

**COORDINATED PUBLIC TRANSIT-
HUMAN SERVICES TRANSPORTATION
PLAN FOR DEKALB, HUNTINGTON,
LAGRANGE, NOBLE, STEUBEN, AND
WHITLEY COUNTIES, INDIANA**

FINAL REPORT

**PRESENTED TO:
INDIANA DEPARTMENT OF
TRANSPORTATION**

MAY 15, 2008

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

This document is a regional plan for the Indiana Statewide Coordinated Public Transit-Human Services Transportation Plan. Its function is to provide an evaluation of existing transportation services and the unmet transportation needs/duplications in human service agency and public transportation service for Noble, LaGrange, Steuben, DeKalb, Whitley, and Huntington counties, Indiana. This documentation is intended to fulfill 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 to encourage participation from all of the local stakeholders in the study area that represent the 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 low incomes through coordinated transportation.

INDOT requested the assistance of RLS & Associates, Inc. to develop this statewide plan. The following chapters represent the demographic conditions, inventory of existing transportation providers, gaps and duplications in transportation, and implementation strategies to address the identified needs.

The appendix of this memorandum is provided to document the comprehensive outreach efforts to date, 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?**

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

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Services Transportation
Plan?**

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, people with low 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.

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

**Why a Coordinated
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Plan?**

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 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

**Why a Coordinated
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Plan?**

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 document is the first step for all of the organizations that participated in the plan toward satisfying grant application requirements. The plan should become a living document so that it may be amended as new organizations join the effort and existing transportation resources change in future years.

II. EXISTING CONDITIONS

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The six county region lies in the northeastern portion of Indiana, immediately adjacent to the Indiana-Ohio boundary and the Indiana-Michigan boundary. The region includes the Counties of Noble (population 46,275), Lagrange (34,909), Steuben (33,214), DeKalb (40,285), Whitley (30,707) and Huntington (38,075). The largest cities in the region are Huntington (population 17,011); Auburn (population 12,687), Kendallville (10,018), Columbia City (8,024), and Angola (7,890). The region is bordered by the Indiana counties of Elkhart, Kosciusko, Allen, Wells, Grant, and Wabash; the Michigan counties of Hillsdale, Branch, and St. Joseph; and the Ohio counties of Williams and Defiance.

Exhibit II.1 on the following page is a highway and location map of the six county region. The region is served by the following major highways: Interstate 80/90, Interstate 69, U.S. 30, U.S. 33, U.S. 20, U.S. 6 and Indiana Routes 120, 327, 205, 9, 5, 8, 3, and 1.

ECONOMIC/DEMOGRAPHIC CHARACTERISTICS OF THE REGION

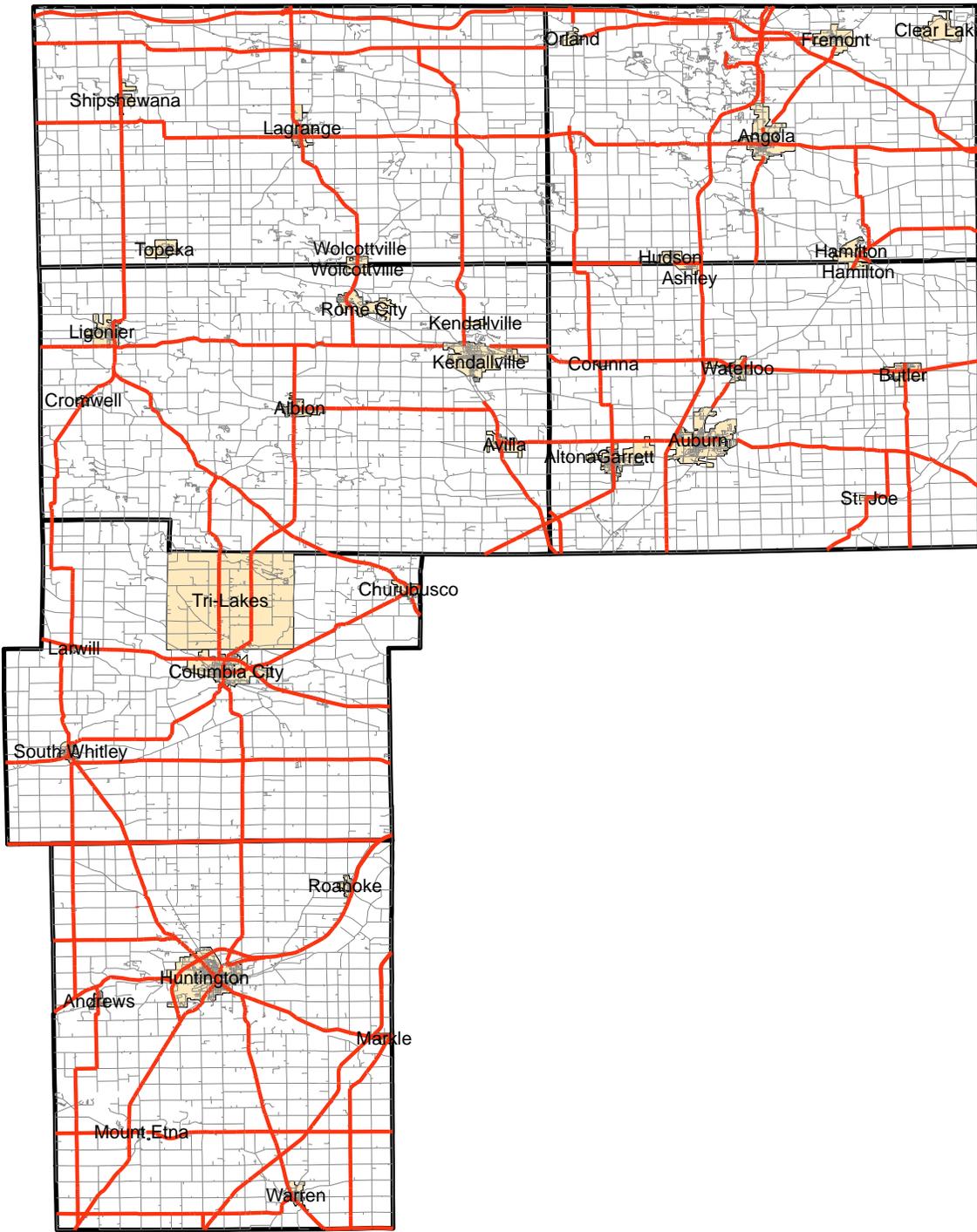
The following paragraphs provide demographic and economic descriptions of the six counties in the region. Regional statistics are provided to support the existing and needed transportation services that are not contained within county boundaries.

Population

The region is approximately 2,189 square miles in size and has a total population of 223,465 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 are depicted in dark colors which transition to lighter shades to reflect lower population densities.

In this northeastern Indiana region, there are many small cities and villages. The population is not concentrated in one major area. The largest cities in the region are Huntington (population 17,011); Auburn (population 12,687), Kendallville (10,018), Columbia City (8,024), and Angola (7,890).

Economic/Demographic Characteristics of the Region

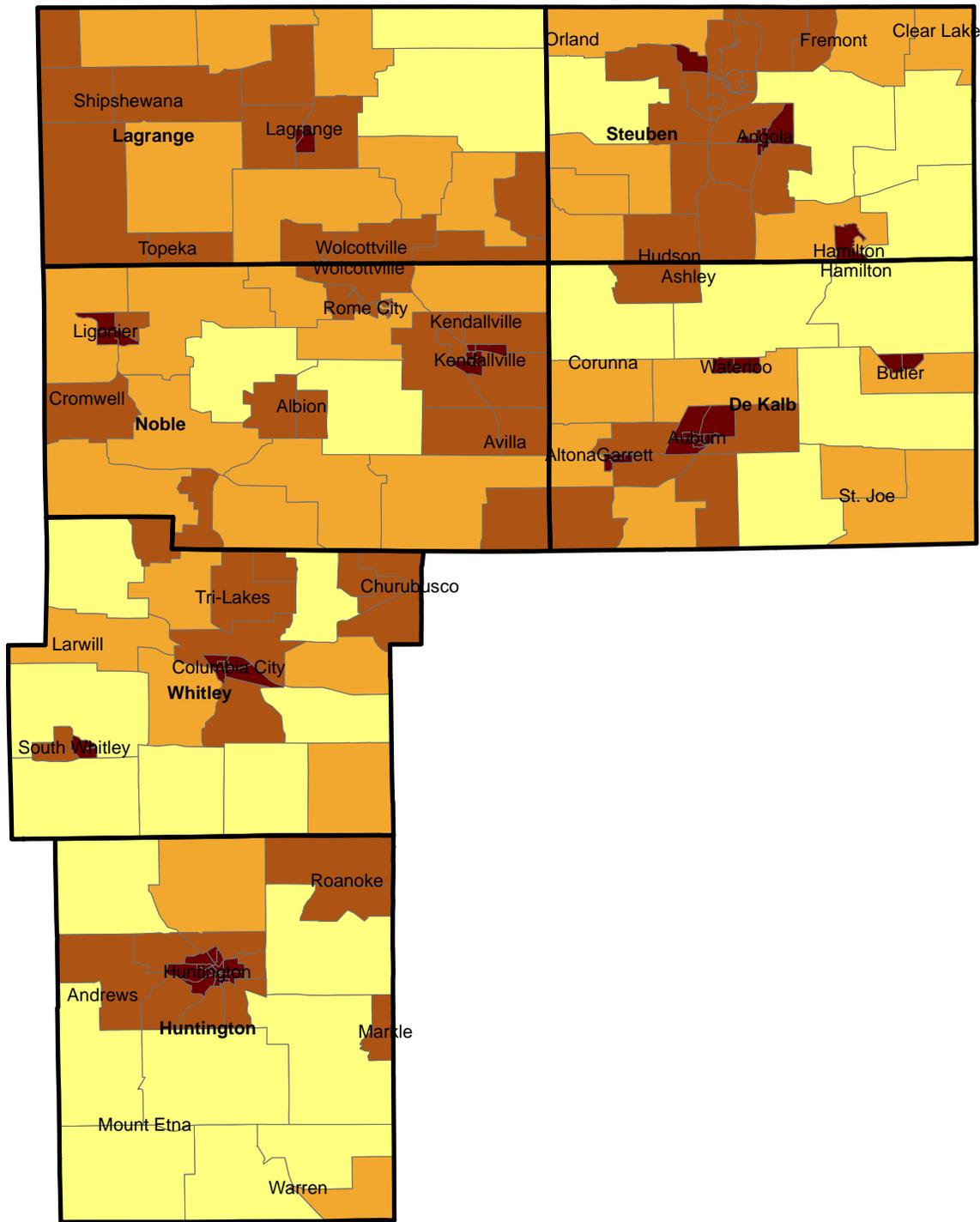


— Major Roads



Exhibit II-1: Highways and Cities

Lagrange, Steuben,
Noble, Dekalb,
Whitley, Huntington



Group 4 Blockgroups

- 27.92 - 46.93
- 46.94 - 49.72
- 49.73 - 85.84
- 85.85 - 554.7
- 554.8 - 5396

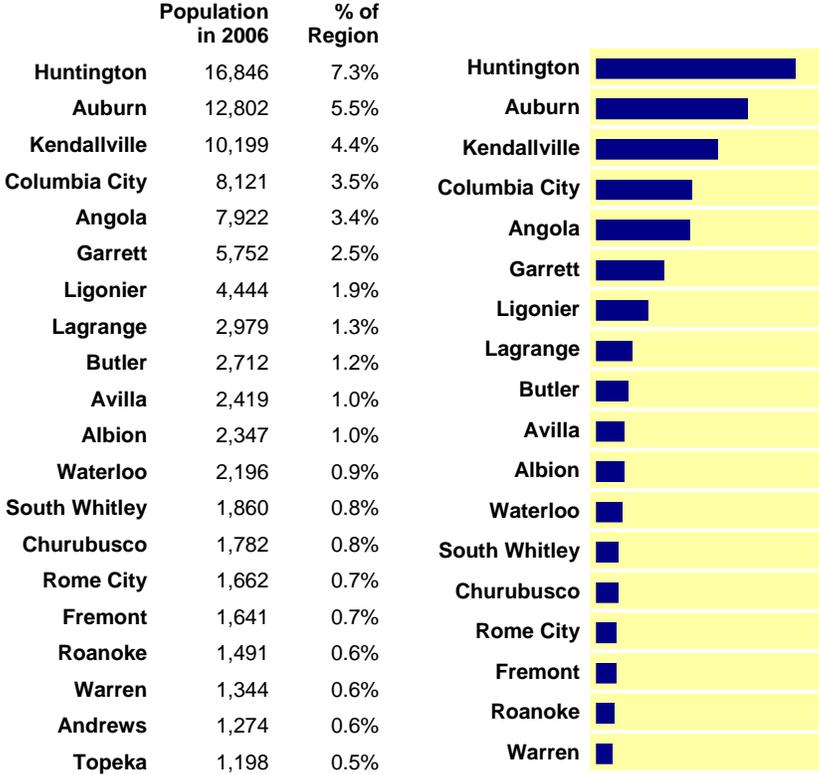


**Exhibit II-2:
Persons Per Square Mile**

Lagrange, Steuben,
Noble, Dekalb,
Whitley, Huntington

Exhibit II.3

Largest Cities or Towns in 'Northeast Indiana' Custom Region



Population Growth

The current population of the region based on Census 2000 figures is 223,465 persons. The region’s population is expected to increase in the following manner (based on estimates from the Indiana Business Research Center):

- 2005: 227,770 persons
- 2010: 233,672 persons
- 2015: 240,509 persons
- 2020: 247,955 persons
- 2025: 255,554 persons

In this regard, by the year 2020, the Region’s population is projected to increase by 10.6 percent, a significant amount of growth.

It is noted that the region grew substantially between 1990 and 2000 – 30,263 persons or 15.7 percent. Noble County, in particular, was the 5th fastest growing county in Indiana between 1990 and 2000 (grew 22.2

**Economic/Demographic
Characteristics of the
Region**

percent). DeKalb, LaGrange and Steuben Counties also grew considerably during this timeframe – 14, 18.4, and 21 percent, respectively. It is the consultant’s hypothesis that this is due to these counties’ close proximities to the larger cities of Fort Wayne, Elkhart, and Goshen and movement of people farther into the rural areas to “escape” more urban environments in these larger cities. The Hispanic population is also growing steadily in this region – for example, it was estimated to be 9.5 percent of Noble County’s population in 2005.

**Exhibit II.4
Historical and Projected Population Trends for the Region
1990-2025**

County	1990	2000	2005	2010	2015	2020	2025
DeKalb	35,324	40,285	41,054	41,993	43,028	44,159	45,293
Huntington	35,427	38,075	38,200	38,559	39,083	39,687	40,320
LaGrange	29,477	34,909	36,311	38,319	40,609	43,141	45,968
Noble	37,877	46,275	46,609	47,627	48,999	50,579	52,222
Steuben	27,446	33,214	33,562	34,122	34,912	35,825	36,619
Whitley	27,651	30,707	32,034	33,052	33,878	34,564	35,132
Total	193,202	223,465	227,770	233,672	240,509	247,955	255,554

Source: Indiana Business Research Center, IU Kelley School of Business

Race

According to 2000 data from the U.S. Census, the region’s population was primarily White/Caucasian (98.1 percent of the population). The total minority population was reported to be 1.9 percent of the population. Exhibit II.5 lists the breakdown of the different race categories for the region’s population.

Exhibit II.5: Race Distribution

Race	Population	Percent
White	226,997	98.1%
African American	895	0.4%
Native American	668	0.3%
Asian	1205	0.5%
Other	56	0.0%
Two or More Races	1555	0.7%
Total Minority	4379	1.9%
Total Population	231,376	100.00%

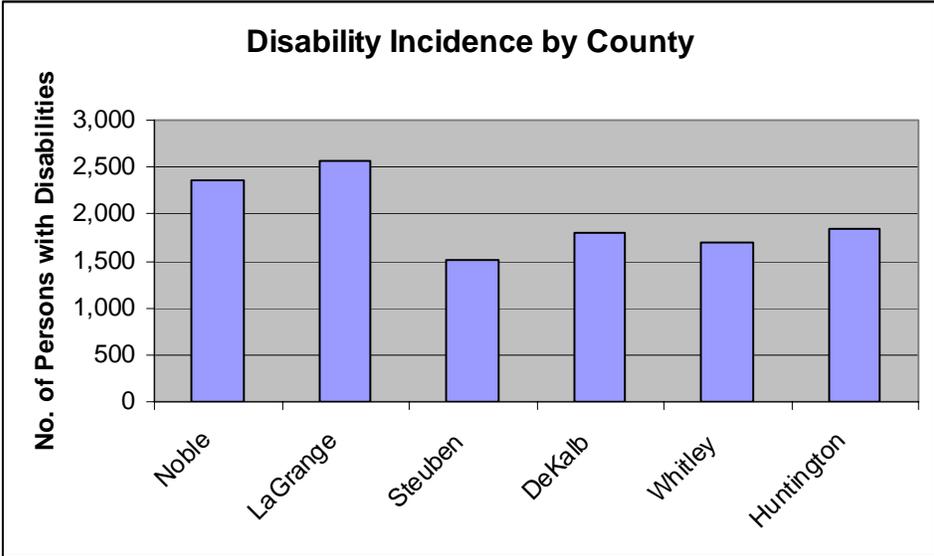
Source: STATS Indiana, 2006

Disability Incidence

Census 2000 data provides an enumeration of a specific type of disability, but due to the prospect of multiple disabilities, there is no cumulative number for the number of persons with disabilities that can be developed from this source. Generally speaking, the category of “outside the home disability” tends to be the single best factor in looking at persons with disabilities who may need public transportation or complementary paratransit services. Based on Census data, there are a total of 11,755 persons in this category.

Using the “outside the home disability” figures from the Census for each county in the region, Exhibit II.6 illustrates disability incidence by county.

**Exhibit II.6:
Disability Incidence by County, 2000**



Source: U.S. Census 2000

Economic Profile

Employment and Income

Using the STATS Indiana, State of Indiana website, the household income figures reported the average per capita income in the region was \$26,685 for 2005. Exhibit II.7 below lists the 2005 per capita incomes, and 2004 median household incomes for the six counties in the region.

Exhibit II.7: Per Capita and Median Household Income

**Economic/Demographic
Characteristics of the
Region**

County	Per Capita Income (2005)	Median HH Income (2004)
DeKalb County	\$27,950	\$46,930
Huntington County	\$27,469	\$43,165
LaGrange County	\$22,795	\$46,841
Noble County	\$25,974	\$44,255
Steuben County	\$27,352	\$43,032
Whitley County	\$28,926	\$47,981
State of Indiana	\$31,173	\$43,217

Source: U.S. Bureau of Economic Analysis; US Census Bureau;

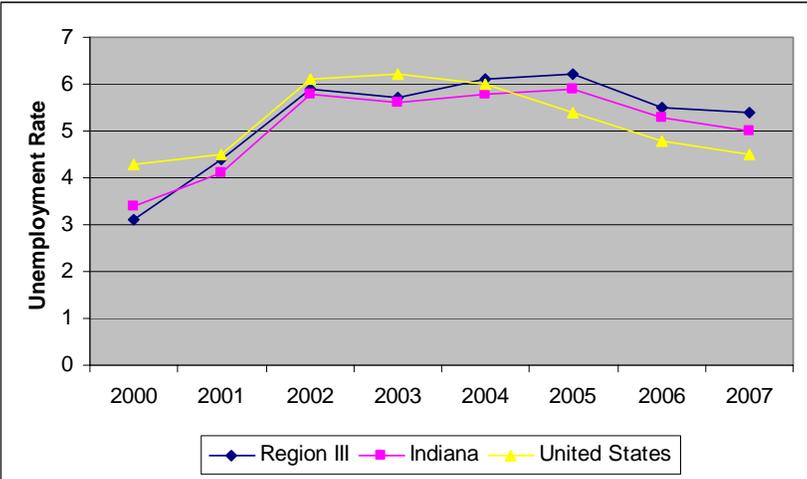
Industry and Labor Force

The 2006 Region labor force consisted of 119,390 individuals according to Indiana University’s Business Research Center. This is 3.6 percent of the State of Indiana’s workforce.

In April of 2007, the Northeastern Indiana Region was experiencing a higher unemployment rate (5.2 percent) than the State of Indiana (4.7 percent).

Exhibit III.8 illustrates a comparison of historic unemployment rates between the counties in the Indiana Economic Development Region III which includes all of the counties in the study area, the State of Indiana and the United States. It is noted that the Region’s unemployment rates are consistently higher than the rates for Indiana and the United States.

**Exhibit II.8
Historic Regional, State and National Unemployment Rates
2000-2006**

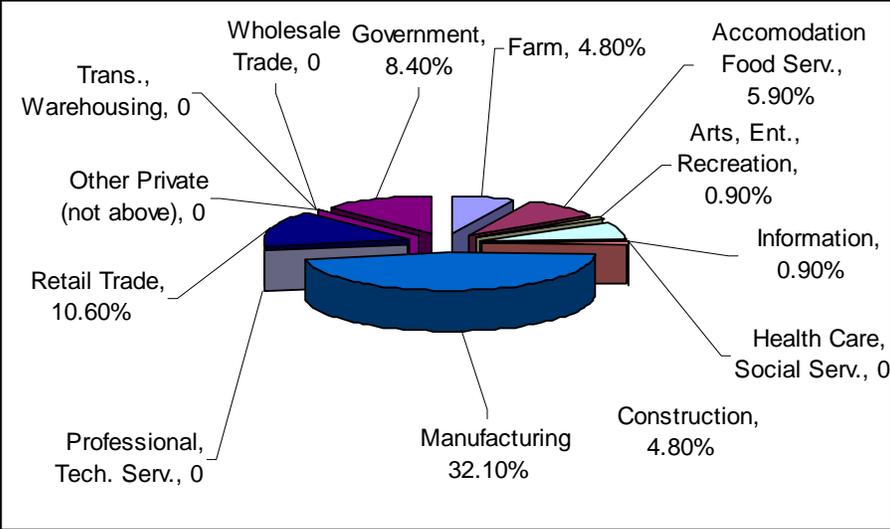


Source: Indiana University Business Research Center

**Economic/Demographic
Characteristics of the
Region**

The manufacturing sector employed the most people with 41,458 employees. “Private” trades employed the second highest number of people, and retail trade was the third largest employer. Reportedly, 10,880 workers were employed by government offices. In addition, 7,560 people were employed in accommodation and food service industry. Exhibit II.9 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.

Exhibit II.9: Regional Employment by Industry



Source: US Bureau of Economic Analysis

The manufacturing sector had the highest reported total wages in the region during 2005. Manufacturing employees earned \$2,232,212,000. Government and “other private” industries reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.10). ‘Information’ and ‘Arts and Recreation’ industries earned the lowest annual incomes. The table in Exhibit II.10 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.10: Total Regional Wages by Industry, 2005

Farm	\$71,034
Accommodation, Food Serv.	\$88,857
Arts, Ent., Recreation	\$11,996
Construction	\$187,282
Health Care, Social Serv.	\$71,819*
Information	\$44,416
Manufacturing	\$2,232,212
Professional, Tech. Serv.	\$60,795*
Retail Trade	\$245,025

Trans., Warehousing	\$65,321*
Wholesale Trade	\$146,855*
Other Private (not above)	\$398,293*
Government	\$456,792

Source: US Bureau of Economic Analysis

Major Employers

Exhibit II.11 is a list of the known major employers in the region, according to information provided by county economic development websites.

**Exhibit II.11
Major Employers in Northeastern Indiana Region**

- DeKalb County Top Employers
 - Cooper Standard Automotive
 - Guardian Automotive Products, Inc.
 - Steel Dynamics, Inc., Flat Roll Division
 - Therma-Tru Corporation
 - Eaton Corporation, Clutch Division
 - TI Automotive Systems
 - Wal-Mart Distribution Center
 - Vulcraft, Division of Nucor Corporation
 - Alcoa Automotive
 - Citation Corporation
- LaGrange County Top Employers
 - NISCO
 - Forest River, Inc.
 - Dometic
 - Starcraft
 - Mastercraft
 - Multi-Plex
 - Crossroads RV
- Steuben County Top Employers
 - TI Group Automotive Systems
 - Amcast Automotive/Fremont Plant
 - Dana Hose & Tubing Products
 - Eagle Pitcher Hillsdale Tool/Hamilton Plant
 - Salga, Inc.
 - Moore-Wallace, Inc.
 - Tenneco Automotive
 - Vestil Manufacturing
 - Cardinal IG
 - Dexter Axle

According to statistics provided by the Steuben County Economic Development Corporation, just over 100 industries are located in

**Economic/Demographic
Characteristics of the
Region**

Steuben County. The top 25 employers account for 4,573 of those workers. The remaining 75 smaller industries are widely scattered throughout the Steuben County area, and it can probably safely be assumed that those companies employ 5,000-10,000 additional individuals. Many of the jobs at the lower-paying companies, which require less skill and training, are filled through Work One, a job placement organization located in Angola. Directors there advised that transportation was often an obstacle that kept its clients from getting a job in the first place or keeping it once they were hired.

- Other Major Employers in Economic Development Region 3
 - Parkview Health System
 - General Motors Corporation
 - Lutheran Hospital of Indiana
 - BF Goodrich Tire Manufacturing
 - GM Marion Metal Center
 - Post Masters
 - Lincoln Financial Group Media
 - Fleetwood Motor Homes
 - Indiana University – Purdue University of Fort Wayne
 - Peyton’s Northern Distribution

The occupations which are expected to grow the most between 2002 and 2012 in the region are listed below. Persons in these occupations, especially lower paying jobs like food preparation workers, teacher assistants, production workers, and nursing aides may need additional transportation to get to work in the future:

- Registered Nurses
- Food Preparation and Serving Workers
- Teacher Assistants
- Nursing Aides, Orderlies, and Attendants
- Secondary School Teachers, except Special & Vocational
- Elementary School Teachers, Except Special Education
- Receptionists and Information Clerks
- Maintenance and Repair Workers, General
- First Line Supervisors, Production Managers and Operating Workers
- Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products

Source: U.S. Bureau of Labor Statistics & Indiana Department of Workforce Development

Journey to Work

The mean travel times to work for the six counties in the region are found in Exhibit II.12 below. With the exception of Whitley County, the region’s average commute times are lower than the State of Indiana (22.6 minutes) and the United States (25.5 minutes).

**Exhibit II.12
Mean Travel Times to Work for Region**

County	Mean Travel Time to Work
DeKalb County	19.3 minutes
Huntington County	20.4 minutes
LaGrange County	21.4 minutes
Noble County	21.2 minutes
Steuben County	20.9 minutes
Whitley County	23.5 minutes

These shorter commute times most likely reflect the fact that people live very close to where they work and are not commuting outside the region.

MAJOR TRIP GENERATORS/ORIGINS AND DESTINATIONS IN THE REGION

The term “trip generators” is used to indicate where a large number of trips originate or end. These trip generators include residential facilities, medical facilities, employment centers, commercial business centers, educational institutions, and other important trip destinations.

