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Transit Station and Stop Adoption Programs

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TRANSIT COOPERATIVE RESEARCH PROGRAM

TCRP SYNTHESIS 103

Transit Station and Stop
Adoption Programs

A Synthesis of Transit Practice

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TRANSPORTATION RESEARCH BOARD

WASHINGTON, D.C.
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TRANSIT COOPERATIVE RESEARCH PROGRAM

The nation's growth and the need to meet mobility, environmental, and energy objectives place demands on public transit systems. Current systems, some of which are old and in need of upgrading, must expand service area, increase service frequency, and improve efficiency to serve these demands. Research is necessary to solve operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the transit industry. The Transit Cooperative Research Program (TCRP) serves as one of the principal means by which the transit industry can develop innovative near-term solutions to meet demands placed on it.

The need for TCRP was originally identified in *TRB Special Report 213—Research for Public Transit: New Directions,* published in 1987 and based on a study sponsored by the Federal Transit Administration (FTA). A report by the American Public Transportation Association (APTA), *Transportation 2000*, also recognized the need for local, problem-solving research. TCRP, modeled after the longstanding and successful National Cooperative Highway Research Program, undertakes research and other technical activities in response to the needs of transit service providers. The scope of TCRP includes a variety of transit research fields including planning, service configuration, equipment, facilities, operations, human resources, maintenance, policy, and administrative practices.

TCRP was established under FTA sponsorship in July 1992. Proposed by the U.S. Department of Transportation, TCRP was authorized as part of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). On May 13, 1992, a memorandum agreement outlining TCRP operating procedures was executed by the three cooperating organizations: FTA, the National Academy of Sciences, acting through the Transportation Research Board (TRB); and the Transit Development Corporation, Inc. (TDC), a nonprofit educational and research organization established by APTA. TDC is responsible for forming the independent governing board, designated as the TCRP Oversight and Project Selection (TOPS) Committee.

Research problem statements for TCRP are solicited periodically but may be submitted to TRB by anyone at any time. It is the responsibility of the TOPS Committee to formulate the research program by identifying the highest priority projects. As part of the evaluation, the TOPS Committee defines funding levels and expected products.

Once selected, each project is assigned to an expert panel, appointed by TRB. The panels prepare project statements (requests for proposals), select contractors, and provide technical guidance and counsel throughout the life of the project. The process for developing research problem statements and selecting research agencies has been used by TRB in managing cooperative research programs since 1962. As in other TRB activities, TCRP project panels serve voluntarily without compensation.

Because research cannot have the desired impact if products fail to reach the intended audience, special emphasis is placed on disseminating TCRP results to the intended end users of the research: transit agencies, service providers, and suppliers. TRB provides a series of research reports, syntheses of transit practice, and other supporting material developed by TCRP research. APTA will arrange for workshops, training aids, field visits, and other activities to ensure that results are implemented by urban and rural transit industry practitioners.

The TCRP provides a forum where transit agencies can cooperatively address common operational problems. The TCRP results support and complement other ongoing transit research and training programs.

TCRP SYNTHESIS 103

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Cover Photo: The Ride recognition plaque at a bus stop.
Credit: The Ride, Ann Arbor, Michigan.

FOREWORD

Transit administrators, engineers, and researchers often face problems for which information already exists, either in documented form or as undocumented experience and practice. This information may be fragmented, scattered, and unevaluated. As a consequence, full knowledge of what has been learned about a problem may not be brought to bear on its solution. Costly research findings may go unused, valuable experience may be overlooked, and due consideration may not be given to recommended practices for solving or alleviating the problem.

There is information on nearly every subject of concern to the transit industry. Much of it derives from research or from the work of practitioners faced with problems in their day-to-day work. To provide a systematic means for assembling and evaluating such useful information and to make it available to the entire transit community, the Transit Cooperative Research Program Oversight and Project Selection (TOPS) Committee authorized the Transportation Research Board to undertake a continuing study. This study, TCRP Project J-7, "Synthesis of Information Related to Transit Problems," searches out and synthesizes useful knowledge from all available sources and prepares concise, documented reports on specific topics. Reports from this endeavor constitute a TCRP report series, *Synthesis of Transit Practice.*

This synthesis series reports on current knowledge and practice, in a compact format, without the detailed directions usually found in handbooks or design manuals. Each report in the series provides a compendium of the best knowledge available on those measures found to be the most successful in resolving specific problems.

PREFACE

By Donna L. Vlasak
Senior Program Officer
Transportation
Research Board

This synthesis documents the state of the practice in the relatively new transit agency programs in which local organizations, individuals, or other partners "adopt" a transit station or stop and receive recognition or incentives in exchange for, periodically, performing duties such as removing litter, maintaining vegetation, or reporting suspicious activity. Transit station and stop adoption programs appear to have proven themselves to be a valuable option for transit agencies seeking a novel, low-cost way to enhance station appearance, increase community involvement, and build public appreciation of the local transit system. Although little research exists about these programs, this synthesis describes various features now in place, how they work, and the results that they have had.

A review of the relevant literature yielded numerous websites that provided detailed information about existing programs around the United States, as well as scattered references to programs in the published literature. A selected survey of 37 transit respondents located in large, small, urban, suburban, and rural areas yielded an 81% response rate. Six transit providers highlighted more in-depth details on successful practices and one of an agency that disbanded its program. These agencies were The Ride, Ann Arbor, Michigan; Pace Suburban Bus, Arlington Heights, Illinois; Regional Transportation District, Denver, Colorado; NJ Transit, Newark, New Jersey; TriMet, Portland, Oregon; DART, Wilmington, Delaware; and Tri-Delta Transit, Antioch, California.

Valerie Sunderland, Kerry O'Neill, and Kathryn Harrington-Hughes, Harrington-Hughes & Associates, Inc., Easton, Maryland, collected and synthesized the information and wrote the report, under the guidance of a panel of experts in the subject area. The members of the topic panel are acknowledged on the preceding page. This synthesis is an immediately useful document that records the practices that were acceptable within the limitations of the knowledge available at the time of its preparation. As progress in research and practice continues, new knowledge will be added to that now at hand.

CONTENTS

Note: Many of the photographs, figures, and tables in this report have been converted from color to grayscale for printing. The electronic version of the report (posted on the Web at www.trb.org) retains the color versions.

TRANSIT STATION AND STOP ADOPTION PROGRAMS

SUMMARY

Adopt-a-stop programs, in which volunteers agree to pick up litter at transit stations and assist in other maintenance tasks, can be a valuable resource for public transportation agencies. These programs aim to create a sense of ownership within the community, enhance the appearance of stations, and improve safety and security for passengers. Most programs of this sort are fairly new, and there is little research about how to structure them or how they can be made most effective. This synthesis helps to fill these gaps by describing the varied features of adopt-a-stop programs now in place, how they work, and the results that they have had.

A basic responsibility at the core of all adopt-a-stop programs is regular litter collection. At some agreed-upon interval, volunteers collect litter at the site and deposit it in bags. Often the transit agency assumes responsibility for the bags, although sometimes the volunteers agree to dispose of the trash bags themselves. Many programs go beyond litter collection: some have volunteers monitor graffiti and vandalism and notify transit agencies of these problems; some ask volunteers to shovel snow; some ask them to report suspicious behavior.

The volunteers who agree to adopt a station may be from local businesses or other organizations, or they may be concerned individuals. Their responsibilities are generally set out in a simple, short, written agreement. The volunteers may be trained by the transit agencies to do their chores safely and effectively. Most volunteers appear to be motivated by civic pride. They may be given public recognition on a sign or plaque at their adopted site. Some transit agencies also distribute transit passes as an additional reward.

There is no "one size fits all" formula for adopt-a-stop programs. They have taken a variety of forms matched to agency needs and community circumstances.

The value of adopt-a-stop programs is substantial. Once community members become committed to their transit station, a new kind of partnership is often born. In addition to helping keep transit stops clean and safe, these programs encourage everyone to take ownership of the system. They can alleviate the difficulty that overextended transit agencies have in keeping transit stations clean and safe—features conducive to strong ridership. Agencies that operate programs of this sort do so primarily for positive community involvement and good public image. They have generally not tried to quantify any associated savings in station operating costs, but have been persuaded to continue because of perceived benefits of improved station appearance, public support, image in the community, and encouragement of ridership.

Understanding the reasons to start a program and mining the experience of agencies that have run them successfully can aid a public agency or organization that wishes to initiate an adopt-a-stop program. The programs reviewed differ widely in terms of the communities served, resources available, and public transit provided. Common tools and unique perspectives may assist agencies in selecting the pieces that will meet their own needs in initiating an adopt-a-stop program.

The synthesis process included a literature review, a survey of transit agencies, and telephone interviews with coordinators of seven programs that were selected as case examples.

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The literature review found numerous websites that provided detailed information about existing programs around the United States as well as scattered references to adopt-a-stop programs in the published literature.

Thirty-seven agencies and organizations from a diverse group of large, small, urban, suburban, and rural systems throughout the United States were surveyed regarding their experiences with adopt-a-stop programs. The survey had 52 questions, which aimed to provide a general overview of the programs and to see if there were similarities to be found that made some programs more successful than others. Thirty surveys were completed, an 81% response rate. Responses came from 18 states and the District of Columbia.

Overwhelmingly, survey respondents reported that adopt-a-stop programs are a means to "enhance station/stop appearance" (78%) and "encourage citizen involvement, pride, and ownership in their respective communities" (85%). Agencies welcome volunteers from every sector (i.e., local businesses, not-for-profit organizations, and individuals).

In the survey, 72% of the respondents reported that the budget was less than $5,000 and comments indicated that budgets are probably significantly lower. This money covers expenses such as basic cleaning supplies, transit passes, and signage.

Case examples of six programs were undertaken based on responses to the survey. An additional case example was added of an agency that disbanded its program. The selected programs each had features that made their adopt-a-stop program unique. For instance, although many programs do not undertake special safety precautions for its volunteers, NJ Transit, New Jersey's public transportation corporation, implemented a strict training process because the volunteers work near active rail lines. In Portland, Oregon, the Tri-County Metropolitan Transportation District of Oregon (TriMet) promotes volunteer accountability. Educating the community is an important part of its program. Community groups and businesses are the preferred partners and several have adopted more than one stop. After the agency installs a trash receptacle for an adopted stop, it is essentially turned over to the volunteer to monitor and can be removed if not sufficiently maintained.

Several common elements of volunteer activities were identified:

- Volunteers in all programs pick up trash and empty trash receptacles. In some programs the volunteers haul it away themselves; in others, they stack trash bags for agency removal.
- Volunteers in all programs report damage and graffiti. In some programs volunteers may remove graffiti, but in others they only report it and agency staff remove it.
- Volunteers in some programs clean benches and shelters.
- Volunteers in some programs shovel snow.
- Volunteers in some programs are encouraged to make enhancements to the site (e.g., landscaping, artwork), while other programs forbid any site alterations.
- Most agencies provide cleaning supplies; however, some volunteers must supply their own.

There were also common elements of success. Having a proactive coordinator who champions the program is key. Branding the program with an attractive logo or a recognizable volunteer plaque is important to program identity and success. Letting the system speak for itself has proven to be important. While all the programs have some form of marketing on their websites, in rider alerts, or in community newsletters, it is the clean stops themselves and enthusiastic feedback from the volunteers that have proven to be strong promotional tools.

The difficult challenge of recruiting and retaining volunteers requires constant attention by a committed individual in the transit agency. Program effectiveness also hinges on securing

sufficient agency resources to inspect stops and stations and to ensure that volunteer work has been completed. Agencies were in agreement that a designated budget for adopt-a-stop programs (which none of the agencies have) would have a major positive impact on future success.

In conclusion, adopt-a-stop programs appear to be a viable option for transit agencies seeking a novel, low-cost way to enhance station appearance, increase community involvement, and build public appreciation of the local transit system. Although a step-by-step system does not exist, looking to existing programs for guidance can be beneficial. The programs are not highly technical, costly, or controversial, and they can provide a win-win situation for the transit agency and the community.

CHAPTER ONE

INTRODUCTION

A *transit station* is defined as a sheltered, closed-access facility that requires a fare card to enter. A *transit stop* is defined as an open-access site that could be sheltered, but does not require a fare card.

Keeping transit stations and stops clean and attractive can consume a significant amount of an agency's resources. A transit system's stations and stops are used by many riders each day, and those individuals often leave behind newspapers, food wrappers, and other debris. The situation is made worse by trash cans that overflow, winds that drive leaves and trash into enclosed areas, patrons who spill food and drink, and vandals who damage station furniture and infrastructure.

The appearance of a station or stop may be a key determinant of a customer's satisfaction and sense of security. These perceptions affect the system's ridership. A clean, well-cared-for station is inviting to riders—it sends the message that the system is safe and that someone is taking care of the property and keeping an eye on it—whereas a dirty, vandalized stop or station can elicit a sense of foreboding that discourages riders.

A number of transit agencies have set up programs that allow organizations and individuals to "adopt" a transit station or stop. In return for periodically picking up litter, the adopting organizations or individuals receive recognition or incentives, such as transit passes. In some cases, they are also responsible for enhancing station and stop amenities (such as weeding flower beds), and they serve as an extra set of eyes on the property, reporting vandalism and suspicious activity.

This synthesis describes how adopt-a-stop programs are being used by transit agencies; how those programs are conducted, publicized, funded, managed, and monitored; and what effects the programs have on community relations. Adopt-a-stop programs that have been disbanded will also be discussed.

