TARTA Coordinated Public Transportation and Human Service Transportation Plan Update
Draft Final Report

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3131 South Dixie Hwy. Suite 545 Dayton, OH 45439 937.299.5007 www.rlsandassoc.com

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I. COORDINATED TRANSPORTATION

OVERVIEW

The intent of the coordinated transportation plan update is to create a guide for local decision-makers as they consider advances in the coordination of transportation resources. The planning effort followed the requirements for the Federal Transit Administration's (FTA) local coordinated transportation plans as set forth in the Safe, Accountable, Flexible, Efficient Transportation Equality Act: A Legacy for Users (SAFETEA-LU) guidelines. Any organization that intends to apply for grant funding during the planning period for which SAFETEA-LU guidelines apply must refer to the information contained in the final updated Plan when considering and submitting grant applications. Per SAFETEA-LU, grant applications must address the priorities established in this updated Plan.

This Plan is an update to the 2008 the *Toledo Metropolitan Area Council of Governments/Toledo Regional Transit Authority Coordinated Public Transit - Human Services Transportation Plan For Toledo Metropolitan Area* prepared by Nelson Development LTD (2008). In addition to updating the goals and strategies, this Plan updates relevant changes that have taken place since the 2008 Plan was completed.

PROCESS

The objectives for this Plan are to:

- Provide a review of coordination projects implemented since 2008;
- Provide a preliminary determination of the existing mobility resources;
- Establish current and future needs of residents and visitors in the Toledo urbanized area for community transportation and gaps in existing services;
- Develop goals and priorities for addressing the gaps and unmet transportation needs; and
- Invite participants to agree to work toward coordinated transportation goals.

As the planning process continues, additional information will be collected from transportation providers and human service agencies to provide a fully encompassing overview of the existing mobility network.

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FEDERAL FUNDING OVERVIEW

The current funding for Federal surface transportation programs, including the Federal Transit Administration (FTA) has been extended eight times since it was signed in 2005. A new bill will mark the end of the old program. The SAFETEA-LU funding expired on March 31, 2012. On July 6, 2012 President Obama signed into law a new two-year transportation authorization, entitled Moving Ahead for Progress in the 21st Century (MAP-21). The new law authorizes $10.6 billion in FY 2013 and $10.7 billion in FY 2014 for public transportation.

MAP-21 continues several important goals that were previously supported by the Safe Accountable Transportation Equity Act-A Legacy for Users (SAFETEA-LU). It also gives significant new authority to the Federal Transit Administration (FTA) to strengthen the safety of public transportation systems in the United States.

MAP-21 makes substantial structural changes in state administered FTA programs, as follows:

- Section 5310: The Elderly Individuals and Individuals with Disabilities Program that once was awarded directly to the states to distribute on a statewide competitive basis, has been converted to a formula program with 80 percent of the funding now directed at urbanized areas.
- Section 5316: The Job Access and Reverse Commute Program (JARC) has been eliminated as a separate program. JARC funds are now allocated to the states as part of their Section 5311 apportionment. Projects previously eligible for JARC funding are now specifically eligible under Section 5311.
- Section 5317: The New Freedom Program has been eliminated. There is a presumption that Section 5310 funded projects can meet needs previously funded under this program.
- Section 5311: Funds are now allocated to the states using, in part, a service measure (revenue miles) in addition to population and land area data.

EVALUATION OF 2008 PLAN AND EXISTING PROJECTS

In April of 2008 the *Toledo Metropolitan Area Council of Governments/ Toledo Regional Transit Authority Coordinated Public Transit - Human Services Transportation Plan For Toledo Metropolitan Area* was adopted. The plan identified several recommended actions to meet the identified unmet needs and transportation gaps in the Toledo urbanized area. The Plan also identified the associated funding sources of Federal Transit Administration (FTA) Section 5316/Job Access and Reverse Commute (JARC) and Section 5317/New Freedom with each of the needs and gaps.

Nine actions were recommended and ranked as follows:

1. Create a regional mobility management system;
2. Organize and sustain a permanent mobility management organization;
3. Centralize information to provide a single point of access;

4. Invest in technological resources and capabilities;
5. Improve specific segments of transportation service organization, operation, and delivery;
6. Maintain and expand the level and coverage of public transportation services;
7. Ensure that the continuity of existing FTA Section 5310/Transportation for Elderly and Disabled Individuals and 5316/JARC projects are maintained;
8. Ensure that new Section 5316/JARC and Section 5317/New Freedom projects support and expand current transportation services; and
9. Monitor progress and persevere in the face of obstacle and disappointments.

In response to these nine recommended action items, transportation stakeholders in the Toledo urbanized area developed several projects. The next chapter explains the coordinated transportation projects and offers a brief assessment of their effectiveness based upon the projects' ability to meet one of the recommendations, the amount of interagency cooperation, the number of individuals served, and the improvement to the overall mobility network.
In addition to the nine action items, the Plan also identified top priorities for JARC and New Freedom funds. These priorities were developed based on input gathered during public meetings and stakeholder interviews.

The following action items were identified as top priorities for JARC/Section 5316:

1. Late-night and weekend service.
2. Guaranteed ride home service.
3. Local car loan or car-buy programs.

The following action items were identified as top priorities for New Freedom/Section 5317:

1. Enhancing public transportation services beyond minimum requirements of the Americans with Disabilities Act (ADA).
2. Feeder services that supplement existing fixed routes.
3. Travel training.
4. Acquisition of intelligent transportation technologies.

II. DEMOGRAPHICS

Demographics

STUDY AREA

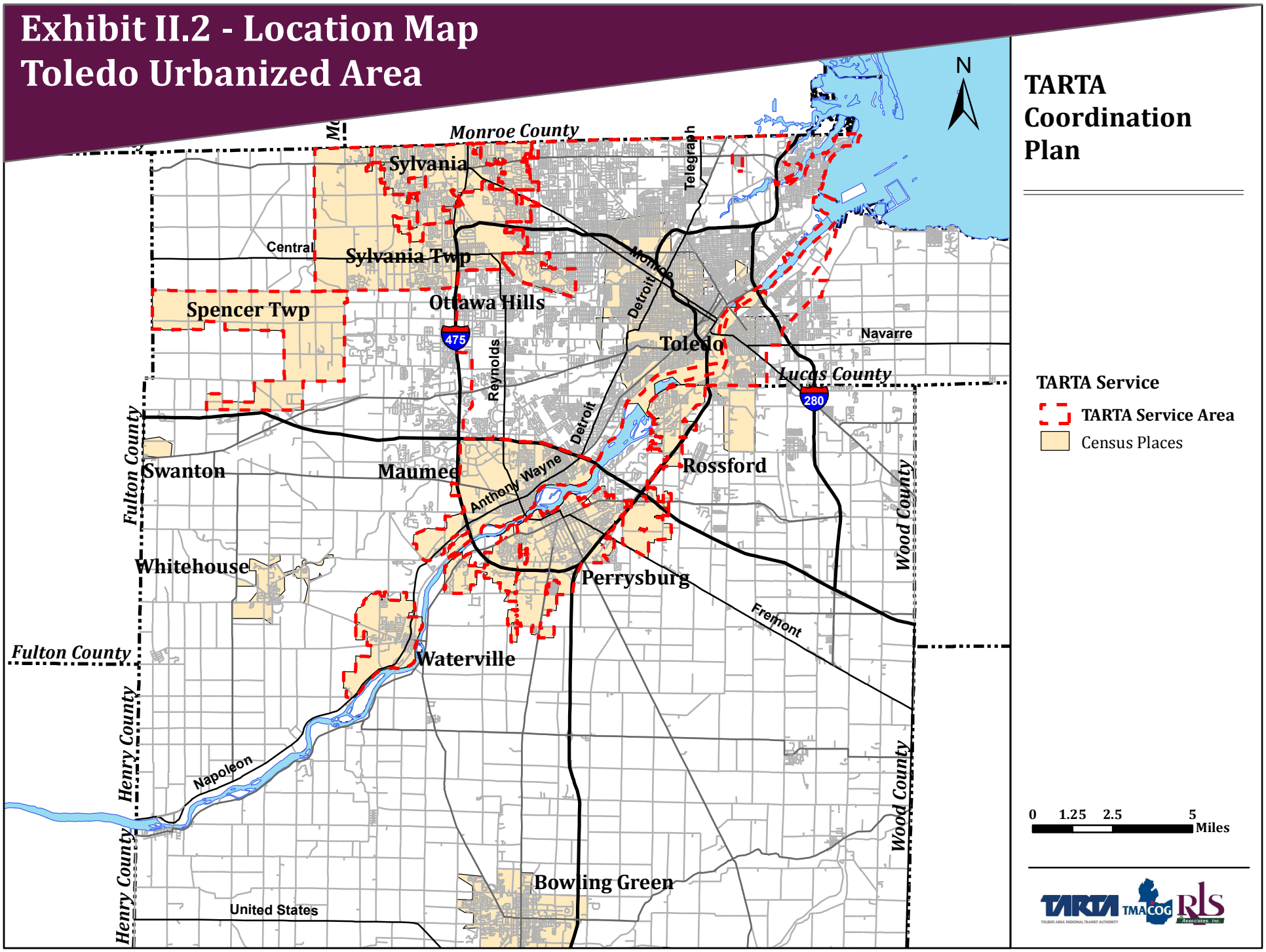
An urbanized area is defined as the developed region of an urban center. The Toledo urbanized area is located in northwestern Ohio at the intersection Interstate 80 and Interstate 75. The Toledo urbanized area sits to the southwest of Lake Erie and is intercepted by the Maumee River. The urbanized area covers portions of Lucas, Wood, and Ottawa Counties in Ohio and Monroe County in Michigan. This study focuses on the portion of the Toledo Urbanized area served by the Toledo Area Regional Transit Authority (TARTA). There are nine communities in the TARTA service area. Maumee, Ottawa Hills, Perrysburg, Rossford, Spencer Township, Sylvania, Sylvania Township, Toledo, and Waterville are the nine communities served by TARTA. Toledo is the largest of these communities with a population of 287,208. The entire service area has an estimated population of 407,784. The table in Exhibit II.1 identifies the population of the communities in this area. Further, the location of these communities is shown in Exhibit II.2.

Exhibit II.1
Urbanized Area Population

Geography	2000	2010
Maumee	15,237	14,286
Ottawa Hills	4,564	4,517
Perrysburg	16,945	20,623
Rossford	6,406	6,293
Spencer Township	1,708	1,882
Sylvania	18,670	18,965
Sylvania Township	44,253	48,487
Toledo	313,619	287,208
Waterville	4,828	5,523
Total	**426,230**	**407,784**

Source: 2010 Census

Exhibit II.2 - Location Map
Toledo Urbanized Area

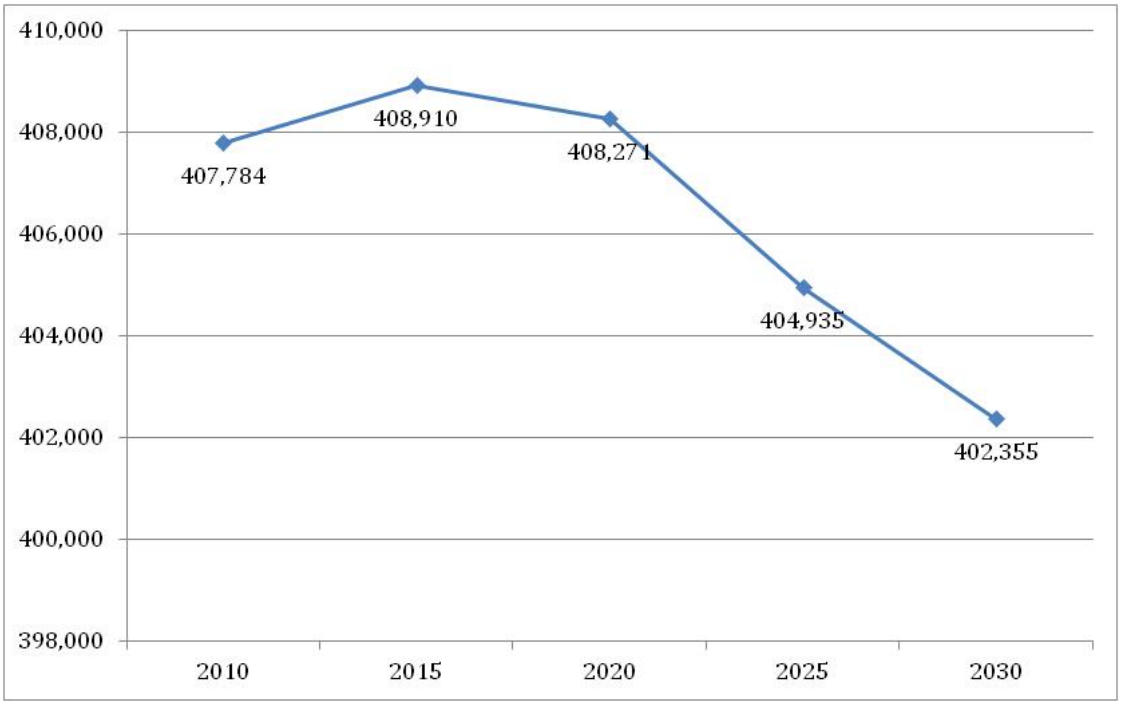


POPULATION

Population Projections

According to an analysis of information provided by the Ohio Department of Development and the 2010 Census it is estimated that the total population of the study area was 407,784 in 2010. The analysis indicates that the population of the study area will increase by 0.3 percent from 2010 to 2015, bring the total population to 408,910. After 2015, it is estimated that the population will steadily decrease. From 2010 to 2030, the area will see an overall population decrease of 1.3 percent. This brings the estimated population in 2030 to 402,355. The chart in Exhibit II.3 outlines the population projections for the area.

