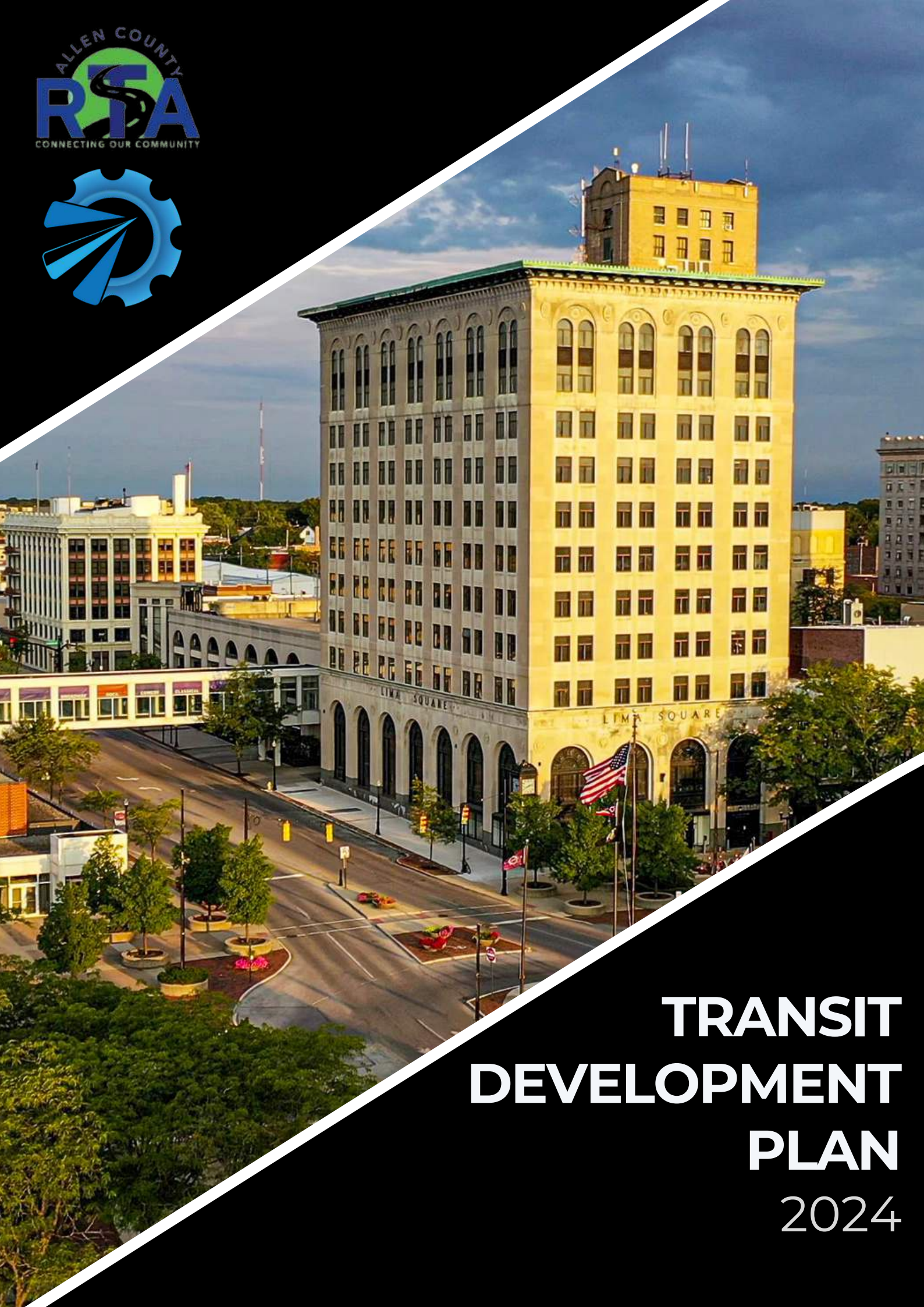




TRANSIT DEVELOPMENT PLAN 2024

EXECUTIVE SUMMARY

1. Information has been presented throughout this report that reflects the nature and scope of past, present, and future public transportation in Allen County, Ohio. The report was prepared for, and with information provided by, the Allen County Regional Transit Authority (ACRTA) in an attempt to document the adequacy of public transportation services currently provided and to present a supportable rationale to justify the use of federal/state/local monies in the provision of such services.
2. The report emphasizes the positive relationship between Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA), and ACRTA's compliance. The report also recognizes and addresses Environmental Justice (EJ) requirements, incorporating fixed route service area statistics, current ridership, and the residence and employment characteristics of low-income and minority population in the Lima Urbanized Area. The fixed route currently serves those census tracts (2010) that contain 84.8% of all poverty, 67.6% of all disabled, 85.1% of all households without access to a vehicle, 65.2% of all elderly, and 93.9% of all individuals identified as a minority. Local elected officials and the MPO supported the ACRTA contention that expenditures are necessary to maintain public transportation service as an alternative mode of travel, choice, and opportunity servicing the community's transportationally disadvantaged. All vehicles serving the fixed route system are lift-equipped with hydraulic kneeling capability and/or low floors to facilitate travel for the mobility impaired.
3. In CY 2023, the ACRTA reflected a seven-member Board of Trustees with two Co-Directors, Operations Director, Administrative & Capital Director, a Finance Manager, a Maintenance Manager, an Assistant Maintenance Manager, two Transportation Managers, two Shift Leaders, a Street Supervisor, a mechanic, a service technician, a Grounds Maintenance Supervisor, two fueler/washers, three dispatch operators, and 25 transit operators (19 full-time, 6 part-time). In all, there were 43 employees under the supervision of the Board and the Directors.
4. The 2023 fixed route service area encompassed approximately 407 square miles, serving 174,279 riders.
5. The complementary paratransit program, Uplift, serves an area of approximately 407 square miles performing 7,967 Para Transit and 29,244 Demand Response rides.
6. Federal and state grant allocations, as well as operational costs, are outlined in Section 3.7. Table 3-5 reveals 2020 expenses of \$3.79 million, and revenues of \$4.79 million. Table 3-6 gives a detailed breakdown of revenue projections out to 2024, and Table 3-7 does the same for expenses. With the successful passage of the levy and CARES Funding, ACRTA will experience a stable financial position through the next several years.

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SECTION I INTRODUCTION

Evident by the late 1800s, urban America had been shaped by its dependency upon the ability to move goods and people as efficiently and cheaply as possible. A historical retrospective reveals that the horse-drawn omnibus was the ever-important mode of public transport between 1830 and 1860. Cable cars performed admirably between 1860 and 1890; but, the most universal mode of public transportation from 1890 to the 1940's, in all but the largest of cities, was the electric streetcar. Not only did these early transportation systems lace the urban structure of cities together, but they also affected the arrangement and function of elements within the structure of cities.

The introduction of the twentieth century's most profound technological development, the automobile, drastically changed the predominant urban structure along with the means of transporting goods and people. Motorized transportation had an immense effect on the urban environment and its internal structure. Travel was no longer confined to the fixed route system of the electric streetcars and the railroad; people and goods were free to move as they wished. Schedules were no longer determined by the rigidity of the public transit system. The transit system's linear and inflexible routes, geared to the traditional downtown, became increasingly irrelevant. With this new freedom of movement came the decentralization of activities, both residential and employment, as well as the elimination of the transportation monopoly enjoyed by fixed route systems.

Since the end of World War II, public mass transit has seen an irreversible decline in ridership. As income increased, so did automobile ownership. Non-work-related trips and the decentralization of employment sites caused a shift in residential preference to the suburbs. Public mass transit was losing its share of the market because it was not designed to compete effectively with the automobile in terms of out-of-pocket commuting costs, travel time, comfort, and safety. Mass transit was still structured to service the typical downtown-oriented travel commutes. As a result, mass transit increasingly drew its market share from captive riders or those who had no other choice.

Recent literature emphasizes that even among captive riders (the poor, the aged, and the disabled) mass transit is too inflexible in routing and often dangerous to those who suffer physical disabilities. Studies cite that low-income workers find multiple transfers, which are costly in terms of out-of-pocket commuting costs and time, are all too often necessary to get from inner-city neighborhoods to suburban job sites. The elderly and disabled find it difficult to utilize mass transit due to associated walks to and from stations, stairways, long waits, the need to step in and out of vehicles, the lack of adequate seating space, the rapid acceleration/deceleration of vehicles, the rapid loading/unloading of vehicles, and crowds.

Although the automobile is now the predominant and preferred mode of transportation within the United States, there is a sizeable segment of our population that is forced to rely on mass transit to satisfy work, medical, school, and personal travel needs. For this reason, urban centers must continue to provide, fund, and improve public transportation. This study has been prepared, in part, to examine public transportation within Allen County as well as to propose a comprehensive Operational Analysis & Management Plan for the Allen County Regional Transit Authority (ACRTA) to enable the ACRTA to better accommodate the travel requirements of Allen County residents.

1.1 Rationale

In accordance with the Urban Mass Transportation Act of 1964, as amended, the Federal Transit Administration (FTA) has become the principal source of federal financial assistance for aiding urban areas in the planning, development, and improvement of comprehensive mass transportation systems. Such financial assistance is provided through a variety of programs within the FTA's statutory authority.

Under the auspices of the Section 5307 Planning Program, the FTA provides financial assistance to state and local governments to aid in the preparation of plans and cost-effective Transportation Improvement Programs (TIPs), which guide the use of Federal capital assistance resources. Although a discretionary program, the distribution of such funds to states and each of 514 urbanized areas is done using a population-weighted allocation so that the planning grants are tracked and released in the same way as capital grants.

Recipients of such funding in an Ohio urbanized area, although not required, have been strongly encouraged by the Ohio Department of Transportation (ODOT) to prepare a Transit Development Plan in order to support requests for federal funds made in their capital improvement program. This requirement was considered by the Lima-Allen County Regional Planning Commission (LACRPC) during the formulation of this comprehensive Operational Analysis & Management Plan. Since the report addresses both FTA and Federal Highway Administration (FHWA) planning requirements, applicants for this type of capital assistance programming may use the document for the purpose of complying with other FTA/FHWA requirements, providing that their proposed projects comply with the information outlined here. The 2024 TDP was ran through the internal committee structure of the Lima-Allen County Regional Planning Commission with a public participation period of one month. The document received 0 public comments.

1.2 Objective

The objective of this report, which examines public mass transportation as provided by the ACRTA, is three-fold: (1) to document the present nature and scope of public transit services; (2) to assess the adequacy of existing transit services and propose alternatives; and, (3) to provide a detailed rationale for the FY 2024-2027 capital improvement program. This report is intended to provide the insights and justification necessary to develop a financially sound public transportation service and to serve as a guide for policy and technical committees.

1.3 Overview

This study is composed of several distinct sections. The Introduction is followed by a demographic overview that provides information on the area's population and income, travel generators, and demand for transit. Section III provides an overview of the ACRTA fixed route system; the complimentary paratransit system, Uplift; the ACRTA fare structure; and the ACRTA budget. Section IV provides an overview of service developments and improvements.

SECTION II DEMAND ESTIMATION AND SYSTEM OVERVIEW

The City of Lima, located in Allen County, Ohio, is the largest inland city in northwest Ohio. Allen County's size is 407 square miles with 12.9 square miles within the municipal limits of Lima. Allen County is both urban and rural in nature, with its urban population centralized around the City of Lima (refer to Map 2-1). The community's demographics have changed over time and such change has necessarily affected the delivery of the ACRTA's services. The remainder of this section examines key demographic indices to provide baseline information on the overall demand for public transportation by specific segments of the population.