PURPOSE

This synthesis aims to provide a state-of-the-practice document. Understanding the benefits of such programs and the practices used by successful programs can aid a public agency or organization that wishes to initiate an adopt-a-stop program. This report found that improving community involvement often is the primary impetus for those who undertake a program. They are generally not created as ways to reduce costs.

METHODOLOGY

The synthesis process included a literature review, a survey of transit agencies, and telephone interviews with coordinators of seven programs selected as case examples. Professionals in the field were consulted for their input on existing adopt-a-stop programs. The literature review found numerous websites that provided detailed information about existing programs as well as a small amount of published literature. A survey was created to examine the structure of ongoing adopt-a-stop programs and their effectiveness. This survey was sent to a variety of transit systems: ones that had ongoing programs and ones that had discontinued them; small as well as large systems; and systems in both rural and urban areas. Answers to the survey were self-reported and respondents provided information to the best of their knowledge. Six of the case examples were selected from among the survey respondents to further amplify various outstanding features of adopt-a-stop programs. One agency that discontinued its adopt-a-stop program was also interviewed.

REPORT ORGANIZATION

The first chapter of this report describes the scope of adopt-a-stop programs and their rationale. This introduction is followed by the literature review in chapter two. Chapter three presents an analysis of the survey results and chapter four examines seven case examples. Chapter five summarizes findings and conclusions, and presents suggestions for further research.

The report contains four appendices: The Survey Questionnaire (Appendix A), Survey Respondents (Appendix B), Sample Applications and Agreements (Appendix C), and Adopt-A-Stop Program Websites (Appendix D).

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CHAPTER TWO

LITERATURE REVIEW

In completing a comprehensive review of adopt-a-stop programs, a variety of sources were investigated. A Transport Research International Documentation (TRID) search and other Internet searches were conducted. The bulk of the information relating to adopt-a-stop programs was found on participating agencies' websites.

HISTORY

Adopt-a-stop programs are an innovative approach for improving public transit in the United States. An early adopt-a-station effort was developed in New York City in 1977 (*1*), but adopt-a-stop programs truly began to gain momentum following on the heels of the successful adopt-a-highway programs. The first adopt-a-highway program began in Texas in 1985 when citizens became concerned about the littered highways and looked for a way to take action (*2*). The idea evolved into thousands of groups all across the country volunteering their time and effort to pick up litter on highways. Success generated similar concepts such as adopt-a-spot (i.e., a park or a plaza), adopt-a-river, and adopt-a-stop.

An October 1992 issue of *AASHTO Quarterly* highlighted an early effort in the adopt-a-stop movement (*3*). A San Diego-based Japanese electronics firm, in coordination with the Metropolitan Transit Development Board's program, adopted a bus stop outside of its headquarters. About 40 local merchants, organizations, scout troops, and individuals joined the effort and adopted other bus stops in the community, with the understanding that they would clean up and improve the area at least once a week. The program evolved over the years and eventually came under the jurisdiction of the North County Transit District. It continues in force today to enhance station appearance and to engage the community in public transportation (*4*).

ADOPT-A-STOP PROGRAMS AND PUBLIC TRANSIT SAFETY

A primary need of passengers is to feel safe and secure at transit stations. Feelings of insecurity at stations lead people to not choose public transit. Therefore, improving personal safety can lead to increased ridership.

In the 2006 *Toolkit for Bus Stop Accessibility and Safety Assessment,* produced by Easter Seals Project ACTION (*5*), maintenance of bus stops and shelters is specifically cited as a means to achieve safer bus stops. The toolkit indicates that bus stop maintenance can be costly and time-consuming; however, by forming agreements with local businesses or commercial centers the financial responsibilities of the transit agency or public works department can be reduced.

Lisa Tucker's 2003, *Safer Stops for Vulnerable Customers,* reported that the location, design, features, and maintenance of bus stops affect the safety and security of waiting passengers. She noted that:

> Collaboration provides a vehicle for dialogue and service improvements between transit agencies and the communities they serve. Several adopt-a-stop programs have been implemented throughout the country, through which volunteers agree to monitor the upkeep and cleanliness of their adopted bus stop. Such programs provide a sense of ownership and interest within the community and the volunteers' activities improve the physical appearance of stops in general, thereby improving the safety and security of bus stops for all transit customers (*6*).

In the 1997 FBI *Law Enforcement Bulletin,* an article on policing mass transit offers additional views on the importance of community involvement in transit security (*7*). It recommends that transit authorities promote the system as a community asset that requires public involvement in its maintenance. The end result can be reduced crime not only on the transit system, but also in surrounding neighborhoods.

In Houston, Texas, an adopt-a-stop program had disbanded as a result of it generating little interest; however, concerns for safety sparked its renewal. When a local businessman called to complain about criminal activity at the bus stop across from his business and requested the stop be moved, Metro suggested that he adopt the station instead.

"Our fundamental belief is if you move stops, you are disenfranchising those individuals who choose to or who must use public transportation," Houston METRO Police Chief Tom Lambert said at the time "We do everything we can to address problems and not move stops" (*8*).

When the businessman agreed to adopt his stop, the program gained new momentum. Residents and business owners are again adopting local stops and have become the watchdogs for Houston METRO by reporting suspicious activities and vandalism.

BENEFITS

Helping people to become more involved in their community is a goal of adopt-a-stop programs.

The Chicago Transit Authority produced a brochure inviting community members to become a partner in the effort to make

rail stations more inviting. It launched its Adopt-A-Station program in the 1990s and asked volunteers to develop a plan to connect a station visually with the surrounding community (*9*). Originally, the volunteers were not responsible for the day-to-day maintenance of the station, but instead were expected to develop exhibits reflecting the history and culture of the community. The program subsequently adopted other activities, including picking up litter and planting and maintaining flowers or small trees (*10*). The program helps the Chicago Transit Authority identify more closely with the neighborhoods it serves.

Tri-County Metropolitan Transportation District of Oregon (TriMet) notes in its *Bus Stop Guidelines* publication, "Bus stops as public spaces are as much a part of a community as streets, pathways, parks, and plazas. TriMet encourages communities and citizens to recognize their value and to build a sense of ownership" (*11*).

The guidelines include program goals, one of which states: "Bus stops shall be *well maintained* and free of trash and vandalism. TriMet will seek partnerships that share responsibility for maintaining bus stops."

Green Hands USA produced an online project guide called *How to Adopt a Subway, Train or Bus Station Cleanup* (*12*). It is the organization's goal to increase ridership on public transit and suggests that cleaner stops mean more people choose transit. Its grassroots approach to station cleanups encourages individuals and organizations to take the initiative and contact their local transit agency to adopt a stop. It notes that studies have indicated that people tend to litter more when litter has already accumulated; therefore, a cleaner area actually reduces future litter.

DISADVANTAGES

The literature search did not disclose any negative aspects of implementing adopt-a-stop programs.

INTERNATIONAL PROGRAMS

The Rail Safety & Standards Board in the United Kingdom conducted a research project of British and international adoption programs to provide guidance for train operators and adoption groups on good practice in station adoption (*13*). The results are very specific in describing the responsibilities of the adopters and in addressing the safety issues.

From that review, the Rail Safety and Standards Board also produced a research brief, *Good Practice in Station Adoption Schemes,* which focuses on railroad station adoption, and observed that:

> Adoption schemes provide a means of making stations more attractive and potentially safer for their users, which is shown, in turn, to increase the number of people using the railway.

The brief reported several benefits for railway users as well as the railway operator. Information about the condition of the stations that is provided by the volunteer allows for faster response and better use of the time of paid staff. A rapid response to vandalism is expected to increase rail usage and revenue. Stations that are adopted may receive favorable media coverage and community relationships overall improve.

The Association of Community Rail Partnerships (ACoRP), with assistance from the Greater Manchester Passenger Transport Executive (GMPTE) and Northern Rail, produced *Station Adoption 2010: A Guide for the Local Community* (Figure 1) (*14*). Many of the smaller stations in Britain are unstaffed, so the volunteers play a vital role in overseeing the stations. In addition to picking up litter, their tasks include reporting broken lights, out-of-date posters and timetables, and property damage.

The Adelaide Metro in South Australia has an extremely active adopt-a-station program. Created in 1991, it was the first adopt-a-station program in the country. It is now known as the Community Volunteer Program and encourages individuals and community groups to help combat graffiti and vandalism.

The Australian government produced *Adopt-a-Station Program Guidelines* in 2001 and revised them in 2005 (*15*). The guidelines provide clear direction to volunteers as to what they can and cannot undertake in their roles. The document also provides a list of contacts for any situation that might arise while volunteers are undertaking their duties.

The city of Gosnells in Western Australia developed an adopt-a-shelter program in coordination with its anti-graffiti campaign. Local councils provide do-it-yourself graffiti removal kits to residents that adopt a shelter. According to a 2011 article in *The West Australian* (*16*), the Public Transport Authority spent $3 million in 2010–2011 to remove graffiti on trains, buses, and at stations. As of November 2011, 67 of 110 shelters in the city were maintained by residents, who were given a paint bucket, paint brush, disposable gloves, face mask, and wet paint signs.
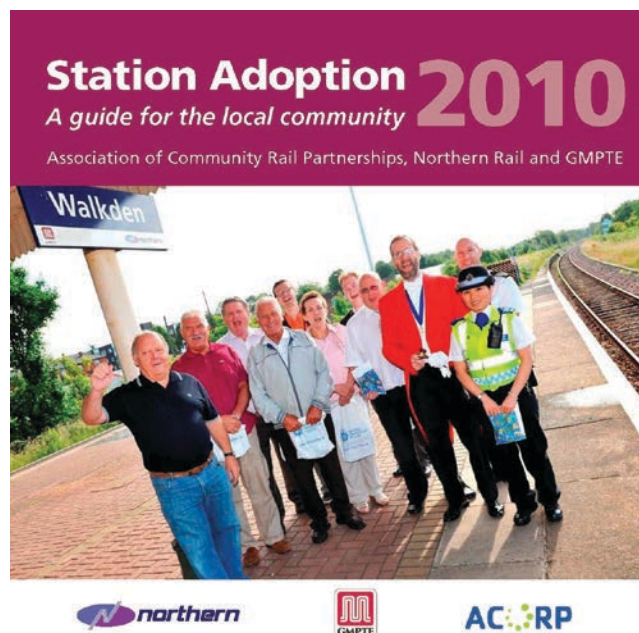

FIGURE 1 ACoRP *Station Adoption Guide 2010* (2010).

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CHAPTER THREE

SURVEY RESULTS

From an Internet search targeting adopt-a-stop programs, a diverse group of large, small, urban, suburban, and rural systems throughout the United States was selected to receive a copy of the survey. The survey had 52 questions and is included as Appendix A of this report.

Of the 37 agencies and organizations that received the survey, 30 completed it for an 81% response rate. Twenty-eight of the respondents have an adopt-a-stop program in place. Two do not currently have programs, but reported that they previously had a program. Responses came from 18 states and the District of Columbia. It was discovered that most adopt-a-stop programs (78%) are managed by transit agencies. Of the remainder, five community organizations and a local government agency were identified as serving as a liaison or partner with the local transit authority to operate the program.

PROGRAM CHARACTERISTICS

Almost 90% of the agencies operate bus systems, approximately 25% operate rail, and about 63% operate their own paratransit system (many agencies contract out for paratransit services). Almost all (97%) of the programs serve urban areas, 68% serve suburban areas, and about one-third serve rural areas as well.

Of the two agencies reporting that they previously had an adopt-a-stop program, one program is on hold pending review (Miami–Dade Transit), and the other program was cancelled (New York City Metropolitan Transportation Authority), primarily because it was determined that the benefits were not sufficient to justify agency resources required to manage the program. The agency respondent noted that it was difficult to sustain local commitments to maintain stations and there were concerns over quality of volunteer work and liability.

Two other programs, King County, Seattle, Washington, and Pace Suburban Bus, Arlington Heights, Illinois, no longer actively recruit new volunteers owing to a lack of funds, but maintain the programs for existing volunteers.

More than half of the agencies surveyed have programs that have been in place for more than six years. Organizations rather than individuals are more likely to adopt stops and more than 55% of the agencies reported that more than 25 stops or stations have been adopted since their program began.

Most programs (82%) allow for the adoption of furnished or sheltered stops with benches and/or enclosures. Surprisingly, however, about one-third also allow adoption of open access facilities such as a bus hub, light rail, or multimodal station. These usually require that volunteers undergo additional safety training, and insurance and indemnity issues become concerns.

SIMILARITIES OF PROGRAMS

Although one may initially assume that adopt-a-stop programs are primarily created to augment agency resources, this is not the case. Overwhelmingly, survey respondents reported that adopt-a-stop programs are a means to "enhance station/stop appearance" (78%) and "encourage citizen involvement, pride, and ownership in their respective communities" (85%) (Figure 2). Agencies welcome volunteers from every sector (i.e., individuals; local businesses; not-for-profit organizations; city and state agencies; and civic organizations such as Elk, Moose, Jaycees, and Rotary). Several agencies reported that they invite high school students who need to fulfill school community service requirements.

Only one organization, the Regional Transportation District (RTD)–Denver, reported having a full-time staff person. The other programs incorporate the duties into a designated employee's job responsibilities, and those employees typically spend fewer than 16 hours per month administering the adopt-a-stop program.

