

**COORDINATED PUBLIC TRANSIT-  
HUMAN SERVICES TRANSPORTATION  
PLAN FOR GRANT, WELLS, ADAMS,  
MADISON, BLACKFORD, JAY,  
RANDOLPH, DELAWARE, AND HENRY  
COUNTIES, INDIANA**

**FINAL REPORT**

**PRESENTED TO:  
INDIANA DEPARTMENT OF  
TRANSPORTATION**

**MAY 15, 2008**

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# **I. INTRODUCTION**

## I. INTRODUCTION

This document is a regional portion of the Indiana Statewide Coordinated Public Transit-Human Services Transportation Plan. Its function is to document evaluation of existing transportation providers and the unmet transportation needs/duplications in human service agency and public transportation service, and establish transportation related goals for Grant, Wells, Adams, Madison, Blackford, Jay, Randolph, Delaware, and Henry counties, Indiana. This documentation fulfills planning requirements for the United We Ride initiative and the Federal Transit Administration's (FTA) Safe, Accountable, Flexible, and Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU).

This study documents the comprehensive efforts of community outreach that have been conducted to date in an effort encourage participation from all of the local stakeholders and general public in the study area that represent these targeted populations. Outreach efforts are based on best practices from coordination efforts across the country as well as strategies suggested by the national United We Ride initiative in human service transportation. The goal is to improve human service and public transportation for older adults, individuals with disabilities of all ages, and people with lower incomes through coordinated transportation.

INDOT requested the assistance of RLS & Associates, Inc. to develop this statewide plan. The following chapters document the demographic conditions, inventory of existing transportation providers, gaps and duplications in transportation, and unmet transportation needs throughout the nine county region that have been identified through analysis and community input. Chapter V of this plan outlines suggested goals and implementation strategies to address the unmet needs and gaps in service and improve the quality of life for individuals with disabilities, older adults, and individuals with low incomes.

The appendix of this memorandum is provided to document the comprehensive outreach efforts, including a checklist of stakeholder organizations that were contacted to complete the comprehensive stakeholder survey, which was compiled from the United We Ride *Framework for Action: Building a Fully Coordinated Transit System* survey. The appendix also includes local stakeholder meeting announcements and agendas that were distributed to all local stakeholders, and a list of organizations that attended the local stakeholder meeting and one-on-one interviews.

**Why a Coordinated  
Public Transit-  
Human Services  
Transportation Plan?****WHY A COORDINATED PUBLIC TRANSIT-HUMAN SERVICES  
TRANSPORTATION PLAN?**

In August of 2005, Congress passed the Safe, Accountable, Flexible, Efficient, Transportation, Equity Act: A Legacy for Users (SAFETEA-LU), reauthorizing the surface transportation act. As part of this reauthorization, grantees under the Elderly Individuals and Individuals with Disabilities (Section 5310), Job Access and Reverse Commute (JARC) (Section 5316), and New Freedom Initiative (Section 5317) grant programs must meet certain requirements in order to receive funding for fiscal year 2007 (October 1, 2006) and beyond.

One of the SAFETEA-LU requirements is that projects from the programs listed above must be part of a “*locally developed Coordinated Public Transit-Human Services Transportation Plan.*” This transportation plan must be developed through a process that includes representatives of public, private, and non-profit transportation services, human services providers, and the general public.

Transportation is the vital link to jobs, medical care and community support services. Without it, citizens cannot be productive because they do not have reliable access to employment centers; health care becomes more expensive as citizens are admitted to hospitals with serious health problems because they were without necessary resources to travel to preventative care appointments, etc. The lack of affordable and useable transportation options frustrates the ability of many citizens to achieve economic and personal independence (Coordinating Council on Access and Mobility (CCAM), 2006). Transportation coordination can help to provide more trips for human service agency and nonprofit organization consumers and the general public, and link them to life-supporting employment and services.

Transportation coordination, while making sense from an efficiency and resource utilization standpoint, is also becoming a national mandate. During the last few years, the Federal Transit Administration CCAM developed a national campaign entitled “United We Ride,” to help promote transportation coordination. A “United We Ride” website has been posted as a resource for any organization with an interest in transportation of older adults, individuals with limited incomes, and individuals with disabilities. The website contains “A Framework for Action” for local communities and state governments, a coordination planning tool, along with a multitude of other coordination resources. State “United We Ride” grants, such as the one which sponsored this study, have also been awarded across the nation to encourage transportation coordination planning at the state level.

**Why a Coordinated  
Public Transit-  
Human Services  
Transportation Plan?**

Transportation coordination has been occurring across the nation because the benefits of coordination are clear. According to the Federal Coordinating Council on Access and Mobility's (CCAM) "United We Ride" website, nationally, \$700 million could be saved if transportation providers would coordinate individual resources which are dedicated to providing transportation. This conservative estimate is based on a study conducted by the National Academy of Science's Transportation Research Board (TRB) but it highlights the fact that transportation resources (funding, people, vehicles and services) could be more effectively utilized to provide more transportation for communities.

As indicated above, the U.S. Congress is also supporting the new emphasis on coordinated human service agency and public transportation efforts with the passage of SAFETEA-LU. Coordinated transportation is now an eligibility requirement for the following FTA funding grant programs:

*Transportation for Elderly Persons and Persons with Disabilities (Section 5310)* - This program (49 U.S.C. 5310) provides formula funding to States for the purpose of assisting private nonprofit groups in meeting the transportation needs of the elderly and persons with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. States apply for funds on behalf of local private non-profit agencies and certain public bodies. Capital projects are eligible for funding. Most funds are used to purchase vehicles, but acquisition of transportation services under contract, lease or other arrangements and state program administration are also eligible expenses.

*Job Access and Reverse Commute (JARC) Program (Section 5316)* - The purpose of this grant program is to develop transportation services designed to transport welfare recipients and low income individuals to and from jobs and to develop transportation services for residents of urban centers and rural and suburban areas to suburban employment opportunities. Emphasis is placed on projects that use mass transportation services. Job Access grants are intended to provide new transit service to assist welfare recipients and other low-income individuals in getting to jobs, training, and child care. Reverse Commute grants are designed to develop transit services to transport workers to suburban job sites. Eligible recipients include local governmental authorities, agencies, and non-profit entities. Eligible activities for Job Access grants include capital and operating costs of equipment, facilities, and associated capital maintenance items related to providing access to jobs. Also included are the costs of promoting the use of transit by workers with nontraditional work schedules, promoting the use of transit vouchers, and promoting the use of employer-provided transportation including the transit benefits. For Reverse Commute grants, the following activities are eligible: operating

### Why a Coordinated Public Transit- Human Services Transportation Plan?

costs, capital costs, and other costs associated with reverse commute by bus, train, carpool, vans, or other transit service.

*New Freedom Program (Section 5317)* – A new funding program as of Federal Fiscal Year 2006, New Freedom is designed to encourage services and facility improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with Disabilities Act. The New Freedom formula grant program is designed to expand the transportation mobility options available to individuals with disabilities beyond the requirements of the ADA. Examples of projects and activities that might be funded under the program include, but are not limited to:

- Purchasing vehicles and supporting accessible taxi, ride-sharing, and vanpooling programs.
- Providing paratransit services beyond minimum requirements (3/4 mile to either side of a fixed route), including for routes that run seasonally.
- Making accessibility improvements to transit and intermodal stations not designated as key stations.
- Supporting voucher programs for transportation services offered by human service providers.
- Supporting volunteer driver and aide programs.
- Supporting mobility management and coordination programs among public transportation providers and other human service agencies providing transportation.

One of the prerequisites to apply for funding under the SAFETEA-LU programs is participation in the creation of a “locally developed Coordinated Public Transit-Human Services Transportation Plan.” This HSTP is the first step for all of the organizations that participated in the plan toward satisfying that application requirement.

## **II. INVENTORY AND ANALYSIS OF EXISTING CONDITIONS**

## **II. EXISTING CONDITIONS**

The nine county region lies in the east central part of Indiana, immediately adjacent to the Indiana-Ohio boundary. The region is east of Indianapolis and west of Van Wert, Mercer, and Darke Counties in Ohio and includes the counties of Grant, Wells, Adams, Madison, Blackford, Jay, Randolph, Delaware, and Henry in Indiana. Larger cities in the region include Muncie; Anderson; Marion; New Castle; and Elwood. The region is bordered by the Indiana counties of Allen, Huntington and Wabash to the north; Miami, Howard, Tipton, and Hamilton to the west; and Hancock, Rush, Fayette, and Union to the south.

Exhibit II.1 on the following page is a highway and location map of the nine county region. The region is served by the following major highways: Interstates 69 and 70; U.S. Routes 27, 35, 36, 40, and 224; and Indiana Routes 1, 3, 5, 9, 13, 18, 26, 28, 32, 33, 37, 38, 67, 101, 103, 109, 116, 124, 128, 218, 234, and 301.

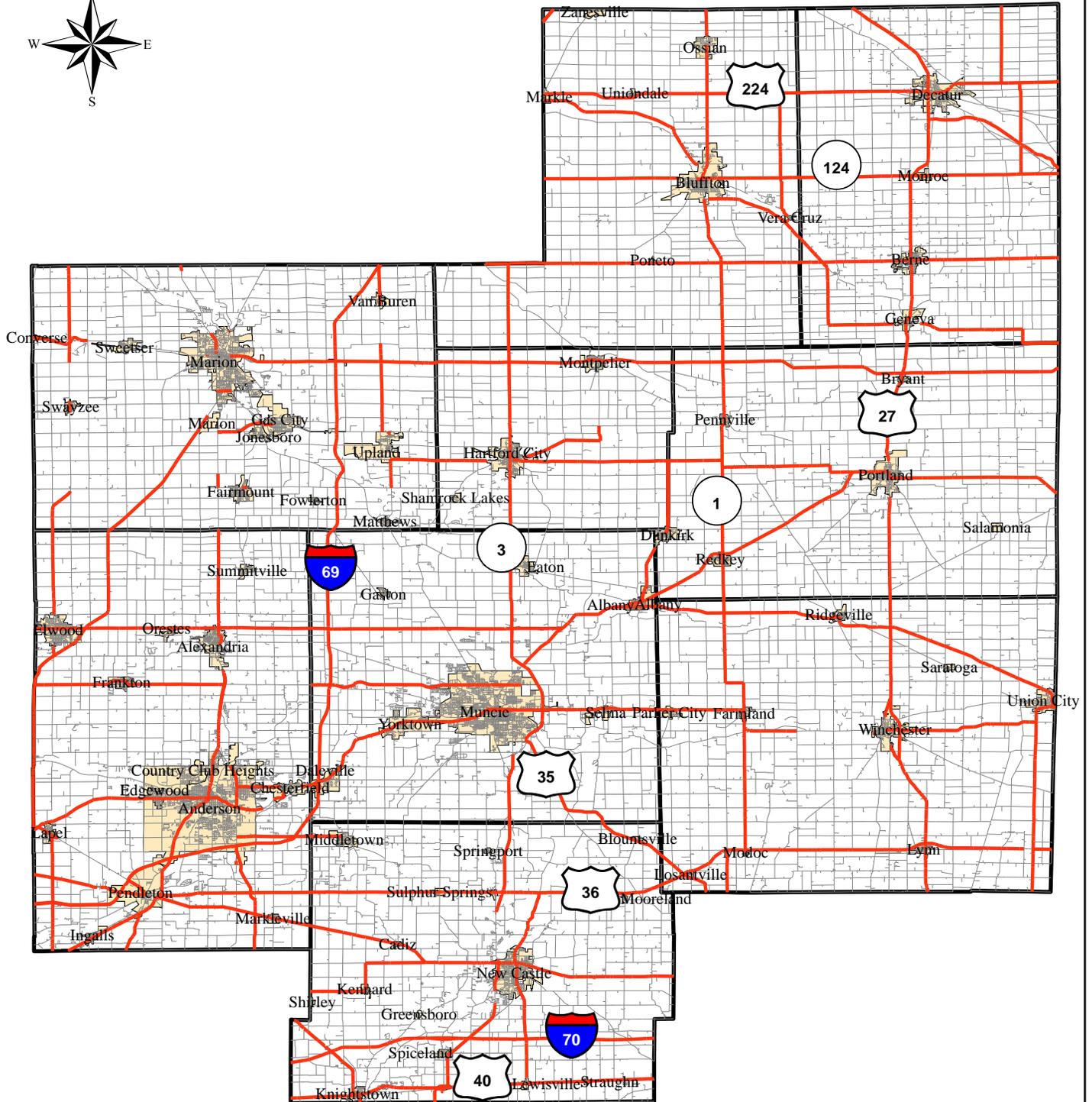
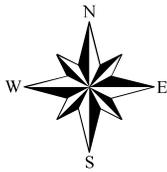
### **ECONOMIC/DEMOGRAPHIC CHARACTERISTICS OF THE REGION**

#### **Population**

The region is approximately 3,363 square miles in size and had a total population of 498,518 people according to the 2000 U.S. Census. The map in Exhibit II.2 shows the population density for each block group within the region. The block groups of highest population density (554.8 – 1000) were located in and around the cities of Ossian, Bluffton, Decatur, Bernie, Marion, Van Buren, Upland, Gas City, Jonesboro, Hartford City, Portland, Anderson, Pendleton, Lapel, Alexandria, Frankton, West Elwood, Muncie, Yorktown, Eaton, Union City, Winchester, and New Castle. The block groups with moderate population density (49.73 – 85.84) are located in the northwest corner of Grant and Wells County, northern section of Adams County, southwest corner of Blackford, the west, east, and south county borders of Madison County, the west, south, and east county borders of Delaware County, in and around the cities and towns of Lynn, Losantville, and Modoc of Randolph County, and Dunreith, Shirley, Kennard, Greensboro, Mooreland, and Springport in Henry County. The remainder of the block groups in the region is low to very low population density.

In 2006, the region's population decreased to 485,933 people. In terms of the region's most populous places in 2006, the City of Muncie ranked first with 65,287, while Anderson was the second largest place with 57,496. See Exhibit II.3 for the list of the region's largest cities and towns and their percentage of the region's total population.

### **Economic/ Demographic Characteristics of the Region**

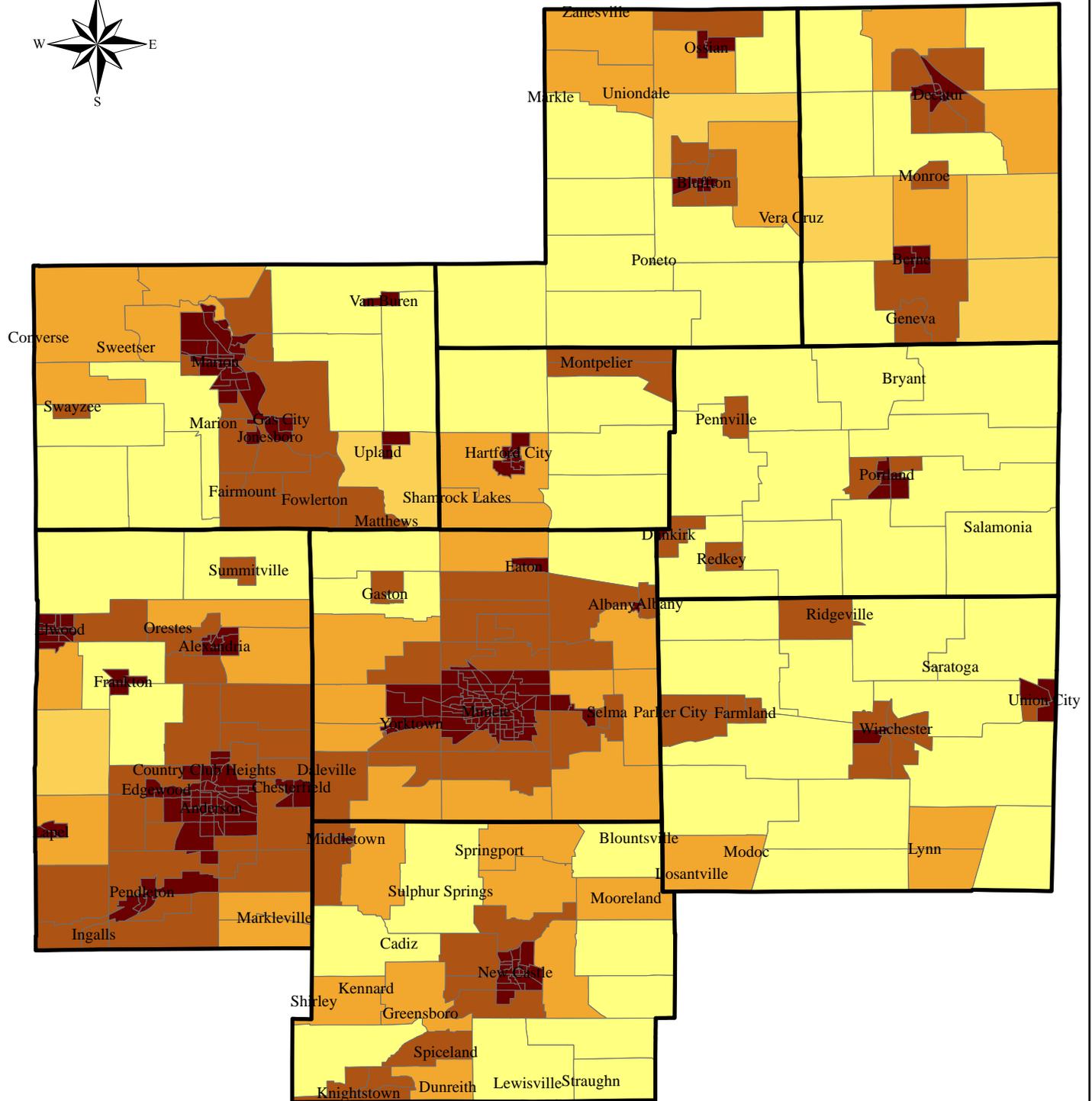


— Major Roads

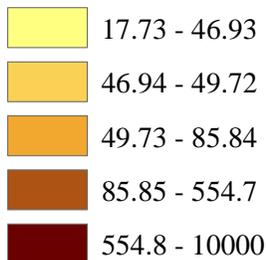


### Exhibit II.1: Location Map

Grant, Wells, Adams,  
Madison, Jay, Blackford,  
Randolph, Delaware, Henry



**Region 3 Blockgroups**



**Exhibit II.2: Persons Per Square Mile**

Grant, Wells, Adams, Madison, Jay, Blackford, Randolph, Delaware, Henry

**Economic/  
Demographic  
Characteristics of the  
Region**

**Exhibit II.3: Population of the Region’s Largest Places, 2006**

	<b>2006</b>	<b>% of Region’s Total Pop.</b>
Muncie	65,287	13.4%
Anderson	57,496	11.8%
Marion	30,528	6.3%
New Castle	18,663	3.8%
Decatur	9,513	2.0%
Bluffton	9,463	1.9%
Elwood	9,089	1.9%
Hartford City	6,543	1.3%
Portland	6,180	1.3%
Alexandria	5,888	1.2%

Source: 2006 data: STATS Indiana,  
State of Indiana Website

**Race**

According to STATS Indiana, the region’s population in 2006 was primarily White/Caucasian (93.1 percent). The total minority population was reported to be 8.8 percent. Exhibit II.4 lists the breakdown of the different race categories for the region’s population.

**Exhibit II.4: Race Distribution**

<b>Race</b>	<b>Population</b>	<b>Percent</b>
White	452,613	93.1%
African American	24,222	5.0%
Native American	1,337	0.3%
Asian	2,790	0.6%
Native Hawaiian	9,595	0.0%
Two or More Races	4,805	1.0%
Total Minority	42,749	8.8%
Total Population	485,933	100.0%

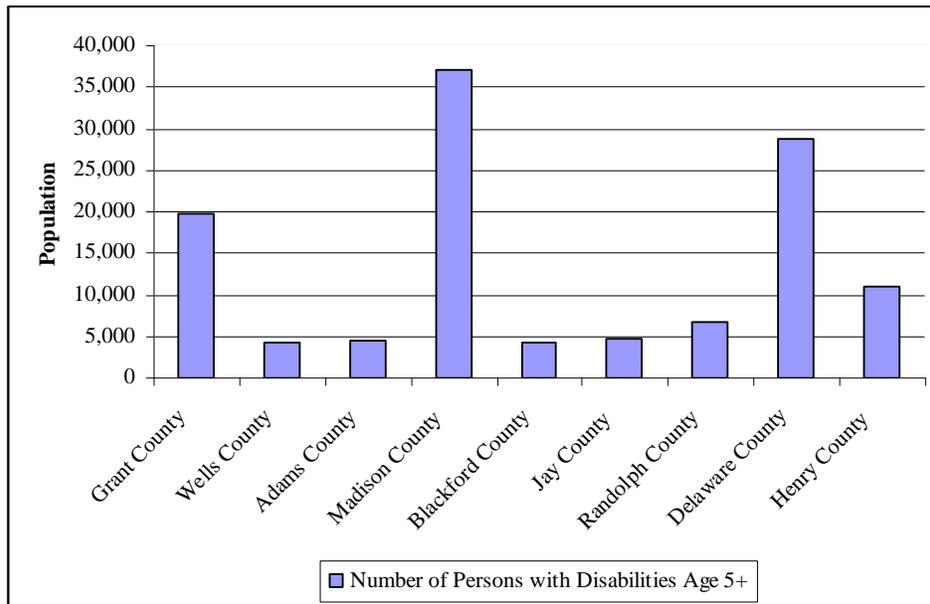
Source: STATS Indiana, 2006

**Disability Incidence**

Disability incidence data was collected using the 2000 U.S. Census. The following exhibit (Exhibit II.5) shows the number of persons in each county in the region over the age of five with disabilities. Some 121,242, or 38 percent, of the region’s population reported some type of disability. This is a relatively high rate of disability incidence as the State of Indiana’s percentage of persons with disabilities is only 17 percent, and the United States is 17.7 percent. Disabilities include sensory, mental, physical, and self-care limitations.

It should be noted that these are self-reported disabilities, many of which do not affect the need for specialized transportation service.

**Exhibit II.5: Disability Incidence by County, 2000**



Source: U.S. Census 2000

**ECONOMIC PROFILE**

**Employment and Income**

According to STATS Indiana, the household income figures reflect that the average per capita income in the region was \$29,644 for 2005. Exhibit II.6 below lists the 2005 per capita incomes, and 2004 median household incomes for each county in the region.

**Economic Profile**

**Exhibit II.6: Per Capita and Median Household Income**

County	Per Capita Income (2005)	Median HH Income (2004)
Grant County	\$25,756	\$37,195
Wells County	\$27,738	\$45,645
Adams County	\$25,696	\$43,781
Madison County	\$28,688	\$40,480
Blackford County	\$23,577	\$36,551
Jay County	\$24,338	\$38,167
Randolph County	\$25,611	\$37,877
Delaware County	\$27,431	\$35,843
Henry County	\$26,787	\$41,157
State of Indiana	\$31,173	\$43,217

Source: U.S. Bureau of Economic Analysis; US Census Bureau; Indiana Family Social Services Administration; Indiana Department of Education

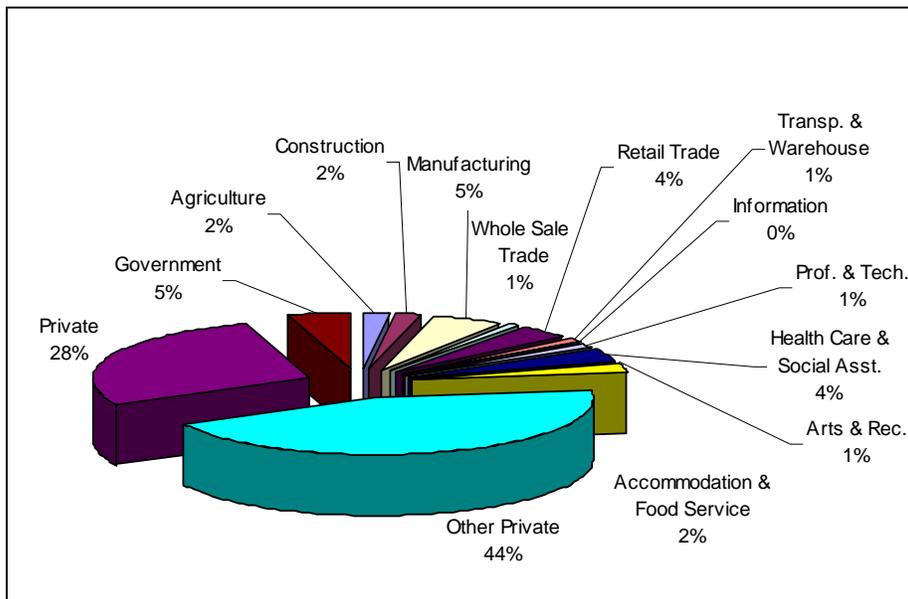
**Economic Profile**

**INDUSTRY AND LABOR FORCE**

‘Other Private trades’ employed the most people with 323,111 employees. ‘Private’ trades employed the second highest number of people, and ‘Manufacturing’ was the third largest employer. Reportedly, 33,226 workers were employed by government offices. In addition, 29,900 people were employed in ‘Retail Trade.’ Exhibit II.7 is an illustration of the employment by industry. Some of these totals do not include select county data as it was not available due to U.S. Bureau of Economic Analysis non-disclosure requirements.

**Industry and Labor  
Force**

**Exhibit II.7: Regional Employment by Industry**



**Industry and Labor  
Force**

Source: US Bureau of Economic Analysis

‘Other Private’ trades had the highest reported total wages of 2005. Employees of the ‘Other Private’ trades earned \$8,602,102. ‘Private’ and ‘Manufacturing’ industries reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.8). ‘Information’ and ‘Arts and Recreation’ industries earned the lowest annual incomes. The table in Exhibit II.8 outlines the total wages earned by industry. Some of these totals do not include select county data as it was not available due to U.S. Bureau of Economic Analysis non-disclosure requirements.

**Exhibit II.8: Total Wages by Industry, 2005**

<b>Employment</b>	<b>Annual Earnings (\$000)</b>
Other Private	\$ 8,602,102
Private	\$ 6,738,389
Manufacturing	\$ 2,460,145
Government	\$ 1,524,441
Health Care and Social Assistance *	\$ 995,139
Accommodation and Food Service	\$ 761,044
Retail Trade	\$ 481,439
Construction	\$ 414,750
Transportation and Warehouse *	\$ 247,470
Wholesale Trade *	\$ 239,102
Professional and Technical Service *	\$ 231,823
Agriculture	\$ 122,689
Information	\$ 86,964
Arts and Recreation	\$ 61,154

\*These totals do not include county data that is not available due to Bureau of Economic Analysis non-disclosure requirements.

Source: U.S. Bureau of Economic Analysis, 2005

**Major Destinations**

Stakeholders identified the following destinations as major trip generators within each county. Major trip generators include employment destinations, medical facilities or offices, and human service agencies that are frequently served by the transportation providers. The list may not be exhaustive, but is intended to provide an overview of popular destinations.

***Adams County***

- The town of Decatur is a major destination for hospitals and nursing homes.

**Industry and Labor  
Force**

- The town of Berne is a major destination for hospitals and nursing homes.
- Trips from Decatur to Ft. Wayne for medical appointments and employment.
- Trips from Decatur to Ft. Wayne to Wells County for multiple purposes.
- Decatur and Berne are major destinations for dialysis treatment.

***Wells County***

- Bluffton is a major destination for hospitals (2 hospitals in Bluffton).
- Trips from Wells County to Ft. Wayne for dialysis treatment.
- Bi-County Services.

***Grant County***

- Carey Services (for older adults).
- Anthony Wayne (for older adults).
- Medical centers.
- VA Hospital.
- Marion General Hospital.
- Shopping Centers.
- Water park (for recreation).
- Nursing homes.

***Blackford County***

- Hospital in Hartford City.
- Nursing homes in Hartford City.

***Jay County***

- Most destinations are in the town of Portland.
- Medical appointments in Portland.
- Jay-Randolph Services.

**Industry and Labor  
Force**

***Madison County***

- Three hospitals.
- Three job centers.
- Shopping in the town of Anderson.
- Hopewell Center.
- Local school transportation for private schools.

***Delaware County***

- Muncie is the regional center for surrounding counties and rural Delaware County.
- Ball State University.
- Ball Memorial Hospital.
- Isanogel, a center for children and adults with special needs, located outside the Muncie City Limits.

***Randolph County***

- Town of Winchester.
- Jay-Randolph Services.
- Hospital.

***Henry County***

- Hospital.
- Hillcroft.
- Raintree.
- Prison (major employer).

***Journey to Work***

The percentage of persons that travel less than 30 minutes to work is 73.8 percent. Five and one-half percent of persons travel more than one hour to work. Exhibit II.9 illustrates the average commute time for each county in the region, according to 2000 U.S. Census Bureau statistics.

**Exhibit II.9 Average Commute Time to Work**

<b>County</b>	<b>Travel Time</b>
Grant County	18.4 minutes
Wells County	17.5 minutes
Adams County	18.8 minutes
Madison County	22.5 minutes
Blackford County	21.3 minutes
Jay County	19.1 minutes
Randolph County	21.7 minutes
Delaware County	18.2 minutes
Henry County	22.3 minutes

The average commute time to work for the region is 20 minutes. It is noted that approximately 98 percent of the labor force in the region commute to work.

**COUNTY PROFILES**

The following paragraphs explain the demographic and economic characteristics of each county within the region. County demographic categories are similar to the regional categories, but are intended to provide a more detailed description of existing conditions in each county.

**Grant County**

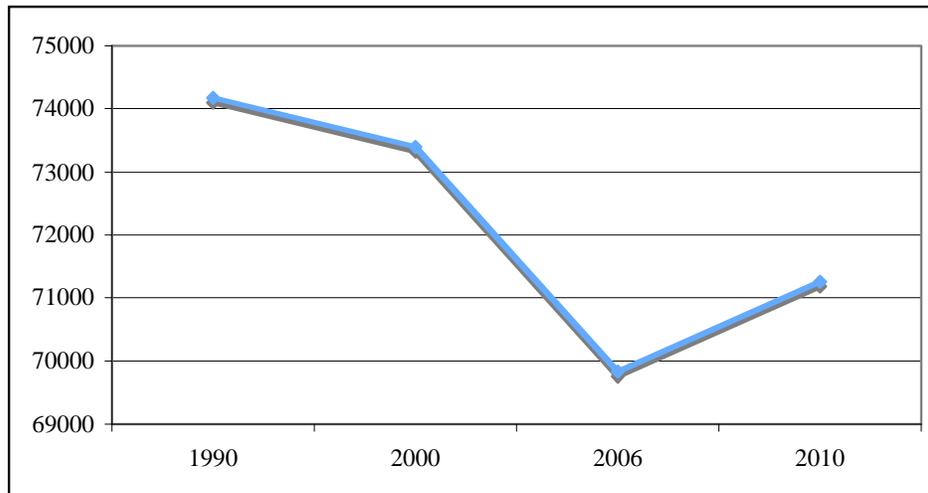
**Population Growth**

The total population of Grant County in 2006 was 69,825 persons. This is a decrease from the 2000 Census population of 73,403. This means the population has declined by approximately five percent between 2000 and 2006. The State of Indiana Business Research Center is projecting growth for Grant County. The projected population for 2010 is 71,261, an increase of two percent from 2006. Exhibit II.10 illustrates the historical and projected population trends for Grant County through the year 2010.

**Industry and Labor  
Force**

**County Profiles**

**Exhibit II.10: County Population Trends**

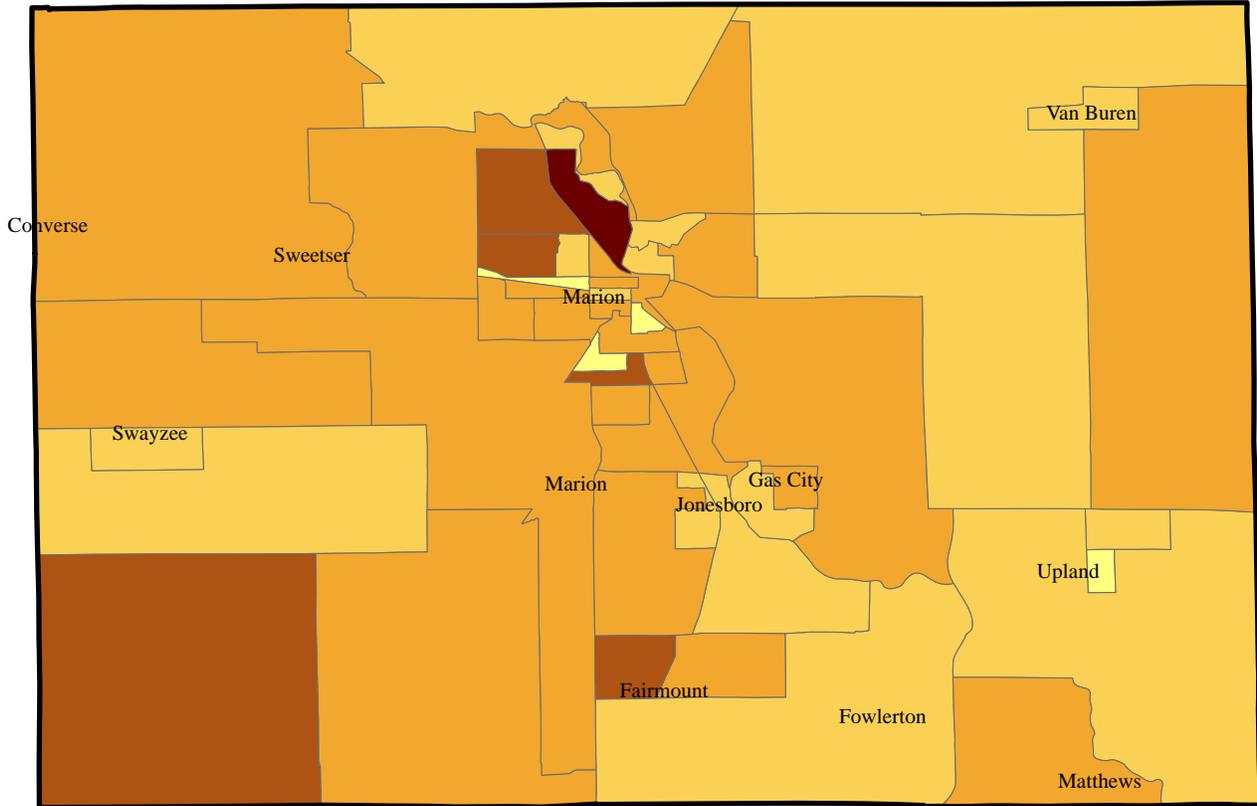


Source: STATS Indiana & 2000 Census Bureau

**Age**

Exhibit II.11 illustrates the density of persons aged 65 and older by Census block group, according to 2000 US Census data. The block groups with the highest density of residents aged 65 and older (27.12 – 100%) are in the northern section of Marion. Areas of moderately high density (18.8 – 27.11%) of older adults are found in and around the cities of Marion, Fairmont, and the southwestern corner of the county. The remainder of the region has a low to very low older adult population density.

According to the 2006 statistics from STATS Indiana, the largest age cohort for Grant County in 2006 was between age 45 and 64, constituting 26.5 percent of the county’s population (see Exhibit II.12). The second largest age group was 25 to 44 year olds (23.2 percent). Approximately 23 percent of the population in Grant County was under age 18, while 16 percent was age 65 or older. The distribution indicates that the majority of the county’s population was in the working age groups and moving toward the age for retirement.



**Region 3 Blockgroups**

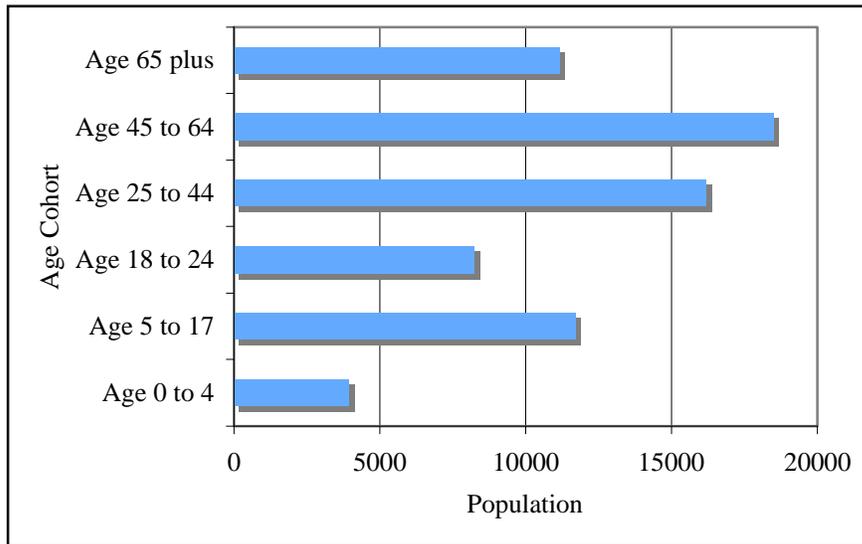
-  0% - 8.9%
-  8.901% - 12.99%
-  13% - 18.79%
-  18.8% - 27.11%
-  27.12% - 100%



Exhibit II.11: Population 65 and Over As a percent of total population

Grant County

**Exhibit II.12: Population by Age**

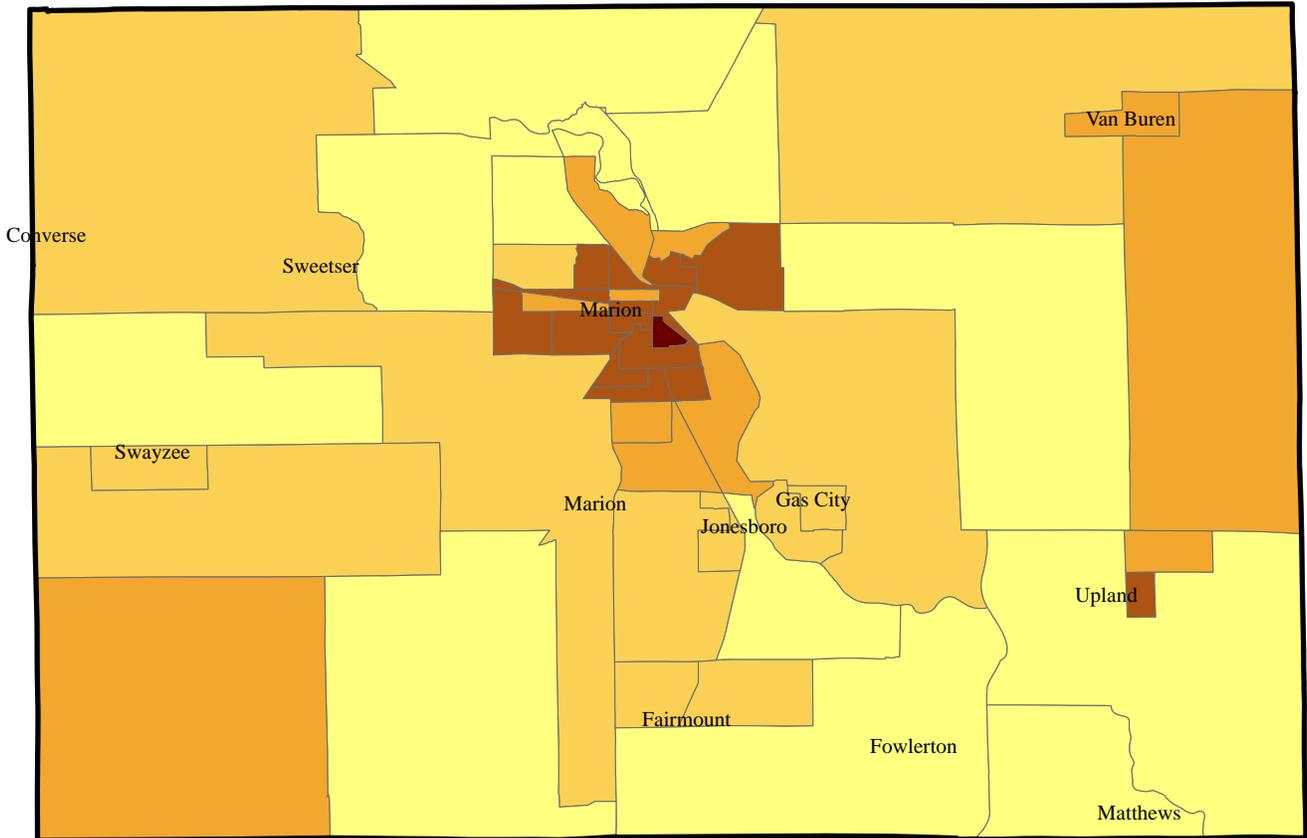


Source: STATS Indiana, 2006

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 28,333 total households in Grant County. Exhibit II.13 illustrates the density of households below the poverty level within the county. Areas having a high density (27.76 – 100 percent) of households below the poverty level were found in the central sections of Marion. Areas of moderate density of households below the poverty level (15.58 – 27.75 percent) exist primarily in and around Marion but there is also a small population in Upland. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

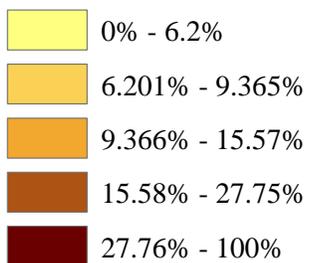


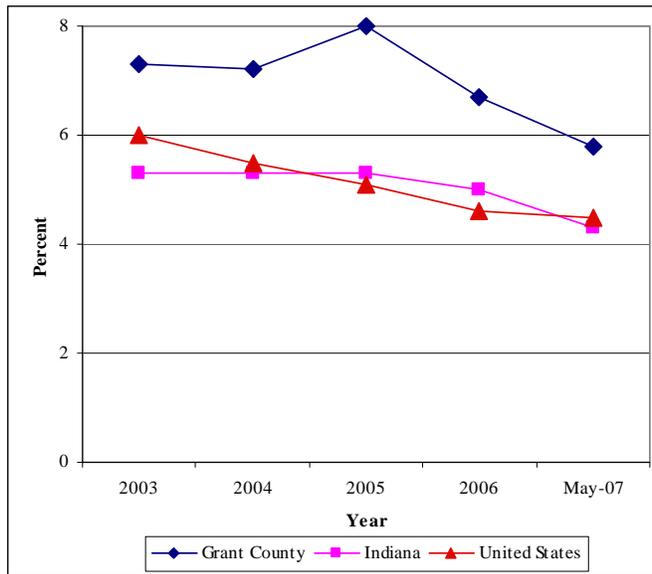
Exhibit II.13: Households Below Poverty As a percent of total households

Grant County

### **Industry and Labor Force**

The 2006 Grant County labor force consisted of 33,382 individuals according to the U. S. Bureau of Economic Analysis and Indiana Department of Workforce Development. The county's unemployment rate reached a high in 2005 of 8 percent, a rate higher than the State of Indiana's 2005 unemployment rate of 5.3 percent. Since 2005, the unemployment rate has steadily declined but remains higher than the State and National levels. Exhibit II.14 illustrates a comparison of the unemployment rates in the county, the State of Indiana and the national rate. The county's unemployment rate has been consistently higher than the rate for Indiana.