Exhibit II.3
Population Projections



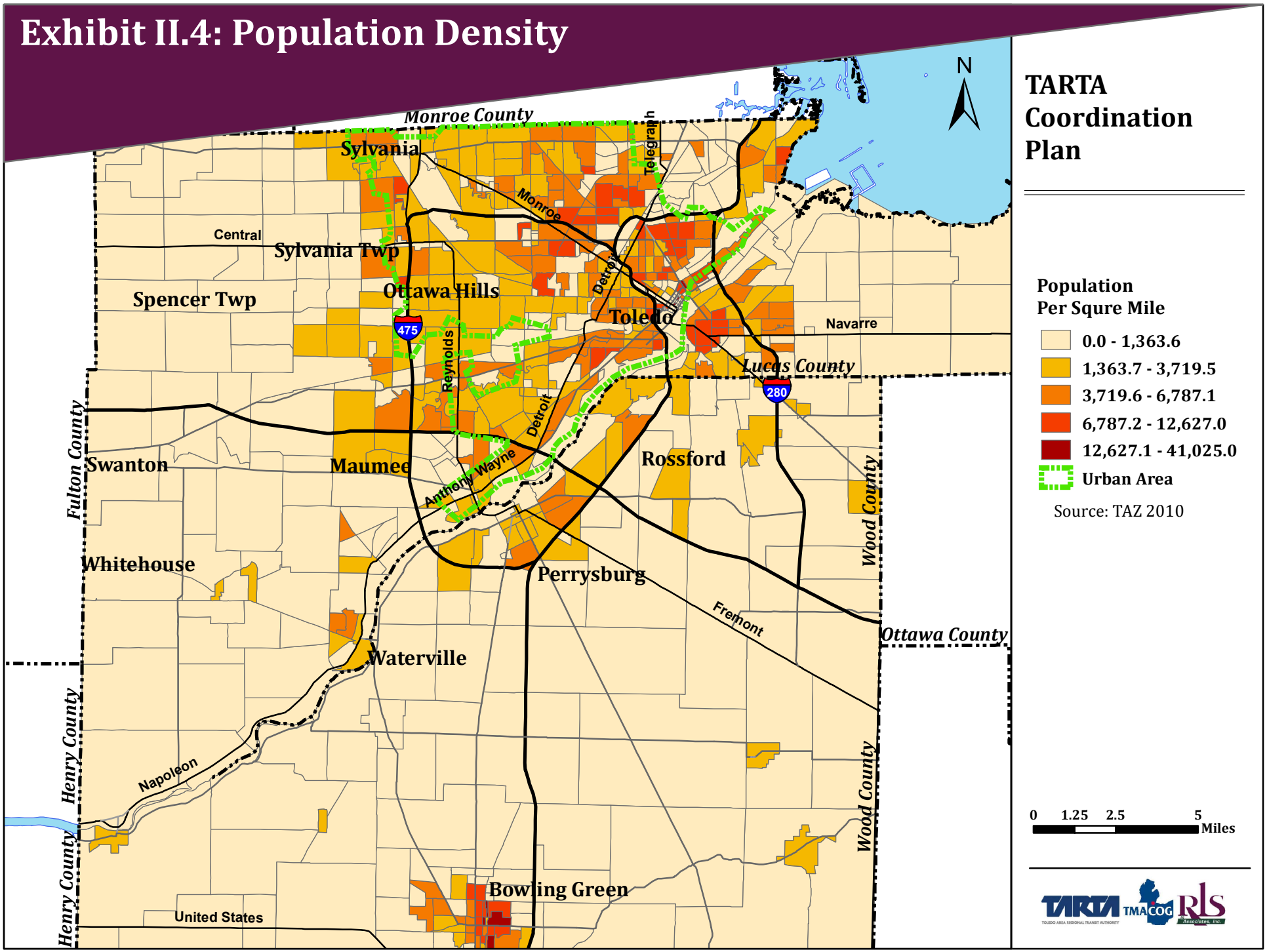
Source: Ohio Department of Development, 2010 Census

Population Density

The map in Exhibit II.4 depicts the population density of the study area based on information Traffic Analysis Zones (TAZ) provided by the Toledo Area Metropolitan Area Council of Governments. The TAZs with the greatest population densities are located in central and northern Toledo. These TAZs have densities greater than 6,787.2 people per square mile. TAZs of moderate population densities, ranging from 3,719.6 to 6,787.1 people per square mile are located the communities neighboring Toledo. These include Maumee, Ottawa Hills, Perrysburg

Rossford and Sylvania and Sylvania Township. Spencer Township is the least densely populated area, with the highest density TAZs ranging from 1,363.7 to 3,719.5 people per square mile. As a whole, the study area follows the expected trend of a concentrated urban center with less dense suburban and rural areas as the distance from the urban center is increased.

Exhibit II.4: Population Density



Older Adults

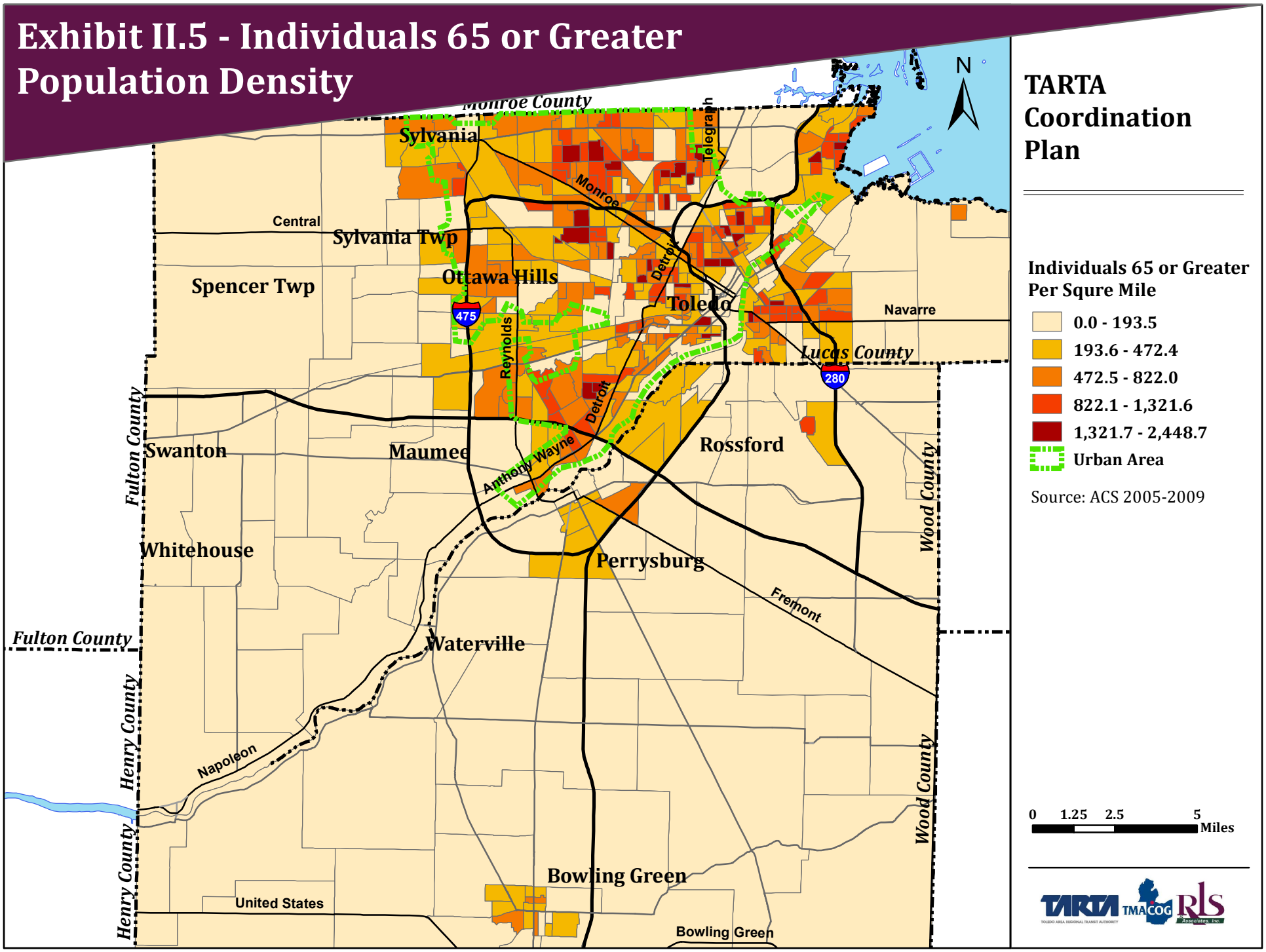
Older adults are a key demographic targeted under SAFETEA-LU and MAP-21. Additionally, this demographic statistically has a higher likelihood to utilize transportation services when they are available. There are several factors that influence this statistic. Older adults are more likely to use transportation service when they are unable to drive themselves or choose not to drive. Older adults are also more likely to rely on a fixed income and, therefore, it is more economical to use transit services than own and maintain a personnel vehicle.

Across the United States, the age cohorts of individual 49-49 and 50-54 are the fastest growing segments of the population. People in these two age groups were primarily born during the post–WWII "baby boom," era defined by the Census Bureau as persons born from 1946 through 1964. As communities approach the year 2012, these baby boomers are reaching the age of 65 and are becoming more likely to use public transportation if it is available. In addition, individuals are living longer and remaining more active. Due to this, communities across the country are finding that the age cohorts of individuals over 65 are escalating the need for transportation services beyond anticipated growth of the baby boomer generations.

Further, the Administration on Aging (U.S. Department of Health and Human Services) reports that, based on a comprehensive survey of older adults, longevity is increasing and younger seniors are healthier than in all previously measured time in our history. Quality of life issues and an individual's desire to live independently will put increasing pressure on existing transit services to provide mobility to this population. As older adults live longer and remain independent, the potential need to provide public transit is greatly increased.

Exhibit 5 illustrates the population density of persons over age 65 by block group based on the 2010 Census. Block groups with the highest concentrations, 1,321.7 to 2,448.7 individuals 65 and over per square mile are scattered through Toledo. Moderately high concentrations of 822.1 to 1,321.6 individuals per square mile are located in Maumee, Ottawa Hills, and Sylvania. Densities in the moderate range between 478.5 and 822.0 are located in Perrysburg and Sylvania Township. Rossford and Spencer Township have densities of older adults between 193.6 and 472.4 individual per square mile. It is important to note that unlike total population the population of older adults is not concentrated in the central urban district. This population is spread throughout the study area.

Exhibit II.5 - Individuals 65 or Greater Population Density

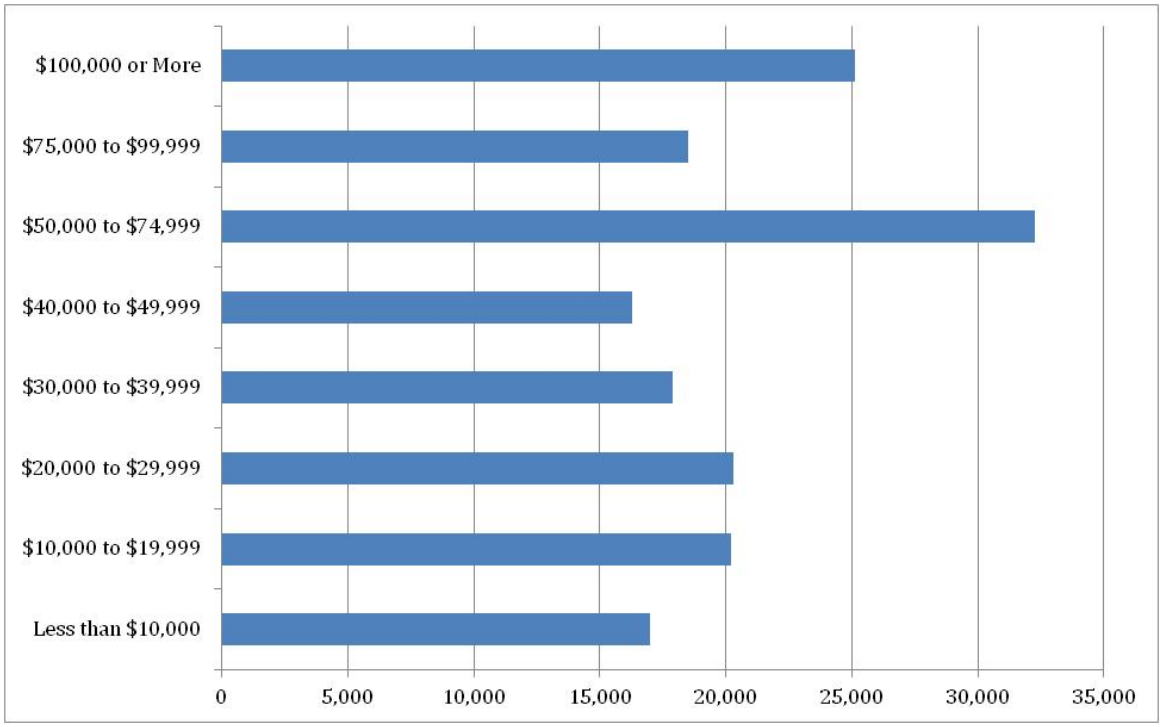


SOCIO-ECONOMIC DATA

Income

The chart in Exhibit II.6 provides an overview of the household income within the study area. Within the study area, 75,364 households or 45 percent of the population earn less than $40,000 annually. There are 20,300 households earning between $20,000 and $29,000 and 20,191 households earning between $10,000 and $19,000. These groups each account for 12 percent of the households in the study area. A total of 16,966 households earn less than $10,000 annually. This is 10 percent of the households in the study area. SAFETEA –LU funding targets low-income populations. In particular Section 5316, which targets job access for individual with low incomes.