Noble County

- NEC – Kendallville
- Parkview Noble Hospital – Kendalville
- Foundations – Albion
- Southside Elementary – Kendallville
- Albion Elementary – Albion
- Avilla Elementary – Avilla
- Wayne Center School – Kendalville
- Provena Sacred Heart – Avilla
- YMCA – Kendalville
- Wal-mart – Kendalville
- NEC Clubhouse – Kendalville
- DEKKO Engineering - Kendalville

Steuben County

- Wal-Mart – Angola
- Cameron Hospital – Angola
- Medical Building, 306 E. Maumee – Angola
- Clip-n-Curl – Angola
- Studio II - Angola

Whitley County

- Parkview Whitley Hospital – Columbia City
- Wal-Mart – Columbia City
- Bowen Center – Columbia City
- Whitley Medical Associates – Columbia City
- Lehmborg Building – Columbia City

Medical and Nursing Facilities

Medical and nursing facilities both within and outside of the region are another of the key destinations for residents. Those facilities include the following:

- Steuben County
 - Cameron Memorial Community Hospital – Angola
 - Regional Cancer Care Center
 - Medical Park – Angola
 - Lakeland Nursing Home – Angola
 - Northern Lakes Nursing & Rehabilitation Center – Angola
 - Cameron Woods – Angola
- DeKalb County
 - DeKalb Memorial Hospital
 - 8 nursing, residential care, and assisted living facilities
 - DeKalb County WIC Clinic
 - St. Martins Health Clinic
- LaGrange County
 - Parkview LaGrange Hospital - LaGrange
 - 2 nursing homes – LaGrange
 - Retirement complex - LaGrange

Educational Facilities

The region is home to a wealth of higher educational facilities which are another major destination for transit users. Those facilities include the following institutions:

**Major Trip Generators/
Origins and
Destinations in the
Region**

- Indiana University - Purdue University - Fort Wayne
- Ivy Tech State College
- Taylor University
- Indiana Wesleyan University
- University of St. Francis
- Manchester College
- Concordia Theological Seminary
- Indiana Institute of Technology
- Brown Mackie College
- International Business College

Government Facilities and Commercial Centers

- North Wayne Street – Angola
- Steuben Community Center – Angola
- Steuben County Educational Opportunity Center
- Steuben County Courthouse
- Steuben County Literacy Coalition
- State Road #8 east and west of I-69 – Auburn
- U.S. #6 and State Road 427 – DeKalb County
- U.S. #6 and State Road #1 – DeKalb County
- DeKalb County Social Services – clustered in Auburn
- Scattered sites in the Town of LaGrange

Major Residential Facilities

- Crosswait Estates – Angola
- Village Green – Angola
- Apartments at Fox Lake - Angola
- Lakeland Apartments - Angola
- Northcrest Apartments – Angola
- Orland Manor Senior Apartments – Orland
- St. Charles Apartments – Fremont
- Elliott Manor – Angola
- Northlake Manor – Angola
- Brockville Commons – Fremont
- Wesley Park Apartments – Auburn
- Indian Terrace Apartments & Villas – Auburn
- Castle Court Apartments – Auburn
- Griswold Estates – Auburn
- West Edge Park – Auburn
- North Pointe Crossing – Garrett
- Concord Manufactured Housing Community – Waterloo

- Small apartment complexes – LaGrange, Topeka & Shipshewana

TYPICAL DESTINATIONS OUTSIDE THE SERVICE AREA

Survey respondents were also asked to identify typical destinations to which they traveled outside of their normal service areas. Those destinations included the following places:

Noble County

- Quad County Dialysis – Auburn
- Renal Care Group – Auburn
- Turnstone Center – Ft. Wayne
- Dupont Medical Park – Ft. Wayne
- FTW ORTHO – Ft. Wayne
- Star Spine Technology – Ft. Wayne
- Dr. Salk – Ft. Wayne
- Dr. Gupta – Ft. Wayne
- Dr. Hatch – Ft. Wayne
- Toegnes Shoes – Ft. Wayne
- Lutheran Hospital – Ft. Wayne
- Anglemyer Clinic - Nappanee

Steuben County

- FWO, Jefferson Boulevard – Fort Wayne
- DuPont Medical Center – Fort Wayne
- Lutheran Hospital – Fort Wayne
- Auburn Medical – Auburn
- Parkview Professional Building - Kendallville

Whitley County

- Lutheran Hospital – Fort Wayne
- DuPont Hospital – Fort Wayne
- Fort Wayne Orthopaedics – Fort Wayne
- FMC Dialysis – Huntington
- St. Joe Wound Center – Fort Wayne

LaGrange County

Due to the lack of physicians who are specialists in LaGrange County, transportation to specialists outside the County is frequently required. There is a definite need for out-of-county medical trips.

**Major Trip Generators/
Origins and
Destinations in the
Region**

**Typical Destinations
Outside the Service
Area**

COUNTY PROFILES

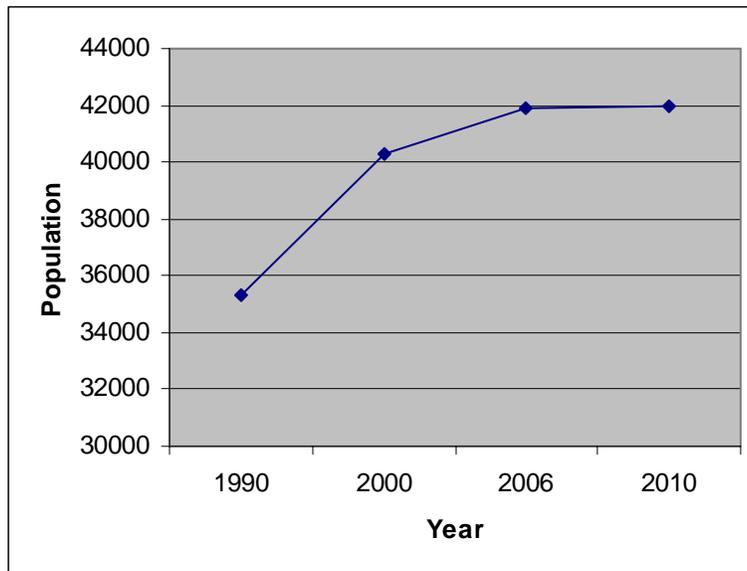
The following paragraphs explain the demographic and economic characteristics of each county within the region. County demographic categories are similar to the regional categories, but are intended to provide a more detailed description of existing conditions in each county.

DeKalb County

Population Growth

According to information from the State of Indiana, the total population of DeKalb County in 2006 was 41,902 persons. This is an increase from the 2000 Census population of 40,285. This means the region has grown 4 percent between 2000 and 2006. The Indiana Business Research Center is projecting a slight increase in population for DeKalb County. The projected population for 2010 is 41,993, an increase of 0.2 percent from 2006. Exhibit II.13 illustrates the historical and projected population trends for DeKalb County through the year 2010.

Exhibit II.13: Population Trends



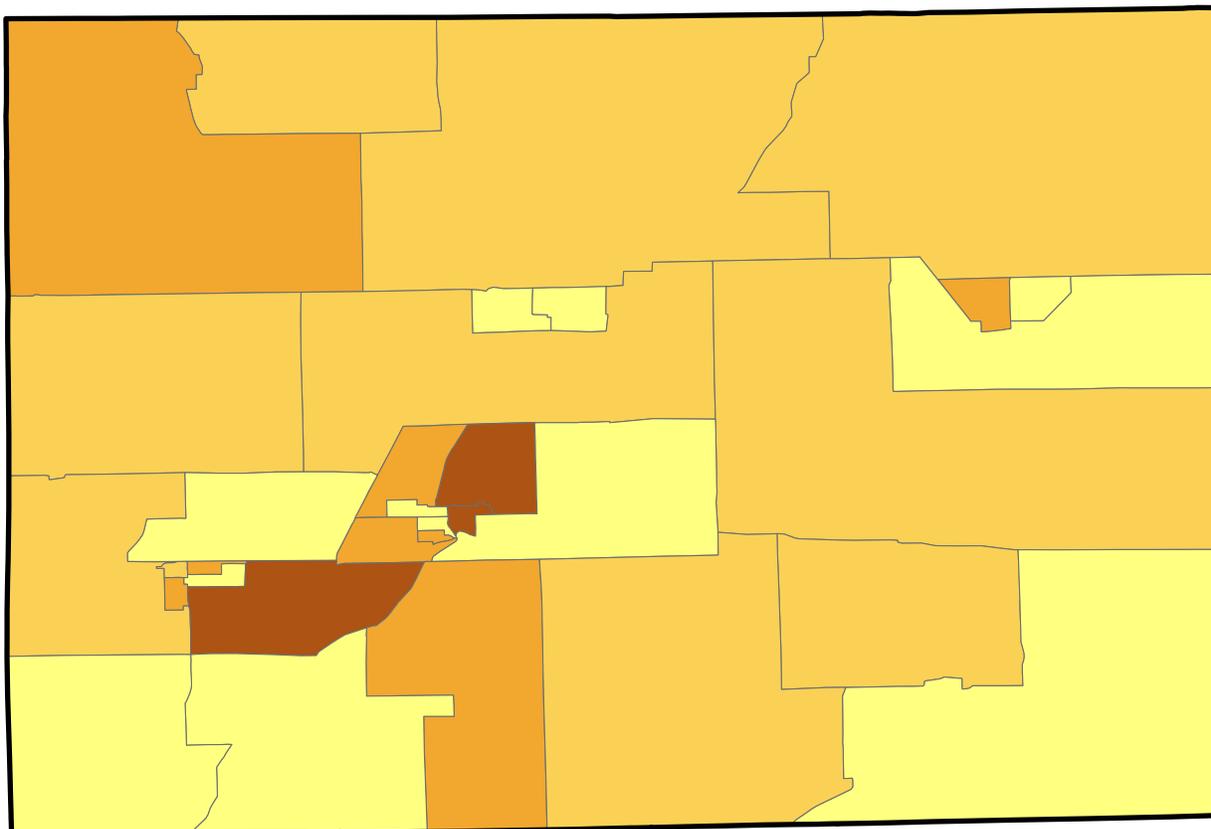
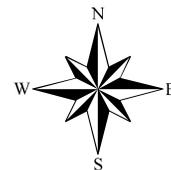
Source: 1990 & 2000 Census Bureau & STATS Indiana

Age

Exhibit II.14 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of DeKalb County residents aged 65 and older (18.8 – 27.11 percent of total households) are southwest of DeKalb in the area of Auburn and Altona

Garrett. Areas with a moderate density of older adults are found west of Ashley and around Auburn, and Altona Garrett. The remainder of the region has low to very low elderly population density.

According to the 2000 statistics from the U.S. Census, the largest age cohort for DeKalb County in 2000 was between age 25 and 44, constituting 28.3 percent of the County's population (see Exhibit II.15). The second largest age group was 45 to 64 year olds (25.4 percent). Approximately 26.2 percent of the population in DeKalb County was under age 18, while 11.9 percent was age 65 or older. The distribution indicates that the County is relatively younger as the percentages of age groups are similar and the percentage of persons over age 65 is low compared to other counties in Indiana.



Group 4 Blockgroups

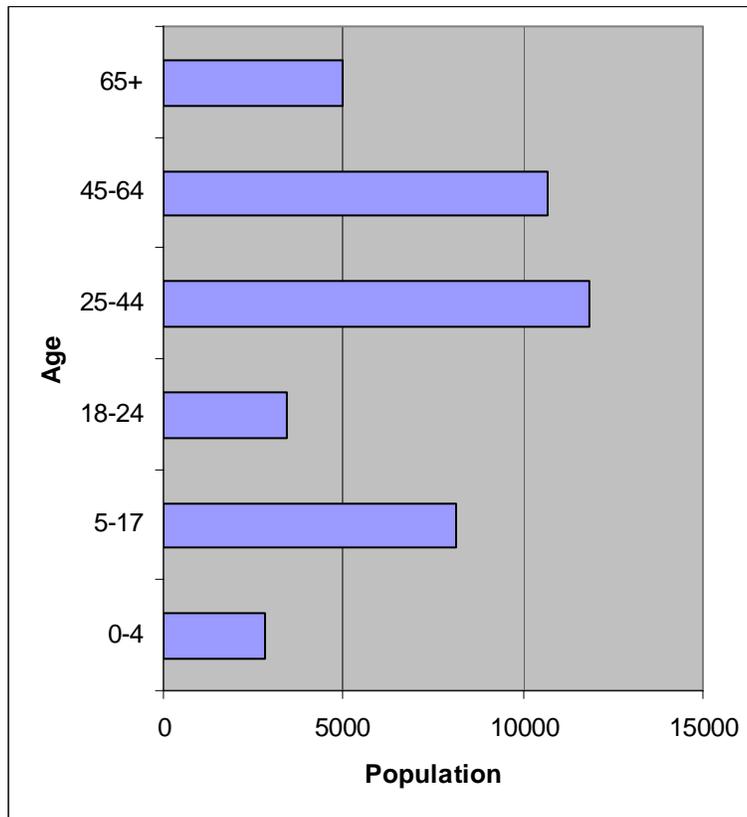
-  0% - 8.9%
-  8.901% - 12.99%
-  13% - 18.79%
-  18.8% - 27.11%
-  27.12% - 100%



Exhibit 14:
Population 65 and Over
As a percent of total population

Dekalb County

Exhibit II.15: Population by Age

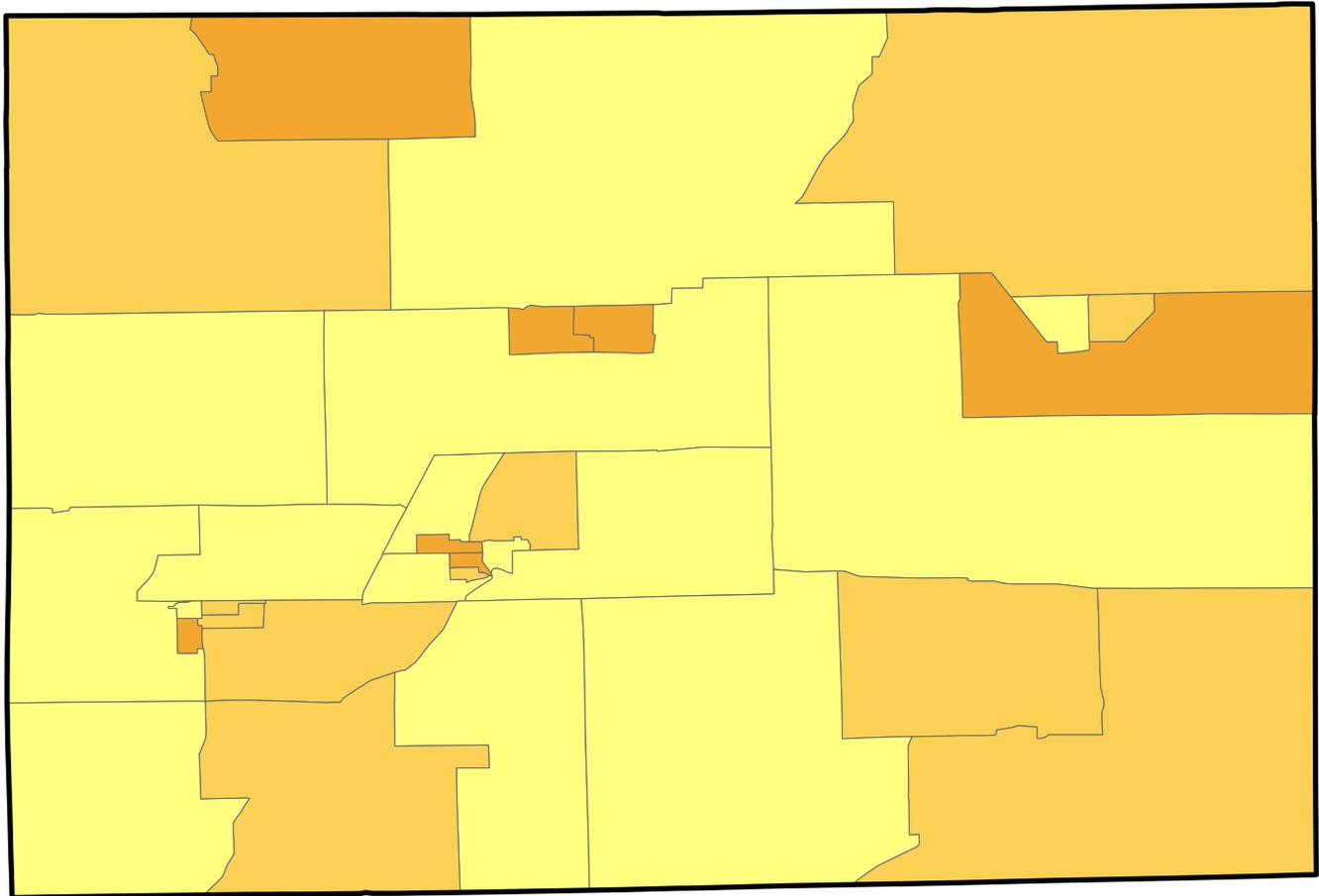


Source: 2000 U.S. Census Data

Economic Profile

Employment and Income

The U.S. Census Bureau reported in 2000 that there were 15,134 total households in DeKalb County. Exhibit II.16 illustrates the density of households below the poverty level as a percent of total households. Areas having a moderate density (9.35 – 15.57 percent of total households) of households below the poverty level were found in the in the area of Butler, Ashley, Auburn, Altona Garrett and Waterloo. Areas of moderately-low density of households below the poverty level (6.201 – 9.365 percent) exist in the northwest, northeast, and southeast corners of the county, areas south of Altona, Garrett, and Auburn. The remainder of the region had very low densities of households below the poverty level.



Group 4 Blockgroups

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



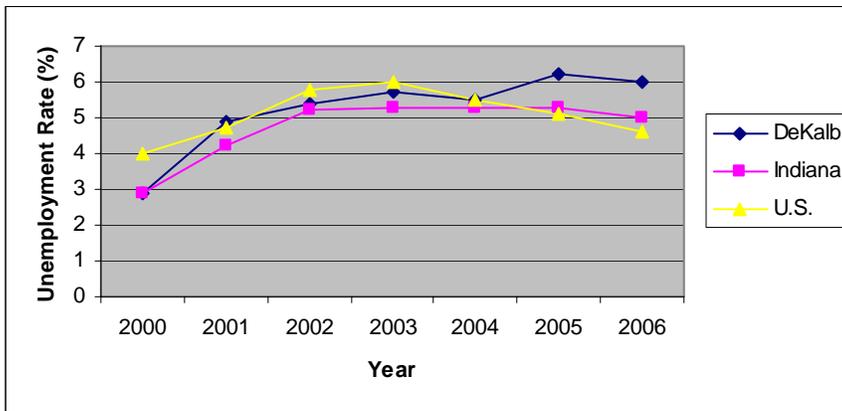
Exhibit II-16:
Households Below Poverty
As a percent of total households

Dekalb County

Industry and Labor Force

The 2006 DeKalb County labor force consisted of 21,767 individuals according to the U. S. Bureau of Labor Statistics and the Indiana Department of Workforce Development. The County’s unemployment rate reached a high in 2005 of over six (6) percent which was much higher than state and national levels. From 2000 to 2006, the unemployment rate for DeKalb County has varied but remained higher than the state and about the same as national levels. Exhibit II.17 illustrates a comparison of the unemployment rates in the County, State of Indiana, and the United States.

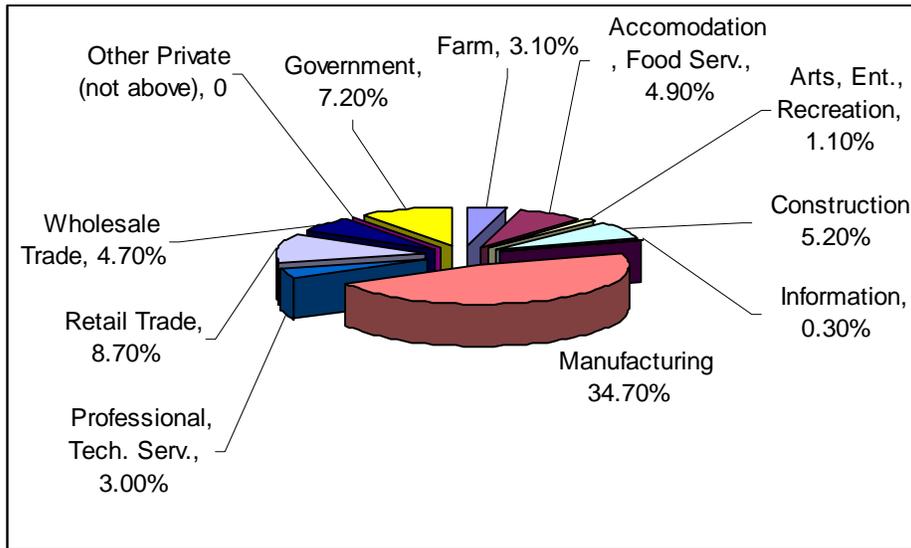
Exhibit II.17: Comparison of Unemployment Rates



Source: Bureau of Labor Statistics

The manufacturing sector was the largest industry in the County with 10,015 employees in 2005. “Other private” sectors were the second largest employer (4,538 employees) and retail trade was the third largest. Reportedly, 2,065 workers were employed by the government sector. In addition, 1,488 people were employed by the construction industry. Exhibit II.18 is an illustration of the employment by industry.

Exhibit II.18: Employment by Industry



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

The manufacturing sector had the highest reported total wages of 2005 earning \$591,044,000. “Other Private” and government employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.19). “Health care and social assistance” and “transportation and warehouse” did not have County data information available due to Bureau of Economic Analysis non-disclosure requirements. The table in Exhibit II.19 outlines the total wages earned, by industry.

Exhibit II.19: Employment by Industry

Employment	Annual Earnings
Other Private	\$91,603
Manufacturing	\$591,044
Government	\$87,996
Retail Trade	\$43,162
Health Care and Social Asst.	*
Construction	\$47,092
Whole Sale Trade	\$67,687
Transp. and Warehouse	*
Agriculture	\$9,719
Accommodation and Food Service	\$16,632
Information	\$1,339
Arts & Rec.	\$3,419
Prof. and Tech.	\$18,350

Source: U.S. Bureau of Economic Analysis

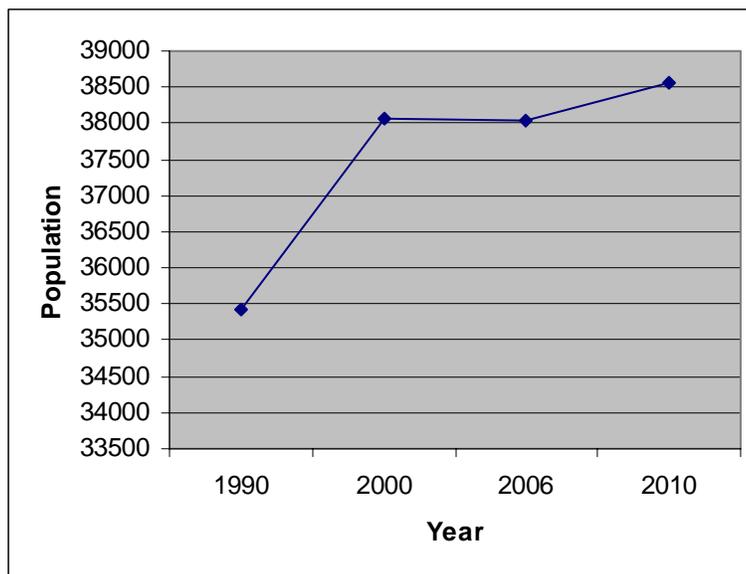
* Data not available due to BEA non-disclosure requirements.

Huntington County

Population Growth

According to information from the State of Indiana, the total population of Huntington County in 2006 was 38,026 persons. This is a very slight increase from the 2000 Census population of 38,075. This means the region has not grown significantly between 2000 and 2006. The Indiana Business Research Center is projecting an increase in population for Huntington County. The projected population for 2010 is 38,559, an increase of 1.4 percent from 2006. Exhibit II.20 illustrates the historical and projected population trends for Huntington County through the year 2010.

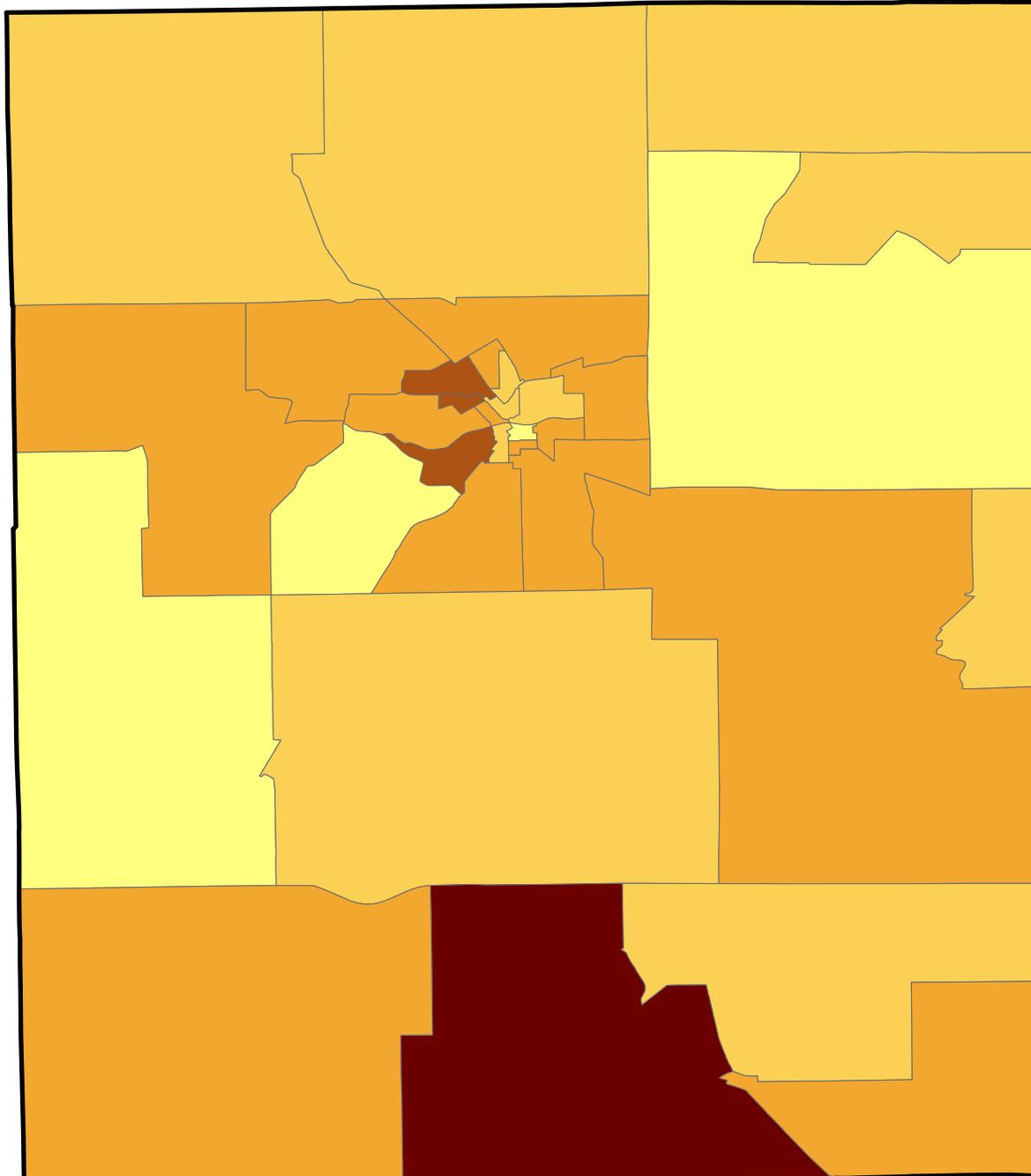
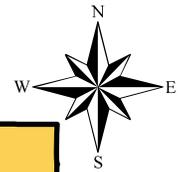
Exhibit II.20: Population Trends



Source: 1990 & 2000 Census Bureau & STATS Indiana

Age

Exhibit II.21 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of Huntington County residents aged 65 and older (27.12 – 100 percent of total population) are in the southern portion of the county near Warren. Areas of moderately high density of older adults are found in the northwest and southwest portions of Huntington. The remainder of the region has scattered areas of moderate to moderately-low densities of older adults.