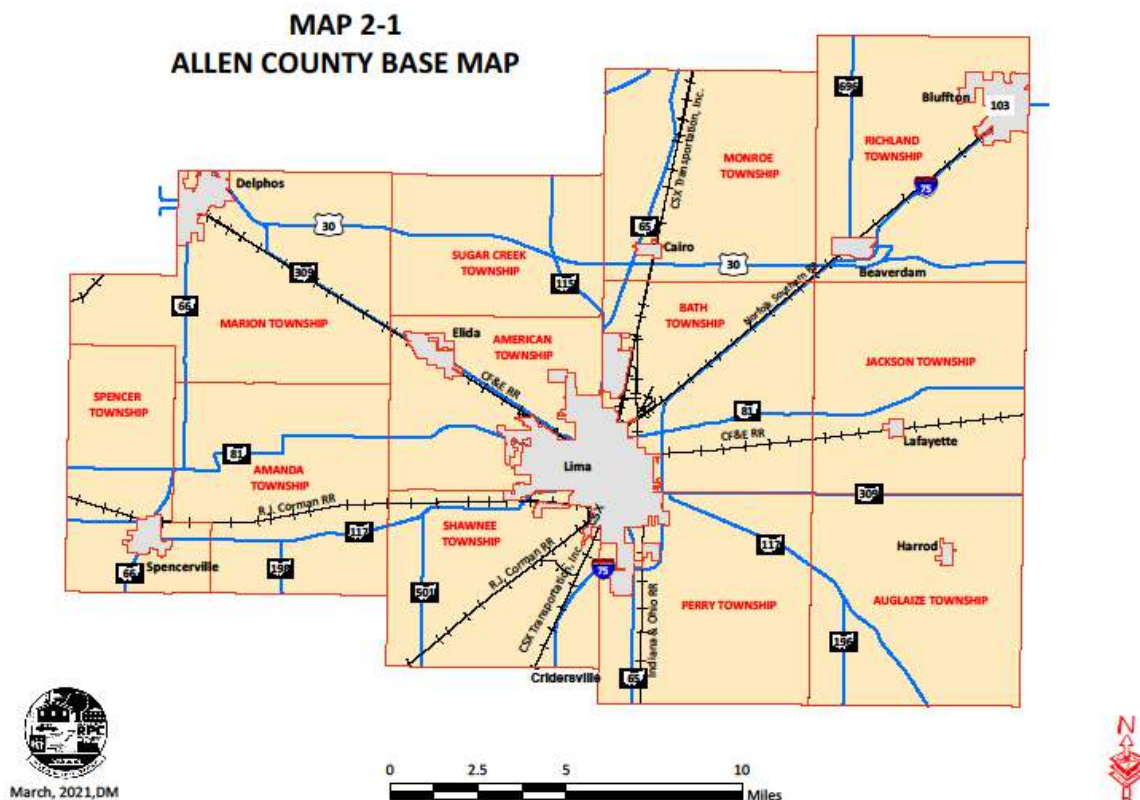
2.1 Population

Population figures released in the most recent census report (2010) suggest that Allen County had a population of 101,670 residents with the City of Lima having a total population of 35,868 individuals. Reviewing 2000 and 2010 census figures, Allen County realized almost a 2.0 percent decrease in population while the City of Lima experienced a 6.7 percent loss. Upon examining the County's more urbanized area, the City of Lima, combined with the four (4) surrounding townships of American, Bath, Perry, and Shawnee, comprise 74.1 percent of the County's 2010 total population. Table 1 reveals Allen County population figures from 1980 through 2010 by political subdivision. The village populations are also included in the overall Township count. ACRTA is currently waiting for the 2020 Census figures to be released.

TABLE 2-1 ALLEN COUNTY POPULATION BY POLITICAL SUBDIVISION 1980-2010						
Subdivision	1980	1990	2000	2010	2020	% Change 1980-2020
Allen County	112,241	109,755	108,473	106,331	102,296	-8.9
Amanda Township	1,769	1,773	1,913	2,071	2,061	16.5
American Township	12,825	12,407	14,019	14,381	12,501	8.9
Auglaize Township	2,548	2,778	2,850	2,783	2,334	14.3
Bath Township	9,997	10,105	9,819	9,725	9,399	-6
Jackson Township	2,702	2,737	2,936	3,056	2,737	23.6
Marion Township	2,734	2,775	2,872	2,777	2,694	-1.5
Monroe Township	1,621	1,622	1,720	1,702	1,550	-4.4
Perry Township	3,586	3,577	3,620	3,531	3,382	-5.7
Richland Township	5,357	5,494	6,090	6,289	5,871	9.6
Shawnee Township	12,344	12,133	12,220	12,433	12,482	.7
Spencer Township	3,109	3,120	3,160	3,067	3,067	-1.4
Sugar Creek Township	1,242	1,311	1,330	1,283	1,231	-.9
Village of Beaverdam	492	467	356	382	319	-35.2
Village of Cairo	596	473	499	524	517	-13.3
Village of Elida	1,349	1,486	1,917	1,905	1,923	42.6
Village of Harrod	506	537	491	417	423	-16.4
Village of Lafayette	488	449	304	445	406	-16.8
City of Lima	47,827	45,549	41,578	38,771	35,579	-25.6
Village of Spencerville	2,184	2,288	2,235	2,223	2,198	.6
Village of Bluffton*	3,237	3,206	3,719	3,940	3,765	16.3
City of Delphos*	3,984	3,901	3,901	3,938	3,935	-1.2
* Pertains to Allen County portions only.						
1990 Urbanized Population – 64,389 2000 Urbanized Population – 75,059						

2.2 Area Employment

Lima and Allen County are not very different from other small, urbanized, mid-western cities, surrounded by majorly rural county geographic areas. Beginning in the 1960s and 1970s, decentralization and suburbanization of employment, commercial, and residential activities, had marked effects on public transit within the Lima Urbanized Area, as has the shift in its economic base due to deindustrialization.



In the past, the County enjoyed a strong manufacturing sector within its economic base, but the economic recession of the early 1980s forced the closing of two of the area's largest employers, Clark Equipment and Sheller Globe, eliminating over 2,000 jobs. Subsequent downturns in the economy coupled with the elimination of government defense programs compelled other major local employers to cut back and/or close operations such as General Dynamics, Airfoil Textron, and Sundstrand. Presently, Allen County's economic base is undergoing transition; it is experiencing renewed growth in various sectors with the number of business establishments growing. Over the past decade, the most significant change has been a shift from the manufacturing sector to the service sector, with local employment in the manufacturing sector decreasing by 20.0 percent and service sector employment increasing by 55.0 percent. Today the service sector accounts for 32.6 percent of all employment in Allen County. In addition, since 1980, the number of retail, wholesale, transportation, and agricultural sector establishments increased in number and diversity, as did employment within those sectors. Based upon historical precedents, available land, existing infrastructure, government support, educational attainment levels and facilities as well as the area's strong work ethic, such growth is expected to continue. Many of these factors had a slight downturn in 2020 because of COVID-19, but are expected to pick up again after the pandemic.

2.3 Demand for Transit

Demand for transit service is, at least conceptually, directly related to population growth, and hence based upon residential, commercial, and industrial development. Following such a premise, as an area's population and employment base increases, the demand for, and ultimately ridership of, public transit would theoretically grow as well. Historically, public transit in Allen County has only serviced the urbanized area around the City of Lima; but various factors have resulted in a geographically expanded service area with increasing ridership. Map 2-2 illustrates the current service area of the ACRTA.

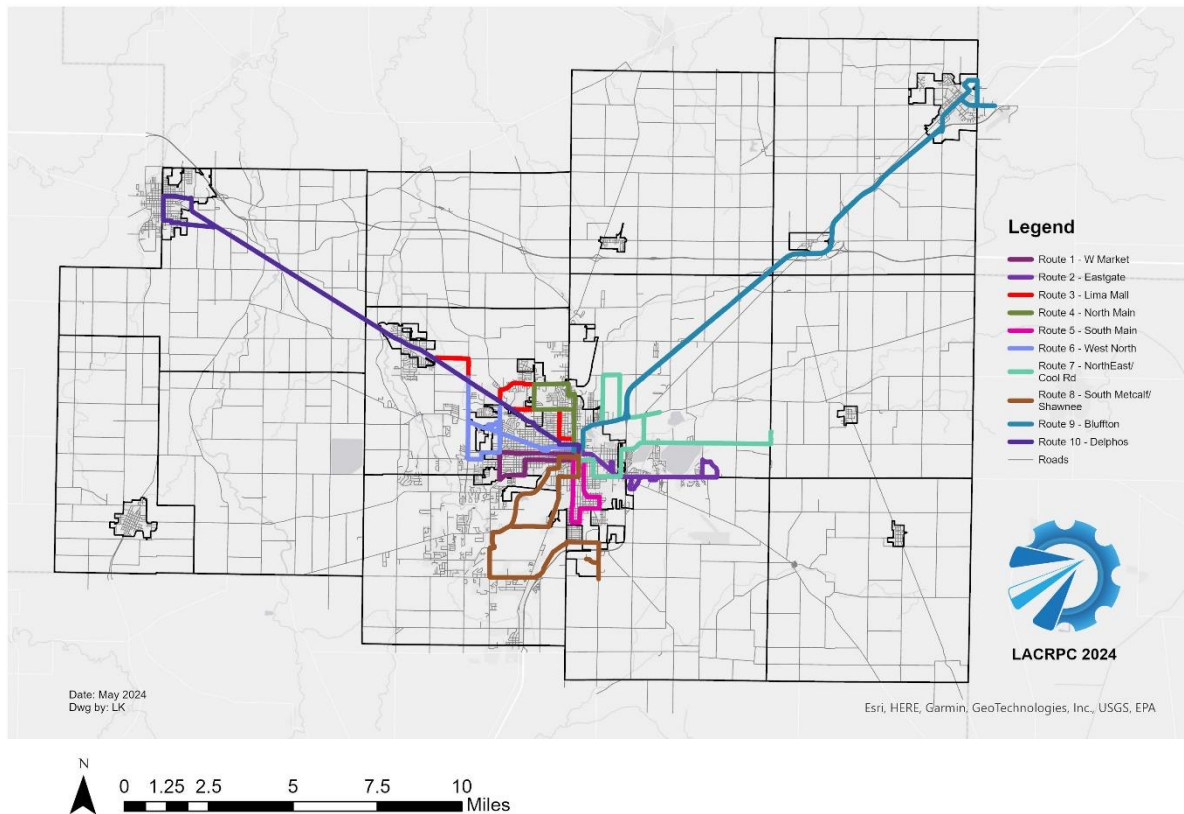
The related processes of decentralization, global mergers, and corporate downsizing have resulted in the loss of several large transit demand generators. Employment growth moving out of the central business district (CBD) and into the suburbs increased the travel distance to work/services for the general public. In addition, this migration resulted in increased pressure to enlarge the public transit service area. However, the loss of the aforementioned generators and the associated population decline, when combined with increased automobile accessibility negatively impacted ACRTA ridership and self-generated revenue. ACRTA passed a levy in May of 2019 which may allow for a smoother more inclusive transit system.