Seventy-two percent (72%) of agencies surveyed reported that the annual budget for their adopt-a-stop program is less than $5,000 per year. Furthermore, comments revealed that agencies typically spend only about $500 to $1,000 per year. The money is used for some basic cleaning supplies, transit passes, and signage. No program has a dedicated budget. Adopt-a-stop budgets are usually part of the agency's operations budget (54%) or maintenance budget (38%). The remainder is funded by the marketing budget or sponsor fees. Several respondents commented that a designated budget for the adopt-a-stop program would allow for more choices and better service.

Website and social media were the most frequently cited tools used to recruit volunteers in addition to the traditional
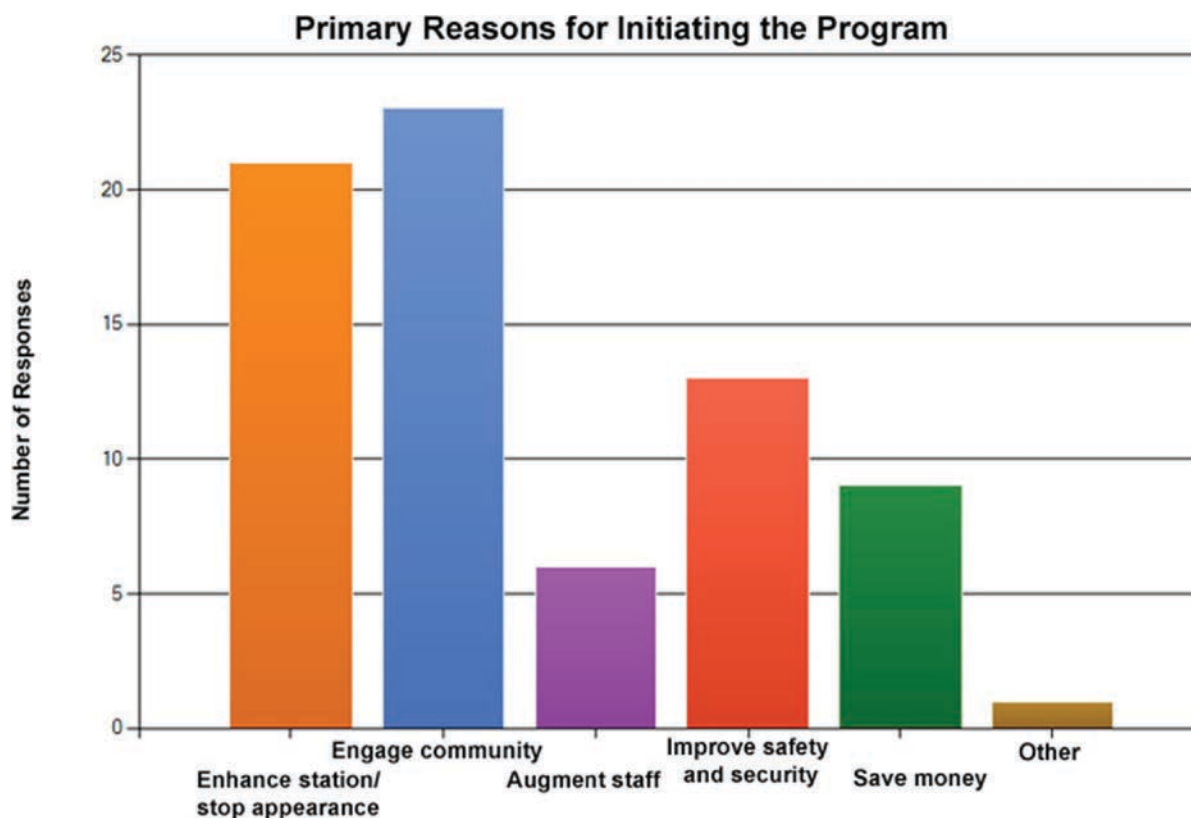
FIGURE 2 Reasons for initiating an adopt-a-stop program.

public relations and marketing tools such as advertising at station stops, press releases, and presentations at community events. Not only do agencies recruit volunteer workers, but two agencies reported that they also solicit donations (money and supplies) for their programs.

Volunteers appear primarily to come from businesses and organizations located near a stop that needs attention or are individuals who hear about the program by word of mouth. As one respondent from a statewide transit agency noted "it's contagious" and volunteers want to be part of the community effort. While adopters usually request a stop based on locations near their home or business, one respondent noted that occasionally someone calls and asks "where is the need" and then the agency reviews passenger boarding data to offer a list of stops with high activity to choose from.

Public recognition in the form of a plaque or sign at the stop is the most frequently cited incentive provided to volunteers (65%); along with public recognition at events, in media, or on a website (57%); and certificates of appreciation (42%). Although respondents reported that complimentary or discounted transit passes were the least used incentive (38%), a few respondents suggested that transit passes given to individual volunteers are the main driver of their program. Two agencies hold annual recognitions banquets for their volunteers and one coordinator reported that handwritten thank-you notes "were very well received."

If a plaque is installed at a stop or station, it is usually paid for by the transit agency (65%) or sponsors and volunteers (18%). The remaining 17% require a fee ranging from $35 to $100 to be submitted with the volunteer's application. In each instance, these fees were subsequently used to purchase plaques or trash cans for the adopted stop.

MANAGING VOLUNTEERS

Most respondents (92%) require volunteers to sign a contract or an agreement that spells out the volunteers' responsibilities and 73% of the respondents reported that volunteers are required to sign a waiver of responsibility for injury. Long-term commitments are rarely required. Usually, volunteers are just asked to notify the agency when they no longer wish to participate in the program. Only one respondent reported that individual volunteers are required to pass a background check.

All of those that responded to the survey reported that volunteers' responsibilities include picking up and/or removing trash (Figure 3). Reporting vandalism or other damage is a task for 23 of the programs. Snow removal is part of the volunteer responsibilities in about one-third of the programs surveyed. Several respondents revealed that snow removal assistance was the incentive to start their adopt-a-stop programs. Typically, volunteers are discouraged and/or restricted from handling hazardous materials, removing

Typical Activities of Volunteers
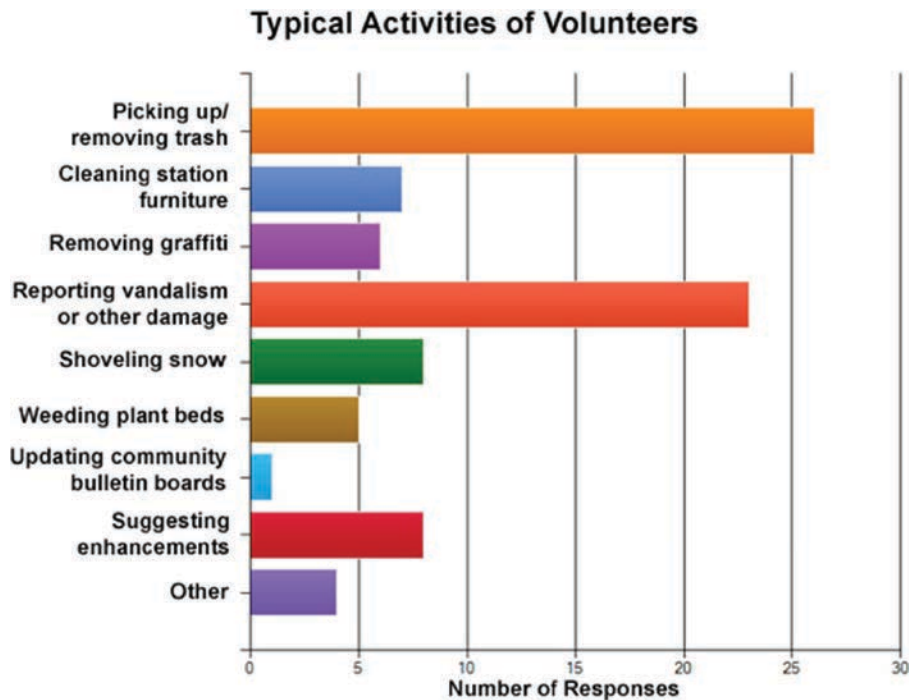
FIGURE 3 Volunteer responsibilities.

broken glass, removing graffiti (although several agencies do permit graffiti removal), or altering or fixing stops or fixtures. Only a small number of respondents reported that they use volunteers (20%) to tend gardens.

More than half of the respondents do not track volunteer hours. For those that do, respondents reported that collecting hours tends to be inconsistent and often more trouble than it is worth.

Most respondents indicated that their transit agencies do not limit the number of stops or stations that a volunteer can adopt (73%). A few agencies believe that imposing limits allows adopters to perform better at their adopted stop. One respondent did not want to overload volunteers with snow removal at too many stops.

Only those agencies who give out transit passes to volunteers have policies to manage abuse of incentives (i.e., any volunteers who misuse passes are removed from the program.)

TRAINING VOLUNTEERS

Most volunteers receive training for their duties through printed procedures and guidelines (80%), usually short, one-page descriptions of volunteer duties. Almost half of the agencies also schedule individual sessions as volunteers enlist. Volunteers are not typically trained to avoid or defuse confrontations with the public and no respondents reported any injuries to volunteers while working. Although less than

one-third of the agencies provide identification badges, vests, or other means of identifying volunteers as ambassadors for the agency, five agencies did indicate that they provide volunteers with reflective vests and/or safety gloves.

Programs that allow volunteers to adopt open access sites (e.g., bus hub, light rail, multimodal station) require volunteers to go through additional safety training.

EFFECT OF PROGRAM ON AGENCY

In general, agency maintenance departments are grateful for the extra help in maintaining stops and these programs free up manpower for other areas of responsibility. One respondent from a suburban transit agency commented that any time an adopter empties a trash receptacle it saves one hour of maintenance time once travel time for the maintenance worker is accounted for. However, the survey results did not indicate any direct, quantifiable reductions in operating or maintenance costs stemming from adopt-a-stop programs. One respondent thought the program had reduced the burden on departments, especially following a major snowstorm.

One respondent reported that issues with a union (not specified) prevented stops from being included in the adopt-a-stop program. In general, respondents were not unionized (23%) or the union had no concerns (69%).

Only 20% of the respondents insure against risk of injuries resulting from volunteer work and these are almost

Perceived Benefits from Adopt-a-Stop/Station Programs
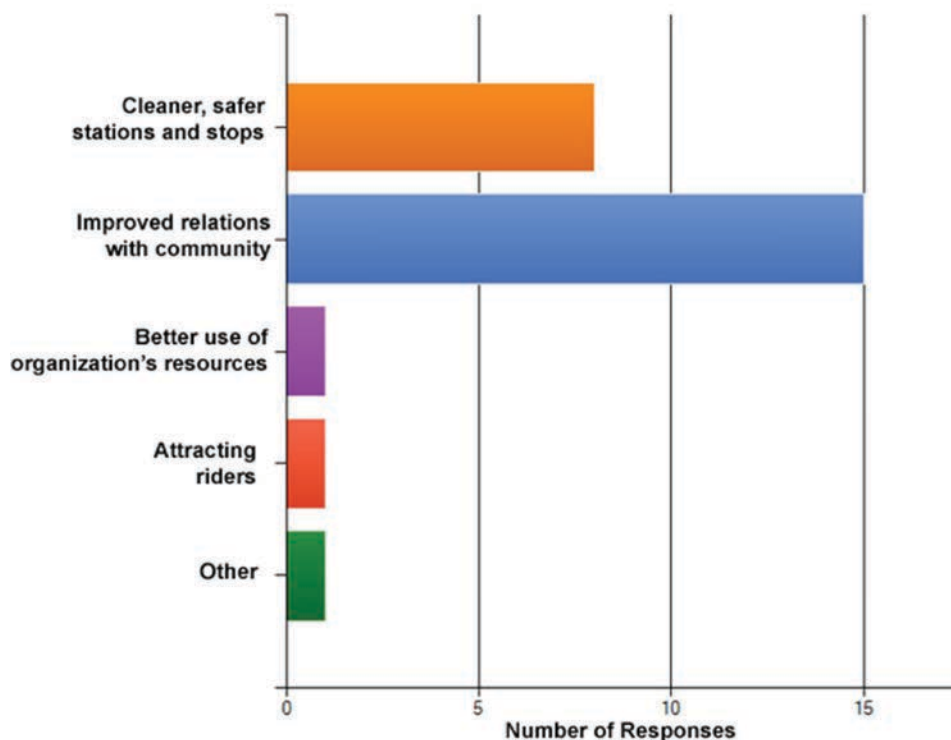
FIGURE 4 Program benefits.

always those agencies that use volunteers at transit hubs and train stations.

MEASURES OF SUCCESS

Respondents use a variety of tools to evaluate the success of the adopt-a-stop programs: the number of stops or stations adopted (69%), feedback from community and businesses (65%), staff check-ups of cleanliness of adopted station and stops (61%), and incidence of vandalism, including graffiti (46%). As long as volunteers stay in the program and additional volunteers continue to step forward, the programs are deemed successful. Respondents did not stress cost savings as a key impact, and this is consistent with their comments that the overall purpose of the adopt-a-stop programs is to enhance community involvement. Respondents reported that transit riders as well as volunteers readily contact the transit agency when stops or stations are in need of care.

Overwhelmingly, respondents view their adopt-a-stop programs to be a success (73%). One agency rated its program as unsuccessful. That agency's respondent commented that the program has been in operation less than a year and that getting volunteers had been challenging. Respondents tended to view their programs as evolving and stressed the

need for their agencies to contribute more resources and to develop a stronger marketing and promotional campaign.