Group 4 Blockgroups

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

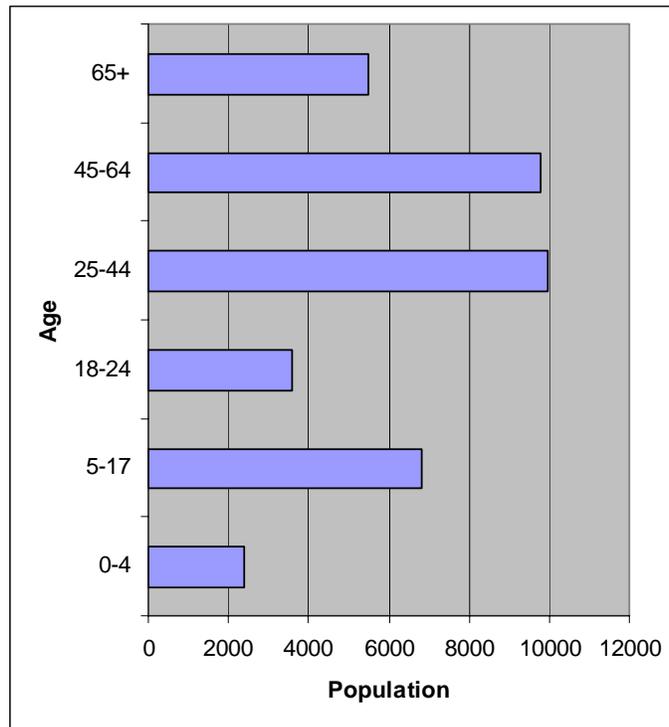


Exhibit 21:
Population 65 and Over
As a percent of total population

Huntington County

According to the 2000 statistics from the U.S. Census, the largest age cohort for Huntington County in 2000 was between age 25 and 44, constituting 26.2 percent of the County’s population (see Exhibit II.22). The second largest age group was 45 to 64 year olds (25.8 percent). Approximately 24.2 percent of the population in Huntington County was under age 18, while 14.4 percent was age 65 or older. The distribution indicates that the County has a relatively younger population with a higher percentage of young and persons of working age.

Exhibit II.22: Population by Age

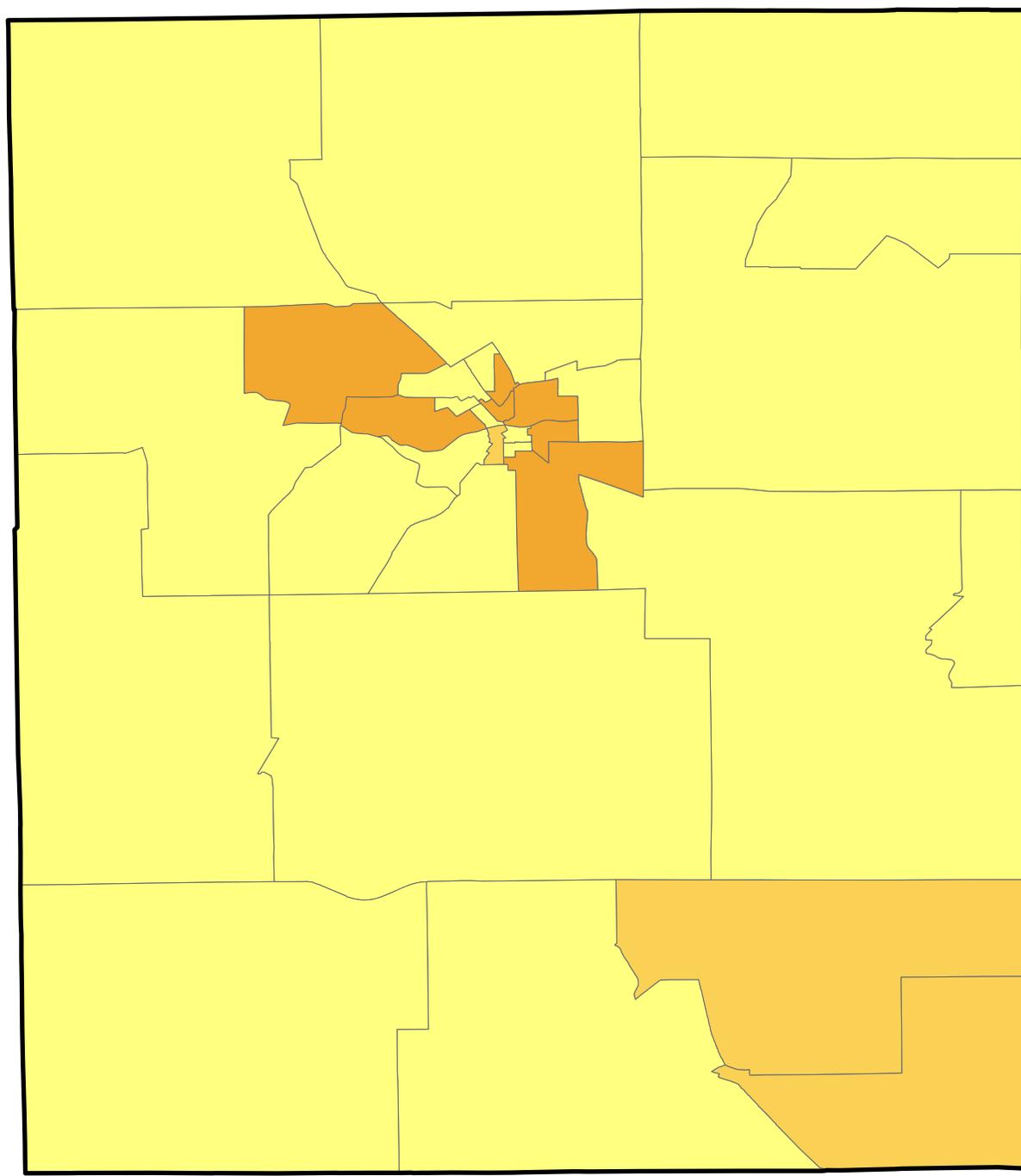
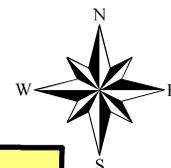


Source: 2000 U.S. Census Data

Economic Profile

Employment and Income

The U.S. Census Bureau reported in 2000 that there were 14,242 total households in Huntington County. Exhibit II.23 illustrates the density of households below the poverty level as a percent of total households. There are no areas of high density. Areas having a moderate density (9.366 – 15.57 percent) of households below the poverty level were found in the block groups surrounding Huntington. Areas of low density of households below the poverty level (0 to 6.2 percent) exist in the majority of the county. The remainder of the region had low to very low densities of households below the poverty level.



Group 4 Blockgroups

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



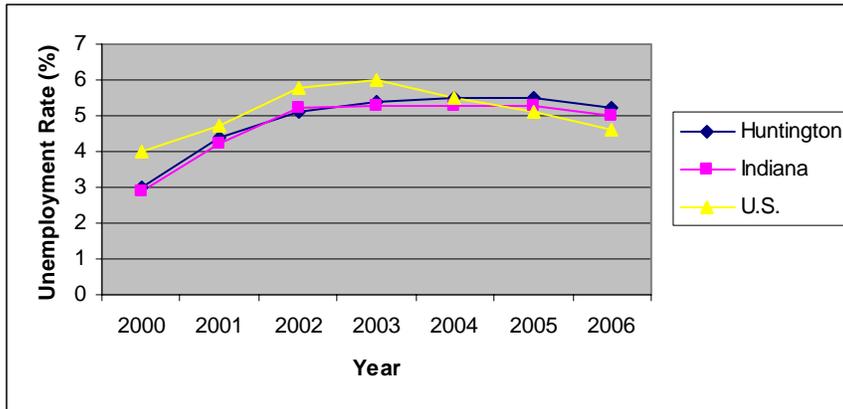
Exhibit II-23:
Households Below Poverty
As a percent of total households

Huntington County

Industry and Labor Force

The 2006 Huntington County labor force consisted of 20,887 individuals according to the U. S. Bureau of Labor Statistics and the Indiana Department of Workforce Development. The County’s unemployment rate reached a high in 2004 of over five percent, and remained slightly higher than the Indiana and national unemployment rates. Since 2000, the unemployment rate for Huntington County has remained fairly constant and has been just slightly above the State of Indiana levels but below national levels. Exhibit II.24 illustrates a comparison of the unemployment rates in the County, State, and the United States.

Exhibit II.24: Comparison of Unemployment Rates

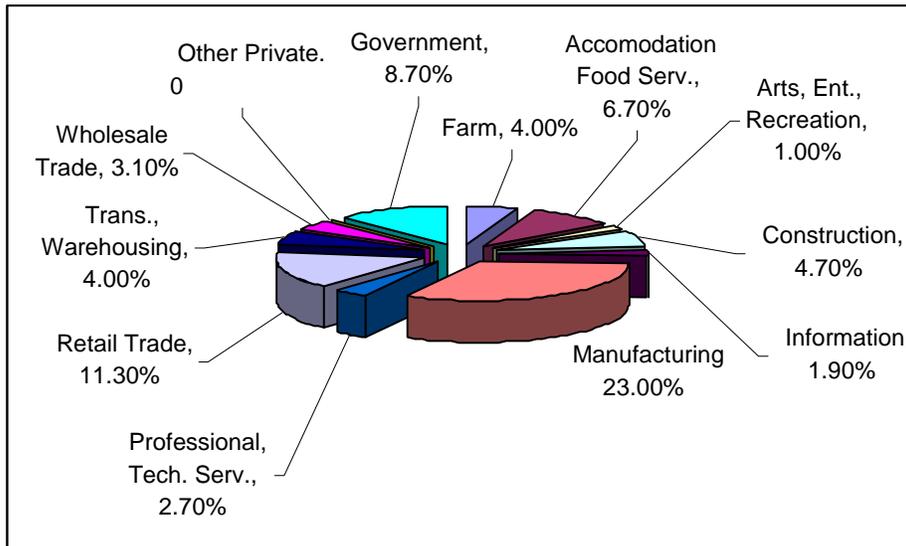


Source: Bureau of Labor Statistics

Employment by Industry

The manufacturing sector was the largest industry in the county with 4,765 employees in 2005. “Other private” sectors were the second largest employer (3,599 employees) and retail trade was the third largest. Reportedly, 1,810 workers were employed by the government sector. In addition, 1,394 people were employed by the accommodations and food service industry. Exhibit II.25 is an illustration of the employment by industry.

Exhibit II.25: Employment by Industry



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

The manufacturing sector had the highest reported total wages of 2005 earning \$231,177,000. Government and “other private” employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.26). “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.26 outlines the total wages earned, by industry.

Exhibit II.26: Employment by Industry

Employment	Annual Earnings
Other Private	\$ 72,160
Manufacturing	\$ 231,177
Government	\$ 77,605
Construction	\$ 28,829
Transp. and Warehouse	\$ 37,578
Retail Trade	\$ 42,921
Agriculture	\$ 11,320
Whole Sale Trade	\$ 26,942
Accommodation and Food Service	\$ 16,332
Information	\$ 14,735
Arts & Rec.	\$ 1,883
Prof. and Tech.	\$ 12,251
Health Care and Social Asst.	\$ *

Source: U.S. Bureau of Economic Analysis

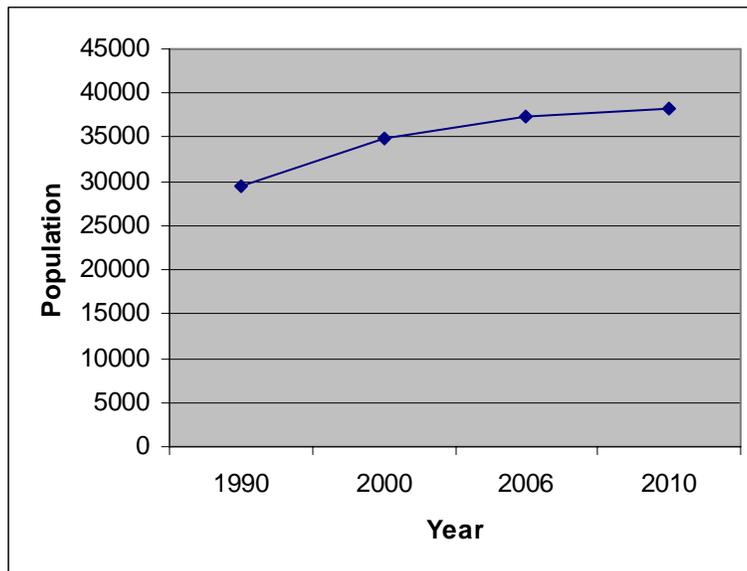
* Data not available due to BEA non-disclosure requirements.

LaGrange County

Population Growth

According to information from the State of Indiana, the total population of Lagrange County in 2006 was 37,291 persons. This is an increase from the 2000 Census population of 34,909. This means the County has grown 6.8 percent between 2000 and 2006. The Indiana Business Research Center is projecting an increase in population for Lagrange County. The projected population for 2010 is 38,319, an increase of 2.8 percent from 2006. Exhibit II.27 illustrates the historical and projected population trends for Lagrange County through the year 2010.

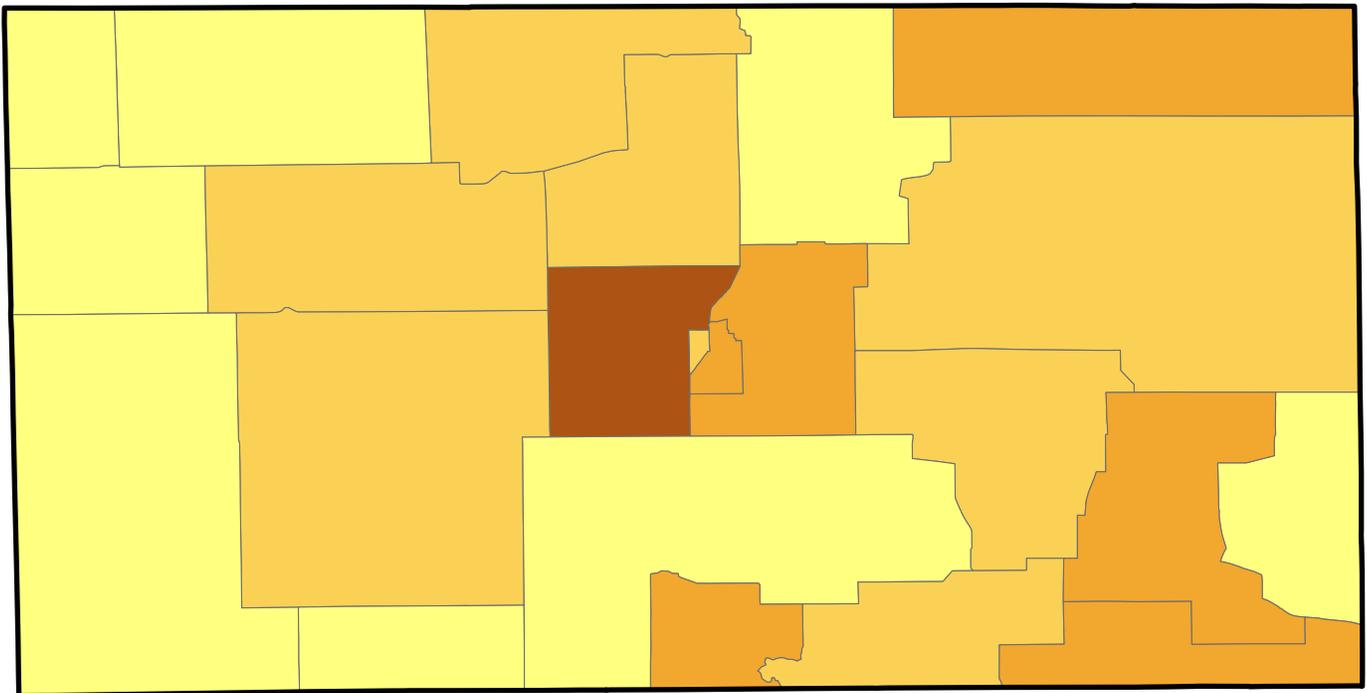
Exhibit II.27: Population Trends



Source: 1990 & 2000 Census Bureau & STATS Indiana

Age

Exhibit II.28 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of Lagrange County residents aged 65 and older (18.8 – 27.11 percent of total population) are in the western areas of LaGrange. Areas of moderately high densities of older adults are found around the eastern portions of LaGrange, and in other eastern block groups within the county. The remainder of the region has low-to-very-low older adult population density.



Group 4 Blockgroups

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

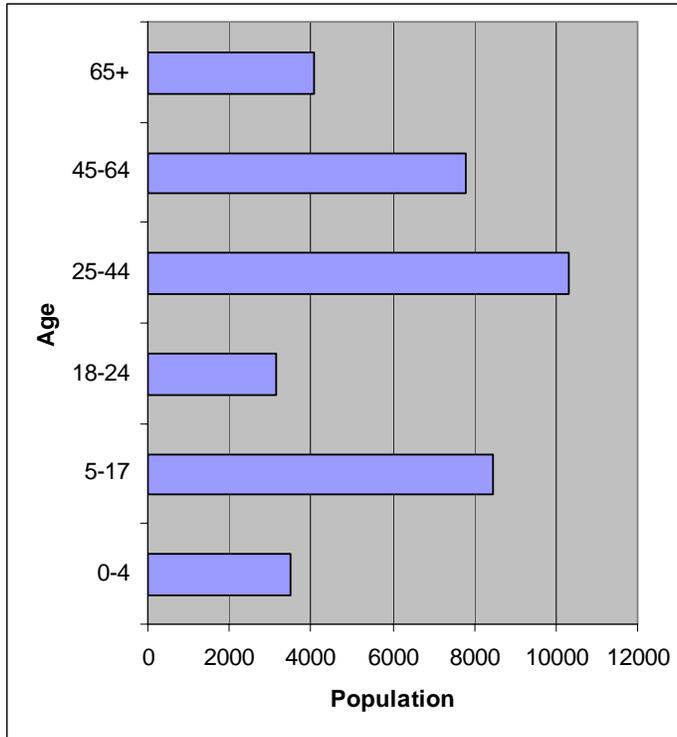


Exhibit II-28:
Population 65 and Over
As a percent of total population

Lagrange County

According to the 2000 statistics from the U.S. Census, the largest age cohort for Lagrange County in 2000 was between age 25 and 44, constituting 27.7 percent of the County’s population (see Exhibit II.29). The second largest age group was school age children – 5 to 17 year olds (22.7 percent). Approximately 10.9 percent of the population in Lagrange County was age 65 or older. The distribution indicates that Lagrange County has a very young population.

Exhibit II.29: Population by Age

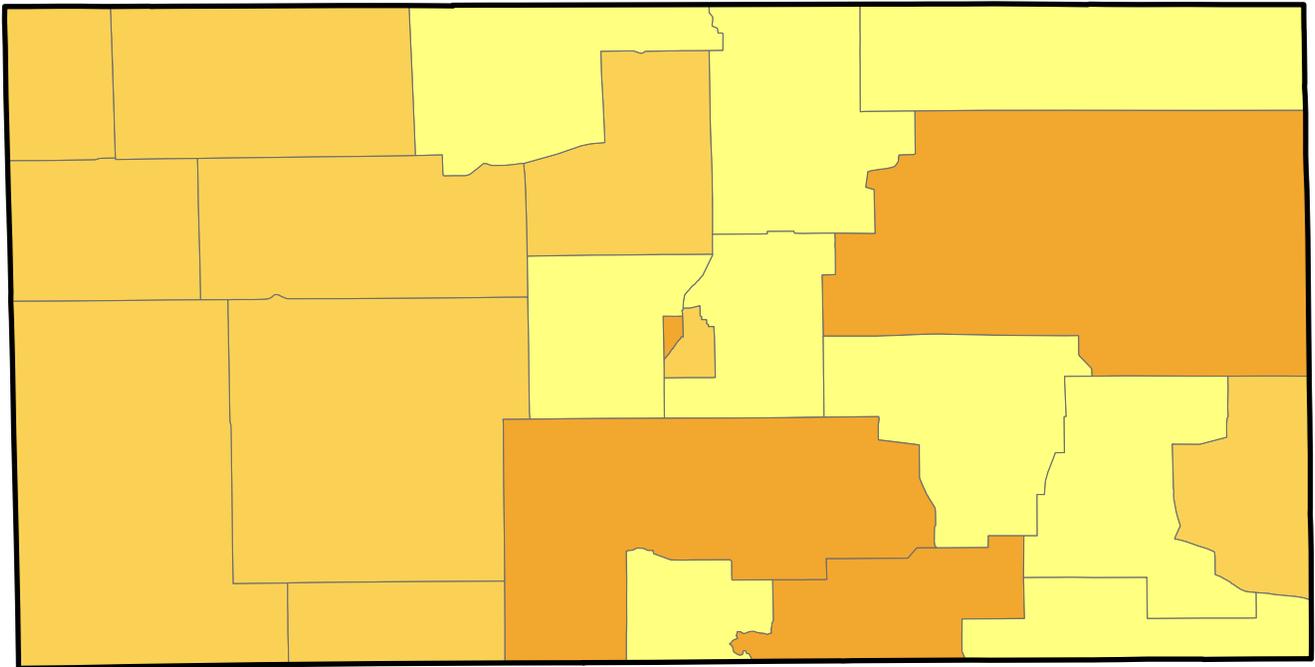


Source: 2000 U.S. Census Data

Economic Profile

Employment and Income

The U.S. Census Bureau reported in 2000 that there were 11,225 total households in LaGrange County. Exhibit II.30 illustrates the density of households below the poverty level as a percent of total households. There are no areas of high density in the county. Areas having a moderate density (9.366 – 15.57 percent) of households below the poverty level were found in south-central and eastern portions of the county. Areas of moderately-low-to-low densities are scattered throughout the remainder of the county.



Group 4 Blockgroups

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



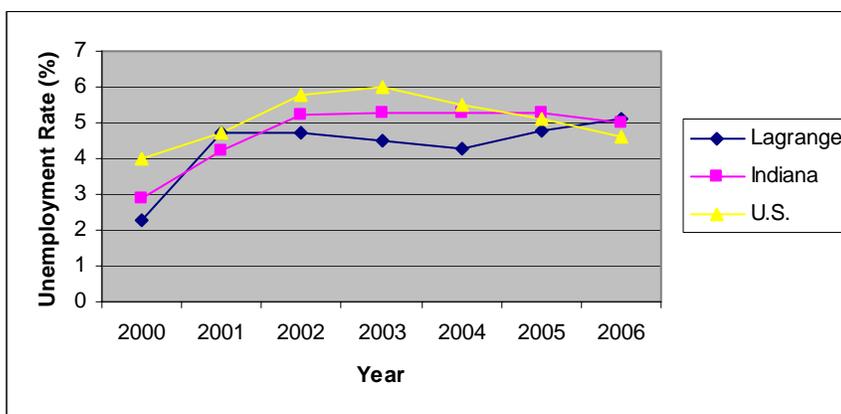
Exhibit II-30:
Households Below Poverty
As a percent of total households

Lagrange County

Industry and Labor Force

The 2006 LaGrange County labor force consisted of 17,799 individuals according to the U. S. Bureau of Labor Statistics and the Indiana Department of Workforce Development. The county’s unemployment rate reached a high in 2006 of 5.1 percent and was slightly higher than the State of Indiana unemployment rate. Since 2000, the unemployment rate for LaGrange County has mostly been lower than the State of Indiana and the national unemployment rate. Exhibit II.31 illustrates a comparison of the unemployment rates in the County, State, and the United States.

Exhibit II.31: Comparison of Unemployment Rates

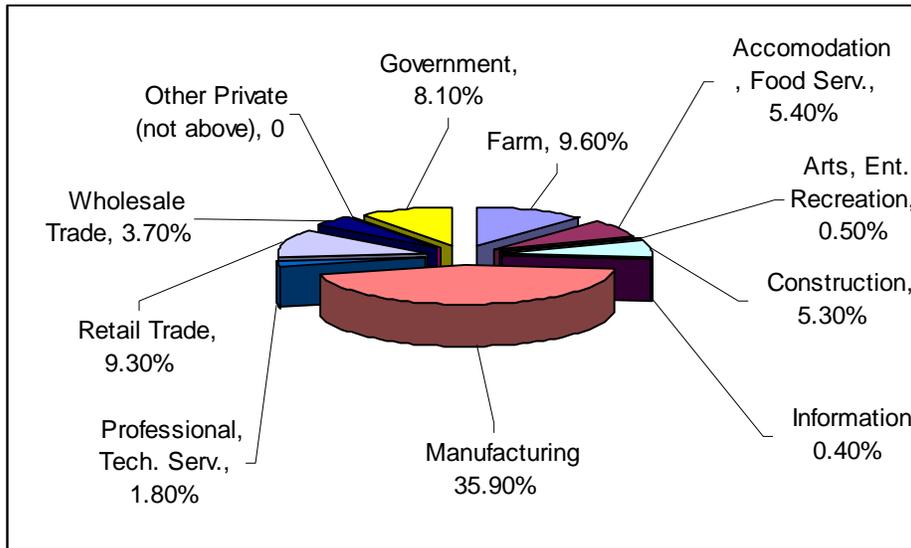


Source: Bureau of Labor Statistics

Employment by Industry

The manufacturing sector was the largest industry in the region with 6,600 employees in 2005. Agriculture was the second largest employer (1,772 employees) and retail trade was the third largest. Reportedly, 1,667 workers were employed by “other private” industries. In addition, 1,490 people were employed by the government sector. Exhibit II.32 is an illustration of the employment by industry.

Exhibit II.32: Employment by Industry



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

The manufacturing sector had the highest reported total wages of 2005 earning \$384,816,000. Government and retail trade employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.33). ‘Arts and Recreation’ reported the lowest total wages of 2005 earning \$480,000. The table in Exhibit II.33 outlines the total wages earned, by industry.

Exhibit II.33: Employment by Industry

Employment	Annual Earnings
Other Private	\$ 30,304
Manufacturing	\$ 384,816
Government	\$ 63,996
Health Care and Social Asst.	\$ *
Construction	\$ 26,674
Retail Trade	\$ 31,100
Transp. and Warehouse	\$ *
Agriculture	\$ 23,795
Accommodation and Food Service	\$ 12,350
Prof. and Tech.	\$ 7,271
Whole Sale Trade	\$ 17,188
Information	\$ 1,781
Arts & Rec.	\$ 480

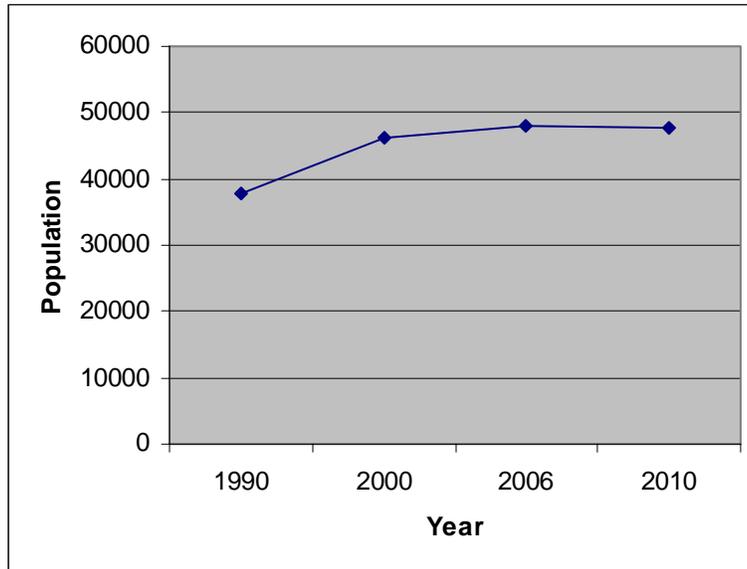
Source: U.S. Bureau of Economic Analysis

Noble County

Population Growth

According to information from the State of Indiana, the total population of Noble County in 2006 was 47,918 persons. This is an increase from the 2000 Census population of 46,275. This means the region has grown 3.6 percent between 2000 and 2006. The Indiana Business Research Center is projecting a decrease in population for Noble County. The projected population for 2010 is 47,627, a decrease of 0.6 percent from 2006. Exhibit II.34 illustrates the historical and projected population trends for Noble County through the year 2010.