The remainder of this section will identify transit demand generators and deal with specific characteristics of the service area, the consumers of public transit, and the adequacy of present public mass transportation within Allen County.

2.4 Travel Generators

The key to maximizing the productivity and efficiency of any public transportation system is the identification of the origins and destinations of a majority of the trips made each day. By identifying the destinations of these trips, it is possible to distinguish travel generators and construct a route schedule that will take into consideration the needs of the ridership, while taking advantage of centralized locations and an economy of scale in delivering such services.

**Map 2-2
ACRTA FIXED ROUTE SYSTEM**



Within Allen County, the City of Lima's CBD must be considered the dominant activity center. Due to the large number of firms and their employees located within the 30 block area (bordered by W. Wayne Street to the north, Elm Street to the south, McDonel Street to the west, and Central Avenue to the east), the CBD must also be considered as the major travel generator. Although the CBD is the dominant generator, it is not alone. There are several other areas located within the Lima Urbanized Area that are also significant traffic generators. These areas are often based on the location of a single large travel generator, or a cluster of smaller activity centers located within close proximity to each other. Examples of major travel generators include St. Rita's Medical Center, located at 730 West Market Street in Lima and Memorial Hospital at 1001 Bellefontaine in Lima. In addition to the large single travel generators, there are a few areas in the urbanized area where several smaller clustered activities are located in close proximity to each other. When combined, these also could be considered as travel generators; examples would include the activity areas centered around roadways servicing business and industry in the areas of Bible/Sugar, Allentown/Cable, Elida/Cable as well as Ft. Amanda/Buckeye.

Map 2-3 reveals the location of major employers within the Lima Urbanized Area. Table 2-2 identifies those employers by site location number. Maps 2-4 through 2-6, inclusive, identify the location of other various trip generators. Map 2-4 reveals the location of private and public social service agencies that tend to be major generators within the City of Lima. While Map 2-5 reveals the location of the various shopping facilities servicing the Allen

County population, Map 2-6 depicts the location of the healthcare facilities within the Lima area. Table 2-3 provides the identity of the respective institutions by site identification number and map number. Collectively, the maps reveal the extent to which the area employers, social service agencies, shopping centers, and healthcare facilities are geographically clustered. In an attempt to study the degree to which the Lima area's major generators are being serviced by the ACRTA, an overlay of the present route system is imposed on the various maps along with the location of previously identified travel generators.

Currently, a vast majority of the generators have access to service. Analysis of the various maps reveals that while the majority of the area's social service agencies, health care facilities, and shopping centers are being serviced, several generators are presently excluded, including such major employers as Husky, Ford Motor Company, Joint Systems Manufacturing Center, Dana, Nickle's Bakery, Scot Lad Foods Lima, Ineos, Accubilt, and Metokote Corp.

2.5 Demographic Profile of Service Area

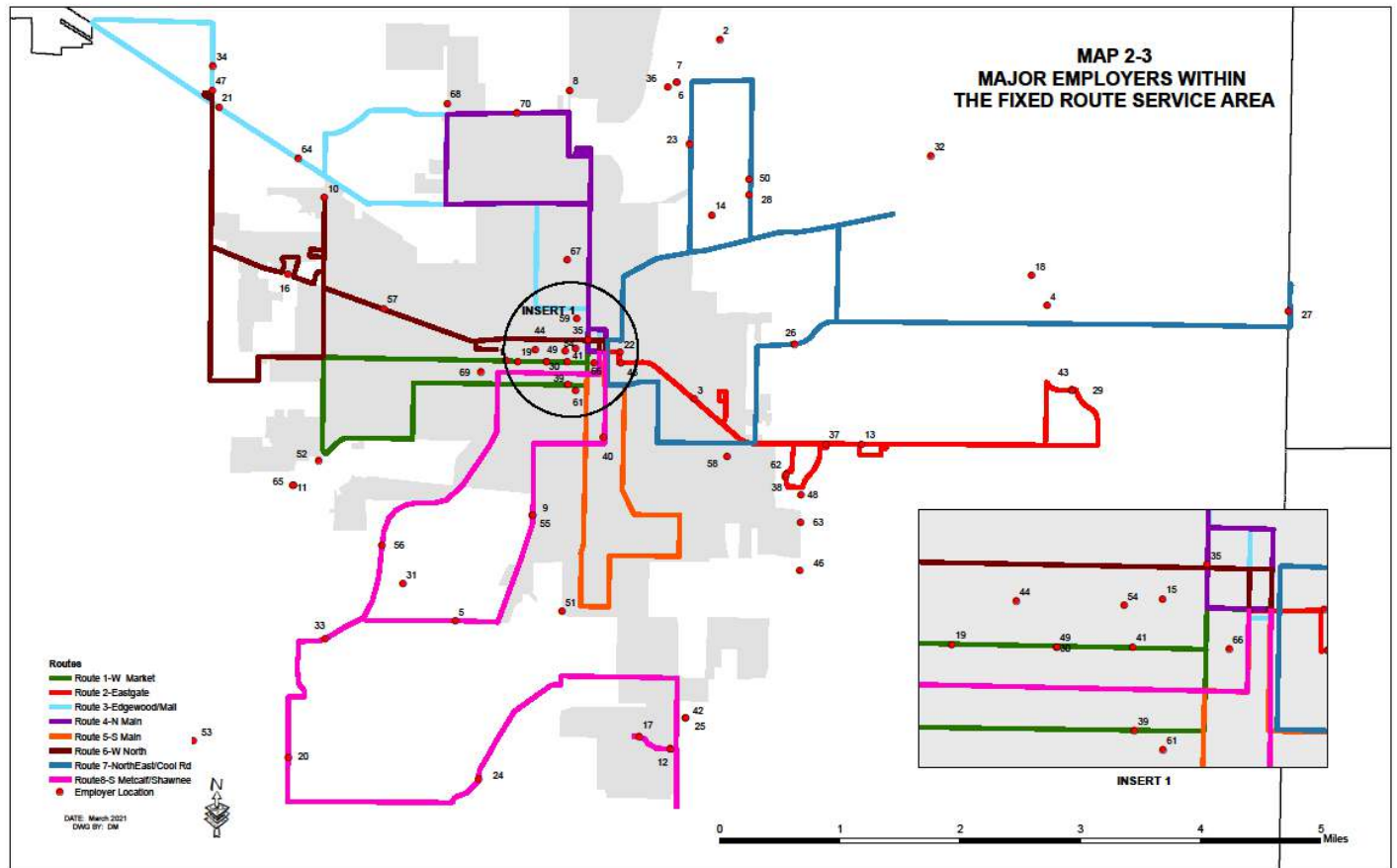
It has been widely accepted that certain segments of the population are more likely to need and make use of public transit services than the general population as a whole. In general, persons more likely to utilize public transit services, as provided by the ACRTA, are those with one of the following characteristics: over 65 years of age, earn below the local average income, suffer from a transportation disability, are of minority status, or are less likely to have access to a private automobile.

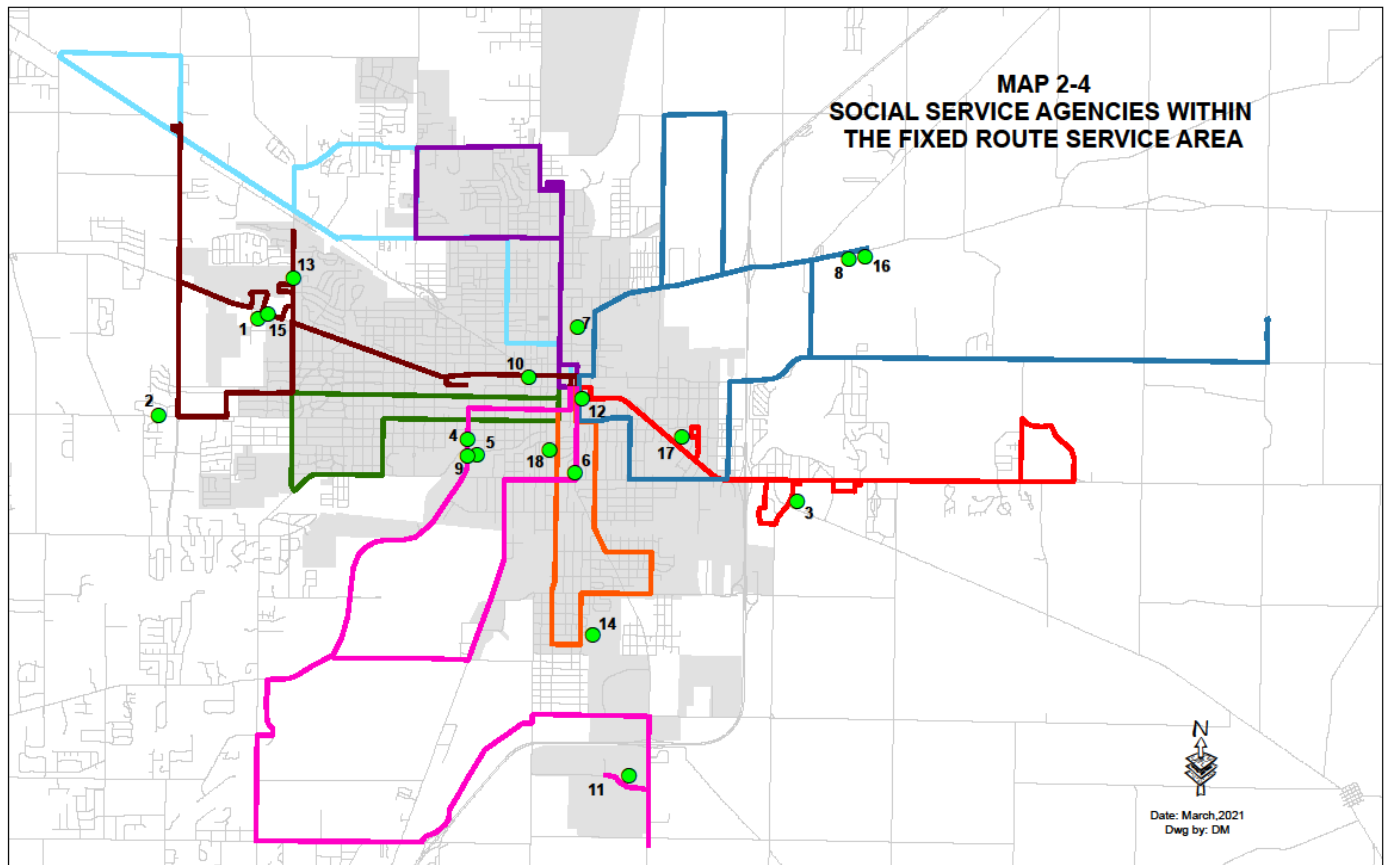
An assessment of the area's transit services and system potential demand depends on various income and household characteristics. Table 2-4 presents key socio-demographic characteristics as documented in 2000 at census tract level. Map 2-7 documents the parameters of the individual census tracts within the Lima Urbanized Area. In an attempt to use socio-demographic variables as barometers of an area's demand for service, Maps 2-8 through 2-12 depict the present transit service area's socio-demographic character. Map 2-13 examines local employers by size of their workforce and their location within the service area.