Exhibit II.6
Household Income



Source: Ohio Department of Development, 2010 Census

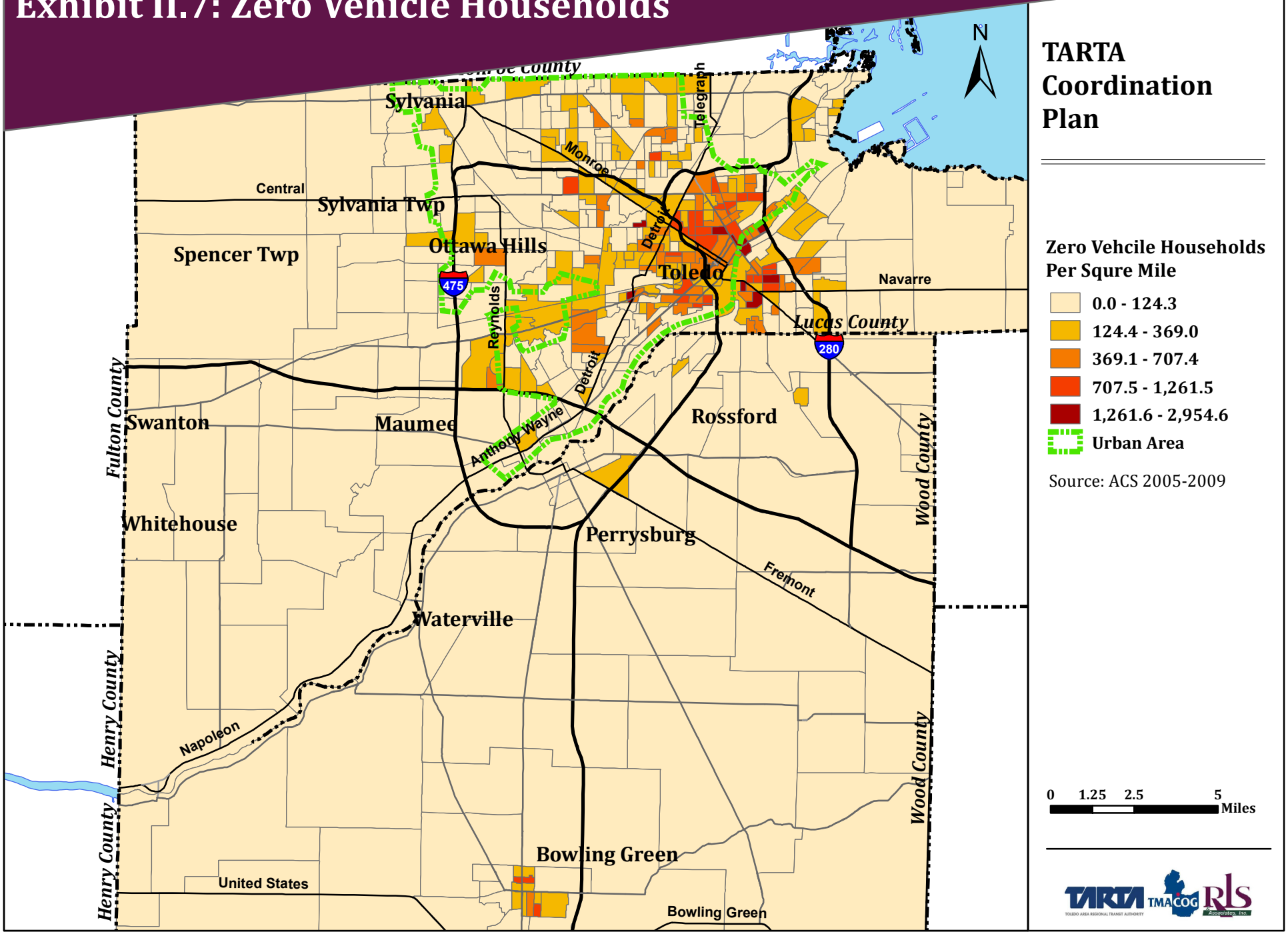
Available Vehicles

Exhibit II.7 depicts the density of zero vehicle households in the study area. Block groups with the highest densities are located in the urban center. These block groups have densities of zero vehicle households ranging from 1,261.6 to 2,954.6. This trend matches the nationwide statistics associated with zero vehicle densities. Households in urban centers have greater access to transit services, limited parking spaces, and often fees associated with parking. Areas sounding

the urban center have moderate (369.1 to 707.4) to moderately low (124.4 to 369.0) densities of zero vehicle households. These include the communities of Maumee, Ottawa Hills, Perrysburg, Rossford, Sylvania and Sylvania Township. Spencer Township has a low concentration of zero vehicle households, ranging from 0 to 124.3 households per square mile. Vehicle ownership tends to increase in areas that are more rural, as distance of travel increases and the availability of transit services decreases.

Statistically zero vehicle and single vehicle households are more like to utilized transportation service when they are available. According to data from the 2010 Census, nine percent (or 14,638) of household in the study area are zero vehicle households. An additional 58,445 households, or 35 percent of all households in the study area are single vehicle households. Households in these two categories tend to rely on transportation services for some of their mobility needs. Exhibit II.8 provides an overview of vehicle ownership in the study area.

Exhibit II.7: Zero Vehicle Households



TARTA Coordination Plan

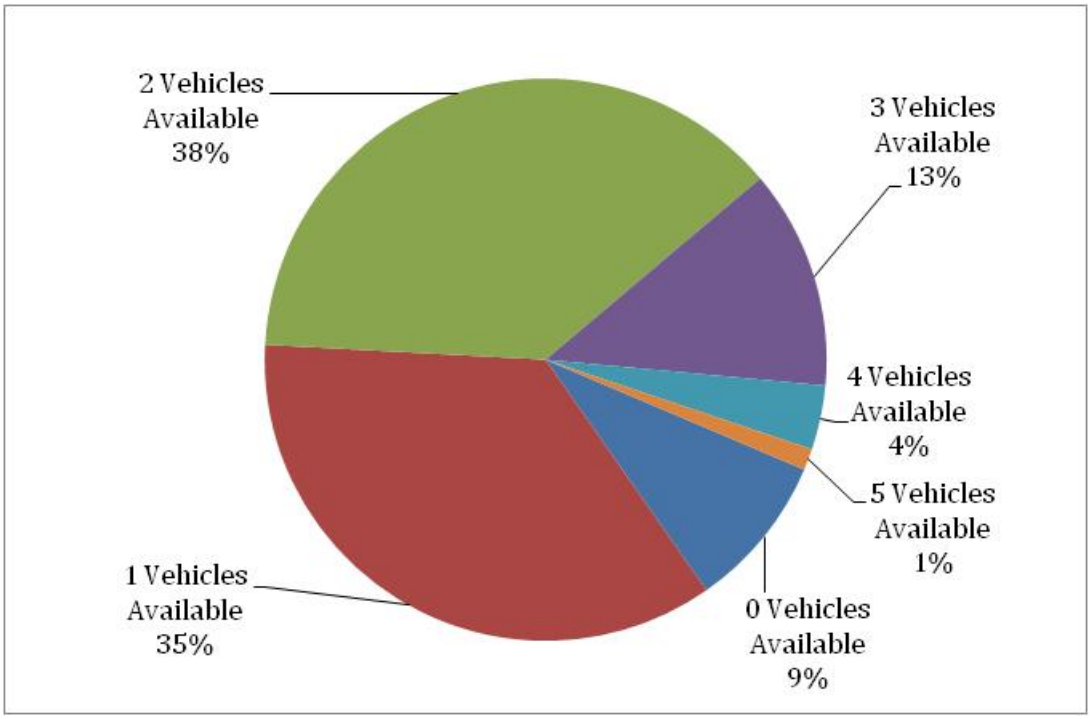
Zero Vehicle Households Per Squre Mile

- 0.0 - 124.3
- 124.4 - 369.0
- 369.1 - 707.4
- 707.5 - 1,261.5
- 1,261.6 - 2,954.6
- Urban Area

Source: ACS 2005-2009

0 1.25 2.5 5 Miles

Exhibit II.8
Zero Vehicle Households



Source: Ohio Department of Development, 2010 Census

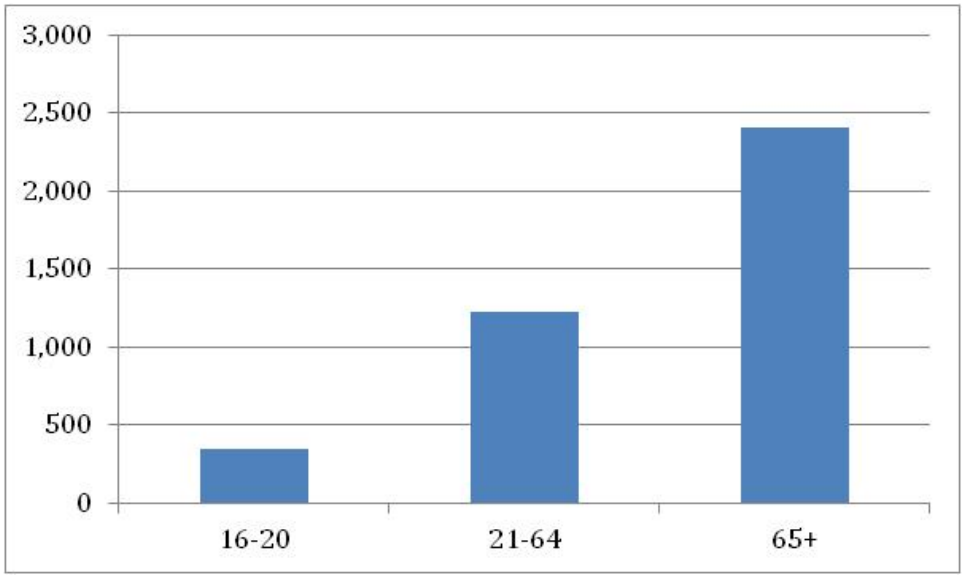
Individuals with Disabilities

Enumeration of the population with disabilities in any community presents challenges. First, there is a complex and lengthy definition of a person with a disability in the Americans with Disabilities Act implementing regulations, which is found in 49 CFR Part 37.3. This definition, when applied to transportation services applications, is designed to permit a functional approach to disability determination rather than a strict categorical definition. In a functional approach, the mere presence of a condition that is typically thought to be disabling gives way to consideration of an individual's abilities to perform various life functions. In short, an individual's capabilities, rather than the mere presence of a medical condition, determine transportation disability.

The U.S. Census offers no method of identifying individuals as having a transportation-related disability. The best available data is available through the 2000 US Census estimate of individuals with outside of the home disabilities. While the data is over a decade old, the importance of observing information related to individuals with disabilities is stressed in the SAFETEA-LU legislation as one of the targeted demographics. This information is relevant to entities assessing the possible use of Section 5317 and improved transit service for individuals with disabilities. Exhibit II.9 provides an overview of the estimated population of individuals with a go outside the home disability by age cohort.

The chart in Exhibit II.9 identifies that the highest population of individuals with a disability are those individuals 65 and over. With an estimated 2,406 individuals, this accounts for 60.4 percent of the disabled population in the study area. As was noted above older adults are more likely to use transit services when available. Another reason for this trend is the increase in disability status among individuals 65 and over. As an individual ages the likelihood of disability increases significantly. The other age cohorts of 16 to 20 and 21 to 64 make up 8.6 percent and 30.9 percent of the total population of individuals with disabilities respectively. These percentages account for an estimated 344 individuals 16 to 20 and 1,230 individual 21 to 64.

Exhibit II.9
Individuals with Disabilities

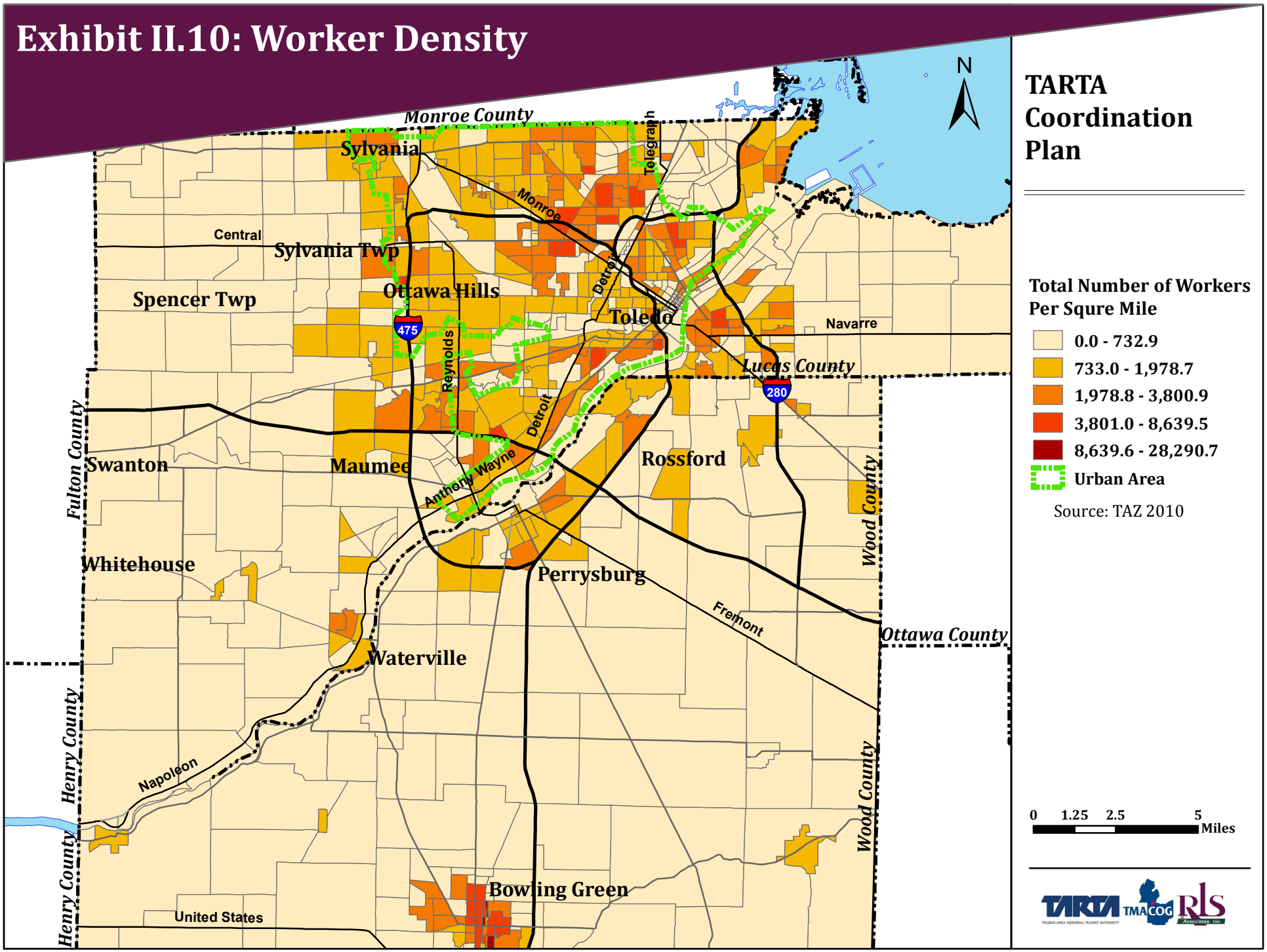


Source: Ohio Department of Development, 2010 Census

Employment

The thematic map in Exhibit II.10 shows the density of workers by TAZ. This map identifies key areas of employment within the study area. Areas of moderately high concentrations are located throughout Maumee, Ottawa Hills, and Toledo. These locations have between 3,801.0 and 8,639.5 workers per square mile. Moderate densities of workers, those between 1,978.8 and 3,800.9 are located in Perrysburg, Rossford, Sylvania, and Sylvania Township. Spencer Township has densities of up to 732.9 workers per square mile. From this analysis, it is clear that employment centers are not centered in one location, but rather scattered throughout the study area. This indicates that the need for transit services to employment locations is not geography limited. Individuals who live within the core urban area travel to the surrounding suburbs for employment and individuals living in the surrounding suburbs travel to the central urban core.