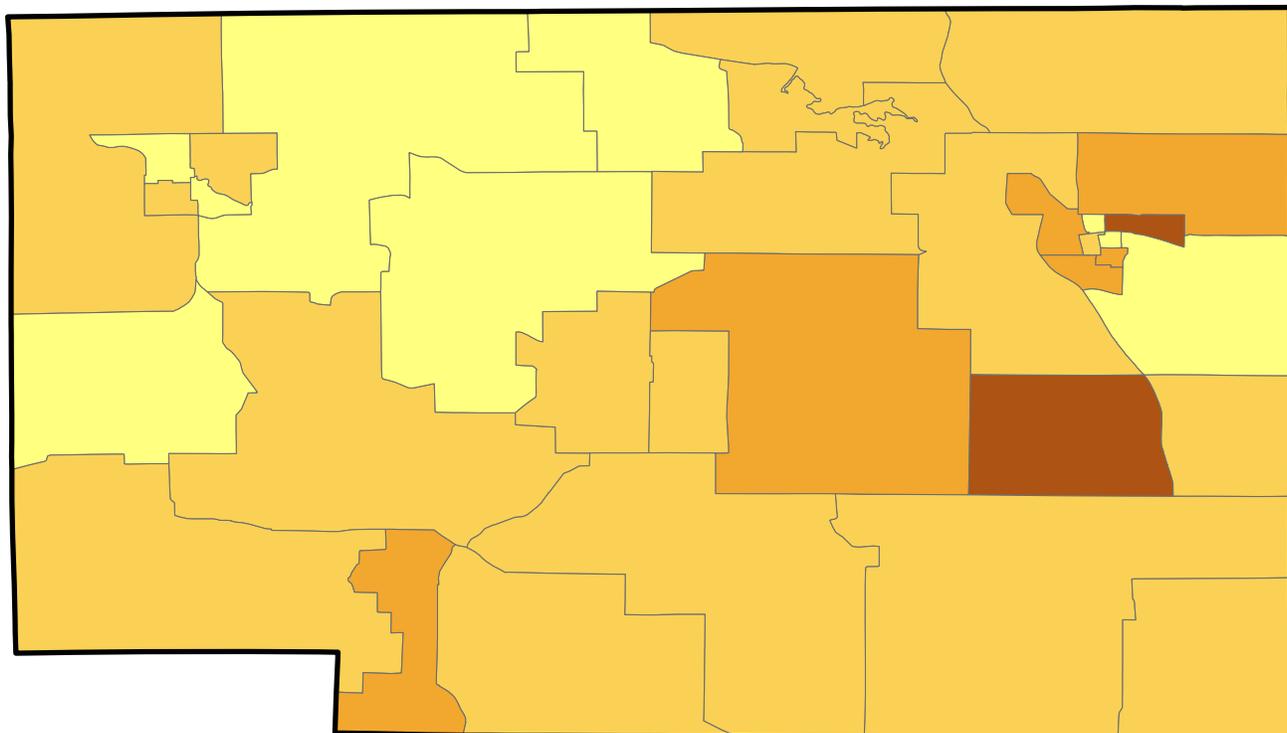
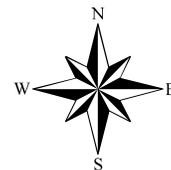
Exhibit II.34: Population Trends



Source: 1990 & 2000 Census Bureau & STATS Indiana

Age

Exhibit II.35 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of Noble County residents aged 65 and older (18.8 – 27.11 percent of total population) are in the area of Avilla and Kendallville. There are no areas of high density in the county. Areas of moderately-low density of older adults are found in the majority of the county while portions of the region have a very low density.



Group 4 Blockgroups

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

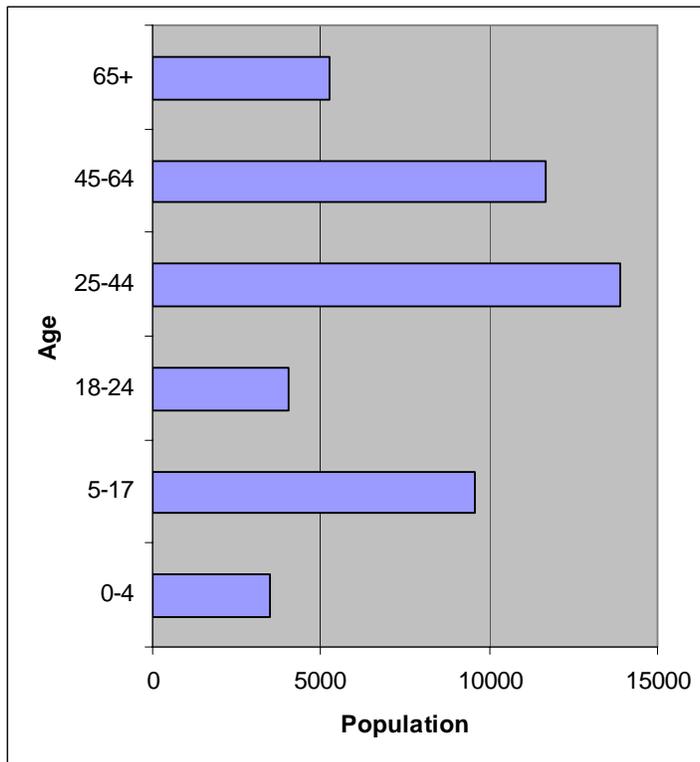


Exhibit II-35:
Population 65 and Over
As a percent of total population

Noble County

According to the 2000 statistics from the U.S. Census, the largest age cohort for Noble County in 2000 was between age 25 and 44, constituting 28.9 percent of the County’s population (see Exhibit II.36). The second largest age group was 45 to 64 year olds (24.3 percent). Approximately 27.3 percent of the population in Noble County was under age 18, while 11 percent was age 65 or older. The distribution indicates that the county had a relatively younger population with a higher percentage of young and working age persons.

Exhibit II.36: Population by Age

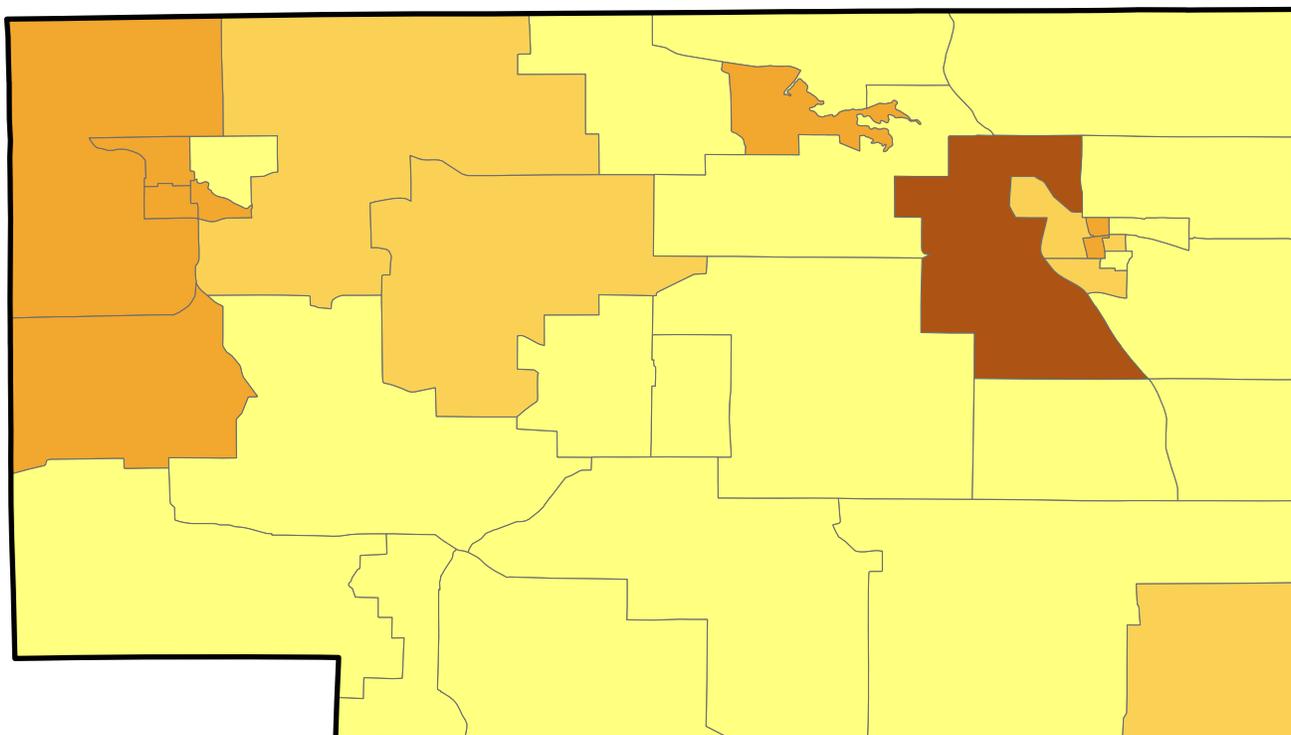
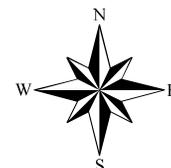


Source: 2000 U.S. Census Data

Economic Profile

Employment and Income

The U.S. Census Bureau reported in 2000 that there were 16,696 total households in Noble County. Exhibit II.37 illustrates the density of households below the poverty level as a percent of total households. There are no areas of high density. Areas having a moderately-high density (15.58 – 27.75 percent) of households below the poverty level were found in the area of Kendalville. Areas of moderate density of households below the poverty level (9.366 – 15.57 percent) exist in the Rome City and in the northwestern portion of the county.



Group 4 Blockgroups

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



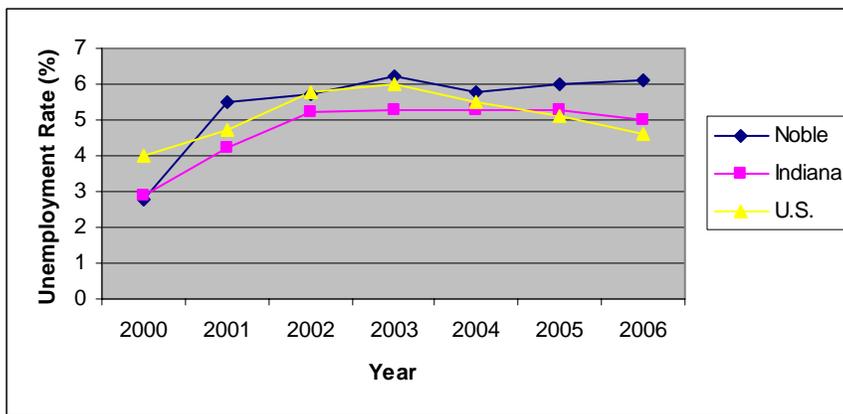
Exhibit II-27:
Households Below Poverty
As a percent of total households

Noble County

Industry and Labor Force

The 2006 Noble County labor force consisted of 23,930 individuals according to the U. S. Bureau of Labor Statistics and the Indiana Department of Workforce Development. The County’s unemployment rate reached a high in 2003 of 6.2 percent which was higher than the Indiana and the national unemployment rates. Since 2000, the unemployment rate for Noble County has remained just slightly above those rates at the State and national levels. Exhibit II.38 illustrates a comparison of the unemployment rates in the County, State, and the United States.

Exhibit II.38: Comparison of Unemployment Rates

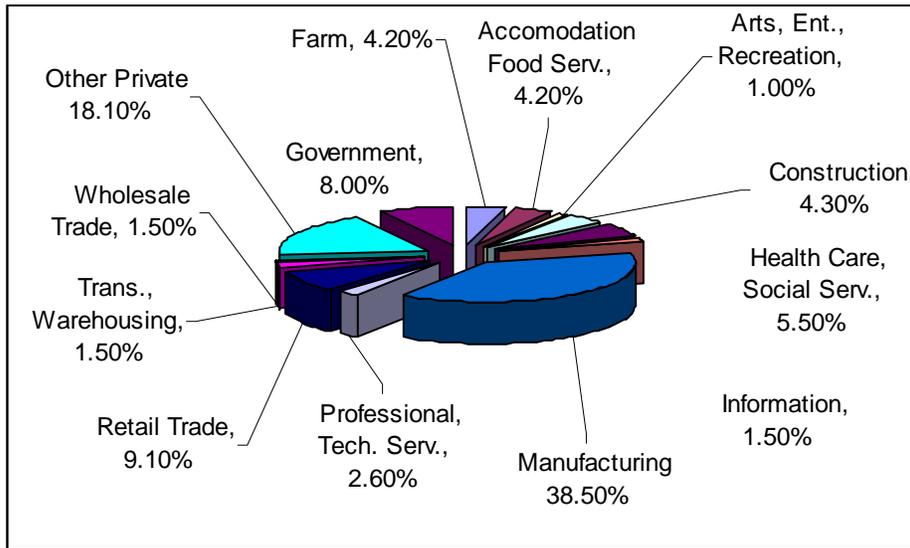


Source: Bureau of Labor Statistics

Employment by Industry

The manufacturing sector was the largest industry in the County with 10,274 employees in 2005. “Other private” sectors were the second largest employer (4,817 employees) and retail trade was the third largest. Reportedly, 2,132 workers were employed by the ‘government’ sector. In addition, 1,477 people were employed by the health care and social assistance sector. Exhibit II.39 is an illustration of the employment by industry.

Exhibit II.39: Employment by Industry



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

The manufacturing sector had the highest reported total wages of 2005 earning \$526,760,000. “Other private” and government employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.40).

Exhibit II.40: Employment by Industry

Employment	Annual Earnings
Other Private	\$90,248
Manufacturing	\$526,760
Government	\$88,133
Arts & Rec.	\$2,134
Retail Trade	\$42,332
Construction	\$32,535
Transp. and Warehouse	\$8,123
Accommodation and Food Service	\$12,438
Whole Sale Trade	\$14,991
Information	\$13,466
Agriculture	\$8,427
Prof. and Tech.	\$17,241
Health Care and Social Asst.	\$40,954

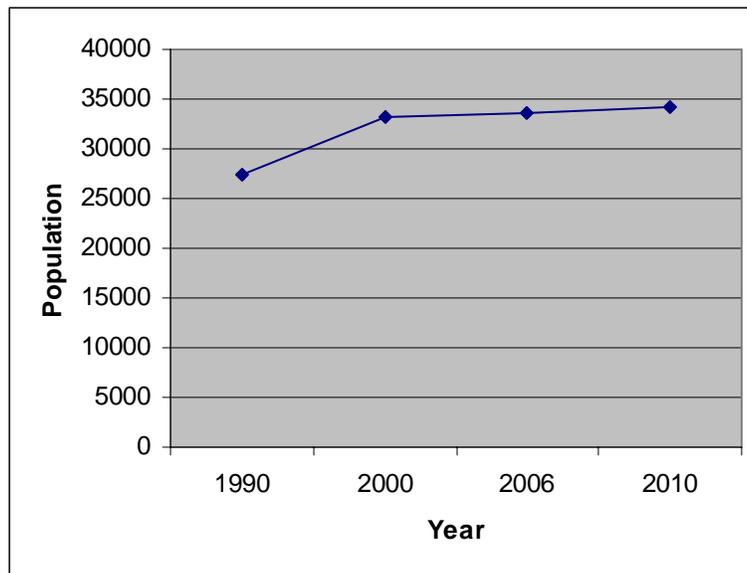
Source: U.S. Bureau of Economic Analysis

Steuben County

Population Growth

According to information from the State of Indiana, the total population of Steuben County in 2006 was 33,683 persons. This is an increase from the 2000 Census population of 33,214. This means the county has grown 1.4 percent between 2000 and 2006. The Indiana Business Research Center is projecting an increase in population for Steuben County. The projected population for 2010 is 34,122, an increase of 1.3 percent from 2006. Exhibit II.41 illustrates the historical and projected population trends for Steuben County through the year 2010.

Exhibit II.41: Population Trends



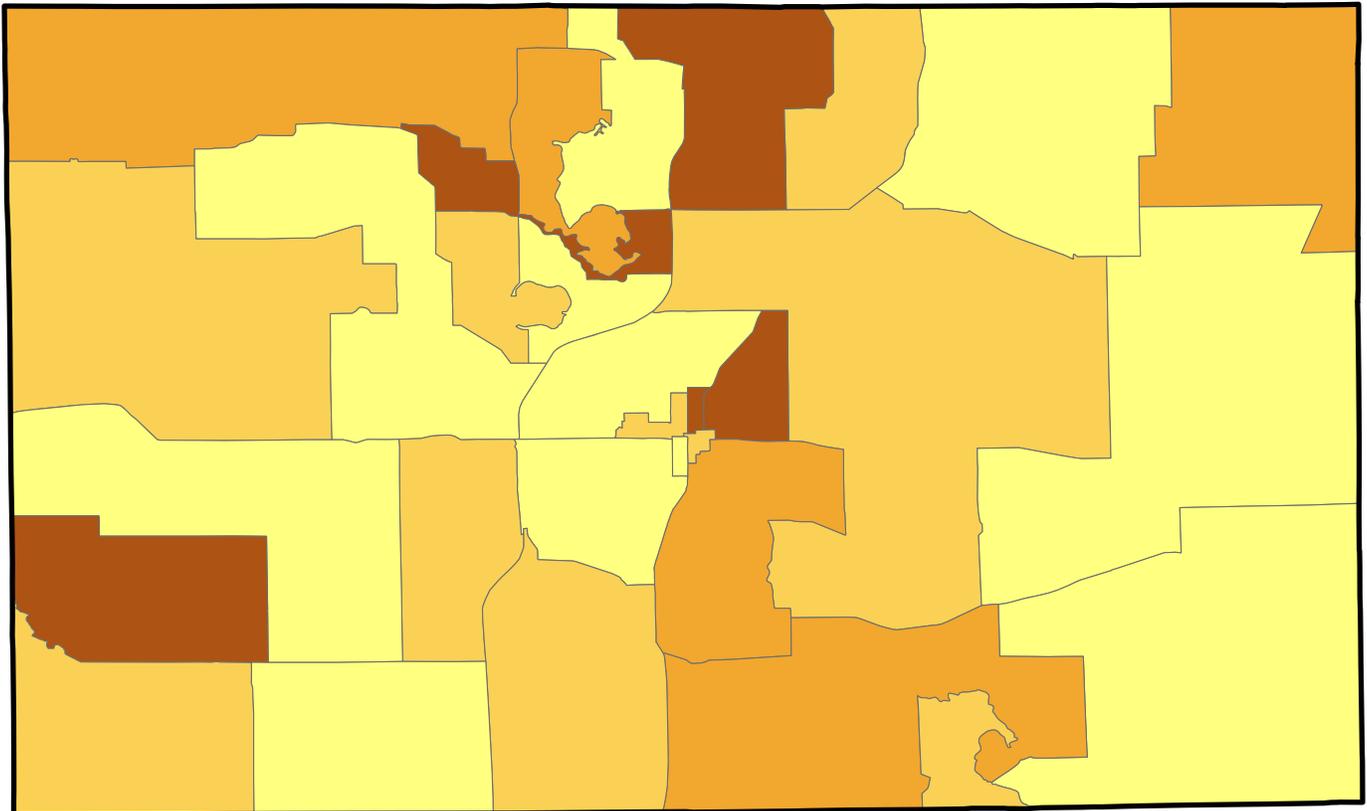
Source: 1990 & 2000 Census Bureau & STATS Indiana

Age

Exhibit II.42 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of Steuben County residents aged 65 and older (18.8 – 27.11 percent of total population) are in the block groups near Fremont, north of Steuben, Angola, and in the southwest portion of the county. Areas of moderate density of older adults are near Hamilton, Orlando, Clear Lake, and south of Angola.

According to the 2000 statistics from the U.S. Census, the largest age cohort for Steuben County in 2000 was between age 25 and 44, constituting 26.9 percent of the County’s population (see Exhibit II.43). The second largest age group was 45 to 64 year olds (26.5 percent).

Approximately 23.8 percent of the population in Steuben County was under age 18, while 12.5 percent was age 65 or older. The distribution indicates that the county had a relatively younger population with a higher percentage of young persons.



Group 4 Blockgroups

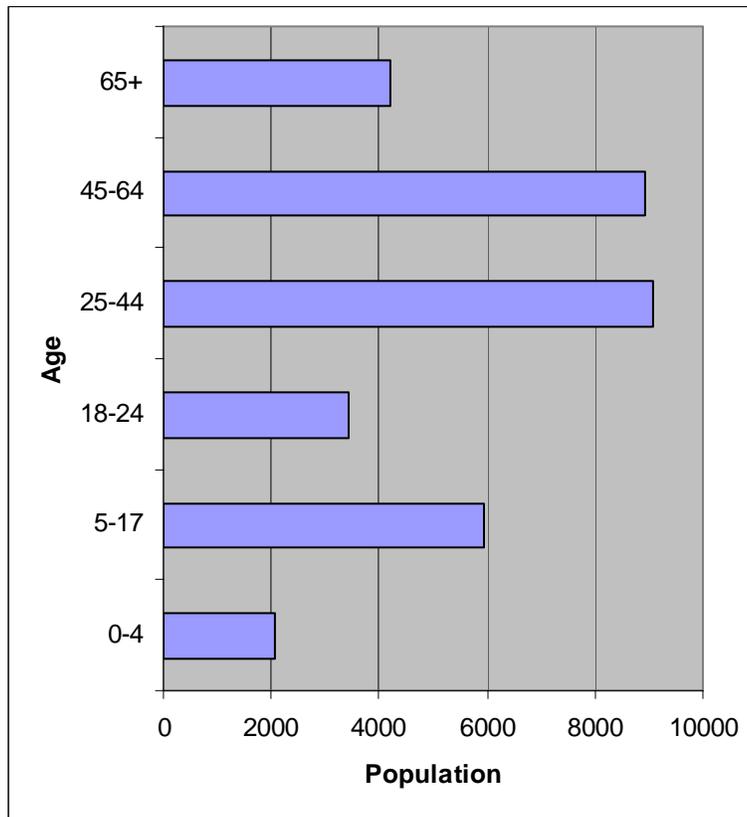
-  0% - 8.9%
-  8.901% - 12.99%
-  13% - 18.79%
-  18.8% - 27.11%
-  27.12% - 100%



Exhibit II-42:
Population 65 and Over
As a percent of total population

Steuben County

Exhibit II.43: Population by Age

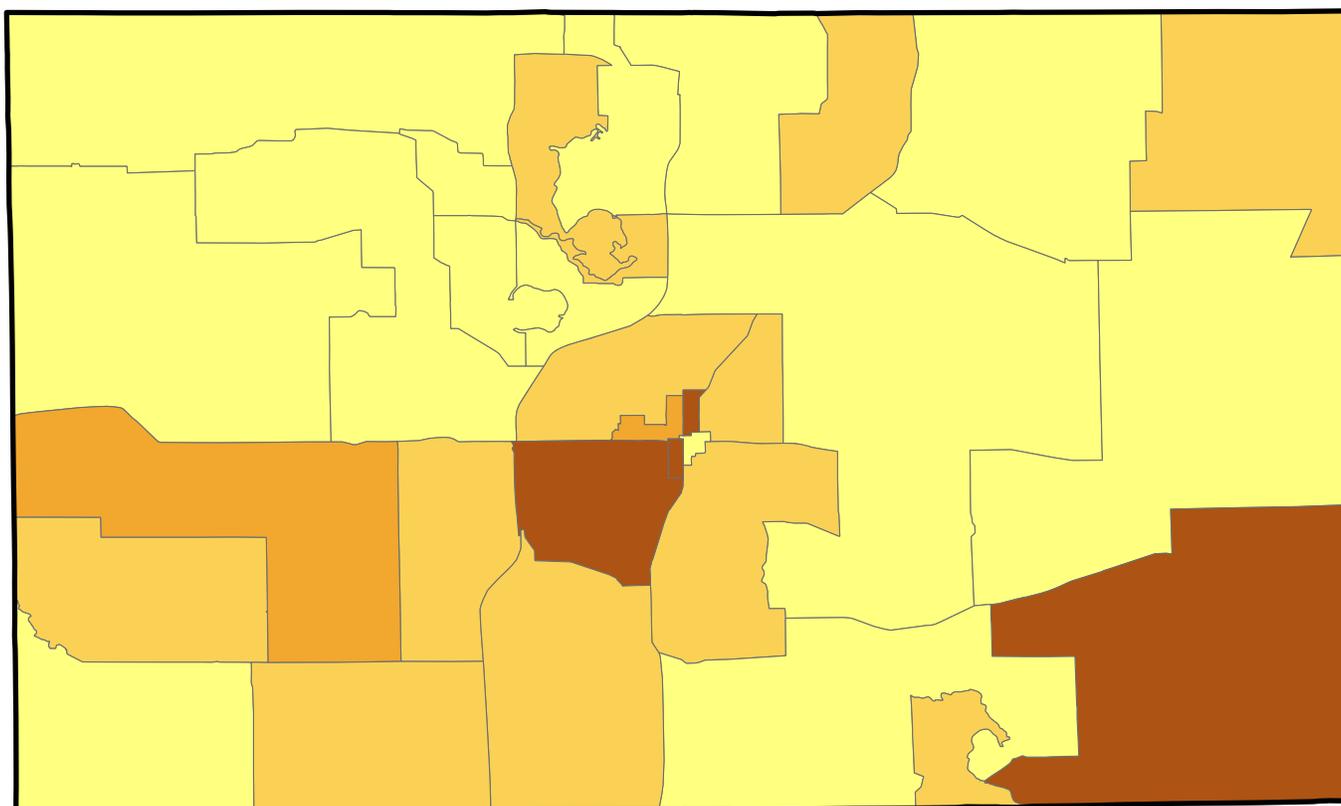
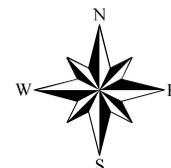


Source: 2000 U.S. Census Data

Economic Profile

Employment and Income

The U.S. Census Bureau reported in 2000 that there were 12,738 total households in Steuben County. Exhibit II.44 illustrates the density of households below the poverty level per square mile. Areas having a moderately-high density (15.58 – 27.75 percent of total households) of households below the poverty level were found in the area south of Angola and also east of Hamilton. Areas of moderate density of households below the poverty level (9.366 – 15.57 percent) exist in the southwest of Steuben. The remainder of the region had low to very low densities of households below the poverty level.