TABLE 2-2 LIMA AREA EMPLOYERS			
Site	Employer	Site	Employer
1	Mercy Health	36	Ohio Dept. Of Transportation
2	Ford Motor Co	37	Adecco
3	Lima Memorial Hospital, (Inc.)	38	Texas Roadhouse Management Corp
4	The Procter & Gamble Manufacturing	39	Master Maintenance
5	General Dynamics Land Systems, Inc.	40	Lima/allen Council On Community Aff
6	Dana Automotive Systems Group, Llc	41	Mercy Health Physicians Lima
7	Dana Driveshaft Manufacturing, Llc	42	Institute For Orthopaedic Surgery
8	Allen Correctional Institution	43	Ohio State University
9	Lima Refining Company, (Inc.)	44	Patrick Staffing
10	University of Northwestern Ohio (In	45	Drug Abuse Outreach Program, Inc.
11	Encompass Care, Inc.	46	Pepsi Bottling Group
12	Lima Memorial Professional Corporat	47	Lowes
13	Wal-mart	48	Sam's Club
14	Lima Warehouse	49	Amea Healthcare, Llc
15	Spherion of Lima Inc	50	United States Plastic Corp.
16	Wal-mart	51	Superior Forge Steel Corporation
17	Bef Foods Inc	52	Tuttle Construction, Inc.
18	Manpower	53	Shawnee High
19	Interim Health Care	54	Usps Lima
20	Apollo Joint Vocational School Dist	55	Aecom Energy & Construction Inc
21	Meijer	56	Ineos Nitriles Usa Llc
22	Lima Senior High	57	Lima Convalescent Home Foundation,
23	Alfred Nickles Bakery	58	United Parcel Service
24	Alpla, Inc.	59	Mid American Cleaning Cont
25	Orthopaedic Institute of Ohio, Inc.	60	Elida Middle
26	Nelson Staffing, Inc.	61	Lima Young Mens Christian Associati
27	Exel Inc	62	Olive Garden
28	Metokote Corp	63	Reineke Ford Lincoln Of Lima
29	James A. Rhodes State College	64	Jc Penney
30	Custom Staffing Lima, Inc.	65	Cora Health Service Inc
31	Pcs Nitrogen Ohio, Lp	66	City Of Lima
32	Allen County Educational Service Ce	67	New Vision Laboratories
33	Shawnee Manor	68	Auto Owners Insurance Co
34	Menards	69	Springview Manor
35	Allen County Auditor	70	Lima Manor

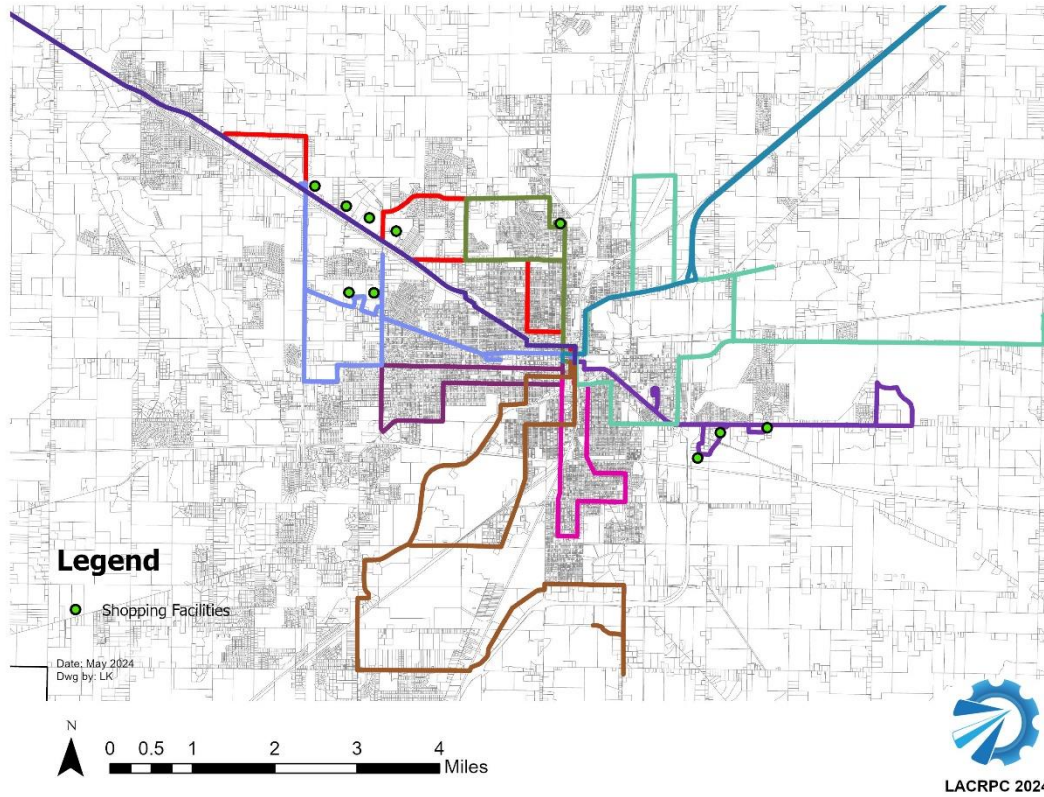
The geographic distribution of the populations most likely to use transit services can be spatially depicted by census tract. The highest concentration of the elderly, portrayed on Map 2-8, are located in tracts 109, 113, 116, 118, 119, 120, 123, 130, and 131, with significant concentrations in 116, 130, and 131. Map 2- 9 suggests that census tracts 125, 127, 128, 133, 134, 136, 137, and 138 have the highest proportion of persons below the poverty level, with significant amounts also found in 103, 110, 122, 123, 124, 126, 129, and 130. Map 2-10 suggests that tracts 112, 118, 119, 122, 125, 126, 127, 128, 130, 131, 133, 134, 137, and 138 have a higher-than-average ratio of persons suffering from mobility disabilities. While, tracts 112, 125, 129, and 138, identified in Map 2- 11, had the highest proportion of households with no vehicle available, with significant numbers in 122, 124, and 131. Map 2-12 suggests that tracts 103, 110, 112, 122, 124, 125, 127, 128, 129, 130, 132, 133, 134, 136, 137, and 138 have the highest percentage of minorities. In addition, with respect to the major employers discussed in Section 2.4, Map 2-13 identifies tracts 109, 110, 112, 126, 128, 129, and 133 as having the highest number of employees.

TABLE 2-3 TRIP GENERATORS					
Site	Social Service Provider	Site	Shopping Facilities	Site	Medical/Residential Care Facilities
1	Area Agency on Aging	1	Meijer's	1	St Rita's Medical Center
2	Senior Citizens Service	2	Clock Tower Plaza	2	Lima Memorial Hospital
3	Goodwill Industries	3	Lima Mall	3	Lima Community Health Center
4	Association for Retarded Citizens	4	Lima Plaza	4	Shawnee Manor Nursing Home
5	Lutheran Social Services	5	Lima Center	5	Orthopedia Institute of Ohio
6	West Ohio Community Action Partnership	6	Eastgate	6	Lima Convalescent Home
7	Allen County Council on Aging	7	Sam's Club	7	Plus Management Services
8	Marimor Industries	8	Northland Plaza	8	Kindred Hospital of Lima
9	United Way of Greater Lima	9	Wal-Mart Eastgate	9	Lima Manor
10	U.S. Social Security Administration	10	Eastown Plaza	10	Springview Manor Nursing Home
11	Allen County Department of Job & Family Services	11	Wal-Mart Allentown Rd.	11	Orchards of Lima Living & Rehab
12	Allen County Elderly Legal Services			12	Lost Creek Care Center
13	Bureau for the Visually Impaired			13	St Rita's Lima
14	Salvation Army Community Center			14	St. Rita's Professional service
15	Easter Seals Society			15	Gastrointestinal Associates
16	Allen County Board of Developmental Disabilities			16	The Wyngate Senior Living Community
17	Children's Developmental Center			17	Champaign Residential Services
18	Mental Health & Recovery Services			18	OB/GYN Specialists of Lima
				19	Burton's Ridge Assisted Living
				20	The Springs