Exhibit II.10: Worker Density



III. CURRENT PROJECTS

Since the completion of the 2008 Coordination Plan, six coordination projects have been approved and received funding. These projects include:

- Local Car-Buy Program
- Regional Share-A-Ride Program
- TARPS Software Improvements
- Talking Bus Project
- Travel Training

Each of these projects is summarized below. Following the summary a table is provided to link each project with an established recommendation and priority from the 2008 Plan.

LOCAL CAR BUY

The Toledo Metropolitan Area Council of Government (TMACOG) operated this project from October 1, 2008 to September 30, 2009. The project provided used vehicles that were in good running order to 'working families' in Lucas County. Recipients were required to be employed for at least 30 hours per week, be at least 21 years old, have a good driving record, and have a dependent child. Recipients of the project paid $150 per month for 12 months and received the vehicle title once the vehicle had been fully paid off. Recipients were required to attend three Car Care classes, a budgeting class, and a defensive driving class.

Section 5316/JARC funding was used to pay the balance of the cost of each vehicle. The Lucas County Department of Job & Family Services covered the local match requirement for Section 5316/JARC funds. The project functioned through the coordinated efforts of TMACOG, Lucas County Job & Family Services, Owens State Community College (car care classes), Huntington Bank (budget class), and the Safety Council of Northwest Ohio (defensive driving class).

With a reduction in State funding, Job & Family Services has been forced to cut funding from numerous programs including the Car Buy Project. As of May 2012, the project was discontinued due to lack of local match and assistance from the Lucas County Job & Family Services. It may be re-started if local match is identified. The un-funded Car Buy Project is no longer a project of TMACOG. Therefore, if it is re-started, a new lead agency must also be identified.

During the Car Buy project, 607 individuals received a vehicle, and 468 have paid off their vehicle. Recipients of a vehicle cited the Car Buy Project as a major reason they were able to retain and/or obtain jobs.

SHARE-A-RIDE

This project utilizes a computer-based service that matches car and vanpool partners for work or school commutes. The program is available to residents of Lucas, Wood, Seneca, Erie, Ottawa, Huron, and Sandusky counties. Individuals interested in Share-A-Ride may choose to partner with people and share the use of a personal car or partner with a larger group and agree to share the expense for the use of a van. All Share-A-Ride participants are eligible for the Guaranteed Ride Home program, which ensures that no one is ever left without transportation if an unexpected event changes his or her plans during the day.

The Share-A-Ride project also offers participants and employers who share the costs associated with car and vanpool to take advantage of the *Commuter Choice tax credit*.

The project has successfully assisted commuters in building car and vanpools, which save money for the participant, protect the environment, and reduce traffic congestion. This project received $6,000 to update the Share-A-Ride website in an effort to give users more control of the search process and eliminate wait time associated with finding a matching carpool or vanpool. The project also received operating funds for the Guaranteed Ride Home service.

The project has generated over 1,000 clients and received more than 500 hits per day. The Share-A-Ride project created a platform for centralized information by providing a single point of access.

TARPS SOFTWARE IMPROVEMENTS

The Toledo Regional Paratransit Service (TARPS) utilized New Freedom funds to improve scheduling capabilities. This included the implementation of Trapeze PASS, Trapeze Pass-MON, and Intelligent Voice Response (IVR). The software additions allow TARPS to make real-time dispatching changes based on driver availability and send text messages to drivers, reducing radio chatter. The IVR system established a means to handle paratransit customer cancellation and provided reminder and imminent arrival phone calls to passengers.

In the first month of implementation, TARPS increased ridership by 13.6 percent, from 13,217 to 15,298. The success of the software upgrade continues to allow TARPS to serve more passengers with service above the minimum Americans with Disabilities Act (ADA) requirements.

TALKING BUS PROJECT

In 2010, the Toledo Area Regional Transit Authority (TARTA) obtained and used Section 5317/New Freedom funds to upgrade its existing Digital Recorders “Talking Bus” automated vehicle stop announcement system. The project was selected for funding because TARTA demonstrated that the improved stop announcements system would improve access to transportation service for visually impaired and hearing-impaired passengers. The new announcement system uses a combination of audible and visual display announcements to notify

passengers of stop information. Furthermore, the purchased units are equipped with wireless networking capabilities that allow TARTA to perform a fleet-wide update as opposed to a bus-by-bus update.

The upgrade has not only given TARTA improved capabilities for ADA-eligible passengers, but also improved services for the general public. The announcement system allows TARTA to provide notices of community events and initiatives such as "Train Day" and "Bike Week." The upgrade was an investment in technological resources and capabilities.

SAME DAY NON-EMERGENCY MEDICAL TRANSPORTATION

As the demand for TARPS service continues to increase, the need of additional paratransit vehicles also increases. To accommodate a fleet expansion, TARPS needed a new facility. New Freedom funds were allocated for the construction of an 80,000 square foot facility. The facility incorporates "green concepts" including geothermal heating and cooling, solar panels, skylights, reflective roofing, and earth sheltering for energy efficiency. There is also a bio-diesel fueling station for publicly owned and operated vehicles on the site. With the addition of the new facility and expanded fleet, TARPS was able to instate a same-day Non-Emergency Medical Transportation (NEMT) service with little disruption to the existing TARPS paratransit service.

The same-day NEMT project has received $144,000 from Section 5317/New Freedom since 2008. The NEMT service started by providing two to three trips per month and has grown to 30 to 35 trips per month. The same-day service has enhanced ADA paratransit services beyond minimum requirements while providing a solution to the increasing demand for NEMT among the growing populations of older adults and individuals with disabilities. This project meets the recommended actions of investing in technological resources and capabilities.

TRAVEL TRAINING

With the growing demand for services, TARPS pursued using Section 5317/New Freedom funds to start a travel trainer service to help new riders learn how to access transit services. The travel trainer program received New Freedom funding in 2008 and 2009. Since 2008, the project has received $40,000 in New Freedom operating funds.

SUMMARY

The progress of all projects funded under JARC/Section 5316 and New Freedom/Section 5317 has been tracked and reported to the Federal Transit Administration (FTA). Additional, transportation providers and human service agencies have continued to persevere in achieving transportation goals within the available funding limitations. From 2008 to 2010, $919,590 of Section 5316/JARC and Section 5317/New Freedom operating and capital funds have been allocated to improve mobility in the Toledo urbanized area. This includes $450,000 in JARC capital funding and $285,590 in New Freedom capital funding. Additionally, TARTA, as the

designated recipient, has received $184,000 in New Freedom operating funds. All of the allocated grant funding was utilized to fund the projects noted in this chapter.

While not every recommended action outlined in the 2008 Plan was met, a strong majority of the actions were achieved. The matrix in Exhibit III.1 outlines the actions that were addressed in the Plan. The matrix in Exhibit III.2 outlines the locally established priorities during the 2008 planning process. The marked boxes indicate priorities and goals that were achieved. The unmarked boxes reference goals that were listed in the plan but were not achieved.

It is important to note that the new services related to late night and weekend service were funded with JARC funds from 2006 to 2007, but funding was discontinued in 2008. This discontinuation of previously funded efforts is important to note because funding regulations require that JARC and New Freedom funds may not be used to fund a project that was suspended less than five years ago.

Exhibit III.1
Recommended Actions by Past Projects

Project	Recommend Actions								
	Create a regional mobility management system.	Organize and sustain a permanent mobility management organization.	Centralize information to provide a single point of access.	Invest in technological resources and capabilities.	Improve specific segments of transportation service organization, operation, and delivery.	Maintain and expand the level and coverage of public transportation services.	Ensure the continuity of existing Section 5310, 5316 projects .	Ensure that new Section 5316, 5317 projects expand transportation services.	Monitor progress and persevere in the face of obstacles and disappointments.
Local Car Buy Program					**X**		**X**		**X**
Share-A-Ride		**X**					**X**		**X**
TARPS Software Improvements				**X**	**X**	**X**		**X**	**X**
Talking Bus Project				**X**	**X**	**X**		**X**	**X**
Same day Non-Emergency Medical Transportation				**X**	**X**	**X**		**X**	**X**
Travel Training	**X**		**X**			**X**		**X**	**X**

Exhibit III.2
Priorities Achieved by Past Projects

Project	Priorities						
	Late-night and weekend service	Guaranteed Ride Home service	Local car loan program	Enhancing public transportation services beyond the minimum requirements of the ADA	Feeder services	Travel training	Acquisition of intelligent transportation technologies
Local Car Buy Program			**X**				
Share A Ride		**X**					
TARPS Software Improvements				**X**			**X**
Talking Bus Project				**X**			**X**
Same day Non-Emergency Medical Transportation				**X**			**X**
Travel Training						**X**	

IV. INVENTORY OF EXISTING MOBILITY RESOURCES

Resources

OVERVIEW

The inventory of service provider capabilities and the assessment of the structure of transportation resources provide planners with the necessary foundation for designing changes that will complete and improve the network of transportation resources. Over the course of this planning process, multiple components of community outreach activities were utilized to encourage public and human service agency transportation providers and users to participate in the inventory aspects, which included public meetings and one−on-one interviews. A summary of outreach activities is provided in Appendix A.

The inventory is important because an understanding of existing resources, vehicle utilization, and financial information is necessary prior to implementation of new coordinated transportation approaches to service for older adults, individuals with disabilities, people with low incomes, and the general public. The individual organizational summaries (see Appendix B) provide insight into existing services and gaps. The resource summary and vehicle utilization tables at the end of this chapter provide an overview of the vehicle inventories and utilization, hours of service, and passenger eligibility for each of the organizations that participated in this planning effort.

The ultimate goal for organizations that provide, purchase, or use transportation for older adults, individuals with disabilities, people with low incomes, and the general public is to improve upon the existing network of services in a way that creates new efficiencies. This, then allows organizations to provide additional service within the existing level of funding.

ELIGIBILITY FOR FUNDING

TARTA is the designated recipient of SAFETEA-LU funding for the Toledo Urbanized Area. Eligible subrecipients include private nonprofit organizations, State or local governments, and operators of public transportation including private operators of public transportation services. Organizations that are not eligible subrecipients for Sections 5316 or 5317 may still benefit from these programs through joint-agreements with eligible applicants. These organizations should seek partnerships and formal contractual agreements with eligible applicants in order to achieve the coordinated transportation goals identified in this plan.

OVERVIEW OF STAKEHOLDER ORGANIZATION SUMMARIES

Key public, private, and human service agency transportation stakeholders from throughout the study area were invited to participate in one-on-one interviews with RLS & Associates, Inc. (RLS) staff to discuss the existing transportation resources utilized for their consumers. Public meetings were also held with invitations extended to all stakeholders and the general public.

Information provided during the public meetings is included in the Needs Assessment chapter of this Plan.

Stakeholder interviews were initiated in December 2011 and were ongoing throughout the study process in an attempt to incorporate all transportation providers and key transportation stakeholders in the community. Interviewers used a standard set of questions for each interview to promote consistency in the findings. Several organizations volunteered to participate either through a personal, face-to-face discussion or via a telephone interview. Stakeholders that provide transportation services described their programs and resources. Other organizations that purchase trips from a third party provider or arrange transportation on behalf of their consumers expressed several common interests regarding the unmet transportation needs of their consumers and the general public.

The organizations that participated in one-on-one interviews or completed a survey are listed below:

- The Ability Center
- Andelante
- Anne Grady
- Apple A Day
- Area Office on Aging
- Big Brothers Big Sisters
- Black and White Transportation, Inc.
- Boys and Girls Club
- Bridges
- Chester J. Zablock Senior Center
- Family Services
- FOCUS
- Harbor
- Lucas County Board of Developmental Disabilities
- Lucas County Educational Service Center
- National Alliance on Mental Illness (NAMI) of Greater Toledo
- Ohio Rehabilitation Services Commission
- One-Stop Center
- Open Door
- ProMedica
- Red Cross
- Senior Centers, Inc.
- TARTA/TARPS
- TLC Transportation
- Vocational Rehabilitation
- Zepf Center

The individual detailed summaries of participating organizations are provided in Appendix B. Summaries describe the transportation provided by each of the participating organizations, as

described by a representative of that organization. These summaries are separated into two categories: transportation providers and others. The 'others' category includes organizations that purchase or arrange transportation on behalf of consumers or the general public but do not directly operate vehicles.