Group 4 Blockgroups

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



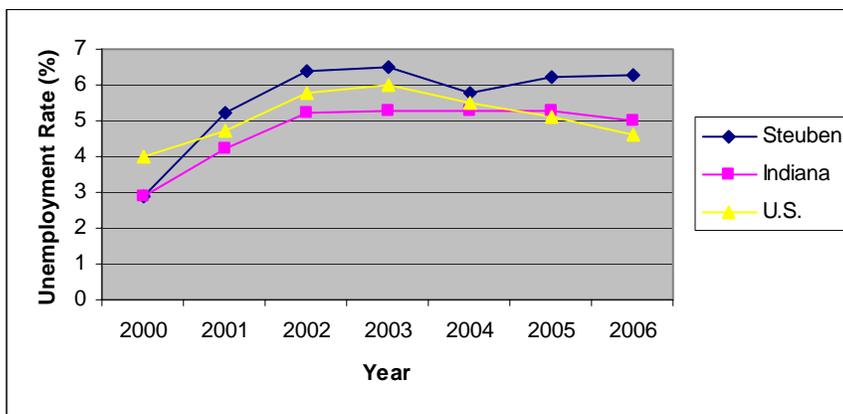
Exhibit II-44:
Households Below Poverty
As a percent of total households

Steuben County

Industry and Labor Force

The 2006 Steuben County labor force consisted of 16,793 individuals according to the U. S. Bureau of Labor Statistics and the Indiana Department of Workforce Development. The County’s unemployment rate reached a high in 2003 of 6.5 percent which was higher than the Indiana unemployment rate. Since 2000, the unemployment rate for Steuben County has varied but has remained consistently higher than the State and national levels. Exhibit II.45 illustrates a comparison of the unemployment rates in the County, State, and United States.

Exhibit II.45: Comparison of Unemployment Rates

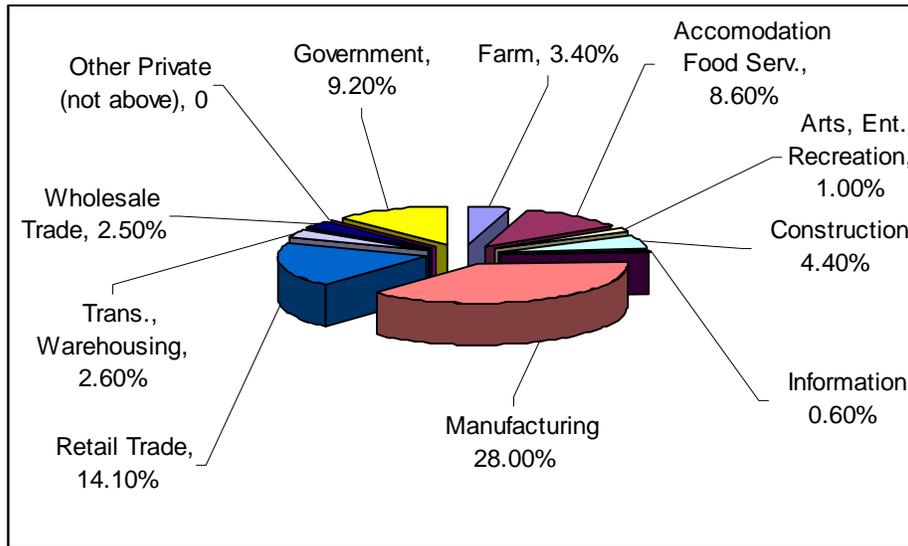


Source: Bureau of Labor Statistics

Employment by Industry

The manufacturing sector was the largest industry in the region with 5,508 employees in 2005. “Other private” sectors were the second largest employer (2,860 employees) and retail trade was the third largest. Over 1,800 workers were employed by the government. In addition, 1,685 people were employed by the accommodation and food service sector. Exhibit II.46 is an illustration of the employment by industry.

Exhibit II.46: Employment by Industry



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

The manufacturing sector had the highest reported total wages of 2005 earning \$278,624,000. Government and “other private” employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.47). Health care and professional services and professional and technical services did not have County data information available due to Bureau of Economic Analysis non-disclosure requirements. The agriculture industry had earnings of \$8,452.

Exhibit II.47: Employment by Industry

Employment	Annual Earnings
Other Private	\$ 61,746
Government	\$ 73,030
Construction	\$ 28,818
Health Care and Social Asst.	\$ *
Retail Trade	\$ 52,338
Accommodation and Food Service	\$ 21,143
Whole Sale Trade	\$ 20,047
Agriculture	\$ 8,452
Manufacturing	\$ 278,624
Transp. and Warehouse	\$ 19,620
Information	\$ 6,583
Prof. and Tech.	\$ *
Arts & Rec.	\$ 3,002

Source: U.S. Bureau of Economic Analysis

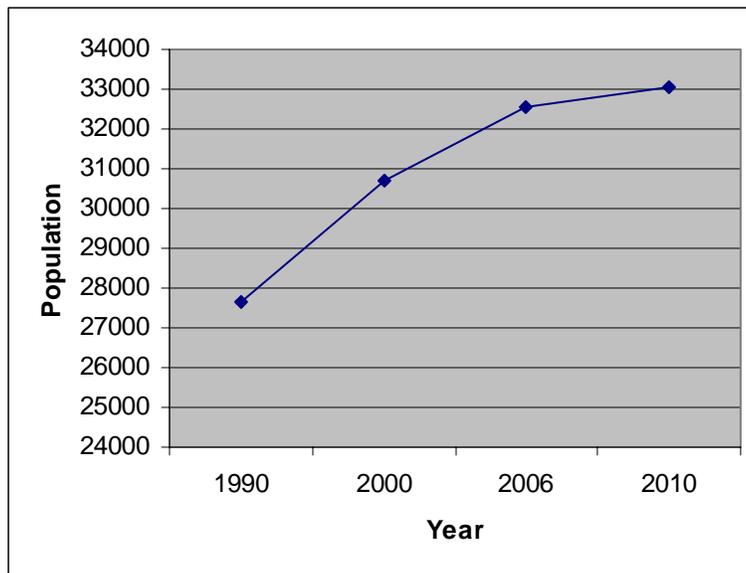
* Data not available due to BEA non-disclosure requirements.

Whitley County

Population Growth

According to information from the State of Indiana, the total population of Whitley County in 2006 was 32,556 persons. This is an increase from the 2000 Census population of 30,707. This means the County has grown 6.0 percent between 2000 and 2006. The Indiana Business Research Center is projecting an increase in population for Whitley County. The projected population for 2010 is 33,052, an increase of 1.5 percent from 2006. Exhibit II.48 illustrates the historical and projected population trends for Whitley County through the year 2010.

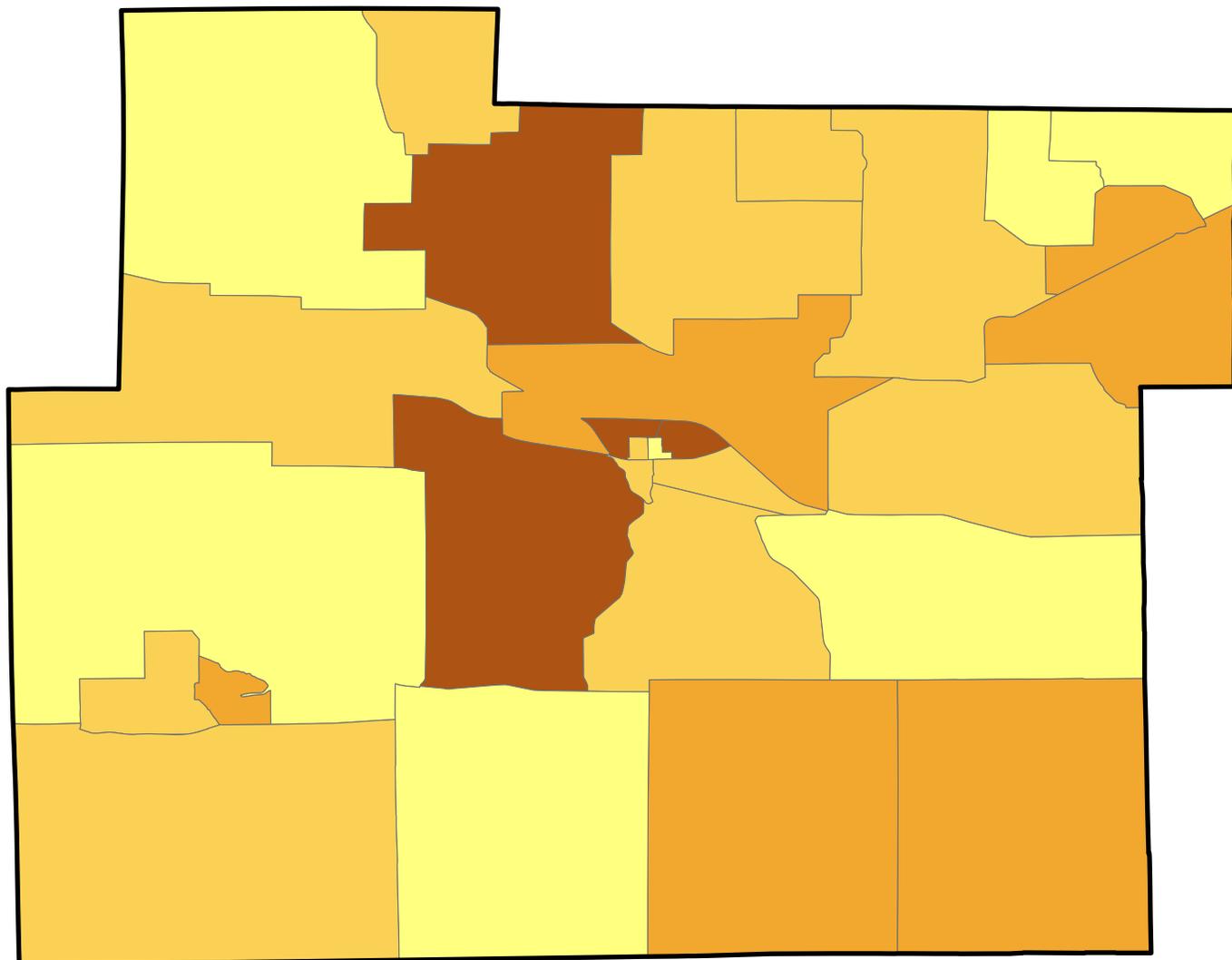
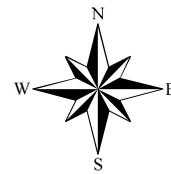
Exhibit II.48: Population Trends



Source: 1990 & 2000 Census Bureau & STATS Indiana

Age

Exhibit II.49 illustrates the density of persons aged 65 and older by Census block group. The block groups with the highest density of Whitley County residents aged 65 and older (18.8 – 27.11 percent of total population) are in the block groups around Columbia City and Tri-Lakes. Areas of moderate density of older adults are found in the area of Churubusco, South Whitley, north of Columbia City, and in the southeast corner of the county. The remainder of the region has low to very low older adult population density.



Group 4 Blockgroups

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

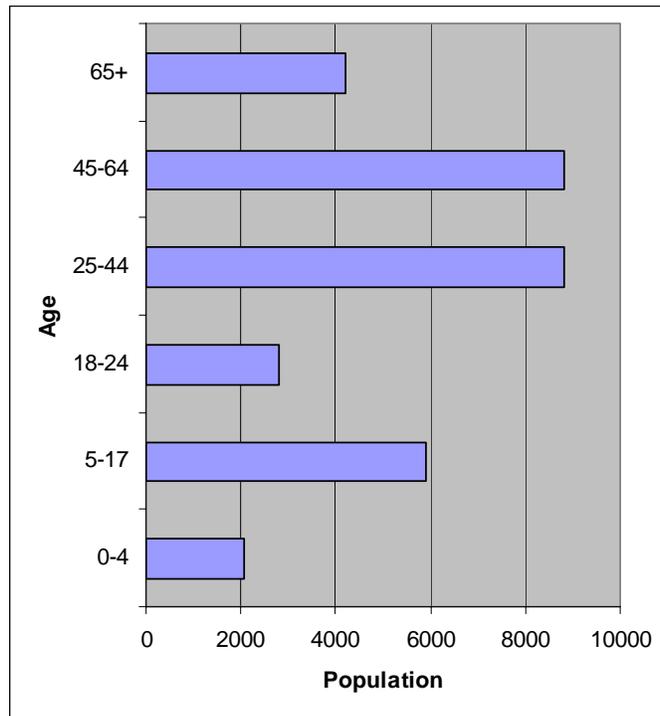


Exhibit II-49:
Population 65 and Over
As a percent of total population

Whitley County

According to the 2000 statistics from the U.S. Census, the largest age cohort for Whitley County in 2000 was between age 25 and 44, constituting 27.1 percent of the county’s population (see Exhibit II.50). The second largest age group was 45 to 64 year olds (27 percent). Approximately 24.4 percent of the population in Whitley County was under age 18, while 12.9 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.50: Population by Age

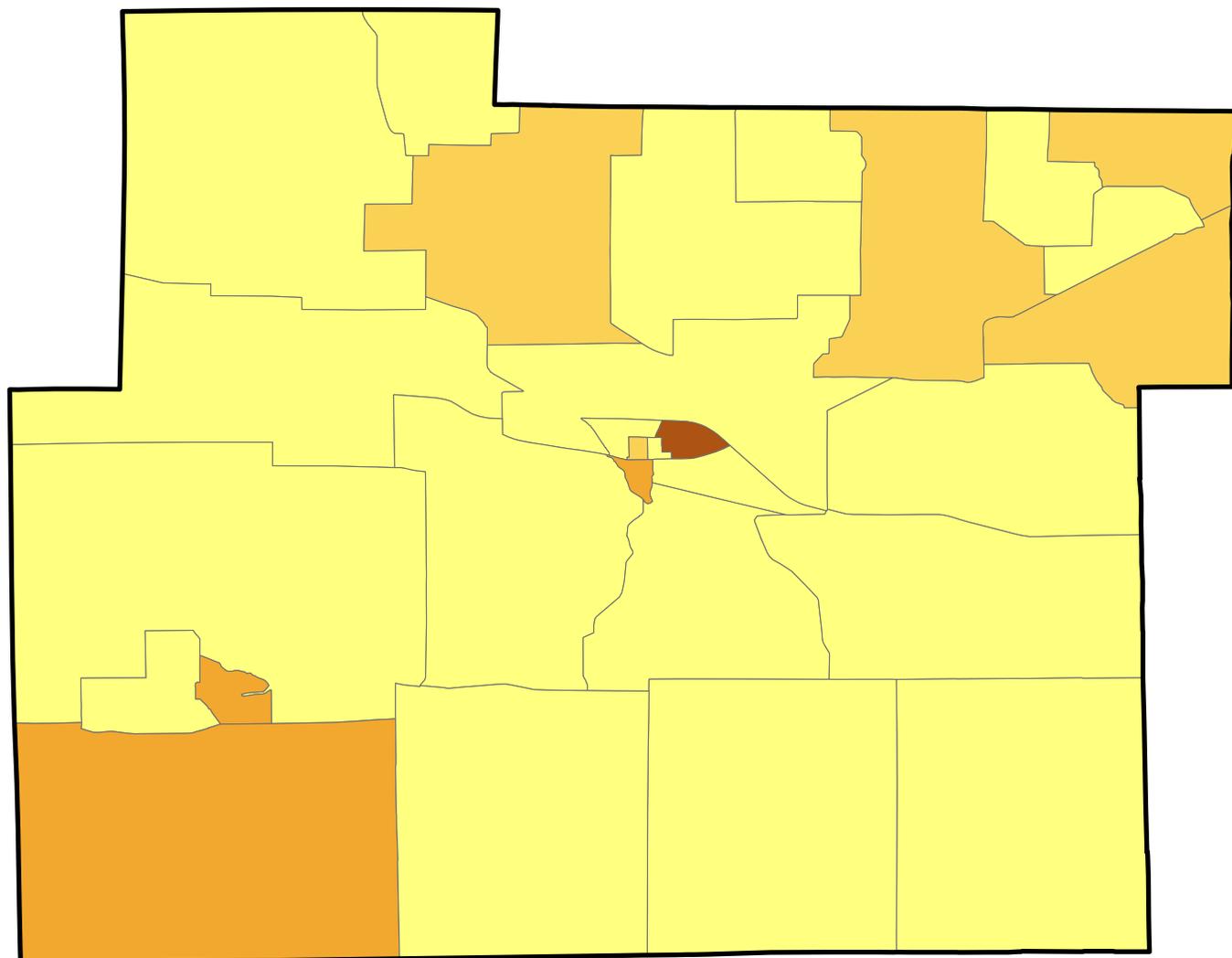
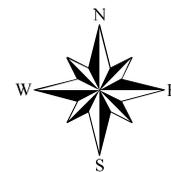


Source: 2000 U.S. Census Data

Economic Profile

Employment and Income

The U.S. Census Bureau reported in 2000 that there were 11,711 total households in Whitley County. Exhibit II.51 illustrates the density of households below the poverty level as a percent of total households. One small area had a moderately-high density (15.58 – 27.75 percent) of households below the poverty level. That block group was near Columbia City. Areas of moderate density of households below the poverty level exist in the area surrounding Churubusco and Tri-Lakes. The remainder of the region had very low densities of households below the poverty level.



Group 4 Blockgroups

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



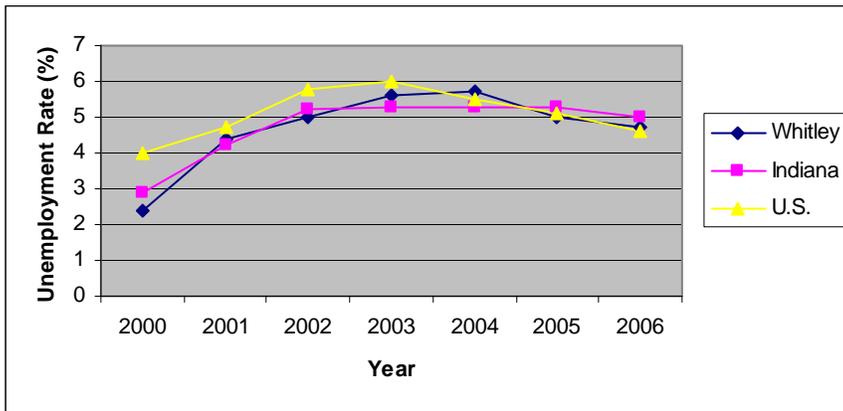
Exhibit II-51:
Households Below Poverty
As a percent of total households

Whitley County

Industry and Labor Force

The 2006 Whitley County labor force consisted of 18,214 individuals according to the U. S. Bureau of Labor Statistics and the Indiana Department of Workforce Development. The County’s unemployment rate reached a high in 2004 of 5.7 percent which was higher than the state and the national unemployment rates. Exhibit II.52 illustrates a comparison of the unemployment rates in the County, State of Indiana, and the United States.

Exhibit II.52: Comparison of Unemployment Rates

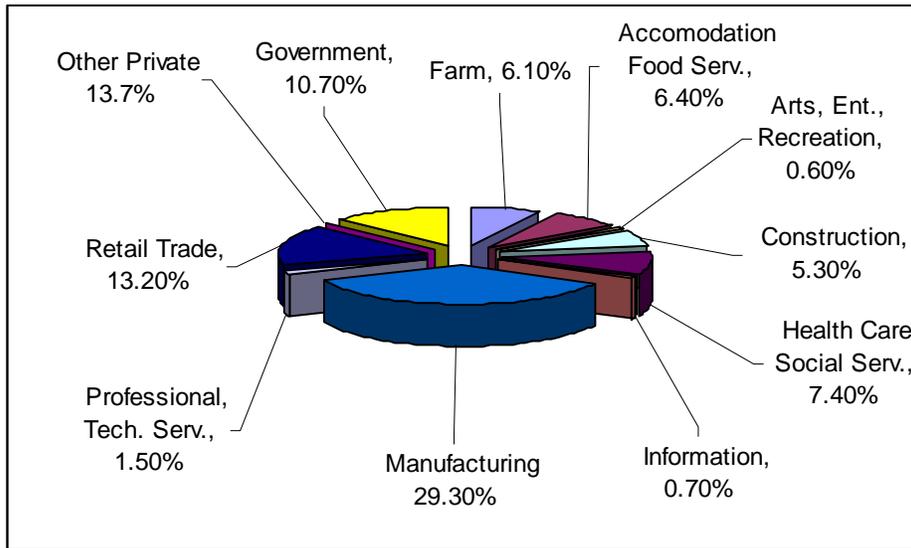


Source: Bureau of Labor Statistics

Employment by Industry

The manufacturing sector was the largest industry in the County with 4,296 employees in 2005. “Other private” sectors were the second largest employer (2,013 employees) and retail trade was the third largest. Reportedly, 1,565 workers were employed by the government sector. In addition, 1,084 people were employed by the health care and social services industry. Exhibit II.53 is an illustration of the employment by industry.

Exhibit II.53: Employment by Industry



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

The manufacturing sector had the highest reported total wages of 2005 earning \$219,791,000. Government and other private sector employment reported the second and third highest total wages according to the U.S. Bureau of Economic Analysis (see Exhibit II.54). Transportation and warehousing and wholesale trade did not have County data information available due to Bureau of Economic Analysis non-disclosure requirements. The arts, entertainment and recreation sector reported the lowest total wages for 2005 with a balance of \$1,078,000.

Exhibit II.54: Employment by Industry

Employment	Annual Earnings
Other Private	\$52,232
Government	\$66,032
Health Care and Social Asst.	\$30,865
Transp. and Warehouse*	*
Information	\$6,512
Whole Sale Trade*	*
Retail Trade	\$33,172
Agriculture	\$9,321
Construction	\$23,334
Manufacturing	\$219,791
Prof. and Tech.	\$5,682
Arts & Rec.	\$1,078
Accommodation and Food Service	\$9,962

Source: U.S. Bureau of Economic Analysis

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

III. INVENTORY OF EXISTING TRANSPORTATION SERVICES

III. INVENTORY OF EXISTING TRANSPORTATION SERVICES

The six counties in the study area are located in northeastern Indiana. A comprehensive survey instrument designed after the *Framework for Action*, was sent to 74 local government entities, agencies, colleges/universities 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, 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 are provided in the Appendix. Transportation providers were also notified of the requirement for participation in the survey at annual transportation planning meetings with INDOT.

A complete list of organizations from the region that responded to the INDOT stakeholder survey is provided below:

- Arc Opportunities, Inc.
- DeKalb County Council on Aging (COA)
- Huntington County Council on Aging (COA)
- LaGrange County Council on Aging (COA)
- Noble County ARC, Inc.
- Pathfinder Services Inc.
 - Also included in the Fulton, Cass, Miami, Wabash, Howard, Tipton counties report.
- RISE, Inc.
- Steuben County Council on Aging (COA)
- Whitley County Council on Aging (COA)

OTHER LOCAL COORDINATION STUDIES

Community Transportation Association of America (CTAA), a national organization which provides technical assistance, information resources and national advocacy services to rural and community transportation providers, funded a coordinated transportation plan for the region, in February 2007. During that study, organizations were asked to participate in a stakeholder survey that was designed similarly to the INDOT Coordinated Plan Survey. The results of that survey are relevant to, and therefore included in, the INDOT Statewide Coordination Plan. A list of organizations that participated in the CTAA survey are provided below.

CTAA Coordination Plan Survey Respondents:

- United Way of Noble County
- First Presbyterian Church of Kendallville
- Kendallville Housing Authority
- Whitley County Council on Aging
- Steuben County Council on Aging
- Noble County Council on Aging
- DeKalb County Council on Aging

GENERAL DESCRIPTION OF AREA TRANSPORTATION PROVIDERS

Those agencies that responded to the survey outreach efforts during the CTAA coordination project or the INDOT Statewide Coordination Plan and provide transportation services in the region are described in the following paragraphs.

Eligibility to apply to INDOT for grant funding under Section 5316 and 5317 is 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

Arc Opportunities, Inc. – Arc Opportunities is a nonprofit social service agency that provides transportation, job training/placement, rehabilitation services, and residential facilities in LaGrange, Elkhart and Noble counties. The agency also purchases transportation on behalf of its consumers. Individuals must have a developmental disability as defined by the State to be eligible for transportation service.

Arc Opportunities provides curb-to-curb transportation with a fleet of five vehicles including one wheelchair accessible minivan and four 15-passenger vans. Vehicles operate from 7:00 to 9:00 AM and 3:30 to 5:30 PM, Monday through Friday.

**General Description of
Area Transportation
Providers**

**General Description of
Area Transportation
Providers**

The agency provided approximately 16,000 passenger trips for agency consumers plus 91 trips for the general public during FY2006. Only 105 trips required transportation of a wheelchair.

Transportation operating revenue during FY2006 was approximately \$106,699. Revenue sources included reimbursements from a third party, county government appropriations, Title III (Older Americans Act), and contributions from charitable foundations, and interest income.

Transportation operating expenses during the same year were \$108,882. No capital expense was indicated.

Arc Opportunities indicated that longer hours and more days of transportation service and loosening of eligibility restrictions are the most needed enhancements to improve personal mobility in the area.

Arc currently participates in information and referral, and joint training and grant applications with other local transportation providers.

DeKalb County Council on Aging (COA) (DART) (5310) (5311) – The COA is a nonprofit social service agency and senior center that provides transportation, social services, counseling, information/referral, recreational activities and homemaker services in DeKalb County.

As a provider for rural public transit and specialized transportation, door-to-door demand response transportation is provided for individuals of all ages with a fleet of five vehicles including one minivan, one conventional van, two wheelchair vans, and one van with a ramp.

During FY2007, the COA provided over 14,000 passenger trips.

Total transportation operating and capital expenses during FY2007 were \$215,818; a major increase was due to expenses associated with becoming a rural public transit provider. DART Public Transit and the specialized transportation service is provided by the DeKalb County Council on Aging with funding provided in part by DeKalb County government and other government entities. United Way of DeKalb County, INDOT 5311 funds, INDOT 5310, AIHS Title III funds from the Older Americans Act, foundations and grants, public transit fares and project income, fundraising efforts, and charitable contributions.

DeKalb County COA participates on a regional Transportation Advisory Committee and currently participates in coordinating information and referrals, joint training activities, and borrowing vehicles from other transportation providers.

**General Description of
Area Transportation
Providers**

The most needed enhancements to personal mobility in DeKalb County, according to the COA are more funding, longer hours, and/or more days of transportation service.

First Presbyterian Church of Kendallville –The church estimated that it has 104 people per year and 40 trips per month which they cannot serve (an estimate of 480 trips per year). Special attention is needed for their aged and frail members who require help getting to doctor appointments and shopping. The church cannot provide this service due to the cost of providing transportation.

Huntington County Council on Aging (COA) (5311) (5310) – The COA is a nonprofit senior center that provides transportation, social services, information/referral, recreational activities, and homemaker services in Huntington County. Transportation is available to the general public.

The COA provides door-to-door demand response transportation for the general public using a fleet of 11 vehicles including one sedan, six minivans (four of which are wheelchair accessible), and four high-top vans that seat up to 13 passengers (two of which are wheelchair accessible).

Hours of operation are 6:00 AM to 6:00 PM, Monday through Friday. Reservations are accepted one-day in advance. Late reservations for medical appointments or hospital discharges are accommodated.

LaGrange County Council on Aging (COA) (5310) – The COA is a private nonprofit organization that provides transportation, information and referral, and homemaker services for LaGrange, Steuben, Elkhart, St. Joe, and Allen county residents who are age 60 and older or eligible for Medicaid.

The COA provides door-to-door demand response transportation with a fleet of five vehicles including four minivans (one is wheelchair accessible) and one wheelchair accessible 12-passenger high-top van.

Transportation is available Monday through Friday between 8:00 AM and 4:00 PM. During calendar year 2006, the COA provided 5,687 passenger trips for the general public. Approximately nine percent of the trips required transportation of a wheelchair with the passenger.

Transportation operating revenues in FY2006 were \$147,580. Sources of revenue included contributions from charitable foundations, fundraising, passenger donations, United Way contributions, Title III (Older Americans Act), County Government appropriations, and reimbursements

from Medicaid. Transportation expenses exceeded revenue by approximately \$2,700.