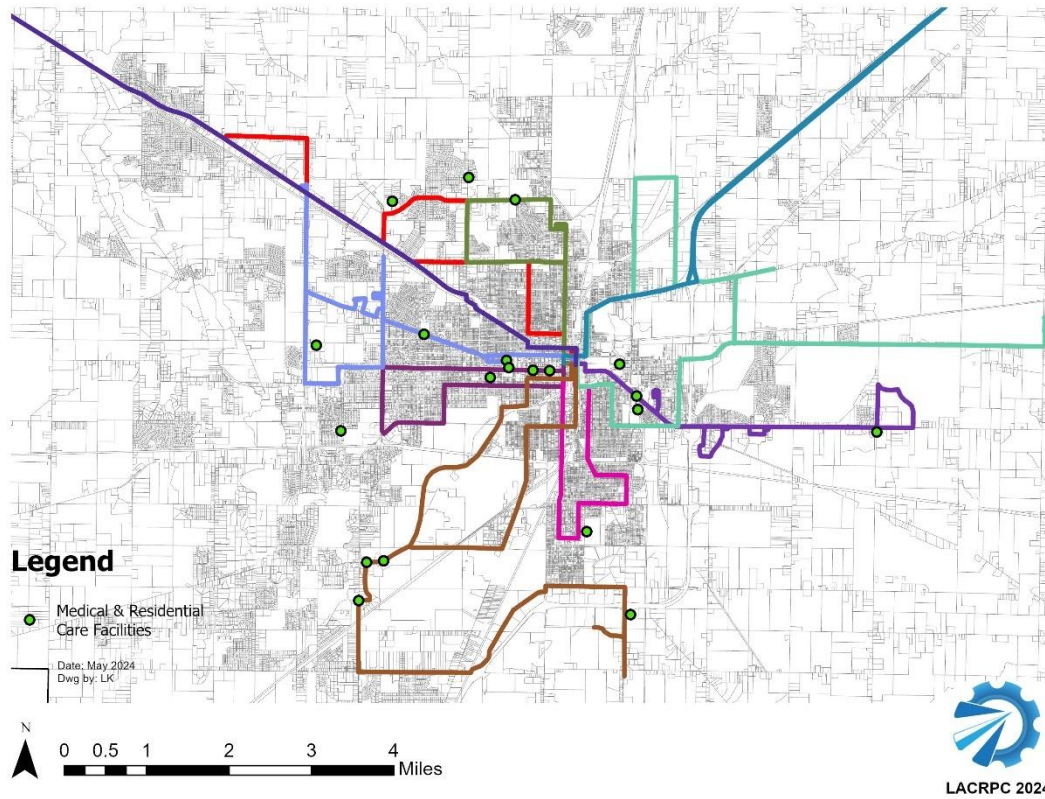




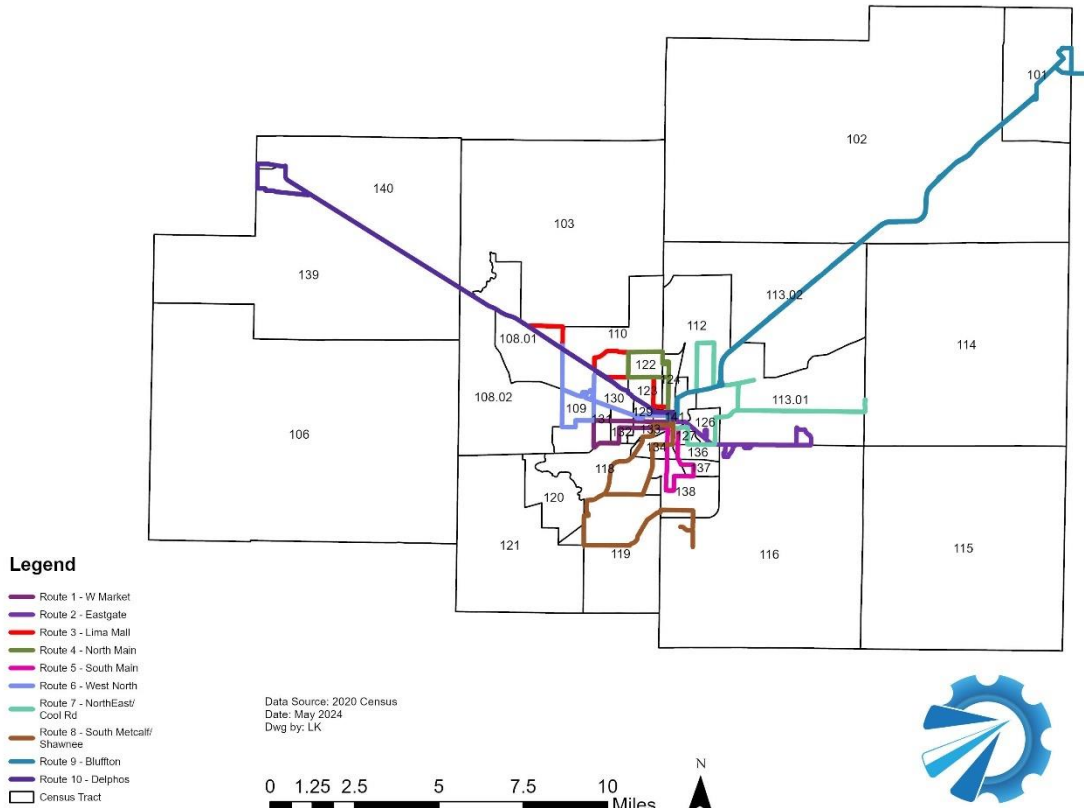
**Map 2-5
SHOPPING FACILITIES WITHIN
THE FIXED ROUTE SERVICE AREA**



Map 2-6
MEDICAL & RESIDENTIAL CARE FACILITIES WITHIN
THE FIXED ROUTE SERVICE AREA



Map 2-7
RTA FIXED ROUTE BY CENSUS TRACT



Map 2-8
PERCENTAGE OF POPULATION
65 YEARS AND OLDER BY CENSUS TRACT

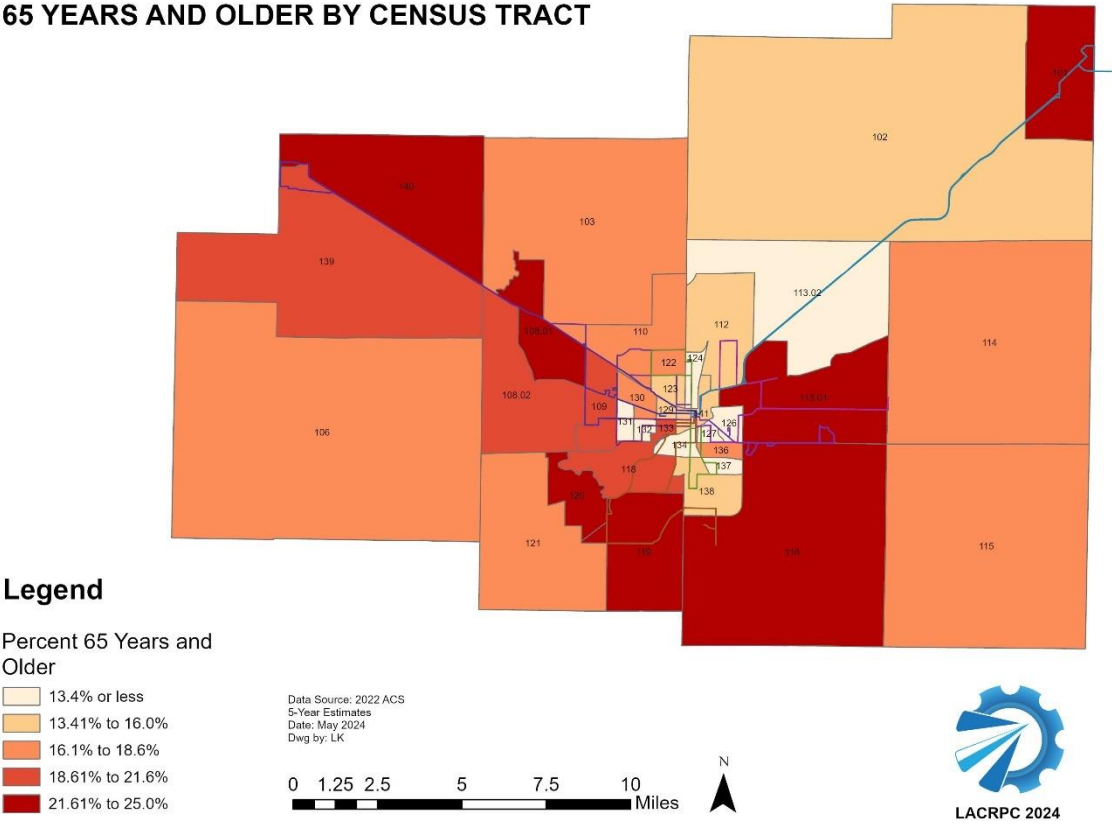


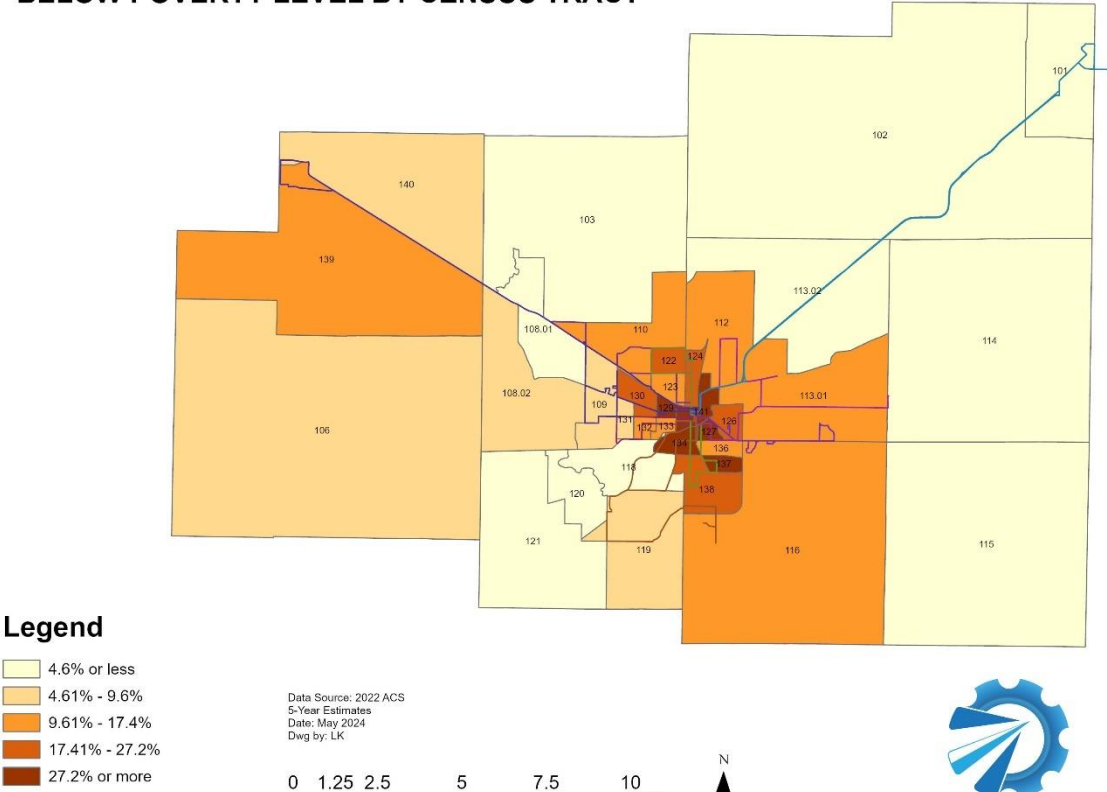
TABLE 2-4 DEMOGRAPHIC SUMMARY OF CENSUS TRACTS WITHIN STUDY AREA

Census Tract	Total Population*	Percent Over 65*	Percent Minority*	Percent with Mobility Limitation*	Percent Below Poverty Level*	Percent With No Vehicle Available 1*
101	3890	24.5	6.6	11.7	1.1	1.8
102	4072	16.1	1	8.7	3.9	1.1
103	1681	18	0.3	12.2	1.4	3
106	4906	17.5	2.3	16.8	9.6	7.2
108.01	4466	24.5	5.6	18	4.4	1.7
108.02	3607	20.5	15.5	11.1	6.2	2.7
109	4531	19.7	17.4	13.2	6.6	8.2
110	5248	17.5	21.8	10.2	17.4	4.2
112	2799	14.8	24.5	22.2	11.4	8.5
113.01	4162	24.5	2.6	15.2	15	4.5
113.02	2867	13.4	3	9.8	2.4	0.8
114	3118	18.5	1.2	16.4	3.7	6.2
115	2772	18.6	1.6	16.7	4.5	1.5
116	2685	24.8	2.5	25.3	11.4	4.2
118	2314	21	5.5	20	1.8	0.2
119	2957	23.8	8.3	19	7.9	10.3
120	2543	24.8	5	7.4	4.6	1.5
121	3394	17.5	14.1	11.6	3	2
122	3528	16.8	24.5	17.4	26.7	13
123	3774	14.2	20.9	21.3	13	13.3
124	2146	12.5	17.1	20.9	20.4	10.6
126	1827	12.7	5.9	16.9	21.6	3.2
127	1556	12.3	25.1	19.7	31.6	14.8
129	1520	15.1	36.1	16.8	43.9	21.1
130	4386	16.8	32.2	15.1	18.9	7.4
131	3007	11.9	15.3	13.2	6.1	5
132	1947	10.3	10.9	9.1	11.4	4.4
133	1428	21.6	34.5	26.7	13.9	9.8
134	2266	11.8	20.9	24.1	37.4	23.9
136	1015	17.1	29.9	21.7	16	21.8
137	1135	10.1	41.9	28.5	46.3	13.4
138	2503	15.9	55.9	18.5	27.2	10.9
139	3261	20.9	2.7	21.7	11.8	11.6
140	3383	25	2.6	16.2	8.7	6.1
141	1393	15.4	31	26.1	32	47.7