The survey responses indicated that the key challenges to operating an adopt-a-stop program are recruiting a sufficient number of volunteers (35%), monitoring program performance (31%), and funding (11%). However, it is interesting to note that although the survey responses point to a variety of challenges, the "comments" revealed that recruiting volunteers is the dominant challenge.

Improved relations with the community (58%) and cleaner, safer stations and stops (31%) were reported as the top benefits of the program (Figure 4). Individual comments from respondents supported these figures. Improved community relations was repeatedly mentioned as being an important factor in the comments section of multiple survey questions to adopt programs. Better use of agency resources and attracting choice riders were not determined to be as important outcomes of the programs.

Feedback from riders is collected by the typical tools (i.e., surveys, public meetings, and website). However, more than half (56%) of the respondents reported that feedback from riders is not solicited.

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CHAPTER FOUR

CASE EXAMPLES

Seven agencies were selected for telephone interviews (Table 1). Six agencies that responded to the survey were selected because they had varied types of adopt-a-stop experiences that could illustrate the effects of different approaches. An agency that did not receive the survey because it had discontinued its program was also interviewed and included as a case example (Figure 5).

THE RIDE, ANN ARBOR TRANSPORTATION AUTHORITY, ANN ARBOR, MICHIGAN: TAKING A PROACTIVE APPROACH

The Ann Arbor Transportation Authority (AATA) operates the local public transit service named The Ride. The Ride serves more than 204,000 residents in Washtenaw County, Michigan, which includes the cities of Ann Arbor and Ypsilanti. There are more than 1,500 bus stops in the service area, which covers 81 square miles. Bus ridership in 2011 was approximately six million passenger trips. The University of Michigan, which also has its own bus service, and Eastern Michigan University are served by The Ride.

The Ride's bus stop coordinator initiated the adopt-a-stop program. The program has grown from seven community partners (businesses, individuals, community groups) in 2005 to 120 in 2012. The coordinator attributes the success of the program to an aggressive marketing effort, branding the program with a creative logo, and establishing a "we need your help" campaign style to recruit volunteers.

In years past, the transit agency's operating standard was to respond to community complaints about trash by installing a trash can at the site. However, this model did not solve the problem. In many instances it led to the accumulation of more trash at the site. Currently, AATA installs trash receptacles at a site only if there is a signed agreement with an adopt-a-stop partner who agrees to maintain the site. By developing partnerships, residents and businesses are encouraged to take ownership of their community to make it attractive, inviting, and safe. Community involvement has been critical to the success of the program. Additionally, moving from a "reactive" model to a "proactive" approach, the transit agency has not only established a presence in the community, but has redirected transit resources more effectively.

The recruiting of volunteers is managed with traditional recruiting tools; for example, press releases and website posts;

however, volunteers are also aggressively recruited through personal outreach such as speaking at community meetings or visiting local private businesses. The coordinator stressed that it is important to have a package of information about the program in hand when approaching a potential volunteer. Businesses also respond positively when they learn that other businesses in the area are adopt-a-stop partners. This information has proved to be a useful recruitment tool.

Partners are recognized with stickers affixed to the trash container or site (Figure 6) and the partner is thanked and listed in The Ride's schedule book. Initially, groups may receive transit passes as an incentive; however, free passes are not generally part of the incentive effort. Partners are asked to pick up trash, report damage and graffiti, and clear snow. In some cases, community partners clear more snow than AATA. However, snow removal is not required and older volunteers are asked to pick up litter only.

The Ride has no dedicated budget for the adopt-a-stop program. Community partners or the AATA maintenance department may provide basic cleaning supplies. Federal grants have provided funds for transit stop improvements including ADA-compliant walkways and stop amenities, such as a shelter. However, as the program grows and receives more recognition, a budget may be forthcoming.

The theme of community participation and community ownership is critical to the success of the program. For instance, AATA usually requires a minimum amount of passenger activity to install amenities such as shelters, benches, and concrete pads at a stop. However, if a citizen or group is willing to adopt a stop, a bench may be provided regardless of the number of passengers using the stop.

The program has shown that it is far more effective to recruit community partners who are willing to take care of the trash themselves and to take responsibility for how their community looks than to respond to community complaints as they occur.

In 2011, a local center for high-risk youth, Ozone House, adopted a major transit center in Ypsilanti. Clients of the youth center clean and sweep, and they plan to install and care for plants and flowers. A kick-off party was held and the agency gave out brooms, cleaning supplies, and transit passes.

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TABLE 1
OVERVIEW OF CASE EXAMPLE AGENCIES

	The Ride	Pace	RTD–Denver	NJ Transit	TriMet	DART	Tri Delta Transit (active until 2003)
Service Area	Washtenaw County, MI	6 counties in Chicago suburbs	Denver and 8 suburban counties	state of NJ	Portland metro area, tri-county	state of DE	eastern Contra Costa County, CA
Type of Adopted Site	bus stops, bus shelters, transit hub	bus shelters	bus stops	rail stations	bus stops	bus shelters	bus stops
Number of Sites Adopted	120	24	1,000	18	193	12	60
Number of Sites Available for Adoption	1,500	400	10,025	150	6,826	270	600

The coordinator has found that the transit agency needs to have a dedicated individual to not only promote the program and recruit volunteers but also to manage and coordinate the effort (i.e., sending quarterly e-mails to adopt-a-stop partners with reminders and requests for feedback).

Although individuals, businesses, and community organizations can be partners, the coordinator has found that businesses and community groups appear to do a more thorough job than individual homeowners. Community groups and businesses tend to have more people available to do the work. Homeowners are not as consistent and may move away without informing the agency.

The adopt-a-stop program has had a significant effect on the transit agency's cleaning division. Because the mainte-

1. The Ride
Ann Arbor, MI
2. Pace Suburban Bus
Arlington Heights, IL
3. Regional Transportation District
Denver, CO
4. NJ Transit
Newark, NJ
5. TriMet
Portland, OR
6. Delaware Transit Corporation
Wilmington, DE
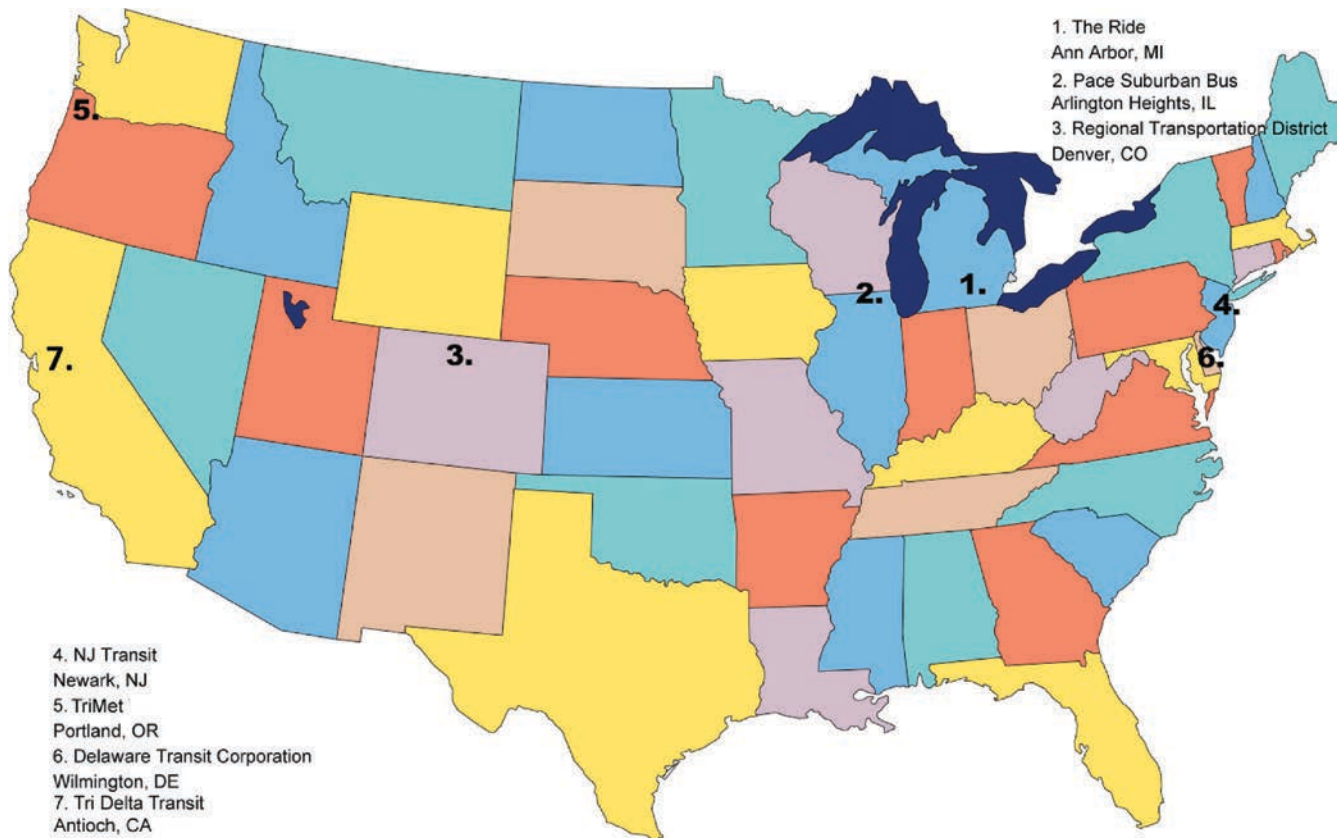7. Tri Delta Transit
Antioch, CA

FIGURE 5 Location of case examples.

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FIGURE 6 The Ride recognition plaque.

nance department no longer needs to respond to community complaints, time can be spent in the field performing regular maintenance.

PACE SUBURBAN BUS, ARLINGTON HEIGHTS, ILLINOIS: USING A FORMAL CONTRACT

Pace was created out of the 1983 Regional Transportation Authority (RTA) act to unify the numerous suburban bus agencies that existed at that time around Chicago. Not long after operating as the Suburban Bus Division of RTA, the agency was branded and began operations as Pace Suburban Bus. Pace has just under 200 fixed routes that serve approximately 8.3 million residents in suburban Cook, DuPage, Kane, Lake, McHenry, and Will counties. In 2011, total bus ridership was 38.6 million passenger trips. Pace provides optimal service for suburb-to-city and suburb-to-suburb trips.

The Pace external relations department manages the adopt-a-shelter program. There are more than 700 bus stop shelters in the service area (Figure 7). The program started in 2004 to engage the community and contribute to the beautification of the area. The website and recognition signage on the shelter are the only tools used to promote the program. More than

FIGURE 7 Pace bus shelter with recognition plaque.

300 are "ad shelters" that are owned and tended by private advertising vendors and are not available for adoption. Of the 400 eligible shelters, 24 have been adopted.

Both individuals and businesses may adopt shelters. More individuals than businesses have stepped forward perhaps because the issuance of free transit passes drive the program. However, community recognition is the most important incentive for businesses. Each volunteer signs a detailed contract outlining the adopter's responsibilities, term and means to terminate the agreement, and action taken if the volunteer fails to meet the commitment.

The coordinator noted several important considerations for organizations considering a similar program:

- It is important to have a simple vehicle for information exchange and feedback between the agency and the volunteers (e.g., e-mail and web).
- There must be a procedure in place and staff available to validate that work at the stop or shelter has been completed.
- Recognition (e.g., signs at the site) is especially important to participants.

Adopt-a-shelter volunteers are required to sign a "terms-and-conditions" document before starting their service. Program volunteers agree to clean the shelter twice each month. Each volunteer receives a nonredeemable ten-ride pass per month. In recognition of service, a sticker identifying the adopter is installed on the shelter. Adopters submit a report twice a month to advise that the shelter was cleaned. Pace staff are seldom available to inspect adopters' shelters and verify completed maintenance; therefore, Pace maintains an honor system relationship with its adopters.

There is no designated budget for the adopt-a-shelter program. Discretionary funds from the Pace marketing budget provide volunteers with the necessary cleaning supplies. At this time, expansion plans are frozen because of budgetary controls. Another main restraint to expansion is that there is not sufficient staff to monitor the shelters on a regular basis and to verify that each has been cleaned. As Pace manages its current group of adopters, the program coordinator indicates that there is an economic incentive to convert all Pace non-advertising shelters to advertising shelters, which would inevitably diminish the adopt-a-shelter program. The maintenance clause of the advertising shelter agreement would be the responsibility of the awarded contractor, taking away the need for shelter adopters.

REGIONAL TRANSPORTATION DISTRICT, DENVER, COLORADO: EMPLOYING A FULL-TIME STAFF PERSON

In 2011, Denver's metro area included eight counties with a population of 2.83 million, with a service area of 2,348 square miles. RTD is the regional authority operating the transit services of the Denver metro area including bus, light rail, and commuter rail.

RTD has a full-time adopt-a-stop coordinator. The program supports bus stop adoption only (shelters are maintained by RTD employees and outside contractors). Of the more than 10,000 bus stops in the system, 1,000 are currently adopted. The program has been in place since 1993. When a coordinator came on board in 1997, there were only 20 to 30 adopted stops.

The coordinator initiated several important changes and enhancements:

- A legal document volunteers had initially been required to sign was replaced with a simple agreement, which is now part of the adopt-a-stop brochure. The earlier legal document appeared to intimidate volunteers who were often reluctant to sign. The agreement is in lay language and provides volunteers with a simple description of their responsibilities.
- The coordinator created a logo and believes that this is the most important piece of the program. It provides the program with an identity. Citizens know the program by the "tornado guy" logo (Figure 8).
- The coordinator revised the brochure to make it more attractive, colorful, and user friendly.