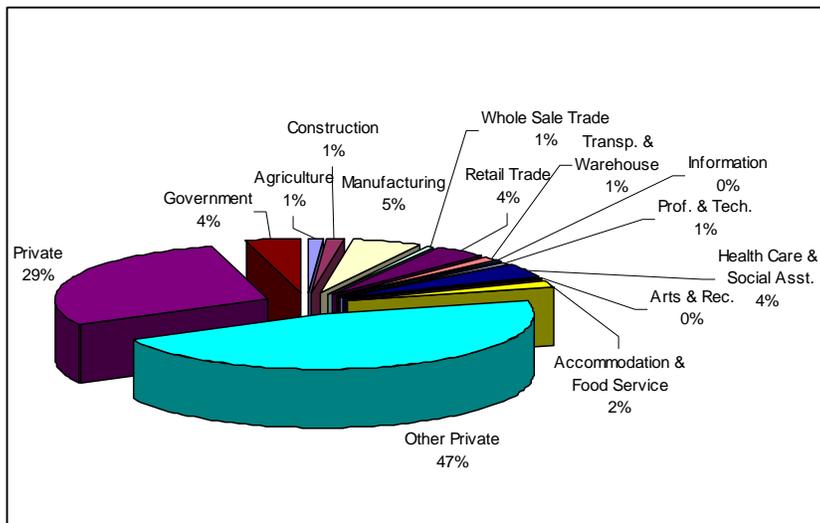
**Exhibit II.14: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

‘Other Private’ industry was the largest industry in the region with 49,289 employees in 2005. ‘Private’ industries were the second largest employer (30,442 employees) and ‘Manufacturing’ was the third largest. Reportedly, 5,526 workers were employed by the ‘Manufacturing’ industry. In addition, 4,521 people were employed by the government. Exhibit II.15 is an illustration of the employment by industry.

**Exhibit II.15: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The ‘Private’ sector had the highest reported total wages of 2005 earning \$1,031,176. ‘Manufacturing’ and ‘Government’ employment reported the

second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.16). ‘Agriculture’ and the ‘Arts and Recreation’ industries earned the lowest annual incomes. The table in Exhibit II.16 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.16: Employment by Industry**

<b>Employment</b>	<b>Annual Earnings</b>
Private	\$ 1,031,176
Manufacturing	\$ 403,520
Government	\$ 230,085
Health Care and Social Asst.	\$ 163,994
Retail Trade	\$ 89,581
Other Private	\$ 49,289
Construction	\$ 47,028
Transportation and Warehouse	\$ 37,052
Accommodation and Food Service	\$ 30,653
Prof. and Tech.	\$ 27,746
Wholesale Trade	\$ 23,641
Information	\$ 13,669
Agriculture	\$ 11,151
Arts & Rec.	\$ 3,491

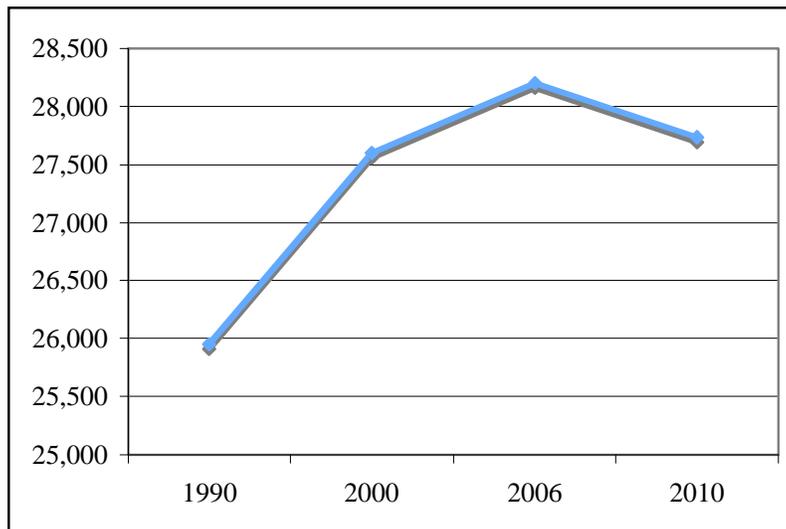
Source: US Bureau of Economic Analysis

**Wells County**

**Population Growth**

The total population of Wells County in 2006 was 28,199 persons. This is an increase from the 2000 Census population of 27,600, and means the region has grown slightly between 2000 and 2006. The State of Indiana Business Research Center is projecting a decrease in population for Wells County. The projected population for 2010 is 27,737, a decrease of more than one percent from 2006. Exhibit II.17 illustrates the historical and projected population trends for Wells County through the year 2010.

**Exhibit II.17: Population Trends**

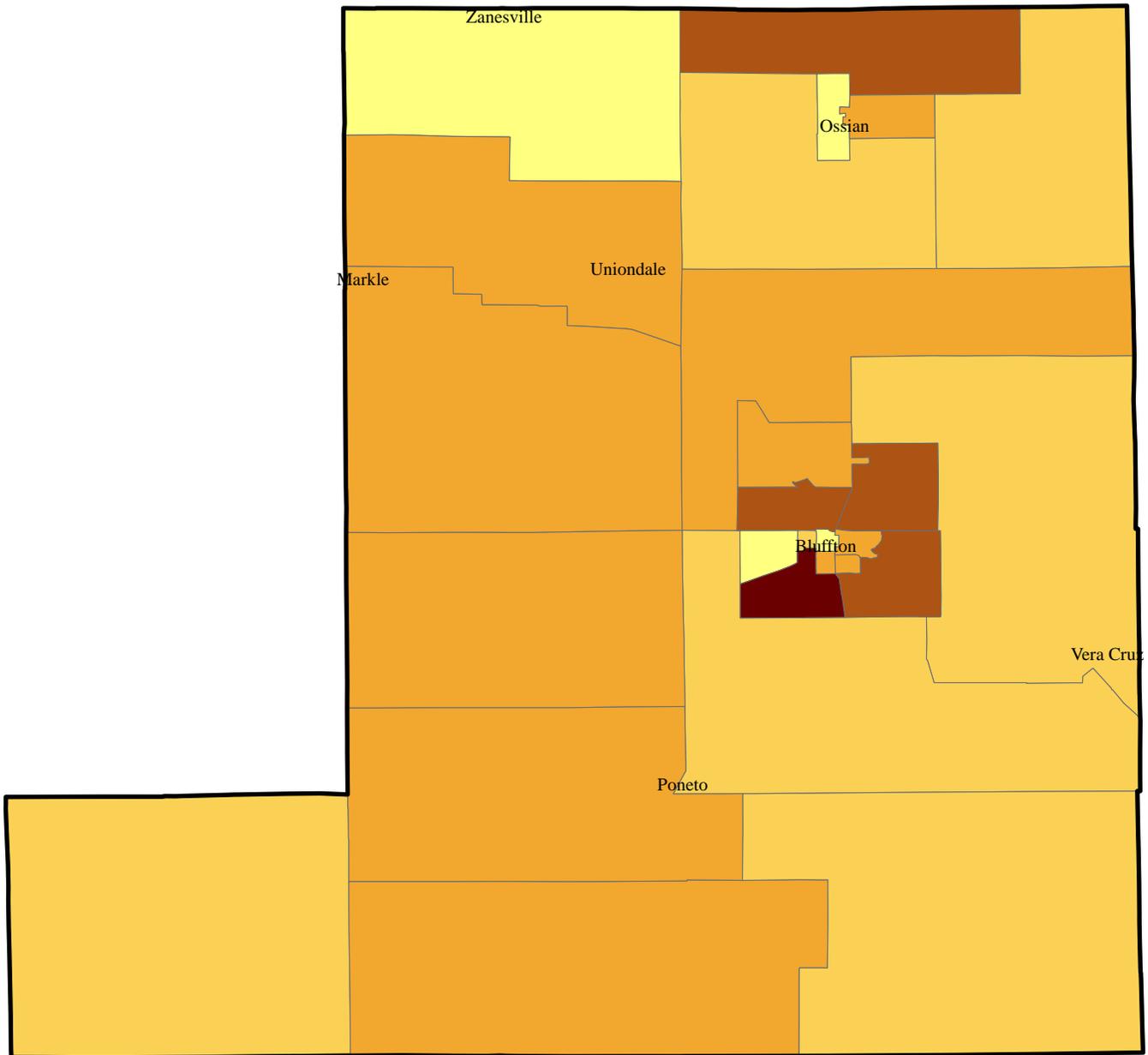


Source: 1990 & 2000 Census Bureau & STATS Indiana

**Age**

Exhibit II.18 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of residents aged 65 and older (27.12 – 100%) are in the southern portion of Bluffton. Areas of moderately high density (18.8 – 27.11%) of older adults are found on the outer portions of Bluffton and the northern county line border. The remainder of the region has low to very low older adult population density.

According to the 2000 statistics from the U.S. Census, the largest age cohort for Wells County in 2000 was between age 25 and 44, constituting 28.1 percent of the county’s population (see Exhibit II.19). The second largest age group was 45 to 64 year olds (20.3 percent). Approximately 26 percent of the population in Wells County was under age 18, while 16.3 percent was age 65 or older. The distribution indicates that the county has a relatively younger population with a higher percentage of young persons.



**Region 3 Blockgroups**

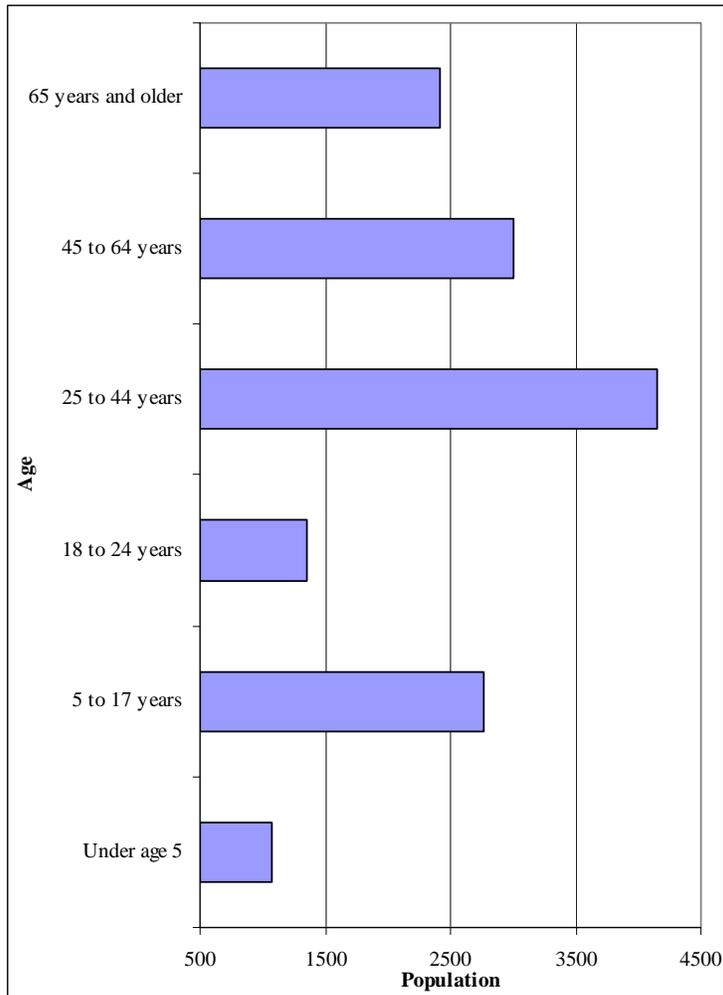
-  0% - 8.9%
-  8.901% - 12.99%
-  13% - 18.79%
-  18.8% - 27.11%
-  27.12% - 100%



Exhibit II.18: Population 65 and Over As a percent of total population

Wells County

**Exhibit II.19: Population by Age**

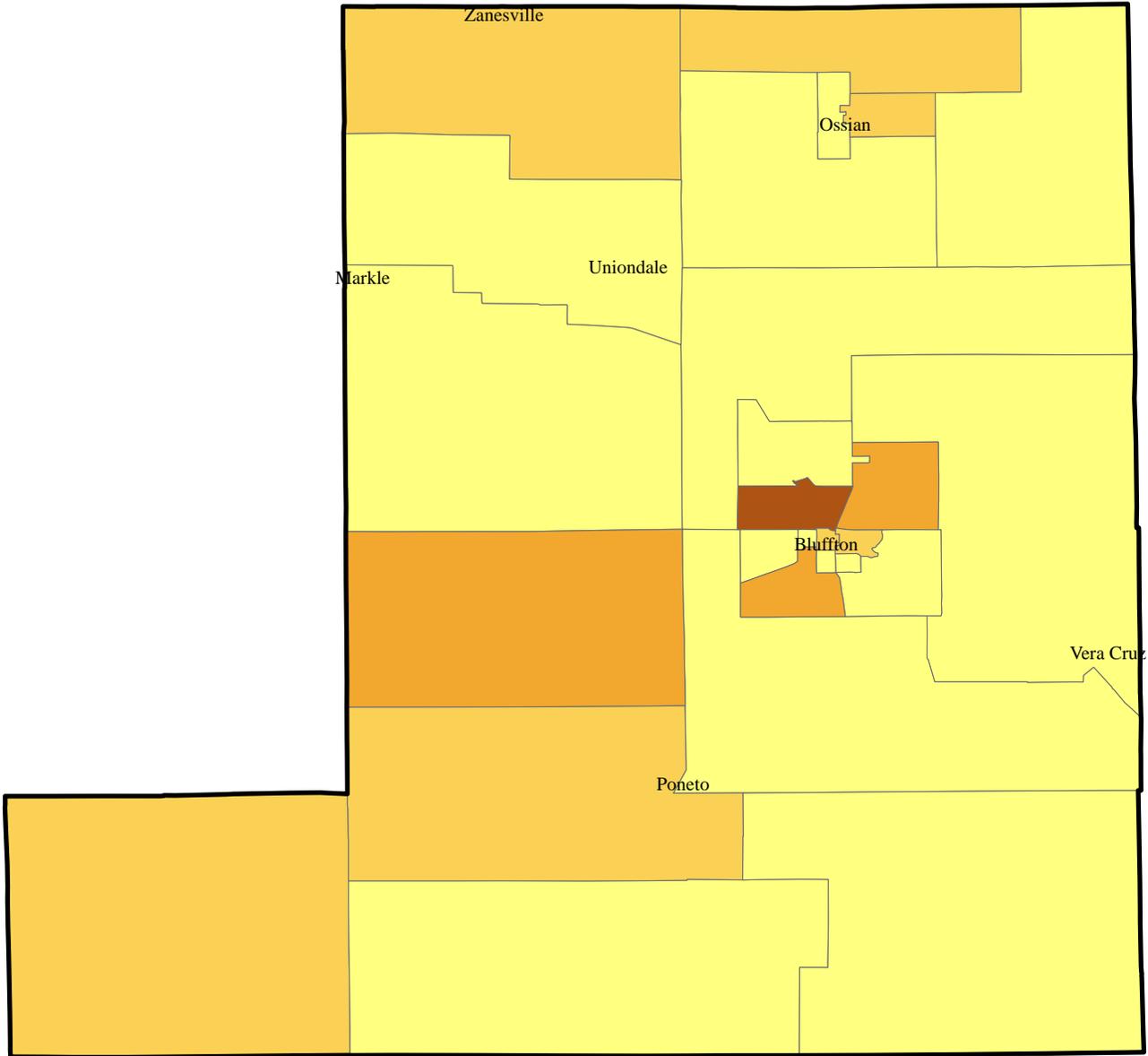
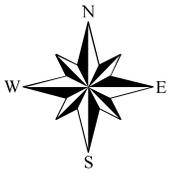


Source: 2000 US Census Data

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 10,432 total households in Wells County. Exhibit II.20 illustrates the density of households below the poverty level per square mile. Areas having a moderate density (15.58 – 27.75 percent) of households below the poverty level were found north of the city of Bluffton. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

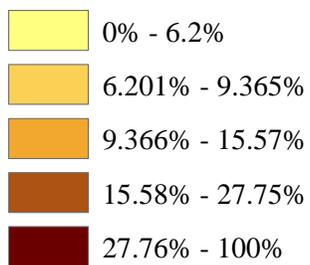


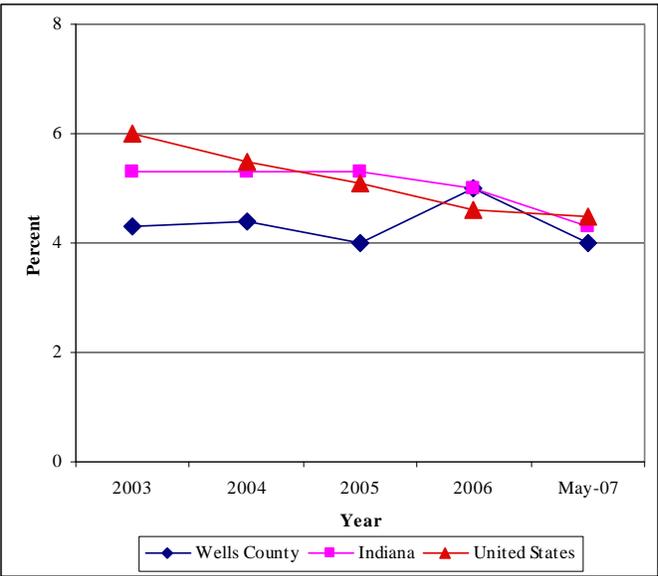
Exhibit II.20: Households Below Poverty As a percent of total households

Wells County

### **Industry and Labor Force**

The 2006 Wells County labor force consisted of 15,288 individuals according to the U. S. Bureau of Economic Analysis and Indiana Department of Workforce Development. The county's unemployment rate steadily increased since 2003, reaching a high in 2006 of five percent, the same rate as the State of Indiana's 2006 unemployment rate. Exhibit II.21 illustrates a comparison of the unemployment rates in the county, the State of Indiana and the national rate.

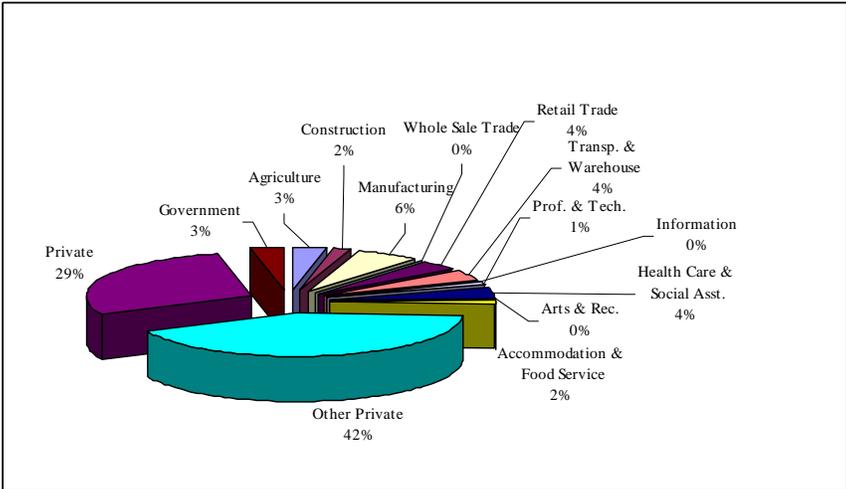
**Exhibit II.21: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

‘Other Private’ sector was the largest industry in the region with 18,566 employees in 2005. ‘Private’ sector were the second largest employer (12,621 employees) and ‘Manufacturing’ was the third largest. Reportedly, 2,698 workers were employed by the ‘Manufacturing’ industry. In addition, 1,748 people were employed by the ‘Transportation and Warehouse’ trade. ‘Wholesale’ trade did not have county data information available due to Bureau of Economic Analysis non-disclosure requirements. Exhibit II.22 is an illustration of the employment by industry.

**Exhibit II.22: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The ‘Other Private’ sector had the highest reported total wages of 2005 earning \$531,832. ‘Private’ and ‘Manufacturing’ employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.23). ‘Arts and Recreation’ employment earned the lowest annual incomes. The table in Exhibit II.23 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.23: Employment by Industry**

<b>Employment</b>	<b>Annual Earnings</b>
Other Private	\$ 531,832
Private	\$ 412,209
Manufacturing	\$ 168,468
Government	\$ 60,662
Transportation and Warehouse	\$ 56,015
Health Care and Social Asst.	\$ 55,755
Retail Trade	\$ 28,823
Construction	\$ 22,500
Agriculture	\$ 16,001
Prof. and Tech.	\$ 9,334
Accommodation and Food Service	\$ 6,769
Information	\$ 3,218
Arts & Rec.	\$ 789
Wholesale Trade	\$ *

\*Data not available due to BEA non-disclosure requirements.

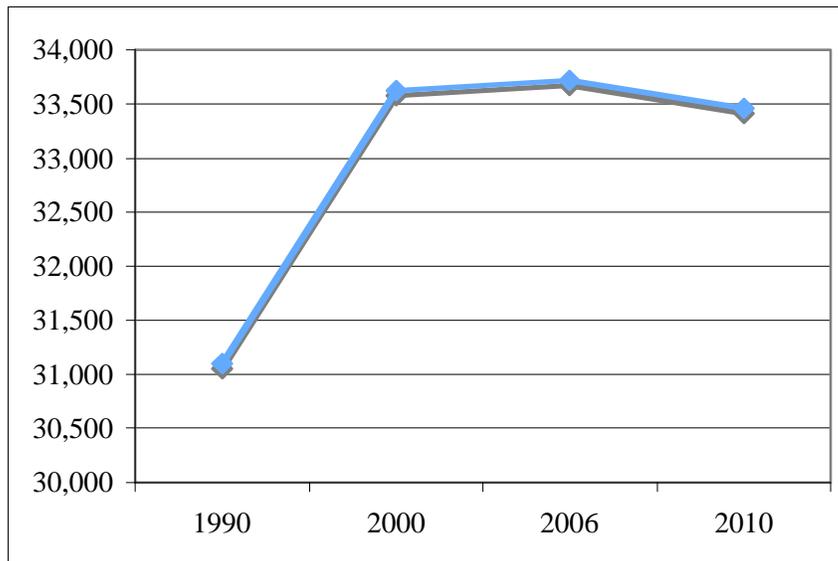
Source: US Bureau of Economic Analysis

**Adams County**

**Population Growth**

The total population of Adams County in 2006 was 33,719 persons. This is an increase from the 2000 Census population of 33,625, or a growth of less than one percent between 2000 and 2006. The State of Indiana Business Research Center is projecting a decrease in population for Adams County. The projected population for 2010 is 33,458. Exhibit II.24 illustrates the historical and projected population trends for Adams County through the year 2010.

**Exhibit II.24: Population Trends**

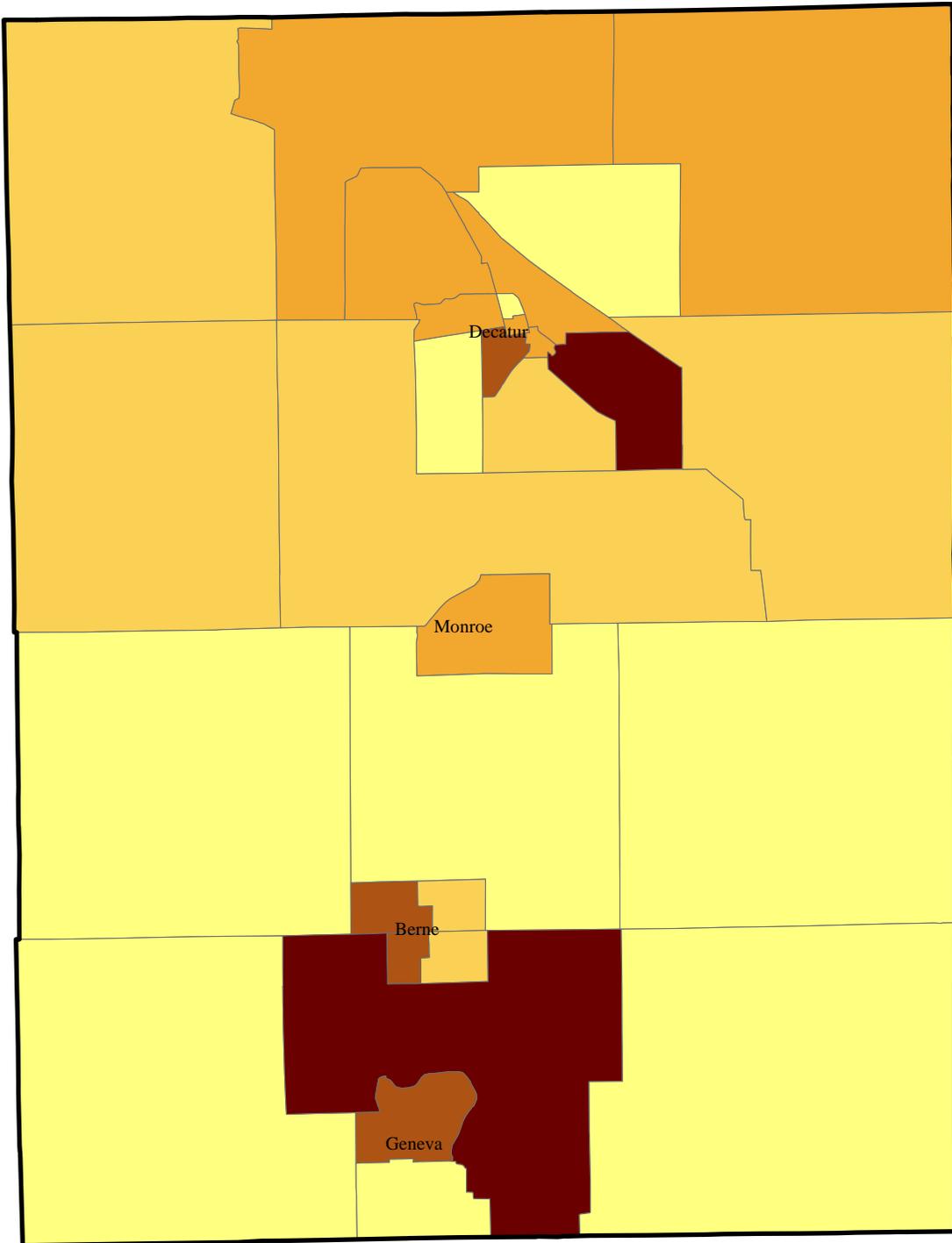
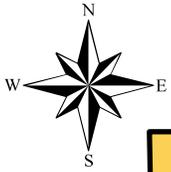


Source: 1990 & 2000 Census Bureau & STATS Indiana

### Age

Exhibit II.25 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of Adams County residents aged 65 and older (27.12 – 100 percent) are northeast of Decatur and in and around the cities of Berne and Geneva. An area of moderate density of older adults is found in the northern part of the county and around the city of Berne and Geneva. The remainder of the region has low to very low older adult population density.

According to the 2000 statistics from the U.S. Census, the largest age cohort for Adams County in 2000 was between age 25 and 44, constituting 27.2 percent of the county’s population (see Exhibit II.26). The second largest age group was 45 to 64 year olds (20.5 percent). Approximately 26.1 percent of the population in Adams County was under age 18, while 17.1 percent was age 65 or older. The distribution indicates that the county has a relatively younger population with a higher percentage of young persons.



**Region 3 Blockgroups**

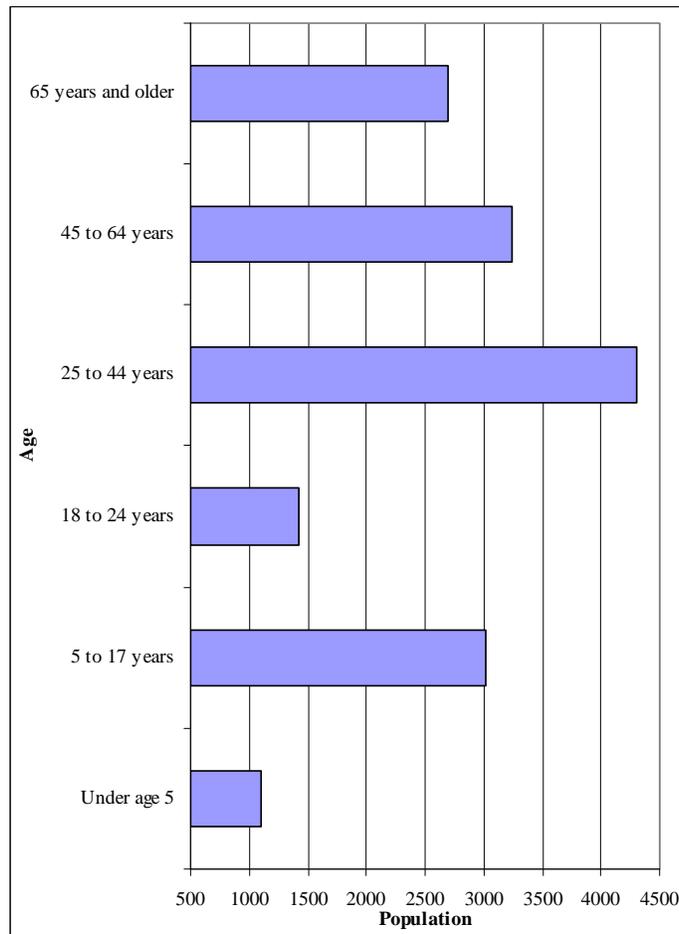
-  0% - 8.9%
-  8.901% - 12.99%
-  13% - 18.79%
-  18.8% - 27.11%
-  27.12% - 100%



Exhibit II.25: Population 65 and Over As a percent of total population

Adams County

**Exhibit II.26: Population by Age**

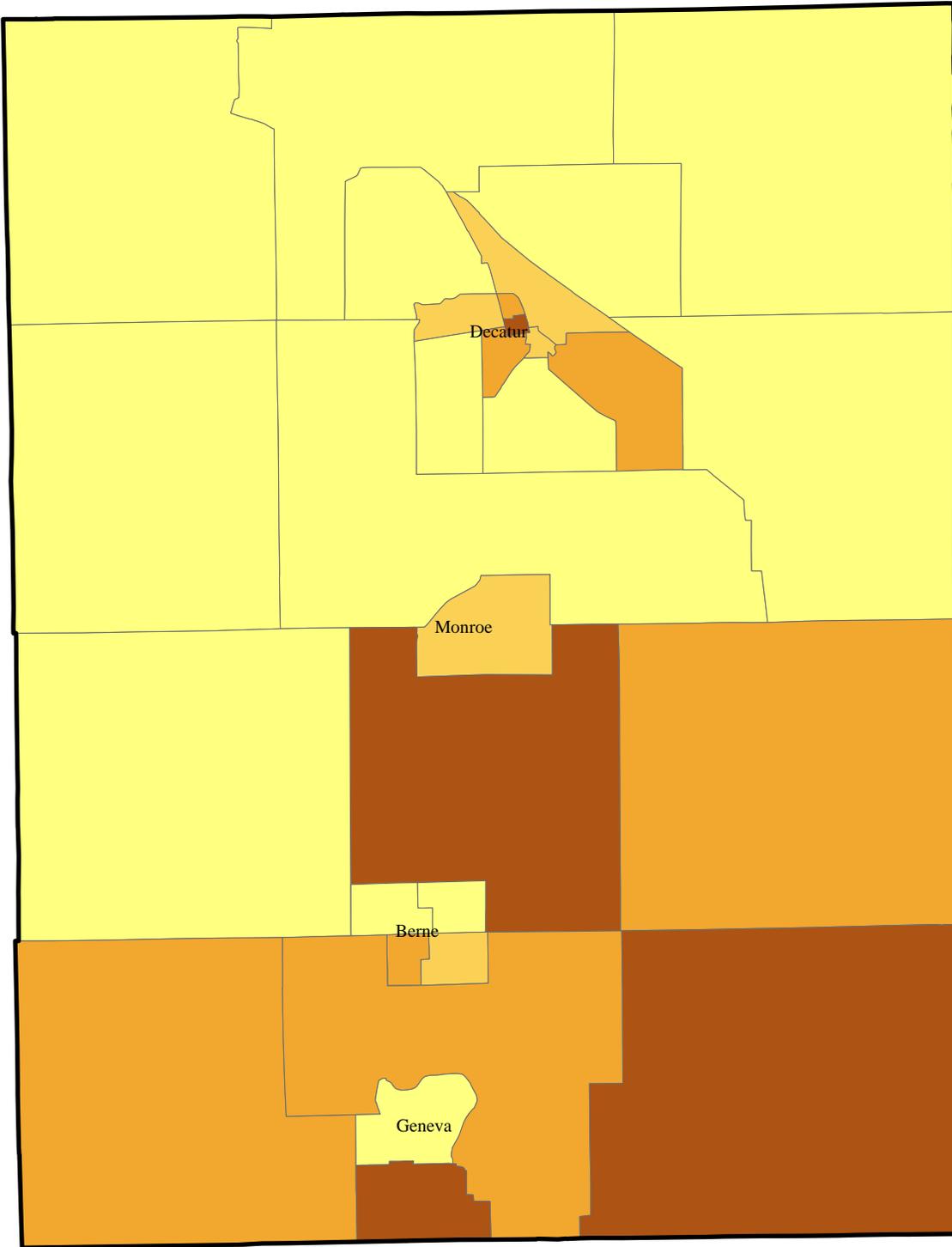
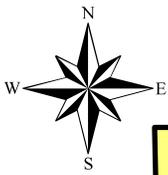


Source: 2000 US Census Data

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 10,432 total households in Adams County. Exhibit II.27 illustrates the density of households below the poverty level. There are no areas within Adams County having a high density of households below the poverty. Areas of moderate to mildly moderate densities of households below the poverty level (15.58 – 27.75 percent and 9.366 – 15.57 percent) exist in the southern half of the county and in and around the city of Decatur. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

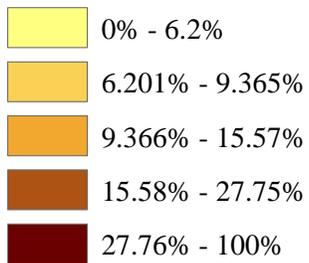


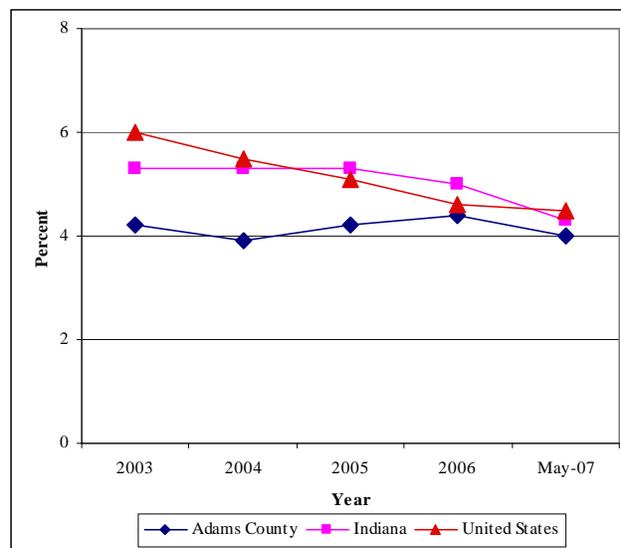
Exhibit II.27: Households Below Poverty As a percent of total households

Adams County

## Industry and Labor Force

The 2006 Adams County labor force consisted of 16,398 individuals according to the U. S. Bureau of Economic Analysis and the Indiana Department of Workforce Labor. Since 2003, Adams County's unemployment rate has varied but remained lower than the state and national levels. The county's unemployment rate reached a high in 2006 of 4.4%, but still remained less than the State of Indiana and the national unemployment rate. Exhibit II.28 illustrates a comparison of the unemployment rates in the county, the State of Indiana and the national rate.

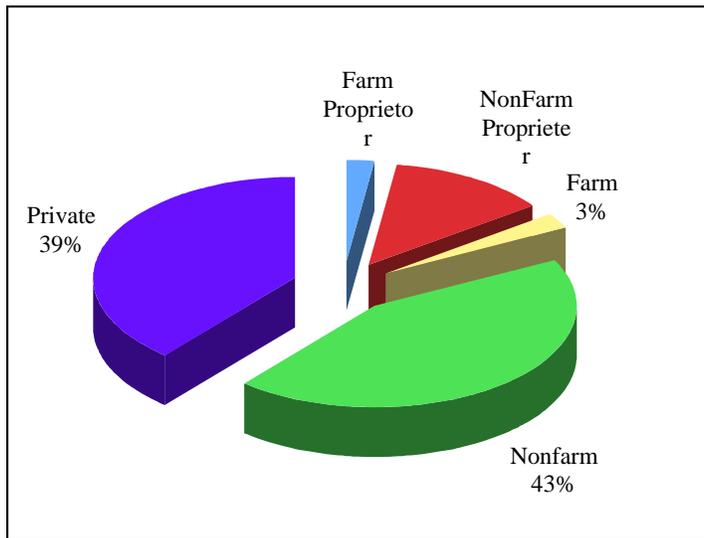
**Exhibit II.28: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

'Nonfarm' sector was the largest industry in the county with 21,887 employees in 2005. 'Private' sectors were the second largest employer (19,646 employees) and 'Manufacturing' was the third largest. Reportedly, 6,547 workers were employed by the 'Manufacturing' industry. In addition, 2,499 people were employed by the 'Retail Trade.' Exhibit II.29 is an illustration of the employment by industry.

**Exhibit II.29: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The ‘other private’ sector had the highest reported total wages of 2005 earning \$773,339. ‘Private’ and ‘manufacturing’ employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.30). ‘Transportation and Warehouse,’ ‘Professional and Technical,’ and the ‘Health Care and Social Assistance’ did not have county data information available due to Bureau of Economic Analysis non-disclosure requirements. The table in Exhibit II.30 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.30: Employment by Industry**

<b>Employment</b>	<b>Annual Earnings</b>
Other Private	\$ 57,700
Manufacturing	\$ 313,358
Government	\$ 81,274
Construction	\$ 46,753
Retail Trade	\$ 38,954
Wholesale Trade	\$ 18,974
Agriculture	\$ 14,742
Information	\$ 12,473
Accommodation and Food Service	\$ 10,157
Arts & Rec.	\$ 1,121
Transportation and Warehouse	\$ *
Prof. and Tech.	\$ *
Health Care and Social Asst.	\$ *

\* County data not available due to BEA non-disclosure requirements.

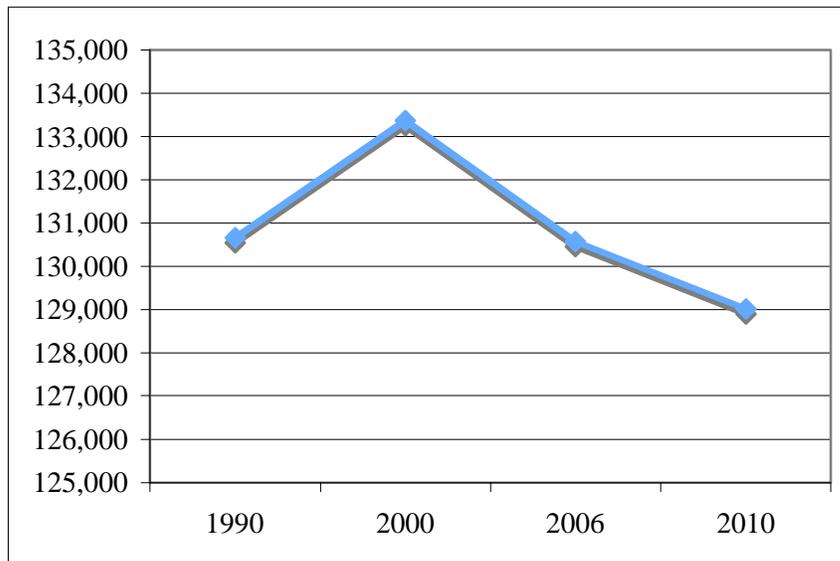
Source: US Bureau of Economic Analysis

**Madison County**

**Population Growth**

The total population of Madison County in 2006 was 130,575 persons, a significant decrease from the 2000 Census population of 133,358. The State of Indiana Business Research Center is projecting a continuing decline in population for Madison County. The projected population for 2010 is 129,019. Exhibit II.31 illustrates the historical and projected population trends for Madison County through the year 2010.

**Exhibit II.31: Population Trends**



Source: 1990 & 2000 Census Bureau & STATS Indiana

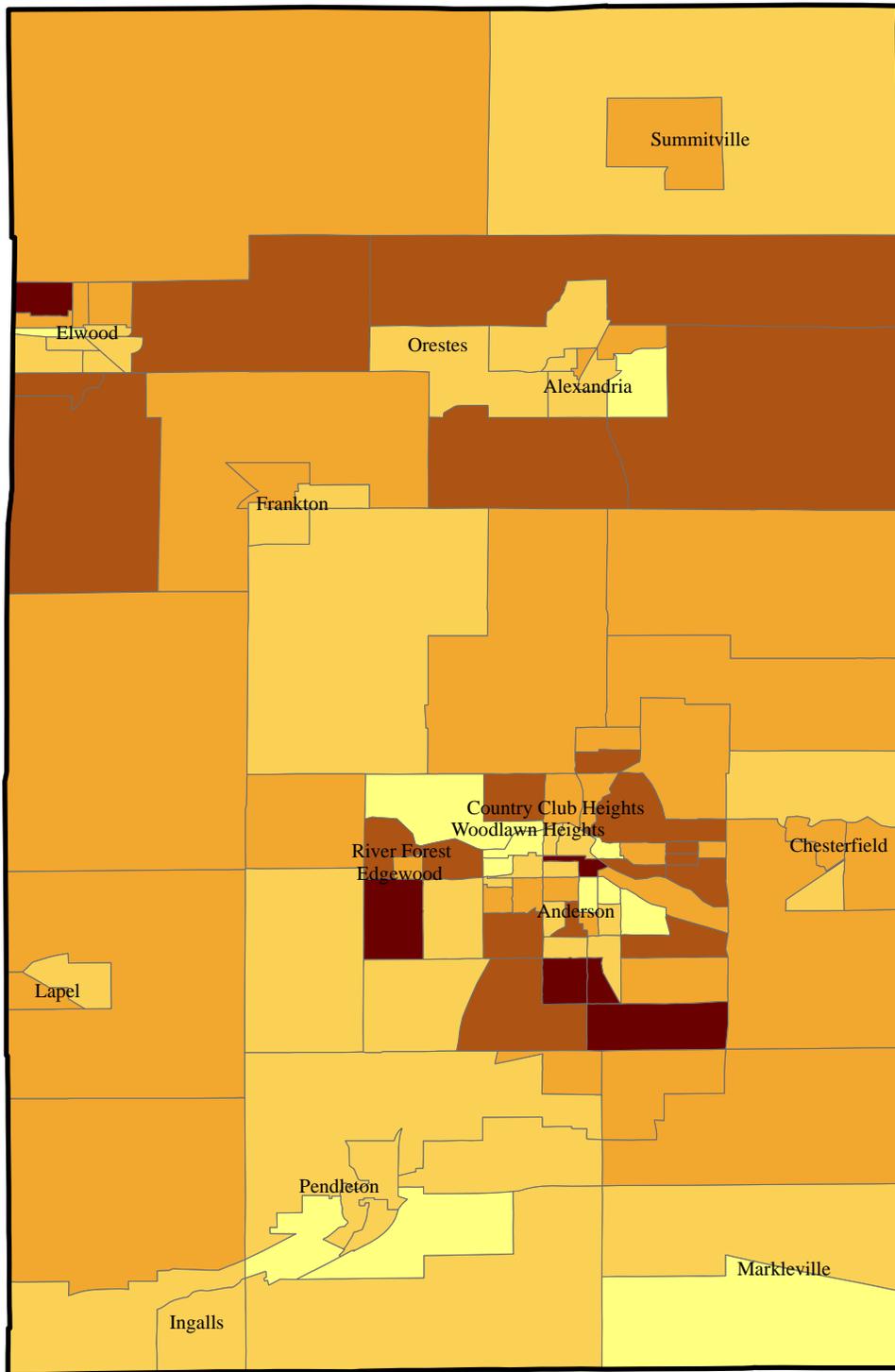
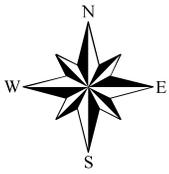
**Age**

Exhibit II.32 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of residents aged 65 and older (27.12 – 100 percent) are in and around the cities of Elwood and Anderson. Areas of moderately high and moderate density of older adults are found along the west county border, in and around the city of Anderson, and the upper central portion of the county. The remainder of the region has a low to very low older adult population density.