The COA participates in a Transportation Advisory Committee that focuses on sharing information and resources among local transportation providers. The COA participates in coordination but has experienced statutory barriers to pooling funds with other agencies. It indicated that more funding is needed to improve personal mobility options in the area. Perceived support for coordinated transportation activities from local elected officials is weak.

Noble County ARC, Inc. (5310) – The ARC is a nonprofit social service agency that provides job training, employment, rehabilitation services and recreational activities for eligible consumers in Noble County. Transportation is provided for consumers who are eligible for a Medicaid waiver or State Line Item services.

The agency indicated that loosening of eligibility restrictions is the most needed enhancement for personal mobility in the county. ARC indicated that transportation service is currently restricted by a statewide waiting list.

Noble County ARC participates in information and referrals, joint training activities, shared back-up vehicles, service consolidation, and joint grant applications with Noble County COA, Noble Transit, Northeastern Mental Health Center, RISE, LaGrange County Opportunity Center, and the councils on aging in DeKalb, Whitley, Huntington, LaGrange and Steuben counties. Networking, sharing resources, and sharing support in challenging situations are the potential benefits to coordinating transportation resources. Support for coordinated transportation planning is perceived to be fairly strong.

The unique characteristics of passenger needs have been a challenge to certain coordination efforts in the region. There is some division of focus between the councils on aging and organizations that represent individuals with developmental and mental disabilities.

Pathfinder Services - Pathfinder Services is a private nonprofit social service agency that provides transportation, social services, day treatment, job training and placement, rehabilitation and residential facilities for Allen, Huntington, Jay, Marshall, Noble, Wabash, and Whitley Counties.

Transportation services are provided on behalf of consumers with disabilities. Enrollment in Pathfinder Services is a pre-requisite for transportation. Agency employees as well as volunteers provide consumer transportation. Volunteers and reimbursement of mileage or auto expenses

**General Description of
Area Transportation
Providers**

**General Description of
Area Transportation
Providers**

are also options for consumer transportation. Pathfinder Services also refers consumers to other community transportation resources.

The agency operates 51 vehicles. The vehicle inventory is provided in Exhibit III.7. The inventory includes service for all counties in the agency's jurisdiction and not just this region.

Drivers provide curb-to-curb service. Daily hours of operation are Monday through Friday between 6:30 AM and 4:30 PM. Pathfinder Services requests that consumers make a reservation the day before travel; however, last minute accommodations will be accepted occasionally.

During FY 2006, Pathfinder Services tracked the provision of 9,722 unduplicated passenger trips. Approximately, seven percent of those trips were for riders who used a wheelchair. Pathfinder also contracts with Huntington Area Transportation (a.k.a. Huntington County Council on Aging) for transportation.

The agency's transportation operating revenues for FY 2006 were \$205,813.08. Funding sources include: passenger fares (1 percent); revenue collected from transportation purchased by third parties on behalf of passengers (77 percent); reimbursements from Medicaid (11.9 percent); and county government appropriations (10 percent). Capital expenses were \$40,419 during FY 2006.

Pathfinder Services indicated that human service agency transportation programs provide the most useful personal mobility options in the service area. However, these programs need additional funding. The agency indicated that funding is the greatest obstacle to coordinating transportation.

RISE, Inc. (5310) – RISE is a nonprofit social service agency that provides transportation, social services, job training, rehabilitation services and job placement for eligible agency consumers in Steuben and DeKalb counties. Transportation is not available to the general public.

The agency operates a fleet of five vehicles including, two minivans, one wheelchair accessible converted 15-passenger van, and two wheelchair accessible yellow school busses.

Curb-to-curb transportation is available between 6:30 AM and 5:50 PM, Monday through Friday. During FY2006, the agency provided 18,990 passenger trips for its consumers. Approximately five percent of the trips were for passengers requiring transportation of a wheelchair.

**General Description of
Area Transportation
Providers**

The total transportation revenue for FY2006 was \$80,061. Sources of revenue included County funds, donations, City of Angola, fundraising, United Way, a grant from DeKalb Community Foundation, and Medicaid reimbursements. Total transportation expenses during the same year were \$143,760. Therefore, operating expenses significantly exceeded revenues.

RISE makes third party payments to City Care-A-Van (\$2,158 during FY2006) and the Council on Aging (\$623 during FY2006).

RISE indicated that lower passenger fares on existing transportation services is needed to enhance personal mobility options in the area.

RISE participates in information and referral, joint training activities, and shares back-up vehicles with other transportation providers in the area. To date, the most significant obstacle has been mixing consumers from multiple agencies who have unique characteristics on the same vehicle.

RISE indicated that people with disabilities need public transportation. The RISE board feels that any effort to achieve that goal is a great benefit to the area.

Steuben County Council on Aging (COA) (5311) – The COA provides transportation, social services, information and referrals, recreational activities, and homemaker services in Steuben County.

Steuben County COA estimates that there are 24 trips per month or 288 trips per year which the agency is unable to serve. More funding is the most needed enhancement to improve personal mobility.

The COA participates in joint training activities, joint dispatching, joint grant applications, and shares vehicles with other transportation providers in the region. Statutory barriers to pooling funds and liability insurance concerns are the greatest obstacles for the agency to coordinating additional resources. If the obstacles can be overcome, the agency perceives that saving money will be a tangible benefit of coordination efforts.

Whitley County Council on Aging (COA) (5310) – The COA provides transportation, nutrition, information and referrals, recreational activities, and homemaker services in Whitley County.

Door-to-door demand response transportation is provided with a fleet of seven vehicles including two minivans and five converted 15-passenger vans. All vehicles in the fleet are wheelchair accessible. Transportation is available between 6:30 AM and 5:00 PM, Monday through Friday. Peak hours of service are during the morning and early afternoon hours.

During FY2006, the COA provided 14,755 passenger trips. Approximately 61 percent of the trips were for passengers who required a wheelchair accessible vehicle. Whitley County COA indicated in the 2006 Rural Transit Feasibility Study that it was operating at approximately 60 percent capacity for its fleet of vehicles at that time (the vehicle inventory was 6 vehicles and has since increased to a total of 7 vehicles).

During FY2006, COA transportation revenues totaled \$209,897. Revenue sources include passenger donations, United Way contributions, Title III (Older Americans Act) contributions, County Government appropriations, reimbursements for services obtained from third parties (e.g., Medicaid), revenues from tokens/tickets purchased on behalf of passengers sponsored by third parties, and passenger fares. The agency also received a Federal Transit Administration Section 5310 grant of \$25,600 for capital purchases. The COA spent approximately \$15,000 on maintenance during FY2006.

The COA participates in a Transportation Advisory Committee that includes five counties. The committee meets quarterly. Members share grant writing processes for the Section 5310 grants. They also explore potential coordination of transportation resources. Common concerns expressed during meetings is the issue of insurance liability policy constraints that limit sharing of resources.

In regard to unmet transportation needs, a representative from the agency stated that, ‘We take care of as many people during our working hours as we can, but I feel the unmet need is after hours and into the evening; last minute type trips by not having vans and drivers readily available immediately; and some don’t have the money to pay for public transportation due to new employment, etc. My only concern is the feasibility of meeting at county lines to pick up a client and transport to the next county. We normally go directly into Allen County (Fort Wayne) and don’t cross any other county lines. If a client needed to go through another county, we could certainly pick them up on the way if that is the plan.’

OTHER TRANSPORTATION PROVIDERS

- Noble Transit System provides demand response public transportation within Noble County. Transportation is provided Monday through Friday, 6:00 AM to 6:00 PM. No service is provided on weekends. Surveys were not submitted by the transit system for this study, however, statistics gathered from the 2006 INDOT Annual Report are provided later in this chapter.

**General Description of
Area Transportation
Providers**

**Other Transportation
Providers**

- Northeastern Center provides transportation in Noble County. The agency received a Section 5310 grant in 2006.

COORDINATION

Establishing a trusted coordinated planning body to lead the efforts often is the most significant barrier to implementing coordinated transportation programs. However, in this region the Transportation Advisory Committee (TAC) has taken the lead in implementing initial coordination efforts. The committee meets at least quarterly to share grant writing activities and a multitude of other information. TAC activities and the current levels of sharing information and resources could become the foundation for additional coordinated transportation planning if the obstacles listed in the survey responses can be overcome.

The local transportation providers are currently participating in the following coordination activities:

- Whitley County COA transports persons with disabilities to sheltered workshops through a contractual agreement with the workshop.
- Pathfinder Services coordinates its overflow trip requests with public transportation providers in an effort to meet demand.
- The Transportation Advisory Committee (TAC) participants share training, vehicles, and information, and borrow drivers.
- Huntington County COA schedules transportation for the Red Cross.
- The TAC also works together to share experience, address strategies to meet funding requirements, and create policies.
- Steuben County COA has an emergency plan with Red Cross and Steuben County Emergency Management.

CONTRACTS

Public transit systems use contracts with local agencies/organizations and businesses to supplement the local cash match required to provide transit service.

RISE, Inc. has contracts with Care-A-Van (\$2,158 annually), and Council on Aging (\$623 annually), and Steuben County COA. The contracted organizations provide transportation for RISE, Inc. per an established agreement.

FARE STRUCTURES

DeKalb County Council on Aging (DART)

Coordination

Contracts

Fare Structures

<u>Destination</u>	<u>One-Way Fare</u>	
	<u>Adults</u>	<u>Children Under 12</u>
Within City	\$2.00	\$1.00
Out of City/Town	\$3.00	\$2.00

Pre-Paid Discount Card Available

Huntington Area Transit/Huntington County COA

Huntington Area Transit has a fare system in place for general public service:

<u>Destination</u>	<u>One-Way Fare</u>	
	<u>Adults</u>	<u>Older Adults</u>
Within City of Huntington	\$2.00	Donation
From City out 8 miles	\$3.00	Donation
Beyond 8 miles from City	\$4.00	Donation

Noble Transit System

Noble Transit System has a fare system in place for general public service:

<u>Destination</u>	<u>One-Way Fare</u>	
	<u>Adults</u>	<u>Age 60 +</u>
1 to 10 miles	\$4.00	Donation
11 to 20 miles	\$8.00	Donation

Whitley County Council on Aging

Whitley County COA has a fare system in place for general public service:

<u>Destination</u>	<u>One-Way Fare</u>	
	<u>Adults</u>	<u>Older Adults</u>
In town	\$2.00	Donation
4 miles out of town to county boundary	\$5.00	Donation

OPERATING STATISTICS

The individual passenger trip totals reported by each organization are listed below:

Arc Opportunities	16,091 trips
DeKalb County COA	14,062 trips (2007)
First Presbyterian Church	480 trips

Fare Structures

Operating Statistics

Huntington County COA	33,289 trips
LaGrange County COA	5,687 trips
Noble Public Transit	22,653 trips
Pathfinder Services	9,722 trips
RISE, Inc.	18,990 trips
Steuben County COA	12,000 trips
Whitley County COA	14,755 trips

Operating Statistics

Operating budget information was not provided for all participating organizations. A list of individual agency expenses based on available information is provided below. Expenses for DeKalb County COA are higher due to start up costs for public transit (2007)

Arc Opportunities	\$108,882 operating
DeKalb County COA	\$215,818 (2007)
Huntington County COA	\$438,973
LaGrange County COA	\$147,580 operating plus \$2,700 capital
Noble Public Transit	\$413,242
Pathfinder Services	\$205,813 operating plus \$40,419 capital
RISE, Inc.	\$143,760
Steuben County COA	\$138,250 operating
Whitley County COA	\$209,897 operating plus \$25,600 capital

Please note that human service agency service areas may include counties that are contiguous to this region. Therefore, the transportation operating expenses of those organizations may be partially dedicated to service outside of this region.

VEHICLE INVENTORY

Vehicle Inventory

As illustrated by Exhibit III.1, the transportation operators in the region reported a combined inventory of 102 vehicles. It is noted that a vehicle inventory was not provided by certain local transportation providers. It is also noted that the fleet operated by Pathfinder Services includes transportation that is provided in neighboring counties.

Exhibit III.1: Vehicle Inventory

Agency Name	Total Vehicles
Arc Opportunities	5
DeKalb County COA	5
Huntington County COA	11
LaGrange County COA	5
Noble Public Transit	9
Pathfinder Services, Inc.	51
RISE, Inc.	5
Steuben County COA	4
Whitley County COA	7
Total Vehicles:	102

Source: RLS Stakeholder Survey, 2007 & INDOT Annual Report, 2006

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

Vehicle Utilization

VEHICLE 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 are listed in the table below (Exhibit III.2). Transportation is generally available Monday through Friday during mornings and afternoons. Weekday evening transportation is generally not available in the region after 6:00 PM.

Exhibit III.2: Transportation Service by County

Counties	System/ Agency	Consumers	Hours of Operation	Days of Operation
DeKalb	DeKalb Co. COA	General Public	6:00 AM-6:00PM	Mon.-Fri.
	RISE, Inc.	Agency Consumers	6:30AM-5:50PM	Mon.-Fri.
Huntington	Huntington Co. COA	General Public	6AM-6PM	Mon.-Fri.
	Pathfinder Svcs.	Persons w/ Disab.	6:30AM-4:30PM	Mon.-Fri.
LaGrange	Arc Opportunities	Developmental Disab.	7AM-9AM & 3:30PM-5:30PM	Mon.-Fri.
	LaGrange Co. COA	Age 60+ & Medicaid Eligible	8AM-4PM	Mon.-Fri.
Noble	Arc Opportunities	Developmental Disab.	7AM-9AM & 3:30PM-5:30PM	Mon.-Fri.
	Noble Co. ARC	Medicaid & State Line Item Eligible		
	Pathfinder Svcs.	Persons w/ Disab.	6:30AM-4:30PM	Mon.-Fri.
	Noble County	General Public	6AM-6PM	Mon.-Fri.
Steuben	LaGrange Co. COA	Age 60+ & Medicaid Eligible	8AM-4PM	Mon.-Fri.
	RISE, Inc.	Agency Consumers	6:30AM-5:50PM	Mon.-Fri.
	Steuben Co. COA	General Public	8AM-4PM	Mon.-Fri.
Whitley	Pathfinder Svcs.	Persons w/ Disab.	6:30Am-4:30PM	Mon.-Fri.
	Whitley Co. COA	General Public	6:30AM-5PM	Mon.-Fri.

Source: RLS Stakeholder Survey & INDOT 2006 Annual Report

SUMMARY

Seventy-four invitations to participate in the INDOT Statewide Transportation Plan were distributed to organizations in the region that either provide transportation or represent older adults, persons with disabilities and individuals with low incomes. Ten organizations responded to the survey request. Although the response rate was low, local organizations demonstrate a considerably high interest in coordinating transportation resources with a goal of improving efficient use of resources.

The local transportation advisory committee meets quarterly and participating organizations demonstrate an interest in coordinating resources. Organizations are currently coordinating information and referrals, joint training and joint grant writing activities.

Participating transportation providers, not including Noble County, spend approximately \$1.8 million on transportation annually.

SUMMARY

IV. NEEDS ASSESSMENT

IV. NEEDS ASSESSMENT

On August 14, 2007, RLS & Associates conducted a coordinated transportation planning meeting in Kendallville, Indiana with stakeholders from Allen, DeKalb, Huntington, Lagrange, Noble, Steuben, and Whitley Counties. Thirty-six transit and human service agencies and private transportation providers, 17 school districts and colleges, and 23 local officials were invited to the meeting. Twelve transit and human service agency representatives, one school district, one local official, and one Regional Coordinating Council representative attended the meeting.

The following organizations were represented:

- Steuben County Commissioner
- Pathfinder Services, Inc.
- Northeastern Center, Inc.
- NIRCC (Northeastern Indiana Regional Coordinating Council)
- Steuben County Council on Aging (CoA)
- Allen County CoA
- DeKalb County CoA
- Arc Opportunities, Inc.
- Noble County CoA
- Whitley County CoA
- RISE, Inc.
- LaGrange County CoA
- Noble County ARC, Inc.
- Prairie Heights Consolidated School District
- Huntington County CoA

The most common trip purposes identified during the meeting for older persons, individuals with disabilities, and people with low incomes included trips to medical appointments, employment locations, and social/recreational activities. There are many amenities available in the local areas including shopping, employment, pharmacy, nursing homes, older adult activity centers, nutrition sites, churches, and other various entertainment opportunities. However, many transit dependent individuals are unable to access the amenities unless a family member or friend provides transportation for them. Transportation options that are available for the transit dependent populations are provided by several agencies and public transportation providers. However, the stakeholder committee agreed that current transportation services do not meet all of the local needs.

Agencies are currently spending a significant amount of time on transportation for medical and social service appointments. Each county in the region has a local hospital. Local medical facilities are also

available within each county for mental health services, sheltered workshops, and rehabilitation programs. However, specialists, therapists, and dialysis centers are located only in Allen, Huntington, DeKalb, and Kosciusko counties. Therefore, Whitley, Steuben, Lagrange, and Noble counties must transport individuals across county boundaries for specialized treatment appointments. Medical trips to Indianapolis, Marion, and Ft. Wayne are also common for the local transportation providers.

Potential Benefits to Coordination

Meeting participants identified the tangible benefits to coordinating transportation:

- Potential cost savings to participating agencies.
- Working together, providers can achieve better solutions to meeting transportation needs.
- Coordination of resources could improve service for the general public and target populations so that individuals have more options for where they want to go and when they can go there.
- Efficient use of resources as well as improved perception of the available public transportation in the towns and communities would promote economic development.
- Coordinated transportation could lead to additional transportation alternatives for the public.
- Coordination efforts are likely to save time and resources of transportation providers by sharing information, experiences, and policies.

Potential Barriers to Coordination

Stakeholder meeting participants identified the following potential barriers to coordinating transportation:

- Incompatible scheduling – Some providers operate routes while others provide demand response service. The providers who operate routes may have limited flexibility to assist with transporting consumers to and from medical appointments.
- Trip sharing – Mixing consumers with different medical conditions could be difficult because some individuals may not have the ability, or physical stamina, to wait for other passengers to complete appointments.
- Funding issues – Restrictions from funding sources on agency-operated vehicles may restrict coordination opportunities.
- Liability – Insurance restrictions on certain types of trips, or resource sharing may prohibit certain aspects of coordination.

- Fare structures – Each organization has a different fare structure for passengers that are not seniors and not eligible for Medicaid. The various fare structures may confuse passengers.
- Policies – Changes to organizational policies may be required to facilitate coordination.
- Public education – Much of the general public does not understand that transportation is available to anyone, for any purpose. Public education that services are available for the general public is an on-going challenge.

While there are challenges to implementing coordination among varied transportation providers, services, and funding sources, it is important to note that transportation coordination is being successfully implemented throughout the country, including in Indiana. Therefore, issues such as conflicting or restrictive State and Federal guidelines for the use of funding and vehicles, insurance and liability, and unique needs presented by the different populations served, to name a few, should challenge, but not stop, a coordination effort. There are many resources available to assist communities as they work together to coordinate transportation. FTA's Framework for Action is one example. FTA's Framework for Action is available at www.unitedweride.gov. Another potential opportunity is to contact other transportation providers in Indiana that have successfully implemented coordination. Contact INDOT, Public Transit for more information.

RURAL PUBLIC TRANSIT FEASIBILITY STUDY SUMMARIES

The following sections outline transportation needs indicated during community outreach efforts that were tied to local Rural Transit Feasibility Studies in DeKalb, LaGrange, Steuben, and Whitley counties. A number of the needs outlined in the feasibility studies could also be applied to the need for coordinated transportation.

DeKalb County Transit Needs (April 2006):

- Local surveys revealed that the primary reasons for needing transportation were to access medical service, to reach shopping concentrations and restaurants, and to access employment.
- Jobworks, a county agency, stated in a survey that its staff believed a lack of transportation kept approximately 60 clients per day from either utilizing the assistance that it provides or accessing employment. Staff felt that a large number of clients would use public transit several times a week to access their programs and employment opportunities.
- Medical related trips were the number one reason for needing transportation for respondents to DeKalb County COA's client

Rural Public Transit Feasibility Study Summaries

**Rural Public Transit
Feasibility Study
Summaries**

transportation survey – 40 percent of DCCOA’s trips are medical-related.

- Transportation often causes problems scheduling appointments with medical facilities in Fort Wayne.
- A lack of transportation keeps patients from scheduling and keeping medical appointments – especially the elderly, people with disabilities and families with small children.
- A lack of transportation keeps clients from participating in social service agency programs or receiving assistance.
- There are many residential complexes with senior, disabled or low-income residents with transportation needs in Auburn, Butler, Waterloo, Ashley, and Garrett.

Huntington County Transit Needs:

- A Transportation Task Force was formed in 1997. The task force produced a feasibility study with INDOT in 2000. Activities revealed a gap in service for various groups. Huntington Memorial Hospital, American Red Cross, and the Council on Aging were all providing transportation for medical purposes. However, there was no one providing transportation to the general public.
- Trips to medical appointments for the general public were the biggest need identified in the study.
- A need for trips to work was also identified.
- Huntington Area Transportation began in 2001, thanks to Section 5311 funding through INDOT.
- Transportation to medical appointments is still a primary need in the county. There are peak times when the entire fleet of public transportation vehicles are too busy to meet demand; specifically during dialysis runs. Alternate times are almost always scheduled with consumers, but additional resources to meet demand would help address this need for medical transportation.
- Another primary need in the county is transportation from work for 2nd shift employees. The demand is projected to grow as the workforce changes.

LaGrange County Transit Needs:

- A significant number of the individuals who responded to a transportation survey indicated that they needed transportation to work and access to financial institutions. This need was nearly as prevalent as health and medical-related transportation needs.
- The peak times for work-related trips would be weekdays from 8:00 AM and 5:00 PM. A significant number of survey respondents indicated they needed transportation to work between 5:00 and 8:00 AM.

**Rural Public Transit
Feasibility Study
Summaries**

- Over half of the survey respondents indicated that they needed transportation during the weekends or in the evenings after 5:00 PM. Sixty percent of respondents indicated that they needed transportation for basic necessities.
- In addition, twenty-eight percent indicated that they needed transportation to attend church, social gatherings or recreation.

Steuben County Transit Needs:

- In needs assessment surveys conducted in 1996 and 2001 by the Steuben County United Way, the need for public transportation was listed as one of the top 10 issues.
- Senior citizens were found to be one of the largest groups that will be served by public transit in Steuben County – current system only runs limited hours. It is expected that when the hours and services expand even more, senior citizens will utilize the public transit service.
- Persons with disabilities in Steuben County, including the deaf and blind, need to get to work and school. They need to go shopping, to doctor's appointments and to the places where they receive services and assistance. They need transportation to get to social events and so they are able to visit family and friends.
- Head Start provides limited bussing for students; however, rural families cannot be served.
- Children whose parents have only one vehicle or no reliable transportation could also be able to benefit from after-school programs if public transit were available.
- Tri-State University students often need transportation for various reasons. People from the rest of the county could travel to Tri-State University for classes and special events if county-wide public transit were available.
- Two drug and alcohol recovery houses – one for men and one for women – operate in Angola. A major part of the recovery process for these addicts is attending meetings, which would be made easier if public transit were available. Many have lost their driving privileges or their vehicles which makes it difficult to obtain or keep employment.
- Inmates and individuals who are part of work release and home detention programs do not have driver licenses and must maintain employment and many appointments with court officials.

Whitley County Transit Needs (April 2006):

- The major groups of potential passengers and their mobility needs were identified during the study. Several groups emerged as having significant issues with transportation. Among the groups were older adults, people with disabilities, pre-school children, school-age

Rural Public Transit Feasibility Study Summaries

children, low-income families, corrections detainees and the Amish community.

- Leaders of the groups with identified transportation needs indicated that the greatest needs were for transportation to medical appointments, work, social service agency appointments and shopping.
- Older adults indicated that the availability of vehicles that are wheelchair accessible is important to meeting their needs.
- Persons with disabilities need affordable transportation to employment, shopping, special events and visiting family and friends.
- Low-income individuals indicated the need for transportation to employment, medical appointments and shopping areas. They also stated the importance of access to transportation vehicles that are equipped with or compatible with child safety seats.
- Community services that are available in Whitley County such as libraries and special events, as well as quality of life activities which may include visiting family and friends, are being denied to many citizens who have no options for transportation.
- Whitley County would like to hire additional drivers to expand transportation hours to include evenings and eventually some weekends, and also to cover current gaps in service.
- Whitley County would like to work with EMS on after hours “on call” deliver of consumers who were taken to the hospital by ambulance but need a conventional ride home.
- Whitley County would like to be able to assist more veterans with trips to the VA hospital in Allen County. These calls are normally older adults that require wheelchair accessible vehicles.
- Whitley County would like to hire a part-time aide to assist passengers on and off vehicles and into the lobby or doctor office so that the driver does not leave the vehicle while other consumers are on-board.
- Whitley County would like to improve public awareness of their transit program.

GOALS FOR COORDINATION

2007-2008 TAC Goals

The local TAC is comprised of the Specialized Transportation Providers of Northeastern Indiana who have developed an annual plan for 2007-2008 which includes the following goals related to coordination:

- To meet quarterly throughout the year and bi-weekly during the grant process with a primary goal of sharing information about transportation needs and related concerns.
- To ask TAC members hosting training classes to invite other agencies to participate. Examples of these classes could include, but are not limited to, CPR, first aid, passenger assistance training,

Goals for Coordination

Goals for Coordination

- dispatch training, routing and scheduling, emergency training, board member training, and defensive driving.
- To maintain collaborative efforts with other transportation related alliances such as RTAP, CTAA, INDOT, INCOST, etc.
 - To seek new, non-traditional transportation funding sources and to continue legislative advocacy initiatives including inviting legislators to at least one annual meeting.
 - To maintain an on-going policy of inviting other transporters in the area to become members of our TAC.
 - To work together to meet as many transportation needs in the individual communities as possible, which include staying abreast of area needs assessments and similar local input.
 - To advocate membership in INCOST and to encourage attendance at their annual conference and other regional meetings.
 - To continue to address the concerns of many local agencies that must pay Federal excise tax on gasoline.
 - To explore the possibility of establishing a “support group” for transportation dispatchers in order that they may share their expertise, experiences and concerns.
 - To continue sharing Medicaid information and guidelines and to also invite a regional representative to attend one of meetings.
 - To collaborate efforts to get the best prices for gas and maintenance expenses.

Spatial and Temporal Goals

A primary goal of coordinated transportation is to fill service gaps through planning and the efficient use of transportation resources. Service gaps typically fall into the category of spatial gaps or temporal gaps. Spatial gaps involve limitations with the service area while temporal gaps are concerned with limitations in days of week or hours that service is provided. Both spatial and temporal limitations were discussed during the stakeholder meeting and during previous community surveys. Input received from the stakeholder meeting and survey responses identified the following gaps in service for this region.

Spatial Gaps

- Specialists, therapists, and dialysis centers are located only in Allen, Huntington, DeKalb, and Kosciusko counties. Therefore, Whitley, Steuben, Lagrange, and Noble counties must transport individuals across county boundaries for specialized treatment appointments. These trips are time consuming and require vehicles to be out of the local area for several hours or an entire business day.
- Medical trips to Indianapolis, Marion, and Ft. Wayne are common for the local transportation providers.

Goals for Coordination

- Transportation for rural area residents to access the amenities of the local towns is not available to the general public in many areas of the region.