The coordinator is responsible for answering specific calls and complaints about bus stop appearance, and maintains a database of volunteers. The coordinator also checks adopted stops on a regular basis (i.e., monthly, quarterly, semi-annually, or annually depending on the location and usage).

When stops are adopted, a sign is installed that identifies the stop as an adopted stop and names the volunteer. A trash can is installed and the coordinator delivers a supply of bags to the volunteer. Trash cans are usually plastic unless a particularly busy stop requires a more substantial metal receptacle. The facilities department installs the sign and trash can. The coordinator delivers the trash bags to the volunteer because making a personal contact is important to success.

FIGURE 8 RTD—Denver's "tornado guy" logo.

Although businesses are sometimes given free transit passes to distribute to their employees, transit passes are not used as an incentive. Repeatedly, the coordinator mentioned that a designated budget would be of significant help to determine priorities and run the program. She emphasized that volunteers save RTD a not insubstantial amount of money in personnel, vehicles, and materials, and that a budget that could be used to offer some incentives to volunteers would be valuable.

When citizens report dirty stops, the coordinator will personally go out and canvas the neighborhood to recruit a volunteer to adopt a stop. She believes that establishing a personal relationship with volunteers is essential to success. Because most of the bus stops are on public easements, part of the job is educating residents and businesses that it is the property owner who is responsible for the appearance and cleanliness of the stop, not the city. However, this is only part of the education process. Encouraging citizen and business ownership of the community is a significant part of the job, and this is accomplished by one-on-one contact with businesses and individual volunteers. Convincing citizens that they can have an impact on their community is vital. Because the program is now so well known (largely because of the branding with the tornado guy), individuals and businesses often call to volunteer and the coordinator does not need to spend as much time recruiting volunteers.

About 50% of the volunteers (an unusually large number) in this program are concerned individuals, as opposed to businesses or community organizations, who want to do something for their community. The other half is businesses that adopt a stop in front of their store and nonprofit organizations (e.g., Lions Club, Boy Scouts) that are conscious of community service. Occasionally the coordinator needs to convince a local business that it may be in its interest to adopt a stop.

Citizens know the program by the tornado guy logo. People like the continuity of the program. The coordinator can be reached on a direct line, which is answered personally. This access is critical to the success of the program. Individuals have remarked that they are surprised and happy to be able to talk to a real person.

NJ TRANSIT, NEWARK, NEW JERSEY: UNDERSCORING SAFETY

NJ Transit is New Jersey's public transportation corporation providing bus, rail, and light rail to New Jersey, New York, and Philadelphia. For fiscal year 2011, the company financial statements showed 253.8 million unlinked passenger trips for rail, bus, and light rail, including contracted routes. The population of New Jersey is 8.8 million and the area served covers 7,354 square miles.

New Jersey's adopt-a-station program covers the entire state. At least one station has been adopted on each of the rail lines; the average is two. Presently, 18 of New Jersey's 150

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rail stations have been adopted. Bus and light rail are not part of the program.

An employee with NJ Transit Rail Operations took over the adopt-a-station program five years ago. At that time, the program was dormant. The program was modeled on the New Jersey Adopt-a-Highway litter abatement program.

Several changes were undertaken to revive the program:

- The practice of giving gift baskets and T-shirts to new volunteers was discontinued.
- In-depth safety training sessions for all volunteers were developed. These are especially important because volunteers work in proximity to active trains. For group volunteers, the coordinator conducts safety training with group leaders.
- A concerted effort to promote the program and recruit volunteers was pursued by making presentations at community events and meetings (i.e., the employee in charge become the agency's adopt-a-station "go to" person).

Outreach has been critical to the success of the program. Because the adopt-a-station program is closely associated with New Jersey's beautification effort, the program coordinator attends every Clean Communities meeting and conference armed with adopt-a-station information and brochures. Signs are posted in stations stating, "this station is available for adoption. . . ." Plaques recognizing the volunteers are posted at adopted stations (Figure 9). The program coordinator reports that as the program becomes more recognized in the community, word of mouth has become the best promotional tool.

Volunteers are mostly groups (e.g., church youth group, church senior group, women's flower club, and college students); however, there are a few individual volunteers as well. Because of safety concerns, all volunteers must be at least 16 years of age and youth groups must be accompanied and

FIGURE 9 NJ Transit adoption plaque.

supervised by a trained adult whenever on site. Each volunteer must sign a waiver releasing NJ Transit from liability. No one has been injured while volunteering.

A two-year contract is required for a group or individual to adopt a station. Most groups continue beyond the initial two-year commitment. Volunteers commit to clean the stop four times a year and some take it upon themselves do it more often. Volunteers are free to clean and beautify the stop as they like (e.g., take care of existing plantings, plant a community garden). Proposed ideas for taking care of the station are solicited and described on the volunteer application. Volunteers are permitted and encouraged to essentially take ownership of the stop. Sometimes groups will seek contributions for their effort from local businesses; for example, a women's garden club took the adopt-a-station contract to Home Depot and asked for a donation of plants and garden tools.

In addition to the initial safety training, volunteers are required to call NJ Transit's 24-hour Response Center when arriving and departing the site. At the completion of their labors, they are required to submit a work report including what work was completed, how many persons attended, and where the trash was left for pick-up. The coordinator personally inspects all the stations for cleanliness.

Although there is no official budget, the program coordinator reported that approximately $500 per month is spent on cleaning supplies and safety garments for volunteers (reflective vests, gloves, etc.). Volunteers are asked to empty trash receptacles into dumpsters or gather bags for transit employees to subsequently handle.

Personal contact, going out into the field and giving a helping hand to volunteers, and enthusiasm and pride in the state's beautification effort have been critical to the success of the program. The coordinator recommends that it is vital to "pound the pavement" to sell the program and let the community know that the agency is a partner in the effort. Additionally, the NJ Clean Communities Council honors volunteers at an annual banquet. Two adopter organizations are invited to attend each year.

TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT, PORTLAND, OREGON: ENFORCING ACCOUNTABILITY

TriMet is a municipal corporation that provides bus, light rail, and commuter rail service in the tri-county Portland, Oregon, metro area, covering more than 570 square miles and serving 1.5 million residents. In 2011, the ridership on the district's 79 bus lines was 58.4 million passenger trips.

TriMet's adopt-a-stop program accepts volunteers for bus stops only (rail stations are maintained by union crews). There are 6,826 bus stops. The program is coordinated by a community affairs specialist whose primary responsibilities include managing the database of the program, responding to inquiries

from organizations considering adopting a stop, and fielding and handling concerns reported by the community. The position is paid for in part by Congestion Mitigation and Air Quality Improvement funds. The region programs these funds to provide capital resources for many elements of TriMet's Bus Stop Improvement projects.

The adopt-a-stop program originated in 1998 in coordination with SOLV (Stop Oregon Litter and Vandalism), a nonprofit organization of individual volunteers, service and conservation groups, businesses, and government agencies. At that time, individual volunteers were part of the adopt-a-stop program and they were given transit tickets for their participation. However, as the program evolved, it was decided that only groups and businesses would be eligible to volunteer. As of 2012, 193 bus stops have been adopted by 164 community, municipal, and business organizations.

Volunteers sign a simple, straightforward agreement that describes volunteer duties (i.e., to empty the can at least once a week, to dispose of the trash into their own trash dumpsters, and to report any damage or graffiti). TriMet provides and installs the trash can. Under this agreement, volunteers concur that if they do not meet their responsibilities TriMet has the authority to remove the trash can from the stop.

Plaques honoring the adopting organizations are displayed at each adopted stop (Figure 10). In addition, each year the coordinator sends handwritten thank you notes to each organization. This effort is appreciated and well received by adopters and sometimes leads to an organization assuming responsibility for an additional stop. At one point, certificates of appreciation were distributed; however, they were not perceived as an incentive and were subsequently discontinued.

Volunteers learn about the program and are recruited primarily by word of mouth. Sometimes businesses or organizations call to complain about a trash problem near their business and/or to request a trash can. The coordinator takes this is an opportunity to educate the caller about the program and to recruit them as an adopt-a-stop volunteer.

FIGURE 10 TriMet adopt-a-stop recognition plaque.

The coordinator recommends the following to organizations contemplating a program:

- It is more manageable and successful to recruit groups rather than individual volunteers. The turnover rate is high for individuals. The work involved in maintaining the stop may be difficult for individuals.
- Trash cans often attract more trash; therefore, adopting agencies and businesses need to be advised of what will be expected of them.
- The transit agency needs to be responsive to volunteer requests (e.g., if a volunteer does not want to manage the typical 33-gallon trash receptacle, perhaps the agency needs to be willing to offer a smaller or lighter can).
- The agency needs to have a good tracking system in place in order to follow up on complaints and maintain lists of sponsors. (TriMet's database lists adopters along with ridership information.)

DART, WILMINGTON, DELAWARE: CREATING TRANSIT AMBASSADORS

DART First State (DART) is Delaware's statewide public transportation provider. It supplies transit services to three counties covering 1,954 square miles with a population of 897,934 (as of 2010). DART is operated by the Delaware Transit Corporation (DTC), a subsidiary of the Delaware Department of Transportation. Its fleet includes more than 400 buses and it operates 62 year-round bus routes and eight summer service routes for a total of more than 12 million passenger trips annually. Most of the bus routes run in and around Wilmington and Newark. Seasonally, routes are added to service Delaware's coastal beach resort towns. DART also serves its northern county with commuter rail service to and from Philadelphia.

DART launched its adopt-a-shelter program in 2011 to enlist community and business partners to assist in providing attractive and cleaner shelters for citizens and to reduce the incidence of and costs associated with vandalism. Currently, DART has private-sector adopters for 12 of the 270 shelters available for adoption. Most of the adopted shelters are in urban New Castle County; however, several shelters are located in rural areas. The DTC marketing manager oversees the adopt-a-shelter program.

The program was initially proposed in 2001. At that time, however, there was not sufficient agency support. Subsequently, the marketing manager began researching other states' adopt-a-stop programs and subsequently proposed a viable program. In 2011, DART launched its Adopt-A-Shelter Community Program.

The program was started with the goal of promoting community spirit and this objective remains a primary focus of the adopt-a-shelter program. The volunteers are referred to as "Transit Ambassadors" for the entire system. Adopters include

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a mix of community organizations, private businesses, and individuals, including Girl Scout troops, a school, a tire store, and a neighborhood improvement association, as well as private citizens. The adopters sign a one-year agreement to sponsor a shelter. Their service is recognized with a plaque located on the shelter. The plaque is provided by the transit system; DTC facilities personnel create the plaques. DTC does not issue transit passes as an incentive. None of the volunteers have dropped out. All the adopt-a-shelter partners are listed on the DART First State website and highlighted in the monthly "rider alert" e-mails.

The volunteers not only keep the shelters free of trash, but also may help shovel snow, which is a significant help to transit agency facilities personnel. Volunteers typically provide their own cleaning supplies; however, DTC may contribute trash bags. DTC also provides the power washing and cleaning of shelter panels.

There is no designated budget for the adopt-a-shelter program. The DTC Facilities Department provides the signage out of its existing budget and also periodically checks the shelters. If there are problems at a shelter (i.e., graffiti or damage), the partners notify the DTC.

Volunteers are recruited primarily through informational postings on the DART First State website (i.e., Help DART to Provide All with a Better, Cleaner, and More Attractive Transit System). Interested individuals or groups fill out a simple agreement and release form and submit it to the DTC Marketing Department. A list of sites available for adoption is also posted on the website.

TRI DELTA TRANSIT, ANTIOCH, CALIFORNIA: CHOOSING A DIFFERENT APPROACH

The Eastern Contra Costa Transit Authority, Tri Delta Transit, is the local transportation provider for the eastern portion of Contra Costa County. Contra Costa County is one of nine counties in the San Francisco–Oakland Bay Area. Tri Delta Transit operates 14 local bus routes and also connects passengers to Bay Area Rapid Transit.

Tri Delta Transit did not receive the survey because the adopt-a-stop program ceased operating in 2003. However, a telephone interview was conducted to examine lessons learned from the agency's experience with the program.

The marketing coordinator for Tri Delta Transit managed the adopt-a-stop program from 2000 to 2003, when it was disbanded, a program already in existence in 2000. Sixty stops of the 600 bus stops in the system were adopted. The program was marketed on the agency's website and in printed brochures.

Tri Delta Transit's program was somewhat different from other programs studied in that the majority of volunteers were Tri Delta Transit employees, primarily bus drivers. One community business was also an adopt-a-stop sponsor. Volunteers that adopted a stop were responsible for picking up litter and reporting damage. In return, volunteers were recognized with a personalized sign at the bus stop. Volunteers were asked to renew their commitment yearly and to submit reports quarterly.

The program was discontinued because:

- It was deemed to be too costly. Signage was purchased from outside contractors and needed to be replaced frequently because of graffiti, damage, and theft.
- Adopted stops were not being adequately maintained by the volunteers. Consequently, the agency staff person responsible for bus stop maintenance still needed to clean up and empty the trash receptacles at some adopted sites.

Tri Delta Transit decided to replace the adopt-a-stop program with a "driver stop watch" quarterly incentive program. Drivers are asked to submit a report when there are trash or graffiti issues at their stops. In return, the driver is entered into a quarterly drawing for a $75 cash prize. This program is open to all bus drivers. The agency has found the driver stop watch program to be effective and reports that the one maintenance staff person is better able to service those stops most in need of care.