Other organizations that were invited to participate in an interview but declined or were otherwise unable to do so are listed below.

- Best Cab of Northwest Ohio
- Bittersweet Farms
- Checker
- East Toledo Family Center
- Glass City Cab
- Lifestar
- Master Cab
- Maumee Senior Center
- MedCorp
- Positive Connections
- Silver Cab
- Sylvania Senior Center
- United Jewish Council of Greater Toledo
- Wood County Committee on Aging
- Yellow Cab

RESOURCE INVENTORY SUMMARY

Within the Toledo urbanized area, the consulting team has recognized 27 passenger transportation providers (not including rail). These providers operate transportation services for older adults, people with low incomes, individuals with disabilities, and/or the general public. The master transportation provider table in Exhibit IV.1 outlines detailed information about each transportation provider, including public, private, and non-profit organizations that provided information as part of this planning process. Within the table, the number of vehicles, the types of services, the service area, and funding sources are identified. Annual ridership and operating expenses are indicated, where information was provided by the agency. Note that "cost per trip" refers to the actual cost of operating the trip, which is usually different from the price that the passenger pays. Detailed descriptions of each organization, as outlined during one-on-one interviews, are provided in Appendix B.

In addition to the summary of provider information, a vehicle utilization chart has been included in Exhibit IV.2. The utilization chart identifies the total number of vehicles available as well as the approximate times when each provider is using its vehicles. In the Toledo urbanized area there are a total of 254 passenger transportation vehicles. The majority of transportation services are available on weekdays between 7:00 AM to 9:00 AM and 4:00 PM to 6:00 PM. Weekend and evening transportation is available on a more limited basis. All of the identified vehicles are used to transport older adults, people with low incomes, individuals with

disabilities, and/or the general public, many of whom are registered as consumers of the organizations identified as transportation stakeholders. This inventory does not include school buses or Head Start vehicles because those vehicles are generally not readily available for coordinated transportation efforts.

This information represents the data collected through outreach efforts during the planning process. Every effort to contact transportation providers through direct outreach or public meetings was made. Nevertheless, the content of this inventory may not be 100% comprehensive of all transportation providers in the area.

Exhibit IV.1
Toledo Urbanized Area Transportation Providers

Provider	Service Type	Passenger Eligibility	Service Description	Hours of Service	Fleet Information	Funding Sources	Amount Spent on Operating Transportation	Number of Trips Provided	Cost Per Trip
The Ability Center	Demand Response	Individuals with Disabilities	Door-to-Door	Mon-Sun 8:30 AM-5:00 PM	1 Minivan 1 Bus (16 seats)	Endowment, Local and State Appropriations	$20,000	2,000	$10.00
Adelante	Demand Response	Individuals with Disabilities	Door-to-Door	Mon-Sun 9:00 AM-4:00 PM	5 Vans (12 seats)	Ohio Department of Alcohol & Drug Addiction Service, Foundations, Donations, United Way	$62,400	4,800	$13.00
Anne Grady	Demand Response	General Public	Door-to-Door	Mon-Sun 24 hours a day	13 Buses 4 Vans 4 Cutaways	FTA Section 5310, the Ohio Department of Education, Medicaid, and Service Contracts	$150,000	78,000	$1.93
Apple a Day	Demand Response	Individuals receiving Assistance	Door-to-Door	Mon-Sat 5:00 AM-12:00 AM	7 Cars 4 Buses	Medicaid	$92,160	7,200	$12.80
Black & White Transportation	Taxi, Black Car, Courier, Airport	General Public	Curb-to-Curb	Mon-Fri 24 hours a day	More than 100 vehicles (2 are wheelchair accessible)	Passenger Fares and Contracts	Not Available	~500,000	~$16.50
Boys & Girls Club	Field Trips	Youth	Door-to-Door	Mon-Fri 3:30 AM-7:30 PM	2 School Buses	Donations, the United Way, Endowments and Grants	$11,000	8,600	$1.28

Provider	Service Type	Passenger Eligibility	Service Description	Hours of Service	Fleet Information	Funding Sources	Amount Spent on Operating Transportation	Number of Trips Provided	Cost Per Trip
Bridges	Agency Demand Response	New customers receiving Financial Assistance	Door-to-Door	Mon-Fri 8:00 AM-10:00 PM	Personnel Vehicles of Staff	Dept. of Job and Family Services	$1,500 (provided) $1,200 (TARTA tokens purchased)	120 (provided)	$12.50 (provided)
Chester J. Zablocki	Route	Older Adults that are Agency Customers	Door-to-Door	Mon-Fri 9:00 AM-10:30 AM 2:00 PM-3:30 PM	1 Van (16 seats)	Area Office on Aging, Donations, Fares	$7,560 (provided) $38,400 (TARTA tokens & passes)	250 (provided)	$30.24 (provided)
Harbor	Demand Response	Agency Customers	Door-to-Door	Mon-Fri 8:00 AM-5:00 PM	1 Van 15 Cars	Private Insurance, Lucas County Mental Health Board, Vocation Rehabilitation	$30,000 (provided) $1,000 (TARTA tokens)	18,000 (provided)	$1.67 (provided)
Lucas County Board of Developmental Disabilities	Demand Response	Agency Customers with Disabilities and Older Adults	Door-to-Door	Mon-Fri 5:00 AM-6:30 PM Weekends as needed	29 School Buses 13 Vans 50 Support Vehicles	Levy, Medicaid, State and Local Appropriations	$6,000,000	~185,000	$32.43
Maumee Senior Center	Demand Response	Older Adults of Maumee, South Toledo, Monclova, Waterville and Whitehouse	Demand Response	Mon-Sun 9:00 AM-5:00 PM	1 Van	Not Available	Not Available	Not Available	Not Available
ProMedica	Ambulette	General Public	Door-to-Door	Mon-Fri 24 hours a day	20 Vans	Medicaid, Insurance Cos., Private Pay	$400,000	8,000	$50.00

Provider	Service Type	Passenger Eligibility	Service Description	Hours of Service	Fleet Information	Funding Sources	Amount Spent on Operating Transportation	Number of Trips Provided	Cost Per Trip
Senior Centers, Inc.	Demand Response	Older Adults that are Agency Customers	Door-to-Door	Mon-Fri 8:00 AM–4:00 PM	2 Vans	Agency on Aging	$26,375	2,794	$9.44
TARTA	Fixed Route & Demand Response	General Public	Curb-to-Curb	Mon-Fri 5:00 AM-11:30 PM Sat 5:30 AM-11:15 PM Sun 7:00 AM-9:00 PM	122 Route Vehicles 59 Paratransit Vehicles	Section 5307, 5309, 5316, 5316, Medicaid, Tax Levy, Fares, School Contracts, Advertising	TARTA-$20,471,520 TARPS-$4,508,957	TARTA-3,298,806 TARPS-219,654	TARTA-$6.21 TARPS-$20.53
TLC Transportation	Demand Response	General Public	Door-to-Door	Mon-Fri 5:00 AM-11:00 PM Sat-Sun 5:00 AM-8:00 PM	5 Sedans 24 Vans	Medicaid, Private Pay	~$3,000,000	~85,000	~$35.29
Zepf Center	Demand Response	Agency Consumers	Door-to-Door	Mon-Fri 9:00AM-4:00PM	30 Sedans 5 Minivans 5 Vans	Medicaid, Private Pay	$65,000	2,000	$32.50

Exhibit IV.2:
Vehicle Utilization

System Name	Time of Day Operated																				
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Exhibit IV.2:
Vehicle Utilization

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Exhibit IV.2:
Vehicle Utilization

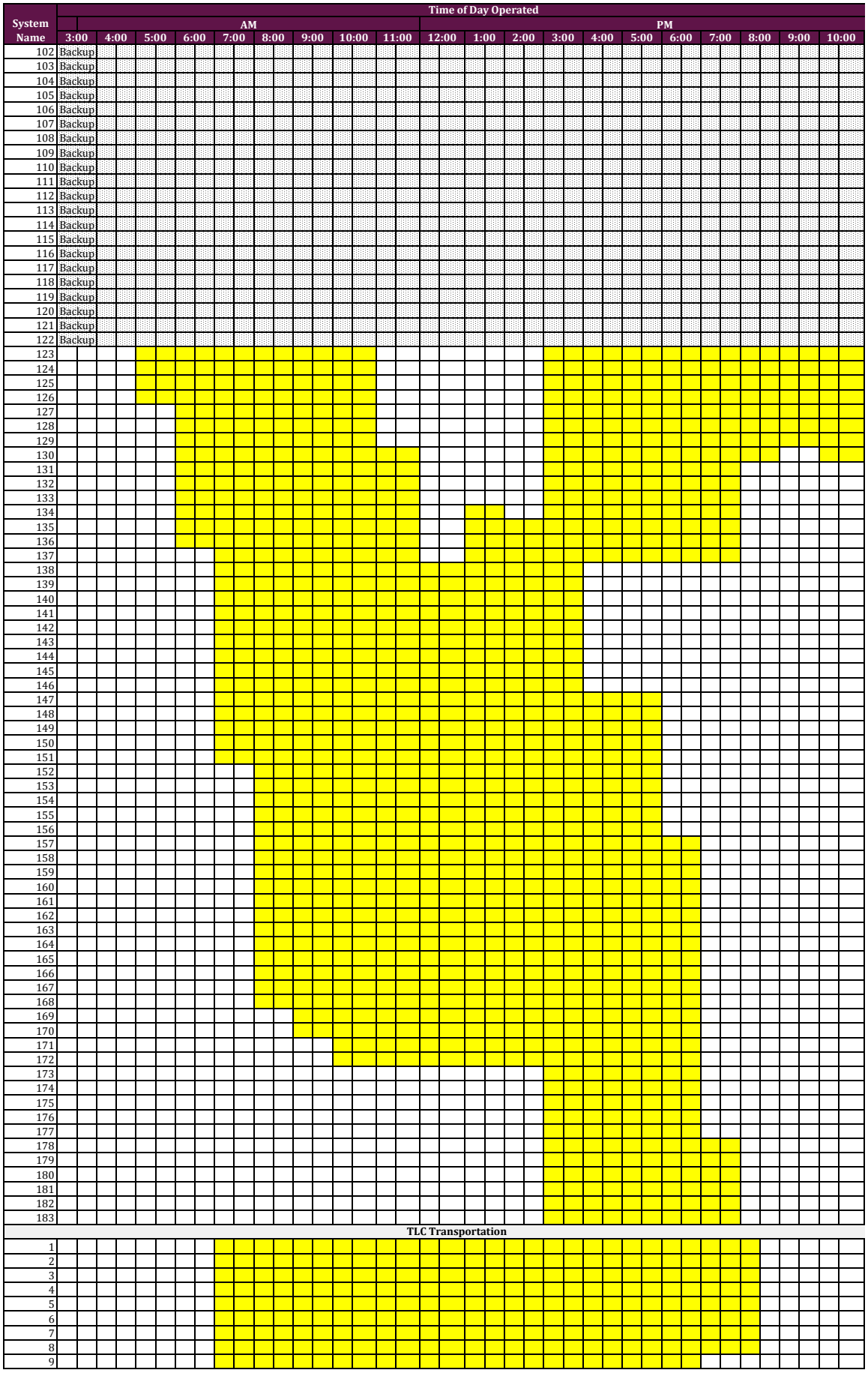
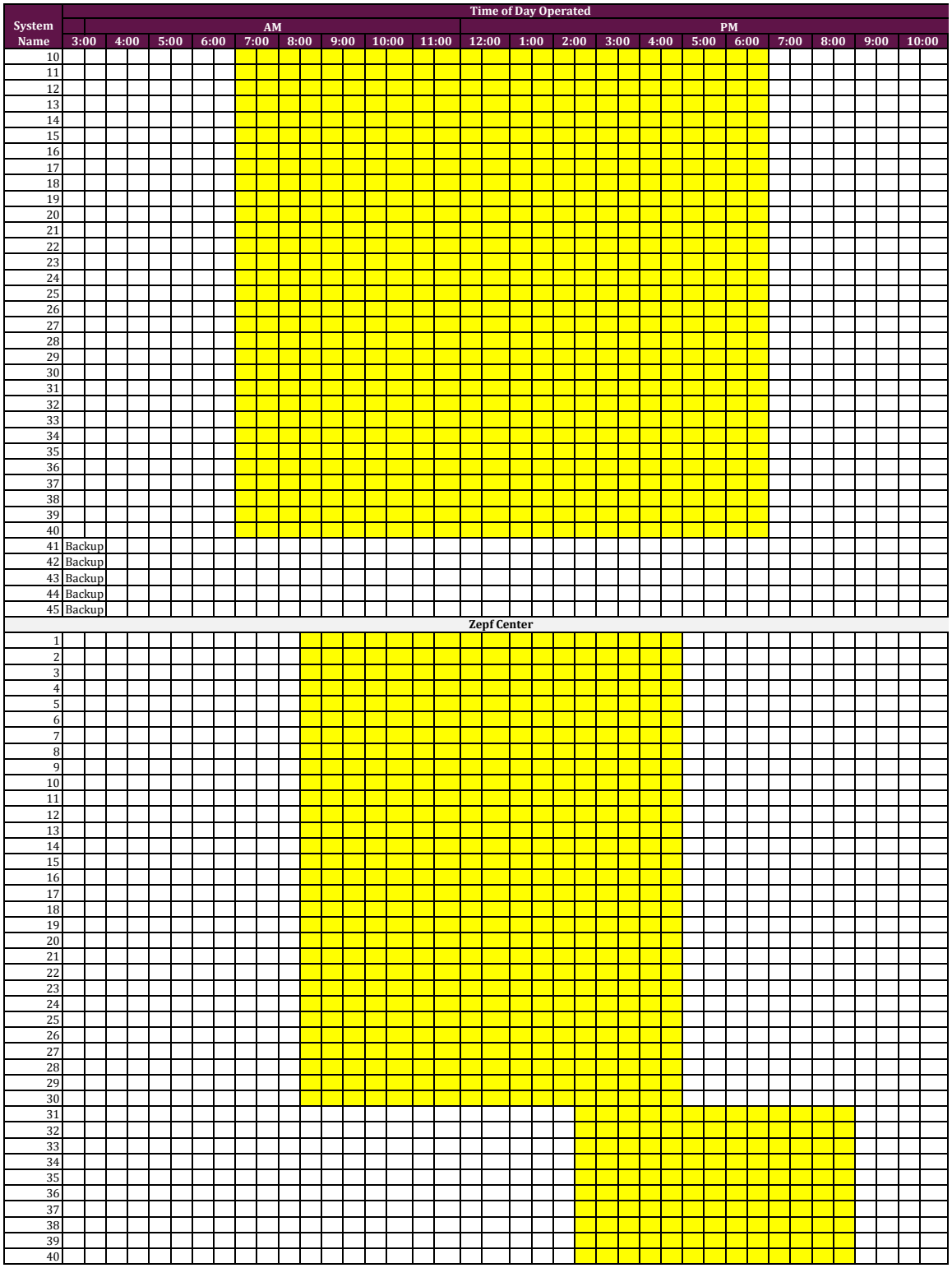