According to the 2000 statistics from the U.S. Census, the largest age cohort for Madison County in 2000 was between age 25 and 44,

constituting 28 percent of the county's population (see Exhibit II.33). The second largest age group was 45 to 64 year olds (21.5 percent). Approximately 24.2 percent of the population in Madison County was under age 18, while 16.2 percent was age 65 or older. The distribution indicates that the majority of the county's population was in the working age groups and moving toward the age for retirement.

**County Profiles**



**Region 3 Blockgroups**

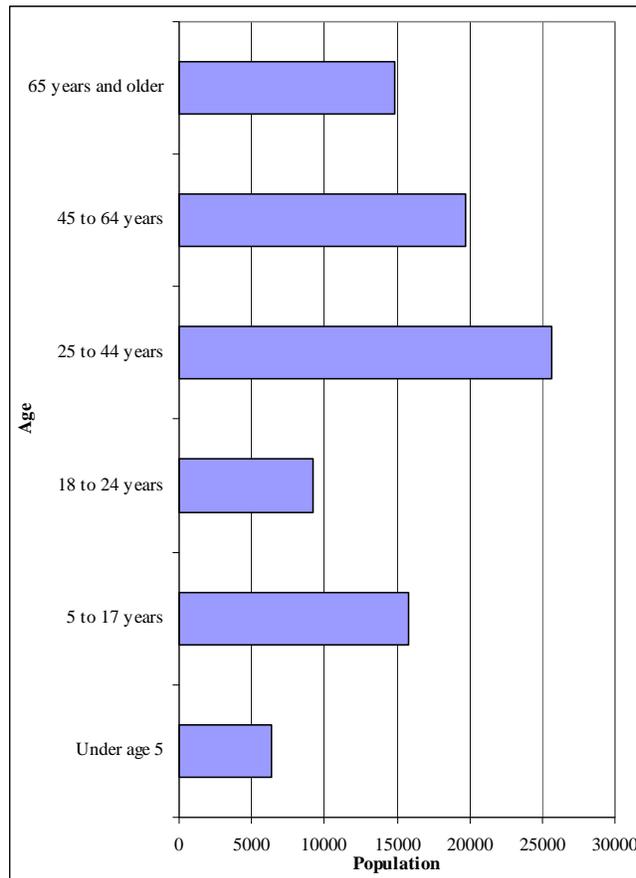
- 0% - 8.9%
- 8.901% - 12.99%
- 13% - 18.79%
- 18.8% - 27.11%
- 27.12% - 100%



Exhibit II.32: Population 65 and Over As a percent of total population

Madison County

**Exhibit II.33: Population by Age**

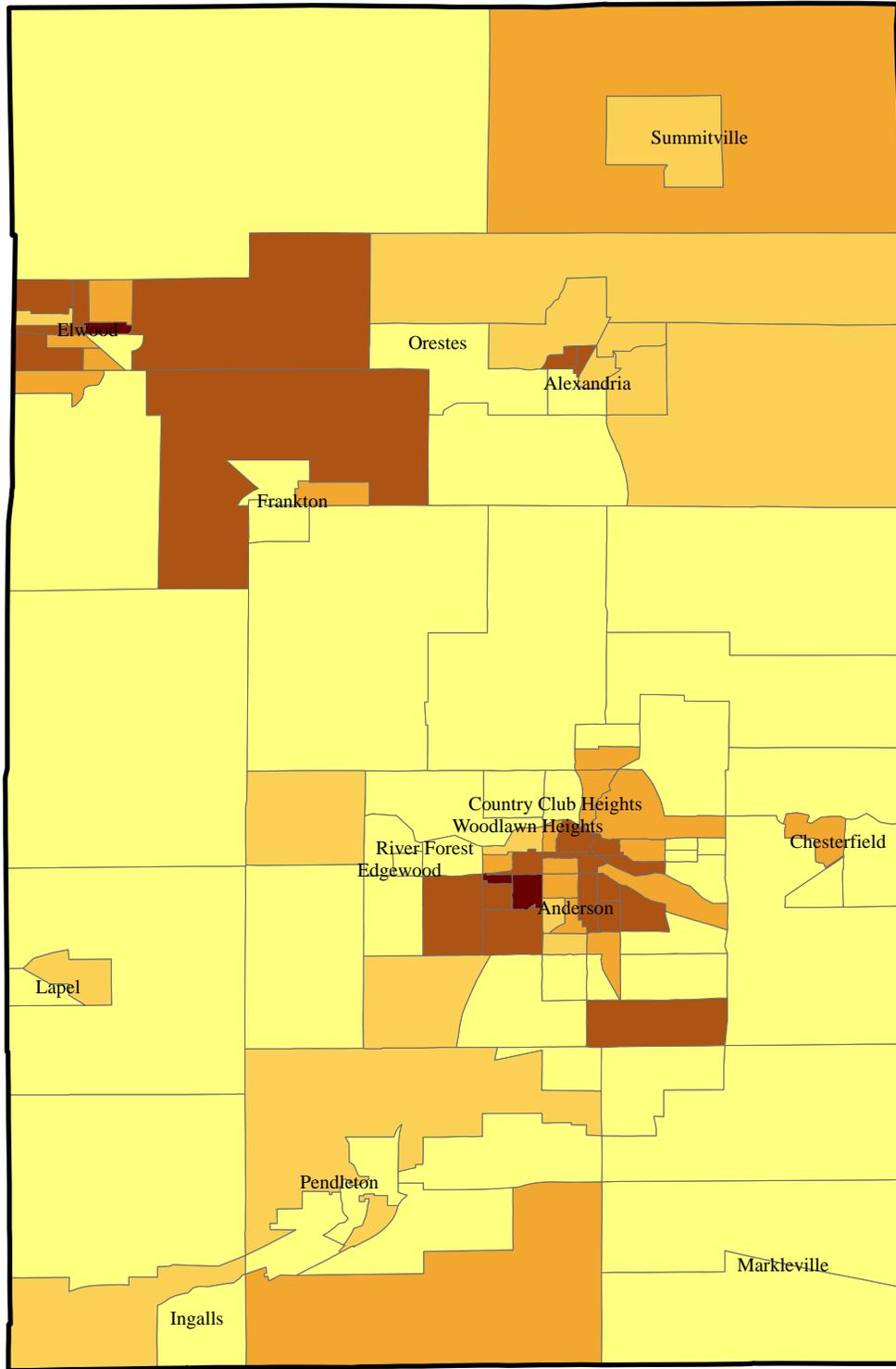


Source: 2000 US Census Data

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 53,052 total households in Madison County. Exhibit II.34 illustrates the density of households below the poverty level per square mile. Areas having a high density (27.76 – 100 percent) of households below the poverty level were found in the central sections of Elwood and Anderson. Areas of moderate density of households below the poverty level (15.58 – 27.75 percent) exist in the city, to the east of Elwood, and in the surrounding areas of Anderson. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

- 0% - 6.2%
- 6.201% - 9.365%
- 9.366% - 15.57%
- 15.58% - 27.75%
- 27.76% - 100%



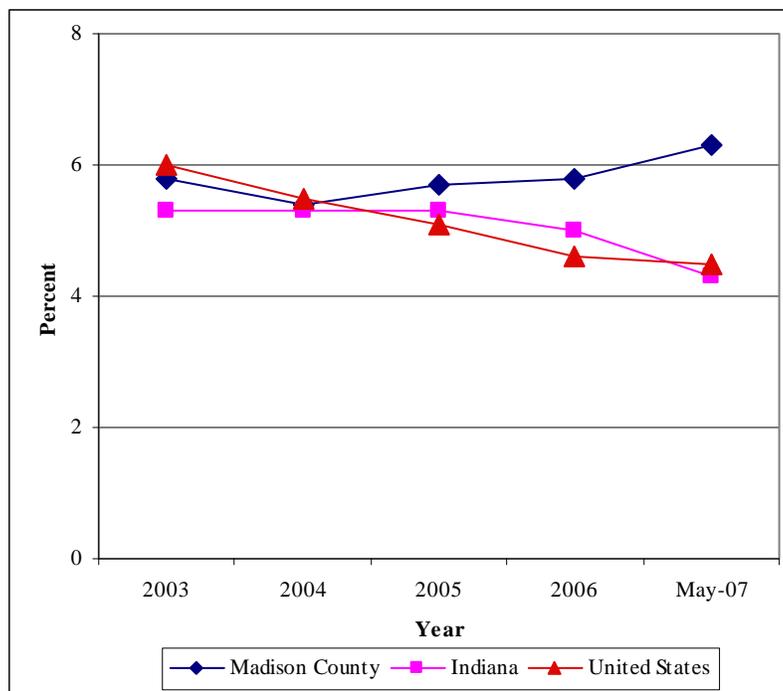
Exhibit II.34: Households Below Poverty As a percent of total households

Madison County

### Industry and Labor Force

The 2006 Madison County labor force consisted of 63,189 individuals according to the U. S. Bureau of Economic Analysis and the Indiana Department of Workforce Labor. Since 2004, Madison County's unemployment rate has steadily increased and remained higher than the state and national levels. The county's unemployment rate reached a high in 2006 of 5.8 percent, still more than the State of Indiana and the national unemployment rate. Exhibit II.35 illustrates a comparison of the unemployment rates in the county, the State of Indiana, and the national rate.

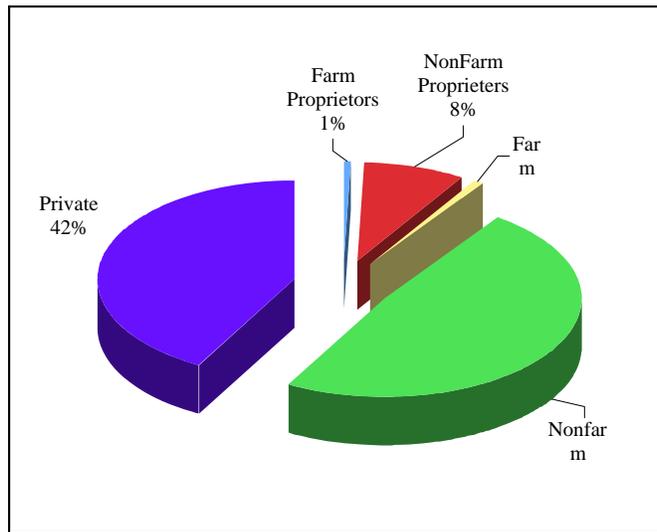
**Exhibit II.35: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

The 'Nonfarm' sector was the largest industry in the region with 55,489 employees in 2005. 'Private' sectors were the second largest employer (48,343 employees) and 'Nonfarm proprietors' was the third largest. Private sector employment includes such trades as health care, retail, food service, construction, and manufacturing. Exhibit II.36 is an illustration of the employment by industry.

**Exhibit II.36: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The 'Nonfarm' sector had the highest reported total wages of 2005 earning \$2,165,630. 'Private' and 'Manufacturing' employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.37). 'Information' and 'Agriculture' reported the lowest total wages for 2005. The table in Exhibit II.37 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.30: Employment by Industry**

<b>Employment</b>	<b>Annual Earnings</b>
Nonfarm	\$ 2,165,630
Private	\$ 1,816,914
Manufacturing	\$ 671,388
Government	\$ 348,716
Health Care and Social Asst.	\$ 278,968
Construction	\$ 95,537
Transportation and Warehouse	\$ 85,016
Wholesale Trade	\$ 79,261
Retail Trade	\$ 59,615
Prof. and Tech.	\$ 59,615
Accommodation and Food Service	\$ 57,397
Arts & Rec.	\$ 40,464
Information	\$ 25,939
Agriculture	\$ 7,794

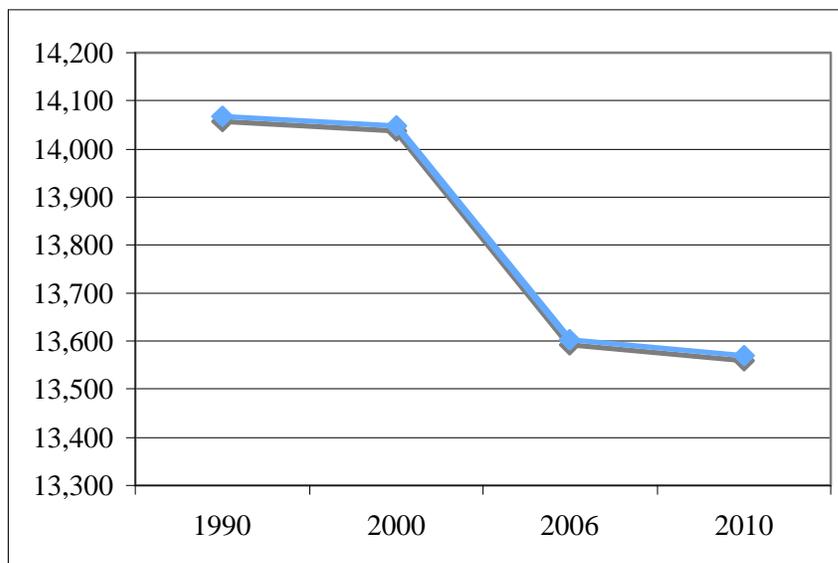
Source: US Bureau of Economic Analysis

**Blackford County**

**Population Growth**

The total population of Blackford County in 2006 was 13,603 persons. This is a decrease from the 2000 Census population of 14,048. The State of Indiana Business Research Center is projecting that the county will maintain the current population with only a slight decline. The projected population for 2010 is 13,570. Exhibit II.38 illustrates the historical and projected population trends for Blackford County through the year 2010.

**Exhibit II.38: Population Trends**



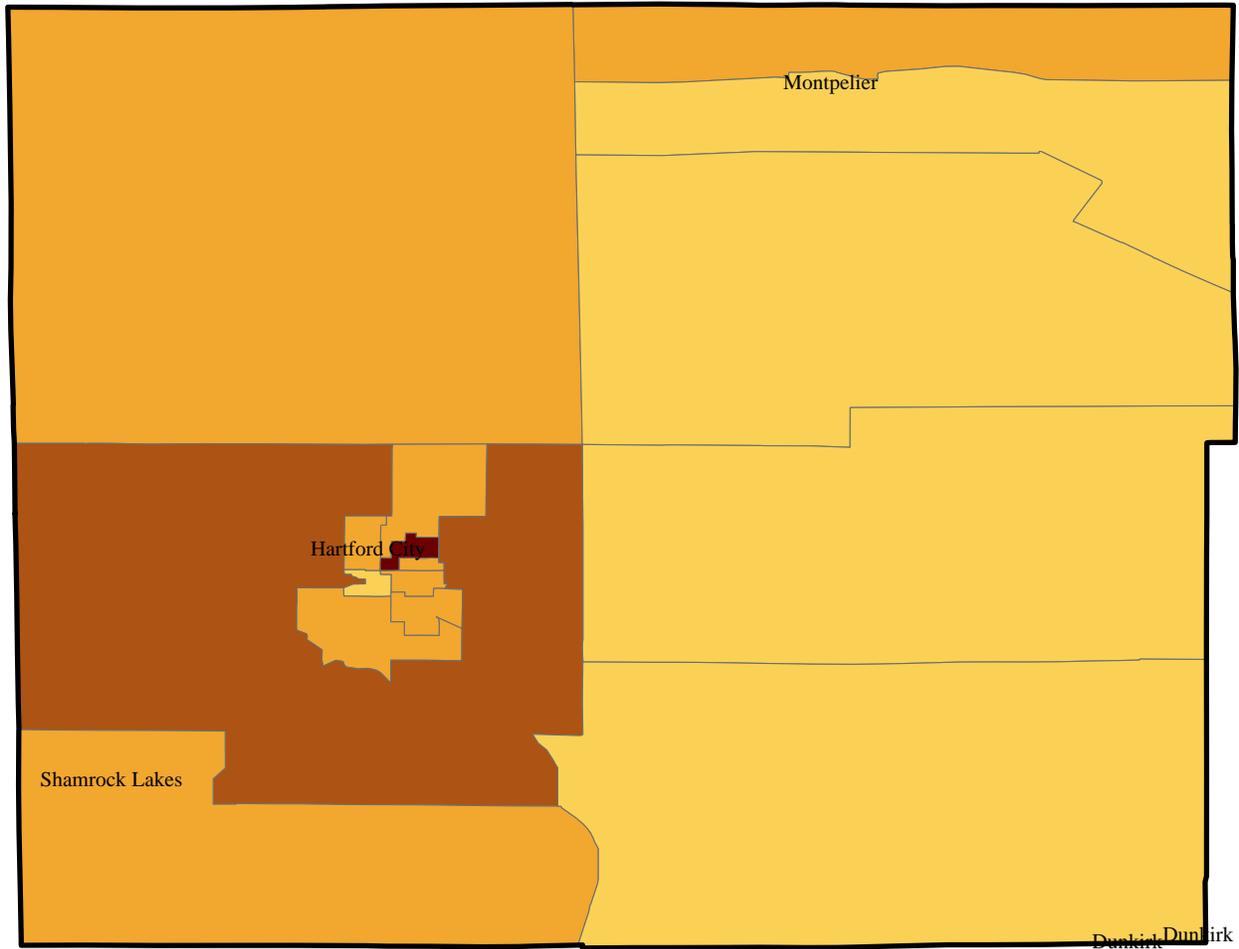
Source: 1990 & 2000 Census Bureau & STATS Indiana

**Age**

Exhibit II.39 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of residents aged 65 and older (27.12 – 100 percent) are in the central portion of Hartford City. Areas of moderately high and moderate density of older adults are found in the west half of the county and along the northern county line border. The remainder of the region has a low to very low older adult population density.

According to the 2000 statistics from the U.S. Census, the largest age cohort for Blackford County in 2000 was between age 25 and 44, constituting 27.5 percent of the county’s population (see Exhibit II.40).

The second largest age group was 45 to 64 year olds (23 percent). Approximately 25.2 percent of the population in Blackford County was under age 18, while 16.2 percent was age 65 or older. The distribution indicates that the county has a relatively younger population with a higher percentage of young persons.



**Region 3 Blockgroups**

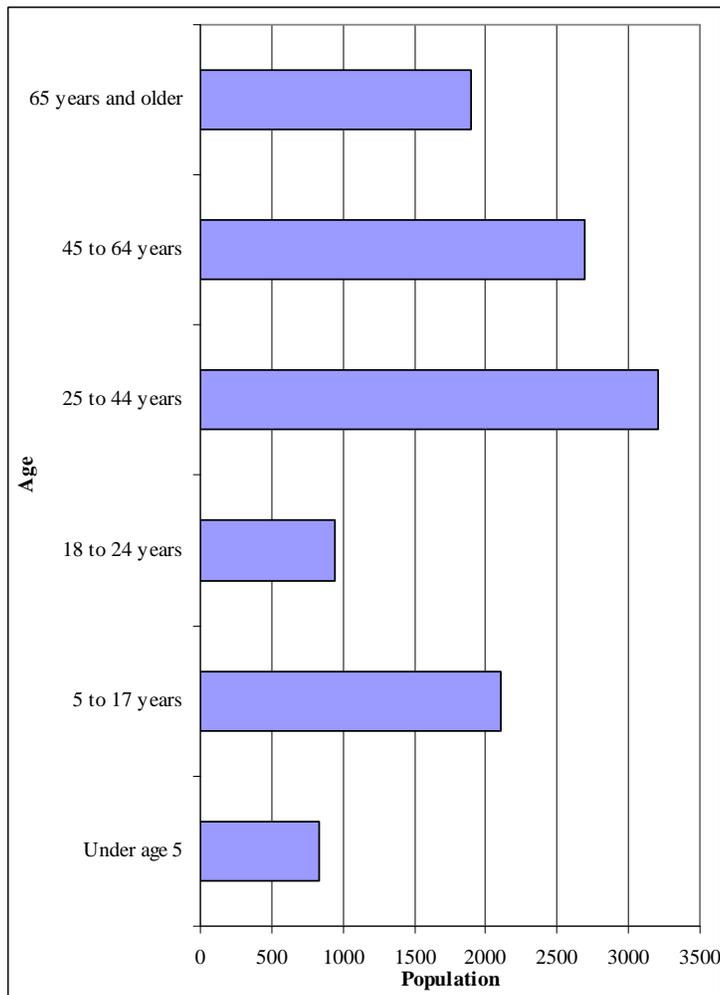
-  0% - 8.9%
-  8.901% - 12.99%
-  13% - 18.79%
-  18.8% - 27.11%
-  27.12% - 100%



Exhibit II.39: Population 65  
and Over As a percent  
of total population

Blackford County

**Exhibit II.40: Population by Age**

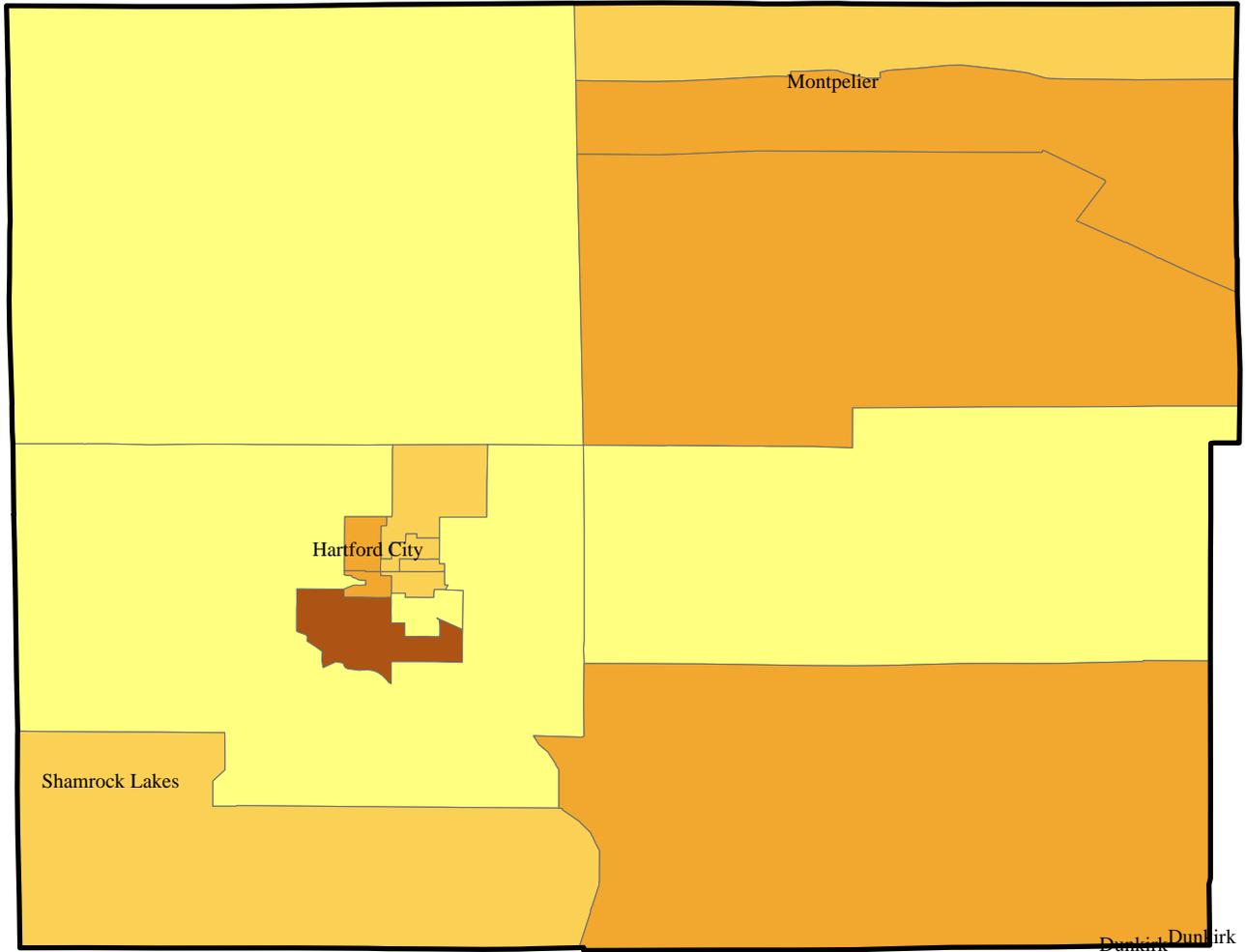


Source: 2000 US Census Data

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 5,690 total households in Blackford County. Exhibit II.41 illustrates the density of households below the poverty level per square mile. In Blackford County there are no high density levels of households below the poverty level. Areas of moderate density of households below the poverty level (15.58 – 27.75 percent) exist in the southwestern section of Hartford City. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

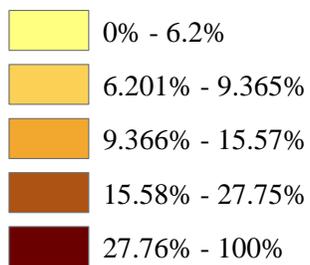


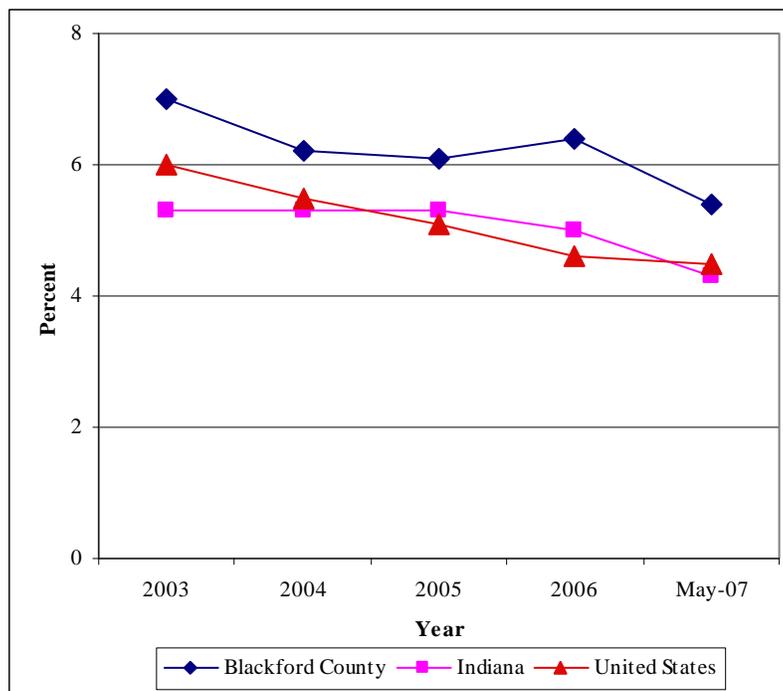
Exhibit II.41: Households Below Poverty As a percent of total households

Blackford County

**Industry and Labor Force**

The 2006 Blackford County labor force consisted of 6,790 individuals according to the U. S. Bureau of Economic Analysis and the Indiana Department of Workforce Labor. The county’s unemployment rate reached the second highest level since 2003 with 6.5 during the year 2006.. Since 2004, the unemployment rate for Blackford County has varied, but remained higher than the state and national levels. Exhibit II.42 illustrates a comparison of the unemployment rates in the county, the State of Indiana and the national rate.

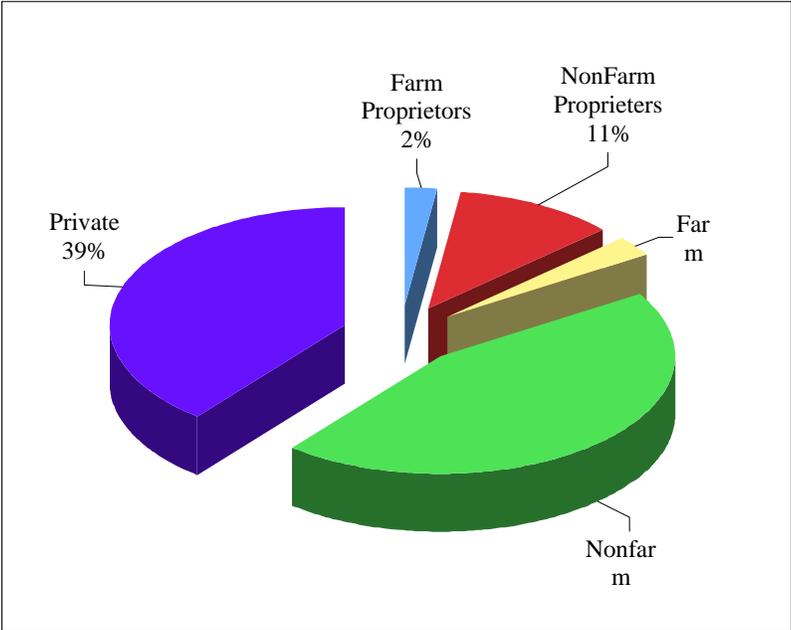
**Exhibit II.42: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

‘Nonfarm’ sector was the largest industry in the region with 5,743 employees in 2005. ‘Private’ sectors were the second largest employer (5,045 employees) and ‘Manufacturing’ was the largest employer within the private sector. Reportedly, 1,698 workers were employed by the ‘Manufacturing’ industry. In addition, 718 people were employed by the ‘Retail Trade’, the private sectors second largest industry. Exhibit II.43 is an illustration of the employment by industry.

**Exhibit II.43: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The ‘Nonfarm’ sector had the highest reported total wages of 2005 earning \$169,772. ‘Private’ sector employment reported the second highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.44). ‘Information’ and ‘Arts and Recreation’ reported the lowest total wages for 2005. ‘Transportation and Warehousing’ and ‘Wholesale Trade’ did not have county data information available due to Bureau of Economic Analysis non-disclosure requirements. The table in Exhibit II.44 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.44: Employment by Industry**

Employment	Annual Earnings
Nonfarm	\$ 169,772
Private	\$ 143,276
Manufacturing	\$ 76,324
Government	\$ 26,496
Health Care and Social Asst.	\$ 14,088
Retail Trade	\$ 13,594
Construction	\$ 5,337
Prof. and Tech.	\$ 3,191
Accommodation and Food Service	\$ 3,013
Agriculture	\$ 1,584

Information	\$	703
Arts & Rec.	\$	406
Transportation and Warehousing	\$	*
Wholesale Trade	\$	*

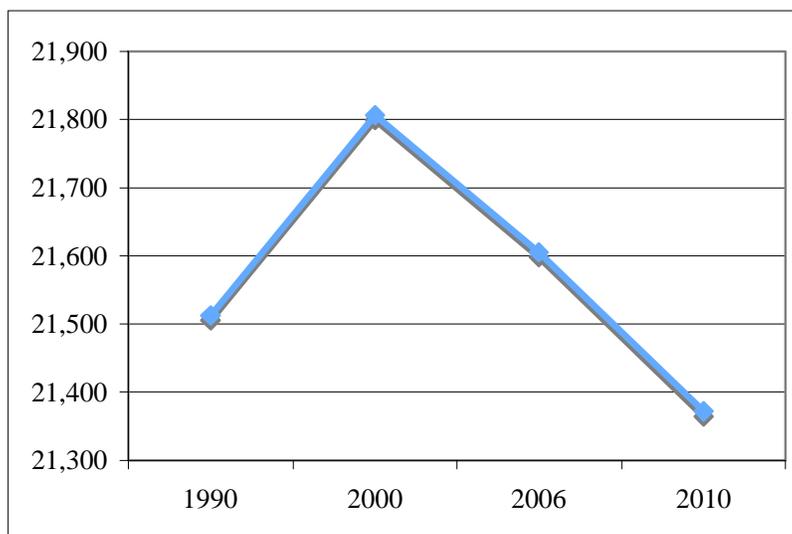
\* County data not available due to BEA non-disclosure requirements.  
Source: US Bureau of Economic Analysis

**Jay County**

**Population Growth**

The total population of Jay County in 2006 was 21,605 persons, a decrease of 201 people from the 2000 Census population count. The State of Indiana Business Research Center is projecting a continuing decline in population for Jay County. The projected population for 2010 is 21,372. Exhibit II.45 illustrates the historical and projected population trends for Jay County through the year 2010.

**Exhibit II.45: Population Trends**



Source: 1990 & 2000 Census Bureau & STATS Indiana

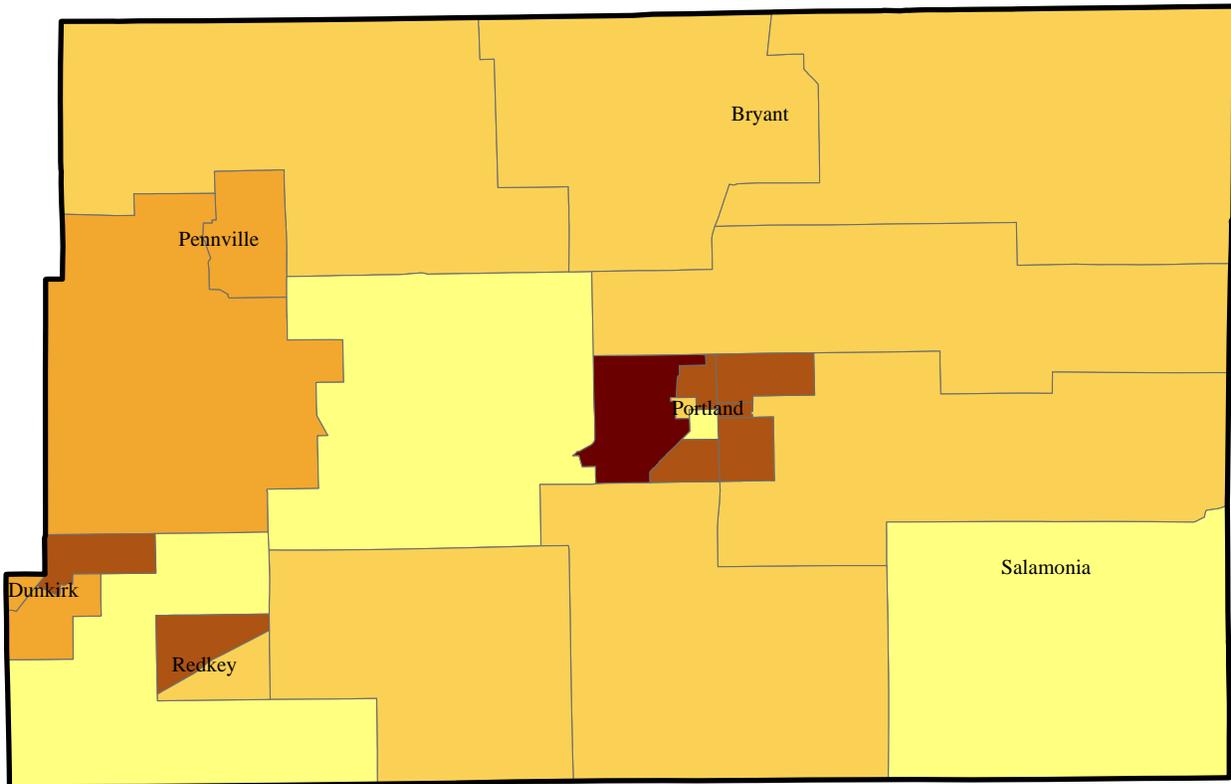
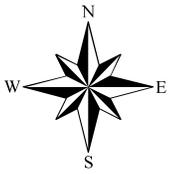
**Age**

Exhibit II.46 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of residents aged 65 and older (27.12 – 100 percent) are in the central portion and surrounding areas of the City of Portland. Areas of moderately high and moderate density of older adults are also found in and around the area

of Portland and in the western section of the county. The remainder of the region has a low to very low older adult population density.

According to the 2000 statistics from the U.S. Census, the largest age cohort for Jay County in 2000 was between age 25 and 44, constituting 27 percent of the county's population (see Exhibit II.47). The second largest age group was 45 to 64 year olds (22.8 percent). Approximately 24.4 percent of the population in Jay County was under age 18, while 17.1 percent was age 65 or older. The distribution indicates that the county has a relatively young population.

**County Profiles**



**Region 3 Blockgroups**

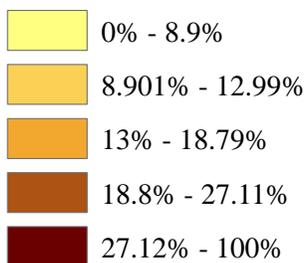
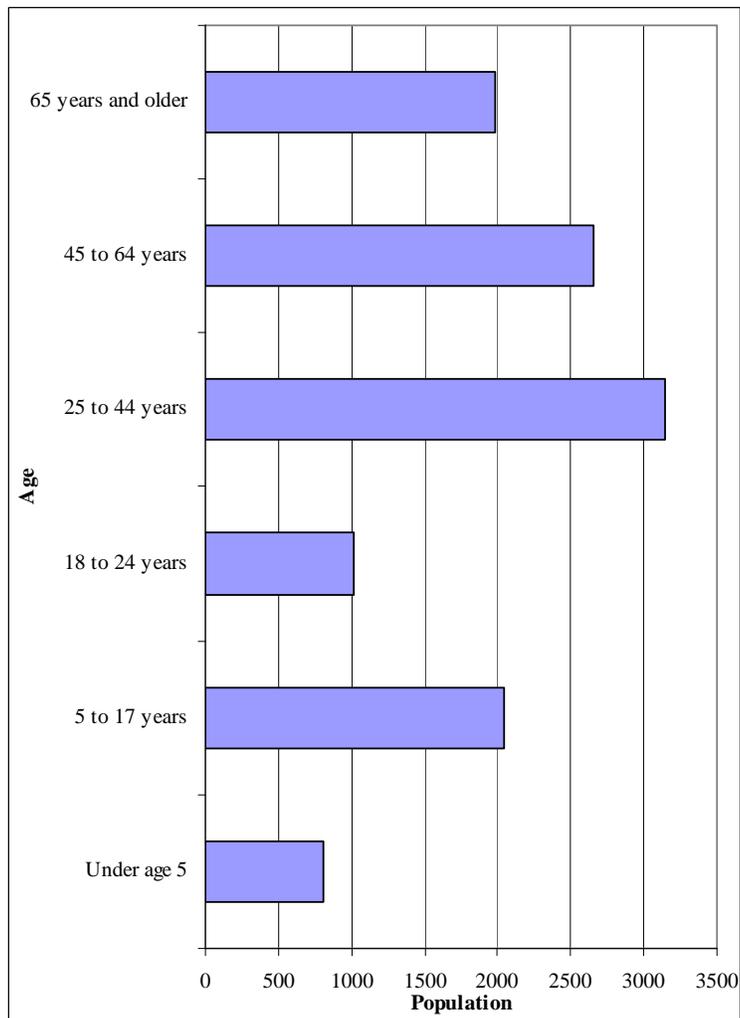


Exhibit II.46: Population 65 and Over As a percent of total population

Jay County

**Exhibit II.47: Population by Age**

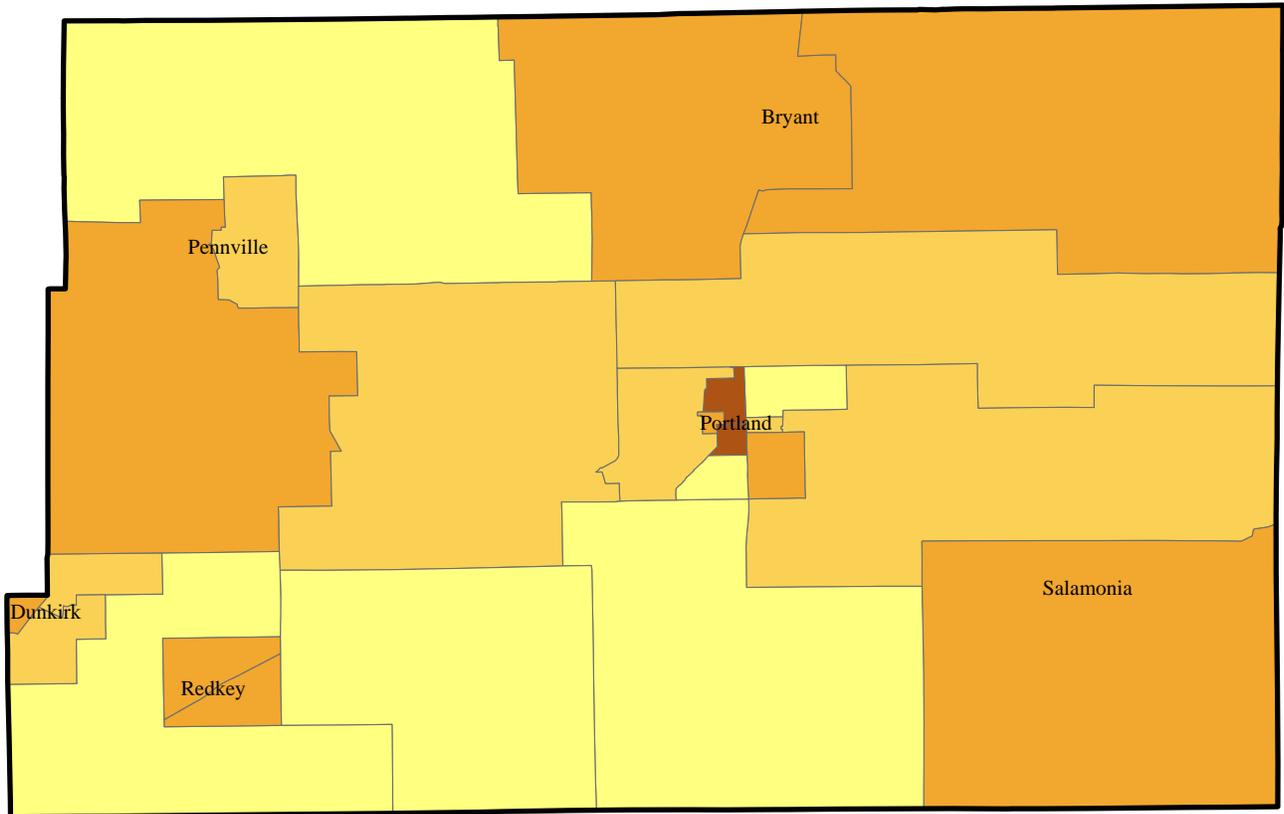


Source: 2000 US Census Data

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 8,405 total households in Jay County. Exhibit II.48 illustrates the density of households below the poverty level per square mile. In Jay County there are no areas with a high density (27.76 – 100 percent) of households below the poverty level. Areas of moderate density of households below the poverty level (15.58 – 27.75 percent) exist in to the east of Portland. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

-  0% - 6.2%
-  6.201% - 9.365%
-  9.366% - 15.57%
-  15.58% - 27.75%
-  27.76% - 100%



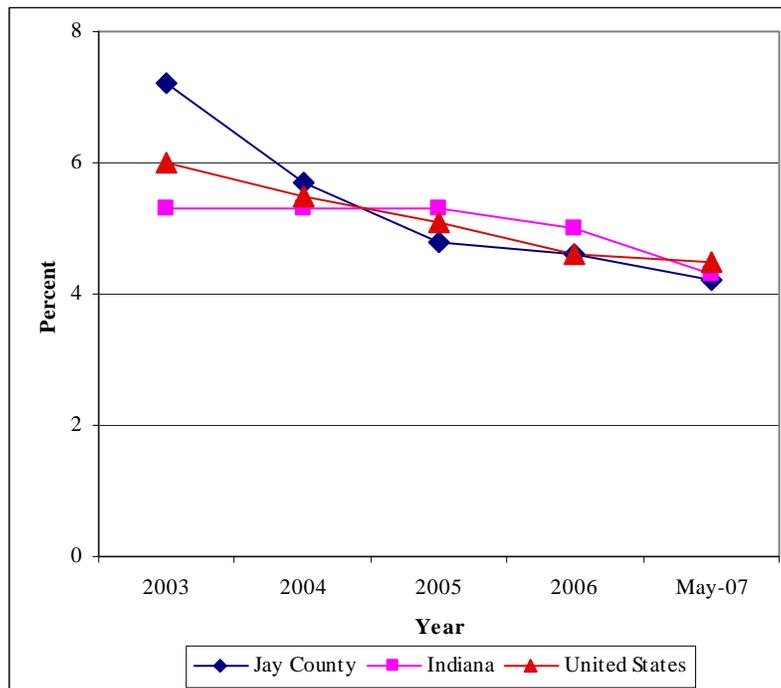
Exhibit II.48: Households Below Poverty As a percent of total households

Jay County

## Industry and Labor Force

The 2006 Jay County labor force consisted of 11,876 individuals according to the U. S. Bureau of Economic Analysis and the Indiana Department of Workforce Labor. The county's unemployment rate reached a high in 2003 of 7.2 percent. Since 2004, the unemployment rate for Jay County has varied and remained less than the state and national levels. Exhibit II.49 illustrates a comparison of the unemployment rates in the county, the State of Indiana, and the national rate.