Temporal Gaps

- Limited hours of service in the area is a barrier to obtaining and maintaining employment for older adults, people with disabilities and people with low-incomes.
 - Affordable weekday evening, early morning, and weekend transportation options in rural areas could be an effective measure to reduce or remove a barrier to sustaining employment for transit dependent individuals.
 - Older adults also have limited employment opportunities because of limited capacity on agency-operated vehicles during mornings and afternoons. Many times, the human service agency-owned vehicles are at capacity when providing medical and nutrition service and there is no available service for employment purposes.
- LaGrange County survey responses indicated a need for weekday evening transportation after 5:00 PM, and weekend transportation. Demand for transportation during these hours was also indicated by Whitley and Huntington County residents.

SUMMARY

The local stakeholder meeting in August 2007, and several local transportation studies that have been conducted in this region have culminated with the conclusion that the priority of additional transportation planning activities and resources is to address the demand for transportation to medical appointments, employment and access to the amenities of the local communities. Many of the region's older adults, persons with disabilities, and low-income individuals and families have indicated that the gaps in services during evening and weekend hours limit their options for employment. Furthermore, transportation during business hours on weekdays is in such high demand that employment and shopping/quality of life trips are not always accommodated.

Suggested coordinated transportation planning and implementation strategies to address the identified gaps, potential barriers and the goals established by the TAC will be addressed in the next chapter.

Summary

**V. GOALS, OBJECTIVES, AND IMPLEMENTATION
STRATEGIES/ALTERNATIVES**

V. GOALS, OBJECTIVES, AND IMPLEMENTATION STRATEGIES/ALTERNATIVES

Human service agencies and transportation providers throughout the region generally support the concept of coordinated transportation services. Nonetheless, bringing coordination into reality must be done incrementally by evolving the supportive attitudes into a commitment to actively contribute to the project. As such, we have developed the following coordinated transportation alternatives as a guide for taking action on implementing coordinated transportation. As outlined in the following progressive implementation strategies, opportunities for improving transportation services must begin with establishing a foundation for coordinating resources, nurturing trust among participating organizations by clarifying objectives and costs, and guiding the participants toward a more coordinated approach to transportation. Implementation timeframes are suggested for each alternative. Timeframes may be adjusted to meet the priorities and opportunities that become available to the coordination planning committee.

Immediate- through long-term goals and objectives to achieving a coordinated transportation program in the region are outlined below. Each goal is based upon the input provided by the participating organizations either through local stakeholder meetings, surveys, or one-on-one interviews. Some goals are tied to SAFETEA-LU funding while others may be implemented beyond the condition of receiving SAFETEA-LU grants. Goals are offered here as a guideline for consideration by the transportation coordination participants and should be discussed by all participants as a process for appropriately addressing the realities of coordinating resources in the area.

GOAL #1: TO HAVE AN ACTIVE LEADERSHIP STRUCTURE FOR A REGIONAL COORDINATION EFFORT.

Objective 1.1: Continue the Coordinated Transportation Advisory Group.

Implementation Strategies/Alternatives:

- 1.1.1 Expand membership to include representation from local elected officials, agency administrators, consumers, and transportation providers in each county within the region.**

Goal #1: To have an Active Leadership Structure for a Regional Coordination Effort

**GOALS, OBJECTIVES
& IMPLEMENTATION
STRATEGIES /
ALTERNATIVES**

**Goal #1: To have an
Active Leadership
Structure for a
Regional Coordination
Effort**

Priority/	
Implementation Timeframe:	Near-Term for expanding membership of the regional advisory group; continuous for meetings.
Parties Responsible:	Coordination project partners – The Steering Committee for the Regional Coordinated Transportation Plan should take the lead in recruiting the regional advisory group membership.
Implementation Budget:	Staff time involved in recruitment and attending meetings. Could require a small copying budget for agendas and correspondence.
Staffing Implications:	Staff time involved in preparing agendas, meeting notices, and attending meetings.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership as advisory group members become aware of services available and “spread the word” in the community. Also, a chance for contract service as agencies become aware of coordination project.
Performance Measures:	Regional Advisory Group formed; Regional Advisory Group meetings held at least quarterly; and Subcommittees formed and responsibilities assigned.
1.1.2 Encourage Advisory Group members to participate in INCOST and attend their annual conferences and regional meetings.	
Priority/Implementation Timeframe:	Near-Term.
Parties Responsible:	Coordination Advisory Group members.
Implementation Budget:	Staff time involved.

**Goal #1: To have an
Active Leadership
Structure for a
Regional Coordination
Effort**

Staffing Implications: Staff time involved in attending INCOST.

Capital Requirements: None.

Ridership Implications: None.

Performance Measures: Advisory Group members participate in INCOST.
Fully allocated costs for services determined.

1.1.3 Prepare bylaws for newly formed Regional Transportation Advisory Group. Note that Indiana Rural Transportation Assistance Program (RTAP) has sample bylaws for advisory committees that can be applied to the group.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Coordination project partners – Public Transportation providers in the region can take the lead in suggesting bylaws, but all participating organizations should approve.

Implementation Budget: Staff time involved.

Staffing Implications: Staff time involved in preparing bylaws.

Capital Requirements: None.

Ridership Implications: None.

Performance Measures: Advisory Group bylaws prepared and utilized.

Objective 1.2: Fundamental coordination practices should be further evaluated and implemented through interactive discussions between the public transportation system and other transportation providers in the region for the purpose of increasing coordination between the agencies.

Implementation Strategies/Alternatives:

1.2.1 Develop Memorandums of Understanding (MOUs)/Contracts with all transportation service providers that participate in the Regional Advisory Group. The MOUs/Contracts should be specific as to the coordination that will occur, such as services to be provided, vehicles to be shared, or maintenance provided.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Select an organization from the Regional Advisory Group members to lead development of MOUs.

Implementation Budget: Staff time involved in preparing and negotiation of MOU and contracts.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Increased ridership through coordinated effort.

Performance Measures: Number of MOUs/Contracts developed.

1.2.2 Share schedules to determine where there are duplications in service and establish a service strategy to remove or reduce duplications through sharing vehicles and/or mixing consumers.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: All coordinating partners within each county and regionally provide information about their service.

Implementation Budget: Staff time involved in preparing and negotiation of MOU and contracts.

Goal #1: To have an Active Leadership Structure for a Regional Coordination Effort

**Goal #1: To have an
Active Leadership
Structure for a
Regional Coordination
Effort**

Staffing Implications:	None.
Capital Requirements:	None.
Ridership Implications:	Increased ridership through coordinated effort as more seats become available.
Performance Measures:	Number of schedules shared. Duplication of service reduced. Ridership increases.

Objective 1.3: Standardize transportation operating policies and procedures as much as possible to facilitate the transition to sharing resources and coordinating more service.

Implementation Strategies/Alternatives:

1.3.1: Develop a list of policies/procedures which could be uniformly adopted throughout the region. A suggested list is as follows:

- No-shows
- Cancellations
- Accident/incident procedures
- Vehicle evacuation procedures
- Seatbelts
- Car seats
- Inclement weather
- ADA-related policies – wheelchair assistance, oxygen transport, riding on lifts, service animals, etc.
- On-Time Performance
- Wait-Time for Pick-ups (i.e., How long driver waits for person to come out)

Implementation Timeframe: Near-Term.

Parties Responsible: Coordination project partners.

Implementation Budget/Costs: Staff time involved.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: None.

Performance Measures: Policies and procedures developed.

GOAL #2: REDUCE UNNECESSARY DUPLICATIONS OF SERVICE AND OPERATING PROCEDURES.

Objective 2.1: Create an information and referral system for use by human service agency consumers and the general public.

Implementation Strategies/Alternatives:

2.1.1 Designate an entity within the region with the responsibility to house a transportation information and referral system. Information could be housed on a website that can be updated by all participating organizations, or in a shared document.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Lead Agency – an organization participating in the Regional Advisory Group that has the capability for providing information and is easily accessible to all organizations. Potential to expand upon transportation information that is available through the 211 service so that it is more useful to transportation passengers.

Implementation Budget: To be determined.

Staffing Implications: To be determined based upon the method for making information available. Significant staff time will be necessary to gather information from all transportation providers for the resource center/database.

Capital Requirements: None, provided that the service will be available through an existing website or by an existing organization.

Ridership Implications: Possible increase in ridership resulting from a ‘one-stop’ approach to information and referrals for all

Goal #2: Reduce Unnecessary Duplications of Service and Operating Procedures

**Goal #2: Reduce
Unnecessary
Duplications of Service
and Operating
Procedures**

participating human service agencies and transportation providers.

Performance Measures: Decrease in the number of trip denials;
Increase in the number of trips per hour; and
Increase in the out-of-county or regional trips provided.

2.1.2 Develop a central call number (toll-free or local) for information and referral for anyone in the region who needs transportation. This number would be entirely for transportation related information and referral in the region and could include referrals to other regions.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Regional Advisory Group should assign a lead organization to operate the central information call number.

Implementation Budget: Cost of toll-free number.

Staffing Implications: Staffing implications will be determined based upon the level of participation from coordination partners. At full implementation, this number could be manned by a travel trainer with part-time assistance from a coordination partner.

Capital Requirements: Possible phone line installation.

Ridership Implications: Potentially an increase in ridership due to improved access and “one-stop” shopping for transportation services.

Performance Measures: Toll-free (or local) number installed and implemented; and
Number of callers shopping for transportation services.

GOAL #3: EDUCATE AND INFORM CONSUMERS AND THE GENERAL PUBLIC ABOUT THE AVAILABILITY OF PUBLIC TRANSPORTATION.

Objective 3.1: Utilize tools to better educate and inform consumers/general public of the availability of public transportation services.

Implementation Strategies/Alternatives:

3.1.1 Develop brochures/rider guides for individual transportation providers, to include ADA-related policies, display the Indiana Relay Number, and indicate that brochures are available in alternative formats. These brochures/rider guides should be intended for the general public and human service agency service, as appropriate.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Regional Advisory Group to delegate duties to participating organizations for creating a format for the brochure/rider guide. Once a format is selected, individual agencies will be responsible for creating the brochure/rider guide.

Implementation Budget: Cost of developing and printing brochures/rider guides. Staff time involved.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Potential increase in ridership for older adults, individuals with disabilities, people with low incomes, and the general public.

Performance Measures: Brochures/rider guides developed; and volume of ridership increase.

3.1.2 Develop a website for the coordination project which is Bobby-compliant (Bobby software is used to scan websites to determine if formatting is acceptable for “reader” software so

Goal #3: Educate and Inform Consumers and the General Public About the Availability of Public Transportation

that the computer can “read” the website to persons with visual impairments).

Priority/Implementation Timeframe:	Mid-Term.
Parties Responsible:	Coordination project partners.
Implementation Budget:	Cost of website development, hosting, and maintenance. Staff time involved.
Staffing Implications:	None.
Capital Requirements:	None.
Ridership Implications:	Potential increase in ridership for older adults, individuals with disabilities, people with low incomes, and the general public.
Performance Measures:	Compliant website developed; Number of visitors to website; and Increase in ridership.

Goal #3: Educate and Inform Consumers and the General Public About the Availability of Public Transportation

3.1.3 Develop a travel-training program that demonstrates how human service agency consumers and general public passengers access and use transit systems. Travel trainers can provide hands-on demonstrations to potential riders throughout the region. Training sessions will, in turn, educate more people about the benefits of using transportation. The Easter Seals PROJECT ACTION is a recommended resource for how to develop a travel trainer program and it periodically offers training courses for your travel trainer.

Priority/Implementation Timeframe:	Near-Term.
Parties Responsible:	Coordination partners should develop a curriculum and list of responsibilities for the travel trainer(s) who will be shared by all coordination partners. An eligible lead organization should be selected to apply for funding to support a travel trainer program.

**GOALS, OBJECTIVES
& IMPLEMENTATION
STRATEGIES /
ALTERNATIVES**

Goal #3: Educate and Inform Consumers and the General Public About the Availability of Public Transportation

Implementation Budget:	Cost of the travel trainer(s). Potential application for Section 5317 – New freedom Initiative funding. A 50% local match is required.
Staffing Implications:	Hire travel trainer(s). The number of trainers depends upon the description of the program.
Capital Requirements:	None.
Ridership Implications:	Potential increase in ridership for older adults, individuals with disabilities, people with low incomes, and the general public.
Performance Measures:	Number of riders trained; and Increase in ridership.

Objective 3.2: Market the benefits of public and human service agency transportation to the general public, foundations, and elected officials and demonstrate the growing need for financial support for transportation to older adults, individuals with disabilities, and people with low incomes.

Implementation Strategies/Alternatives:

3.2.1 Develop a marketing campaign that addresses the services provided each transportation provider in the region (including human service agency providers) and the need for additional financial support to meet the growing transportation needs of targeted populations.

Priority/Implementation Timeframe:	Near-Term.
Parties Responsible:	Coordination project partners.
Implementation Budget:	To be determined.
Staffing Implications:	None.
Capital Requirements:	None.
Ridership Implications:	Potential increase in ridership for older adults, individuals with

disabilities, people with low incomes, and the general public.

Performance Measures: Active marketing campaign; and Increase in ridership.

GOAL #4: COORDINATE PURCHASES AND PROCEDURES FOR SUPPORT SERVICES FOR TRANSPORTATION.

Objective 4.1: Pursue common maintenance standards and joint purchasing agreements between coordination partners.

Implementation Strategies/Alternatives:

4.1.1 Develop uniform preventative maintenance (PM) standards for the transportation providers in each county.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Transportation providers and regional coordination partners.

Implementation Budget: Staff time involved.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: None.

Performance Measures: PM standards developed and implemented;
Number of road calls;
Reduced maintenance costs; and
Number of major repairs.

4.1.2 Explore opportunities for joint purchasing of common goods and consumables such as preventative maintenance, insurance, training, supplies, etc.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: All coordination project partners.

Implementation Budget: Staff time involved.

Goal #4: Coordinate Purchases and Procedures for Support Services for Transportation

Goal #4: Coordinate Purchases and Procedures for Support Services for Transportation

Staffing Implications:	None.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Reduced costs through joint purchasing.

Objective 4.2: Coordinate/standardize driver training. In this regard, if agencies need to share drivers or vehicles, everyone will have the same basic qualifications and training. Also, sharing training requirements will ensure that all State-required training meets regulations. This also ensures a standard of quality service throughout the entire region.

Implementation Strategies/Alternatives:

4.2.1 Develop a list of mandatory training requirements. A suggested list of required training is as follows:

- OSHA Bloodborne Pathogens
- Passenger sensitivity/diversity training
- Customer service/dealing with difficult passengers
- Wheelchair securement training
- Defensive driving
- Accident/incident procedures
- Vehicle evacuation procedures
- First aid/CPR
- Pre-trip inspection procedures
- Safety and security
- Substance abuse awareness
- Radio or cell phone procedures
- HIPPA training
- Child safety seat procedures

Implementation Timeframe: Near-Term.

Parties Responsible: Regional Advisory Group should develop and approve a training curriculum in cooperation with Indiana RTAP.

Implementation Budget/Costs: Staff time involved. Some training may involve costs if qualified in-house staff are not available. Employee cost

Goal #4: Coordinate Purchases and Procedures for Support Services for Transportation

for the staff to attend. May reduce insurance premiums, however, insurance agents should be contacted for more information about possible training discounts. In addition, the Bureau of Worker’s Compensation should be consulted concerning rate discounts for training.

- Staffing Implications: None.
- Capital Requirements: None.
- Ridership Implications: Better quality service to riders.
- Performance Measures: All staff trained;
Number of complaints about staff;
Number of incidents/accidents handled properly; and
Number of pre-trip inspections performed properly.
Training sessions scheduled and held.
Number of individuals trained.

4.2.2 Develop a training schedule so that all providers can take advantage of the training for their new hires and existing employees. The training sessions may need to be scheduled after hours or on weekends.

- Implementation Timeframe: Near-Term.
- Parties Responsible: Designate a lead agency to schedule and coordinate training.
- Implementation Budget/Costs: Staff time involved.
- Staffing Implications: None.
- Capital Requirements: None.
- Ridership Implications: None.

Performance Measures: All training sessions held.

GOAL #5: INCREASE EFFICIENCY AND EFFECTIVENESS OF TRANSPORTATION PROVIDED BY ALL ORGANIZATIONS THAT OPERATE OR PURCHASE TRANSPORTATION FOR CONSUMERS AND/OR THE GENERAL PUBLIC.

Objective 5.1: Evaluate service, develop contracts, and share vehicles. Agencies/providers should establish the appropriate contracts with regional coordination partners to the greatest extent possible.

Implementation Strategies/Alternatives:

5.1.1 Agencies/providers should carefully evaluate those service needs that can be more efficiently and effectively provided by contracts with another transportation provider in the region.

Priority/Implementation Timeframe: Continuous.

Parties Responsible: Coordination project partners.

Implementation Budget: Staff time involved.

Staffing Implications: To be determined.

Capital Requirements: None.

Ridership Implications: Ridership increase at a reduced cost.

Performance Measures: Number of agency contracts executed.

5.1.2 Develop contracts between the providers/users of human service transportation to the maximum extent possible to enhance service coordination and encourage sharing of long distance trips.

Priority/Implementation Timeframe: Continuous.

Parties Responsible: Coordination project partners.

Implementation Budget: Staff time involved.

Staffing Implications: To be determined.

Capital Requirements: None.

Goal #5: Increase Efficiency and Effectiveness of Transportation Provided by All Organizations that Operate or Purchase Transportation for Consumers and/or the General Public

Ridership Implications: Ridership increase at a reduced cost.
 Performance Measures: Number of agency contracts.

5.1.3 Area providers should share vehicles as schedules permit to save on the capital cost of purchasing vehicles and vehicle operating expenses.

Priority/Implementation Timeframe: Near-Term.
Parties Responsible: Regional coordination project partners.
Implementation Budget: Staff time involved.
Staffing Implications: To be determined.
Capital Requirements: None.
Ridership Implications: To be determined.
Performance Measures: Number of vehicles shared; and Capital costs saved.

Goal #5: Increase Efficiency and Effectiveness of Transportation Provided by All Organizations that Operate or Purchase Transportation for Consumers and/or the General Public

Objective 5.2: Coordinate out-of-county medical trips in the region for trips to specialists and medical appointments in Indianapolis, Marion, and Fort Wayne in an effort to reduce the cost of these trips.

Implementation Strategies/Alternatives:

5.2.1: The transportation providers should work together to expand the level of coordination of trips that cross county lines by examining common trip origins and destinations for overlaps in service. It may be necessary to also overcome some restrictions placed on vehicles and services in relation to crossing jurisdictional boundaries.

Priority/Implementation Timeframe: Near-Term.
Parties Responsible: All transportation providers in the region.
Implementation Budget: To be determined based on the service implemented.
Staffing Implications: None.

Capital Requirements: None. Coordination can be accomplished with existing vehicles. Expansions in service, however, may require additional vehicles.

Ridership Implications: Possible ridership increase due to more efficient use of vehicles for long distance trips. Potentially more local trips can be provided if vehicles stay in the area.

Performance Measures: Trip origins and destinations shared. Long distance trip schedules shared. Number of long distance trips coordinated.

GOAL #6: INCREASE THE VOLUME OF AFFORDABLE TRANSPORTATION TO SUPPORT EMPLOYMENT TRIPS FOR PEOPLE WITH LOW INCOMES, OLDER ADULTS, AND PEOPLE WITH DISABILITIES.

Objective 6.1: Consider development of a Regional Vanpool Program to meet the employment needs of persons with low incomes. The program could be initiated in the area(s) of greatest need and, if successful, expanded into other portions of the region. Of primary concern are rural areas where survey respondents (2006 survey) indicated a significant need for employment transportation on weekday evenings. Also, a need for employment transportation in evenings and early mornings was identified throughout the region.

Implementation Strategies/Alternatives:

6.1.1 Hold discussions among the human service agencies and government officials regarding the feasibility of developing a Rural Vanpool Program.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Coordination project partners.

Implementation Budget: Staff time involved.

Staffing Implications: None.

Capital Requirements: None.

Goal #6: Increase the Volume of Affordable Transportation to Support Employment Trips for People with Low Incomes, Older Adults, and People with Disabilities

Ridership Implications: None.

Performance Measures: Discussions held; and Decision made whether to pursue program.

6.1.2 Prepare application for Section 5316 - Job Access and Reverse Commute funds to support a Rural Vanpool Program. JARC funds could support up to 50% of the operating costs with riders and employers providing the remaining 50%.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: A designated eligible organization to apply for the grant funding and support from coordination project partners to plan the project and assist with obtaining local match.

Implementation Budget: To be determined.

Staffing Implications: To be determined.

Capital Requirements: Utilize existing available vehicles

Ridership Implications: Increased ridership

Performance Measures: Rural vanpool program initiated; Ridership; Volume of employer support; and Net operating costs.

6.1.3 Implement a Guaranteed Ride Home Program¹ for employees that use the vanpool program or take public transportation regularly (i.e., at least twice a week) to employment sites that are within a pre-determined service area.

Priority/Implementation Timeframe: Mid-Term

Parties Responsible: Designate a lead agency.

¹ A guaranteed ride home program provides commuters who regularly carpool, vanpool or take public transportation to work with a free ride home in case of an unexpected emergency.

Goal #6: Increase the Volume of Affordable Transportation to Support Employment Trips for People with Low Incomes, Older Adults, and People with Disabilities

Implementation Budget/Costs: Cost for subsidized vouchers provided to consumers who utilize the Guaranteed Ride Home Program.

Staffing Implications: None. Utilizing current driving staff of participating organizations to provide the trips. Utilizing the local taxi provider, especially for evening trips. Implement a pre-registration process for the guaranteed ride home.

Capital Requirements: None.

Ridership Implications: None.

Performance Measures: Numbers of commuters that utilize the vanpool program.
Number of commuters that utilize the Guaranteed Ride Home service.

Goal #6: Increase the Volume of Affordable Transportation to Support Employment Trips for People with Low Incomes, Older Adults, and People with Disabilities

6.1.4 Promote the use of employer/employee tax benefits as an incentive for employees to ride transit to work and for employer contribution of employee transportation costs. 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: Long-Term.

Parties Responsible: Regional Advisory Group members rotate responsibility.

Implementation Budget: Staff time and the cost of marketing materials.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Potentially an increase in employment trips.

Performance Measures: Number of participating employers.

Objective 6.2: Provide additional employment transportation for the general public in select counties where a substantial number of residents need transportation to a common employment destination for shift work. Ridership demand must be established or projected that would justify operation of a transportation vehicle for extended hours.

Implementation Strategies/Alternatives:

6.2.1 A public transportation system, selected by the Regional Advisory Group, should apply for Section 5316 - Job Access and Reverse Commute funds. The funds will be used to provide additional employment transportation services where demand supports the service. A 50 percent local match is required for operating grants. Matching dollars may be derived from any non-transit grants, employers benefiting from the service, or other local dollars.

Priority/Implementation Timeframe:	Mid-Term.
Parties Responsible:	Eligible lead organization to submit the grant application.
Implementation Budget:	Staff time and the cost of marketing materials.
Staffing Implications:	None.
Capital Requirements:	None.
Ridership Implications:	Increase in employment trips.
Performance Measures:	Number of employment trips.

Objective 6.3: An eligible transportation system from the region prepares and submits an application for Federal Section 5317 New Freedom Initiative funds to support the operating costs for providing increased transportation service for individuals with disabilities.

Implementation Strategies/Alternatives:

6.3.1 The eligible transportation system and coordination partners further evaluate and make service design decisions regarding service expansions that will improve opportunities for individuals with disabilities to access employment and entertainment, and live independently. Service expansions

Goal #6: Increase the Volume of Affordable Transportation to Support Employment Trips for People with Low Incomes, Older Adults, and People with Disabilities

may be possible if implemented through a coordinated effort with the receipt of New Freedom funds.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Eligible transportation system applicant. Coordination project partners to assist with assessing the feasibility and need for additional service and the most appropriate service structure.

Implementation Budget: None.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Increased ridership once assistance obtained.

Performance Measures: Needs evaluated and service design determined.

Goal #6: Increase the Volume of Affordable Transportation to Support Employment Trips for People with Low Incomes, Older Adults, and People with Disabilities

6.3.2 Develop a project utilizing New Freedom funds to provide enhanced employment transportation services for individuals with disabilities.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Eligible Transportation System applicant and coordination project partners.

Implementation Budget: None.

Staffing Implications: None.

Capital Requirements: None. Consider using available 5310 vehicles during what would otherwise be down time or after-hours operation for coordination project partners.

Ridership Implications: Increased ridership following project implementation.

Performance Measures: Project development completed.

6.3.3 Prepare and submit an application for Section 5317 - New Freedom Initiative funds to INDOT for an amount appropriate to the level of service to be implemented.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Eligible Transportation System applicant.

Implementation Budget: To be determined.

Staffing Implications: To be determined.

Capital Requirements: None. Existing fleet would be utilized.

Ridership Implications: Increased ridership once assistance obtained.

Performance Measures: Fifty percent local match for operating dollars obtained. Application prepared and submitted to INDOT.

Goal #6: Increase the Volume of Affordable Transportation to Support Employment Trips for People with Low Incomes, Older Adults, and People with Disabilities

GOAL #7: INCREASE THE AVAILABLE TRANSPORTATION OPTIONS FOR OLDER ADULTS, INDIVIDUALS WITH DISABILITIES, AND PEOPLE WITH LOW INCOMES.

Objective 7.1: Provide additional transportation services for older adults, individuals with disabilities and people with low incomes through the preparation and submittal to INDOT of coordinated applications for Section 5310 capital assistance. Vans operated by the coordination partners will be shared and service agreements will be completed.

Implementation Strategies/Alternatives:

7.1.1 Complete and submit the Section 5310 applications to INDOT by the announced deadline.

Priority/Implementation Timeframe: Near-Term.

Goal #7: Increase the Available Transportation Options for Older Adults, Individuals with Disabilities, and People with Low Incomes

Parties Responsible: Eligible applicants and coordination partners.

Implementation Budget: To be determined.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Possible ridership increase due to popularity of new vehicles.

Performance Measures: Section 5310 applications submitted to INDOT.

Goal #7: Increase the Available Transportation Options for Older Adults, Individuals with Disabilities, and People with Low Incomes

7.1.2 Complete service agreements for the sharing and coordinating use of vehicles obtained under the Section 5310 program.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Eligible applicant and coordination partners.

Implementation Budget: To be determined.

Staffing Implications: None.

Capital Requirements: None.

Ridership Implications: Possible ridership increase due to enhanced use of vehicles.

Performance Measures: Service agreements completed.

7.1.3 Coordinate the acquisition of scheduling software to ensure compatibility among providers.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Eligible applicant and coordination partners.

Implementation Budget: To be determined.

Staffing Implications:	None.
Capital Requirements:	None.
Ridership Implications:	Possible ridership increase due to enhanced use of vehicles.
Performance Measures:	Coordinated acquisition of software completed.

Objective 7.2: Provide additional non-emergency medical transportation.

Implementation Strategies/Alternatives:

7.2.1: Coordinate with hospitals to provide “on call” transportation for consumers who were taken to the hospital in an ambulance but need a conventional ride home. Negotiate a contract with the hospital to provide service at the fully allocated cost for short notice trips. Consider extending hours for “limited service” that is open to the general public in a specific limited area. (Service must be open to the general public if using Public Transit dollars.)

Priority/Implementation Timeframe:	Near-Term.
Parties Responsible:	Transportation provider, and hospital. Potential to rotate the service among participating transportation providers.
Implementation Budget:	To be determined.
Staffing Implications:	None. Address fair labor standards for drivers providing any after hours service.
Capital Requirements:	Section 5310 vehicles could be utilized for this service. Public Transit vehicles could also be utilized if service is open to the general public.
Ridership Implications:	Possible ridership increase due to implementation of new service.
Performance Measures:	Negotiations with hospital and EMS.