CHAPTER FIVE

CONCLUSIONS

Adopt-a-stop programs are a relatively new approach to improving the transit experience, with most programs initiated in the 1990s. These programs are operated and managed at the local transit agency level, as opposed to adopt-a-highway programs that are typically managed by state departments of transportation and are a more well-known part of the transportation landscape.

Adopt-a-stop programs tend to be informal, often spearheaded by one proactive individual. There are minimal formal policies or guidelines. Typically, adopt-a-stop program agreements are simple, one-page documents. These simple agreements appear adequate, useful, and non-intimidating.

Managing an adopt-a-stop/station program is usually only a portion of the designated employee's job responsibilities. Regional Transportation District–Denver was the only surveyed agency that staffs a full-time adopt-a-stop coordinator. However, although the coordinator works on the program full-time, there is no accompanying budget for supplies, promotion, etc.

Respondents indicated that the success of adopt-a-stop programs often depends on a proactive employee assigned to coordinate the program and the support provided to the employee by the agency. How often a transit agency employee is willing to attend community meetings and conferences and become the agency spokesperson for the program is often related to the success and visibility of the program in the community. The coordinator must be able to convince the community of the benefits of volunteerism.

No one formula works for all. Some coordinators believed that community groups and private businesses were the most reliable volunteers. Others prefer to recruit and work with individual volunteers only. In general, however, community organizations and businesses operating near the stop or station stay in the program longer and have a pool of people that they can commit to maintaining a site.

ACTIVITIES OF ADOPTERS

What tasks volunteers can and should not perform varies from agency to agency:

- All adopt-a-stop programs require that volunteers pick up trash and empty trash receptacles. Some are responsible for hauling it away, whereas others stack trash bags for agency removal.

- All volunteers are asked to report damage and graffiti. Some volunteers may remove graffiti, but others are restricted from altering a site.
- Volunteers may be asked to clean benches and shelters.
- Volunteers may be asked to remove snow.
- Some agencies encourage enhancements to the site (e.g., landscaping, artwork), whereas others forbid any site alterations.
- Most agencies provide cleaning supplies; however, some volunteers must supply their own.

COMMON TOOLS FOR SUCCESS

The success of adopt-a-stop programs, as assessed by those agencies that have them, is a broad-based judgment about community involvement, station cleanliness and security, public relations, ridership, and maintenance cost-effectiveness. The key features of programs viewed as successful are:

- Community partnerships—Forming partnerships, promoting community involvement and ownership for cleanliness, safety and well being, and illustrating the agency's commitment to the community are the primary objectives of and most favorable outcomes of adopt-a-stop programs.
- Proactive coordinator—A proactive adopt-a-stop coordinator who becomes the spokesperson for the program and is dedicated to its success is critical.
- Branding—Branding the program with an attractive logo or recognizable plaque is important to program identity and success. Plaques and stickers installed at the adopted sites are the most common tools used to identify and recognize volunteers.
- Word of mouth—Although all programs have some form of marketing on their websites, in rider alerts, or in community newsletters, word of mouth was cited as the primary recruitment tool. As one coordinator reported, "it's contagious." It was noted that social networking tools (e.g., Facebook, Twitter) are being used to reach transit customers for more and more services.

COMMON CHALLENGES

The following are the primary challenges faced by transit agencies with adopt-a-stop programs:

- Recruitment and retention—The primary challenge reported by almost all agencies is recruiting and retaining

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volunteers. The pool of volunteers needs to be continually replenished as individuals move, businesses close, and/or volunteers lose interest.

- Marketing—Agencies reported that stronger marketing and promotion of their adopt-a-stop programs would be helpful to educate the community about the benefits of the program and to recruit volunteers.
- Oversight—Almost all agencies surveyed cited inspecting stops and stations for work completed as challenging. Some agencies rely on an honor system. Several reported that they needed to continually remind volunteers to send in reports.
- Designated budgets—Agencies were in agreement that a designated budget for adopt-a-stop programs (which none of the agencies have) could have a major positive impact on the program's success. Typically, supplies for such programs come out of marketing and facilities budgets. Lack of a sufficient budget was repeatedly cited as an impediment to operating the program to its fullest potential.
- Lack of funds—A number of adopt-a-stop programs do not have any formal plans in place for expansion. Limited agency resources and a climate of reduced spending are limiting expansion plans.

DISBANDED PROGRAMS

Two adopt-a-stop programs were identified as having been disbanded. The primary reason for cancelling the two programs was similar: the agencies determined that the resources required to administer the program, to perform regular inspections of the adopted sites, and to re-clean adopted sites that did not meet standards were too great to justify the program's existence.

FURTHER RESEARCH

Several topics emerged that present subjects for additional research:

- Safety and security—With the exception of programs that place volunteers at active rail sites, most agencies reported that formal training is not conducted to explain safety procedures, responses to potential confrontations with the public, or methods to handle hazardous materials. Volunteers receive some advice on handling suspicious materials in the printed instruction and/or the volunteer agreement forms that are distributed.
- Agency liability—Most programs (but not all) require volunteers to sign a waiver of responsibility. How agencies view risk of injury to volunteers and insure against risk was not adequately disclosed. It may be valuable to review agency policy regarding liability and volunteer workers.
- Promoting the program—Several agencies reported that the adopt-a-stop program was poorly marketed. Such programs rely on printed materials, website postings, branding, and word of mouth. Active marketing campaigns promoting adopt-a-stop programs and backed by agency support and resources were not uniformly evident.
- Cost sharing with local government and community agencies—Opportunities for cost sharing or developing cooperative programs with government and local community agencies could warrant further study. Five survey respondents were coalitions or organizations that have partnered with the local transit agency to operate an adopt-a-stop program. The transportation authority provides funding or bus passes and the coalition recruits and supervises the volunteers. This model might illustrate additional strategies for transit agencies seeking to implement an adopt-a-stop program.

There is no one formula for a successful adopt-a-stop program. Such programs necessarily are tailored to the size and type of the community served, types of stops and stations in use, amenities at the stops, local climate, and public perception of public transit. They can have a positive impact on the community and can strengthen the operation of public transit systems. Adopted stops contribute to a cleaner, safer, more attractive community, as well as a cleaner, safer, and more attractive transit system. Citizen participation in their communities, fostering ownership and creating partnerships, make adopt-a-stop programs a viable community resource.

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APPENDIX A

Survey Questionnaire

Copy of Transit Station and Stop Adoption Programs

The purpose of this survey is to determine the state of the practice of programs that encourage organizations and individuals to adopt transit stations and stops. You are receiving this survey because we believe you can contribute to this project, based on your agency's experience operating such a program either now or in the past.

We have tried to keep the survey as brief as possible, while allowing us to collect the data needed to prepare a synthesis of practice. We ask for your contact information so that we may follow up, as needed, with additional questions.

The survey findings will be summarized in a report that will be published by the Transportation Research Board's Transit Cooperative Research Program (TCRP).

If you believe that someone else in your organization is better suited to respond to this survey, please forward this email to them, and please cc me on the email.

Thank you for your assistance. If you have any questions, please let me know. When the final report is available from TRB, we will be sure to forward a copy to you.

Kathryn Harrington•Hughes tel:
443•385•0300
kathryn@harrington•hughes.com

1. Please provide your contact information so that we may call or email you if we need clarification or more details.

Name and Title:	
Agency/Organization:	
Email Address:	
Phone Number:	

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Copy of Transit Station and Stop Adoption Programs

2. What modes does your system operate? (check all that apply)

- ☞ Bus
- ☞ Bus rapid transit
- ☞ Light rail
- ☞ Commuter rail
- ☞ Metro
- ☞ Bicycle Share
- ☞ Other (please specify below)

Comments/Details

3. What is the annual ridership on your system?

4. What type of community do you serve? (check all that apply)

- ☞ Urban
- ☞ Suburban
- ☞ Rural
- ☞ Other (please specify below)

Comments/Details

24

Copy of Transit Station and Stop Adoption Programs

5. Does your system currently have an adopt-a-stop/stationprogramin place?

Yes

Not now, but had program in the past

_)_ No

Comments/Details

25

Copy of Transit Station and Stop Adoption Programs

If your program was canceled...

6. Why was the program canceled? (check all that apply)

- Cost/budget
- Lack of community support
- Lack of agency support
- Concerns about safety and security
- Too difficult to manage
- Don't know
- Other (please specify below)

Comments/Details

26

Copy of Transit Station and Stop Adoption Programs

For agencies that currently have an adopt•a•stop/station program...

7. How long has your adopt•a•stop/station program been in existence?

🔲 Less than 1 year

🔲 1•5 years

🔲 6•10 years

🔲 More than 10 years

Comments/Details

8. How many stops and/or stations are currently available for adoption?

🔲 Fewer than 10

🔲 10 • 100

🔲 101 • 500

🔲 More than 500

Comments/Details

Copy of Transit Station and Stop Adoption Programs

9. What is the total number of stops and/or stations in your system?

- ⬛ Fewer than 10
- ⬛ 10 • 100
- ⬛ 101 • 500
- ⬛ More than 500

Comments/Details

10. What was the reason for initiating the program? (check all that apply)

- 👆 Enhance station/stop appearance
- 👆 Engage community
- 👆 Augment staff
- 👆 Improve safety and security at stations and stops
- 👆 Save money
- 👆 Other (please specify below)

Comments/Details

28

Copy of Transit Station and Stop Adoption Programs

11. Who has primary responsibility for organizing and managing the program?

- Transit agency
- Local government
- State department of transportation
- Civic or nonprofit organization (please specify below)
- Private•sector entity
- Other (please specify below)

Comments/Details

12. What types of stops and stations are included in your adopt•a•stop/station program? (check all that apply)

- Street•side stops (no furniture)
- Furnished stops (with benches and/or enclosures)
- Open•access facility (such as a bus hub, light rail station, or multimodal station)
- Closed•access facility (such as a below•ground metro station)
- Other (please specify below)

Comments/Details

Copy of Transit Station and Stop Adoption Programs

13. Who is eligible to apply to adopt a stop/station? (check all that apply)

☞ For•profit organizations (nearby commerical establishments, etc.)

☞ Not•for•profit organizations (churches, schools, civic leagues, etc.)

☞ Individuals

☞ Other (please specify below)

Comments/Details

14. How are the stops/stations to be included in the adoption program determined? (check all that apply)

☞ Input from the community/nearby businesses

☞ Agency assessment of need (e.g., dirtiest stops)

☞ Location

☞ Through the application process

☞ Other (please specify below)

Comments/Details

30

Copy of Transit Station and Stop Adoption Programs

15. Since the program's inception, how many organizations (not individuals) have adopted a stop or station?

- None
- Fewer than 10
- 11 • 25
- More than 25

Comments/Details

16. Since the program's inception, how many individuals (not associated with an adopting organization) have adopted a stop or station?

- None
- Fewer than 10
- 11 • 25
- More than 25

Comments/Details

Copy of Transit Station and Stop Adoption Programs

17. How do you promote/publicize your adopt·a·stop/station program? (check all that apply)

- Advertising at station stops and stations and on vehicles

- Press releases to community newspapers and other media

- Emails to transit advisory boards

- Presentations at community events (Rotary lunches, etc.)

- Website

- Other (please specify below)

Comments/Details

18. What is the annual budget of your adopt·a·stop/station program?

- Less than $5,000

- $5,000 • $20,000

- $21,000 • $50,000

- More than $50,000

Comments/Details

32

Copy of Transit Station and Stop Adoption Programs

19. What items are included in the budget? (check all that apply)

- ☞ Tools and materials (brooms, trash bags, etc.)

- ☞ Rewards and incentives (e.g., transit passes) ☞

Staff labor

- ☞ Insurance specific to program

- ☞ Other (please specify below)

Comments/Details

20. What is the source of funding for your program? (check all that apply)

- ☞ Maintenance budget

- ☞ Customer service budget

- ☞ Operations budget

- ☞ Community sponsorship

- ☞ Business sponsorship

- ☞ Advertising income

- ☞ Other (please specify below)

Comments/Details

Copy of Transit Station and Stop Adoption Programs

21. Do you have a full•time position(s) devoted to your adopt•a•stop/station program?

🚪 Yes

🚪 No

🚪 Not yet, but planning to

Comments/Details

22. Approximately how many total staff hours per month are dedicated to your adopt•a• stop/station program?

🚪 None

🚪 Fewer than 8

🚪 8 • 16

🚪 17 • 24

🚪 25• 40

🚪 More than 40

Comments/Details

34

Copy of Transit Station and Stop Adoption Programs

23. Approximately how many volunteer hours (total) are contributed each month?

- Fewer than 8
- 8 • 16
- 17 • 24
- 25 • 40
- More than 40

Comments/Details

24. Are volunteers required to submit time sheets or to otherwise record their time spent working at a stop or station?

- Yes
- No
- Other (please specify below)

Comments/Details

35

Copy of Transit Station and Stop Adoption Programs

25. What is the expected time commitment for an organization or volunteer applying to adopt a stop or station?

- Less than 1 year

- More than 1 year

- No commitment specified

Comments/Details

26. Do most of your volunteers (organizations and individuals) apply to extend their commitment past the original agreement?

