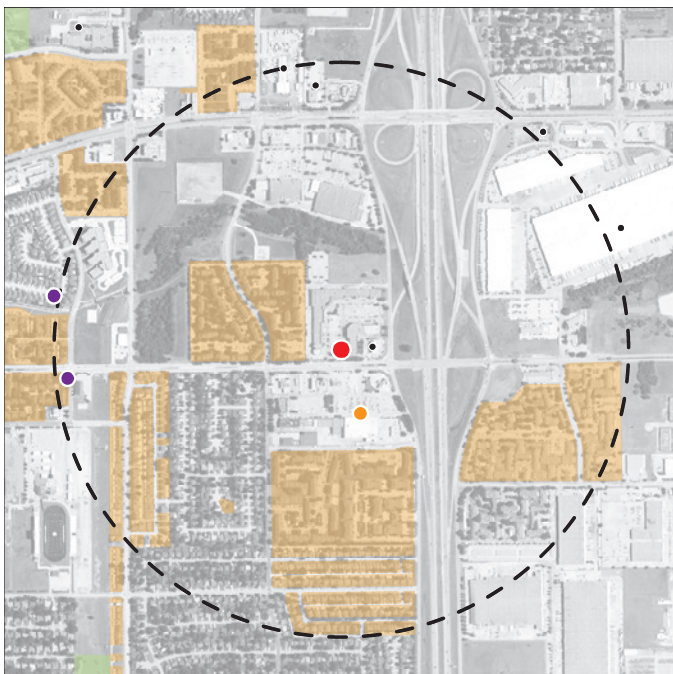
The area just south of I-30, east of TX-360, offers access to high concentrations of manufacturing jobs and a number of service sector jobs. Accessing this area without reliable transportation is difficult, and a work force shuttle would provide easier access to jobs in this part of the city.

Major Employers: *Six Flags Over Texas* (1,500); *L-3 Communications Corp.* (800); *Doskocil Manufacturing Co.* (750); *North Central Texas Council of Governments* (200)

Nearby Jobs: 6,792

Health: 512 (8%)	Mid-wage Jobs: 1,580 (23%)
Retail: 309 (5%)	Low-wage Jobs: 2,204 (32%)
Education: 84 (~1%)	
Manufacturing: 599 (9%)	
Accommodation: 471 (7%)	

Stop 3: Arkansas and TX-360



Relatively few jobs are accessible from this location, but access to a number of single family and multi-family residential areas is made easier.

Major Employers: *Kroger* (105); *Crown Cork & Seal Co.* (100); *Beez Construction Cleaning* (75)

Nearby Jobs: 1,722

Health: 359 (21%)	Mid-wage Jobs: 626 (36%)
Retail: 576 (33%)	Low-wage Jobs: 813 (47%)
Education: 42 (2%)	
Manufacturing: 0 (0%)	
Accommodation: 440 (26%)	

Stop 4: Arkansas and Collins

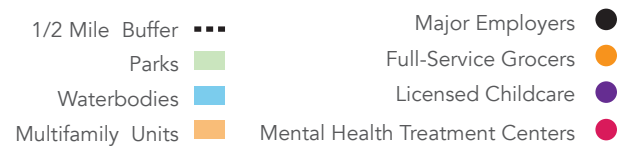


A high concentration of small, mostly locally-owned businesses are located at the intersection of Arkansas and Collins. Low-paying, retail and service sector jobs are common, however this stop offers additional access to both more affordable single-family and multi-family housing than other parts of the city.

Major Employers: *Fiesta Mart* (100)

Nearby Jobs: 2,142

Health: 1,277 (60%)	Mid-wage Jobs: 518 (24%)
Retail: 261 (12%)	Low-wage Jobs: 1,495 (70%)
Education: 20 (~1%)	
Manufacturing: 12 (< 1%)	
Accommodation: 137 (6%)	