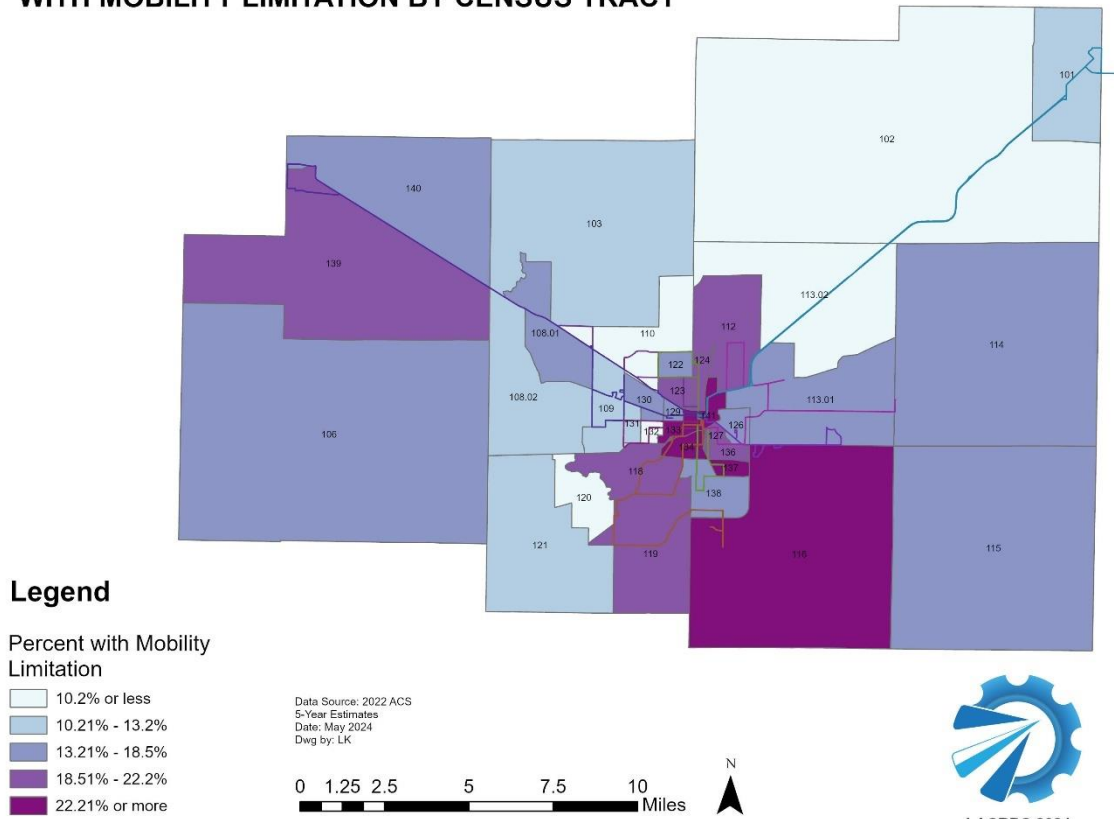
1Percent with No Vehicle Calculated at Household Level.

*ACS 2022 5-Year Estimates.