- Yes

- No

- Not applicable

Comments/Details

36
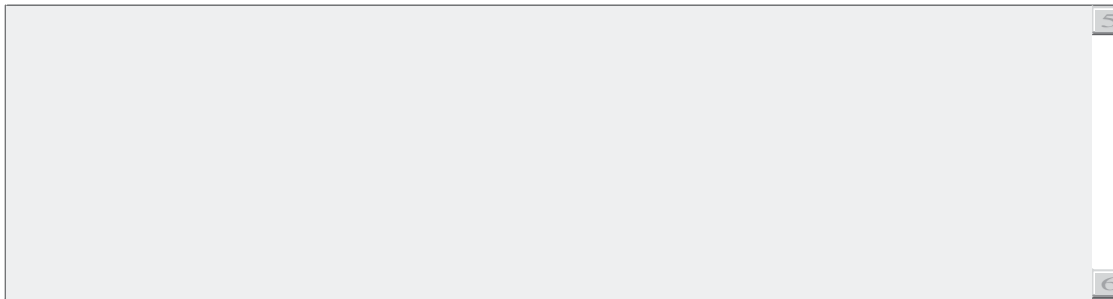
Copy of Transit Station and Stop Adoption Programs

27. Are volunteers (organizations and individuals) required to sign a contract or other document outlining their responsibilties and commitment?

- Yes
- No

Comments/Details

28. What activities are volunteers typically responsible for? (check all that apply)

- Picking up/ removing trash
- Cleaning station furniture
- Removing graffiti
- Reporting vandalism or other damage
- Shoveling snow
- Weeding planting beds
- Updating community information bulletin boards
- Suggesting enhancements to the station or stop
- Other (please specify below)

Comments/Details

Copy of Transit Station and Stop Adoption Programs

29. What activities, if any, are volunteers restricted or discouraged from doing? (check all that apply)

- ☞ Picking up/removing trash

- ☞ Cleaning station furniture

- ☞ Removing graffiti

- ☞ Reporting vandalism and other damage

- ☞ Shoveling snow

- ☞ Weeding planting beds

- ☞ Updating community information bulletin boards

- ☞ Suggesting enhancements to the station or stop

- ☞ Other (please specify below)

Comments/Details

38

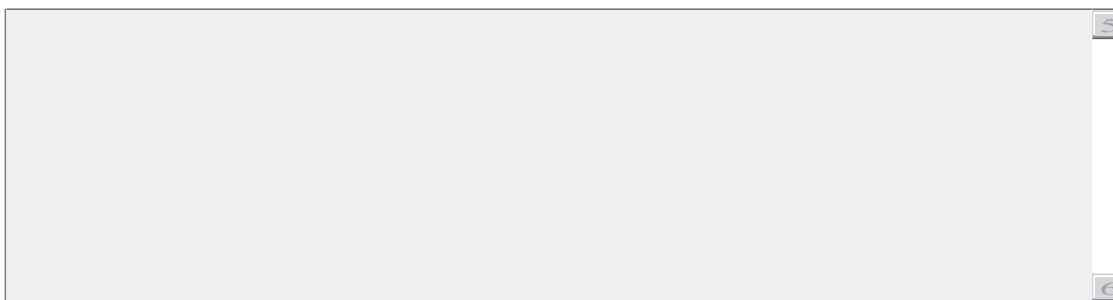## Copy of Transit Station and Stop Adoption Programs

30. How do you prepare volunteer organizations and individuals for their responsibilities? (check all that apply)

- ☞ Regularly scheduled orientation/training sessions

- ☞ One•on•one training sessions scheduled as each volunteer comes on board

- ☞ Printed procedures and guidelines

- ☞ Video instruction

- ☞ Other (please specify below)

Comments/Details

31. Are volunteers provided with guidance/training in how to avoid or defuse confrontations with trespassers or vandals?

- Yes

- No

- Other (please specify below)

Comments/Details

Copy of Transit Station and Stop Adoption Programs

32. What incentives or rewards do you provide your volunteers? (check all that apply)

- Complimentary or reduced fare transit passes

- Public recognition at events, in media, and/or on website

- Certificate of appreciation

- Plaque at stop/station, recognizing their contribution

- None

- Other (please specify below)

Comments/Details

33. If a plaque is installed at the stop/station, who pays for it?

- Transit agency

- Sponsor (civic group, etc.)

- Volunteer organization or individual

- Other (please specify below)

Comments/Details

40

Copy of Transit Station and Stop Adoption Programs

34. Do you provide incentives for organizations or individuals to adopt multiple stops/stations? If so, what are they?

⬛ Yes (please specify below)

⬛ No

Comments/Details

35. Do you limit the number of stops/stations a volunteer (organization or individual) can adopt?

⬛ Yes (please explain why, below)

⬛ No

Comments/Details

41

Copy of Transit Station and Stop Adoption Programs

36. Do you have policies in place to monitor potential abuses of the incentive/reward system?

☐ Yes (please describe below)

☐ No

Comments/Details

37. Are individuals or organizations who apply to adopt a stop/station required to submit a fee with their application?

☐ Yes (please list the fee amount below)

☐ No

Comments/Details

42

Copy of Transit Station and Stop Adoption Programs

38. Are individuals (either acting on their own or through an organization) required to pass a background check?

Yes

No

Comments/Details

39. Are volunteers (organizations and/or individuals) required to sign a waiver of responsibility for injury?

Yes

No

Comments/Details

Copy of Transit Station and Stop Adoption Programs

40. Do you insure against risk of injuries resulting from volunteer work?

- Yes

- No

Comments/Details

41. Are volunteers provided with identification badges, reflective vests, or other means of identifying them as official ambassadors for your agency?

- Yes (please describe below)

- No

Comments/Details

44

Copy of Transit Station and Stop Adoption Programs

42. Since the inception of the program, have any volunteers been injured while working?

Yes

No

Information not available

Comments/Details

43. Has the adopt·a·stop/station program affected the work of your maintenance department?

Yes (please explain below)

No

Comments/Details

Copy of Transit Station and Stop Adoption Programs

44. What type of feedback have you had from your maintenance department?

- Positive feedback (please describe below)

- Negative feedback (please describe below)

- Mixed feedback (please describe below)

- None

Comments/Details

45. Has the union rep raised any concerns about the program?

- Yes (please specify below)

- No

- Not applicable

Comments/Details

46

Copy of Transit Station and Stop Adoption Programs

46. How do you monitor how well the program is working? (check all that apply)

☞ Scheduled checks of adopted stations and stops ☞

Unscheduled checks of adopted stations and stops ☞

Feedback from the community/ nearby businesses ☞

Feedback from volunteers

☞ Feedback from riders

☞ Do not measure performance

☞ Other (please specify below)

Comments/Details

47. Does your agency consider your program to be a success?

▯ Yes

▯ No

▯ Other (please explain below)
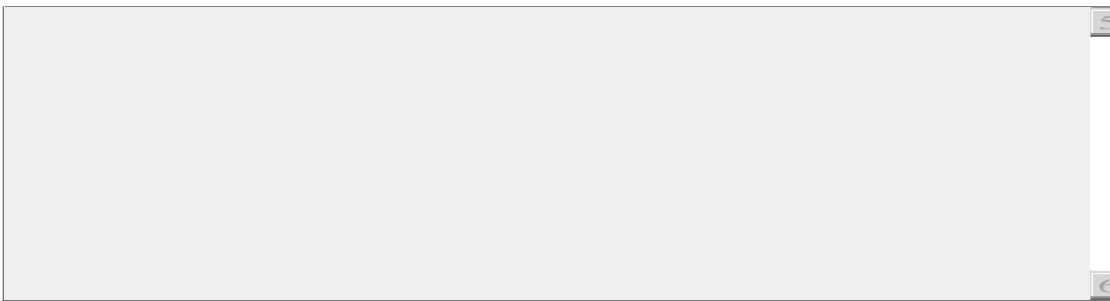
Comments/Details

Copy of Transit Station and Stop Adoption Programs

48. What measures are used to rate the program's success? (check all that apply)

☞ Feedback from community/businesses

☞ Staff assessment of cleanliness of stops/stations

☞ Number of stops/stations adopted

☞ Cost savings

☞ Feedback from riders

☞ Public's increased perception of safety at stops/stations

☞ Fewer reports of vandalism (including graffiti) at stops/stations

☞ Other (please specify below)
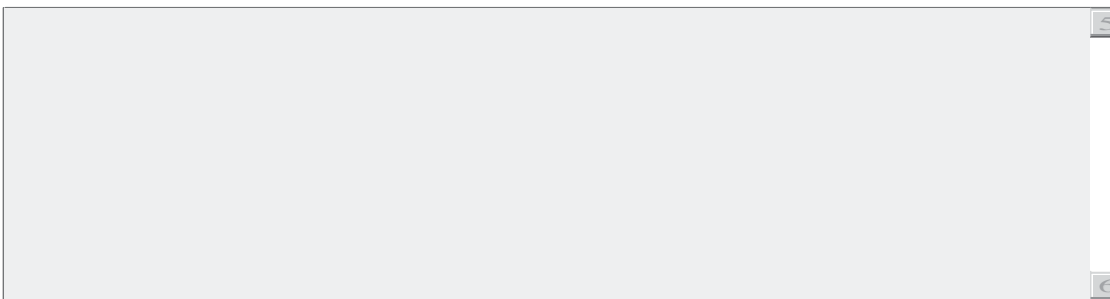
Comments/Details

49. How do you solicit feedback about the adopt·a·stop/station program from your riders? (check all that apply)

☞ In•person surveys at stations and stops and onboard vehicles

☞ Feedback cards distributed to riders

☞ Public meetings

☞ Website

☞ Other (please specify below)

☞ Not applicable

Comments/Details

48

50. What do you consider the biggest challenge to setting up an adopt·a·stop/station program?

- Funding the program
- Getting community buy•in/recruiting sufficient volunteers
- Monitoring program performance
- Other (please specify below)

Comments/Details

51. What do you consider to be the biggest benefit from an adopt·a·stop/station program?

- Cleaner, safer stations and stops
- Improved relations with the community
- Better use of the organization's resources
- Attracting choice riders to the system
- Other (please specify below)

Comments/Details

Copy of Transit Station and Stop Adoption Programs

52. Have you realized any unexpected benefits from your adopt-a-stop/station program?

Yes (please describe below)

_)_ No

Comments/Details

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Copy of Transit Station and Stop Adoption Programs

Thank you page

Thank you for taking this survey, which is being conducted as part of TRB's Transit Cooperative Research Program Synthe is Project SB-21. Your input is important to TRB and the transit industry. We appreciate your input, and we will call or email you if we have any follow-up questions.

If you have any questions, please call or email Kathryn Harrington-Hughes at 443-385-0300 (kathryn@harrington-hughes.com)

APPENDIX B

Survey Respondents

Planning Manager
Municipality of Anchorage
Anchorage, AK

Bus Stop Supervisor
The RIDE—Ann Arbor Transportation
Authority
Ann Arbor, MI

Communications Specialist: Promotions and Public Relations
Pace Suburban Bus
Arlington Heights, IL

Superintendent of Operations
Athens Transit
Athens, GA

Community Involvement Coordinator
Capital Metropolitan Transportation Agency
Austin, TX

Director
CAT-Coalition for Appropriate
Transportation
Bethlehem, PA

Policy & Research Analyst
Chicago Transit Authority
Chicago, IL

Director
Keep DeKalb Beautiful
DeKalb County, GA

Adopt-A-Stop Program Coordinator
Regional Transportation District (RTD)
Denver, CO

Outreach, Marketing & Communications
Detroit, MI

Keep Durham Beautiful
Durham, NC

Risk Manager
Mass Transit Authority
Flint, MI

Information Specialist
Greensboro Transit Authority
Greensboro, NC

Marketing & Customer Service Manager
Macatawa Area Express Transportation Authority
Holland, MI

Business Development Coordinator
IndyGo
Indianapolis, IN

Co-Chair
Friends of Transit for Kalamazoo County
Kalamazoo, MI

Executive Director
Kalamazoo Metro Transit
Kalamazoo, MI

Planner II Pierce
Transit
Lakewood, WA

Advertising & Media Relations
Miami-Dade Transit
Miami, FL

NJ TRANSIT Rail Operations
Newark, NJ

Assistant Director of Government Relations
MTA New York City Transit
New York, NY

Senior Community Relations Supervisor
North County Transit District (NCTD)
Oceanside, CA

Keep Orlando Beautiful Coordinator
City of Orlando
Orlando, FL

Communications Assistant
Valley Metro Rail
Phoenix, AZ

Volunteer Coordinator
Adopt-A-Stop
Portland, ME

Community Affairs Specialist
Tri-County Metropolitan Transportation
District (Tri-Met)
Portland, OR

Santa Clara Valley Transportation Authority (VTA)
San Jose, CA

Superintendent of Facilities
King County, Department of Transportation, Transit Division
Seattle, WA

Senior Program Manager
Washington Metropolitan Area Transit Authority (WMATA)
Washington, DC

Marketing Manager
Delaware Transit Corporation
Wilmington, DE

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APPENDIX C

Sample Applications and Agreements

Adopt A Stop

TheRide has several opportunities for you to Adopt-A-Stop. Individuals, civic groups, homeowners, private companies, public agencies, churches, students and scout troops are welcome to join in the effort to make TheRide bus stops safer, cleaner and more accessible. Click here for more information.