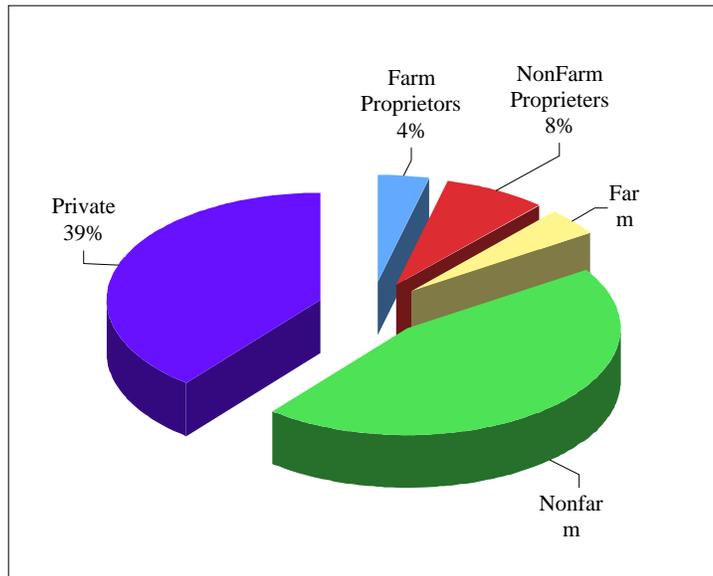
**Exhibit II.49: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

'Nonfarm' sector was the largest industry in the region with 10,266 employees in 2005. 'Private' sectors were the second largest employer (8,946 employees) and 'Manufacturing' was the largest employer within the private sector. Reportedly, 3,013 workers were employed by the 'Manufacturing' industry. Exhibit II.50 is an illustration of the employment by industry.

**Exhibit II.50: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The ‘Nonfarm’ sector had the highest reported total wages of 2005 earning \$317,316. ‘Private’ and ‘Manufacturing’ employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.51). ‘Information’ and ‘Arts and Recreation’ reported the lowest total wages for 2005. ‘Transportation and Warehouse’ and ‘Health Care and Social Assistance’ did not have county information available due to Bureau of Economic Analysis non-disclosure requirements. The table in Exhibit II.51 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.51: Employment by Industry**

Employment	Annual Earnings
Nonfarm	\$ 317,316
Private	\$ 265,551
Manufacturing	\$ 138,959
Government	\$ 51,825
Agriculture	\$ 27,200
Accommodation and Food Service	\$ 17,501
Retail Trade	\$ 15,057
Construction	\$ 14,405
Wholesale Trade	\$ 8,799
Prof. and Tech.	\$ 3,642
Information	\$ 2,064
Arts & Rec.	\$ 834
Transportation and Warehouse	\$ *

Health Care and Social Asst.	\$	*
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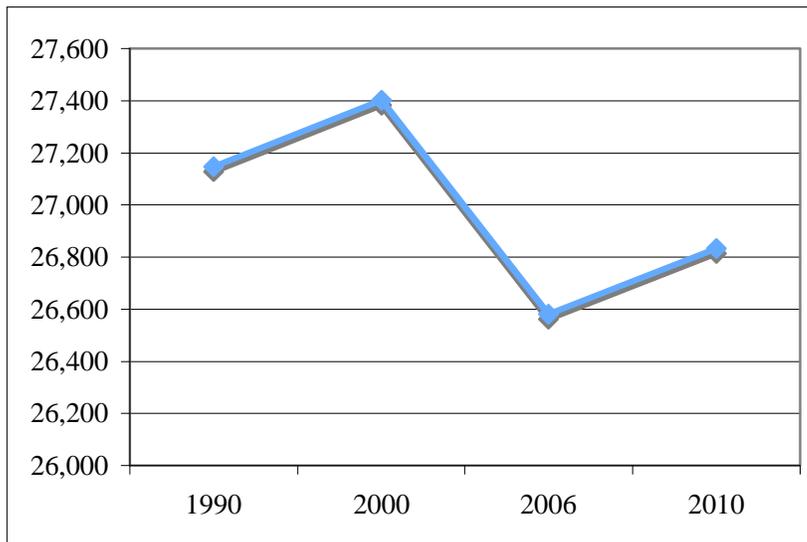
\* County data not available due to BEA non-disclosure requirements.  
Source: US Bureau of Economic Analysis

**Randolph County**

**Population Growth**

The total population of Randolph County in 2006 was 26,581 persons. This is a decrease from the 2000 Census population of 27,401. The State of Indiana Business Research Center is projecting slight increase in population for Randolph County in 2010. The projected population for 2010 is 26,833. Exhibit II.52 illustrates the historical and projected population trends for Randolph County through the year 2010.

**Exhibit II.52: Population Trends**

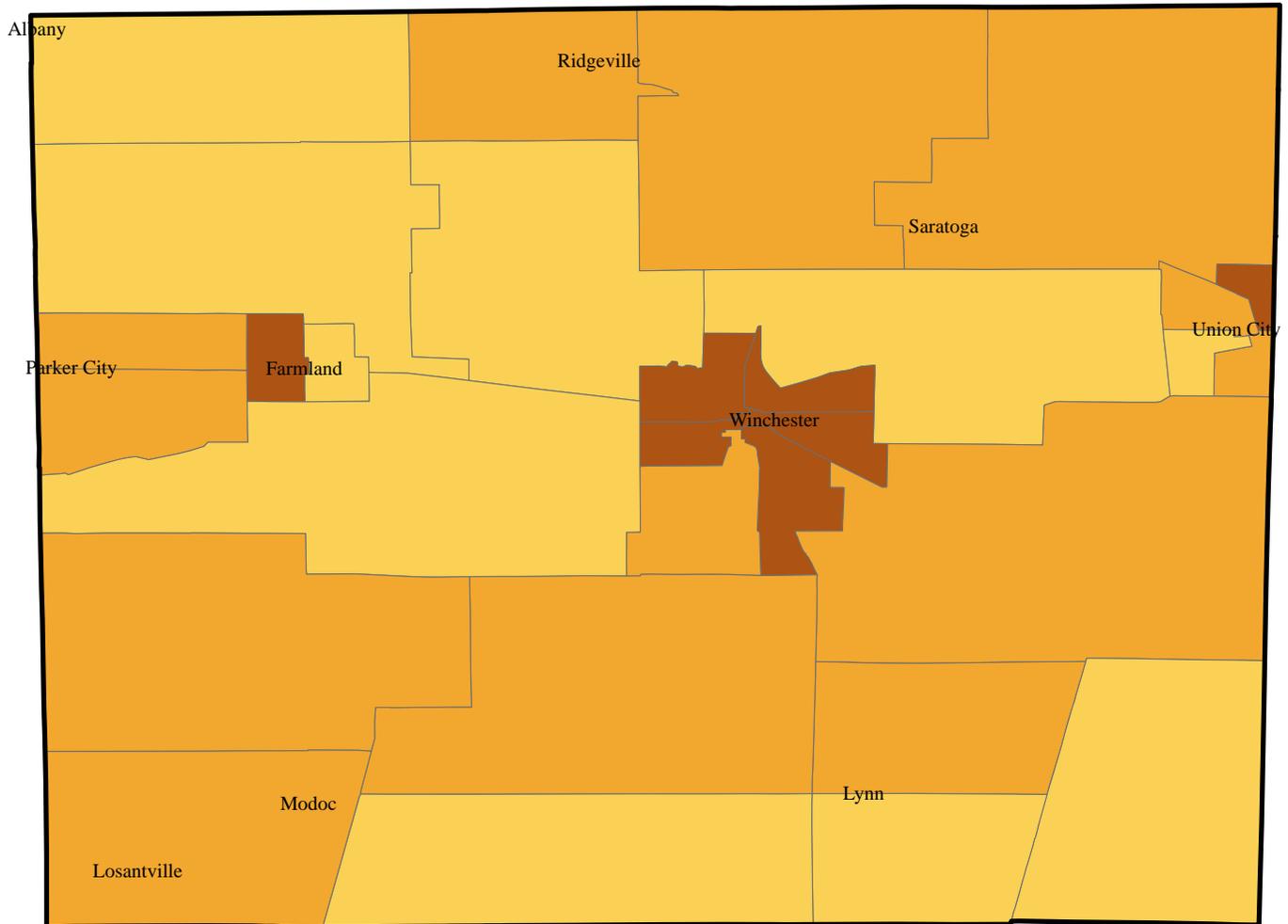


Source: 1990 & 2000 Census Bureau & STATS Indiana

**Age**

Exhibit II.53 illustrates the density of persons aged 65 and older by Census block group. In Randolph County there is not a high density group of persons aged 65 and older. Areas of moderately high older adults are found near the cities of Farmland, Winchester, and Union City. The remainder of the region has a low older adult population density.

According to the 2000 statistics from the U.S. Census, the largest age cohort in 2000 was between age 25 and 44, constituting 27.3 percent of the population. The second largest age group was 45 to 64 year olds (21.8 percent). Approximately 24.7 percent of the population in Randolph County was under age 18, while 17.6 percent was age 65 or older. The distribution indicates that the county has a relatively young population.



**Region 3 Blockgroups**

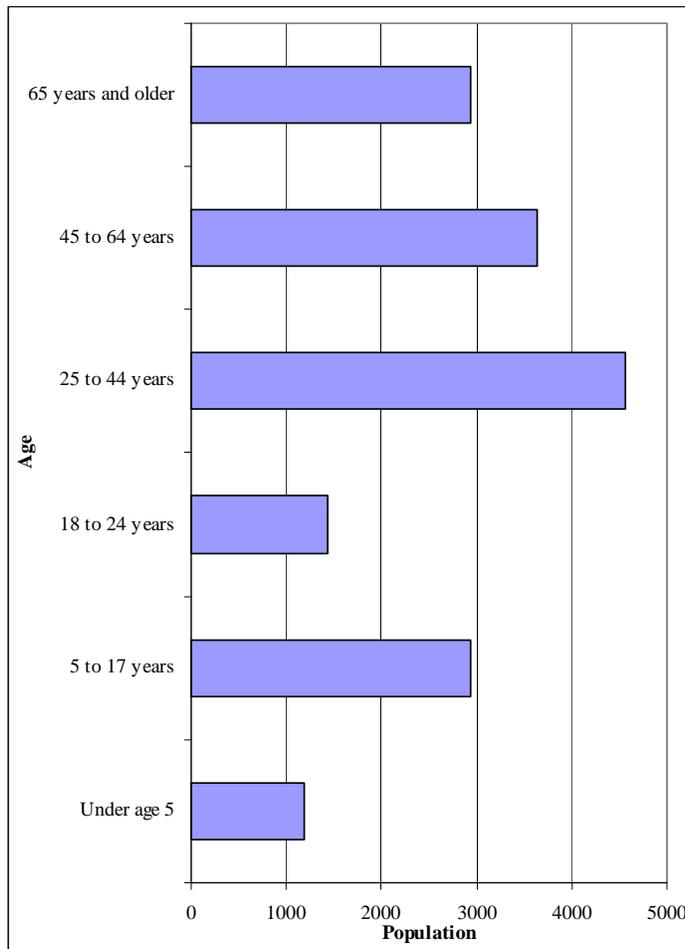
- 0% - 8.9%
- 8.901% - 12.99%
- 13% - 18.79%
- 18.8% - 27.11%
- 27.12% - 100%



Exhibit II.53: Population 65 and Over As a percent of total population

Randolph County

**Exhibit II.54: Population by Age**

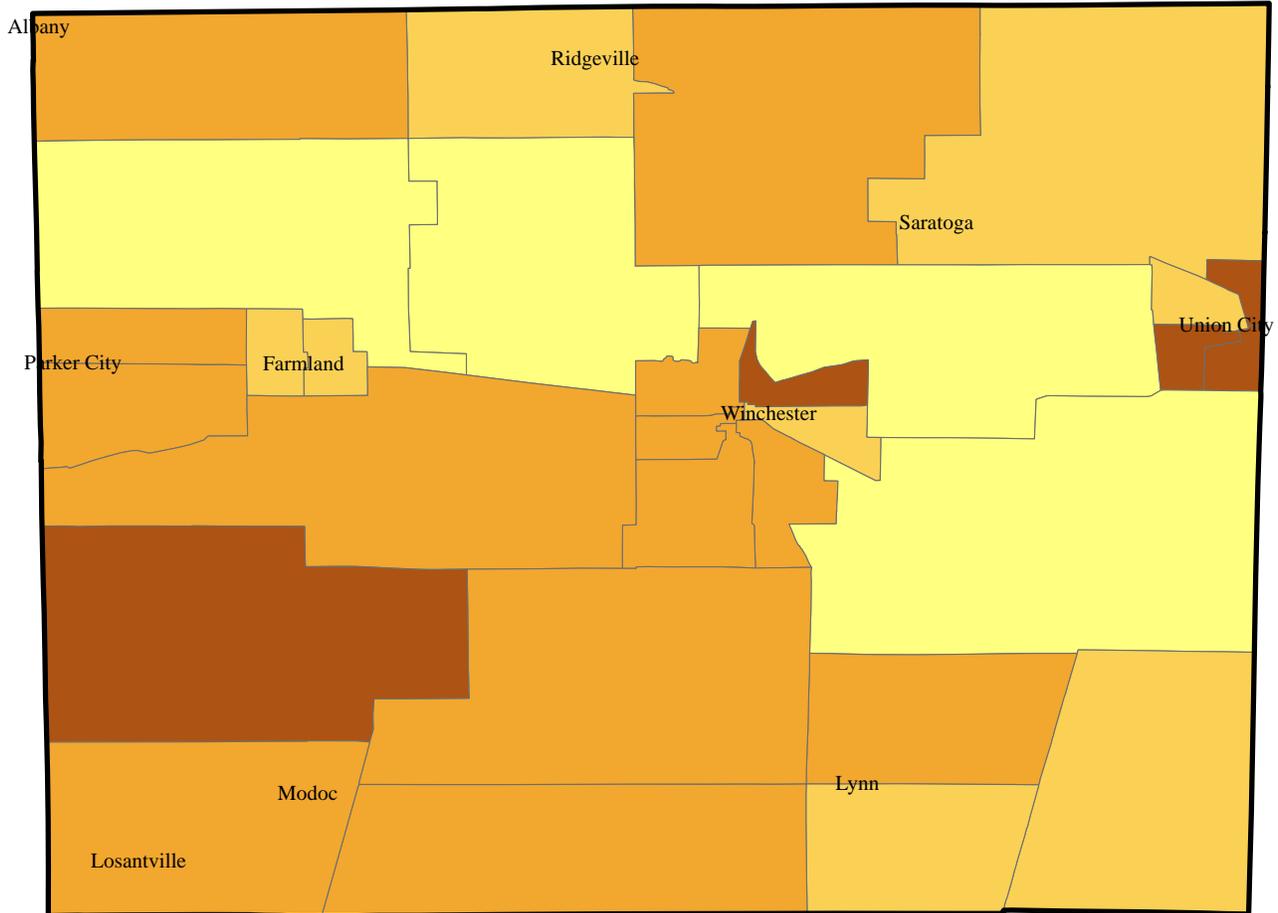
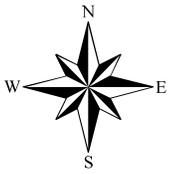


Source: 2000 US Census Data

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 10,937 total households in Randolph County. Exhibit II.55 illustrates the density of households below the poverty level per square mile. In Randolph County there are no areas having a high density of households below the poverty level. Areas of moderate density of households below the poverty level (15.58 – 27.75 percent) exist in and around Union City, northeast of Winchester, and south of Farmland. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

-  0% - 6.2%
-  6.201% - 9.365%
-  9.366% - 15.57%
-  15.58% - 27.75%
-  27.76% - 100%



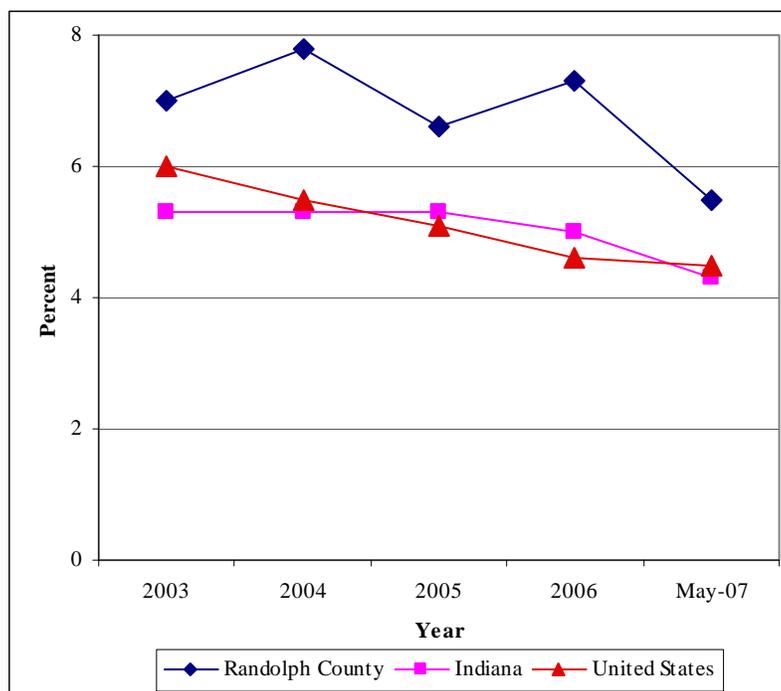
Exhibit II.55: Households Below Poverty As a percent of total households

Randolph County

## Industry and Labor Force

The 2006 Randolph County labor force consisted of 13,003 individuals according to the U. S. Bureau of Economic Analysis and the Indiana Department of Workforce Labor. The county's unemployment rate reached a high in 2004 of 7.8 percent, more than the State of Indiana and the national unemployment rate. Since 2004, the unemployment rate for Randolph County has varied and remained higher than the state and national levels. Exhibit II.56 illustrates a comparison of the unemployment rates in the county, the State of Indiana, and the national rate.

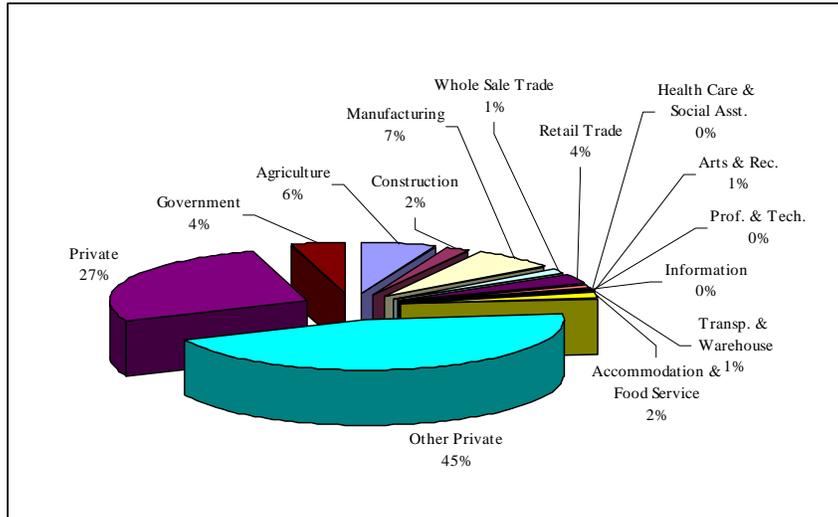
**Exhibit II.56: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

'Nonfarm/Other Private' sector was the largest industry in the region with 10,006 employees in 2005. 'Private' sectors were the second largest employer (8,599 employees) and 'Manufacturing' was the largest private employer. Reportedly, 2,236 workers were employed by the 'Manufacturing' industry. Exhibit II.57 is an illustration of the employment by industry.

**Exhibit II.57: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The 'Nonfarm/Other Private' sector had the highest reported total wages of 2005 earning \$324,987. 'Private' and 'Manufacturing' employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.58). 'Information' and 'Arts and Recreation' reported the lowest total wages for 2005. 'Professional and Technical Service' and 'Health Care and Social Assistance' did not have county data information available due to Bureau of Economic Analysis non-disclosure requirements. The table in Exhibit II.58 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.58: Employment by Industry**

Employment	Annual Earnings
Other Private	\$ 324,987
Private	\$ 270,954
Manufacturing	\$ 109,240
Government	\$ 54,033
Wholesale Trade	\$ 22,386
Construction	\$ 20,922
Agriculture	\$ 19,027
Retail Trade	\$ 17,280
Transportation and Warehouse	\$ 8,915
Accommodation and Food Service	\$ 5,807
Information	\$ 2,070
Arts & Rec.	\$ 1,705
Prof. and Tech.	\$ *
Health Care and Social Asst.	\$ *

\*County data not available due to BEA non-disclosure requirements.

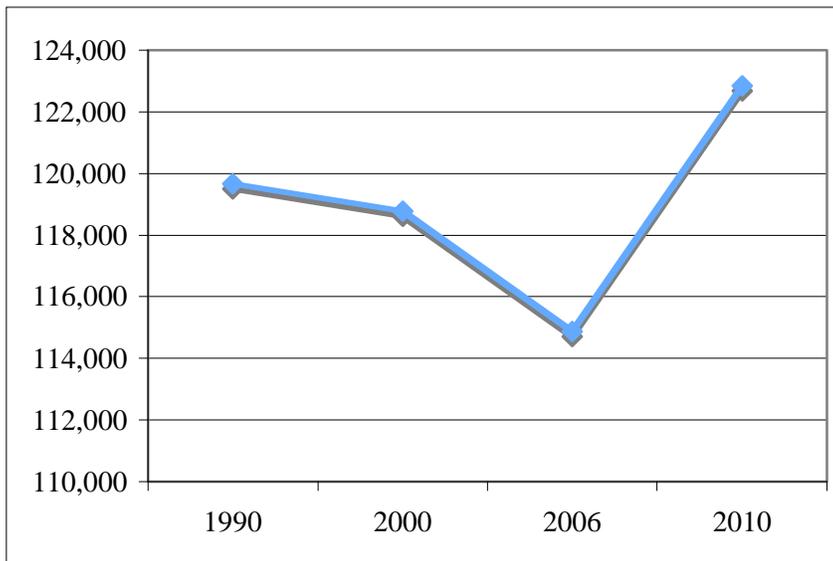
Source: US Bureau of Economic Analysis

**Delaware County**

**Population Growth**

The total population of Delaware County in 2006 was 114,879 persons, a decrease from the 2000 Census population of 118,769. The State of Indiana Business Research Center is projecting a population of 122,851 for Delaware County in 2010, an increase of one percent from 2006. Exhibit II.59 illustrates the historical and projected population trends for Delaware County through the year 2010.

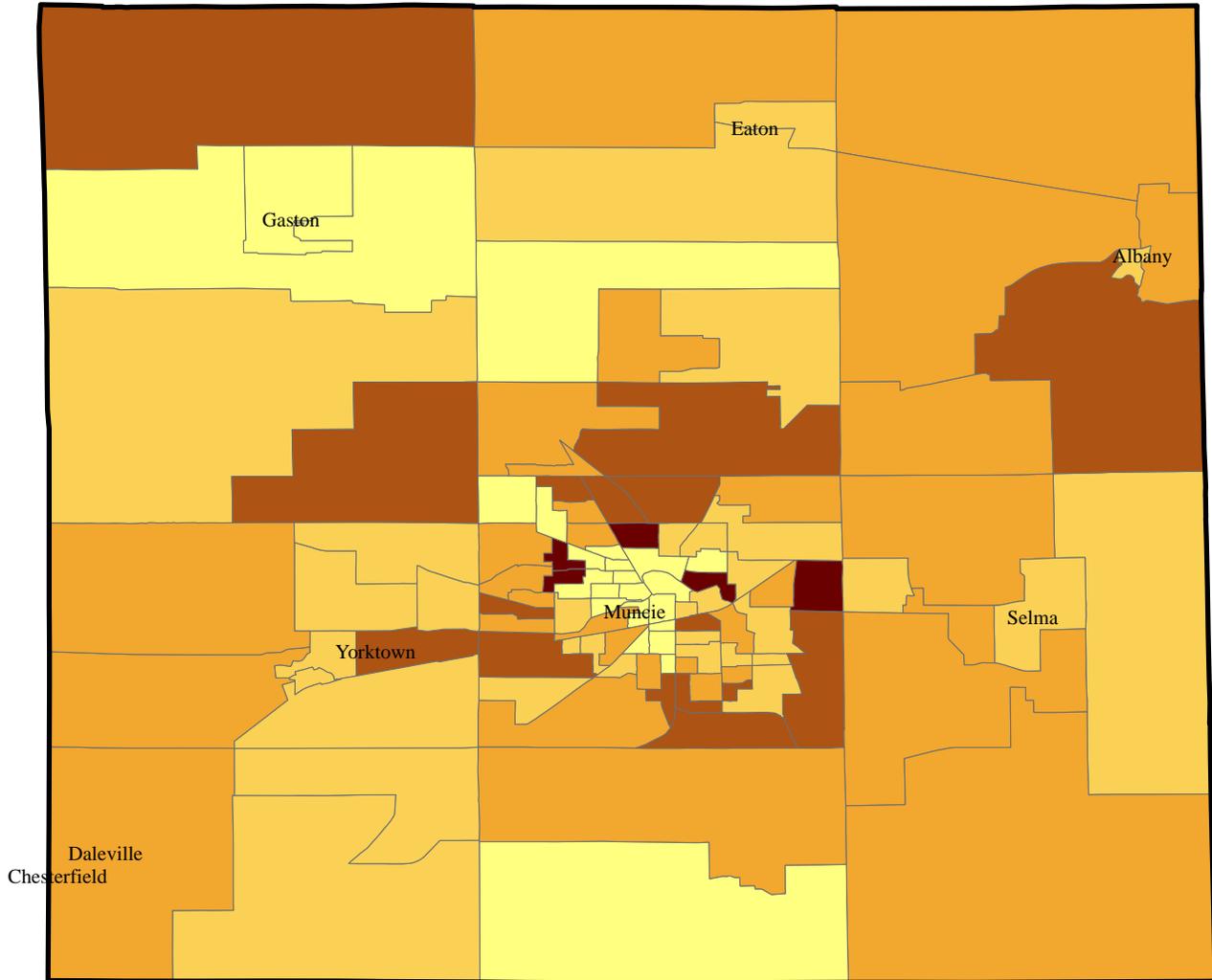
**Exhibit II.59: Population Trends**



Source: 1990 & 2000 Census Bureau & STATS Indiana

**Age**

Exhibit II.60 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of residents aged 65 and older (27.12 – 100 percent) are in the surrounding areas of Muncie. Areas of moderately high and moderate density of older adults are found around the central and surrounding areas of Muncie, along the northern county line, the southeast and southwest quadrant. The remainder of the region has a low to very low older adult population density.



**Region 3 Blockgroups**

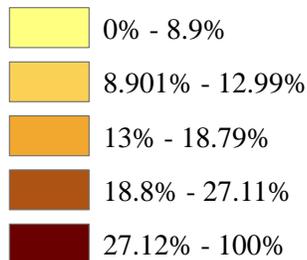
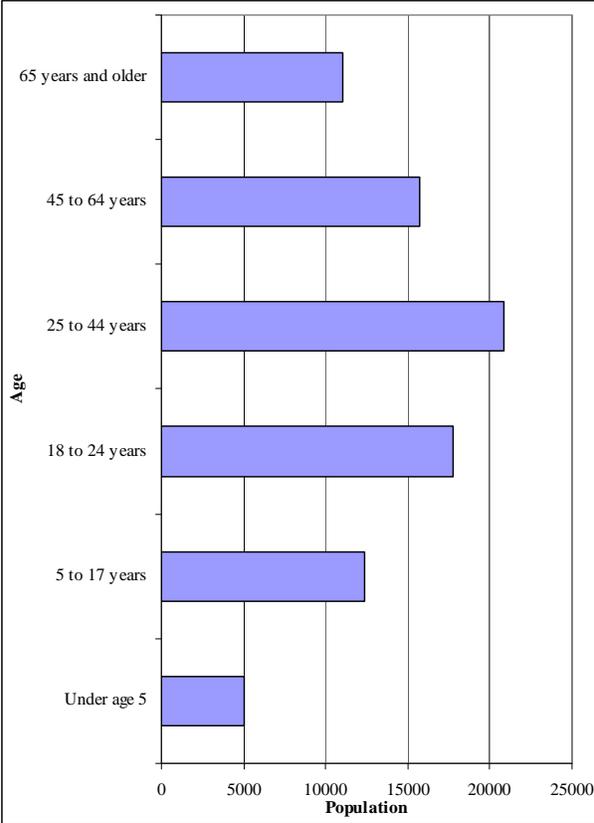


Exhibit II.60: Population 65 and Over As a percent of total population

Delaware County

According to the 2000 statistics from the U.S. Census, the largest age cohort was between age 25 and 44, constituting 25.2 percent of the county’s population. The second largest age group was 18 to 24 year olds (21.5 percent). Approximately 21.1 percent of the population was under age 18, while 13.3 percent was age 65 or older. The distribution indicates that the county has a relatively younger population with a higher percentage of young persons.

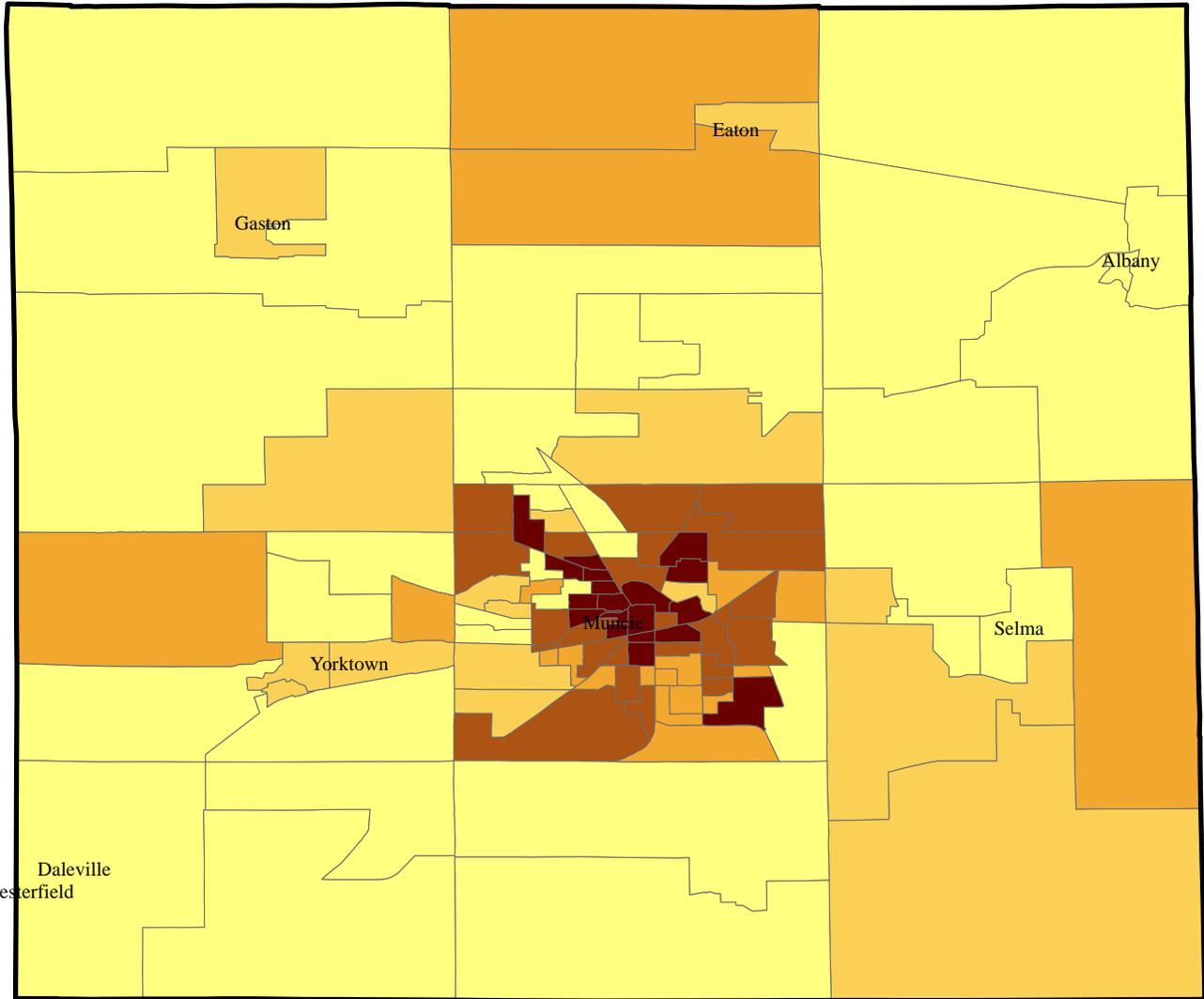
**Exhibit II.61: Population by Age**



Source: 2000 US Census Data

**Economic Profile**

The U.S. Census Bureau reported in 2000 that there were 47,131 total households in Delaware County. Exhibit II.62 illustrates the density of households below the poverty level per square mile. Areas having a high density (27.76 – 100 percent) of households below the poverty level were found in the central and surrounding areas of Muncie. Areas of moderate density of households below the poverty level (15.58 – 27.75 percent) were also in and around the city of Muncie. The remainder of the region has a low density of households below the poverty level.



**Region 3 Blockgroups**

-  0% - 6.2%
-  6.201% - 9.365%
-  9.366% - 15.57%
-  15.58% - 27.75%
-  27.76% - 100%



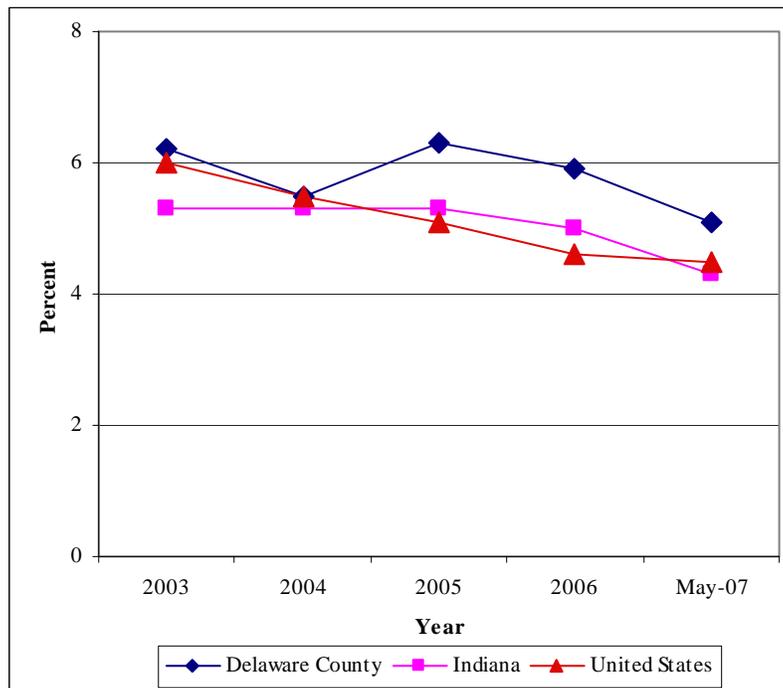
Exhibit II.62: Households Below Poverty As a percent of total households

Delaware County

## Industry and Labor Force

The 2006 Delaware County labor force consisted of 57,609 individuals according to the U. S. Bureau of Economic Analysis and the Indiana Department of Workforce Labor. Since 2003, Delaware County's unemployment rate has varied reaching a high in 2005 of 6.3 percent, more than the State of Indiana and the national unemployment rate. Exhibit II.63 illustrates a comparison of the unemployment rates in the county, the State of Indiana, and the national rate.

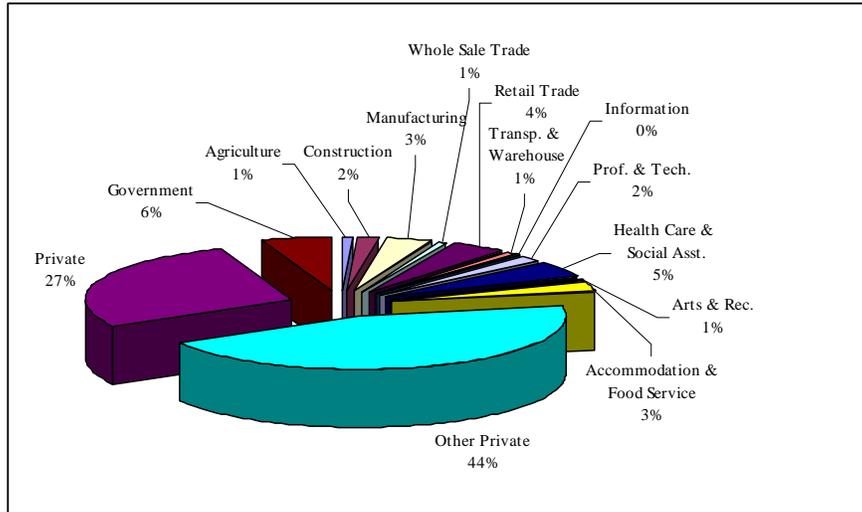
**Exhibit II.63: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

'Nonfarm/Other Private' sector was the largest industry in the region with 62,639 employees in 2005. 'Private' sectors were the second largest employer (51,983 employees) and 'Government' was the third largest. Reportedly, 10,656 workers were employed by the 'Government' industry. In addition, "Health Care and Social Services" employed 9,810 employees in 2005. Exhibit II.64 is an illustration of the employment by industry.

**Exhibit II.64: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The 'Nonfarm/Other Private' sector had the highest reported total wages of 2005 earning \$2.3 million. 'Private' and 'Government' employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.65). 'Agriculture' and 'Arts and Recreation' reported the lowest total wages for 2005. The table in Exhibit II.65 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.65: Employment by Industry**

Employment	Annual Earnings
Other Private	\$ 2,296,095
Private	\$ 1,778,980
Government	\$ 517,115
Health Care and Social Asst.	\$ 462,716
Manufacturing	\$ 412,824
Retail Trade	\$ 160,104
Construction	\$ 123,782
Prof. and Tech.	\$ 114,480
Accommodation and Food Service	\$ 66,918
Wholesale Trade	\$ 64,279
Transportation and Warehouse	\$ 49,700
Information	\$ 18,775
Agriculture	\$ 14,559
Arts & Rec.	\$ 10,063

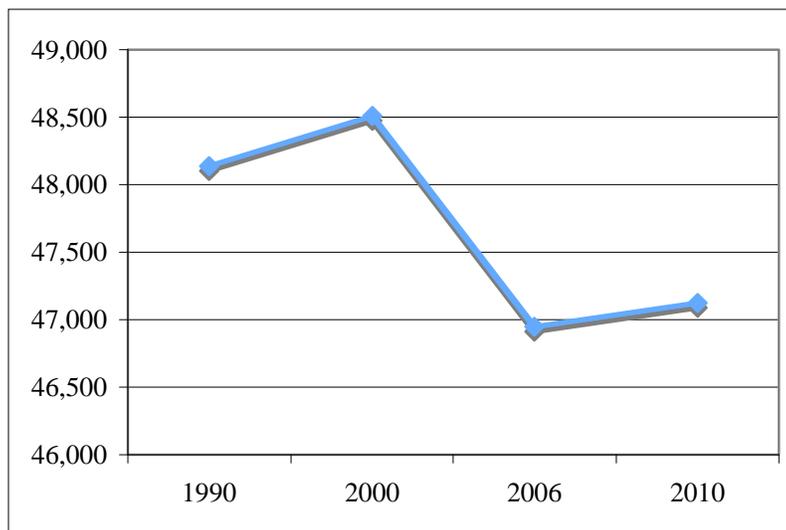
Source: US Bureau of Economic Analysis

Henry County

**Population Growth**

The total population of Henry County in 2006 was 46,947 persons. This is a decrease from the 2000 Census population of 48,508. The State of Indiana Business Research Center is projecting continued decline in population for Henry County. The projected population for 2010 is 47,123, an increase of one percent from 2006. Exhibit II.66 illustrates the historical and projected population trends through 2010.

**Exhibit II.66: Population Trends**

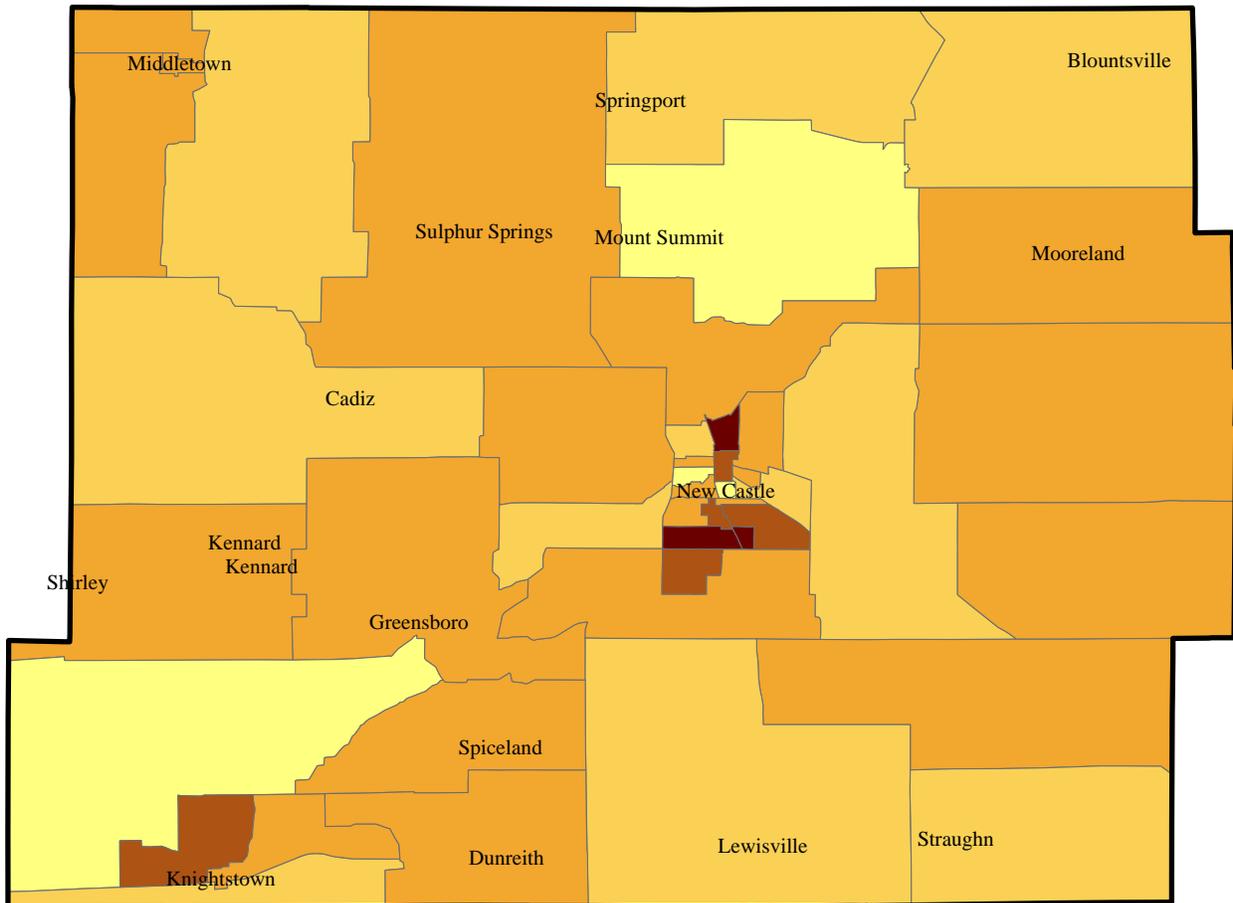


Source: 1990 & 2000 Census Bureau & STATS Indiana

**Age**

Exhibit II.67 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of residents aged 65 and older (27.12 – 100 percent) are in and around the City of New Castle. Areas of moderately high older adults are found around in the areas around the City of New Castle and north of Knightstown.