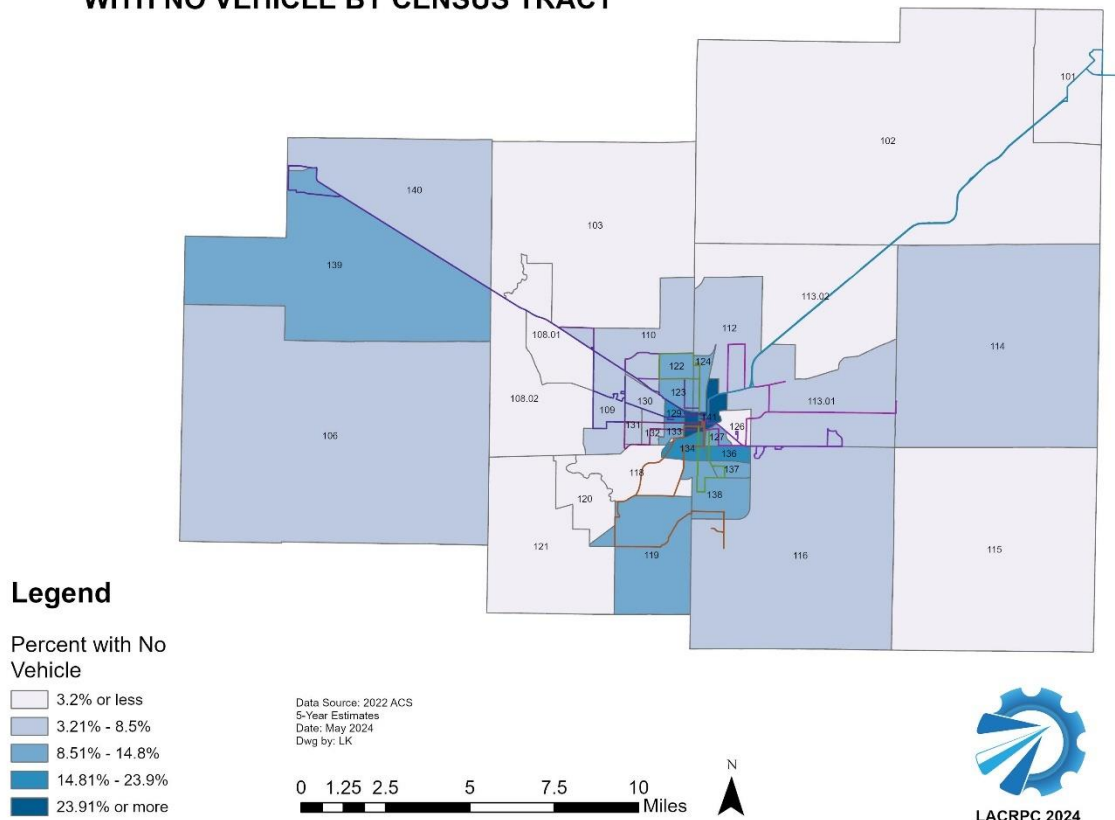
Map 2-9
PERCENTAGE OF POPULATION
BELOW POVERTY LEVEL BY CENSUS TRACT



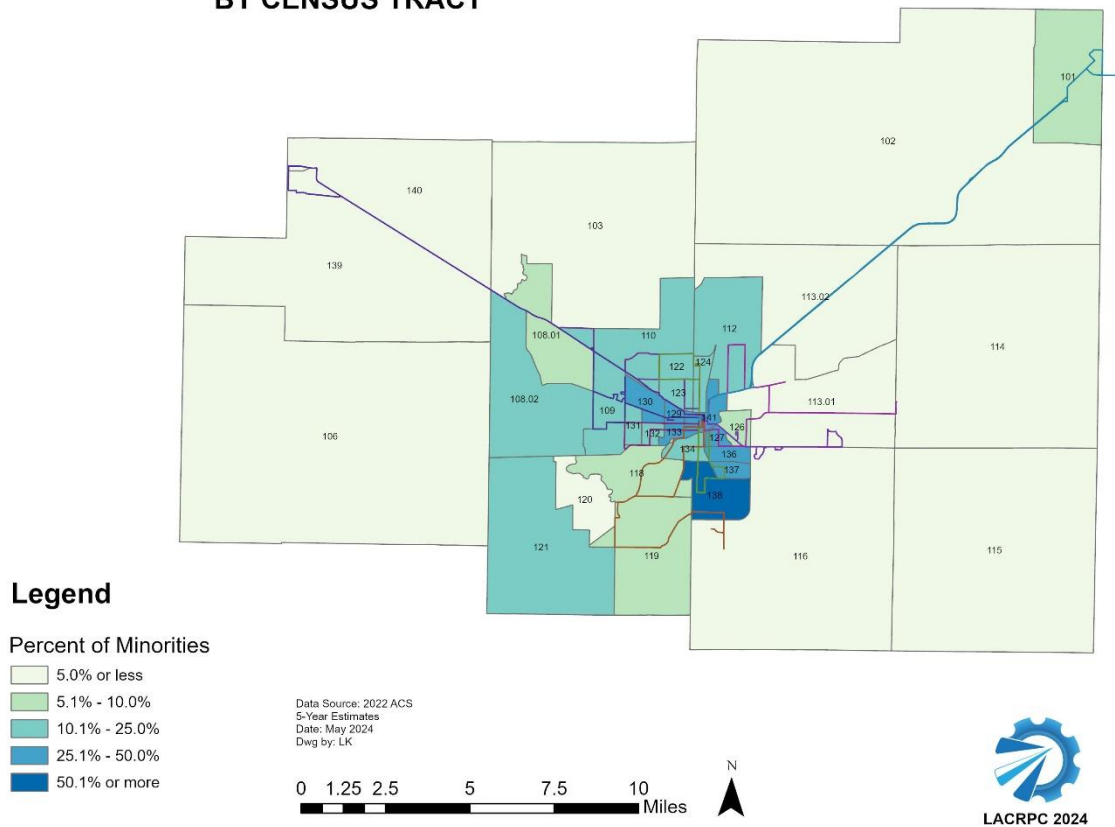
Map 2-10
PERCENTAGE OF POPULATION
WITH MOBILITY LIMITATION BY CENSUS TRACT

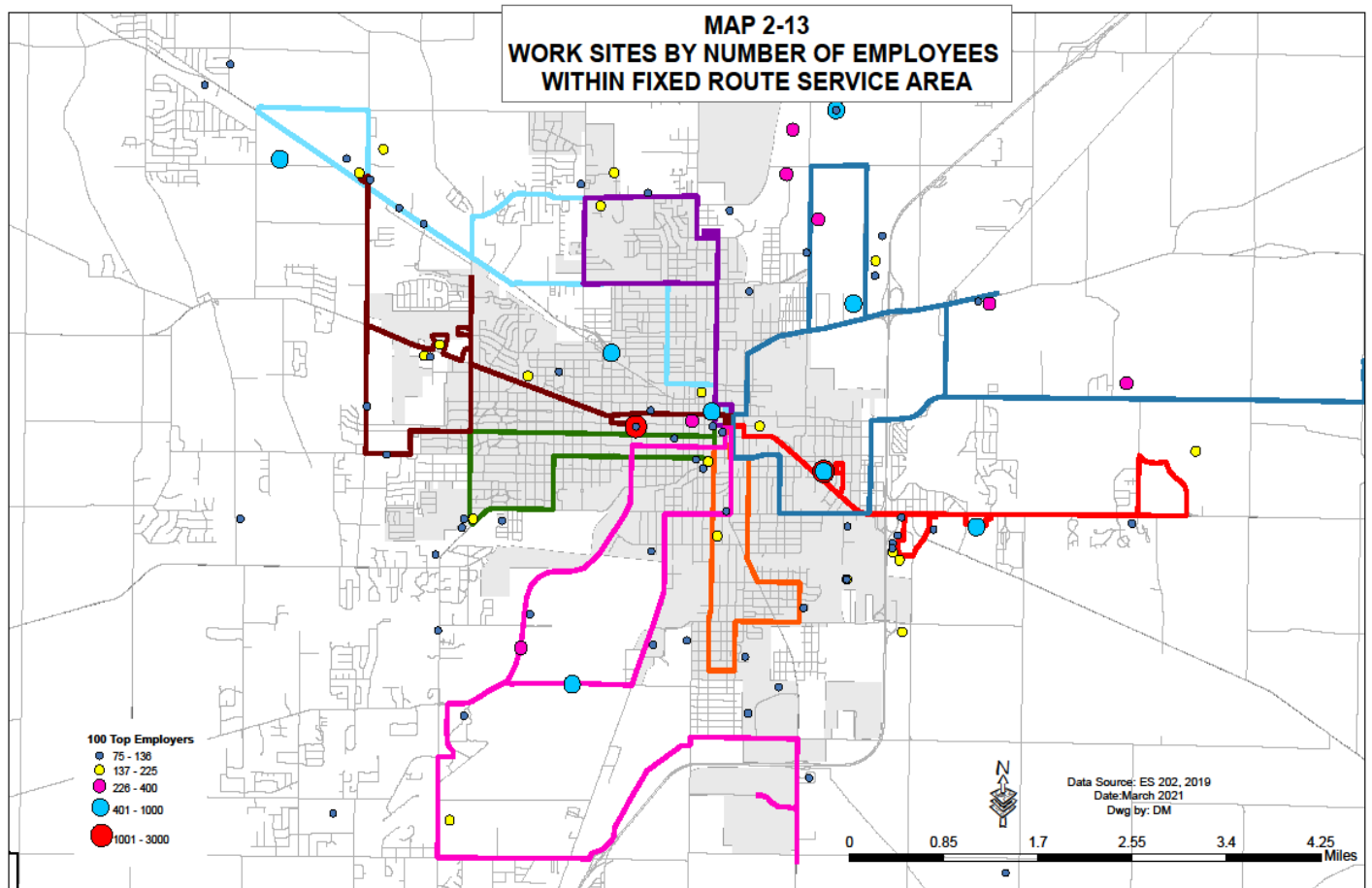


Map 2-11
PERCENTAGE OF POPULATION
WITH NO VEHICLE BY CENSUS TRACT



Map 2-12
PERCENTAGE OF MINORITY POPULATION
BY CENSUS TRACT





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There are also correlations, which can be seen throughout the maps, between the census tracts discussed above. Several demographic characteristics discussed are prevalent throughout tracts 122, 125, 127, 128, 129, 130, 131, 134, 137, and 138. These tracts indicate the highest propensity to use and/or need public transportation, provided that the system services these areas.

Map 2-14, a compilation of data from the previous maps, suggests the degree of demand for public transit based on a graduated scale. While tracts 122, 125, 130, and 138 are presumed to have the highest level of need for public transit, tracts 127, 128, 129, 131, 133, 134, and 137 also suggest a strong demand for such services. Examination reveals that all of these tracts are located within the ACRTA's present service. Map 2-14 clearly demonstrates that the ACRTA fixed route serves those census tracts demonstrating the highest probability of need for public transportation. The Transit Authority's current fixed route service area, operating between the hours of 5:45 AM – 7:20 PM Monday through Friday, and 7:50 AM – 4:20 PM on Saturday challenges transit patrons' ability to meet work-related commutes and the needs of major employers for a steady, dependable workforce. In addition to the major employers in the CBD, the ACRTA also serves major retail and service providers located in or near the Lima Mall, as well as Eastgate and Clock Tower shopping centers.

The ACRTA service area refers to the geographic area in which the Transit Authority has agreed, under contract or by policy, to provide public transportation services. The ACRTA's service area differs by type of service. With respect to fixed route transit operations, coverage is considered to include that area within a one-quarter (1/4) mile radius of each fixed route. The current ACRTA fixed route system service area encompasses 407 square miles.

With respect to complementary paratransit, the ACRTA provides curb-to-curb service to individuals residing within three (3) miles of the current fixed route system. ACRTA's Uplift is a complementary paratransit program that serves the mobility challenged within Allen County. Any qualifying individual who prohibited from using the ACRTA regular fixed route bus service, and who is within Zone 1 or Zone 2, approximately three (3) miles off the fixed route, is eligible for the specialized transportation service. The Uplift service area encompasses 407 square miles.

2.6 Summary

In summation, both Lima and Allen County continued the trend begun in 1980 of a consistent pattern in the loss of population. This has not been the overall trend for the outlying area as eight (8) out of ten (10) townships showed either gain or no loss, assumedly at Lima's expense. Though Lima's overall population has declined, the percentage of the remaining population that traditionally demonstrates the need for public transportation services (referring to the poor, elderly, frail, and disabled) has in fact increased.

SECTION III 2023 OPERATIONAL UPDATE

A public transportation system is developed and ultimately charged with the responsibility of providing transportation services to the general public. A public transportation system reflects its employees and those vehicles, facilities and equipment necessary to support the movement of passengers and goods. Public transportation typically employs the use of buses, trolleys, vans and other modes including ferries, light rail and trains. In smaller communities it is more common for public transportation services to utilize fixed route bus services and augment such service with paratransit services using specially equipped vehicles to accommodate the mobility limited. Public transportation services are regulated by federal and state standards. Their main sources of financing are fare revenues, governmental subsidies, income or property taxes, and advertisements.

Today, public transit systems, like all public entities, are being subjected to ever-increasing scrutiny due to public concerns over increased taxation as well as budget shortfalls at all levels of government. Public transit authorities exist primarily to support the overall mission of providing public transportation in the most efficient and effective means possible. Efficiency indicates the extent to which the Agency produces a given output with the least possible use of resources. Effectiveness has been defined as the comparison of service provided to intended output or objectives. That is, measures of effectiveness are concerned with the extent to which the service is provided – in terms of quantity, location, and character – and corresponds to the goals and objectives established for the transit system by the Transit Authority and the needs of local residents.

This update will provide an overview of transit system services within Allen County in 2023 in an attempt to provide the means to assess the transit system's efficiency and effectiveness. In November of 2017, the ACRTA ran a levy on the ballot to request local sales tax funding for the transit system. When the levy failed the Transit Authority began to cut services to help control cost. Also, to control cost, no survey of passengers was performed in CY 2017 or CY 2018 so no comparison of ridership demographics is integrated herein.

3.1 Management Structure & Operating Personnel

In CY 2023 the ACRTA reflected a seven-member Board of Trustees with two Co-Executive Directors, an Operations Director, an Administrative & Capital Director, Finance Manager, a Maintenance Manager, two Transportation Managers, one Shift Leader, two mechanics, one service technician, three dispatch operators, 24 transit operators (16 full-time, 8 part-time). In all, there were (43) employees under the Board and Directors.

3.2 Bus Facilities

According to 49 USCS § 5309 [Title 49. Transportation; Subtitle III. General and Intermodal Programs; Chapter 53. Public Transportation], Buses and Bus Facilities include buses for fleet and service expansion, bus maintenance and administrative facilities, transfer facilities, bus malls, transportation centers, intermodal terminals, park-and-ride stations, acquisition of replacement vehicles, bus preventive maintenance, passenger amenities such as passenger shelters and bus stop signs, accessory and miscellaneous equipment such as mobile radio units, supervisory vehicles, fare boxes, computers and shop and garage equipment. Following federal procurement policies, the ACRTA has developed a diverse set of resources to manage and support its fixed route and complimentary paratransit services both to expand its services as well as to support local coordination efforts with area non-profit and social service agencies engaged in demand response paratransit services.

3.2.1 Transit Properties

Prior to 1998 the ACRTA operated from a combined garage, maintenance, management, and passenger transfer facility located at 240 N. Central Avenue on the northwestern edge of the Lima CBD. The site was problematic because it lacked several significant site elements including adequate parking facilities and appropriate access and egress points. In addition to these shortcomings, the facility, which provided shelter and transfer activities, proved precarious due to the on-site vehicular and pedestrian circulation patterns. In the May 1992 study conducted by ATE Management & Service Company, Inc., the passenger transfer center located in the transit facility yard, was cited as problematic for passenger safety. Therefore, funding for a new transfer facility was sought. The ACRTA eventually secured a site at the corner of High and Union Streets in the Lima CBD and constructed a multimodal transfer facility in 1998. Passengers of both Greyhound and Barron's Bus are currently serviced at the facility. The facility, approximately 2,880 square feet, houses agency dispatchers, provides a small break area and comfort station for drivers, incorporates Greyhound Services & Sales, and provides nearly 1,000 square feet for passengers/luggage.

The Transit Authority retains the original site at 240 N. Central Avenue as its maintenance facility. The maintenance garage is approximately 17,250 square feet and provides shelter and storage for maintenance personnel and vehicles as well as necessary replacement parts and maintenance equipment. The site also serves to shelter local non-profit vehicles and a bulk fuel distribution center; both maintenance and fueling functions are coordinated with area social service and non-profit paratransit providers. The site which housed the Agency's original administrative offices (built circa 1860) was reconfigured in 2009 to support increased vehicle parking/storage.

Construction of a new administrative office building located immediately adjacent to the Transfer Facility began in CY 2002 and was completed in 2003. The 8,200 square feet facility supports transit management and operations allowing ACRTA managers to monitor and accommodate passengers and operational personnel, thereby increasing efficiency. The Transit Authority also rents space to area non-profits and local government services.

The current maintenance facility serves multiple functions at a very busy intersection. The facility supports the parking, storage, maintenance, fueling, etc., for not only the Transit Authority vehicles but also those of area social service agencies. Due to the limited size of the facility, as well as the mix and sizes of the various vehicles, and the number of different agency drivers at the site congestion and safety concerns have risen. In part stemming from the sites age, current configuration, and on-going service arrangements, the ACRTA initiated a search for a larger site to serve as a maintenance facility and bus garage. The Transit Authority has secured additional land adjacent to the existing facility. As funding becomes available the site will be developed to support parking and fueling operations.

3.2.2 Transit Vehicles

All of the Gillig buses have the capability to "kneel", which in effect lowers the height of the bus at the entrance, enabling easier boarding and disembarking for passengers. This accessibility feature is considered essential given the physical limitations of many ACRTA passengers. Service vehicles are not used to transport passengers.

The ease of entry into the paratransit vehicles has also been of interest to the ACRTA. As a result, the agency has required transit-style entry doors on all vehicles in order to provide direct entry. Although this does negatively impact the available seating capacity of the vehicles by effectively eliminating a front passenger seat, the safety and comfort of passenger access and/or egress is seen to more than offset any need for additional capacity.

TABLE 3-1 ACRTA SERVICE FLEET DECEMBER 31, 2023				
Make/Model	Quantity	Total Seating	Wheelchair Accessible Seating	Mileage
1991 Chance Trolley	1		Special Events	186,312
2018 Ford E350	2			49,214 44,250
2018 Gillig Bus 35'	1	34	2	125,009
2018 Gillig Bus 35'	1	34	2	113,117
2009 Gillig Bus 35'	1	34	4	314,299
2017 Gillig Bus 35'	1	30	2	156,875
2011 Ford F250	1		Service Vehicle	19,823
2012 Tesco LTV	3	18 16	4	131,702 124,736 107,736
2013 Ford Explorer	1		Service Vehicle	49,491
2013 Gillig	2	30	2	288,197 404,199
2013 Eldorado Bus 35'	2	30	3	74,795 56,771
2014 35' Gillig Bus	1	33	4	206,135
2014 30' Gillig Bus	1	25	2	223,184
2016 29' Gillig Bus	1	23	2	278,194
2019 Gillig Bus 35'	3	29	3	49,871 169,363 167,837
2019 Ford Econoline	4	12	2	7,973 5,457 11,577 14,694
2016 MV 1	2			13,475 18,358
2012 Tesco LTV 25'	3	16 18	4	131,702 107,736 124,752
2013 Eldorado Bus 35'	2	30	3	56,771 74,795
2016 Champion	6	12	2	102,499 114,795 116,064 87,380 103,176 121,966
2016 Tesco MV-1	2	4	1	29,973 31,124

2015 Tesco Glaval Titan	1	11	3	112,687
2021 Gillig Bus 35'	2	32	3	90,113 91,454
Note: Mileage as of December 31, 2023				

3.2.3 Bus Shelters

Interior and exterior passenger shelters are located on-site at the Transfer facility. Lighting and waste receptacles as well as restrooms are available. Off-site passenger amenities including shelters, bus stop signage, bicycle racks/storage facilities, and signage are extremely limited. Offsite bus shelters are owned by a private vendor as authorized by the City of Lima.