Stop 5: Interstate 20 and Matlock



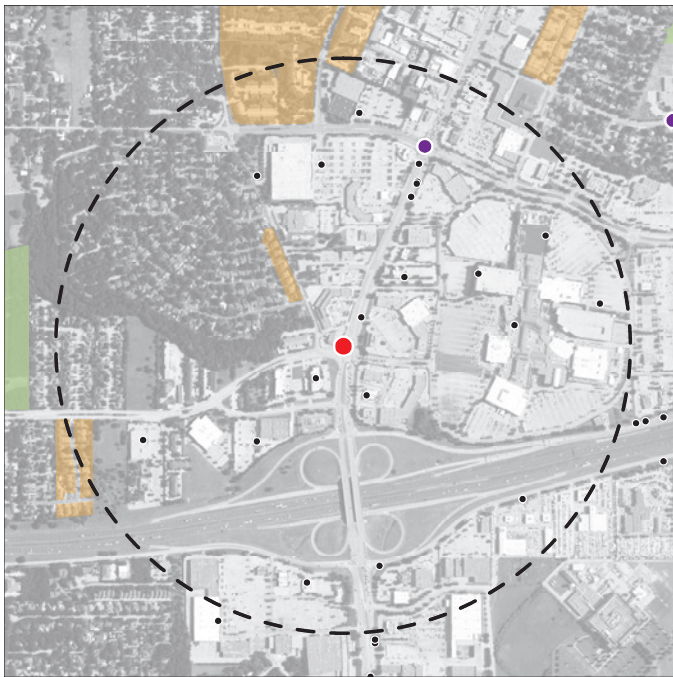
Providing access to the wealth of jobs within the Arlington Highlands shopping centers is imperative, as is enhancing accessibility to nearby jobs. Limited housing opportunities exist in this area, due to its largely commercial and institutional land use patterns.

Major Employers: *Frey's Electronics* (280); *Double B Foods* (260); *Costco Wholesale* (170); *Lowe's Home Improvement* (150); *QFC Plastics Inc.* (135)

Nearby Jobs: 6,771

Health: 1,286 (19%)	Mid-wage Jobs: 2,694 (40%)
Retail: 880 (13%)	Low-wage Jobs: 2,153 (32%)
Education: 61 (~1%)	
Manufacturing: 135 (2%)	
Accommodation: 1,760 (26%)	

Stop 6: Interstate 20 and Cooper



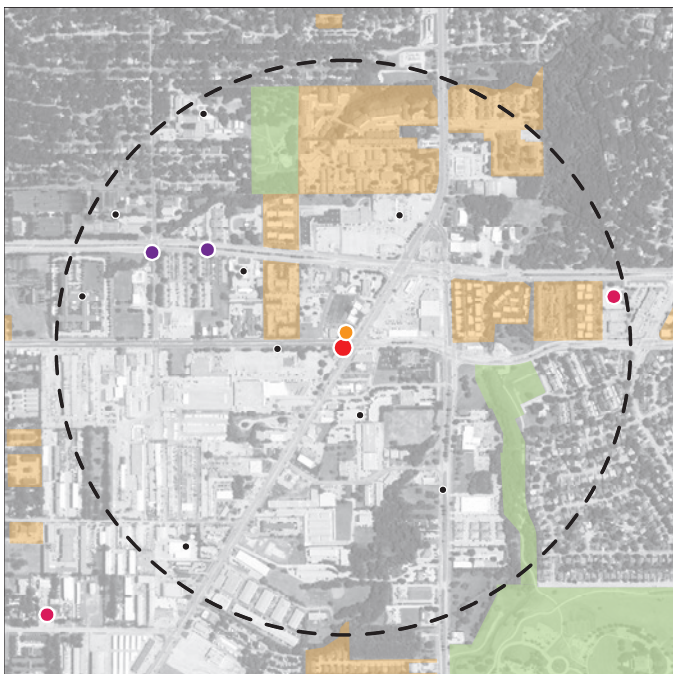
Providing ALS clients access to the Parks at Arlington and nearby shops is important as they seek employment. Multi-family housing and some single-family surrounds this major concentration of jobs residential, although this area is primarily commercial in nature.