According to the 2000 statistics from the U.S. Census, the largest age cohort for Henry County in 2000 was between age 25 and 44, constituting 28.9 percent of the county’s population (see Exhibit II.68). The second largest age group was 45 to 64 year olds (21.5 percent). Approximately 24.7 percent of the population in Henry County was under age 18, while 16.6 percent was age 65 or older. The distribution indicates that the majority of the county’s population was in the working age groups and moving toward the age for retirement.



**Region 3 Blockgroups**

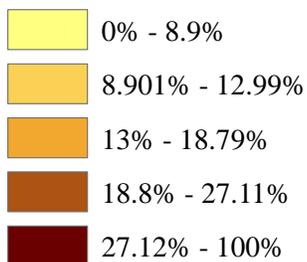
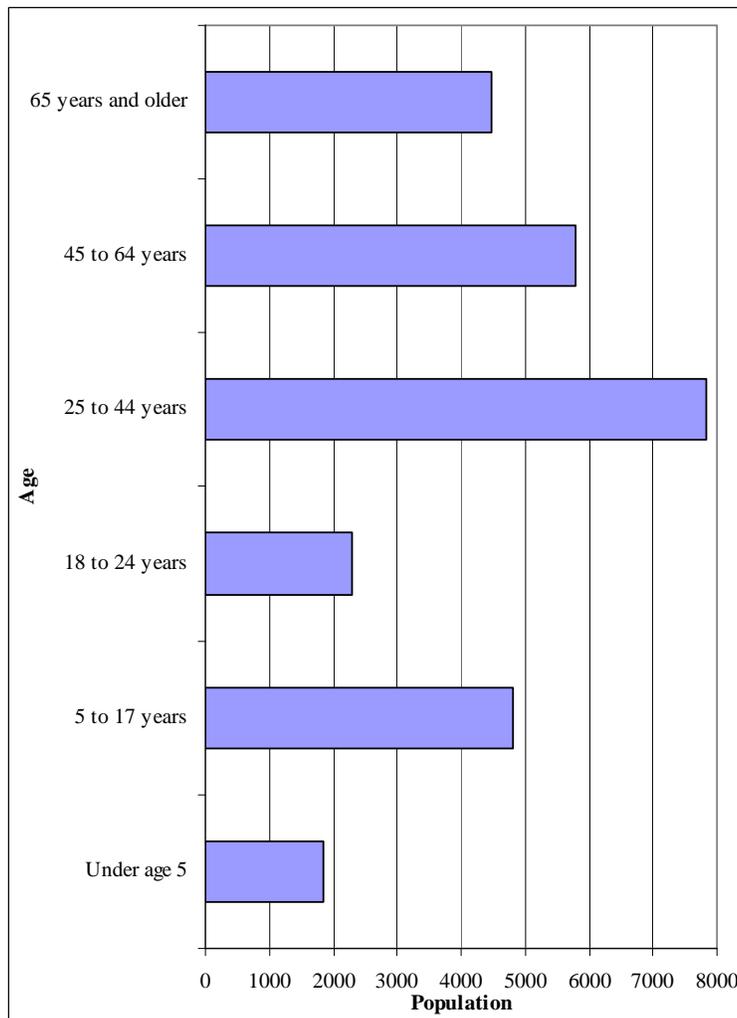


Exhibit II.67: Population 65 and Over As a percent of total population

Henry County

**Exhibit II.68: Population by Age**

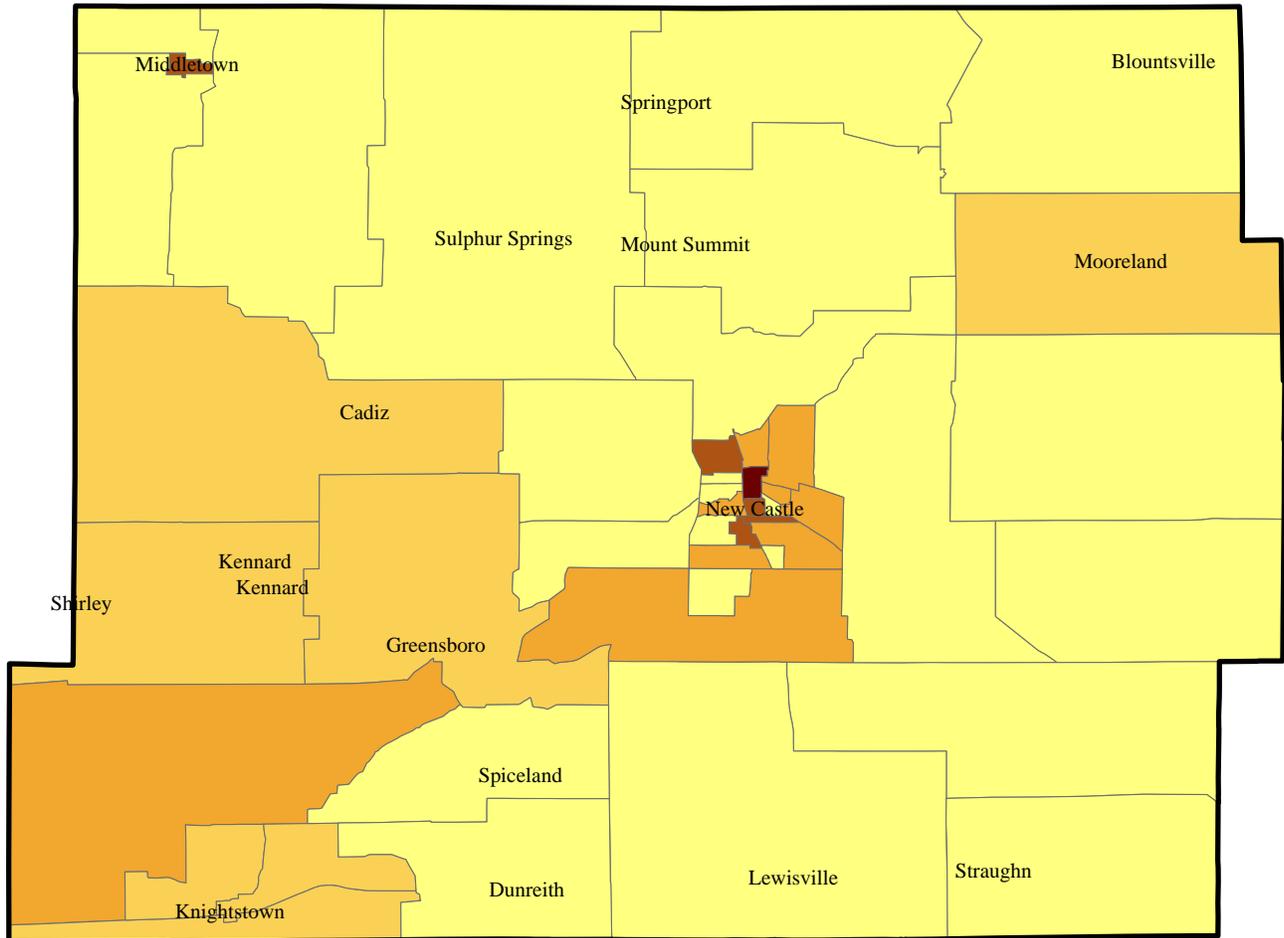
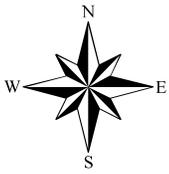


Source: 2000 US Census Data

**Economic Profile**

*Employment and Income*

The U.S. Census Bureau reported in 2000 that there were 19,486 total households in Henry County. Exhibit II.69 illustrates the density of households below the poverty level per square mile. Areas having a high density (27.76 – 100 percent) of households below the poverty level were found in the central sections of New Castle. Areas of moderate density of households below the poverty level (15.58 – 27.75 percent) exist in the central section of New Castle and Middletown. The remainder of the region had low to very low densities of households below the poverty level.



**Region 3 Blockgroups**

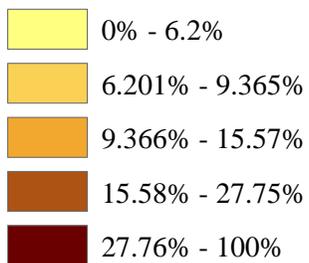


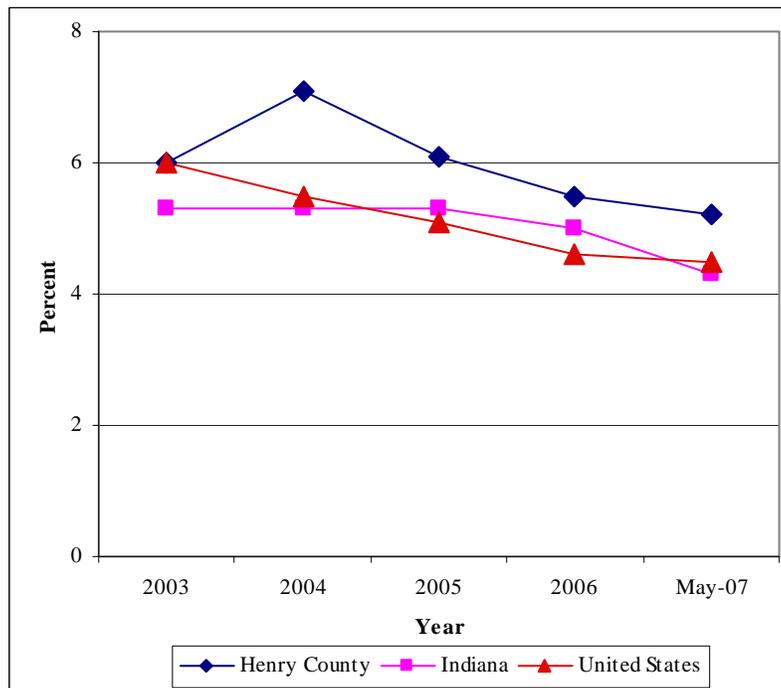
Exhibit II.69: Households Below Poverty As a percent of total households

Henry County

## Industry and Labor Force

The 2006 Henry County labor force consisted of 22,988 individuals according to the U. S. Bureau of Economic Analysis and Indiana Department of Workforce Development. The county's unemployment rate reached a high in 2004 of 7.1 percent. Since 2004, the unemployment rate for Henry County has steadily increased but remained higher than the State and National levels. Exhibit II.70 illustrates a comparison of the unemployment rates in the county, the State of Indiana, and the national rate.

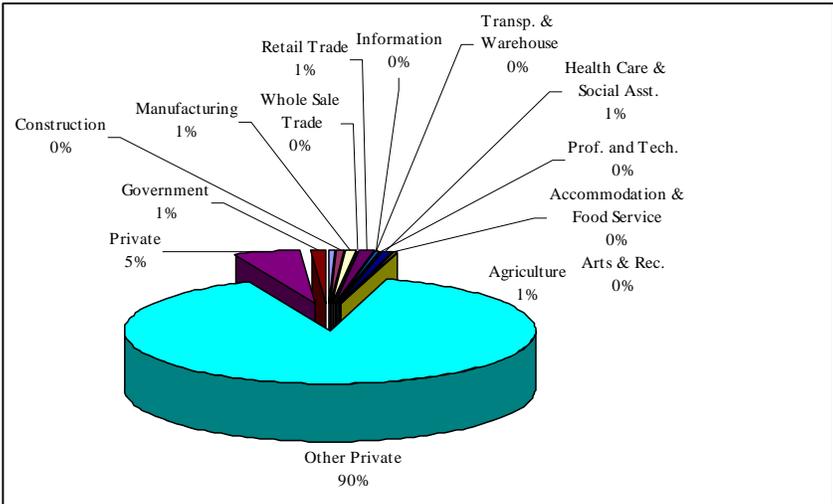
**Exhibit II.70: Comparison of Unemployment Rates**



Source: Bureau of Labor Statistics

'Nonfarm/Other Private' sector was the largest industry in the region with 19,501 employees in 2005. 'Private' sectors were the second largest employer (15,771 employees) and 'Government' was the third largest. Reportedly, 3,730 workers were employed by the 'Government' sector. In addition, 2,980 people were employed by the 'Retail Trade.' Exhibit II.71 is an illustration of the employment by industry.

**Exhibit II.71: Employment by Industry**



Source: U.S. Bureau of Economic Analysis, 2005

The ‘Nonfarm/Other Private’ sector had the highest reported total wages of 2005 earning \$612,037. ‘Private’ sector had the second highest wages and ‘Manufacturing’ employment reported highest total wages within the private sector, according to the U.S. Bureau of Economic Analysis (see Exhibit II.72). ‘Information’ and the ‘Arts and Recreation’ employment earned the lowest annual incomes. The table in Exhibit II.72 outlines the total wages earned by industry. Wages are listed in thousands of dollars.

**Exhibit II.72: Employment by Industry**

Employment	Annual Earnings
Nonfarm/Other Private	\$ 612,037
Private	\$ 457,802
Manufacturing	\$ 166,064
Government	\$ 154,235
Retail Trade	\$ 58,431
Health Care and Social Asst.	\$ 55,618
Construction	\$ 38,486
Wholesale Trade	\$ 21,762
Prof. and Tech.	\$ 13,815
Accommodation and Food Service	\$ 11,459
Transportation and Warehouse	\$ 10,772
Agriculture	\$ 10,529
Information	\$ 8,053
Arts & Rec.	\$ 2,281

Source: US Bureau of Economic Analysis

## SUMMARY

The population of the nine county region has declined from 2000 to 2006. This trend is expected to continue, as the Census Bureau has projected continued decline by the year 2010 for most counties.

The region has a young population - the region's age distribution indicates that it has a relatively young population with a higher percentage of young persons as compared to the State of Indiana (35.5 percent of population age 24 and under for 2005) and a lower percentage of the population age 65 and older (12.4 percent) population for the State of Indiana in 2005.

Some 121,242 persons in the nine county region reported that they had some type of disability in 2000. This means that 38 percent of the region's population reported having some type of disability. Disabilities include sensory, mental, physical, and self-care limitations. About one third of this population normally relies on public transportation services.

Other segments of the population that also usually rely on public transportation services are households below poverty level and households without an automobile. Areas having a high density (27.76 – 100 percent) of households below the poverty level were found in the central sections of Muncie, New Castle, Anderson, and Marion. There are 16,429 households in the region that have no available vehicle. This is 13 percent of all the households in the region, a relatively high percentage. The block groups with the highest densities of zero-vehicle households are found in the central sections of Muncie, Anderson, Marion, and south and southwest of Monroe in Adams County.

The labor force in this nine county region consisted of 251,183 individuals in 2006 according to the Indiana Department of Workforce Development. The average unemployment rate in May 2007 was 5.1 percent, a rate higher than the State of Indiana's May 2007 unemployment rate of 4.3 percent. The region's unemployment rate has been consistently higher than the rate for Indiana since 2003.

The 'Nonfarm/Other Private' sector was the largest industry in the region with 323,111 employees in 2006. Other 'Private' trades were the second largest employer (201,396 employees) and 'Manufacturing' was the third largest. The 'Other Private' sector also had the highest reported total wages of 2006 for any one sector of employment.

Major trip generators in the region include hospitals and medical facilities, human service agencies, and employment centers, in order of frequency.

## Summary

**III. COMMUNITY OUTREACH  
AND INVENTORY OF  
SERVICES**

### III. COMMUNITY OUTREACH AND INVENTORY OF SERVICES

The nine county region is located in east-central Indiana. A comprehensive survey instrument designed after the *Framework for Action*, was sent to over 262 local government entities, agencies, and transportation providers to gain information on existing transportation programs and services. The survey was available online at [http://www.sndayton.com/INDOT\\_coordination\\_survey](http://www.sndayton.com/INDOT_coordination_survey), as well as via fax or U.S. mail upon request. A copy of the request for participation that was distributed statewide local meeting announcements and agendas, a copy of the RTAP newsletter posting, a complete list of agencies and organizations to which a request to complete the on-line survey was sent, and the organizations that responded is provided in the Appendix. Transportation providers were also notified of the requirement for participation in the survey at annual transportation planning meetings with INDOT.

The following agencies in the region participated in the survey:

- ACTION, Inc. of Delaware and Grant Counties
- Adams County Council on Aging
- Bi-County Services, Inc.
- Carey Services
- City of Marion Transportation
- Community Transport Services, LLC.
- Delaware-Muncie Metro. Planning Commission
- Eaton EMT
- Hillcroft Services
- Henry County Highway
- Jay-Randolph Developmental Services
- Mickey's Taxi
- Madison County Council of Governments
- Meridian Services
- Muncie Indiana Transit System
- New Castle Community Transit
- Partners for Community Impact
- TeamWork for Quality Living
- Wells County Council on Aging (WCCOA)
- WorkOne

In addition to these agencies, Madison County Council of Governments, City of Anderson Transit System and Muncie Indiana Transit System are involved in the local Metropolitan Planning Organization (MPO) coordinated transportation plans recently completed by their respective planning commissions. We have included the operating data and

performance measurements for these transit systems in an effort to provide a complete picture of transportation in the region. Additional information about these organizations will be provided in the MPO coordinated transportation plans.

#### **GENERAL DESCRIPTION OF AREA TRANSPORTATION PROVIDERS**

Human service and public transportation agencies that responded to the survey and provide transportation in the region are described below.

Eligibility to apply to INDOT for grant funding under Section 5316 and 5317 are limited to:

- Public entities providing public transit services; and,
- Private, nonprofit entities designated by county commissioners to provide public transit services.

Eligible applicants for Section 5310 funding include private, nonprofit organizations and public bodies that coordinate specialized transportation services.

Any of the following organizations that do not qualify as eligible applicants for grant funding could partner with an eligible applicant to achieve the coordinated transportation goals.

#### **Organization Summaries**

##### **Carey Services, Inc.**

Carey Services is a nonprofit, public social service agency located in Marion. The agency provides the following services for consumers in Grant, Blackford, Cass, and Wabash Counties:

- ◆ Transportation
- ◆ Health Care
- ◆ Day Treatment
- ◆ Employment
- ◆ Rehabilitation Services
- ◆ Job Placement
- ◆ Residential Facilities

The above noted services are available to Carey Services consumers. Demand response transportation is provided to consumers for casual appointments and attending daily program activities. Carey Services staff provide client transportation using multiple modes including; agency staff driving personal and agency owned fleet vehicles, reimbursement of mileage or automobile expenses paid to employees, consumers, families,

#### **General Description of Area Transportation Providers**

**General Description  
of Area  
Transportation  
Providers**

or friends, and information and referral about other community transportation resources.

Carey Services operates a fleet of 24 vehicles. Nine vehicles are sedans, two are minivans, seven vehicles are modified vans, and six are 15-passenger vans. Seven vehicles are wheelchair accessible.

Drivers provide curb-to-curb service. Personal care attendants or escorts are also provided to those passengers who require such services. Hours of operation are Monday through Friday, 5:30 AM to 6:30 PM. There are no advance reservation requirements.

The agency transported 58 different individuals between July 2006 and May 2007. There is no fare for transportation.

The FY2006 transportation operations revenues totaled \$56,243.76. Approximately 72 percent of revenue was provided through third party reimbursements in 2006, and the remaining revenue was provided by the United Way. During FY2007, reimbursements from third parties were reduced from \$40,000 to \$5,000.

Total transportation operating expenses in FY06 were \$197,027.10. Therefore, approximately 140,000 in transportation expenses is absorbed by other agency programs.

Carey Services indicated, like many other organizations, that more funding is the most necessary enhancement to improve personal mobility for the general public and agency consumers in the service area. The agency currently coordinates by providing information and referrals to local transportation providers. However, schedule and limited availability of accessible vehicles is the greatest obstacle to coordinating transportation. Many of Carey Services consumers are not able to transfer between vehicles or to utilize non-accessible vehicles. Options are limited for individuals who need accessible transportation.

In general, the governing board of Carey Services perceives real and tangible benefits to coordinating transportation.

**Eaton EMT**

Eaton EMT is a for-profit transportation provider in Delaware County. The organization provides door-to-door, general public transportation 24-hours a day, 7-days a week. The primary trip purpose is for medical transportation, including Medicaid.

**General Description  
of Area  
Transportation  
Providers**

Eaton EMT operates a fleet of 26 vehicles including 19 wheelchair accessible vans and seven sedans. Fares are \$20 per one-way trip for ambulatory passengers and \$30 per trip for passengers using a wheelchair and personal care attendant.

During FY2006, Eaton EMT reported 1.2 million miles traveled, and 45,000 one-way trips.

**Hillcroft Services**

Hillcroft Services is a private nonprofit social service agency that serves Delaware, Henry, Grant, Jay, Madison, Randolph, Huntington, Blackford, and Wabash Counties. The agency provides transportation and a variety of other services to its' consumers, including:

- ◆ Social Services,
- ◆ Day Treatment
- ◆ Job Training
- ◆ Employment
- ◆ Rehabilitation Services
- ◆ Diagnosis/Evaluation
- ◆ Job Placement
- ◆ Residential Facilities
- ◆ Screening
- ◆ Information and referral
- ◆ Recreation/Social Activities
- ◆ Housing

Eligibility for services is determined by Indiana guidelines for Medicaid, Bureau of Developmental Disabilities, Vocational Rehabilitation, and First Steps.

Hillcroft Services coordinates with Marion City Bus, Lifestream, MitsPlus, MITS, and Nifty Lift and CATS in Anderson through information and referral, and joint training. It does not have contracts with the local public transportation providers and Hillcroft consumers are responsible for paying the fare directly. Longer hours and/or more days of service are the most frequently indicated unmet transportation needs for Hillcroft Services consumers.

Hillcroft operates a fleet of nine vehicles. The hours of transportation operation are seven days per week, but vary each day depending on need. Hillcroft indicated that it does not have enough vehicles to meet consumer needs and it is unable to assist other agencies. Furthermore, use of vehicles is restricted.

**General Description  
of Area  
Transportation  
Providers**

The governing board of the organization has had weak participation in coordination activities. However, it realizes the perceived benefits to coordinating services could include fulfillment of local needs, sustainability, accessibility, and community ownership and empowerment.

**Meridian Services**

Meridian Services is a nonprofit community mental health center in Delaware, Henry, Jay, Randolph, Wayne, Fayette, grant, Blackford, Union, and Franklin counties. It also operates in counties outside of this region including, Wayne, Fayette, Union, Franklin, and Marion Counties. Organization functions include:

- ◆ Transportation
- ◆ Health Care
- ◆ Counseling
- ◆ Day Treatment
- ◆ Employment
- ◆ Rehabilitation Services
- ◆ Diagnosis/Evaluation
- ◆ Residential Facilities
- ◆ Housing

Meridian Services provides demand response transportation services, and purchases transportation for agency consumers. Client transportation is provided using agency vehicles. Both agency employees and designated transportation operators use agency vehicles. Also, agency employees operate personal vehicles and are reimbursed for mileage or auto expenses. Meridian Services also provides information and referral about other community transportation resources.

Meridian Services reports having a fleet of 9 vehicles. Six of these are based at group homes, and 3 are used to transport clients. The 3 include 2 standard 15 passenger vans and one modified lift equipped van. The lift equipped van is located in Richmond and serves Wayne and Fayette counties.

Drivers carry pagers and cellular telephones. Curb-to-curb service is provided Monday through Friday between 8:00 AM and 5:30 PM. Consumers are requested to develop transportation schedules in advance with agency staff. However, last minute reservations are accommodated when space is available.

During FY 2006, Meridian Services provided 7,772 unduplicated passenger trips for 410 consumers. Meridian does not collect passenger fares or donations.

Agency transportation expenses and revenues are part of each agency program that utilizes a vehicle. Therefore, a true analysis of inner-agency transportation expenses was not available.

In FY 2006, Meridian Services did make third party payments to HC Transport (\$150 per month or a total of \$1800 for the year) to transport clients in Wayne County. However, HC Transport cancelled its contract with Meridian. Meridian could not find another provider to contract with so they hired a van driver and became a demand responsive Medicaid transportation provider for its clients. Additionally, Meridian does purchase individual trip passes from the Richmond bus system.

Taxis and other private transportation providers are the most useful personal mobility options in the service area. However, longer hours and more days of service are needed to improve transportation options. Meridian currently coordinates transportation information and referral, joint dispatching, and service brokerage activities with other local providers including: Community Transport in Winchester; Eaton EMT; New InterUrban, New Castle Community Transit; and the Henry County Sheriff's department.

Insurance and liability concerns, billing/accounting issues, and unique characteristics of client populations are barriers most commonly encountered with coordination. The restrictions placed on use of vehicles, however, is the most significant barrier.

More connections within counties and more available employment transportation options in evenings and on weekends are the most needed enhancements for public transportation service in the region.

Meridian services administration realizes the real and tangible benefits of shared finances, shared maintenance expenses, and limiting duplication that could result from coordination.

Meridian Services indicated that transportation has been a major issue for the agency over the years, and continues to be so. Lack of transportation has prevented some individuals from participating in certain agency programs as well as employment opportunities. The agency has spent numerous staff hours bringing children to programs because they have no other means of transportation. Parents who do not live close to a MITS bus line and do not have reliable personal transportation have difficulty attending groups, therapy, and case management sessions at Meridian.

**General Description  
of Area  
Transportation  
Providers**

**General Description  
of Area  
Transportation  
Providers**

One of the services provided by Meridian is a child and adolescent program. The summer program is a partial hospital program in Muncie that provides structure for consumers during summer months.

Transportation is a challenge because of mandates for a legal guardian to travel with the child when using agency transportation. Many of the legal guardians have multiple children and in order for the agency to transport any child to a program or day care, the legal guardian must bring all of the children in the family on the vehicle to ride with the child attending the program. Furthermore, agency drivers are not permitted to leave the vehicle to provide door-to-door service at child-care centers if other individuals are already on the vehicle. Therefore, there is no one available to meet the child at the door and bring him or her to the vehicle. At times, these regulations are a barrier to transporting children and become a barrier to parents who rely on public transportation to and from child-care and employment.

Persons with disabilities are also served by Meridian Services. The primary challenge identified for transporting this population is for employment. Many employment opportunities, including those at Meridian, are at hours that make it difficult for consumers to either get to the job or to get home. This has been a barrier to employment for many years.

**Madison County Council of Governments**

Madison County Council of Governments (MCCOG) is a publicly sponsored transit agency serving Madison County. The transportation service is Transportation for Rural Areas of Madison County (TRAM). TRAM provides demand response transportation in Madison County, except Anderson. It also purchases transportation on behalf of clients or the general public from other service providers. It does not directly provide transportation.

TRAM hours of operation are 8:00 AM to 4:00 PM, Monday through Friday. It employs three full-time transit operators, and two full-time transit administrators. The agency operates four vehicles during peak and off-peak hours. There were 15,148 total passenger boardings in 2006. The agency reported 182,372 revenue vehicle miles, and 6,530 revenue hours. TRAM purchased a significant portion of its transportation from LifeStream Services, Inc. (New InterUrban). Transportation was purchased on a 'per trip' basis of payment.

Total revenues for demand response transportation were \$290,036. Approximately 39 percent of the transit revenue is provided by local grants. Other sources of revenue include INDOT, the Federal Transit

Administration, and passenger fares. Approximately 85 percent of transportation operating expenses are for purchased transportation and miscellaneous expenses.

Transit fare tables are provided in the following section. Passengers age 60 and older ride on a donation basis only. TRAM also provides a user-side subsidy voucher and a monthly pass.

TRAM believes that the public transit portion of the existing local transportation network provides the most useful personal mobility options in the service area. The agency currently coordinates with LifeStream (New InterUrban) and Hopewell Social Service Agency to provide transportation.

Liability/insurance concerns, turf issues among providers, and the unique characteristics of client populations are the issues encountered to date when attempting to coordinate transportation. More funding is considered to be the most needed enhancement to improve personal mobility.

Furthermore, the organization reported that there is not much willingness for social service agencies to share vehicles and that support for a coordinated transportation effort is weak. It also reported that the perceived benefits to coordination are low. The agency indicated that one possible benefit to coordinated transportation would be for public transportation systems to provide more trips to social service agencies, if funding were made available.

### **Wells County Council on Aging**

Wells County Council on Aging (WCCOA) is a private-nonprofit council on aging located in Bluffton, Indiana. WCCOA provides demand response, general public transportation in Wells County. There are no eligibility requirements to qualify for transportation service.

Agency employees use agency owned fleet vehicles to provide general public transportation. There is a staff designated specifically for transportation. WCCOA operates a fleet of eight vehicles.

Drivers provide door-to-door transportation and are permitted to assist passengers with an unlimited number of packages. Passengers are permitted to travel with their own personal care attendants or escorts. Drivers carry cellular phones and two-way radios for communication.

Hours of operation are Monday through Friday 7:00 AM to 7:00 PM. Customers are requested to make 24-hour advanced reservations. However, last minute requests are accommodated, if space is available.

### **General Description of Area Transportation Providers**

**General Description  
of Area  
Transportation  
Providers**

Between January and December 2006, WCCOA provided 20,451 total passenger trips for 529 individuals. Approximately six percent of those trips were for riders who used a wheelchair.

WCCOA passengers are required to pay a fare for service. The fare structure is provided below. Older adults pay only a donation for trips within the service area.

During FY2006 (July 1, 2006 through June 30, 2007), WCCOA had total transportation revenue of \$281,071. One-quarter of revenue was derived from state government appropriations. Approximately 16 percent was county government appropriations. The remaining revenue was derived from fundraising activities, passenger donations, and grant funds from Title III (Older Americans Act), Medicaid, United Way, and Charitable Foundations.

Transportation operating costs (i.e., fuel, insurance, etc.) were approximately 46 percent of the transportation operating budget. Administration (i.e., costs associated with labor) made up approximately 16 percent, and the remaining revenue was spent on transportation maintenance (facilities and equipment). There were no capital expenses during FY2006.

WCCOA currently participates in joint training activities with other local transportation providers.

**City of Marion Transportation**

City of Marion Transportation is a publicly sponsored transit agency operating under the authority of the local government in Grant County, Indiana. Fixed route transportation, and ADA deviated curb-to-curb service is available to the general public in Marion city limits, plus hourly service to Gas City and Jonesboro. Passengers must pre-qualify for eligibility on paratransit service.

City of Marion Transportation directly provides transportation with vehicles and staff designated specifically for transportation. Passengers pre-purchase tickets for service. Marion Transportation also provides transportation information and referral about other community transportation resources.

The transit agency operates twelve vehicles including, one converted 15-passenger van, nine medium duty buses seating over 22 passengers, and two medium or heavy-duty transit buses. According to the INDOT 2006 Annual Report, all vehicles are wheelchair accessible.

**General Description  
of Area  
Transportation  
Providers**

Drivers provide curb-to-curb service and will assist passenger on/off of the vehicles. Drivers carry two-way radios for communication.

Daily hours of operation are Monday through Friday between 7:00 AM and 5:00 PM. Customers are requested to make 24-hour advance reservations before travel; however, last minute accommodations will be accepted occasionally if space is available.

Between January and December 2005, Marion Transit provided 176,949 passenger trips. Approximately, one percent of those trips were for riders using a wheelchair.

Marion Transportation operates with the fare structure outlined below. Discounts for individuals with disabilities are available. Those qualified individuals with a disability may purchase a 40-ride punch card for \$10.00. Students and senior citizens may purchase one-way tickets for half-price. During off-peak hours between 10:00 AM and 2:00 PM, seniors ride free.

During FY2006, the agency reported 178,434 fixed route passengers. Fixed route vehicles traveled approximately 189,088 revenue miles and operated 12,560 revenue hours.

City of Marion Transportation has 13 full-time transportation employees including, three administrative employees, one maintenance employee, and nine operators. The peak hour and base hour fleet is five vehicles. Total transportation expenses were reported to be \$858,964. Total passenger fare revenue was \$33,051. Local government contributions were \$361,849. INDOT PMTF funding totaled \$174,066. Federal Transit Administration funds totaled \$286,284.

City of Marion Transportation coordinates transportation activities through information and referral. The agency indicated that the unique characteristics of client populations have been an issue when attempting to coordinate services. The agency is of the opinion that better communication between service providers is the enhancement most needed to improve the coordination of public-human service agency transportation in the service area.

The transportation agency feels that sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders is average. However, the agency perceives real and tangible benefits to coordinated transportation. In particular, coordinated transportation could bring better service to the passengers, and less deviation within the fixed routes.

**General Description  
of Area  
Transportation  
Providers**

**Mickey's Taxi**

Mickey's Taxi is a private for-profit taxi company located in Muncie and providing general public transportation, statewide. Mickey's operates a fleet of five sedans. Drivers provide door-to-door service and are permitted to assist passengers with packages. Hours of operation are 24 hours a day, Monday through Sunday.

Passenger fares are based on a zone structure so that the farther away from the central zone, the higher the fare. Mickey's offers a \$1.00 discount to seniors.

Operating revenue for the FY 2007 is projected to be \$90,000. Revenue is entirely generated by passenger fares plus an agreement with BMH. The agency projects \$70,000 in transportation maintenance expenses, including facilities and equipment.

Lower fares on existing services would be the most beneficial transportation enhancement for area providers. However, it understands that additional funding would be required for lower fares. Mickey's coordinates with area transportation providers by sharing information and referrals. It has experienced liability and insurance barriers as well as incompatible billing processes when attempting to coordinate service with area agencies. Mickey's Taxi indicated that vehicle upkeep is a concern as well.

Mickey's Taxi actively participates in local coordination discussions. It strongly perceives real benefits from coordinated transportation. The main benefit that could be achieved is 24-hour service to the entire service area.

**New Castle Community Transit**

New Castle Community Transit is a publicly sponsored transit agency that provides curb-to-curb demand response and route deviation transportation in Henry County. In addition to providing transportation with agency vehicles, New Castle Community Transit also provides information and referral about other community transportation resources.

The agency owns and operates seven buses. Passengers are permitted to travel with a personal care attendant or escort. Hours of operation are Monday through Friday, 8:00 AM to 4:30 PM. Four vehicles operate during peak hours, and three operate during off-peak times. There are no advance reservation requirements.

**General Description  
of Area  
Transportation  
Providers**

During calendar year 2006, the system provided 39,018 passenger trips for 918 general public individuals. Approximately 135 trips were for riders who required a wheelchair.

Passenger fares are outlined in the structure below. Reduced fares are available for senior citizens, youth, and people with disabilities. Donations from passengers are not accepted.

During FY2006, the agency reported \$444,856 total transportation revenue. Nearly 53 percent of revenue was provided by city government appropriations. Approximately 30 percent of revenue was from Federal Transit Administration, Section 5311, and 14 percent from INDOT. Remaining revenues were from passenger fares, passes, and non-transit revenues obtained through the city's purchase of department mechanic services.

New Castle Community Transit currently participates in coordination activities through information and referral, as well as trip sharing. They coordinate with LifeStream Services on non-major holidays, to maximize provision of service, as needed.

Restrictions placed on the use of vehicles and turf issues among providers are the challenges to coordination that have been experienced to date. The agency reported that incentives for human service agencies to coordinate transportation, and penalty for not coordinating, would improve coordination of public transit and human services transportation.

The organization indicated that it perceives weak support for coordinated transportation planning among elected officials, agency administrators, and other community leaders. New Castle Community Transit, however, strongly supports coordination efforts and has made some progress in coordinating services.

Potential benefits to coordinating resources include; more services available to the community at less cost; pooling resources to eliminate barriers; and, additional service capacity.

**New InterUrban Public Transit System (LifeStream)**

The New Interurban Public Transit System is a demand response transportation system operated by LifeStream, a non-profit social service agency that provides transportation, social services, nutrition, diagnosis/evaluation, residential facilities, information and referrals, and homemaker services in Jay, Randolph, Delaware, Henry, and Blackford Counties. Transportation was expanded into Blackford County in January 2006. Service was expanded to include Henry County in January 2007.

**General Description  
of Area  
Transportation  
Providers**

The New Interurban operates a Title III vehicle in Grant County and a service expansion in Grant County is planned for 2008. The system has also contracted to provide rural public transportation service in Madison County, since January 2006.

The New InterUrban service began through contracts for transportation services in counties that did not have public transportation. It also created a formal service integration program with MITS, the public transit system in Muncie, called "Connect N Go." This program allowed riders on the New InterUrban and on MITS to use transfers and passes from one system on the other system.

Hours of operation are between 7:00 AM and 6:00 PM, Monday through Friday. Consumers are asked to make reservations 24-hours in advance, but same day requests are accepted depending on availability. Sunday service is available in Blackford County between 8:00 AM and 2:00 PM.

Transportation is for the general public and there are no eligibility requirements. New InterUrban provides door-to-door service and drivers are permitted to assist passenger to the entrance of their origin or destination. Passengers are permitted to travel with their own personal care attendants or escorts.

Transit fares are outlined below. The system offers reduced fares for older adults and persons with disabilities. Passenger donations are accepted. Free transfers are available to board MITS.

In 2007, the agency received three new vehicles bringing the total fleet size to 33. According to the 2006 INDOT Annual Report, 16 vehicles operated during peak hours, and 12 operated during the off-peak hours. The transit manager indicated that four non-accessible vehicles provide for transportation in Jay County to transport children to and from school on weekdays, and all other vehicles are available demand response transportation and none are reserved for specific counties or as back-up vehicles.

During FY2006, LifeStream received a \$357,000 Community Development Block Grant to renovate the transportation center. Renovations are complete.

New InterUrban indicated that additional funding is the most needed aspect to improve personal mobility in the service area. The agency participates in local coordination activities including; information and referral, joint training, and trip sharing. Restrictions placed on the use of vehicles has been a barrier to some coordination efforts and is considered to be the greatest obstacle to coordination.

**General Description  
of Area  
Transportation  
Providers**

New InterUrban actively participates in the local coordinated transportation planning committee. The agency's governing board perceives that the benefits to coordination are real and tangible for the local area. However, sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders has been fairly weak.

**Muncie Indiana Transit System (MITS)**

Muncie Indiana Transit System (MITS) is a publicly sponsored transit agency that provides fixed route and ADA complimentary paratransit transportation within the Muncie city limits, Delaware County.

The ADA complimentary paratransit service, called MITSPlus. The earliest weekday pick-up time is 6:00AM with the last pick-up time at 9:15PM. Saturday ADA complimentary paratransit service is available until 6:15PM. There is no service on Sundays. MITSPlus service is available city-wide plus locations that are within ¾ mile of the fixed route even if it is beyond city limits.

Hours of operation for fixed route service vary by route. Weekday service hours are generally 6:00 AM to 9:15 PM. Weekend hours of operation are Saturday only, and until 6:27 PM. Passenger fares are provided in the table below. Discount passes are available to elderly persons and individuals with disabilities.

MITS employs 81 full-time and 14 part-time operations personnel. The maintenance staff consists of 11 full-time and three part-time employees. There are 20 full-time administrative staff.

During FY2006, MITS reported 1,979,218 total passenger boardings. The fixed route vehicles traveled 893,747 revenue vehicle miles and 65,786 vehicle hours. MITS operates 27 vehicles during peak hours and 19 vehicles during off-peak times on the fixed routes.

During FY2006, the system reported 82,980 demand response passenger boardings. Demand response vehicles traveled 291,703 revenue miles and operated for 27,018 vehicle hours. Nine vehicles are utilized during the peak and off-peak service hours.

Fixed route transportation expenses for FY2006 was \$4,677,305. Demand response transportation expenses for FY2006 were \$1,552,925. Approximately 52 percent of MITS revenue is derived from taxes levied by the system. Nearly 21 percent of the revenue is provided through INDOT. Similarly, 22 percent of annual revenue is provided through the

Federal Transit Administration. Passenger fare revenues were less than four percent of total revenue. Approximately 48 percent of MITS revenue was dedicated to operations and maintenance expenses.

### **ACTION, Inc. of Delaware and Grant Counties**

ACTION, Inc. is a community action agency that provides a variety of social services, including transportation in Delaware and Grant Counties. Transportation is provided for individuals with low-incomes (150% of poverty), persons with disabilities and older adults. The agency did not provide organizational information related to transportation operations.

ACTION, Inc. indicated that families and friends are the most useful elements of personal mobility in the service area. It further indicated that greater coordination among agencies is a priority for achieving greater mobility options. ACTION, Inc. currently participates in information sharing and referrals with other agencies. The organization's unique consumer population would be a barrier to expanding coordination activities.

The organization indicated that the most significant unmet need in the area is affordable transportation options for individuals with disabilities to travel to and from second and third shift employment. Additionally, ACTION reinforced the need for regional transportation options, especially between Delaware and Marion Counties. Current options include multiple transfers and scheduling with many different transportation providers.

### **Adams County Council on Aging**

Adams County Council on Aging (ACCoA) is a not-for-profit organization located in Decatur, Indiana. The Adams County CoA provides demand-response transportation for seniors age 60 and over and individuals with disabilities.

Agency employees use agency owned fleet vehicles to provide transportation. The Adams County CoA operates a fleet of five vehicles including two high-top lift equipped vans, a low-floor mini-van with ramp and two passenger cars. Vehicles are dispatched from Decatur and also from a satellite office located in the South Adams Senior Center in Berne, Indiana.

Drivers provide door-to-door transportation and are permitted to assist passengers with an unlimited number of packages. Passengers are permitted to travel with their own personal care attendants or escorts.

### **General Description of Area Transportation Providers**

**General Description  
of Area  
Transportation  
Providers**

Communication between vehicles and the office is provided thru two-way radios.

Hours of operation are Monday thru Friday 8:00 AM to 4:00 PM. Passengers are asked to make reservations at least 24 hours in advance. Longer notice is often required for medical trips out-of-county. Last minute requests for medical appointments are worked in if space is available.

Between July 2006 and June 2007, Adams County CoA provided 7077 total one-way passenger trips for 319 individuals. Ninety-seven passengers were transported in wheelchairs and accounted for approximately 30 percent (2096) of the total trips.

The older adults and individuals with disabilities are asked to make a donation for trips with-in the service area. The suggested donation for transportation with-in the city limits is \$3 – 4 for a round trip.

From July 1, 2006 thru June 30, 2007, Adams County CoA had total transportation expenses of \$112,615. Approximately 18 percent of support for transportation came from county and city government. Client donations represent about 10 percent of total support. The remaining revenue came from grant funds from Title IIIB (Older Americans Act), Medicaid reimbursement, and local foundations.

Transportation expenses can be broken down into the following categories: driver wages – 40 percent, vehicle maintenance and gasoline – 12 percent, insurance – 9 percent, administration – 36 percent, miscellaneous – 3 percent.

The Adams CoA participates in joint training activities and is a member of the Transportation Advisory Committee with the Wells County Council on Aging. Improved and increased communication among existing transportation providers would improve the coordination efforts that currently exist. It is the opinion of the Adams County CoA that funding is the greatest obstacle to coordination in the area.

A feasibility study to investigate the prospect of public transportation in Adams County was completed in the Spring of 2007. There are no plans to pursue public transportation in the immediate future. The subject will be revisited in 2009.

The agency indicated that support for coordinated transportation in the county is weak. However, the perceived and tangible benefits are strong if local organizations worked together. The potential of coordinated transportation services is “more options” for county residents.

### **Community Transport Service, LLC**

Community Transport Service is a taxi service operating in Randolph, Jay and Delaware counties. There are no eligibility requirements to utilize the service. Community Transport provides Meridian Services with transportation for their consumers. It is also a door-to-door, non-emergency medical transportation provider for the general public.