Exhibit IV.2:
Vehicle Utilization



V. NEEDS ASSESSMENT

Needs

This chapter provides documentation of the needs assessment and gap analysis procedures that were conducted for the planning process. Outreach and needs assessment activities were targeted to the general public and organizations that serve individuals with disabilities, older adults, and people with low incomes. To date, outreach activities have included the following:

- Ten general public meetings:
  - December 7, 2011 – The Source
  - February 7, 2012 – Maumee Library
  - February 7, 2012 – Way Library
  - February 8, 2012 – Sylvania Senior Center
  - February 8, 2012 – The Ability Center
  - February 9, 2012 – Rossford Community Center
  - February 9, 2012 – Way Library
  - November 12, 2012 – Maumee Library
  - November 13, 2012 – Lagrange Library

- Stakeholder meetings:
  - November 1, 2011 – Passenger Rail and Public Transit Committee at TMACOG
  - November 16, 2011 – Passenger Rail and Public Transit Committee at TMACOG
  - October 9, 2012 – Passenger Rail and Public Transit Committee at TMACOG
  - November 12, 2012 – TARTA Subcommittee Meeting
  - November 14, 2012 – Passenger Rail and Public Transit Committee at TMACOG

- Standardized interviews with transportation providers and other key stakeholders:
  - 37 transportation stakeholders were identified.
  - 16 one-on-one interviews were conducted.

The following paragraphs summarize and outline the results of the comprehensive needs assessment process.

PUBLIC MEETINGS

In addition to stakeholder meetings, the RLS project staff facilitated ten local public meetings to obtain input from stakeholders and the general public. The meetings were advertised in The Toledo Blade, through key stakeholder agencies, and on the TARTA buses.

Invitations were emailed to local public and private transportation providers, human service agencies, senior centers, and other private and non-profit organizations that have a mission to serve the targeted populations in the Toledo urbanized area.

- Invitations to the meeting were distributed via e-mail to over 90 organizations.
- TMACOG distributed meeting invitations to its continuum of agencies (including 77 human service, transportation, and community organizations).

- TARTA posted the meeting announcement on its website, Facebook and Twitter pages.
- The general public was informed about the meetings through newspaper announcements and flyers posted at agencies and on transit vehicles.

Fifty-seven different organizations and the general public attended the meetings. Participants included public transportation providers, human service agencies, schools, private transportation providers, the general public, and planning organizations.

SUMMARY OF MEETING RESULTS

The outline below identifies the topics discussed in each of the public meetings.

- Medical Needs
  - Maumee residents would prefer an expansion of the Call-A-Ride service.
  - Door-to-door transportation service is preferred for older adults in the Maumee area because some residents are unable to walk even a short distance to the curb where the bus stops.
  - Trips to hospital and medical clinics throughout the area are needed from Maumee.
  - Eligible Perrysburg residents would like transportation to the VA Clinic in Ann Arbor, Michigan.
  - Wood County residents need transportation to Bowling Green for government offices and Job and Family Services appointments.
  - Vouchers for public and private transit services are needed to help reduce the cost to low income individuals.

- Geographic Needs
  - Suburb-to-suburb transportation is needed. For example, the Rossford and Perrysburg Call-A-Ride service areas could overlap to meet common trip needs for residents of both communities.
  - Residents of Rossford prefer a "seamless" transportation network for the entire urbanized area.
  - Group transportation was requested for events in Bowling Green and at Owens Community College.
  - Residents of Maumee requested transportation service to and from Oregon, particularly to St. Charles and Bay Park.
  - Flex Routes were requested in the suburban areas of Maumee and Rossford.
  - Residents of Maumee and Perrysburg would like to reduce the "boundaries" (i.e., township, city, county, and state) and have regional transportation opportunities.
  - More direct routes that serve multiple communities were requested (Rossford Meeting).
    - More frequent service for Call-A-Ride to visit downtown and then catch the rest of the fixed route system (Rossford Meeting).
  - Participants suggested TARTA hubs in each of the suburban communities.
  - The distance to fixed route stops in the suburban areas is often far from residential locations.
  - Access to White House from Maumee (Sylvania Meeting).
  - As funding decreases to human services agencies the need for alternative transit service is growing (Sylvania Meeting).

- Transfers between providers to expand the existing transportation network were requested.

- Hours and Days of Transportation Service
  - Service is needed during the Sunday mid-day downtime for TARTA fixed routes.
  - Transportation is needed from Waterville to Toledo between the hours of 5:00 PM and 7:00 PM on weekdays, and on weekends for persons not eligible for TARPS.
  - Passengers request the shortest feasible ride-time on vehicles so that public transportation is an efficient alternative to driving (Rossford Meeting).
  - Passengers want the option to have affordable, same-day transportation service options for non-medical trip purposes.

- Vehicles and Amenities
  - More wheelchair accessible cabs are needed.
  - Transportation providers need to use the most efficient vehicle size for the trip purpose and location.
  - Safe sidewalks are needed to ensure access to public transportation, especially in suburban areas.

- Customer Service
  - A central point of information about transportation resources in the community was requested. It was suggested to use TARTA as the "Clearinghouse."
  - The Travel Trainer program should be enhanced, advertised, and continued to assist new passengers.
  - Provide extra passenger assistance to frail passengers or those who have difficulty boarding and alighting vehicles.
  - More distribution sites for TARTA passes are needed to improve access for passengers who do not regularly go downtown.
  - Multiple modes of service (i.e., demand response, ambulette, immediate response, door-to-door, fixed route, etc) are needed to effectively serve the community.
  - Call-A-Ride should incorporate a scheduling system or use an answering machine to reduce the need for the drivers to schedule trips.
  - The ability to schedule trips online is needed.

- Employment and Education
  - Early morning service is needed in Maumee.
  - Late night/overnight service was requested in Maumee.
  - The Walgreens Distribution Center has shifts working 24-hours per day. Transportation for shift work was identified as an unmet transportation need.
  - Transportation to/from Hollywood Casino, Fallen Timbers, and Walmart (Perrysburg) were requested as a potential unmet need for work opportunities.
  - Residents of Maumee and Perrysburg requested student transportation to local colleges and/or connections with college or university transit systems.
  - A student survey was suggested, so that transportation providers can better understand the unmet transportation needs of students.

- Communication/Knowledge Sharing
    - Expand the network of communication with the general public so that they can access transportation resources and maintain self-sufficiency.
        - For example, arrange regular Town Hall meetings in each community, hosted by the transportation provider.
    - Involve local elected officials in transportation planning and information sharing efforts.
    - Focus on driver/customer relations and use drivers as an opportunity to exchange information about unmet transportation needs or challenges.
    - Transportation providers should participate in local events and use them as an opportunity to share information with the public about available services.
    - Interagency communication is needed for greater cooperation.
    - Information about available transit services should be published through human service agencies and government newsletters and websites.
    - An oversight group to guide coordination and partnerships would help.

- Intercity Service
    - Well-advertised Park-and-Ride opportunities are needed.
    - Passenger rail service was recommended.

Organizations represented at the meetings are listed below:

12/07/2011 The Source

- Apple A Day
- Bureau of Vocational Rehabilitation
- City of Perrysburg
- City of Rossford
- Community Transportation Association of America (CTAA)
- Family Outreach Community United Services
- Horizons
- Lucas County Boarded of Developmental Disabilities
- Lucas County Educational Services center
- Lucas Metropolitan Housing Authority
- National Alliance on Mental Illness
- National Multiple Sclerosis Society
- NORRA
- Ohio Rehabilitation Services Commission
- One Village Council
- ProMedica Flower Hospital
- Salem Lutheran Church
- Senior Centers, Inc.
- The Source
- TLC Transportation
- Toledo Regional Transit Authority (TARTA)
- Toledo Area Regional Paratransit Service (TARPS)
- Toledo Metropolitan Area Council of Governments (TMACOG)

- Workforce Investment Board
- Zepf Center

02/07/2012 Way Public Library Perrysburg

- Wood County – House District 3 Candidates
- League of Woman Voters
- TARTA
- Ohio Higher Education Rail Network (Ohern.org)
- Goodwill Industries
- TLC Transportation, LLC.
- General Public

02/07/2012 Maumee Library

- General Public
- TARTA
- City of Perrysburg Official
- RSC

02/08/2012 Sylvania Senior Center

- Sylvania Community Services (Senior Center)
- Black & White Transportation
- Lucas County
- City of Sylvania Official
- TARTA
- Lucas County Board of Developmental Disabilities
- Sylvania City Council
- TMACOG
- General Public

02/08/2012 The Ability Center

- TARTA
- General Public
- BGSU MPA Program
- Lucas County Commissioner Candidate
- City of Toledo Official
- TLC Transportation, LLC.

02/09/2012 Rossford Community Center

- General Public
- Harbor
- Mayor of Rossford

- Rossford City Council
- Sentinel-Tribune
- City of Rossford Official
- Rossford Library
- TARTA

02/09/2012 Way Public Library

- General Public
- Perrysburg City Council
- City of Perrysburg Official
- TARTA

KEY STAKEHOLDER INTERVIEWS

A standardized interview tool was developed and used as a guide during interviews with several transportation providers and key stakeholders. All organizations that provide public or human service agency transportation, and/or have received or applied for funding through Section 5310, Section 5317, Section 5309, Section 5316, and Section 5317 were invited to participate in a one-on-one interview with the consulting team. Results of the interviews are included in the Inventory of Existing Mobility Resources chapter (Chapter III) and Appendix B.

MAJOR TRIP GENERATORS

The term "trip generator" is used to describe locations where concentrations of people are likely to live (apartment complexes, nursing homes, etc.) or where people are likely to meet their shopping, childcare, health care, educational, or employment needs.

Access to these locations impacts the daily lives and of people in the Toledo urbanized area. Public input indicated that access to some major trip generators for individuals who utilize available transportation services is limited. While many major trip generators are served by public, private, and human service providers, the frequencies at which they are served was cited as a gap. Additionally, it was noted that as shopping centers and medical facilities continue to migrate towards the suburbs, they are becoming increasingly beyond the reach of the current transportation services.

The map in Exhibit V.1 illustrates the major trip generators in the Toledo urbanized area.

MAJOR EMPLOYERS

Major employers are locations of key interest in transit planning. Like major trip generators, major employers are considered key destinations. As such, these locations are ideal for transit services, particularly in environments that have high traffic congestion during the peak commute hours and have limited parking that is only available for a fee. A second instance in which a high demand for employment-related access exists is in the decentralization of downtown

employment. In situations where major employers have relocated or developed in suburban areas, a need for reverse commute transportation to the suburbs may exist.

Within the study area, traffic congestion and parking issues were not identified as major barriers in the existing transportation network. Based on traffic patterns and the availability of parking for less than $10 a day, the demand for additional services downtown is limited. However, access to major suburban employers and reverse commute needs were identified as an existing gap in the transportation network. The map in Exhibit V.2 shows that many of the major employers are located outside of Downtown Toledo. Access to these locations and other employers located in suburban areas is a gap in the existing transportation network.