Major Employers: *Cheesecake Factory (300); Dillards (300); Macys (200); JCPenney (200); Target (180)*

Nearby Jobs: 6,071

Health: 122 (2%)	Mid-wage Jobs: 2,127 (35%)
Retail: 3,582 (59%)	Low-wage Jobs: 3,130 (52%)
Education: 23 (<1%)	
Manufacturing: 0 (0%)	
Accommodation: 1,276 (21%)	

Stop 7: Arkansas and Cooper



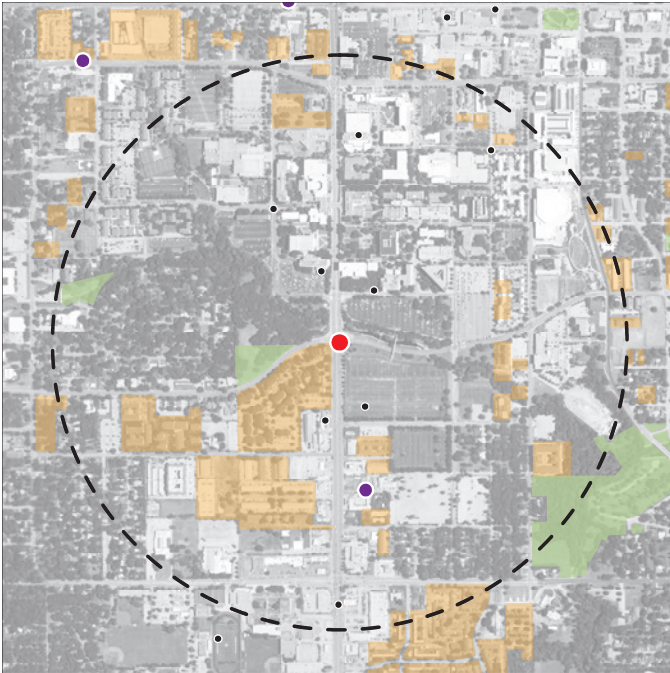
The intersections of Cooper, Matlock, Arkansas, and TX-303 (Pioneer) are some of the most heavily commercial portions of the city. A number of large employers are located near this potential stop, in addition the Arlington ISD administrative offices.

Major Employers: *Fox Electric Ltd. (370); Texas Department of Aging & Disability (200); Super Saver (120); Texas Thrift (100); Allstar Healthcare (100)*

Nearby Jobs: 2,226

Health: 917 (41%)	Mid-wage Jobs: 794 (36%)
Retail: 227 (10%)	Low-wage Jobs: 770 (35%)
Education: 21 (~1%)	
Manufacturing: 71 (3%)	
Accommodation: 180 (8%)	

Stop 8: Mitchell and Cooper



This stop provides access to the University of Texas at Arlington and commercial businesses along Cooper St.

Major Employers: *University of Texas at Arlington (3,000); Kindred Hospital Tarrant County (180); Confere (60)*

Nearby Jobs: 981

Health: 186 (19%)

Mid-wage Jobs: 328 (33%)

Retail: 121 (12%)

Low-wage Jobs: 483 (49%)

Education: 22 (2%)

Manufacturing: 13 (~1%)

Accommodation: 353 (36%)

1/2 Mile Buffer - - -

Parks -

Waterbodies -

Multifamily Units -

Major Employers ●

Full-Service Grocers ●

Licensed Childcare ●

Mental Health Treatment Centers ●

CONCLUSION

This report explored the spatial relationships between poverty, housing, and the economy to better inform the creation of a workforce shuttle route that meets the needs of Arlington Life Shelter's clients. Challenges that arise from poverty, the lack of affordable housing, declining production of multifamily properties, and access to well-paying jobs for lower-skilled workers are compounded by the lack of publicly available transportation options in the Arlington. The 18-mile workforce shuttle route identified in this report provides access to major employment clusters in the city, a number of larger employers (those with more than 50 employees at a given location), and a wide variety of additional services (both social services and retail or other professional services).

While this potential route can greatly help and support ALS clients, this report has not estimated or modeled possible costs or route capacity needs based on various cost thresholds. Taking this step is vital in order to better understand the frequency of service, actual stop locations, and expected capacity needed to justify trips. Knowing that additional work must still be performed, this report can best serve as a conversation starter between ALS and other service providers in Arlington whose clients face similar challenges. There may be opportunities to develop complementary routes or establish a workforce shuttle program for clients of multiple agencies. The feasibility of any approach, however, will clearly be based on initial and future costs of the shuttle.

Ultimately, Arlington's poorest residents face a number of challenges in their daily lives. The lack of public transportation presents an additional challenge for accessing jobs, child care, social services, and even food. For many, however, owning a car is not realistic. Changes are desperately needed in the poorest communities to help individuals and families become self-sufficient and to better enrich the lives of the city's residents. For ALS, this may best materialize in re-imagining how Arlington's homeless population can access jobs and services they need.

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