The organization operates five minivans, two standard 15-passenger vans, and four converted 15-passenger vans. The converted vans are wheelchair accessible. Hours of operation are Monday through Saturday until 6:00 PM. Starting hours vary by demand each day.

Reservations are requested 24-hours in advance but late reservations are accepted, depending on availability. Passengers are charged a fare for service. The fare structure is listed below.

During calendar year 2006, the organization had an operating budget of \$338,171.67. Approximately 97 percent of the revenue was derived from Medicaid. The remaining funds were from private pay fares. Operating expenses were higher than operating revenues in 2006.

Community Transport indicated that personal mobility in the service area would be improved by additional funds to Medicaid providers to permit those providers to purchase additional vehicles and serve more people.

### **Jay-Randolph Developmental Services**

Jay-Randolph Developmental Services is a private nonprofit organization that provides day services for individuals with developmental disabilities. The array of services includes transportation. Transportation services are provided in Jay, Randolph, Blackford, Grant, and Wayne counties. Consumers must have a developmental disability or be considered an older adult to be eligible for transportation. Developmental Services directly provides transportation and purchases transportation from a third party.

Transportation is provided on a demand response basis for eligible agency consumers only. The fleet of vehicles includes five sedans, 13 minivans (five are wheelchair accessible), three wheelchair accessible converted 15-passenger vans, and seven 12-passenger full size van/SUVs (three are wheel chair accessible).

Transportation is available Monday through Friday between 6:00 AM and 10:00 PM and on weekends as needed. There are no advance reservation requirements. During calendar year 2006, the organization provided 99,648 passenger trips. There is no passenger fare.

### **General Description of Area Transportation Providers**

During FY2006, the organization's transportation operating expenses were approximately \$236,000. Capital expenses were approximately \$121,000.

Transportation is purchased from New InterUrban based on an annual payment of \$50,000.

The organization indicated that family and friends are the most useful transportation options in the service area. More funding is needed to improve personal mobility.

Developmental Services participates in local coordination activities through information and referral as well as joint use of vehicles with LifeStream Services. It also participates in local coordination committee meetings. The organization strongly supports coordination activities in the area.

#### **OTHER TRANSPORTATION PROVIDERS**

City of Anderson Transit operates within the Madison County urbanized area and will be included in the Madison County Council of Governments Coordinated Plan. The transit system also has participated in this statewide plan through stakeholder meetings and interviews. The following information about the system was gathered from a variety of sources including the INDOT 2006 Annual Report.

#### **City of Anderson Transit**

Anderson Transit provides fixed route and demand response transportation within the city limits of Anderson, in Madison County. The 2000 population of the service area was 59,734 people.

Hours of operation are 6:00AM to 7:00PM, Monday through Friday, and 9:00 AM to 4:00 PM on Saturdays. The fare structure is outlined in this chapter (see below). The system does offer discounted fares to older adults and persons with disabilities.

In 2006, the transit system reported 27 full-time and eight part-time employees. Twenty-four employees work in operations, five are maintenance staff, and the remaining six are administrative staff.

The transit system reported 159,850 fixed route and 29,243 demand response passenger boardings in 2006. Total transportation expenses in 2006 were \$2,007,767.

#### **General Description of Area Transportation Providers**

#### **Other Transportation Providers**

City of Anderson Transit completed a Comprehensive Service Analysis and Market Research study on the entire operation and will be implementing the recommendations throughout 2007.

#### **NON-TRANSPORTATION PROVIDER AGENCIES**

The following agencies participated in the coordination survey as representatives of the older adult and/or low-income populations, or persons with disabilities, but do not provide transportation.

##### **Bi-County Services, Inc.**

Bi-County is a nonprofit social service agency that provides day treatment, job training, residential facilities, and recreational activities for agency consumers. The organization serves Adams and Wells Counties.

Bi-County does not directly provide transportation to their Wells County consumers. It purchases transportation from Wells County Council on Aging on a per trip basis. During the last fiscal year, Bi-County purchased 7,350 trips from Wells County Council on Aging at a rate of \$2 per trip. It also purchased 3,452 trips for \$5 per trip during the same year.

Public transit provides the most useful mobility options in Wells County. However, there is no low-cost public transportation in Adams County thereby limiting the mobility options in that area. The lack of public transit in Adams County is the greatest obstacle to coordination and personal mobility.

Bi-County Services participates in the Wells County Transportation Advisory Committee.

##### **Delaware-Muncie Metropolitan Planning Commission**

The planning commission is a local government entity that provides planning assistance for transportation in Delaware County and Muncie. As a planning organization, it indicated that public transit is the most useful personal mobility option in the service area. Furthermore, the most needed enhancement to improve public transportation is longer hours and more days of service.

The planning commission works with Muncie Indiana Transit System (MITS) and LifeStream New InterUrban to improve coordination activities. To date, coordination efforts have encountered challenges related to restrictions placed on use of vehicles and liability/insurance concerns. Funding is considered to be the greatest obstacle to coordination and mobility.

#### **Other Transportation Providers**

#### **Non-Transportation Providers**

**Non-Transportation  
Providers**

It is the opinion of the planning commission that workable agreements between providers to encourage sharing resources is needed to improve coordination of public transit and human service agencies. And, funding is needed to initiate coordination planning efforts.

Seamless service to riders and better coordination with human service agency providers is the most significant potential benefit to coordination. Regional planning to address transportation across county boundaries is needed. The perceived support for coordination in the area is growing.

**Delaware County Senior Center**

The Delaware County Senior Center primarily serves Blackford, Delaware, Henry, and Grant Counties. It does not provide or purchase transportation on behalf of its consumers. The center provides food, entertainment, transportation to medical appointments, and opportunities for social activities. Eligible consumers are age 55 years and older, but no individuals of any age are denied service. The agency refers consumers to local public transportation providers.

The senior center participates in a local coordinated council directed by the Muncie, Delaware County Planning Commission, along with other local agencies and concerned citizens.

**Partners for Community Impact**

Partners for Community Impact is a private nonprofit entity that provides community development grant services in Delaware County, and sometimes statewide. The organization purchases, and does not provide, transportation services for consumers. It also reimburses employees, families, or friends for mileage and auto expenses.

Partners for Community Impact makes payments to third party transportation providers, but a list of those third party organizations was not provided.

The organization currently participates in transportation coordination efforts through information and referrals, and joint grant application writing services. Longer hours and more days of service are the most needed personal mobility improvement in the service area. Partners is part of the Community Access Network which also includes local transportation providers. The organization's consumers need transportation to employment during early morning and late night hours, and on weekends. Children also need transportation to and from after-school activities.

**Non-Transportation  
Providers**

Partners has encountered statutory barriers against pooling funds, restrictions placed on the use of vehicles, turf issues, and lack of support from public transportation providers to assist during special events as barriers to coordination efforts.

The organization stated that coordinated transportation should focus on broader hours of service, especially in outlying counties around Muncie. However, Partners perceives there to be weak support for coordinated transportation activities in the region.

**TeamWork for Quality Living**

TeamWork is a volunteer organization focused on eliminating poverty in Delaware County. TeamWork assesses that longer hours and more days of service are the most needed enhancements to improve personal mobility in Delaware County. Increasing the frequency and flexibility of public transportation providers, and creating a more informed and timely communication between providers and riders is considered a priority for coordination efforts. Overcoming restrictions placed on use of vehicles and the unique consumer characteristics will be an initial challenge to coordination efforts.

A potential benefit of coordination is improving the possibilities for people to reach their destination and take better control of their lives, thus decreasing the burden on society and increasing the self-esteem of people who are trying to rise above poverty.

The primary concern is that the voices of individuals who are using transportation are heard and that this effort becomes more than a project because transportation is a basic need for many people in Delaware County.

**WorkOne**

WorkOne is a one-stop agency in Delaware County that provides job placement, job training, and employment services primarily for low-income individuals in Delaware, Blackford, Randolph, Jay, Fayette, Rush, Henry, Wayne and Union counties. WorkOne reimburses employees, consumers, families, or friends for consumer transportation expenses.

Public transit is considered the most useful personal mobility option in the WorkOne service area. WorkOne shares information and refers consumers to transportation providers, but greater coordination is considered a necessary improvement for personal mobility.

**Non-Transportation  
Providers**

WorkOne's coordination efforts have been limited by restrictions placed on use of vehicles. It indicated that funding is a significant barrier to coordination. Specifically, increased funding to expand service area and hours/days of operation, and more coordinated services between local and public agencies would address gaps in transportation.

WorkOne supports the concept of coordination and believes that if agencies worked together they could compare funding sources, coordinate efforts, and overcome the current challenges.

**COORDINATION**

The transportation providers and human service agencies that participated in the stakeholder meetings indicated that some coordination in terms of sharing information and referrals is currently occurring among the public and private transportation providers in the service area. Most of the organizations that participated in this study also work with the Muncie Metropolitan Planning Organization committee that focuses on developing the coordinated transportation services in the region. There is a good atmosphere among these agencies for coordination discussions. Furthermore, consumer advocacy groups were represented in this region to voice their support for increasing the coordination of human service agency and public transportation services to meet their transportation needs.

The most significant strategies for regional transportation involve LifeStream Services, Inc. (New InterUrban), a local multi-county rural public transportation provider. LifeStream Services, Inc. is a seven county Area Agency on Aging. LifeStream operates New InterUrban services, the primary multi-county rural transportation provider in the region. The New InterUrban has proclaimed prior success with coordination actions including planning for community needs, adapting funding, and moving people efficiently. The New InterUrban was designed following a 2001 Rural Transportation Feasibility Study indicated an unmet need for transportation in the region. At that time, the most frequently stated unmet travel needs in the area were for medical appointments, grocery shopping, and other shopping. Other issues addressed in the study included mobility needs of employers, and social service agencies and their consumers.

Furthermore, the New InterUrban has successfully coordinated transportation services by combining different types of trips, and passengers with unique travel needs and a variety of funding sources. The New InterUrban has attempted to address the need for affordable, accessible out-of-county service between Muncie, Anderson, and Indianapolis, but no successful solution has been implemented to date.

**Coordination**

**Coordination**

Overall, The New InterUrban utilizes a variety of funding sources, and has worked with human service agencies and transportation providers to assist with rural transportation to seniors, individuals with special transportation needs, and the general public.

**Training**

The following organizations indicated in the survey that they share training for employees that have transportation responsibilities:

- Hillcroft Services
- Marion City Transit
- New InterUrban (Lifestream)
- MITSplus and MITS
- Nifty Lift
- City of Anderson Transit
- Wells County Council on Aging

**Third Party Agreements**

Some agencies make third party payments to transportation providers. Such third party payment agreements are provided below in Exhibit III.1. In addition to these agreements, Hillcroft indicated that it refers consumers to MITS and MITS Plus on a regular basis; however, Hillcroft consumers pay individual fares to MITS.

**Exhibit III.1: Local Contract Agreements**

<b>Name of Agency</b>	<b>Name of Third Party</b>	<b>Basis of Payment</b>	<b>Total Annual Amount Paid FY2006</b>
Bi-County Services	Wells County CoA	Per Trip	\$31,960
Meridian Services	HC Transport	Monthly	\$1,800
Meridian Services	MITS	Per Token	\$6,000
Madison County CoG	LifeStream	Per Trip	\$234,036

**FARE STRUCTURES**

**Fare Structures**

**Adams County Council on Aging**

Adams County Council on Aging provides transportation for individuals who are age 60 and older and persons with disabilities of any age.

<u>Service</u>	<u>One-Way Fare</u>
Demand-Response	Donation (Suggestion of \$3-\$4)

**Madison County Council of Governments-TRAM**

TRAM has a fare system in place for general public service:

<u>Service</u>	<u>One-Way Fare</u>		
	<u>Adults</u>	<u>PWD</u>	<u>Older Adults</u>
Base Fare	\$3.00	\$3.00	Donation
Monthly Pass	\$20.00	\$20.00	

**Wells County Council on Aging**

The Wells County Council on Aging (WCCOA) has a fare system in place for general public service:

<u>Destination</u>	<u>One-Way Fare</u>	
	<u>Adults</u>	<u>Older Adult</u>
Within City Limits	\$2.00	Donation
Within County Limits	\$5.00	Donation
Up to 30 mi. from Bluffton	\$20.00	
31 to 50 mi. out-of-county	\$50.00	

**Eaton EMT**

Eaton EMT has the following fare structure for general public passengers. The organization also provides Medicaid transportation.

<u>Service</u>	<u>One-Way Fare</u>
	<u>Adults</u>
Within 10-miles, regular	\$20.00
Within 10-miles, wheelchair	\$30.00
Over 10-miles	Additional \$3.00 per mile

**City of Marion Transportation**

City of Marion Transportation has a fare system in place for the general public service:

<u>Service</u>	<u>One-Way Fare</u>	
	<u>Adults</u>	<u>Older Adult, PWD Students, Children</u>
Fixed Route (peak)	\$0.50	\$0.25
Fixed Route (off peak)	\$0.50	free (seniors only)
ADA Paratransit	\$1.00	

**Fare Structures**

**Fare Structures**

**Community Transport LLC**

Community Transport has a fare system in place for passengers:

<u>Service</u>	<u>Fare</u>
Ambulatory Pass.	\$20.00/trip/passenger
Non-Ambulatory Pass.	\$30.00/trip/passenger
More than 10 miles	\$1.50/mi.

**Muncie Indiana Transit System (MITS)**

MITS provides fixed route, and complementary paratransit transportation and has a fare system in place for these services:

<u>Service</u>	<u>One-Way Fare</u>	
	<u>Adults</u>	<u>Older Adult, PWD</u>
Fixed Route	\$0.50	\$0.25
Student (w/current school ID)	FREE	FREE
One-day pass	\$1.00	\$0.50
30-day pass	\$18.00	\$9.00
MITSPplus (ADA Paratransit)	\$1.00	\$1.00

**New Castle Community Transit**

New Castle Community Transit has the following fare system in place for general public services:

<u>Service</u>	<u>One-Way Fare</u>	<u>Older Adult, PWD,</u>
	<u>Adults</u>	<u>Children</u>
General Service	\$1.00	\$0.50
Pass-25 Rides	\$20.00	\$10.00

**New InterUrban**

The New InterUrban provides the following fare system for demand-response general public service

	<u>One-Way Fare</u>	<u>Older Adult</u>
	<u>Adults</u>	<u>PWD</u>
Base fare	\$1.00 to \$8.00	\$1 Discount
Monthly pass	\$15.00	\$5 Discount

**City of Anderson Transit**

City of Anderson Transit has the following fare system in place for general public services:

<u>Service</u>	<u>One-Way Fare</u>	
	<u>Adults/Youth</u>	<u>Older Adult, PWD</u>
Fixed Route	\$1.00	\$0.50
Pass-Monthly	\$24.00	
Demand Response	\$2.00	<u>Preschool</u>
		Free

**Fare Structures**

**OPERATING STATISTICS**

In order to identify the existing level of service provided, survey participants were asked how many one-way trips were purchased from a service provider, how many trips were arranged for/brokered and how many were provided by the agency. The results of that question are summarized in the table in Exhibit III.2 below.

The regional transportation providers reported a total of 2,598,698 trips for 2006 and drove a total of 2,645,348 miles. Muncie Indiana Transit System (MITS) provided 2,062,198 trips, which is approximately seventy-nine percent of the total trips. The remaining regional service providers completed 536,500 trips.

**Operating Statistics**

**Exhibit III.2**

<b>System Name</b>	<b>Service Area</b>	<b>Total Boardings</b>	<b>Total Revenue Vehicle Miles</b>	<b>Total Revenue Vehicle Hours</b>	<b>Total Gallons of Fuel Used</b>
City of Anderson Transit System	Anderson city limits	Fixed Route: 159,850 Demand Response: 29,243	401,890	31,404	64,276
Madison County Council of Governments TRAM	Madison County (except Anderson)	15,148	182,372	6,530	17,323
Wells County Council on Aging (Wells on Wheels)	Wells County	22,438	104,784	7,765	9,869

Operating Statistics

Exhibit III.2 (Continued)

System Name	Service Area	Total Boardings	Total Revenue Vehicle Miles	Total Revenue Vehicle Hours	Total Gallons of Fuel Used
City of Marion Transportation System	Marion city limits, Gas City, and Jonesboro	178,434	189,088	12,560	30,919
Mickey's Taxi	Muncie and Statewide	Not Available	Not Available	Not Available	Not Available
Muncie Indiana Transit System (MITS)	Muncie city limits	Fixed Route: 1,979,218 Demand Response 82,980	1,185,450	92,804	299,659
New InterUrban Public Transit (LifeStream Services, Inc.)	Jay, Randolph, Delaware, Henry, and Blackford Counties	92,369	523,787	27,016	54,638
New Castle Community Transit	Henry County	39,018	57,105	6,712	11,281

Source: 2006 INDOT Annual Report

\*Eaton EMT is also a public transportation provider in the area. However, no operating information was provided.

Several performance indicators were examined for each of the transportation providers (Exhibit III.3). All public transportation providers reported good passengers per hour figures for demand response transportation (should be at least 2.0 passengers per hour or higher).

Exhibit III.3

System Name	Total Operating Expenses	Passengers per Rev. Hour	Cost per Passenger	Cost per Rev. Mile	Cost per Rev. Hour
City of Anderson Transit System (fixed route)	\$1,505,825	0.13	\$9.42	\$5.75	\$74.02
City of Anderson Transit System (demand response)	\$501,942	2.64	\$17.16	\$3.59	\$45.38
Madison County CoG-TRAM (demand response)	\$290,036	2.32	\$19.15	\$1.59	\$44.42
Wells County CoG (demand response)	\$255,056	2.89	\$11.03	\$1.91	\$26.26
City of Marion Transportation (fixed route)	\$858,964	0.07	\$4.81	\$4.54	\$68.39
Muncie Indiana Transit System (fixed route)	\$4,677,305	0.03	\$2.36	\$5.23	\$71.09

Operating Statistics

**Exhibit III.3 (Continued)**

System Name	Total Operating Expenses	Passengers per Rev. Hour	Cost per Passenger	Cost per Rev. Mile	Cost per Rev. Hour
Muncie Indiana Transit System (demand response)	\$1,552,925	3.07	\$18.71	\$5.32	\$57.48
New InterUrban Public Tran (demand response)	\$978,186	3.42	\$10.59	\$1.87	\$36.21
New Castle Community Transit (demand response)	\$444,856	5.81	\$11.40	\$7.79	\$66.28

Source: 2006 INDOT Annual Report

Most human service agency providers reported that they did not record the number of passengers, miles, and hours for their transportation program. Rather, most agencies only track those statistics for portions of their transportation service. Additional research should be done to gather those statistics prior to coordination.

**STAFFING**

**Staffing**

Study results and the 2006 INDOT Annual Report indicate that rural and urban transportation providers, not including Section 5310 recipients, private taxi operators, or human service agencies in the region, spent a total of 86,320 person-hours (equivalent of 41.5 full-time equivalent persons) per year on administrative activities, coordinating trip delivery (scheduling and dispatching), and processing reimbursement requests (billing).

In addition to this, many human service agency respondents indicated in the survey that administrative staff also served as drivers. The actual hours the staff spends providing transportation was not provided by the agencies because caseworkers and other employees who occasionally act as drivers do not log driving time separately from regular duties. Exhibit III.4 provides the detailed results of the person-hours provided in the 2006 Annual Report.

**Exhibit III.4:  
Administrative Staff and Drivers by Agency**

Program	Admin. Personnel (FTE)	Drivers Paid, full-time	Drivers Paid, part-time	Maintenance Paid, full-time	Maintenance Paid, part-time
City of Anderson	6	17	7	4	1
City of Marion	3	9	0	1	0
Madison Co. COG-TRAM	2	3	0	0	0
MITS	20	49	11	11	3

Staffing

New Castle Community Transit	3	4	0	1	0
New InterUrban	3.5	14	13	0	0
Wells Co. COA	4	4	2	0	0

Note: Administration Personnel includes Full and Part-time Dispatchers

VEHICLE INVENTORY AND UTILIZATION

Vehicle Inventory

Each transportation provider was interviewed and/or completed a survey that included questions about the number of wheelchair accessible and non-wheelchair-accessible vehicles in the fleet. Exhibit III.5 provides an inventory of vehicles as reported by the transportation providers in the region. Participating organizations reported a total of 238 vehicles operating for human service agency and/or public transportation service in the region. Nearly two-thirds (68.5 percent) of the vehicles operating in the region are wheelchair accessible

Vehicles have been purchased through a variety of methods: the Federal Transit Administration Section 5310 Specialized Transportation Program and 5311 Rural Transit Program, other federal programs, local funds, general revenue funds, and private donations.

Exhibit III.5: Regional Vehicle Inventory

Agency Name	Wheelchair Accessible Vehicles	Not Wheelchair Accessible Vehicles	Total Vehicles
Carey Services, Inc.	7	17	24
Eaton EMT	19	7	26
Hillcroft Services, Inc.	4	5	9
Meridian Services	1	1	2
Madison County CoG	4	0	4
Adams County CoA	3	2	5
City of Anderson Transit	16	0	16
City of Marion Transit	12	0	12
Community Transport, LLC.	4	7	11
Jay-Randolph Developmental Svcs.	11	17	28
Mickey's Taxi	0	5	5
MITS	48	0	48
New Castle Community Transit	7	0	7
New InterUrban (LifeStream)	26	7	33
Wells County CoA	5	3	8
<b>Total Vehicles:</b>	<b>167</b>	<b>71</b>	<b>238</b>

Source: Organizations participating in study and 2006 INDOT Annual Report.

Vehicle Inventory  
and Utilization

**Vehicle Inventory  
and Utilization**

**Vehicle Utilization**

The hours and days of the week of available transportation services in each county, according to the information provided in stakeholder surveys, or the INDOT Annual Report are listed in the table below (Exhibit III.6). Agency and public transportation providers generally operate Monday through Friday, with some exceptions. General public weekend transportation is available through the taxi systems; New InterUrban serves Blackford County on Sundays; MITS provides transportation in Muncie on Saturdays; and, City of Anderson Transit provides Saturday service in Anderson. Meridian Services, Hillcroft Services and Jay-Randolph Developmental Services also provide weekend service for eligible consumers. Only Mickey’s Taxi, which listed a statewide service area, provides general public transportation in Adams County.

**Exhibit III.6: Transportation Service by County**

<b>Counties</b>	<b>System/ Agency</b>	<b>Consumers</b>	<b>Hours of Operation</b>	<b>Days of Operation</b>
Adams	Mickey’s Taxi Adams Co. CoA	General Public People w/ Disabilities and Older Adults	24 Hours 8AM-4PM	Mon-Sun Mon-Fri
Blackford	Carey Services Hillcroft Services  Meridian Services Mickey’s Taxi New InterUrban  Jay-Randolph Developmental Svcs.	Older Adults Medicaid, Disabled, First Steps Mental Health  General Public General Public General Public Devel. Disabilities & Older Adults	5:30AM- 6:30PM Various  8AM-5:30PM  24 hours 7AM-6PM 9AM-3PM 6AM-10PM	Mon-Fri Mon-Sun  Mon-Fri  Mon-Sun Mon-Fri Sundays Mon-Fri & Weekend as needed
Delaware	Eaton EMT Hillcroft Services  Meridian Services Mickey’s Taxi MITS/MITSPI us  New InterUrban Community Transport Svc.	General Public Medicaid, Disabled, First Steps Mental Health  General Public Gen. Public (Muncie)  General Public Gen Public (Medical)	24 hours Various  8AM-5:30PM  24 hours 6AM-9:15PM 8:16AM- 6:15PM 7AM-6PM Open-6PM	Mon-Sun Mon-Sun  Mon-Fri  Mon-Sun Mon-Fri Saturdays Mon-Fri Mon-Sat
Grant	Carey Services Hillcroft Services	Older Adults Medicaid, Disabled, First Steps	5:30AM- 6:30PM Various	Mon-Fri Mon-Sun

**COMMUNITY  
OUTREACH AND  
INVENTORY OF  
SERVICES**

**Vehicle Inventory  
and Utilization**

	City of Marion Transit Mickey's Taxi Jay-Randolph Developmental Svcs.	Gen. Public (Marion) General Public General Public Devel. Disabilities & Older Adults	7AM-5PM  24 hours 6AM-10PM	Mon-Fri  Mon-Sun Mon-Fri & Weekends- as needed
Henry	Hillcroft Services  Meridian Services Mickey's Taxi New Castle Community Tran. New InterUrban	Medicaid, Disabled, First Steps Mental Health General Public General Public  General Public	Various  8AM-5:30PM 24 hours 8AM-4:30PM  7AM-6PM	Mon-Sun  Mon-Fri Mon-Sun Mon-Fri  Mon-Fri
Jay	Hillcroft Services  Meridian Services Mickey's Taxi New InterUrban Community Transport Jay-Randolph Developmental Svcs.	Medicaid, Disabled, First Steps Mental Health General Public  General Public Gen. Public (Medical)  Devel. Disabilities & Older Adults	Various  8AM-5:30PM 24 hours  7AM-6PM Open-6PM  6AM-10PM	Mon-Sun  Mon-Fri Mon-Sun  Mon-Fri Mon-Sat  Mon-Fri & Weekends- as needed
Madison	Hillcroft Services  TRAM Mickey's Taxi City of Anderson	Medicaid, Disabled, First Steps General Public General Public General Public (Anderson)	Various  8AM-4PM 24 hours 6AM-6:30PM 9AM-3:30PM	Mon-Sun  Mon-Fri Mon-Sun Mon-Fri Saturdays
Randolph	Hillcroft Services  Meridian Services Mickey's Taxi New InterUrban Community Transport Jay-Randolph Developmental Svcs.	Medicaid, Disabled, First Steps Mental Health General Public  General Public Gen. Public (Medical)  Devel. Disabilities & Older Adults	Various  8AM-5:30PM 24 hours  7AM-6PM Open-6PM  6AM-10PM	Mon-Sun  Mon-Fri Mon-Sun  Mon-Fri Mon-Sat  Mon-Fri & Weekends- as needed
Wells	WCCOA Mickey's Taxi	General Public General Public	7AM-7PM 24 hours	Mon-Fri Mon-Sun

Vehicle utilization information was requested from each transportation provider that participated in the planning process either through their completion of a survey and/or participation in the local stakeholder meetings. Results of the vehicle utilization requests are provided in the following exhibit. Please note that some vehicle inventory information was derived from the 2006 INDOT Annual Report if organizations did not participate in the on-line survey.

**Vehicle Inventory  
and Utilization**











## CONCLUSIONS

**Invitations to complete the survey were provided to approximately 262 organizations including human service agencies, local transportation providers, schools, and local officials. There were 21 responses to the survey. Additional information was gathered through review of the 2006 INDOT Annual Report, on-line resources, and follow-up telephone interviews or emails.**

Although responses to the stakeholder survey were not numerous, feedback during the local stakeholder meeting (see Chapter 4) and current participation levels lead by the Delaware-Muncie Metropolitan Planning Commission committee indicate that agencies are interested in coordination activities.

**The majority of organizations that participated in the survey indicated a strong perceived benefits to coordination in the area. Only a few indicated that their organization has demonstrated week support for coordination activities to date. In fact, most organizations participate in a committee that discusses coordination, such as a Transportation Advisory Committee or the Delaware-Muncie MPO meetings.**

**Some potential benefits to coordination efforts that survey respondents listed include shared maintenance to reduce overall maintenance expenses, more efficient use of local dollars through sharing information and trips, and limiting duplication among the various transportation providers through trip sharing.**

**The unmet needs commonly identified through the survey were:**

- **Additional vehicles**
- **Longer hours and more days of service**
- **More transportation options for 2<sup>nd</sup> and 3<sup>rd</sup> shift employment**
- **More employment transportation options for persons with disabilities and low-income individuals/families**
- **Regional transportation options that do not require multiple transfers at service area boundaries**
- **Funding to initiate coordination activities**
- **Funding for Medicaid trips and vehicles**
- **Public transportation in Adams County**

**The challenges to coordination that were commonly identified in the survey were:**

- **Liability/insurance restrictions**
- **Statutory restrictions on the use of vehicles**
- **Funding restrictions and limitations**

- **Low willingness to share vehicles**
- **Unique characteristics of consumers make sharing trips a challenge**
- **Developing a mechanism to deal with multiple billing processes and reporting requirements**

**There are multiple transportation providers in the area using demand response or fixed-route modes of service within their service areas. Each system has a unique fare structure. Public and human service agency transportation providers typically have service areas limited by county or municipal jurisdictions while private taxi systems provide statewide service. Each public transportation provider has relatively strong operating statistics in terms of productivity and costs per passenger, trip, and hour. Vehicle utilization indicates limited general public service on weekends and evenings.**

## Conclusions

## **IV. NEEDS ASSESSMENT**

## IV. NEEDS ASSESSMENT

### REGIONAL NEEDS ASSESSMENT

RLS & Associates conducted two coordinated transportation meetings in Muncie Indiana for the general public and stakeholders from Wells, Adams, Grant, Madison, Blackford, Delaware, Jay, Randolph, and Henry Counties. The goal of the meetings was to identify and prioritize unmet transportation needs, and duplications of transportation service in the region. The Appendix provides a list of individuals and organizations that were invited and attended the local meetings.

In an effort to identify the gaps and duplications in transportation service that currently exist, stakeholders were asked to share the most common unmet transportation needs for their consumers. Meeting participants focused on regional transportation needs rather than identifying gaps or duplications in service on a county level. Each county operates a hospital, has employment centers, and has medical offices. However, most consumers need regional transportation within the represented counties, and to Marion County and Indianapolis.

The following regional transportation unmet needs were identified.

- The number one unmet need in the region is transportation during weekday evenings and on weekends for enrichment activities, medical appointments and employment.
  - The latest trip for accessible transportation in Muncie, operated by MITSPPlus, is at 9:15 PM, Monday through Friday. The only public transportation options in Muncie or the surrounding areas after 9:15 PM are provided by private taxi companies, which charge a higher passenger fare that may be beyond the budget of many consumers. There are no accessible public transportation options outside of Muncie in Delaware County after 6:15 PM on weekdays. Eaton EMT is the only public transportation provider in Muncie or Delaware County operating on Sundays. The New Interurban provides limited transportation on Sundays in Blackford County between the hours of 9:00 AM and 3:00 PM.

Meeting participants agreed that coordinated evening and weekend service in the region would bring the most significant benefit to the lower-income population, persons over age 65, and persons with disabilities, as well as the general public for the following trip purposes:

### Regional Needs Assessment

**Regional Needs  
Assessment**

- Transportation to and from work.
  - Nearly 25 percent of Madison County's workforce is employed in Marion County. And, that population group is increasing. However, there is no affordable public transportation available for these trips.
  - Transportation to/from the University for employment and enrichment activities in the evenings and on weekends.
  - Transportation throughout the region to support 2<sup>nd</sup> and 3<sup>rd</sup> shift employment opportunities.
  
- Enrichment Activities and out-of-county medical appointments.
  - Evening and Weekend Service within Muncie would improve access to enrichment activities for individuals with disabilities and all public transportation consumers. Currently, evening service is provided by the taxi company and fares are not affordable to many consumers.
  - Sunday hours for church service in Muncie and the surrounding areas.
  - More convenient, accessible trips to Indianapolis for medical appointments. Current service hours for local transportation providers, allows for only a few hours in Indianapolis before it is time to make the return trip before transportation services end for the day. It is difficult to schedule medical appointments within the brief window for those who are able to coordinate transfers between transportation providers to travel to Indianapolis. The trip, with the current structure of transfers, requires at least four hours in each direction.

The meeting participants identified the need for a universal, holistic approach to coordinated transportation that crosses county lines. Currently, out-of-county transportation costs as much as \$3 per mile and is beyond the budget for many consumers on limited incomes. Individuals who do not qualify for Medicaid have very limited options for affordable, accessible out-of-county transportation.

Other priorities for coordinating regional transportation in the area were identified as follows.

- Transportation between rural and small urban areas, or between small urban areas without being restricted by county lines would improve access to jobs, job training, education, medical treatment, and enrichment activities.
- Accessible service across county lines that is does not require multiple transfers.

**Regional Needs  
Assessment**

- Accessible transportation that can be scheduled with short notice and during evening hours.
- Older adult transportation to Indiana University for medical appointments.
- Schedule coordination with IndyGo and Marion County Transit.
- Accessible and affordable transportation options for statewide travel.
- Quality of life trips to and from Indianapolis.
- Establishing general public transportation in Adams County.
- Coordination with Central Indiana Commuter Services

**Suggestions for Coordination**

Meeting participants identified the following possibilities for improving coordinated transportation efforts in the region:

- Creating a universal scheduling system. It was suggested that human service agencies and transportation providers coordinate a database so that an individual or agency representative could schedule an out-of-county trip at a single point. The universal scheduling system was envisioned to be a website where the consumer or agency representative could request a trip and the website would search the schedules for all participating agencies and plan the trip for the consumer. The consumer could become a passenger for any one, or more than one, participating transportation provider.
- Mobility Manager: Agencies suggested that a mobility manager who's sole purpose was to coordinate transportation among participating agencies would significantly reduce trip duplication, improve effective utilization of transportation funds, and help to identify the current gaps in service.
- Share out-of-county service: Participating transportation providers could coordinate services by rotating schedules to take passengers to/from Indianapolis for medical appointments. This alternative would require partnering organizations to transport passengers from other agencies on their vehicles.
- Education and Training: Meeting participants suggested coordinating consumer education and training resources so that all consumers and agencies are aware of the available public transportation options, accessible services, hours of services, and service areas. Training and education through a single-coordinated source could improve access to current transportation options of which some local consumers are not yet aware.
- Coordination with the local taxi operator and/or Eaton EMT to provide accessible evening and weekend services.

## Challenges for Coordinating Transportation

- Meeting participants indicated that insurance is one of the primary barriers to coordinating transportation resources. Some agencies indicated that their insurance provider restricts the service area to a 50-mile radius of the agency location. Therefore, that agency is unable to provide agency or coordinated transportation outside of the boundaries.
- Obtaining local match for operating or capital grants from county or city governments will be a significant challenge. Therefore, the sources for local matching funds may be limited to the partnering agencies and transportation providers, and private contributions. Meeting participants indicated that the ‘territorial mindset’ will need to be overcome so that partnerships between local transportation providers can be achieved and regional transportation options improved.
- A dispatcher who is available to all passengers must be available by telephone during all hours that passengers are on vehicles in case of emergencies.
- Local taxi provider in Muncie currently has no accessible vehicles.

## SUMMARY OF NEEDS ASSESSMENT

The following list summarizes the characteristics of region that are related to transportation need based on the inventory of demographic characteristics, analysis of existing transportation conditions, and feedback from stakeholder surveys:

- ❑ Individual county demographic indicators of transportation demand are listed below:
  - Incidence of disability is often an indicator of transportation demand. Madison and Delaware Counties have the highest number of individuals with disabilities. Grant and Henry Counties have the next highest numbers.
  - Lower incomes are also a common indicator of transportation demand. According to the US Bureau of Economic Analysis, the per capita household income (2005) was lowest in Blackford and Jay Counties. Conversely, Madison, Delaware, and Wells Counties registered the highest per capita income.
  - The average commute time for all employed residents in the region was approximately 20 minutes. Madison,

## Regional Needs Assessment

## Summary of Needs Assessment

## Summary of Needs Assessment

- Henry, Delaware, and Blackford Counties had the highest commute times.
- Regional demographic indicators of transportation demand are as follows:
    - The percent of population age 65 years and older is lower than the state average, while the percent age 24 years and younger is higher than the state average. This population distribution indicates that a significant portion of the region's population is of working ages.
    - The poverty rate is highest in Muncie, New castle, Anderson, and Marion. These are also the largest population centers in the region.
    - Approximately 13 percent of the households in the region have no available vehicle.

The most significant needs for transportation services according to the participants in the regional stakeholder meeting were the lack affordable, accessible evening and weekend service, insufficient number of wheelchair accessible vehicles, available out-of-county or out-of-region transportation for employment and medical appointments, out-of-county second and third shift employment transportation, and coordination with IndyGo and other transportation providers outside of this region.

- Agency survey results indicated the following needs in the region:
  - Carey Services, Inc.: This agency indicated a strong need for seniors to have access to regional transportation that does not require transfers between systems or significant wait-time between vehicles. The agency also indicated that a single source for information about all transportation providers would improve the information and referral process.
  - Hillcroft Services: This agency indicated that it participates in the coordination planning committee and that it realizes the benefits to coordinating services in order to fulfill the local needs for sustainable, accessible transportation options. However, it currently does not have enough vehicles to meet consumer needs and is unable to assist other agencies.
  - Meridian Services: This agency indicated that more connections within county boundaries, and more available employment transportation options on weekday evenings and on weekends are the most necessary enhancements for public transportation in the area. This agency encounters barriers including: insurance/liability problems, incompatibility in the billing processes, and unique client populations when attempting to coordinate transportation.

**Summary of Needs  
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- Madison County Council of Governments: This agency currently coordinates with LifeStream (New InterUrban) and Hopewell Social Service agency to provide transportation in rural Madison County. It indicated that additional funding is the most necessary enhancement to transportation in the area. It perceives the benefit to coordinated transportation to be low.
- Wells County Council on Aging: This agency currently coordinates training activities with other transportation providers. It has experienced liability barriers when attempting to coordinate transportation with other organizations. The agency believes there to be real benefits from coordination.
- Adams County Council on Aging: There are no low-cost public transportation options in Adams County. Therefore, it is likely that a need exists.
- City of Marion Transportation: This agency indicated that the unique characteristics of its consumer population have been a barrier to coordination efforts. Current coordination efforts consist of information and referral.
- Mickey's Taxi: The taxi company participates in local coordination discussions. It indicated that the primary objective of coordination should be to achieve 24-hour service to the entire service area.
- New Castle Community Transit: The transportation system operates in Henry County. It currently coordinates with New InterUrban in the manner of information and referral and trip sharing. The challenges to coordination to date have consisted of restrictions placed on vehicles and turf issues. The organization perceives support for coordinated transportation in the area to be weak.

After analysis of the number of trips provided per revenue hour for each of the public transportation providers, it appears that the systems are providing efficient service. A similar analysis was not conducted for the human service agencies because most reported that they do not monitor the total number of passenger trips provided. For those human service agencies that provided transportation operating expenses, most are not able to operate within available revenue, and either use funds from other agency programs to supplement transportation, or purchase transportation from public providers.

**V. GOALS, OBJECTIVES, AND  
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## **V. GOALS, OBJECTIVES, AND IMPLEMENTATION STRATEGIES**

This chapter presents the implementation strategies/alternatives appropriate for the region comprised of Grant, Wells, Adams, Madison, Blackford, Jay, Randolph, Delaware, and Henry counties. The following information is provided as a guideline to accomplish the region’s goals for coordinating public and human service agency transportation resources to meet local needs as they were described during the study planning process. The timeframe for implementation of each strategy/alternative, the parties responsible for implementation, projected staffing and capital requirements for implementation of each strategy/alternative, ridership projections and performance measures which the region’s coordination project participants can use in the future are included.

In addition to the goals outlined in this regional plan, the Delaware-Muncie Metropolitan Planning Organization and the Madison County Council of Governments are responsible for development of a local Coordinated Public Transit-Human Services Transportation Plan for their service area. The goals outlined in this plan coincide with, but do not replicate, the local MPO plan from Delaware-Muncie Metropolitan Planning Organization, and also consider the needs of the communities and rural areas that are beyond the MPO boundaries.

The planning horizon for this plan is five (5) years. The implementation timeframes listed below are near term (present – 2009); mid-term (2-3 years or 2010-2012); and long term (4-5 years or 2012-2013). Actions that should occur throughout the planning horizon are listed as “continuous.”

**GOAL #1: IMPROVE COMMUNICATION BETWEEN TRANSPORTATION PROVIDERS AND HUMAN SERVICE AGENCIES THROUGHOUT THE REGION AND THE STATE.**

**Objective 1.1: Establish a Regional Interagency Transportation Coordinating Council (ITCC) to promote interagency cooperation; the establishment of appropriate mechanisms to minimize duplication and overlap of transportation services; facilitate access to the most cost effective transportation that can be provided with new and/or existing resources; and promote a “seamless” transportation network across county lines.**

***Implementation Strategies/Alternatives:***

**1.1.1: Invite representatives from the agencies involved in the preparation of this Coordinated Public Transit-Human Services Transportation Plan with adequate membership from**

**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

**each county. Membership should include primary public, private, and human service agency transportation providers from each county, consumers, and potential funding organizations. Meetings should be held at least quarterly. The ITCC may be an expansion of an existing Transportation Advisory Committee or the Delaware County Transit Connection Committee.**

Priority/Implementation Timeframe: Near-Term for development of the committee.  
Continuous for quarterly meetings.

Parties Responsible: Delaware County Transit Connection Committee could be responsible for initial development of the regional ITCC. Designate a chairperson for the committee who will chair meetings and be responsible for meeting schedules, and agendas.

Implementation Budget: None.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Possibly a ridership increase as organizations learn about the various local transportation alternatives and pass information along to consumers and the public.

Performance Measures: Active membership and participation from all major, public, private, and human service agency transportation providers in the region.  
Quarterly meetings are scheduled and held.

**1.1.2: Prepare bylaws for the Regional ITCC. Contact INDOT and the coordination representative at Indiana RTAP for assistance.**

Priority/Implementation Timeframe: Near-Term.

**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

Parties Responsible:	Chairperson of the ITCC to lead the effort with assistance from transportation providers and members of the Delaware County Connection Committee.
Implementation Budget:	Staff time involved.
Staffing Implications:	Existing staff or designated individual will prepare bylaws.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	ITCC bylaws prepared and utilized.

**Objective 1.2: Expand the involvement and participation in coordination efforts under a mission that is shared by human service agencies and transportation providers to improve passenger mobility throughout the region, and facilitate development of transportation options for intra-state mobility for residents of this region.**

***Implementation Alternatives/Strategies:***

1.2.1: Hire/Designate a Mobility Manager to be responsible for development and coordination of human service agency and public transportation systems in each county and throughout the region. The Mobility Manager would work under general supervision of a lead organization in the coordination effort.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: ITCC should discuss and designate an eligible lead organization<sup>1</sup> to apply for funding, hire, and supervise the Mobility Manager.

Implementation Budget: Salary for new Mobility Manager to be determined by job duties/responsibilities. A Mobility Manager is an eligible item for Section 5317 and 5316 funding; local

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<sup>1</sup> Refer to INDOT for a definition of eligible organizations to apply for funding to support a Mobility Manager and advise for determining the most appropriate approach for submitting such an application.

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**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

match of 20% is required for Mobility Management under these programs. Local match may be derived from any non-transit dollars, including other Federal programs. Local human service agencies should participate in providing local match.

Staffing Implications: Add a Mobility Manager.

Capital Requirements: None.

Performance Measures: Secure local match for a Mobility Manager (match for multiple years preferred).  
Hire a Mobility Manager.

1.2.2: Develop brochures and a website(s) that are accessible for individuals with disabilities. Brochures and websites will outline the step-by-step process for individuals with disabilities to travel across the region and the state using a network of public transportation and human service agency transportation connections. The brochure will be available in multiple formats and will include information pertaining to transportation for individuals using a personal mobility device.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Mobility Manager (if hired) with support from public, private and non-profit transportation organization points of contacts throughout the state and the Indiana RTAP coordination representative.

Implementation Budget: Cost for creating/printing brochures and website(s). Time involved in information gathering and creating brochures.  
Time involved in distributing brochures to the general public.

Eligible application for Section 5317 (local match required).

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**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

Staffing Implications:	Staff time involved in creating brochures/website(s) and making them known and available to the public.
Capital Requirements:	None.
Performance Measures:	Brochure is created in multiple formats (mindful of ADA compliance requirements). Website(s) is Bobby-compliant. Brochures and website(s) are made known and available to the public in each county within the region.