Exhibit V.1 - Major Trip Generators

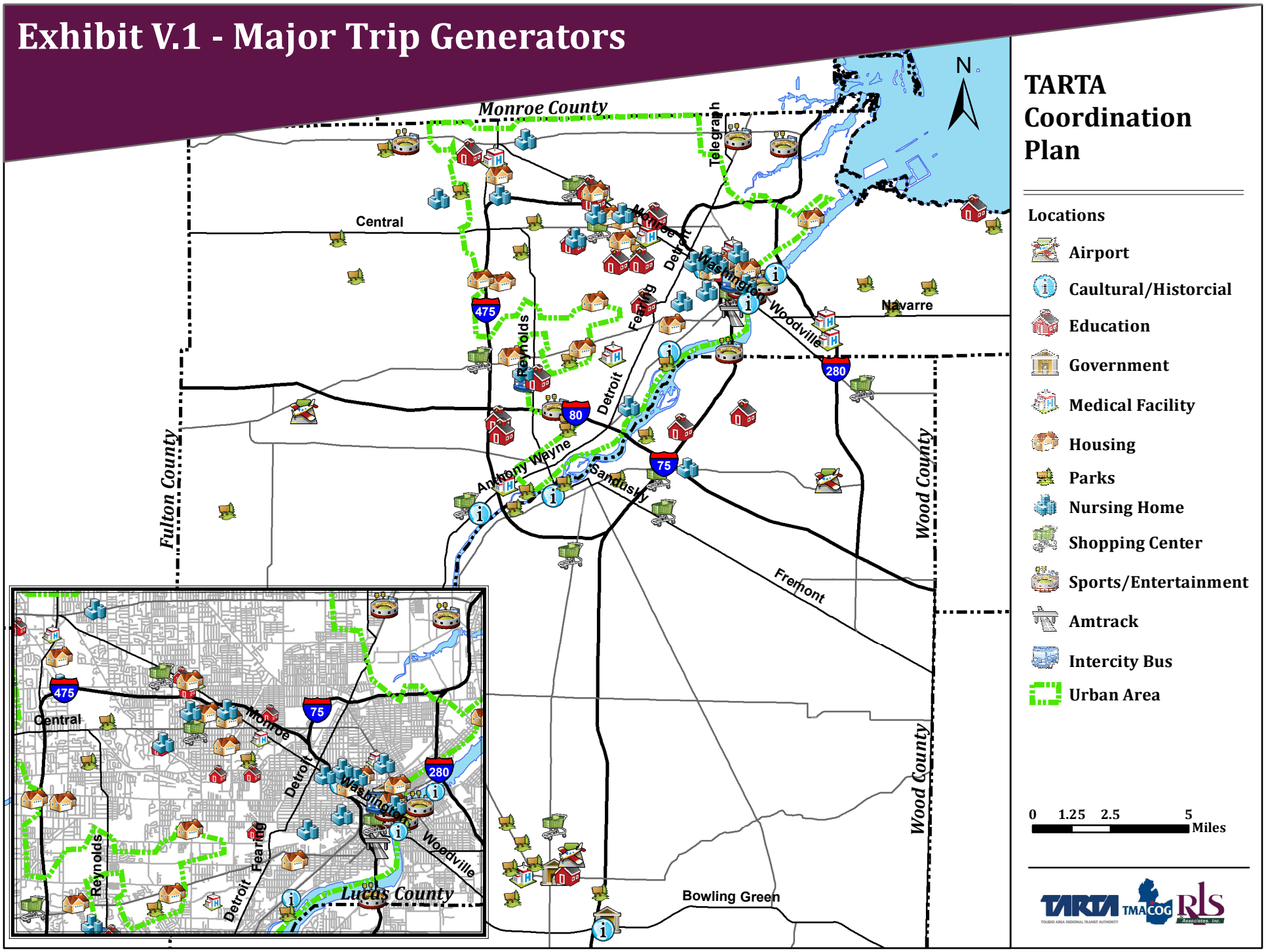
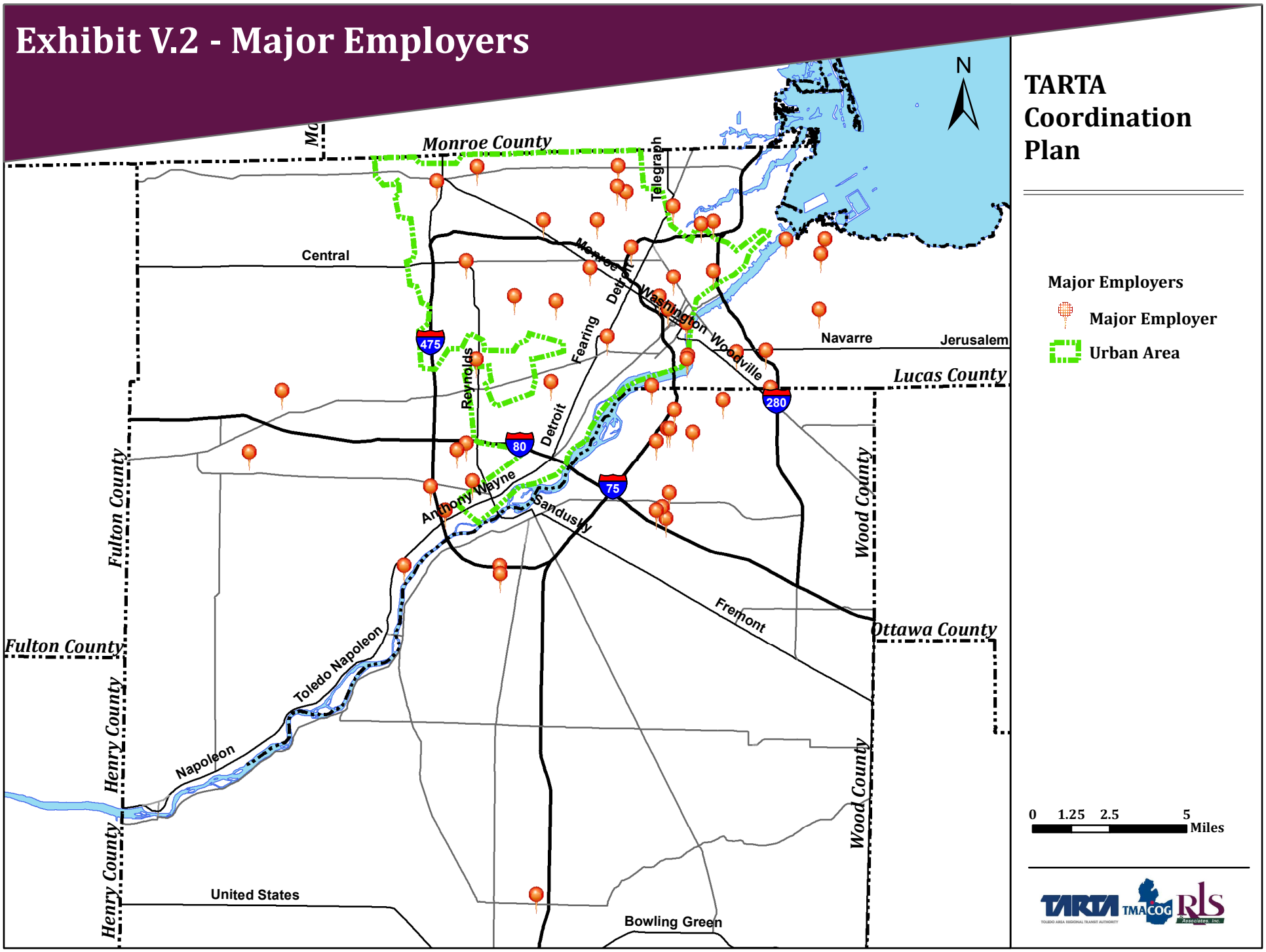


Exhibit V.2 - Major Employers



VI. COORDINATION GOALS

COORDINATED TRANSPORTATION GOALS

Six primary goals expressed by participating stakeholders are described in this chapter. Each goal is supported by the input provided by participants, including the general public, private and public entities, and participating organizations either through local stakeholder meetings, previous planning studies, or one-on-one interviews. Additional goals may be added throughout the implementation phases as needs and resources change and develop.

Exhibit VI.1 on the following page provides a matrix relating each goal to the identified unmet transportation needs and gaps in service. A description of each goal is provided in the paragraphs that follow.

Requests for funding through the programs encompassed in SAFETEA-LU must align with the goals identified in this chapter and the strategies in Chapter VII. Additional goals or strategies may be added through an amendment to this plan. Furthermore, organizations that did not have an opportunity to participate in this plan may be added through an amendment.

Exhibit VI.1: Matrix of Goals and Unmet Needs

Goals	Needs					
	Information About Coordination Opportunities and Existing Service	Access to Employment and Education	Access to Health Care	Rural and Suburban Transportation	Enhanced Hours and Days of Service	Accessible Vehicles and Improved Customer Service
Goal 1: Improve Communication	X					X
Goal 2: Improve Access to Employment Opportunities		X				
Goal 3: Joint use of Resources and Trip Sharing	X	X	X	X	X	X
Goal 4: Standardardized Drivers Training	X					X
Goal 5: Address the Growing Ridership on Paratransit Services				X	X	X
Goal 6: Improve Transit to Unserved and Under Served Areas		X	X	X	X	

GOALS AND STRATEGIES

The Coordination Strategies section in the following chapter offers a detailed description that outlines the strategies, implementation timeframe, responsible party(ies), and performance measure(s) for implementation of each of the above noted coordination goals. The implementation timeframes/milestones are defined as follows:

- Immediate – Activities to be achieved within 6 months.
- Near-term – Activities to be achieved within 6 to 12 months.
- Mid-term – Activities to be achieved within 13 to 24 months.
- Long-term – Activities to be achieved within 2 to 4 years.
- Ongoing activities are those that either have been implemented prior to this report, or will be implemented at the earliest feasible time and will require ongoing activity.

Goals, objectives, and strategies were refined and prioritized with consideration of the available resources for the Toledo area. Objectives and implementation strategies are offered as a guideline for leaders in the coordination effort as well as the specific parties responsible for implementing each objective. Because stakeholders need time to plan for the steps necessary for implementation, strategies are written with the intent to allow flexibility in the specific local approach, partnerships, and timeline for implementation.

VII. COORDINATION OBJECTIVES AND STRATEGIES

OBJECTIVES AND STRATEGIES

Objectives and strategies identified in this document have the support of participating stakeholders. Implementation timeframes and responsibilities may vary with the realities of staffing levels and financial resources. Local stakeholders have established the objectives and strategies as a plan. Implementation will be determined by the availability of financial resources.

Transportation stakeholders and funders were invited to a public meeting to rate the priority of each of the following strategies.

GOAL #1: Improve Communication

Objective A: Share information.

Strategy 1.1: Following its adoption, distribute the Updated Coordinated Public Transit-Human Services Transportation Plan to all stakeholders who were invited to participate and any elected officials, older adult facility, human service agency, medical facilities, schools, non-profits, for-profit agencies, and major employers that serves older adults, individuals with disabilities, people with low incomes, and the general public.

Responsible Parties: All public, private, and human service agency transportation providers, planning organizations, and stakeholder committee members that participated in the planning effort.

Implementation Timeframe: Immediate and Ongoing

Performance Measures:

- Number of documents distributed (electronically or mail) to community stakeholders.
- Updated mailing list is established and saved for use when updating the plan.
- Number of new organizations added to the mailing list.

Strategy 1.2: Create a Coordinated Transportation Coalition (CTC) with appropriate membership from agencies, public and private transportation providers, passengers, and a representative from Universities/Colleges in the Toledo Urbanized Area. The CTC should meet at least quarterly.

Participating agencies sign a Memorandum of Understanding (MOU) for support of the effort and future planning.

Having a forum in which to discuss mobility issues, whether they are barriers, improvements, or observations, is critical to the continued development of a coordinated transportation network.

It is vital that a platform for this type of discussion be created to carry out the tasks as outlined in this document. Once in place the group can study this plan, assign tasks to members, and work toward implementing the strategies and tasks described herein.

The CTC should establish annual goals and objectives that are monitored during the calendar year. If any goal appears to be faltering, the CTC can review the situation and work to address any issues or barriers. There are times when goals must be adjusted to meet circumstances that arise. This should be done by the CTC when necessary.
Until a decision is made regarding Strategy 1.4 (Hire a Mobility Manager) the CTC should service this function.

Responsible Parties: All participating public and private transportation providers, and human service agencies in the Toledo area will have an opportunity to designate one representative to participate in the CTC through the MOU process.

Implementation Timeframe: Immediate and Ongoing.

Performance Measures:

- Formation of Coordinated Transportation Coalition (CTC).
- Tasks are assigned and moved toward implementation.
- MOUs signed by the appropriate authority at each organization.

Objective B: Establish an office/commission that oversees the coordination of transportation services throughout the Toledo Urbanized Area and meets the needs of the communities within the urbanized area. Hire a full-time Mobility Manager (MM) to be responsible for the development of a coordinated transportation program for the Toledo area.

Strategy 1.3: The CTC members will collectively develop a job description for a Mobility Manager (MM). It is important that the MM be an objective, non-biased individual who is capable of bringing together the necessary stakeholders in the community to achieve the task outlined in this plan.

Responsible Parties: If the MM is hired with FTA Section 5316/5317 funds, interested organizations that are eligible to apply for those grants will submit a grant application to hire a MM. The MM will work directly for the hiring organization. The CTC is responsible for the job description and will continue to act as the MM's advisory board once he or she is hired. Some CTC member organizations can jointly provide local match for the MM's salary and direct expenses (to match FTA Section 5316/5317). By providing local match and acting as advisors for the MM, these organizations will have some authority of the decisions made by the new employee, even though he or she will be directly employed by a single entity.

Implementation Timeframe: Near-Term

Performance Measures:

- Hire a Mobility Manager.
- Develop job duties, goals, and performance requirements.
- Monitor the goals and performance of the Mobility Manager.

Strategy 1.4: The MM will be responsible for informing local agencies of coordination opportunities by providing information about agency services and available funding sources like JARC and New Freedom. This will include providing information about coordination projects and tasks as well as providing information about grants and funding opportunities to all stakeholders.

Responsible Parties: The MM will be responsible for providing information about coordination and funding opportunities to stakeholders.

Implementation Timeframe: Near-Term and Ongoing

Performance Measures:

- Match stakeholders and coordination projects to accomplish goals identified in this plan.
- Market funding opportunities to stakeholders.
- Increase the number of stakeholders participating in coordination projects in the Toledo area.
- Increase the number of stakeholders applying for JARC and New Freedom funds.

Strategy 1.5: Distribute information about available transit services through human service agencies, and public and private providers. This should include outreach efforts through face-to-face and public information meetings as well as the development of printed information to distribute to local human service agencies and transit providers. The information should provide a summary of all service in the Toledo area including eligibility requirements, service area, contact information, and fare structure. This report provides the framework for much of that data.

Responsible Parties: The MM will be responsible for collecting information regarding available service in the Toledo area and developing printed materials for distribution. Available service will include participants in the call center (if it is developed) as well as non-participating organizations.

Implementation Timeframe: Near-Term and Ongoing.

Performance Measures:

- Create a database of providers in the Toledo area.
- Develop printed materials for distribution.
- Conduct public outreach and information meetings to spread the knowledge of existing transit services.

GOAL #2: Improve Access to Employment Opportunities

Objective A: Develop a funding pool dedicated to purchasing transportation passes, tickets, tokens, rides, and vouchers for employment access via a participating transportation provider.