Goal #7: Increase the Available Transportation Options for Older Adults, Individuals with Disabilities, and People with Low Incomes

Overcome any insurance liability issues with sharing drivers.
Establish a contract for “on call” non-emergency transportation home from the hospital.

7.2.2: Coordinate schedules and establish contracts with veterans services for trips to the VA hospital in Allen County. Coordination of schedules may enable veterans to ride public transportation when veterans services is unable to provide a trip. Coordination could improve access to wheelchair accessible vehicles for veterans.

Goal #7: Increase the Available Transportation Options for Older Adults, Individuals with Disabilities, and People with Low Incomes

Priority/Implementation	Timeframe: Near-Term.
Parties Responsible:	Public transportation providers and veterans services.
Implementation Budget:	To be determined.
Staffing Implications:	None.
Capital Requirements:	Service could be provided with 5310 vehicle(s).
Ridership Implications:	Possible ridership increase due to enhanced coordination with veterans services.
Performance Measures:	Referral process established between public transportation provider and veterans services. Number of trips provided for veterans to the VA hospital.

Objective 7.3: Expand service to children of families with low incomes that live in rural areas to improve access to programs and after school activities.

Implementation Strategies/Alternatives:

7.3.1: Review MRDD, School Districts, and other participating human service agency schedules to determine if more children from families with low incomes can be served through a coordinated effort. Specifically, review the logistics such as the

number of seats available and time schedules for vehicles that are in the areas where the Head Start Program is unable to provide services due to the insufficient number of available vehicles and drivers. Determine the possibilities for trip sharing.

Priority/Implementation Timeframe: Near-Term.

Parties Responsible: Participating human service agencies, transportation systems.

Implementation Budget: Additional cost of providing Head Start service. This cost should be minimized if the assisting agency(ies) already have a vehicle in the general vicinity. One solution to sharing the costs may be that Head Start provides the bus aide who can assist with students. Local match is required for a 5310 vehicle.

Staffing Implications: Labor associated with a bus aide if one is provided.

Capital Requirements: An additional 5310 accessible vehicle.

Ridership Implications: Ridership increase as more children utilize the service. Children who use public transportation at a young age are more likely to continue to use it as they get older.

Performance Measures: Children use the new service.

Goal #7: Increase the Available Transportation Options for Older Adults, Individuals with Disabilities, and People with Low Incomes

Objective 7.4: Implement early morning and evening transportation for older adults, individuals with disabilities, people with low incomes, and the general public.

Implementation Strategies/Alternatives:

7.4.1 The public transportation providers and human service agencies should evaluate the feasibility of extending its services earlier in the mornings and after 5:00 PM in LaGrange and Whitley County. It is recommended that the service be initially operated in a demand responsive mode. Extended hours of service may be appropriate in other counties if demand is established.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Lead transportation system and other coordination partner agencies.

Implementation Budget: To be determined. Explore potential grant applications for Section 5316 or 5317 programs (50% local match is required).

Staffing Implications: Dispatch and drivers must be scheduled during extended hours. Frequency of service will determine staffing implications.

Capital Requirements: None. Service can be provided with existing fleet.

Ridership Implications: Some ridership increase with new service

Performance Measures: Number of evening riders.

7.4.2 Market early morning and evening service to the general public and to employers.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Transportation provider and coordination partner agencies.

Goal #7: Increase the Available Transportation Options for Older Adults, Individuals with Disabilities, and People with Low Incomes

Implementation Budget:	Staff time involved and cost of marketing materials.
Staffing Implications:	None.
Capital Requirements:	None.
Ridership Implications:	Potential ridership increase.
Performance Measures:	Number of evening and weekend general public trips.

Goal #7: Increase the Available Transportation Options for Older Adults, Individuals with Disabilities, and People with Low Incomes

Objective 7.5: Implement Saturday service in Whitley and LaGrange counties. Saturday service may be appropriate for other counties if demand is established.

Implementation Strategies/Alternatives:

7.5.1 The transportation providers and coordination partners should make every effort through the use of available resources to expand its scheduled services and structure service hours, particularly for the most rural areas, to support employment opportunities for weekends.

Priority/Implementation Timeframe:	Mid-Term.
Parties Responsible:	Eligible transportation system and coordination partners.
Implementation Budget:	To be determined. Explore potential grant applications for 5316 or 5317 programs to support new Saturday service (50% local match required).
Staffing Implications:	To be determined.
Capital Requirements:	To be determined. Saturday service could be provided using a 5310 vehicle.
Ridership Implications:	Likely ridership increase for Saturday services.

Performance Measures: Number of evening and weekend trips.

7.5.2: Market Saturday service to the general public.

See strategy 7.4.2.

GOAL #8: CONSUMER FRIENDLY SERVICE THAT IMPROVES THE HEALTH AND WELLBEING OF OLDER ADULTS, INDIVIDUALS WITH DISABILITIES, AND PEOPLE WITH LOW INCOMES.

Objective 8.1: Implement transportation on Sundays.

8.1.1: Coordination partners explore the possibility of loaning vehicles and sharing drivers to provide demand service on Sunday mornings for older adults, individuals with disabilities, individuals with low incomes, and the general public.

Priority/Implementation Timeframe: Mid-Term.

Parties Responsible: Rotate the responsibility for providing service among coordination partners and churches so that each organization contributes no more often than one time per month.

Implementation Budget: Driver wages and benefits. Vehicle operating costs. Eligible application for Section 5317 (local match required)

Staffing Implications: Designate an organization/individual to coordinate the Sunday trip schedule. Consider a volunteer driver program for Sunday service.

Capital Requirements: None. Potential to utilize a 5310 vehicle or vehicles owned by human service agencies or other coordination partners.

Ridership Implications: Possible ridership increase due to availability of service on Sundays.

Goal #8: Consumer Friendly Service that Improves the Health and Wellbeing of Older Adults, Individuals with Disabilities, and People with Low Incomes

**VI. REFERENCE TABLE FOR IMPLEMENTATION
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 2011. It is noted that the local coordination partners 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 Matrix and Key to Strategies

Page Number	Strategy Identification Number	Strategy Description	Priority/Implementation Timeframe	Specialized Vehicles (5310)	Job Access & Reverse Commute (5316)	New Freedom Initiative (5317)	Intercity Bus
V-1,2	1.1.1	Expand membership to include representation from local elected officials, agency administrators, consumers, and transportation providers in each county within the region.	Near-Term & Continuous				
V-2,3	1.1.2	Encourage Advisory Group members to participate in INCOST and attend their annual conferences and regional meetings.	Near-Term				
V-3	1.1.3	Prepare bylaws for newly formed Regional Transportation Advisory Group.	Near-Term				
V-4	1.2.1	Develop Memorandums of Understanding (MOUs)/Contracts with all transportation service providers that participate in the Regional Advisory Group. The MOUs/Contracts should be specific as to the coordination that will occur, such as services to be provided, vehicles to be shared, or maintenance provided.	Near-Term				
V-4,5	1.2.2	Share schedules to determine where there are duplications in service and establish a service strategy to remove or reduce duplications through sharing vehicles and/or mixing consumers.	Near-Term				
V-5	1.3.1	Develop a list of policies/procedures which could be uniformly adopted throughout the region.	Near-Term				
V-6,7	2.1.1	Designate an entity within the region with the responsibility to house a transportation information and referral system.	Near-Term			Yes	
V-7	2.1.2	Develop a central call number (toll-free or local) for information and referral for anyone in the region who needs transportation. This number would be entirely for transportation related information and referral in the region and could include referrals to other regions.	Near-Term			Yes	
V-8	3.1.1	Develop brochures/rider guides for individual transportation providers, to include ADA-related policies, display the Indiana Relay Number, and indicate that brochures are available in alternative formats.	Near-Term			Yes	

Exhibit VI.1: Implementation Matrix and Key to Strategies

Page Number	Strategy Identification Number	Strategy Description	Priority/Implementation Timeframe	Specialized Vehicles (5310)	Job Access & Reverse Commute (5316)	New Freedom Initiative (5317)	Intercity Bus
V-8,9	3.1.2	Develop a website for the coordination project which is Bobby-compliant (Bobby software is used to scan websites to determine if formatting is acceptable for “reader” software so that the computer can “read” the website to persons with visual impairments).	Mid-Term			Yes	
V-9,10	3.1.3	Develop a travel-training program that demonstrates how human service agency consumers and general public passengers access and use transit systems. Travel trainers can provide hands-on demonstrations to potential riders throughout the region. Training sessions will, in turn, educate more people about the benefits of using transportation. The Easter Seals PROJECT ACTION is a recommended resource for how to develop a travel trainer program and it periodically offers training courses for your travel trainer.	Near-Term		Yes	Yes	
V-10,11	3.2.1	Develop a marketing campaign that addresses the services provided each transportation provider in the region (including human service agency providers) and the need for additional financial support to meet the growing transportation needs of targeted populations.	Near-Term		Yes	Yes	
V-11	4.1.1	Develop uniform preventative maintenance (PM) standards for the transportation providers in each county.	Near-Term				
V-11,12	4.1.2	Explore opportunities for joint purchasing of common goods and consumables such as preventative maintenance, insurance, training, supplies, etc.	Near-Term				
V-12,13	4.2.1	Develop a list of mandatory training requirements.	Near-Term				
V-13	4.2.2	Develop a training schedule so that all providers can take advantage of the training for their new hires and existing employees. The training sessions may need to be scheduled after hours or on weekends.	Near-Term				
V-14	5.1.1	Agencies/providers should carefully evaluate those service needs that can be more efficiently and effectively provided by contracts with another transportation provider in the region.	Continuous		Yes	Yes	

Exhibit VI.1: Implementation Matrix and Key to Strategies

Page Number	Strategy Identification Number	Strategy Description	Priority/Implementation Timeframe	Specialized Vehicles (5310)	Job Access & Reverse Commute (5316)	New Freedom Initiative (5317)	Intercity Bus
V-14	5.1.2	Develop contracts between the providers/users of human service transportation to the maximum extent possible to enhance service coordination and encourage sharing of long distance trips.	Continuous				
V-15	5.1.3	Area providers should share vehicles as schedules permit to save on the capital cost of purchasing vehicles and vehicle operating expenses.	Near-Term				
V-15,16	5.2.1	The transportation providers should work together to expand the level of coordination of trips that cross county lines by examining common trip origins and destinations for overlaps in service. It may be necessary to also overcome some restrictions placed on vehicles and services in relation to crossing jurisdictional boundaries.	Near-Term				
V-16,17	6.1.1	Hold discussions among the human service agencies and government officials regarding the feasibility of developing a Rural Vanpool Program.	Mid-Term				
V-17	6.1.2	Prepare application for Section 5316 - Job Access and Reverse Commute funds to support a Rural Vanpool Program. JARC funds could support up to 50% of the operating costs with riders and employers providing the remaining 50%.	Mid-Term		Yes		
V-17,18	6.1.3	Implement a Guaranteed Ride Home Program for employees that use the vanpool program or take public transportation regularly (i.e., at least twice a week) to employment sites that are within a pre-determined service area.	Mid-Term		Yes	Yes	
V-18	6.1.4	Promote the use of employer/employee tax benefits as an incentive for employees to ride transit to work and for employer contribution of employee transportation costs. 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.	Long-Term		Yes		

Exhibit VI.1: Implementation Matrix and Key to Strategies

Page Number	Strategy Identification Number	Strategy Description	Priority/Implementation Timeframe	Specialized Vehicles (5310)	Job Access & Reverse Commute (5316)	New Freedom Initiative (5317)	Intercity Bus
V-19	6.2.1	A public transportation system, selected by the Regional Advisory Group, should apply for Section 5316 - Job Access and Reverse Commute funds. The funds will be used to provide additional employment transportation services where demand supports the service. A 50 percent local match is required for operating grants. Matching dollars may be derived from any non-transit grants, employers benefiting from the service, or other local dollars.	Mid-Term				
V-19,20	6.3.1	The eligible transportation system and coordination partners further evaluate and make service design decisions regarding service expansions that will improve opportunities for individuals with disabilities to access employment and entertainment, and live independently. Service expansions may be possible if implemented through a coordinated effort with the receipt of New Freedom funds.	Near-Term				
V-20	6.3.2	Develop a project utilizing New Freedom funds to provide enhanced employment transportation services for individuals with disabilities.	Near-Term	Yes			
V-21	6.3.3	Prepare and submit an application for Section 5317 - New Freedom Initiative funds to INDOT for an amount appropriate to the level of service to be implemented.	Near-Term				
V-21,22	7.1.1	Complete and submit the Section 5310 applications to INDOT by the announced deadline.	Near-Term				
V-22	7.1.2	Complete service agreements for the sharing and coordinating use of vehicles obtained under the Section 5310 program.	Near-Term				
V-22,23	7.1.3	Coordinate the acquisition of scheduling software to ensure compatibility among providers.	Near-Term		Yes		

Exhibit VI.1: Implementation Matrix and Key to Strategies

Page Number	Strategy Identification Number	Strategy Description	Priority/Implementation Timeframe	Specialized Vehicles (5310)	Job Access & Reverse Commute (5316)	New Freedom Initiative (5317)	Intercity Bus
V-23,24	7.2.1	Coordinate with hospitals to provide “on call” transportation for consumers who were taken to the hospital in an ambulance but need a conventional ride home. Negotiate a contract with the hospital to provide service at the fully allocated cost for short notice trips. Consider extending hours for “limited service” that is open to the general public in a specific limited area. (Service must be open to the general public if using Public Transit dollars.)	Near-Term			Yes	
V-24	7.2.2	Coordinate schedules and establish contracts with veterans services for trips to the VA hospital in Allen County. Coordination of schedules may enable veterans to ride public transportation when veterans services is unable to provide a trip.	Near-Term			Yes	
V-24,25	7.3.1	Review MRDD, School Districts, and other participating human service agency schedules to determine if more children from families with low incomes can be served through a coordinated effort. Specifically, review the logistics such as the number of seats available and time schedules for vehicles that are in the areas where the Head Start Program is unable to provide services due to the insufficient number of available vehicles and drivers. Determine the possibilities for trip sharing.	Near-Term	Yes			
V-26	7.4.1	The public transportation providers and human service agencies should evaluate the feasibility of extending its services earlier in the mornings and after 5:00 PM in LaGrange and Whitley County. It is recommended that the service be initially operated in a demand responsive mode. Extended hours of service may be appropriate in other counties if demand is established.	Mid-Term	Yes	Yes	Yes	
V-26,27	7.4.2	Market early morning and evening service to the general public and to employers.	Mid-Term		Yes	Yes	

Exhibit VI.1: Implementation Matrix and Key to Strategies

Page Number	Strategy Identification Number	Strategy Description	Priority/Implementation Timeframe	Specialized Vehicles (5310)	Job Access & Reverse Commute (5316)	New Freedom Initiative (5317)	Intercity Bus
V-27,28	7.5.1	The transportation providers and coordination partners should make every effort through the use of available resources to expand its scheduled services and structure service hours, particularly for the most rural areas, to support employment opportunities for weekends.	Mid-Term		Yes		
V-28,29	8.1.1	Coordination partners explore the possibility of loaning vehicles and sharing drivers to provide demand service on Sunday mornings for older adults, individuals with disabilities, individuals with low incomes, and the general public.	Mid-Term			Yes	
V-29	8.2.1	Hire an aide to assist older adults and individuals with disabilities with boarding and disembarking vehicles, as well as provide some training to help them become more comfortable with utilizing service expansions.	Near-Term			Yes	

VII. ADOPTION AND APPROVAL 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 A

Region 4.1

A-1: OUTREACH DOCUMENTATION SUMMARY

COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION

PLAN

FOR DEKALB, HUNTINGTON, LAGRANGE, NOBLE, STEUBEN AND WHITLEY COUNTIES, INDIANA

Outreach Documentation Summary

Focus Groups

Date(s) & Locations Held:

8/14/07 __Kendallville Public Library – 221 S. Park Avenue Kendallville, IN_____

3/14/08 Peabody Library – Columbia City, IN

Date(s) Invitations Were Distributed:

✓ U.S. Mail _____ 7/18/07 _____ Web Posting _____

✓ E-mail _____ 2/18/08 _____ 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)

___17_____ ___8/14/07 @ Kendallville Public Library, Kendallville, IN

4 3/14/08 @ Peabody Library – Columbia City, IN

- ✓ 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

Public Hearings

Date(s) & Locations Held:

Appendix A

Region 4.1

None

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): 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: 74 invitations to complete the survey _____

No. of Surveys Returned: 10 _____

✓ Listing of Survey Recipients attached

Other Outreach Efforts

✓ 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.

Appendix A

Region 4.1

- ✓ 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 A

Region 4.1

A-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

Appendix A

Region 4.1

A-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. 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 no later than August 17, 2007.

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Region 4.1



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. We look forward to seeing you.

Attachments: Meeting flyer for distribution and posting
Meeting Agenda

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

Appendix A

Region 4.1

A-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

Date: 08/14/07

Time: 3:30 to 5:00 PM

Address: 221 S. Park Avenue Kendallville, IN 46755

Kendallville Public Library

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

Appendix A

Region 4.1

A-6: MEETING AGENDA

COORDINATED PUBLIC TRANSIT-HUMAN SERVICE TRANSPORTATION PLAN FOR DeKalb, Huntington, Lagrange, Noble, Steuben and Whitley counties

August 14, 2007

3:30 to 5:00 PM

Kendallville Public Library – 221 S. Park Avenue Kendallville IN 46755

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 A

Region 4.1

A-7: MEETING SIGN IN SHEETS

Region 4.1 Kendallville, Indiana August 14, 2007			
Attendees			
NAME & AGENCY	AGENCY ADDRESS	TELEPHONE	E-MAIL
Ranelle Melton Allen County COA	233 W. Main Fort Wayne, IN 46802	260-426-0060	ranelle@allencoa.com
Meg Zenk DeKalb County COA	1800 E. 7 th Auburn, IN 46706	1-888-220-2242	dccoa@heimach.com
Debra Seman Arc Opportunities, Inc.	0235 W. 300 N. Howe, IN 46746	260-463-2653	info@arcopportunities.org
Kirk Stotzfus Arc Opportunities, Inc.	0235 W. 300 N. Howe, IN 46746	260-463-2653	progdirector@arcopportunities.org
Nancy Constantine Noble Co. Council on Aging/Transit	111 Cedar St. Kendallville, IN 46755	260-547-4226	nccoa@sbcglobal.net
Jackie Hake Whitley County COA/ Whitley county Transit	603 W. Van Buren St. Columbia City, IN 46725	260-248-8944	wccoa@kconline.com
Denise Payton RISE, Inc.	1600 Wohlert Angola, IN 46703	260-665-9408	Denise.payton@riseangola.org
Cheri Perkins Lagrange COA	203 S. Detroit St.	260-463-4161	cheri@lagrangecountycouncilonaging.org
Donna Vosteen Noble County ARC, Inc.	506 S. Orange St Albion, IN 46701	260-636-2155	noblearc@ligtel.com
Ronald L. Smith Steuben County Commissioner	Co. Commissioners 307 S. Wayne Angola, IN 46703	668-1000 Ext. 1224	Rdsmith60@juni.com
Vanessa Fields Pathfinder Services, Inc.	P.O. Box 1001 Huntington, IN 46750	260-356-0500	vfields@pathfinderservices.org

Appendix A

Region 4.1

Ronald E. Green Northeastern Center, Inc.	P.O. Box 817 Kendallville, IN 46755	260-281-2264	rgreen@nec.org
Matt Vondran NIRCC	1 E. main St. City Council Bldg. Fort Wayne, IN 46802	260-449-7309	Matt.vondran@co.allen.in.us
Dave Himmelhaver Northeastern Center	P.O. Box 817 Kendallville, IN 46755	260-281-2264	dhimmelhaver@nec.org
Jeanne Horman Steuben County COA	317 S. Wayne St., Suite 1B Angola, IN 46703	260-665-9856	steubenco@yaho.com
Vicki K. Walker Prairie Heights CSC	0305 S 1150E LaGrange, IN 46761	260-351-3214	rwalker@ph.k12.in.us
Holly Saunders Huntington County COA	354 N. Jefferson St. Huntington, IN 46750	260-356-3006	Holly.saunders@huntington.in.us

Region 4.1 Columbia City, Indiana March 14, 2008

Attendees

NAME & AGENCY	AGENCY ADDRESS	TELEPHONE	E-MAIL
Kirk Stoltzfus ARC Opportunities, Inc. Lagrange County		260-463-2653	progdirector@arcopportunities.org
Meg Zenk DeKalb County COA	1800 E. 7 th Auburn, IN 46706	1-888-220-2242	dcco@heimach.com
Bill Cunningham Lagrange County COA		260-463-4161	bill@lagrangecoa.com
Jackie Hake Whitley County COA		260-248-8944	wcco@kconline.com

Appendix A

Region 4.1

A-8: INVITATION TO 2ND FOCUS GROUP MEETING

From: Lbrownrls@verizon.net

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

Date: March 11, 2008 11:31:17 AM EDT

To: ranelle@allenco.com, progdirector@arcopportunities.org, info@arcopportunities.org, dcco@heimach.com, ncco@sbcglobal.net, wcco@kconline.com, Denise.payton@riseangola.org, cheri@lagrangecountycouncilonaging.org, noblearc@ligtel.com, Rdsmith60@juni.com, vfields@pathfinderservices.org, rgreen@nec.org, Matt.vondran@co.allen.in.us, dhimmelhaver@nec.org, steubenco@yaho.com, rwalker@ph.k12.in.us, Holly.saunders@huntington.in.us

Cc: JENGLISH@indot.IN.gov, edemeter@rlsandassoc.com

Hello Transportation Stakeholders,

This is a friendly reminder about the upcoming transportation planning meeting on Friday, March 14th from 10:00 AM to 12:00 Noon at the Peabody Public Library in Columbia City.

We look forward to seeing you there!
(original message below)

Respectfully,

Laura

(813) 482-8828

On Feb 18, 2008, at 5:02 PM, Laura Brown wrote:

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). 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!

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

Friday, March 14th, 2008

Appendix A

Region 4.1

at

Peabody Public Library

10:00 AM to 12:00 Noon

1160 East State Road 205, Columbia City (just south of highway 30)

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 March. 12th to reserve your seat at the meeting. If you would like to invite other local transportation stakeholders or anyone from the general public not included on this email, please feel free to forward the message to them.

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!

A-9: 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, 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: _____

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
- 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

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.)

Mode of Transportation	Services for the General Public	Client Only Services
	<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)		

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)				
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.

	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 _____

Question Number 18 was deleted.

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?

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).

Unduplicated Persons/Passenger Trips	Services for the General Public	Client Only Services	Estimate	Actual
a) Total number of persons ¹ provided transportation				
b) Total number of passenger trips ² (most recent fiscal year)				
c) Estimated number of trips ² which the riders use a wheelchair				

In the above table, use the following definitions:

¹ A "person" is an unduplicated count of individuals receiving service (a person riding the vehicle 200 trips per year is counted as one person).

² 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: _____

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?

Category	Actual, FY 2006
Transportation Operating Revenues – List Individually	
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 (e.g., 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)	
Total Transportation Revenues – Total	

Other comments on organization revenues?

25. Did you receive any capital revenues during FY 2006 for transportation (e.g., facilities, vehicles, technology, etc.)?

Category	Actual, FY 2006
Transportation Capital Revenues – List Individually	
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)	
Total Transportation Capital Revenues – Total	

Other comments on organization capital revenues?

26. What are your transportation operating and capital expenses?

Category	Actual, FY 2006
Transportation Operating Expenses – List Individually	
a) Transit Operation Expenses	
1) Transportation administration	
2) Transportation operations	
3) Transportation maintenance (facilities and equipment)	
Total Operating Expenses	
b) Transportation Capital Expenses	
Total Transportation Operating and Capital Expenses	

Other comments on organization expenses?

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.”

<i>Transportation Payments Made to Third Parties for the Purchase of Transportation Services</i>			
<i>Name of Third Party</i>	Total Number of Trips Purchased	Rate and Basis of Payment (e.g., Per Mile, Per Trip, etc.)	Total Amounts Paid Last Fiscal Year

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

Questions 30 and 31 were deleted, and a reworded version of Question 31 appears below as Question 30..

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): _____

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.

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
- 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?

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.

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.

Thank you for your cooperation!

A-10: Participation by County

County	Organizations Invited to Participate in Meeting and Survey	Completed Survey	Attended Stakeholder Meeting	Participated in Telephone Review	Section 5310 Provider in 2006	Section 5310 Application 2007	Section 5311 Providers in 2006	Section 5307 Providers in 2006
Lagrange County	Alternative Lifestyles							
	ARC Opportunities	Yes	Yes	Yes				
	Howe Military Academy School							
	Lagrange County Office DFR							
	Lagrange County Council on Aging	Yes	Yes		Yes			
	Prairie Heights Comm. Sch. Cor		Yes					
	Tri-State University Howe							
	Westview School Corporation							
Steuben County	Community Living, Inc.							
	City of Angola, City Hall							
	Commissioner's Office		Yes					
	Fremont Community Schools							
	Hamilton Community Schools							
	M.S.D. Steuben County							
	R.I.S.E., Inc.	Yes	Yes		Yes			
	Steuben County Council on Aging	Yes	Yes					
	Steuben County Office DFR							
	Tri-State University							
Vistula Head Start								
Noble County	Foundations-Noble Co. ARC	Yes	Yes		Yes			
	Commissioner's Office							
	Four County Area Voc Coop							
	Noble County Council on Aging/Noble County Transit		Yes		Yes		Yes	
	Noble County Office DFR							
	Northeastern Center		Yes		Yes			
DeKalb County	Region 3-A Regional Planning Commission							
	Dekalb Co Estrn Comm Sch Dist							
	Commissioner's Office							
	City of Auburn							
	Dekalb Co. Ctl. Untd. Sch Dist							
	R.I.S.E., Inc.	Yes	Yes		Yes			
	Dekalb County Council on Aging	Yes	Yes		Yes			
Whitley County	Oak Meadows Learning Center							
	Bowen Center							
	City of Columbia							
	IMPACT Program							
	Millers Mary Mannor							
	Oak Pointe							
	Oaks							
	Passages							
	Whitley Co. Consolidated Schls							
	Whitley County Council on Aging	Yes	Yes		Yes			
Huntington County	Whitley County Office DFR							
	Whitley County Family YMCA							
	Head Start							
	Andrews Town Hall							
	City of Huntington							
	Heritage Pointe	Yes						
	Hickory Creek							
	Huntington County Commissioners							
	Huntington County Chamber of Commerce							
	Huntington Co. Comm. School Corp.							
	Huntington Co. Council on Aging/Huntington Area Transit	Yes	Yes		Yes		Yes	
	Huntington County Office DFR							
	Huntington Red Cross							
	Huntington Town Office							
Huntington Office of Community Development								
Norwood Nursing Center								
Oak Brook Village								
Pathfinder Services, Inc.	Yes	Yes	Yes					
The LaFonataine Center								
Warren City Building								
United Methodist Memorial Home								

A-10: Participation by County

County	Organizations Invited to Participate in Meeting and Survey	Completed Survey	Attended Stakeholder Meeting	Participated in Telephone Review	Section 5310 Provider in 2006	Section 5310 Application 2007	Section 5311 Providers in 2006	Section 5307 Providers in 2006
Surrounding Area	AAA Taxi Service							
	CANI Head Start							
	Indiana Migrant Head Start							
	League for Blind and Disabled							
	Renaissance Village							
	WorkOne, Ft. Wayne	Yes						
	Allen County COA		Yes		Yes			
	Northeastern Indiana Regional Coordinating Council (NIRCC)			Yes				