**Objective 1.3: Make comprehensive information about transportation options readily available to more older adults, individuals with disabilities, people with low incomes, and the public.**

***Implementation Alternatives/Strategies:***

**1.3.1: Invite the 211 Information and Referral representative to participate in the regional ITCC meetings so that he or she understands the detailed information that callers need to know about accessing and utilizing local mobility options. In turn, the representative will enhance the information database beyond basic contact information and collect detailed transportation information (including eligibility, hours of service, service area, how to schedule a trip, passenger fares, contact information, and more).**

Priorities/Implementation Timeframe:	Near-Term (with continuous updates to the database).
Parties Responsible:	Lifestream Services, 211 Information and Referral; local transportation providers; ITCC members.
Implementation Budget:	None.
Staffing Implications:	None.
Capital Requirements:	None.

Ridership Implications: Possibly an increase in ridership as information about transportation becomes more available.

Performance Measures: 211 representative joins ITCC meetings.  
211 database expanded to include detailed information about transportation resources.  
Transportation providers keep 211 database updated with service changes and expansions.

**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

**Objective 1.4: Reduce duplications and gaps in mobility options provided by human service agencies, older adult facilities, non-profit organizations, private, and public transportation providers.**

***Implementation Strategies/Alternatives:***

**1.4.1: Discuss/share schedules between agencies and public transportation providers throughout the region and establish a service strategy to remove or reduce duplications in service, or unnecessary driver/vehicle down time through sharing vehicles and/or mixing consumers on private and public non-profit agency vehicles. Focus on long-distance trips (i.e., trips to Indianapolis).**

Priority/Implementation Timeframe: Near-term.

Parties Responsible: Public, private, non-profit agency transportation providers that participate in the coordination committee(s).

Implementation Budget: Staff time involved.

Staffing Implications: None.

Capital Requirements:None.

Ridership Implications: None.

Performance Measures: Number of schedules shared.  
Remaining duplications of service in the region.  
Ridership changes.

**1.4.2: Transportation providers and human service agencies with consumers that utilize transportation resources ensure that existing contracts are implemented at fully allocated costs and evaluate new opportunities for contracts or Memorandums of Understanding (MOUs).**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Transportation providers; ITCC member organizations; Mobility Manager could be responsible for facilitating the contract negotiation/discussion process to by evaluating and suggesting appropriate contracting opportunities.

Implementation Budget: None.

Capital Requirements: None.

Ridership Implications: None.

Performance Measures: Existing contracts/MOUs are reviewed and revised to reflect fully allocated costs for service.  
100% of new contracts/MOUs reflect the fully allocated cost for service.

**1.4.2: Encourage ITCC members to participate in INCOST and attend annual conferences and regional meetings.**

Priority/Implementation Timeframe: Near-Term and ongoing.

Parties Responsible: ITCC members.

Implementation Budget: Staff time involved.

Staffing Implications: Staff time involved in attending INCOST regional meetings and conferences.

Capital Requirements: None.

Ridership Implications: None.

**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

Performance Measures: ITCC members participate in INCOST.  
INCOSt is utilized as a resource for questions about fully allocated costs.

**1.4.3: Develop a methodology to enhance the availability and affordability of trips that cross county jurisdictional boundaries, removing or reducing the number of passenger transfers.**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Public and human service agency/older adult transportation providers in the region.

Implementation Budget: Potential cost to develop a website to share schedules and trip information between participating providers.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Potential increase in ridership as service becomes more convenient to the consumer.

Performance Measures: Cross-jurisdictional trip structure developed.  
Number of passengers utilizing the new service structure.  
Number of major destinations served by cross-jurisdictional travel without a requirement for the passenger to transfer.

**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

**Objective 1.5: Coordinate/consolidate scheduling services.**

***Implementation Strategies/Alternatives:***

**1.5.1: Utilize scheduling software that permits all providers in the regional coordination effort to share trip schedules and the number of seats available on each trip, based on advance reservations. All participants could view the schedule, but only**

**designated representatives would have permission to add/remove trips.**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Public and human service agency transportation providers. If sharing a scheduler, the scheduler must be an unbiased party to ensure that all participating organizations receive equal opportunity to provide trips.

Implementation Budget: Cost of software and possibly some hardware for participating organizations if they lack compatible technology to view the schedule. Potential cost of high-speed Internet connections for each project partner.

Staffing Implications: Scheduler with responsibility of populating the shared schedule with new passengers may experience an increase in workload because of the number of trips assigned.

Capital Requirements: None.

Ridership Implications: Potentially an increase in ridership as transportation providers become more efficient with scheduling trips and filling empty seats.

Performance Measures: Number of trips shared.  
Number of total trips provided among all participating organizations.

**GOAL #2: PROVIDE A MOBILITY STRUCTURE THAT IMPROVES TRANSPORTATION OPTIONS FOR PEOPLE WITH LOW INCOMES, OLDER ADULTS, INDIVIDUALS WITH DISABILITIES, AND THE GENERAL PUBLIC TO ACCESS EMPLOYMENT AND COMMUNITY RESOURCES WITHIN THE REGION.**

**Objective 2.1: Improve access to employment: Reinstate and expand the MITS Job Connection with sustainable local funding sources.**

**Goal #1: Improve communication between transportation providers and human service agencies throughout the region and the state.**

**Goal #2: Provide a mobility structure that improves transportation options for people with low incomes, older adults, individuals with disabilities, and the general public to access employment and community resources within the region.**

*Implementation Strategies/Alternatives:*

**2.1.1: Seek service contract agreements with local human service agencies and employers that have consumers who would benefit from the Job Connection service. Such contracts can be used as the necessary local match for the MITS Job Connection.**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: MITS, DCTCC, and ITCC members.

Implementation Budget: None.

Staffing Implications: Staff time involved in negotiating contract agreements.

Capital Requirements: None.

Ridership Implications: Potential increase in ridership through new contracts.

Performance Measures: New contracts negotiated provide the necessary additional local match for the JARC grant.

**2.1.2: Promote the use of employer/employee tax benefits as an incentive for employer contribution of employee transportation costs and to encourage employees to ride transit to work. The Federal government offers income tax incentives for employers who subsidize public transportation for employees and for employees who use public transportation to travel to work.**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: MITS, DCTCC, and/or Mobility Manager.

Implementation Budget: Staff time involved in working with employers. Cost of creating/ printing marketing materials.

Staffing Implications: None.

Capital Requirements: None.

**Goal #2: Provide a mobility structure that improves transportation options for people with low incomes, older adults, individuals with disabilities, and the general public to access employment and community resources within the region.**

Ridership Implications: Potentially an increase in ridership if the service is reinstated with support from employers.

Performance Measures: Number of participating employers.  
Number of employees enrolled.

**2.1.3: Share grant-writing expertise among all participating agencies to research and submit grants for new funding as a collaborative effort. A collaborative approach to grant writing may expand local knowledge of the available funding opportunities and broaden the eligibility for applying to foundations for support of the program.**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Members of the ITCC should discuss the opportunities for new funding that could be realized for the JARC project and designate a lead individual or sub-committee to undertake a grant writing effort. Mobility Manager could chair the sub-committee. If successful, this grant writing effort can be applied to other coordination initiatives.

Implementation Budget: Staff time involved in grant-related research. Sharing this responsibility should reduce the overall amount of time dedicated to grant-related research and improve the level of competitiveness of the grants.

Staffing Implications: None. Complete this strategy with existing staff and utilize volunteers and/or students for grant research on future projects.

Capital Requirements: None.

Ridership Implications: None.

Performance Measures: Amount of grant dollars received to support the program.

**Goal #2: Provide a mobility structure that improves transportation options for people with low incomes, older adults, individuals with disabilities, and the general public to access employment and community resources within the region.**

Amount of grant dollars received by any coordinating organization (if this strategy is applied to future projects).  
 Number of collaborative grant applications submitted.  
 Number of successful, collaborative grants applications.

**2.1.4: Expand the service area for employment transportation to a multi-county structure by implementing connections that feed into to the MITS Job Connection. Shuttles would meet the Job Connection route at a designated location and transport passengers to destinations that are outside of the Job Connection service area. Employment transportation shuttles that travel in Madison County could be part of the Central Indiana Commuter Shuttle (CICS) vanpool/carpool program.<sup>2</sup> In counties that are outside of the CICS area, an employer funded shuttle, or other service provided by human service agencies, non-profits, private or public transportation providers could be created**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Designate a lead organization(s) in the appropriate jurisdictions to apply for funding to support the shuttles that connect with MITS. Designate transportation provider(s) to operate the service. Mobility Manager can facilitate related participation, information/referral, and planning activities.

Implementation Budget: Newly implemented employment shuttles that connect with MITS are potential applications for Section 5316 funding. (Local match should be sought from contracts with human service agencies and employers, as well as support from local governments). The amount of funding will be determined by the design of the service.

**Goal #2: Provide a mobility structure that improves transportation options for people with low incomes, older adults, individuals with disabilities, and the general public to access employment and community resources within the region.**

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<sup>2</sup> Utilize the Indiana Commuter Connection as a resource for vanpool/carpool program information and development.

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Staffing Implications:	Potential need for additional drivers and a dispatcher on duty while vehicles are in operation – depending on the service structure and hours of service.
Capital Requirements:	Coordinate the use of vehicles from organizations participating in the coordination project. Depending on the hours of service and availability of vehicles from other providers, additional vehicles may be required. Local match of up to 20% is required for capital applications for Section 5316 assistance.
Performance Measures:	Number of connections established between MITS and transportation providers in neighboring counties or vanpool/carpools to support employment transportation for people with low incomes. Local match secured. Grant applications submitted. Number of riders utilizing the service.

**Goal #2: Provide a mobility structure that improves transportation options for people with low incomes, older adults, individuals with disabilities, and the general public to access employment and community resources within the region.**

**Objective 2.2: Improve mobility options for individuals and families with low incomes, older adults, and people with disabilities.**

***Implementation Strategies/Alternatives:***

**2.2.1: Utilize JARC funding to subsidize the cost of multiple destination trips (i.e., daycare and work) for families with low incomes.**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Requires coordination and information sharing between transportation providers, employers, and organizations that serve consumers with low incomes. The Mobility Manager could facilitate coordination of schedules/information.

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- Implementation Budget: To be determined based upon frequency of service, hours of operation, and service area. Potential application for Section 5316 (local match required). Local match should be derived (at least in part) from participating non-profit agencies, government organizations, and employers.
- Staffing Implications: Time associated with service planning, coordination activities, and community outreach.
- Capital Requirements: Coordinate the use of vehicles operated by participating organizations. If existing vehicles are not available, the lead organization may be eligible to apply for Section 5316 capital funding to purchase the vehicle(s) – local match required.
- Performance Measures: Participating organizations coordinate schedules. Participating organizations quantify the demand for the new program. Number of multiple destination trips provided annually. Consumer satisfaction as measured via surveys, comment cards, etc.

2.2.2: Transportation providers in this region will work with IndyGo to coordinate schedules with out-of-area trips to Indianapolis with IndyGo’s various service structures in Indianapolis and Marion County. Coordinated schedules will improve passenger transfers.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Regional ITCC members, Mobility Manager (if hired), and IndyGo representatives.

Implementation Budget: None.

**Goal #2: Provide a mobility structure that improves transportation options for people with low incomes, older adults, individuals with disabilities, and the general public to access employment and community resources within the region.**

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Staffing Implications:	Schedulers will have the additional responsibility for coordinating trips to the Indianapolis area with IndyGo.
Capital Implications:	Scheduling software that is compatible between all transportation providers in the region and IndyGo may streamline the process of sharing schedules. However, software is not required if schedulers call IndyGo to coordinate schedules.
Ridership Implications:	An increase in ridership is likely as passenger transfers for the trips to Indianapolis area become more efficient and consumer friendly.
Performance Measures:	Number of connections between IndyGo services and transportation providers in the region. Consumer satisfaction with coordination between IndyGo and local provider. [Reduced] total passenger travel time when connecting with IndyGo.

**Goal #2: Provide a mobility structure that improves transportation options for people with low incomes, older adults, individuals with disabilities, and the general public to access employment and community resources within the region.**

**GOAL #3: EXPAND THE MOBILITY OPTIONS THAT ARE AVAILABLE OUTSIDE OF CURRENT PUBLIC TRANSPORTATION SERVICE HOURS AND SERVICE AREA.**

**Goal #3: Expand the mobility options that are available outside of current public transportation service hours and service area.**

**Objective 3.1: Establish accessible demand-response transportation in Muncie and Delaware County that operates beyond existing complementary paratransit service. Apply similar service expansions in other areas of the region where the unmet need is identified as a priority and expanded service can be fiscally supported.**

***Implementation Alternatives/Strategies:***

3.1.1: Implement ADA paratransit service above and beyond existing fixed route services including affordable, 24-hour non-emergency transportation in Delaware County. Gradually expand hours of accessible demand response service in other portions of the region.

Priority/Implementation Timeframe: Near-Term.

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**Goal #3: Expand the mobility options that are available outside of current public transportation service hours and service area.**

Parties Responsible:	Explore the possibility for private taxi operators to assist with providing service during evenings and weekends. Local public, private, and human service agency transportation providers, including all Section 5310 grant recipients should be included.
Implementation Budget:	To be determined based upon the operating hours, service area, and service provider. This is an eligible item for Section 5317 funding (local match required).
Staffing Implications:	Additional drivers and a dispatcher will be necessary if existing staff of coordinating organizations are not available during extended hours.
Capital Requirements:	Every attempt to utilize vehicles from existing human service agency, public, and private transportation providers should be made. If additional vehicles are necessary, consider an application for Section 5310, 5316, or 5317 capital assistance (local match required).
Ridership Implications:	An increase in ridership is likely if hours of service are expanded.
Performance Measures:	Number of trips provided during new evening and weekend hours. Number of passengers using a personal mobility device served. Cost effectiveness of the new service.

**Objective 3.2: Establish a new transit voucher program to support trips for individuals with disabilities and employment related trips for people with low incomes.**

***Implementation Strategies/Alternatives:***

**3.2.1: Establish a new voucher program to provide vouchers to individuals with disabilities to purchase rides, including: (a)**

**mileage reimbursement as part of a volunteer driver program; (b) a taxi trip; or (c) trips provided by a human service agency. The voucher will assist the passenger with travel to destinations beyond the paratransit service areas.**

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Eligible applicants for Section 5317 grants, human service agencies, and non-profit organizations that serve individuals with disabilities.

Implementation Budget: To be determined by the scope of the voucher project. New voucher programs or expansions of existing programs are eligible items for Section 5317 funding. Vouchers are an operational expense that requires a 50/50 (federal/local) match.

Staffing Implications: Administration, reporting, and maintenance of the voucher program.

Capital Requirements: None.

Performance Measures: Number of vouchers used per passenger/per month.  
Consumer satisfaction in terms of access to community resources and improved quality of life.

3.2.2: Implement a voucher program to support access to employment for low-income individuals living or working in rural areas of the region who work non-traditional hours. Include vouchers for transportation across jurisdictional boundaries (i.e., county/municipal boundaries).

Priority/Implementation Timeframe: Mid-Term.

Responsible Parties: Eligible applicants for Section 5316 funding; human service agencies that have consumers with low-incomes; rural public, private, human service agency transportation providers. Mobility Manager (if hired) will

**Goal #3: Expand the mobility options that are available outside of current public transportation service hours and service area.**

	assist with coordination and planning of the program.
Implementation Budget:	To be determined based on the scope of the voucher program. Voucher programs to support employment opportunities for people with low incomes and welfare recipients may be eligible for Section 5316 funding (50% local match required).
Staffing Implications:	Planning, administration, reporting, maintenance of the program.
Capital Requirements:	None.
Performance Measures:	Rural employment voucher program established. Service provider(s) contracted. Number of vouchers used per passenger/month. Customer satisfaction. Consumer job retention rate.

**Goal #3: Expand the mobility options that are available outside of current public transportation service hours and service area.**

**Objective 3.3: Establish a mobility program for coordinating long distance trips and trips provided outside of current operating hours for individuals with disabilities.**

3.3.1: Create a volunteer driver program. Secure local match, and apply for Section 5317 funding to support costs associated with administration, management of driver recruitment, safety, background checks, scheduling, coordination with passengers, and other related support functions, mileage reimbursement, and insurance required to establish a volunteer driver program. The program must meet the requirements of both “new” and “beyond the ADA.”

Priority/Implementation Timeframe: Long-Term.

Parties Responsible: Local non-profit organizations and public transportation providers participating in the DCTCC, regional ITCC. Mobility Manager may facilitate coordination and marketing of the program.

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**Goal #3: Expand the mobility options that are available outside of current public transportation service hours and service area.**

Implementation Budget:	To be determined based upon the scope of program services determined by participating organizations. Volunteer driver programs are potential applications for Section 5317 (local match required).
Staffing Implications:	Planning, coordination, and marketing of the program.
Capital Requirements:	None.
Performance Measures:	Volunteer driver program established. Number of qualified volunteer drivers participating in the program. Dollars saved by utilizing volunteers rather than providing a trip with agency vehicles. Consumer satisfaction.

**Objective 3.4: Extend hours of operation to provide transportation to shift work opportunities for the general public, including people with low incomes, older adults, and individuals with disabilities within unincorporated areas of the region.**

***Implementation Strategies/Alternatives:***

**3.4.1: Use a Section 5310 vehicle for routes that could serve work-related trip purposes. This could include 2<sup>nd</sup> and 3<sup>rd</sup> shift employment opportunities.**

Priority/Implementation Timeframe: Long-Term.

Parties Responsible:	Transportation providers and employers.
Implementation Budget:	To be determined based upon scope of services. New service is a potential application for Section 5316 funding (local match required).
Staffing Implication:	One driver to staff the shift at each partner agency that provides the route. Agencies could rotate responsibility to provide the route

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	weekly, or monthly, depending on how many participate.
Capital Requirements:	Local match for a Section 5310 vehicle if a vehicle from an existing fleet cannot be utilized.
Ridership Implications:	Increase in ridership depending upon days/hours of service and number of routes provided.
Performance Measures:	Number of evening work trips provided. Number of agencies sharing trips.

**Goal #3: Expand the mobility options that are available outside of current public transportation service hours and service area.**

**GOAL #4: IMPLEMENT PROGRAMS TO INCREASE ACCESSIBILITY AND USER-FRIENDLINESS OF EXISTING TRANSPORTATION.**

**Goal #4: Implement programs to increase accessibility and user-friendliness of existing transportation.**

**Objective 4.1: Implement a passenger assistance program for the fixed route transportation systems in the region to assist individuals with disabilities beyond ADA regulation requirements.**

***Implementation Strategies/Alternatives***

4.1.1: Enhance current level of MITS and City of Anderson fixed route, and Meridian Services transportation service by providing escorts or otherwise assisting frail riders and riders with disabilities with boarding and disembarking transit vehicles.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible:	MITS, City of Anderson, Meridian Services.
Implementation Budget:	Salary for passenger assistants. This is an eligible item for Section 5317 funding (local match required).
Staffing Implications:	Hire passenger assistants.
Capital Requirements:	None.
Ridership Implications	Potentially an increase in ridership as more people become comfortable with accessing the fixed route systems.

Performance Measures: Number of trips that passengers utilize a passenger assistant.  
[Increase in the] Number of passengers with disabilities that utilize the fixed route service.

**Objective 4.2: Implement a travel training program for all modes of passenger transportation in the region.**

***Implementation Strategies/Alternatives:***

**4.2.1: Establish a travel training program for individual users to increase their awareness, knowledge, and skills of public and alternative transportation options in their communities. This includes travel instruction and travel training services.**

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Regional ITCC should designate a lead agency to apply for funding and administer the travel training program. Mobility Manager (if hired) could assist with the program planning and management.

Implementation Budget: To be determined based upon the size and scope of the travel training program. Expenses will likely include, printed materials, staff time, community demonstrations, and outreach activities.

A new Travel Training program meets the definition of a ‘new public transportation service beyond ADA’ and is eligible for Section 5317 funding (local match required).

Staffing Implications: Staff time involved in developing the program and training passengers.

Capital Requirements: None.

Ridership Implications: Ridership is likely to increase as more people become aware of and

**Goal #4: Implement programs to increase accessibility and user-friendliness of existing transportation.**

**GOALS, OBJECTIVES,  
AND  
IMPLEMENTATION  
STRATEGIES**

comfortable with utilizing transportation services.

Performance Measures: [Increase in] Ridership.  
Number of training demonstrations completed per month.  
Number of organizations/individuals requesting training and/or training materials.

**Goal #4: Implement programs to increase accessibility and user-friendliness of existing transportation.**

**GOAL #5: INCREASE THE AVAILABILITY OF GENERAL PUBLIC TRANSPORTATION IN RURAL AREAS OF THE REGION.**

**Goal #5: Increase the availability of general public transportation in rural areas of the region.**

**Objective 5.1: Implement new route to meet the transportation needs for older adults, individuals with disabilities, people with low incomes, and the general public to travel between Ft. Wayne and Adams County to**

***Implementation Strategies/Alternatives:***

**5.1.1: Develop a coalition of interested agencies and citizens to further evaluate the need and feasibility of implementing public/coordinated transportation between Decatur, Berne, and Ft. Wayne (Allen County).**

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Adams County Council on Aging, Citilink, and public or human service agency transportation providers in Ft. Wayne, and Allen and Adams counties.

Implementation Budget: Cost of implementing public/coordinated transportation will be determined based upon scope of transportation services. Newly implemented service that is above and beyond the requirements set by the ADA is a potential application for Section 5317 (local match required).

Staffing Implications: To be determined based upon implementation of service.

**Goal #5: Increase the availability of general public transportation in rural areas of the region.**

Capital Requirements: To be determined based upon partnerships and service structure. Potentially utilize vehicles from the fleets of local human service agencies.

Ridership Implications: Efforts may lead to new transportation service for the community.

Performance Measures: Coalition developed and members are actively participating and planning.

5.1.2: If need and feasibility is determined to exist, negotiate contract agreements with Citilink, Adams County Council on Aging, and other human services agencies. Contracts will provide the necessary local match to support new service.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Coalition members.

Implementation Budget: To be determined based upon the frequency and service area of the new route. (Incremental implementation is recommended.)

Staffing Implications: Attempt to utilize drivers from participating organizations. Otherwise, additional driver(s) will be required. Organizations could revolve the responsibility of operating the route on a daily/weekly/monthly basis so that no single organization carries the full responsibility of operating the route.

Capital Requirements: None. Utilize existing Section 5310 or public transit vehicles for the trip.

Ridership Implications: An increase in ridership is likely.

Performance Measures: Local match is secured. Route is initiated.

Consumer satisfaction.  
Ridership on the route.

**Objective 5.2: Expand regional transportation service to include Adams County.**

5.2.1: Conduct public outreach meetings to receive feedback on unmet transportation needs and gaps in service that could be addressed by implementing regional coordinated and/or general public transportation that includes Adams County.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Adams County Council on Aging.

Implementation Budget: Small budget for public outreach efforts (\$500 or less).

Staffing Implications: Staff time to conduct public outreach.

Capital Requirements: None.

Ridership Implications: N/A.

Performance Measures: Number of local meetings conducted.  
Number of attendees at public meetings.  
Community outreach results are documented and shared with public officials and local human service agencies.

5.2.2: Evaluate the feasibility of providing regional public and coordinated transportation services in Adams County through expansion of or coordination with LifeStream, Inc. (The New InterUrban) and/or Wells on Wheels, or Citilink.

Priority/Implementation Timeframe: Long-Term.

Parties Responsible: Adams County Council on Aging, LifeStream, Inc., Citilink, and/or Wells on Wheels.

**Goal #5: Increase the availability of general public transportation in rural areas of the region.**

**Goal #5: Increase the availability of general public transportation in rural areas of the region.**

Implementation Budget: Consider the possibility to apply for assistance through the Section 5317 grant program (local match required).

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: N/A.

Performance Measures: Feasible coordination alternatives are developed and prioritized.  
All parties agree on an implementation plan and timeframe.

5.2.3: If activities in strategies 5.2.1 and 5.2.3 are successful, initiate discussions with Adams County Commissioners and local human service agencies to demonstrate the benefits of implementing regional public and/or coordinated transportation services.

Priority/Implementation Timeframe: Long-Term.

Parties Responsible: Partners that have agreed to coordinate services and/or lead the public transportation effort.

Implementation Budget: None.

Staffing Implications: Time required to educate local officials.

Capital Requirements: None.

Ridership Implications: N/A.

Performance Measures: Presentation for local officials is developed.  
Local officials and local agencies agree to participate in the regional effort and provide local match.

5.2.4: Designate an organization to lead the effort to provide regional coordinated public transit-human services agency transportation.

Priority/Implementation Timeframe: Long-Term.

**GOALS, OBJECTIVES,  
AND  
IMPLEMENTATION  
STRATEGIES**

Parties Responsible:	Adams County officials.
Implementation Budget:	To be determined based upon scope of services.
Staffing Implications:	Mobility Manager/transportation coordinator to coordinate regional transportation. Potential need for additional drivers and staff to support service in Adams County. Mobility Management is an eligible expense under Section 5317 (local match required).
Capital Requirements:	To be determined.
Ridership Implications:	Possible increase in ridership resulting from one agency managing the transportation needs and resources for Adams County.
Performance Measures:	Number of passenger trips provided per day/month/year. Cost effectiveness of providing service. Consumer satisfaction.

**Goal #5: Increase the availability of general public transportation in rural areas of the region.**

**GOAL #6: INCREASE ACCESSIBILITY OF TRANSPORTATION SERVICES IN THE REGION FOR PERSONS WITH DISABILITIES.**

**Objective 6.1: Increase the number of accessible vehicles available for transportation service.**

***Implementation Strategies/Alternatives:***

**6.1.1: Develop vehicle replacement schedules for transportation providers in the region.**

Implementation Timeframe:	Near-Term.
Parties Responsible:	Those coordination partners that operate vehicles for public or consumer transportation.
Implementation Budget:	To be determined.

**Goal #6: Increase accessibility of transportation services in the region for persons with disabilities.**

Staffing Implications:	None.
Capital Requirements:	To be determined.
Ridership Implications:	Potentially an increase in the number of wheelchair trips for coordinated transportation providers.
Performance Measures:	Number of wheelchair trips

**Goal #6: Increase accessibility of transportation services in the region for persons with disabilities.**

**6.1.2: Apply for additional or replacement accessible vehicles through the INDOT Section 5310 program or other available funding sources.**

Implementation Timeframe:	Near-Term.
Parties Responsible:	Coordination project partners that are need additional or replacement accessible vehicles to meet consumer needs for older adults and individuals with disabilities. Including, Meridian Services, Inc.
Implementation Budget:	To be determined.
Staffing Implications:	To be determined.
Capital Requirements:	Purchase of vehicles. Applications for Section 5310 or 5317 capital assistance require local match.
Ridership Implications:	To be determined depending on the future use of vehicles purchased.
Performance Measures:	Number of vehicles purchased. Accessibility ratio of fleets.

**VI. REFERENCE TABLE FOR  
IMPLEMENTATION  
STRATEGIES AND  
POTENTIAL GRANT  
APPLICATIONS**

## **VI. REFERENCE TABLE FOR IMPLEMENTATION STRATEGIES AND POTENTIAL GRANT APPLICATIONS**

The following table outlines the strategies and objectives designated to achieve the locally identified transportation goals that are intended to meet local unmet transportation needs, reduce duplication, and improve coordination of human service agency and transportation provider resources. The table includes all strategies and designates those strategies that are currently designed for implementation with the assistance of a grant from the Transportation for Elderly Persons and Persons with Disabilities (Section 5310), Job Access and Reverse Commute (Section 5316), or New Freedom (Section 5317). Page numbers are provided in Exhibit VI.1 for quick reference to detailed information of each objective.

The implementation timeframe for each strategy ranges from the date of this report through 2013. It is noted that the coordinated transportation committee should update this plan on an annual basis and as new coordinated transportation strategies and objectives are developed. For example, replacement vehicles through the Section 5310 program (to replace previous or future granted vehicles) should be included in updates to this document, as appropriate.

**Exhibit VI-1: Implementation Strategy Key**

<b>Page Number</b>	<b>Strategy Identification Number</b>	<b>Strategy Description</b>	<b>Priority/Implementation Timeframe</b>	<b>Specialized Vehicles (5310)</b>	<b>Job Access &amp; Reverse Commute (5316)</b>	<b>New Freedom Initiative (5317)</b>
V-2	1.1.1	Invite representatives from the agencies involved in preparation of this Coordinated Public Transit-Human Services Transportation Plan with adequate membership from each county.	Near-Term			
V-3	1.1.2	Prepare bylaws for the Regional ITCC. Contact INDOT and the coordination representative at Indiana RTAP for assistance.	Near-Term			
V-3,V-4	1.2.1	Hire/Designate a Mobility Manager to be responsible for development and coordination of human service agency and public transportation systems in each county and throughout the region.	Mid-Term		Yes	Yes
V-4,V-5	1.2.2	Develop brochures and a website(s) that are accessible for individuals with disabilities. Brochures and websites will outline the step-by-step process for individuals with disabilities to travel across the region and the state using a network of public transportation and human service agency transportation connections.	Mid-Term			Yes
V-5,V-6	1.3.1	Invite the 211 Information and Referral representative to participate in the regional ITCC meetings so that he or she understands the detailed information that callers need to know about accessing and utilizing local mobility options.	Near-Term			
V-6,V-7	1.4.1	Discuss/share schedules between agencies and public transportation providers throughout the region and establish a service strategy to remove or reduce duplications in service, or unnecessary driver/vehicle down time. Focus on long-distance trips (i.e., trips to Indianapolis).	Near-Term			
V-7	1.4.2	Transportation providers and human service agencies with consumers that utilize transportation resources ensure that existing contracts are implemented at fully allocated costs and evaluate new opportunities for contracts or Memorandums of Understanding (MOUs).	Near-Term			

**Exhibit VI-1: Implementation Strategy Key**

<b>Page Number</b>	<b>Strategy Identification Number</b>	<b>Strategy Description</b>	<b>Priority/Implementation Timeframe</b>	<b>Specialized Vehicles (5310)</b>	<b>Job Access &amp; Reverse Commute (5316)</b>	<b>New Freedom Initiative (5317)</b>
V-7,V-8	1.4.3	Encourage ITCC members to participate in INCOST and attend annual conferences and regional meetings.	Near-Term and Ongoing			
V-8,V-9	1.4.4	Develop a methodology to enhance the availability and affordability of trips that cross county jurisdictional boundaries, removing or reducing the number of passenger transfers.	Near-Term	Yes	Yes	Yes
V-9,V-10	1.5.1	Utilize scheduling software that permits all providers in the regional coordination effort to share trip schedules and the number of seats available on each trip, based on advance reservations. All participants could view the schedule, but only designated representatives would have permission to add/remove trips.	Near-Term		Yes	Yes
V-10	2.1.1	Seek service contract agreements with local human service agencies and employers that have consumers who would benefit from the Job Connection service. Such contracts can be used as the necessary local match for the MITS Job Connection.	Near-Term		Yes	
V-10,V-11	2.1.2	Promote the use of employer/employee tax benefits as an incentive for employer contribution of employee transportation costs and to encourage employees to ride transit to work.	Near-Term		Yes	
V-11,V-12	2.1.3	Share grant-writing expertise among all participating agencies to research and submit grants for new funding as a collaborative effort.	Near-Term			
V-12,V-13, V-14	2.1.4	Expand the service area for employment transportation to a multi-county structure by implementing connections that feed into to the MITS Job Connection. Shuttles would meet the Job Connection route at a designated location and transport passengers to destinations that are outside of the Job Connection service area.	Near-Term		Yes	
V-14,V-15	2.2.1	Utilize JARC funding to subsidize the cost of multiple destination trips (i.e., daycare and work) for families with low incomes.	Mid-Term		Yes	

**Exhibit VI-1: Implementation Strategy Key**

<b>Page Number</b>	<b>Strategy Identification Number</b>	<b>Strategy Description</b>	<b>Priority/Implementation Timeframe</b>	<b>Specialized Vehicles (5310)</b>	<b>Job Access &amp; Reverse Commute (5316)</b>	<b>New Freedom Initiative (5317)</b>
V-15,V-16	2.2.2	Transportation providers in this region will work with IndyGo to coordinate schedules with out-of-area trips to Indianapolis with IndyGo's various service structures in Indianapolis and Marion County.	Near-Term		Yes	Yes
V-16,V-17	3.1.1	Implement ADA paratransit service above and beyond existing fixed route services including affordable, 24-hour non-emergency transportation in Delaware County. Gradually expand hours of accessible demand response service in other portions of the region.	Near-Term			Yes
V-17,V-18	3.2.1	Establish a new voucher program to provide vouchers to individuals with disabilities to purchase rides, including: (a) mileage reimbursement as part of a volunteer driver program; (b) a taxi trip; or (c) trips provided by a human service agency.	Mid-Term			Yes
V-18,V-19	3.2.2	Implement a voucher program to support access to employment for low-income individuals living or working in rural areas of the region who work non-traditional hours. Include vouchers for transportation across jurisdictional boundaries (i.e., county/municipal boundaries).	Mid-Term		Yes	
V-19,V-20	3.3.1	Create a volunteer driver program. Secure local match, and apply for Section 5317 funding to support costs associated with administration, management of driver recruitment, safety, background checks, scheduling, coordination with passengers, and other related support functions, mileage reimbursement, and insurance required to establish a volunteer driver program.	Long-Term			Yes
V-20,V-21	3.4.1	Use a Section 5310 vehicle for routes that could serve work-related trip purposes. This could include 2 <sup>nd</sup> and 3 <sup>rd</sup> shift employment opportunities.	Long-Term	Yes	Yes	

**Exhibit VI-1: Implementation Strategy Key**

<b>Page Number</b>	<b>Strategy Identification Number</b>	<b>Strategy Description</b>	<b>Priority/Implementation Timeframe</b>	<b>Specialized Vehicles (5310)</b>	<b>Job Access &amp; Reverse Commute (5316)</b>	<b>New Freedom Initiative (5317)</b>
V-21,V-22	4.1.1	Enhance current level of MITS and City of Anderson fixed route, and Meridian Services transportation service by providing escorts or otherwise assisting frail riders and riders with disabilities with boarding and disembarking transit vehicles.	Mid-Term			Yes
V-22,V-23	4.2.1	Establish a travel training program for individual users to increase their awareness, knowledge, and skills of public and alternative transportation options in their communities. This includes travel instruction and travel training services.	Mid-Term			Yes
V-23,V-24	5.1.1	Develop a coalition of interested agencies and citizens to further evaluate the need and feasibility of implementing public/coordinated transportation between Decatur, Berne, and Ft. Wayne (Allen County).	Near-Term			
V-24,V-25	5.1.2	If need and feasibility is determined to exist, negotiate contract agreements with Citilink, Adams County Council on Aging, and other human services agencies. Contracts will provide the necessary local match to support new service.	Mid-Term	Yes	Yes	Yes
V-25	5.2.1	Conduct public outreach meetings to receive feedback on unmet transportation needs and gaps in service that could be addressed by implementing regional coordinated and/or general public transportation that includes Adams County.	Mid-Term		Yes	
V-25,V-26	5.2.2	Evaluate the feasibility of providing regional public and coordinated transportation services in Adams County through expansion of or coordination with LifeStream, Inc. (The New InterUrban) and/or Wells on Wheels, or Citilink.	Long-Term		Yes	Yes
V-26,V-27	5.2.3	If activities in strategies 5.2.1 and 5.2.3 are successful, initiate discussions with Adams County Commissioners and local human service agencies to demonstrate the benefits of implementing regional public and/or coordinated transportation services.	Long-Term			

**Exhibit VI-1: Implementation Strategy Key**

<b>Page Number</b>	<b>Strategy Identification Number</b>	<b>Strategy Description</b>	<b>Priority/Implementation Timeframe</b>	<b>Specialized Vehicles (5310)</b>	<b>Job Access &amp; Reverse Commute (5316)</b>	<b>New Freedom Initiative (5317)</b>
V-27	5.2.4	Designate an organization to lead the effort to provide regional coordinated public transit-human services agency transportation.	Long-Term			
V-28	6.1.1	Increase the number of accessible vehicles for transportation service.	Near-Term	Yes		Yes
V-28	6.1.2	Apply for additional or replacement accessible vehicles through INDOT Section 5310 program or other available funding sources.	Near-Term.	Yes		Yes

## **VII. ADOPTION OF PLAN**

**VII. ADOPTION AND APPROVAL OF PLAN**

The public comment period for this plan was 30 days with two-weeks notice prior to a public hearing opportunity. The notice of public hearing was posted in a widely distributed newspaper and a copy of such notice is included at the end of this chapter.

The regional Coordinated Public Transit-Human Services Transportation Plan was adopted on \_\_\_\_\_ at a steering committee meeting of the project participants. Signatures of adoption are provided below. Committee Members who adopted the plan participated in the planning process.

\_\_\_\_\_  
Name Date

**ADOPTION AND  
APPROVAL OF  
PLAN**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

**ADOPTION AND  
APPROVAL OF  
PLAN**

Local elected officials were invited to review and accept the Coordinated Public Transit-Human Services Transportation Plan. Signatures of approval are provided below.

\_\_\_\_\_  
Name Date

Notice of Public Hearing was posted in the  
\_\_\_\_\_ on  
\_\_\_\_\_. A copy of the notice is provided  
below.

Public Hearing Notice

## **APPENDIX**

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# Appendix

Region 3.1

## EXHIBIT 1: OUTREACH DOCUMENTATION SUMMARY

### COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION

#### PLAN

FOR GRANT, WELLS, ADAMS, MADISON, BLACKFORD, JAY, RANDOLPH, DELAWARE, AND HENRY COUNTIES, INDIANA

#### Focus Groups & Public Meetings

##### *Date(s) & Locations Held:*

\_7/26/07\_                      \_\_Delaware Co. Commissioner's Courtroom\_\_\_\_\_

\_2/05/08\_                      \_\_Delaware Co. Commissioner's Courtroom\_\_\_\_\_

##### *Date(s) Invitations Were Distributed:*

✓ U.S. Mail \_\_\_\_7/10/07\_\_\_\_       Web Posting \_\_\_\_\_

✓ E-mail \_\_\_\_1/18/08\_\_\_\_       Other (please specify)

✓ Newspaper Notice \_\_Indiana Dispatch – Indiana RTAP Newsletter \_\_\_\_\_

Radio/TV PSAs \_\_\_\_\_

- ✓ Distributed in local community/senior centers, etc.
- ✓ Information was provided in alternative formats, upon request.
- ✓ Events were open to all individuals, including hearing impaired.
- ✓ Information was provided in alternative formats, upon request.
  
- ✓ Interpreters provided, upon request.

##### *# of Attendees (by location & date)*

\_\_28\_\_                      \_\_7/26/07 @ Delaware Co. Commissioner's Courtroom\_\_

\_\_14\_\_                      \_\_2/05/08 @ Delaware Co. Commissioner's Courtroom\_\_

- ✓ Invitation letter and mailing list attached.
- ✓ Copies of flyers, brochures, etc.  
Copy of Public Notice from each newspaper in which it appeared
- ✓ Copy of e-mail invitation and mailing list attached.
  
- ✓ Sign-in Sheets attached.
- Copy of web posting (if available).
  
- ✓ Focus Group Summary included in Report

# Appendix

## Region 3.1

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### **Public Hearings**

Date(s) & Locations Held:

\_\_\_\_\_

Date(s) Notice(s) Were Published: \_\_\_\_\_

- Events were open to all individuals, including hearing impaired
- Copy of web posting (if available).
- Copies of flyers, brochures, etc. attached along
- Copy of Public Notice attached along with \_\_\_\_\_ with distribution locations.

A list of newspapers in which it appeared.

# of Attendees \_\_\_\_\_

- Sign-in Sheets Attached
- Minutes Attached

### **Surveys**

Date(s) Surveys Were Distributed:

- ✓ U.S. Mail \_7/10/07\_\_\_\_\_ Web Posting \_6/1/07-10/1/07\_\_\_\_\_
  - ✓ E-mail \_\_Upon request 6/1/07 – 10/1/07\_\_\_\_
  - ✓ Other (please specify): Telephone interviews available 6/1/07-10/1/07. Fax available upon request.
  - ✓ Newspaper Notice \_June/July 2007\_
  - Radio/TV PSAs \_\_\_\_\_
  - ✓ Distributed in local community/senior centers, etc. Local Points of Contact were asked to post the meeting announcements in community centers and senior centers
  - ✓ Information was provided in alternative formats, upon request.
- No. of Surveys Distributed: 262 invitations to complete the survey
- No. of Surveys Returned: 21
- ✓ Listing of Survey Recipients attached
- 

### **Other Outreach Efforts**

# Appendix

## Region 3.1

- ✓ Flyers or Brochures in  
X Senior Centers X Community Centers

City/County Offices  Other \_\_\_\_\_

- ✓ Teleconferences – Consultants called organizations to request follow-up information. Organizations that did not participate, but major transportation providers, were contacted by telephone to verify that they received the invitation/meeting notice.

- ✓ Miscellaneous Meetings, Conferences, etc. (please specify)  
INCOST Meeting – September 27/28, 2007

Meeting for Indiana MPOs – May 24, 2007

If other activities include meetings, conferences, etc., please indicate the following information for each event:

### *Date(s) & Locations Held:*

Sept 27/28, 2007      Indianapolis

May 24, 2007      Indianapolis

### *Date(s) Invitations Were Distributed:*

U.S. Mail \_\_\_\_\_  Web Posting RTAP

E-mail \_\_\_\_\_  Other (please specify)

- ✓ Newspaper Notice RTAP Newsletter

Radio/TV PSAs \_\_\_\_\_

Distributed in local community/senior centers, etc.

Information was provided in alternative formats, upon request.

Events were open to all individuals, including hearing impaired.

### *# of Attendees (by location & date)*

\_\_\_\_\_  
\_\_\_\_\_

Sign-in Sheets Attached, if applicable

Summary Attached, if applicable

Invitation letter/Meeting Notice and mailing list attached.

Copy of Public Notice attached along with a list of newspapers in which it appeared.

Copy of e-mail invitation/Meeting Notice and mailing list attached.

Copy of web posting (if available).

Copies of flyers, brochures, etc. attached along with distribution locations.

# Appendix

## Region 3.1

### EXHIBIT-2: STAKEHOLDER CHECKLIST

The following list is provided to assist you in identifying the agencies, organizations, and institutions in your community that you will contact regarding your plan. It is possible that not all of these organizations exist in your community, or that multiple agencies exist with the same description. Keep this in mind when you are convening your stakeholder groups. Be creative when brainstorming for stakeholders as the more input you receive, the more comprehensive and relative your plan will be.

- Area Agencies on Aging
- Advocacy organizations, e.g., AARP
- Assisted Living Communities
- Child Care Facilities
- City Councils
- Colleges, Universities, and Community Colleges
- Community Based Organizations; Community Action Programs
- County Aging Programs
- County Commissioners or Councils
- Local DHHR Offices
- Economic Development Authorities
- Fair Shake Network
- Family Resource Network
- Foundations
- Group Homes
- Homeless Shelters
- Hospitals/Other Health Care Providers
- Independent Living Councils
- Major Employers or Employer Orgs.
- Local Medicaid Brokers or Providers
- Mental Health Providers
- Metropolitan Planning Organizations
- Non-Profit Transportation Providers
- Nursing Homes
- Other Non-Profit Organizations
- Potential Riders in Targeted Areas (lower income, individuals with disabilities and older Americans)
- Private Bus Operators
- Public Transportation Systems
- Regional Planning & Dev. Councils
- Local Rehabilitation Service Offices
- Retired Senior Volunteer Programs
- Local School Districts
- Security and Emergency Mgmt. Agencies
- Senior Centers
- Sheltered Workshops
- Taxicab Operators
- Technical or Vocational Schools
- Transit Riders
- United Way
- Local Workforce Offices

### EXHIBIT 3: NEWSPAPER NOTICES – INDIANA RTAP NEWSLETTER, ISSUE 2, 2007

#### **Notice of INDOT Statewide Coordination Plan**

Regional meetings on the development of a coordinated public transit-human services transportation plan will be scheduled through out the state between June 20 and August 31, 2007. The meetings will include a discussion of the content of the locally developed coordination plan, a needs assessment, the level of coordination between transportation programs, and developing an action plan for developing strategies and steps for improving coordination efforts.