Strategy 2.1: Agencies should team with local employers to create a local funding source to match available JARC (Section 5316) funds. Any non-U.S. Department of Transportation funds are eligible for match to JARC funds. These funds should be used to purchase more rides for eligible individuals on public, human service agency, and private transportation services. This goal addresses an identified gap in transportation for human service agency program consumers.

Responsible Parties: Agencies and employers should work together to increase the funding of tokens, passes, rides, and vouchers currently available to individuals in need of transportation assistance for vocational purposes. Lead organizations should include eligible funders such as Job and Family Services, major employers, Workforce Investment Act, local government, and other organizations with a mission to improve employment opportunities. If hired, the MM will manage the funding pool.

Implementation Timeframe: Mid-Term.

Performance Measures:

- The number of employers brought into the existing network of organizations funding tokens, passes, and vouchers.
- The increase in the total number of tokens, passes, and vouchers being offered to Toledo area residents.

Objective B: Restart the local Car Buy Program that was operated by TMACOG until 2012. This program previously received JARC (Section 5316) funding and as such is not eligible to receive JARC or New Freedom funds under this plan, but there is a strong potential to continue this program with local funds due to its popularity and support among local agencies.

Strategy 2.2: Identify new agencies to partner to offset the loss of local funding to restart the Car Buy Program. This should include outreach to local employers and agencies that focus on vocational opportunities and employment-related services.

Responsible Parties: Employers and agencies that focus on employment-related services should work together to create a local funding pool for the Car Buy Program. Agencies like The Source have a particular interest in this type of program and are a potential agency for administering the program. When hired, the MM will play a key role in identifying employers and agencies suited for this program.

Implementation Timeframe: Mid-Term and Ongoing.

Performance Measures:

- Number of employers that join the existing funding pool.
- Number of cars funded/distributed through the program.
- Number of people who are able to gain employment because of the program.
- Number of people who maintain gainful employment as a result of the program.

Objective C: Enhance transportation service levels.

Strategy 2.3: Provide continuous weekend transportation service to reduce current gaps between fixed routes and TARPS. For example, TARTA fixed routes and TARPS offer limited service on weekends, but there is a significant gap between routes which makes using the existing services inconvenient for passengers.

Responsible Parties: Weekend transportation service is needed for employment and socialization throughout the study area. A variety of service modes are necessary. Demand response or immediate response service may continue to be provided by private taxi companies. However, additional services that can be provided at a lower cost to the passenger (either demand response or fixed route) are also needed. Public, private, or human service agency transportation providers in the area should work with the MM and/or the CTC to determine the appropriate responsible parties based upon available funding.

Implementation Timeframe: Near-Term.

Performance Measures:

- Funding is secured or otherwise dedicated to implement service.
- New service is implemented to address the gap.
- Public feedback to evaluate the availability of increased transportation on weekends.
- Number of trips provided on weekends.

Strategy 2.4: Create an evening transportation service that improves access to major employers in the Toledo urbanized area, including the Walgreens Distribution Center and Hollywood Casino.

Responsible Parties: The MM and CTC members should work with the local employers to determine the scope of transportation needed, the locations where employees (or potential employees) live, hours and days of operations for the business, and the potential level of demand from employees. Once demand is estimated through a survey process, the MM and CTC should recommend an appropriate service to meet demand. An RFP process to select the most appropriate provider may be necessary if Federal funding is granted to a sub-recipient.

Implementation Timeframe: Long-Term.

Performance Measures:

- Employment transportation needs are estimated and refined.
- A transportation service mode and plan is developed.

- Funding for the service is obtained (including local match which can be provided by any non-U.S. Department of Transportation source).
- Access to employment opportunities improves.
- Employers successfully hire transit dependent individuals.

Strategy 2.5: Conduct analysis and create appropriate cross-town routes, express routes or other modes of service to meet the travel patterns of the Toledo Urbanized Area.

Responsible Parties: TARTA are responsible for conducting the analysis.

Implementation Timeframe: Near-Term and Ongoing.

Performance Measures:
- Analysis completed and a recommendation is developed.
- An implementation plan is developed.
- Service is funded and implemented.
- Ridership on new service.
- Number of employment trips compared to the number of jobs available on the new route.
- Number of residential areas or park-and-ride lots connected to employment areas.

GOAL #3: Joint Use of Resources and Trip Sharing

Objective A: Limit the number of under-utilized vehicles on the road.

Strategy 3.1: Implement a Centralized Call Center where anyone can call a single number to request a trip. The Call Center must have adequate scheduling, billing, dispatching, and recordkeeping software (also see Strategy 3.5).

Responsible Parties: It is recommended that the Call Center management be decided through an RFP process and that performance measures are in place to monitor and ensure unbiased and appropriate assignment of trips among the participating providers.

Implementation Timeframe: Mid-Term.

Performance Measures:
- Call Center staffing, technology, and responsibilities are developed.
- Call Center performance measures are in place.
- RFP is developed and distributed.
- Contract is awarded and Call Center is implemented.
- Number of coordinated trips assigned through the Call Center.
- Annual cost per passenger trip and revenue vehicle mile/hour before and after the Call Center is implemented.
- Customer satisfaction measured through surveys and other feedback.

Strategy 3.2: Implement formal agreements between participating agencies to initiate trip sharing or subcontracting to improve efficiency and share costs with or without a Call Center. By matching unfilled seats with another provider's clients, vehicle capacity is maximized and operating costs can be reduced. The agency providing the trip will be reimbursed for that passenger's trip (at the fully allocated cost). The agency funding the trip will be able to provide it at the most cost effective rate and efficient measure that suits the passenger's need.

Strategy 3.2 could be implemented with the Call Center (Strategy 3.1) or independently of the call center by agreement between at least two organizations. The inter-agency agreements could be developed between two agencies or among many agencies. Any agreement to trip share is considered coordination, even if it is only between two organizations.

Responsible Parties: Responsibility depends upon the presence of a Call Center or Mobility Manager. If a Call Center is established, it will have the lead in developing contract agreements. If not, the Mobility Manager will negotiate agreements between providers. In the absence of a Call Center or Mobility Manager, individual organizations will work together to establish agreements. If Section 5316 or 5317 funding is utilized to fund or subsidize the trips, providers must agree to compliance requirements, per Federal Transit Administration (FTA) regulations.

Implementation Timeframe: Mid-Term.

Performance Measures:

- Number of coordinated trips provided.
- Amount of funding spent on transportation each year by the participating organizations (Has spending increased or decreased as a result of the coordination?).
- Customer satisfaction as measured via survey or other feedback.
- Safety records of transportation providers.

Strategy 3.3: Transportation providers will sign the use of their vehicles over to the Call Center. These participating agencies will collaborate through the Call Center to share vehicles during otherwise idle or down times.

Responsible Parties: Any and all eligible transportation providers.

Implementation Timeframe: Long-Term.

Performance Measures:

- Number of coordinated trips provided.
- Amount of funding spent on transportation each year by the participating organizations (Has spending increased or decreased as a result of the coordination?).
- Customer satisfaction.
- Safety records of transportation providers.

Objective B: Combine resources to provide more efficient and cost effective transportation.

Strategy 3.4: Create a central vehicle repair center that can be shared by multiple transit providers.

Responsible Parties: If hired, this strategy is the responsibility of the Mobility Manager. If not hired, this strategy should be the responsibility of participating transportation providers in the CTC.

Implementation Timeframe: Long-Term.

Performance Measures:

- Vehicle maintenance expenses for participating organizations.
- Number of vehicle breakdowns.
- Customer satisfaction with vehicles.
- Expenses associated with maintenance facility costs are reduced.

Strategy 3.5: Transportation stakeholders should coordinate decisions to invest in universal technologies to allow for centralized dispatching and improved communication. This includes scheduling software and GPS tracking.

Responsible Parties: The Mobility Manager, if hired, should explore and recommend technologies. Individual transportation providers are responsible for determining their participation in universal or shared technology.

Implementation Timeframe: Immediate and Ongoing.

Performance Measures:

- Necessary capabilities for the software are determined.
- Technology opportunities are reviewed and suitable system requirements are determined.
- Funding is secured.
- An RFP is issued (if necessary).

GOAL #4: Standardized Driving Training

Objective A: Create a universal driver training program that protects passengers and agencies that are participating in shared rides.

Strategy 4.1: Develop universal procedures for transit providers based on best practices.

Responsible Parties: The Mobility Manager, if hired, should collect information from each of the participating transportation providers about their required driver or staff training program. Some organizations may have trainers on staff and could sell spots in their classes to other organizations. Alternatively, if there is no local trainer for a topic, the agencies could share the cost of bringing in a trainer.

Implementation Timeframe: Near-Term and Ongoing.

Performance Measures:

- A list of all existing training programs is compiled.
- The list of activities is shared between participants and shared opportunities are implemented.
- Passenger safety and satisfaction improve.
- Insurance costs are reduced for individual providers who have improved their training programs.

GOAL #5: Address the Growing Ridership on Paratransit Services

Objective A: Improve the existing travel training program.

Strategy 5.1: Expand the existing travel training program through advertisement. Provide information about the program to agencies with customers who would likely use these services. The Travel Trainer should also assist passengers with how to use the bus by riding with them the first few trips.

Responsible Parties: TARTA and TARPS are the lead agencies. Participating human service agencies and organizations should provide feedback to improve the program. Participating human service agencies and organizations should also assist with advertising the program to consumers.

Implementation Timeframe: Immediate and Ongoing.

Performance Measures:

- Number of individuals trained through the program that can now use transportation resources.
- Number of trips provided for individuals who used the travel trainer program.
- Customer satisfaction with the program as measured via survey or other feedback.

Strategy 5.2: Invest in technologies and tools like model fare boxes and lifts to create a travel training location or mobile training bus.

Responsible Parties: TARTA is the responsible lead agency.

Implementation Timeframe: Immediate and Ongoing.

Performance Measures:

- Funding is secured.
- RFP is issued and product is appropriately procured.
- Mobile or centralized training is implemented.

Objective B: Ensure that paratransit services are available for individuals with the most need.

Strategy 5.3: Allow TARPS eligible individuals to ride route services for free.

Responsible Parties: TARTA and TARPS are the responsible parties.

Implementation Timeframe: Immediate and Ongoing.

Performance Measures:
- Fare free service for TARPS riders using the fixed routes is implemented.
- Fare free service is implemented using the Travel Trainer program.
- Fare free service is advertised to TARPS-eligible passengers.
- Passenger satisfaction is measured via survey and other feedback.
- Annual number trips for TARPS-eligible riders using fixed routes.

Strategy 5.4: Invest in an Ability Assessment Course/Center and require TARPS applicants to use the course to determine eligibility. This strategy is intended to improve the evaluation process and provide the most appropriate service options for the passenger.

Responsible Parties: Responsibility for this strategy is primarily with TARPS.

Implementation Timeframe: Long-Term.

Performance Measures:
- Funding for the center is secured.
- Number of evaluations performed through the center.
- Number of evaluations performed per year.

GOAL #6: Improve Transit to Un-served and Under Served Areas

Objective A: Improve transit in suburban areas.

Strategy 6.1: Appropriately expand transit services in Ottawa, Fulton and Wood County.

Responsible Parties: Responsibility for expansion is assigned to transportation providers in Wood, Fulton, and Ottawa County including public, non-profit, and/or private organizations. The transportation providers should work with the MM, if hired, and transportation providers in the Toledo Urbanized area to develop new or expanded regional service.

Implementation Timeframe: Near-Term and Ongoing.

Performance Measures:
- Providers are identified.
- Funding is secured.
- Number of trips provided per year.
- Number of individuals served.
- Customer satisfaction as measured via survey or other feedback.

Strategy 6.3: Increase the frequencies of stop points on the Call-A-Ride routes.

Responsible Parties: Transportation providers that operate in the area will work with the MM or CTC do develop a new supplemental service, coordinate, or subcontract.

Implementation Timeframe: Near-Term and Ongoing.

Performance Measures:

- Number of stop points.
- Frequency of service at stop points.
- Customer satisfaction as measured via survey or other feedback.

Strategy 6.4: Establish a demand response service for suburb-to-suburb transportation.

Responsible Parties: Participating transportation providers including public, private, and/or non-profit organizations will work with the MM or CTC to develop the coordinated or subcontracted approach.

Implementation Timeframe: Long-Term and Ongoing.

Performance Measures:

- Develop a plan for demand response service.
- Secure capital and operating funding to provide the service.
- Issue an RFP for a new provider or expand the service of an existing public transportation provider serving the area.

Strategy 6.5: Continue to expand the Same-Day Non-Emergency Medical Transportation (NEMT) program by adding additional providers to the network.

Responsible Parties: Human service agencies that provide funding for NEMT service.

Implementation Timeframe: Ongoing.

Performance Measures:

- Annual funding for NEMT service.
- Number of same-day trips provided.
- Cost per trip, mile, and hour.
- Customer satisfaction as measured via survey or other feedback.

Objective B: Improve transit in the core urban areas.

Strategy 6.6: Increase the frequency of transportation for schools in the Collingwood and East Broadway area, Woodward School, and area hospitals.

Responsible Parties: Transportation providers, schools, and hospitals will work together to develop the most appropriate approach.

Implementation Timeframe: Long-Term.

Performance Measures:

- New route frequencies.
- Number of trips provided per hour.
- Number of vehicles assigned to each route.
- Customer satisfaction.
- Ability for customers to gain and/or sustain employment because of the availability of transportation.
- Success of employers to hire transit dependent individuals.

Strategy 6.7: Conduct a transfer analysis and create cross-town routes, express services, or demand response service to meet the travel patterns of the Toledo Urbanized Area and reduce the need for transfers (shorten travel time).

Responsible Parties: TARTA and other providers will work with the MM or CTC.

Implementation Timeframe: Long-Term.

Performance Measures:

- Analysis is conducted.
- Plan is developed.
- Recommendations and implementation plan are approved and accepted by TARTA.
- Adjusted service is implemented.