Your Name:	
Company Name:	
Address:	
City:	
Zip:	
Day time Phone:	Extension:
Evening Phone:	Extension:
E-mail:	
Bus Stop Location:	
Comments:	

Submit

© 2011, Ann Arbor Transportation Authority
General Information 734.973.6500   Routes and Schedules 734.996.0400   Contact Us

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Delaware Transit Corporation – DART First State
ADOPT-A-BUS SHELTER 2011 AGREEMENT FORM

_____

Dart First State (DART) and _____**(Participant) agree as follows:**

1.   **Participant agrees to adopt a bus shelter for one year.**

2.   **DART will display one sponsoring participant decal per site.**

3.   **Participant agrees to regularly maintain (at least once a week) the adopted bus shelter by being responsible for Trash Pickup, Shelter Cleaning and Snow Removal. DART will power wash the shelter on an as needed basis.**

4.   **DART will perform, at the participant's request, graffiti removal, overgrown grass removal, and shelter repairs. Participant concerns about help with snow removal are to be reported to DART. DART will provide the participant with reflective safety vests for when working around the shelter along with bags for the trash.**

5.   **Participant is to report vandalism, disturbances, safety issues, and rider articles left at the bus shelter to DART. Suspicious packages, drug paraphernalia, and illegal looking items are to be reported to law enforcement.**

6.   **DART will consider contracting security and/or maintenance services upon the participant's request.**

Signature of Agreement by Participant Representative: _____

Please Print
Organization Name: _____

Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Phone (Home)_____ (Fax)_____ (E-Mail) _____

Contact Person: _____ **Date:_____**

Please print the exact name of the person, organization or business to appear on the recognition decal.
_____
_____

Location of Bus Shelter Site:_____

Schedule (Days) for Maintenance: _____

Office Use Only

Bus Shelter Location: _____ **Stop #:** _____

Approval Date: _____ **Decal:** _____

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Adopt-A-Station Application

To be completed and returned.

Getting On the Right Track With NJ TRANSIT & Your Community...

Date: _____

Adopter: _____

Contact Person's Name: _____

Phone Number: _____(Day) _____(Evening)

Address: _____

City/State/Zip: _____

Train Station Site: 1st Choice:_____

2nd Choice: _____

NOTE: Program work can consist of picking up litter and/or light landscaping and/or planting/caring for flowers, shrubs, small trees and/or other ideas yov» may have.

Do you agree to volunteer to perform Program work at your train station site at least four times per year, for a two-year period? ____YES ____ NO

Do you plan to perform Program work more often than four times per year? ____YES ____ NO

If yes, how many more times per year do you plan to perform Program work?

_____TIMES PER YEAR

Describe briefly the scope of work you would like to perform at your chosen station site(s):
_____
_____
_____
(Use an additional sheet(s) if necessary)

Please return completed form to: Official Use Only
Deborah A. Eadie   Station:
Adopt-A-Station Coordinator   Line:
NJ TRANSIT   Reg.#:
One Penn Plaza   YR:
East Newark, NJ 07105

PACE ADOPT-A-SHELTER APPLICATION FORM

VOLUNTEER ORGANIZATION/INDIVIDUAL/BUSINESS

Date:_____

Contact Name:_____

Organization Name:_____

Mailing Address:_____

City, State, Zip:_____

Contact <u>Daytime</u> Telephone:_____

Contact E-Mail Address:_____

Location of Shelter You Would Like to Adopt (cross streets, landmarks and community):

_____

_____

_____

_____

What Would You Like to Have Printed on Your "Adopted By..." Sign *(subject to approval)*:

_____

_____

_____

_____
Signature of Contact Person
(By signing this application, Volunteer agrees to the terms and conditions of the program.)

Submit completed form to:

Pace Suburban Bus Service
Adopt-a-Shelter Coordinator
550 W. Algonquin Road
Arlington Heights, IL 60005

Questions? Telephone 847-228-4257

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ADOPT-A-SHELTER PROGRAM
TERMS AND CONDITIONS

In consideration of Pace providing an "Adopted by..." sign at the adopted shelter, promoting the Volunteer's participation in the Adopt-A-Shelter program, providing window-cleaning supplies, route schedules/timetables for the shelter, and trash liners, **Volunteer agrees as follows:**

• Volunteer will remove litter at the adopted shelter at least once per month.

• Volunteer will clean the shelter including washing of shelter panels at least once per month.

• Volunteer will ensure that an up-to-date schedule for the route(s) passing this shelter is present.

• Volunteer will promptly remove graffiti if possible or will notify Pace's Adopt-A-Shelter coordinator if graffiti cannot be removed by cleaning.

• Volunteer will report shelter vandalism to Pace's Adopt-A-Shelter coordinator.

• Volunteer will maintain a monthly maintenance log and submit to the Pace Adopt-A-Shelter coordinator on a semi-annual basis.

As consideration for the efforts of the Volunteer, Pace will:

• Affix the shelter with a semi-permanent sign acknowledging adoption of the shelter by Volunteer (upon Pace approval).

• Provide five round-trip tickets per month upon request which allow five free round-trips per month on Pace service.

Furthermore, Volunteer understands and acknowledges that the litter may contain materials that are or are suspected to be hazardous, dangerous, heavy or unyielding. Accordingly, Volunteer shall exercise his or her judgment about handling the litter, make every effort not to touch or pick up hazardous materials, and assumes all risks of handling the litter. Volunteer shall contact the proper agency for disposal instructions for litter that may be hazardous, dangerous, heavy, or unyielding.

Volunteer shall be responsible for complying with any and all applicable state and local parking and driving regulations when traveling to and from and being at the shelter as a part of his or her participation in the Adopt-a-Shelter program.

Volunteer agrees that this Agreement shall be effective from the date signed by Pace and continue until terminated by either party. Pace reserves the right to terminate this Agreement for any reason at any time.

Volunteer agrees that Pace may temporarily suspend this Agreement because of construction near the site or any other reason shelter may be inaccessible.

Volunteer agrees to contact Pace's Adopt-A-Shelter coordinator if Volunteer will be unable to maintain the shelter for any period of time (e.g. vacation, relocation, illness).

Volunteer agrees that if this Agreement is terminated by Pace for failure or neglect to properly maintain the shelter, Volunteer will not be allowed to participate in the Adopt-A-Shelter program for a minimum of six months following termination.

Volunteer shall contact Pace's Adopt-A-Shelter coordinator at 847-228-4257 to request trash liners, repair or replacement of trash receptacle, and/or repair or replacement of "Adopted by..." sign. If there are any other questions or concerns related to the shelter, Volunteer is expected to contact the Adopt-A-Shelter coordinator.

By signing the application form on the reverse side, Volunteer signifies acceptance of the above terms and conditions.

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ADOPT-A-STOP PROGRAM FORM

Thank you very much for you interest in the Adopt-A-Stop program.

Submitting this form: **Please save this file when you are done. Send an e-mail to bus.stop@vta.org with this file as an attachment.**

I would like to adopt a bus stop.

☐ Please send me the Adopt-A-Stop Agreement so I may adopt the stop on:

street name	
at	

I am interested in the Adopt-A-Stop Program.

☐ Please send me more information.
☐ Please call me.

Name	
Daytime Phone	( )
Company or Organization	
Address	
City	
Zip Code	

Cleaning up is a group effort

Keeping our environment clean takes the cooperation of everyone in the community. While industry and government are working toward cleaning the air and water, there is a simple contribution that anyone can make to our environment: **Adopt-A-Stop.**

Everyone benefits

When you Adopt-A-Stop, you are demonstrating civic pride and helping clean up our community. Bus stop adoption is simple, and when everyone joins this environmentally conscious program, the region becomes a better place to live and work. With more than 10,000 bus stops in the metro area, ample opportunities are available to adopt a stop near you.

Anyone can join

Anyone can Adopt-A-Stop: civic groups, individuals, private companies, public agencies, churches, schools and more. Everyone is welcome to join in the effort to clean up the region. Adopt-A-Stop is simple. Adopters agree to pick up litter around the designated bus stops, recycling and disposing of it for a one-year period. You can even multiply the results of your work by adopting more than one stop. RTD provides adoption signs so that you and your group receive proper recognition for your efforts. RTD also monitors the program to assure that adopted stops are being properly cleaned.

To join the **Adopt-A-Stop** effort and help keep the region clean, fill out the questionnaire at the right and mail it to RTD.

Call 303.299.6111 to Adopt-A-Stop.

Adopt-A-Stop Agreement

Adopt-A-Stop

RTD's **Adopt-A-Stop** program was established for civic-minded volunteer individuals and organizations to contribute toward the effort of maintaining litter-free bus stops. RTD will supply appropriate trash receptacle and can liners.

The Adoptee is aware of the hazardous nature of the work which is to be performed, and accepts the responsibility of picking up, disposing of and recycling (when appropriate) litter at the foregoing bus stop locations at least once per week and promoting a litter-free environment in the community for a period beginning _____, 20____ and ending _____, 20____, or as otherwise agreed upon by both parties.

The Regional Transportation District agrees to mount an adoption sign at the adopted bus stops to properly recognize

_____'s civic effort to clean up the environment.

Location - On Street/At Street and Direction of Route

1. _____ Bus Stop Inventory No.

2. _____ Bus Stop Inventory No.

3. _____ Bus Stop Inventory No.

4. _____ Bus Stop Inventory No.

5. _____ Bus Stop Inventory No.

6. _____ Bus Stop Inventory No.

Please print the name you want to have on the sign.

_____

Name of Organization/Individual

Date: _____

Name (please print) _____

Address: _____

Telephone #: (_____) _____

Email _____

Authorized Signature

RTD will deliver trash receptacles or trash can liners if you/your organization needs them.

Do you need a trash receptacle?
☐ yes ☐ no

Do you need trash can liners?
☐ yes ☐ no

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APPENDIX D

Adopt-A-Stop Program Websites

Anchorage, AK
www.muni.org/Departments/transit/PeopleMover/Pages/Adopt-A-Stop.aspx

Ann Arbor, MI
www.theride.org/AdoptAStopForm.asp

Athens, GA
www.athenstransit.com/programs/adopt-a-stop.html

Austin, TX
www.capmetro.org/riding/adopt_a_stop.asp
austinartblogs.com/http:/austinartblogs.com/artist-opportunity-cap-metro-adopt-a-stop

Chicago, IL
www.transitchicago.com/assets/1/brochures/AdoptAStation_Rev_20100607.pdf

DeKalb County, GA
web.co.dekalb.ga.us/beautiful/pdf/form_adopt_a_marta.pdf

Denver, CO
www.rtd-denver.com/AdoptAStop.shtml

Detroit, MI
71.159.22.28/DepartmentsandAgencies/DetroitDepartmentof Transportation/AdoptAShelter.aspx

Durham, NC
data.durhamnc.gov/adopt-a-stop.cfm
data.durhamnc.gov/pdf/adopt-a-stop_Brochure.pdf
www.keepdurhambeautiful.org/our-programs/ownership/adopt-a-stop.html

Flint, MI
www.mtaflint.org/adopt_a_shelter.shtml

Greeley, CO
greeleygov.com/theBus/AdoptABusStop.aspx

Greensboro, NC
www.greensboro-nc.gov/index.aspx?page=2190

Holland, MI
www.catchamax.org/work-opportunities/45-adopt-a-stop-volunteers.html

Houston, TX
www.ridemetro.org/SafetySecurity/MPDPrograms/AdoptStop.aspx

Indianapolis, IN
www.indygo.net/forms/adopt%20a%20stop

Minneapolis, MN
metrotransit.org/adopt-a-shelter.aspx

Missoula, MT
www.mountainline.com/index.php/articles/2011-11-25-mountain-line-announces-new-adopt-a-stop-program/

Monterey, CA
www.mst.org/about-mst/adopt-a-stop/

Oceanside, CA
www.gonctd.com/adopt-a-station

Phoenix, AZ
www.valleymetro.org/images/uploads/lightrail_publications/Adopt-A-Station_application.pdf

Pierce Transit, WA
www.piercetransit.org/pdfs/AdoptAStop_Overview.pdf

Portland, ME
www.adopt-a-stop.org/

Portland, OR
trimet.org/

San Antonio, TX
www.viainfo.net/Community/AdoptaStop.aspx

San Jose, CA
www.vta.org/services/adopt_a_stop.html

Seattle, WA
metro.kingcounty.gov/prog/aas/adopt.html

St. Mary's County, MD
www.co.saint-marys.md.us/dpw/adoptaspot.asp

Washington, DC
www.wmata.com/community_outreach/adopt_a_bus_stop/

Wilmington, DE
www.dartfirststate.com/information/programs/adopt_a_shelter/

Abbreviations used without definitions in TRB publications:

A4A	Airlines for America
AAAE	American Association of Airport Executives
AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ACI–NA	Airports Council International–North America
ACRP	Airport Cooperative Research Program
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
ATA	American Trucking Associations
CTAA	Community Transportation Association of America
CTBSSP	Commercial Truck and Bus Safety Synthesis Program
DHS	Department of Homeland Security
DOE	Department of Energy
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
HMCRP	Hazardous Materials Cooperative Research Program
IEEE	Institute of Electrical and Electronics Engineers
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
MAP-21	Moving Ahead for Progress in the 21st Century Act (2012)
NASA	National Aeronautics and Space Administration
NASAO	National Association of State Aviation Officials
NCFRP	National Cooperative Freight Research Program
NCHRP	National Cooperative Highway Research Program
NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
PHMSA	Pipeline and Hazardous Materials Safety Administration
RITA	Research and Innovative Technology Administration
SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005)
TCRP	Transit Cooperative Research Program
TEA-21	Transportation Equity Act for the 21st Century (1998)
TRB	Transportation Research Board
TSA	Transportation Security Administration
U.S.DOT	United States Department of Transportation