In August of 2005, Congress passed the Safe, Accountable, Flexible and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU), reauthorizing the surface transportation act. As part of this reauthorization, grantees under the New Freedom Initiative (5317), Job Access and Reverse Commute (5316) and Elderly and Disabled Transportation Program (5310) must meet certain requirements in order to receive funding for fiscal 2007 (beginning 10/1/06) and beyond.

One of the SAFETEA-LU requirements is that projects from the programs listed above must be part of a "locally developed coordinated public transit-human services transportation plan." This plan is required to be developed through a process that includes representatives of public, private, and non-profit transportation services, human services providers and the general public.

Agencies planning on applying for funding under the Section 5310, 5316 or 5317 programs anytime within the next four years, must participate in plan development and meetings. Those agencies must also complete the INDOT on-line survey at [www.sndayton.com/INDOT\\_coordination\\_survey](http://www.sndayton.com/INDOT_coordination_survey). Participation from agencies that represent individuals, who use or need public transportation, whether or not that agency is a transportation provider, is also important to the validity of the plan. If you have not yet received notification of the meeting in your region, please contact Laura Brown (contact information provided below).

Interested parties who are unable to attend the meeting in their region, but would like to submit comments, may send their comments in advance to: Laura Brown, 3131 South Dixie Hwy. Suite 545 Dayton, Ohio 45439, Call (937) 299-5007, or email comments to [lbrownrls@verizon.net](mailto:lbrownrls@verizon.net) no later than August 17, 2007.

# Appendix

## Region 3.1



### **INDIANA DEPARTMENT OF TRANSPORTATION** *Driving Indiana's Economic Growth*

100 North Senate Avenue  
Room N955  
Indianapolis, Indiana 46204-2216 (317) 232-5292 FAX: (317) 232-1499

**Mitchell E. Daniels, Jr., Governor**  
**Karl B. Browning, Commissioner**

### **MEMORANDUM**

**TO:** TRANSPORTATION STAKEHOLDERS  
**FROM:** LARRY BUCKEL, MANAGER, OFFICE OF TRANSIT  
**DATE:** MAY 30, 2007  
**SUBJECT:** STAKEHOLDERS MEETINGS

*Larry Buckel*

Dear Friend of Transportation:

In August of 2005, Congress passed the Safe, Accountable, Flexible and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU), reauthorizing the surface transportation act. As part of this reauthorization, grantees under the Elderly and Disabled Transportation Program (5310), Job Access and Reverse Commute (JARC - 5316) and the New Freedom Initiative (NFI - 5317), must meet certain requirements in order to receive funding for fiscal year 2007 (beginning 10/1/06) and beyond.

One of the SAFETEA-LU requirements is that projects from the programs listed above must be part of a "locally developed coordinated public transit-human services transportation plan." This plan is required to be developed through a process that includes input from representatives of public, private, and non-profit transportation services, human services providers, and the general public. As part of this process and to ensure adequate input into the local plans by these different entities, a series of stakeholder meetings will be held across the state.

The Indiana Department of Transportation, Office of Transit is coordinating these meetings, as they are 1) currently responsible for reviewing federal and state program applications; 2) need to be aware and knowledgeable of transit programs and funding streams in each county or region; and 3) are an independent and objective entity. In regions where there are urbanized areas, these areas will be coordinated with, or be part of, the regional plan.

A stakeholders meeting is scheduled in your area. The meeting agenda, time, and location are provided in the enclosed announcement. The meeting will include a discussion of the contents of the locally developed Coordinated Plan, needs assessment, the level of coordination between transportation programs, and developing an action plan for developing strategies and steps for improving coordination efforts.

You have received this meeting invitation because you represent a local/county/state government agency or advocacy group which provides service to, or advocates for, individuals who have public or specialized (elderly, persons with disabilities and/or low income) transportation service needs. Additionally, if you plan to apply for funding under the Section 5310, 5316 or 5317 programs anytime within the next four years, you must participate in the plan development and meetings.

Please forward this letter to other appropriate transportation stakeholders that need to be part of the coordinated public transit-human services transportation plan in your region. A meeting flyer is attached for you to distribute and post, as appropriate, to announce the meeting.

Please RSVP your attendance to this meeting invitation by calling RLS & Associates, at (937) 299-5007 or email [lbrownrls@verizon.net](mailto:lbrownrls@verizon.net). We look forward to seeing you.

Attachments: Meeting flyer for distribution and posting  
Meeting Agenda

*www.in.gov/dot/*  
**An Equal Opportunity Employer**

**EXHIBIT 5: STAKEHOLDER MEETING/ANNOUNCEMENT**

**INDOT Regional Public Transit-  
Human Services Coordination  
Meeting**



**Please Plan to Attend...**

A regional meeting will be held to start the process of developing a public transit-human services coordinated transportation plan. Everyone interested in coordinating transportation should attend. Everyone planning to apply for grant funding under Section 5310, 5316 and 5317 must attend. The meeting will be facilitated by Laura Brown, RLS & Associates, Inc. and INDOT, Office of Transit.

Prior to the meeting, please complete the INDOT on-line web survey at [http://www.sndayton.com/INDOT\\_coordination\\_survey](http://www.sndayton.com/INDOT_coordination_survey)

**Date: 07/26/07**

**Time: 9:00 AM - Noon**

**Address: 100 West Maine St., Muncie**

**Delaware County Commissioner's Courtroom**

For information about the meeting, please contact Laura Brown at (937) 299-5007 or by e-mail [lbrownrls@verizon.net](mailto:lbrownrls@verizon.net)

# Appendix

## Region 3.1

### EXHIBIT 6: MEETING AGENDA

#### COORDINATED PUBLIC TRANSIT-HUMAN SERVICE TRANSPORTATION PLAN

FOR Grant, Wells, Adams, Madison, Blackford, Jay, Randolph, Delaware, Henry Counties

July 26, 2007 - 9AM to Noon

Delaware County Commissioner's Courtroom~100 West Maine St. ~Muncie, IN~47305

#### Agenda

- Registration
- Introductions and Welcome
- Purpose and Overview
  - United We Ride
  - Framework for Action
  - FTA Coordinated Public Transit-Human Service Plans
- Goals of this Session
  - Identify Existing Need for Transportation
  - Identify Existing Services
  - Identify Service Gaps and/or Duplication of Service
  - Identify Possible Alternatives for Coordination
- Brainstorming
- What is Coordination and its Perceived Benefits?
- What Are the Existing Transportation Needs for:
  - Older Adults
  - Individuals with Disabilities
  - Individuals with Limited Incomes
  - Other
- What Services Are Already Available?
  - Public Transit
  - Private Providers
    - Intercity
    - Taxi
    - Other
  - Human Services Transportation
- For each Type of Service, what are the:
  - Strengths
  - Weaknesses
  - Opportunities for Coordination
  - Obstacles to Coordination
- Coordination Alternatives: Innovative Ideas & Solutions
- Next Steps
- Adjourn

# Appendix

## Region 3.1

### EXHIBIT 7: MEETING SIGN IN SHEETS

<b>Region 3.1 Muncie, Indiana – July 26, 2007</b>			
<b>Attendees</b>			
<b>NAME &amp; AGENCY</b>	<b>AGENCY ADDRESS</b>	<b>TELEPHONE</b>	<b>E-MAIL</b>
<b>Linda Muckway Disability Advocate</b>	3927 N. Everett Rd. Muncie, IN 47304	865-289-0291	<a href="mailto:lmuckway@sbcglobal.net">lmuckway@sbcglobal.net</a>
<b>Sharon Tester Adams Co. Council on Aging</b>	313 W. Jefferson Rm. 120 Decatur, IN 46733	260-724-5316	<a href="mailto:sktester@onlyinternet.net">sktester@onlyinternet.net</a>
<b>Marsha Nicholas Bi-County Services, Inc.</b>	425 E. Harrison Rd. Bluffton, IN 46714	260-824-1253 260-824-6699	<a href="mailto:mnicholas@adifferentlight.com">mnicholas@adifferentlight.com</a>
<b>Tom Gilliom Meridan Services</b>	240 N. Tillotson Muncie, IN 47304	765-288-1928 765-254-5354	<a href="mailto:gilliomt@meridiansc.org">gilliomt@meridiansc.org</a>
<b>Susan Buckingham Meridian Services</b>	240 N. Tillotson Muncie, IN 47304	765-254-5324	<a href="mailto:buckings@meridiansc.org">buckings@meridiansc.org</a>
<b>Pam Nicholas Hillcroft Services</b>	4105 N. Walnut Muncie, IN 47303	765-281-6972	<a href="mailto:pnicholas@hillcroft.org">pnicholas@hillcroft.org</a>
<b>Rayme Swan City of Marion Transit</b>	301 S. Branson St. Marion, IN 46953	765-668-4405	<a href="mailto:rswan@marionindiana.us">rswan@marionindiana.us</a>
<b>Michael Denton Delaware Co. (Engineering)</b>	Delaware Co. Bldg. 100 W. Main St. Rm. 310 Muncie, IN 47305	765-747-7765	<a href="mailto:mdenton@co.delaware.in.us">mdenton@co.delaware.in.us</a>
<b>Tony Perkins Mickey's Taxi</b>	15095 Walnut St. Muncie, In	765-254-1815	<a href="mailto:Perkjr2002@yahoo.com">Perkjr2002@yahoo.com</a>
<b>Mark Yaudas &amp; Jennifer Hartley LifeStream Services</b>	1701 Pilgrim Blvd. Ykt, IN 47396	888-589-1121	<a href="mailto:Myaudas@lifestreaminc.org">Myaudas@lifestreaminc.org</a> <a href="mailto:jheartley@lifestreaminc.org">jheartley@lifestreaminc.org</a>
<b>Joycelyn Baer Hillcroft Services, Inc.</b>	114 E. Streeter Ave. Muncie, In	765-284-4166	<a href="mailto:jbaer@hillcroft.org">jbaer@hillcroft.org</a>

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## Region 3.1

<b>Jane Jackson Jay-Randolph Dev. Svcs.</b>	901 E. Water St. Portland, In 47371	260-726-7931	<a href="mailto:janej@jrds.org">janej@jrds.org</a>
<b>Jerry Bridget &amp; Diane Crabtree Madison Co. CoG/Anderson Transit</b>	16 E. 9 <sup>th</sup> St. Rm. 100 Anderson, IN	765-641-9482 765-373-5009	<a href="mailto:jbridget@mccog.net">jbridget@mccog.net</a>
<b>Bruce Reynolds Senior Center</b>	2517 W. 8 <sup>th</sup> Muncie, IN 47302	765-289-0844	<a href="mailto:dcseniorcenter@comcast.net">dcseniorcenter@comcast.net</a>
<b>Marta Moody Del-Muncie MPC</b>	100 W. Main St. Muncie, IN 47305	765-747-7740	<a href="mailto:mmoody@co.delaware.in.us">mmoody@co.delaware.in.us</a>
<b>Connie Geesaman Concerned Citizen</b>	12209 N. St. Rd 3 Muncie, IN	765-282-2799	
<b>Barbara Ledsinger Community Action</b>	400 N. High St. Suite 110 Muncie, IN	765-289-0943	<a href="mailto:bledsinger@actionindiana.net">bledsinger@actionindiana.net</a>
<b>Sue Brashear &amp; Andy Kirby Carey Services</b>	2724 S. Carey St. Marion, IN 46953	765-668-8961	<a href="mailto:sbrashear@careyservices.com">sbrashear@careyservices.com</a> <a href="mailto:andykirby@careyservices.com">andykirby@careyservices.com</a>
<b>Hugh Smith &amp; Fred Daniel Delaware Muncie MPC</b>	100 W. Main St. Rm 206 Muncie, IN 47305	765-747-7740	<a href="mailto:hsmith@co.delaware.in.us">hsmith@co.delaware.in.us</a> <a href="mailto:fdaniel@co.delaware.in.us">fdaniel@co.delaware.in.us</a>
<b>Ronald Keal</b>	2724 S. Carey St Marion, IN	765-668-8961	
<b>Jen Weinstock WCCOA</b>	225 W. Water Bluffton, IN	260-824-1070	<a href="mailto:jweinstock@coolsky.com">jweinstock@coolsky.com</a>
<b>Timothy Stapleton Eaton EMTS, INC</b>	103 W. Indiana Ave Eaton, IN	765-396-9483	<a href="mailto:timothysta@yahoo.com">timothysta@yahoo.com</a>
<b>Deborah Thornhill New Castle Transit</b>	201 S 25 <sup>th</sup> St New Castle, IN 47362	765-521-6847	<a href="mailto:Debbie-thornhill@cityofnewcastle.net">Debbie-thornhill@cityofnewcastle.net</a>
<b>Dee Ann Hart Concerned Citizen</b>	1601 S. Blane Muncie, IN	765-282-7257	<a href="mailto:dawhart@sbcglobal.net">dawhart@sbcglobal.net</a>

# Appendix

## Region 3.1

<b>Region 3.1 Muncie, Indiana – February 5, 2008</b>			
<b>Attendees</b>			
<b>NAME &amp; AGENCY</b>	<b>AGENCY ADDRESS</b>	<b>TELEPHONE</b>	<b>E-MAIL</b>
<b>Linda Muckway Disability Advocate</b>	3927 N. Everett Rd. Muncie, IN 47304	865-289-0291	<a href="mailto:lmuckway@sbcglobal.net">lmuckway@sbcglobal.net</a>
<b>Sharon Tester Adams Co. Council on Aging (Unable to attend due to weather.)</b>	313 W. Jefferson Rm. 120 Decatur, IN 46733	260-724-5316	<a href="mailto:sktester@onlyinternet.net">sktester@onlyinternet.net</a>
<b>Marsha Nicholas Bi-County Services, Inc.</b>	425 E. Harrison Rd. Bluffton, IN 46714	260-824-1253 260-824-6699	<a href="mailto:mnicholas@adifferentlight.com">mnicholas@adifferentlight.com</a>
<b>Tom Gilliom Meridan Services</b>	240 N. Tillotson Muncie, IN 47304	765-288-1928 765-254-5354	<a href="mailto:gilliomt@meridiansc.org">gilliomt@meridiansc.org</a>
<b>Susan Buckingham Meridian Services</b>	240 N. Tillotson Muncie, IN 47304	765-254-5324	<a href="mailto:buckings@meridiansc.org">buckings@meridiansc.org</a>
<b>Pam Nicholas Hillcroft Services</b>	4105 N. Walnut Muncie, IN 47303	765-281-6972	<a href="mailto:pnicholas@hillcroft.org">pnicholas@hillcroft.org</a>
<b>Rayme Swan City of Marion Transit</b>	301 S. Branson St. Marion, IN 46953	765-668-4405	<a href="mailto:rswan@marionindiana.us">rswan@marionindiana.us</a>
<b>Mark Yaudas &amp; Jennifer Hartley LifeStream Services</b>	1701 Pilgrim Blvd. Ykt, IN 47396	888-589-1121	<a href="mailto:Myaudas@lifestreaminc.org">Myaudas@lifestreaminc.org</a> <a href="mailto:jheartley@lifestreaminc.org">jheartley@lifestreaminc.org</a>
<b>Joycelyn Baer Hillcroft Services, Inc.</b>	114 E. Streeter Ave. Muncie, In	765-284-4166	<a href="mailto:jbaer@hillcroft.org">jbaer@hillcroft.org</a>
<b>Bruce Reynolds Senior Center</b>	2517 W. 8 <sup>th</sup> Muncie, IN 47302	765-289-0844	<a href="mailto:dcseniorcenter@comcast.net">dcseniorcenter@comcast.net</a>
<b>Marta Moody Del-Muncie MPC</b>	100 W. Main St. Muncie, IN 47305	765-747-7740	<a href="mailto:mmoody@co.delaware.in.us">mmoody@co.delaware.in.us</a>
<b>Barbara Ledsinger Community Action</b>	400 N. High St. Suite 110 Muncie, IN	765-289-0943	<a href="mailto:bledsinger@actionindiana.net">bledsinger@actionindiana.net</a>

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## Region 3.1

<b>Hugh Smith &amp; Fred Daniel Delaware Muncie MPC</b>	100 W. Main St. Rm 206 Muncie, IN 47305	765-747-7740	<a href="mailto:hsmith@co.delaware.in.us">hsmith@co.delaware.in.us</a> <a href="mailto:fdaniel@co.delaware.in.us">fdaniel@co.delaware.in.us</a>
<b>Jen Weinstock WCCOA</b>	225 W. Water Bluffton, IN	260-824-1070	<a href="mailto:jweinstock@coolsky.com">jweinstock@coolsky.com</a>
<b>Deborah Thornhill New Castle Transit</b>	201 S 25 <sup>th</sup> St New Castle, IN 47362	765-521-6847	<a href="mailto:Debbie-thornhill@cityofnewcastle.net">Debbie- thornhill@cityofnewcastle.net</a>

# Appendix

## Region 3.1

### EXHIBIT 8 – PUBLIC/STAKEHOLDER MEETING INVITATION AND DISTRIBUTION LIST – FEBRUARY 2008

**Subject: You are invited to attend - INDOT Local Coordinated Human Service Public Transportation Planning Meeting**

**Date:** January 18, 2008 8:31:26 AM EST

**To:** fdaniel@co.delaware.in.us, sktester@onlyinternet.net, mnicholas@adifferentlight.com, gilliomt@meridiansc.org, buckings@meridiansc.org, pnicholas@hillcroft.org, rswan@marionindiana.us, Myaudas@lifestreaminc.org, jhartley@lifestreaminc.org, dcseniorcenter@comcast.net, mmoody@co.delaware.in.us, janej@jrds.org, sbrashear@careyservices.com, andykirby@careyservices.com, Jweinstock@coolsky.com, Debbie-thornhill@cityofnewcastle.net, hsmith@co.delaware.in.us, lking@mitsbus.org, jbridges@mccog.net, mfooster@eatonemts.org, speden@actionindiana.net, lbraden@comfam.org, cfsafm@onlyinternet.net, kcronk@henryco.net

**Cc:** JENGLISH@indot.IN.gov, [edemeter@rlsandassoc.com](mailto:edemeter@rlsandassoc.com)

Hello Transportation Stakeholders,

We have completed the needs assessment portion of your regional transportation plan (posted on-line at: [www.in.gov/indot/7381.htm](http://www.in.gov/indot/7381.htm)). Thank you for your time and efforts that lead to the accomplishment of phase one of your Local Coordinated Human Service Public Transportation Plan. Now it's time for the next step toward completing the plan!

**Please mark you calendar and plan to attend the 2nd Coordinated Human Service - Public Transportation Planning Meeting:**

*February 1, 2008  
10:00 AM to Noon  
at Commissioners Court Room  
Room # 309  
100 W. Main Street, Muncie, IN*

The meeting will be facilitated by RLS & Associates, Inc. for the Indiana Department of Transportation (INDOT), Public Transit Department. The meeting agenda is attached to this email.

Your participation in the meeting will ensure that the transportation plan:

- (1) accurately reflects and meets the transportation need, goals, priorities and interests of your agency;
- (2) includes local plans to apply for Federal Section 5310 (Elderly and Persons with Disabilities - capital), Section 5316 (Job Access and Reverse Commute), and/or Section 5317 (New Freedom) grants from the Federal Transit Administration; and,
- (3) will be adopted locally for implementation (as required by the Federal Transit Administration).

**Please reply to this email by Jan. 28th to reserve your seat at the meeting.** If you would like to invite other local transportation stakeholders not included on this email, please feel free to forward the message to them.

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We understand that you have a busy and demanding schedule and thank you in advance for taking the time to ensure that your local community transportation plan includes strategies that are specific to your needs and goals!

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## Region 3.1

### EXHIBIT 9 – MEETING AGENDA, FEBRUARY 2008

#### INDOT COORDINATED HUMAN SERVICE PUBLIC TRANSIT PLAN

#### STRATEGY DEVELOPMENT MEETING AGENDA

*February 1, 2008*

*10:00 AM to 12:00 Noon*

*Commissioners Court Room*

*Room #309*

*100 W. Main Street, Muncie, IN*

- **Sign-in**
- **Welcome**
- **Review of the Needs Assessment Report submitted to INDOT**
  - Presentation of Regional Coordination Report*                      *RLS & Associates, Inc.*
  
- **Discussion of 2008-2013 applicants for Section 5310, 5316, and 5317 grants**
  - Discussion of existing plans to apply for Section 5310 (Specialized Vehicles), 5316 (Job Access/Reverse Commute), or 5317 (New Freedom), 2008 through 2013.*
  
- **Appropriate Coordinated Transportation Strategies/Alternatives:**
  - Create strategies to meet identified goals – strategies must be associated with Federal Section 5310, Section 5316, and/or Section 5317 programs/grants.*
  
- **Discussion of Lead Organizations for Implementation of Coordination Strategies/Alternatives**
  - Prioritize implementation of strategies/alternatives*
  
  - Create a timeline for implementation of strategies/alternatives*
  
- **Next Steps**
  - Adoption of the local plan*
  
  - Designate responsible organizations for updating the plan in future years*

# Appendix

## Region 3.1

### EXHIBIT 10 – STAKEHOLDER SURVEY INSTRUMENT

#### Indiana Department of Transportation Statewide Transportation Coordination Plan

#### Public/Nonprofit Organization Survey

**Instructions to Survey Respondent** – The Safe, Accountable, Flexible, Efficient Transportation Act, a Legacy for Users (SAFETEA-LU) was enacted in August 2005 and provides guaranteed funding for Federal surface transportation programs through FY 2009. SAFETEA-LU requires the establishment of a locally-developed, coordinated public transit – human services transportation plan (HSTP) in order for an applicant to access three specific funding programs; Section 5310 Elderly and Individuals with Disabilities, Section 5316 Job Access Reverse Commute (JARC), and Section 5317 New Freedom. In response to this requirement, the Indiana Department of Transportation (INDOT) is embarking on a thorough planning process to identify strategies that encourage more efficient use of available service providers that bring enhanced mobility to the state’s older adults, persons with disabilities and individuals with lower incomes.

As part of this planning process, INDOT must develop inventories of transportation services available to the elderly, persons with disabilities, and low-income individuals. Please complete the following survey to the best of your ability. If you have any questions regarding this survey, please contact Todd Lenz via email at [tlenz@rlsandassoc.com](mailto:tlenz@rlsandassoc.com), or via telephone at (937) 299-5007.

### ORGANIZATION CHARACTERISTICS AND SERVICES PROVIDED

The first set of questions has to do with the general characteristics of your organization and the general nature of the services provided.

#### 1. Identification of Organization:

- a. Respondent’s Name: \_\_\_\_\_
- b. Title: \_\_\_\_\_
- c. Organization: \_\_\_\_\_
- d. Street Address: \_\_\_\_\_
- e. City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_
- f. Work Phone: \_\_\_\_\_ Fax \_\_\_\_\_
- g. Respondent’s E-mail: \_\_\_\_\_
- h. Respondent’s Website Address: \_\_\_\_\_

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## Region 3.1

**2. Please check the box that best describes your organization. (Choose only one of the following options)**

- |   |  |
|---|--|
| <input type="checkbox"/> a. Publicly Sponsored Transit Agency | <input type="checkbox"/> l. Private School                         |
| <input type="checkbox"/> b. Social Service Agency – Public    | <input type="checkbox"/> m. Neighborhood Center                    |
| <input type="checkbox"/> c. Social Service Agency – Nonprofit | <input type="checkbox"/> n. Taxi/Wheelchair/Stretcher Service      |
| <input type="checkbox"/> d. Medical Center/Health Clinic      | <input type="checkbox"/> o. Public Housing                         |
| <input type="checkbox"/> e. Nursing Home                      | <input type="checkbox"/> p. Shelter or Transitional Housing Agency |
| <input type="checkbox"/> f. Adult Day Care                    | <input type="checkbox"/> q. Job Developer                          |
| <input type="checkbox"/> g. Municipal Office on Aging         | <input type="checkbox"/> r. One-Stop Agency                        |
| <input type="checkbox"/> h. Nonprofit Senior Center           | <input type="checkbox"/> s. Other _____                            |
| <input type="checkbox"/> i. Faith Based Organization          |  |
| <input type="checkbox"/> j. YMCA/YWCA                         |  |
| <input type="checkbox"/> k. Red Cross                         |  |

**3. What are the major functions/services of your organization? (Select all of the following options that apply)**

- |   |  |
|---|--|
| <input type="checkbox"/> a. Transportation          | <input type="checkbox"/> k. Job Placement          |
| <input type="checkbox"/> b. Health Care             | <input type="checkbox"/> l. Residential Facilities |
| <input type="checkbox"/> c. Social Services         | <input type="checkbox"/> m. Income Assistance      |
| <input type="checkbox"/> d. Nutrition               | <input type="checkbox"/> n. Screening              |
| <input type="checkbox"/> e. Counseling              | <input type="checkbox"/> o. Information/Referral   |
| <input type="checkbox"/> f. Day Treatment           | <input type="checkbox"/> p. Recreation/Social      |
| <input type="checkbox"/> g. Job Training            | <input type="checkbox"/> q. Homemaker/Chore        |
| <input type="checkbox"/> h. Employment              | <input type="checkbox"/> r. Housing                |
| <input type="checkbox"/> i. Rehabilitation Services | <input type="checkbox"/> s. Other _____            |
| <input type="checkbox"/> j. Diagnosis/Evaluation    |  |

**4. Under what legal authority does your organization operate?**

- a. Local government department or unit (city or county)
- b. Private nonprofit organization
- c. Transportation authority
- d. Private, for-profit

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e. Other (Specify) \_\_\_\_\_

**5. Please list all counties in which you provide services. List all such counties, even if you serve a small portion of the county(ies).**

Counties Served: \_\_\_\_\_

\_\_\_\_\_

**6. Does your organization impose eligibility requirements on those persons who are provided transportation?**

Yes  No

If yes, please define those basic requirements below (*e.g.*, Medicaid only, low-income only, etc).

\_\_\_\_\_

\_\_\_\_\_

**7. Is your organization involved in the direct operation of transit for the general public and/or transportation services for human service agency clients?**

Yes  No

**8. Does your organization purchase transportation on behalf of clients or the general public from other service providers?**

Yes  No

If the answer to Question 7 is "No," and the answer to Question 8 is "Yes," Skip to Question 27 and continue the survey.

If the answer to both questions is "No," Skip to Section V, Question 29 and continue the survey.

### TRANSPORTATION SERVICES PROVIDED

# Appendix

## Region 3.1

**Service Providers Only.** In this section, explain the various methods by which your organization delivers public transit or human service agency transportation. Exclude meal deliveries or other non-passenger transportation services that may be provided.

**9. Which mode of transit service delivery best describes your methods of service delivery? (Select all of the following options that apply))**

- a. Publically-operated fixed route (fixed path, fixed schedule, with designated stops)
- b. Human service agency fixed route (fixed path, fixed schedule, with designated stops)
- c. Demand response (includes casual appointments and regular clients attending daily program activities)
- d. Route deviation
- e. Other (Specify) \_\_\_\_\_

**10. In what manner does your organization directly provide, purchase, operate, or arrange transportation? (Check all that apply.)**

<b>Mode of Transportation</b>	<b>Services for the General Public</b>	<b>Client Only Services</b>
	<i>(Check All That Apply)</i>	
a) Personal vehicles of agency staff		
b) Agency employees using agency owned fleet vehicles		
c) Pre-purchased tickets, tokens, passes for other modes of paratransit/transit		
d) Reimbursement of mileage or auto expenses paid to employees, clients, families, or friends		
e) Volunteers		
f) Information and referral about other community transportation resources		
g) Organized program with vehicles and staff designated specifically for transportation		
h) Other (Describe in space provided below)		

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## Region 3.1

Please describe any other methods in which your organization delivers transportation services not previously checked in Question 10a through 10h.

---

**11. Please provide the following information regarding the vehicle fleet used in the provision of transportation services provided directly by your agency. The vehicle type(s) used include the following:**

Vehicle Type	Number of Vehicles			
	Total Number	Number Owned or Leased	No. Owned or Leased: Wheelchair Accessible	Volunteer Vehicles
a) Sedans				
b) Station wagons				
c) Minivans				
d) Standard 15-passenger vans				
e) Converted 15-passenger vans (e.g., raised roof, wheelchair lift)				
f) Light-duty bus (body-on-chassis type construction seating between 16-24 passengers)				
g) Medium duty bus (body-on-chassis type construction seating over 22 passengers with dual rear wheel axle)				

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h) School bus (yellow school bus seating between 25 and 60 students)				
i) Medium or heavy duty transit bus				
j) Other (Describe):				

**Note: "Number Owned" and "Number Leased" should add to equal "Total Number."**

**12. Do drivers carry any type of communication device (*cell phone, two-way radio, etc.*)?**

Yes  No

**If "Yes," what type of communications device/system is used? (*Select any of the following options that apply*)**

- Cellular phones
- Two-way mobile radios requiring FCC license
- Pagers
- Mobile data terminals
- Other (describe): \_\_\_\_\_

**13. Define the level of passenger assistance provided for users of your transportation service. (*Select any of the following options that apply*)**

- Curb-to-curb (*i.e.*, drivers will assist passengers in and out of vehicle only).
- Door-to-door (*i.e.*, drivers will assist passengers to the entrance of their origin or destination).
- Drivers are permitted to assist passengers with a limited number of packages.
- Drivers are permitted to assist passengers with an unlimited number of packages.
- We provide personal care attendants or escorts to those passengers who require such services.
- Passengers are permitted to travel with their own personal care attendants or escorts.

**14. What are the daily hours and days of operation for your transportation services? Check days and list hours of operation in the space provided.**

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	Mon	Tues	Wed	Thu	Fri	Sat	Sun
Transportation service begins:							
Transportation service ends:							

**15. How do clients/customers access your transportation services? (Choose one of the following options)**

- There are no advance reservation requirements.
- Clients/customers must make an advance reservation (e.g., by telephone, facsimile internet, arrangement through a third party, etc).

**16. If advance reservations are required, what notice must be provided?**

- Customers/clients can call on the same day as the trip (e.g. taxi service)
- Customers/clients must call for a reservation the day before travel.
- Customers/clients must call for a reservation 24 hours before travel.
- Customers/clients must call for a reservation two days before travel.
- Customers/clients must call for a reservation three days before travel.
- Customers/clients must call for a reservation four days before travel.
- Customers/clients must call for a reservation five days before travel.
- Customers/clients must call for a reservation one week before travel.
- Other (Define): \_\_\_\_\_

**17. Will you accommodate late reservations if space is available?**

- Yes  No

Explain \_\_\_\_\_

# Appendix

## Region 3.1

### RIDERSHIP

The following questions have to do with client/patron caseload and/or client ridership.

**18. Must individuals be certified or pre-qualified in order to access your transit services?**

Yes  No

**If yes, what are the eligibility/qualification standards?**

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**19. Please provide your organization’s annual passenger statistics. If possible, use data for the most recently completed 12-month period for which data is available. Complete questions (a) through (d).**

<b>Unduplicated Persons/Passenger Trips</b>	<b>Services for the General Public</b>	<b>Client Only Services</b>	<b>Estimate</b>	<b>Actual</b>
a) Total number of <b>persons</b> <sup>1</sup> provided transportation				
b) Total number of passenger <b>trips</b> <sup>2</sup> (most recent fiscal year)				
c) Estimated number of <b>trips</b> <sup>2</sup> which the riders use a wheelchair				

In the above table, use the following definitions:

<sup>1</sup> A "person" is an unduplicated count of individuals receiving service (a person riding the vehicle 200 trips per year is counted as one person).

<sup>2</sup> A "trip" equals one person getting on a vehicle one time. Most riders make two or more trips a day since they get on once to go somewhere and then get on again to return.

Answer the following questions about figures provided in the table above:

d) Time period for counts: \_\_\_\_\_

# Appendix

## Region 3.1

### ANNUAL EXPENDITURES AND REVENUES

The following questions concern your **transportation** funding sources and annual revenues and expenditures.

**20. Does your organization charge a fare or fee for providing transportation services?**

Yes  No

If yes, what is the fare structure? \_\_\_\_\_

\_\_\_\_\_

**21. Does the organization provide any discounts for the elderly or persons with disabilities?**

Yes  No

If yes, what is the discount? \_\_\_\_\_

**22. Does your organization accept any donations from seniors to offset the cost of providing transportation services?**

Yes  No

If yes, what is the suggested donation amount? \_\_\_\_\_

**23. What are the beginning and ending dates of your organization's fiscal year?**

Beginning: \_\_\_\_\_ Ending: \_\_\_\_\_

**24. What are your transportation operating revenues?**

# Appendix

## Region 3.1

Category	Actual, FY 2006
<b>Transportation Operating Revenues – List Individually</b>	
a) Fares Collected from Passengers Through Cash, or Tickets/Tokens Purchased by Passengers (Include Client Fees and/or General Public Fares Here)	
b) Revenues Collected From Cash or Ticket/Tokens Purchased by Third Parties on Behalf of Passengers	
c) Reimbursements for Services Obtained from Third Parties ( <i>e.g.</i> , Medicaid Reimbursements)	
d) City Government Appropriations	
e) County Government Appropriations	
f) State Government Appropriation	
g) Grants Directly Received by the Organization	
1) FTA Section 5307	
2) FTA JARC	
3) Title III (Older Americans Act)	
4) Medicaid	
5) Other (List)	
6) Other (List)	
h) United Way:	
i) Passenger Donations	
j) Fundraising	
k) Contributions from Charitable Foundations, etc.	
l) Other, not listed above (Explain)	
<b>Total Transportation Revenues – Total</b>	

# Appendix

## Region 3.1

Other comments on organization revenues?

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**25. Did you receive any capital revenues during FY 2006 for transportation (e.g., facilities, vehicles, technology, etc.)?**

Category	Actual, FY 2006
<b>Transportation Capital Revenues – List Individually</b>	
a) FTA	
1) FTA Section 5307	
2) FTA Section 5309	
3) FTA Section 5310	
4) FTA Section 5311	
b) Governmental Revenues	
c) Passenger Donations	
1) State	
2) County (list county)	
3) City (list city)	
d) Fundraising	
e) Contributions from Charitable Foundations, etc.	
f) Other, not listed above (Explain)	
<b>Total Transportation Capital Revenues – Total</b>	

Other comments on organization capital revenues?

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# Appendix

## Region 3.1

### 26. What are your transportation operating and capital expenses?

Category	Actual, FY 2006
<b>Transportation Operating Expenses – List Individually</b>	
a) Transit Operation Expenses	
1) Transportation administration	
2) Transportation operations	
3) Transportation maintenance (facilities and equipment)	
<b>Total Operating Expenses</b>	
b) Transportation Capital Expenses	
<b>Total Transportation Operating and Capital Expenses</b>	

Other comments on organization expenses?

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### 27. Does your agency make any payments to third parties to pay for transportation of the general public or for clients of your agency?

Yes  No

If No, skip to Question 29.

### 28. If your agency purchases client transportation services from third parties, please complete the following table. If the third party or parties are private individuals, do not list individual names; sum all such entries in one line labeled as "private individuals."

# Appendix

## Region 3.1

<i>Transportation Payments Made to Third Parties for the Purchase of Transportation Services</i>			
<i>Name of Third Party</i>	<b>Total Number of Trips Purchased</b>	<b>Rate and Basis of Payment (e.g., Per Mile, Per Trip, etc.)</b>	<b>Total Amounts Paid Last Fiscal Year</b>

Note: If different rates apply to different types of trips (e.g., ambulatory trips vs. non-ambulatory trips), please specify each rate and ridership separately). Also, if rate structure incorporates more than one structure (e.g., a base rate plus a mileage-based rate), please specify accordingly.

### ASSESSMENT OF NEEDS/COORDINATION

**29. What elements of the existing transportation network provide the most useful personal mobility options in your service area (select one)?**

- Public transit.
- ADA complementary paratransit services.
- Taxis and other private providers.
- Human service transportation programs.
- Families, friends, and neighbors.
- Volunteers.
- Other (Define): \_\_\_\_\_

# Appendix

## Region 3.1

**30. In your assessment, what enhancements are most needed to improve personal mobility in your service area (select one)?**

- Greater coordination among providers.
- More funding.
- Longer hours and/or more days of service.
- Loosening of eligibility restrictions.
- Lower fares on existing services.
- Other (Define): \_\_\_\_\_

**31. In what type of transportation coordination activities do you currently participate?**

- Information and referral.
- Joint procurement.
- Joint training.
- Joint dispatch.
- Shared backup vehicles.
- Shared maintenance.
- Joint use of vehicles.
- Trip sharing.
- Service consolidation.
- Service brokerage.
- Joint grant applications funding.
- Driver sharing.
- Other (Define): \_\_\_\_\_

Please provide additional explanation of your coordination activities indicating the names of the other organizations that participate with you.

# Appendix

## Region 3.1

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Question 34 has been deleted.

**32. What issues, if any, have your coordination efforts encountered (check all that apply)?**

- Statutory barriers to pooling funds
- Restrictions placed on the use of vehicles
- Liability/insurance concerns
- Turf issues among providers
- Billing/accounting issues
- Unique characteristics of client populations
- Other (Define): \_\_\_\_\_

**33. In your opinion, what do you see as the greatest obstacle(s) to coordination and personal mobility in your service area (check only one)?**

- Statutory barriers to pooling funds
- Restrictions placed on the use of vehicles
- Liability/insurance concerns

# Appendix

## Region 3.1

- Turf issues among providers
- Funding
- Unique client characteristics/inability to mix clients on-board vehicles
- Other (Define): \_\_\_\_\_

**34. In your opinion, what enhancements are most needed to improve the coordination of public transit and human service transportation in your service area?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**35. In your community, has some organization or committee been established that has assigned responsibility to coordinate transportation among transit providers, human service agencies, and consumers?**

- Yes  No

**If yes to Question 35, please indicate below, using a scale of one through five, if your governing board actively participated in the planning, development, and implementation leading up to this arrangement?**

Little participation	_____→			Strong participation
1	2	3	4	5

**36. On a scale of one to five, with five being the strongest support, is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?**

# Appendix

## Region 3.1

Weak support	—————▶				Strong support
1	2	3	4	5	

**37. On a scale of one to five, with five being the strongest perception, do you and members of the governing board perceive there to be real and tangible benefits to be realized if local organizations worked together to better coordinate the delivery of services?**

Weak perception	—————▶				Strong perception
1	2	3	4	5	

**If yes, what are the potential benefits in your opinion?**

**38.** If there are any other issues, concerns, or information relevant to this issue, please feel free to address them in the spaces below.

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**39.** If you would like to provide more detailed information and feedback, please leave your name and contact telephone number so that we can schedule an interview.

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*Thank you for your cooperation!*

Exhibit 11: Spreadsheet of Participation by County

County	Organizations Invited to Participate in Coordination Plan	Completed Survey	Attended Stakeholder Meeting	Participated in Telephone Review	Section 5310 Recipient in 2006	Section 5310 Application 2007	Section 5311 Providers in 2006	Section 5307 Providers in 2006
Adams County	Adams County Council on Aging, Sharon Tester	Yes	Yes	Yes	Yes			
	Adams Central Community Schools							
	Decator Engineer Assistant, Angie Moyer							
	Decator Commissioner, Steven W. Bauman							
	Decator Council, Randy Colclasure							
	Decator Director, Steven E. Scott							
	Decator Recorder, Regina Williamson							
	Decator Surveyor, Paul Norr							
	Monroe Engineer							
	Monroe Highway Clerk , Nichole Moser							
	Monroe Highway Supervisor, John Byer							
	North Adams Community Schools							
South Adams Schools								
Blackford County	Blackford County Council, Thomas Cale							
	Blackford County Schools							
	LifeStream Services	Yes	Yes	Yes	Yes		Yes	
	Hartford Commissioner, Larry Hile							
	Hartford Auditor, Shelia Meadows							
	Highway Clerk, Connie L. McEvoy							
Deleware County	Action Inc. of Delaware and Grant Counties	Yes		Yes		Yes		
	Burris Laboratory School							
	City of Eaton EMTS, Timothy Stapleton		Yes					
	City of Muncie Senior Center, Bruce Reyonalds		Yes	Yes				
	City of Muncie MPO (DMMPC)	Yes						
	City of Muncie Transit System	Yes	Yes			Yes		Yes
	Deleware-Muncie Metropolitan Planning Commission	Yes	Yes	Yes		Yes		
	Deleware County, Michael Denton	Yes	Yes					
	LifeStream Services, Jenniffer Hartley	Yes	Yes		Yes		Yes	
	Hillcroft Services, Pam Nicholas	Yes	Yes	Yes		Yes		
	Mickey's Taxi, Tony's Taxi	Yes	Yes					
	Partners for Community Impact	Yes	Yes	Yes				
Marridan Services, Susan Buckingham	Yes	Yes	Yes					
Yorktown Council - Bradley Bookout								
Grant County	Cary Services, Sue Brashear	Yes	Yes	Yes		Yes		
	City of Marion Transportation, Ryane Swan	Yes	Yes	Yes		Yes		
	Marion Grant Senior Center					Yes		
	Eastbrook Community Sch Corp							
	Madison-Grant United Sch Corp							
	Mississinewa Community School Corp							
	Surveyor, James Todd							
Henry County	Auditor - Lianda S. Ratcliff							
	Blue River Valley Schools							
	C A Beard Memorial School Corp							
	Commissioner - Don L. Shaw							
	Commissioner - Larry Hale							
	Comprehensive Mental Health					Yes		
	Council - Jerry L. Manis							
	Henry County Senior Center					Yes		
	Henry County Highway	Yes						
	New Castle Community Sch Corp							
	New Castle Community Transit, Deborah Th	Yes	Yes	Yes		Yes	Yes	
	South Henry School Corp							
County Engineer, Daniel W. Watson								
Jay County	Highway Supervisor - Kenneth Wellman							
	Jay County Commissioner, Milo Miller							
	Jay County Council, Marilyn Coleman							
	LifeStream Services, Jenniffer Hartley	Yes	Yes		Yes		Yes	
	Jay School Corp							

Exhibit 11: Spreadsheet of Participation by County

County	Organizations Invited to Participate in Coordination Plan	Completed Survey	Attended Stakeholder Meeting	Participated in Telephone Review	Section 5310 Recipient in 2006	Section 5310 Application 2007	Section 5311 Providers in 2006	Section 5307 Providers in 2006
	Jay-Randolph Dev Services		Yes					
Madison County	County Auditor, Kathy Stoops-Wright							
	Alexandria Com School Corp							
	Anderson Community School Corp							
	County Commissioner, Partica Dillion							
	Elwood Community School Corp							
	Engineer - Charles E. Leser							
	Frankton-Lapel Community Schs							
	Madison County COG	Yes	Yes	Yes			Yes	
	Risk Manager - Terry Auker							
	South Madison Com Sch Corp							
Surveyor - Brad Newman								
Randolph County	Auditor - Phillip L. Holliday							
	Community Transportation Services, LLC	Yes						
	Council - Carlton Clevenger							
	Greater Randolph Interlocal Coop							
	Highway Clerk, Caroline Reiber							
	LifeStream Serivces, Jenniffer Hartley	Yes	Yes		Yes		Yes	
	Monroe Central School Corp							
	Randolph Central School Corp							
	Randolph Eastern School Corp							
Union School Corporation					Yes			
Wells County	Adams-Wells Special Services Coop				Yes			
	Bi-County Services, Marsha Nicholas	Yes	Yes	Yes	Yes			
	Director - Jenny Tsakkos							
	M S D Bluffton-Harrison							
	Northern Wells Com Schools							
	Southern Wells Com Schools							
WCCOA, Jen Weinstock	Yes	Yes	Yes	Yes		Yes		