3.3 Service Area

The service area for the ACRTA refers to the geographic area in which the ACRTA has agreed, under contract, federal statute or by policy, to provide public transportation services. The ACRTA's service area differs by type of service provided. With respect to fixed route transit operations, coverage is considered to include that area within a one-quarter (1/4) mile radius of each fixed route. The 2023 ACRTA fixed route system had 10 routes with 336,360 service miles and 163,519 passengers.

The ACRTA's paratransit program is a complementary paratransit program that serves the mobility limited within Allen County. With complementary paratransit, the ACRTA provides door-to-door service to those eligible individuals residing within three-quarter (3/4) miles of the current fixed route system. Any mobility limited individual that cannot use the ACRTA regular fixed route bus service due to an eligible disability may use the specialized transport service pending application approval. The paratransit program carried 25,143 passengers.

As presented earlier, transit services have been negatively impacted over the last decade by falling state and inconsistent local funding. As funding was cut, service and routes were altered, collapsed or discontinued. These cutbacks in service affected both the fixed route and demand response service areas.

3.4 Fare Structure

The cost of providing transit service to Allen County residents has risen steadily over the last 40 years. Costs have risen to such an extent as to be prohibitive to the continued private sector participation in transit within Allen County. In fact, a report released in 1976 by the ATE Management & Service Company, Inc., stated: "It has become clear that transit service within Allen County is no longer a profit-making enterprise and if transit service is to continue to operate at all it must be supported by a public subsidy".¹

Fares refer to the payment or fee required for passage on a public transit vehicle. Passage can be purchased in various manners, including cash, pre-paid tickets, or pass. In CY 2023, the basic fare for an adult passenger utilizing the fixed route service was \$1.00. Discounted fares in CY 2023 of \$0.50 were made available to senior citizens and individuals with disabilities through subsidies provided by the FTA and ODOT. Youth and infants also receive discounted fares. Other passes include an unlimited monthly pass for \$40.00 and unlimited all-day pass good for 24 hours after first used for \$3.00. The higher

¹Allen County Regional Transit Authority Transit Development Program, ATE Management & Service Company, Inc., Cincinnati, Ohio; June 1976.

fares required for complementary paratransit services provided by the paratransit program reflect the higher level of service. The FY 2023 ACRTA fares are cited in Table 3-2.

3.5 Transfer Policy

Transfers are available on ACRTA routes for passengers who must complete their trip on a connecting bus. Transfers, which are free, are obtained from the bus operator after the fare is paid. The transfers are only utilized for bus changes at the Transfer Facility. Transfers are valid for a 90 minute period and are not valid on the bus route that issued the transfer.

TABLE 3-2 2023 ACRTA FARE STRUCTURE	
Cash Fares	
Adults	\$1.00
Senior Citizens (65+ with ACRTA ID Card)	\$0.50
Disabled (with ACRTA ID Card)	\$0.50
Medicare Cardholder (with ACRTA ID Card)	\$0.50
Youth (6 to 18)	\$0.75
Infants (Under age 6)	Free
Paratransit	\$2.00
Monthly Pass	
Adults	\$40.00
Senior Citizens (65+ with ACRTA ID Card)	\$20.00
Disabled (with ACRTA ID Card)	\$20.00
Medicare Cardholder (with ACRTA ID Card)	\$20.00
Students (during the school year)	\$10.00

3.6 Operational Efficiency

The ACRTA recognizes that operational efficiency can be addressed on a number of fronts including: (1) operations planning; (2) service improvements; and, (3) the coordination of services. Operations planning is responsible for efficiently tailoring the supply of transit service between that which is requested or anticipated and the actual demand and available resources. Service improvements are developed to improve performance and satisfy not only local demands for service, but also the manner in which such demands are met. The coordination of services refers to the various arrangements between or amongst those organizations providing transportation services or functions in order to improve the efficiency and effectiveness of such services.

3.6.1 Operations Planning

Operations planning can be divided between maximizing both service effectiveness and service efficiency. Planning analysis requires assessments at the system, route and sub-route levels. The process needs to be sensitive and respond to service indicators and specific productivity standards developed as part of an evaluation network. Such a network defines data collection requirements and guides the analysis of service including such factors as hours of operation, service areas, route locations, travel times and measures of route/trip performance.

System level analysis determines how well the system is performing as a whole. A common diagnostic tool used to assess transit systems is a trend line analysis. A trend line analysis consists of a year-to-year examination of indicators for a single system, analyzing how a transit system has been performing over time. The

Statistics such as passengers-per-hour (PPH) and passengers-per-mile (PPM) measure service effectiveness. ACRTA has had a goal of 1 passenger per mile on the fixed routes system which has been met only 8 out of the last 18 years. The cost per mile is based on actual operating expenses less depreciation, fuel sold, and GASB entries. In CY 2020 COVID added additional extra cost.

TABLE 3-3 COMPARISON OF SERVICE EFFECTIVENESS – PERFORMANCE MEASURES								
Year	Fixed				Demand			
	PPM	Cost per Mile	PPH	Cost per Hour	PPM	Cost per Mile	PPH	Cost per Hour
2001	0.96	3.30	12.22	42.26	0.14	2.79	1.59	31.53
2002	1.06	3.79	13.00	46.64	0.14	2.59	1.58	28.61
2003	0.91	5.90	11.38	67.26	0.17	15.24	1.58	25.50
2004	0.91	6.69	11.71	78.43	0.17	12.08	1.68	20.32
2005	0.96	5.27	11.85	62.56	0.21	19.58	2.96	58.11
2006	1.08	5.94	13.36	73.28	0.21	5.19	2.99	73.25
2007	1.14	5.43	14.13	67.27	0.24	6.52	3.20	87.09
2008	1.18	7.08	15.19	91.04	0.22	7.55	2.97	78.74
2009	1.08	5.99	14.40	99.16	0.25	6.19	3.11	75.35
2010	1.03	5.83	13.76	78.25	0.26	6.29	3.09	74.23
2011	1.01	6.42	13.52	85.82	0.32	7.09	3.91	86.63
2012	0.97	5.43	11.88	66.41	0.56	6.99	6.99	108.40
2013	1.01	5.41	12.30	65.95	0.32	5.11	5.11	64.54
2014	0.94	9.45	11.00	110.47	0.21	3.09	2.57	48.02
2015	0.74	7.01	10.85	102.27	0.16	3.27	1.93	38.05
2016	0.83	5.91	11.57	80.45	0.13	1.80	1.89	25.10
2017	0.88	6.72	10.71	91.43	0.14	1.37	2.22	20.77
2018	0.91	5.39	10.723	63.91	0.19	5.19	3.86	109.97
2019	0.91	5.62	12.64	70.96	0.25	5.60	2.92	88.06
2020	0.49	5.62	9.73	74.27	0.19	6.79	3.23	117.59

3.6.2 Service Improvements

Service improvements are strategic responses to routes or service areas identified during the network analysis as inefficient or unproductive with respect to either system goals or public demands for service. Service improvements are developed to improve performance and satisfy not only local demands for service but also the manner in which such demands can be met given the limited resources available to the ACRTA. Service improvements alter the delivery of service. Such improvements range from balancing services with the level of demand, to schedule adjustments, to reviewing route alignments. Increasing access in certain service sectors of the system are also service improvements as are attempts at improving ridesharing and demand response services.

TABLE 3-4 COMPARISON OF SERVICE EFFECTIVENESS – RECOVERY RATIOS				
Year	Fixed		Demand	
	Recovery Ratio	Operating Expense	Recovery Ratio	Operating Expense
2001	13.00%	\$845,603	7.00%	\$27,088
2002	16.70%	\$704,897	14.10%	\$54,674
2003	14.00%	\$1,026,613	17.90%	\$199,314
2004	9.50%	\$1,189,426	2.50%	\$177,133
2005	14.72%	\$744,936	11.48%	\$253,698
2006	11.70%	\$1,107,142	6.50%	\$393,757
2007	13.29%	\$782,338	12.37%	\$383,651
2008	11.00%	\$998,713	14.10%	\$445,136
2009	13.97%	\$999,365	16.96%	\$308,492
2010	17.80%	\$1,082,979	22.74%	\$319,806
2011	16.46%	1,251,359	55.28%	\$457,492
2012	10.70%	\$1,561,575	58.96%	\$1,255,437
2013	10.00%	\$1,216,185	49.90%	\$1,113,968
2014	15.25%	\$2,294,125	49.68%	\$724,126
2015	14.11%	\$2,970,269	47.54%	\$776,562
2016	12.67%	\$2,433,039	62.64%	\$776,562
2017	12.77%	\$2,331,703	51.27%	\$999,302
2018	8.91%	\$1,107,232	54.33%	\$1,254,672
2019	13.30%	\$1,175,286	39.06%	\$1,300,407
2020	6.94%	\$1,891,090	28.97%	\$912,9770
No Depreciation accounted for.				

In 2018 demand fare could have been broken down by passenger-paid fares and organizational paid fares. If passenger paid fares were used without the organizational paid fares the actual recover ratio for 2018 would have been 2.5%.

3.6.3 Coordination of Services

Coordination of services between and amongst local transit and paratransit providers is a difficult process and requires open and honest communications. The coordination of services is one area in which the ACRTA has sought to make in-roads with its local partners, not only to improve its own internal performance measures, but also to improve social services, overall mobility within the community and to reduce costs for all concerned. The ACRTA believes that the coordination of services can achieve certain economies of scale, not available to smaller service providers, which can result in significantly higher levels of service for both customers and service providers. The ACRTA believes that coordination would further: (1) increase efficiency; (2) improve vehicle life and reliability; and, (3) reduce operating costs per unit of service. At the current time ACRTA coordinates with agencies to provide service to and from work and school.

3.7 Funding, Revenues & Expenses

The ACRTA has used a wide variety of sources to fund transit services within Allen County. The ACRTA has utilized federal and state, as well as local monies, in its efforts to finance those capital acquisitions and support the operation of transit services. In 2019, the ACRTA went out for levy and in May 2019, the levy passed. Transit operations are heavily dependent upon federal and state subsidies, and changes at the federal and/or state levels have had significant impacts on local service over the years, but the addition of levy funds should help stabilize the system.

In 2020, along with the aforementioned public, federal and state monies, total operational funds also include those funds generated by fares for service, vending machine sales, lottery ticket sales, the sale of advertising (bus signage, route schedules, interior bus signage), demand response to the Allen County Board of Developmental Disabilities, Jobs and Family Services and the provision of special services to area non-profits (maintenance service, fuel sales contracts to area paratransit operators and the leasing of storage space for paratransit vehicles), Greyhound operations, as well as miscellaneous donations and contributions. Local monies are used to match state and federal funds as required in the grant allocation process.

Federal and state monies, available through the FTA/ODOT and MPO/CMAQ, will continue to be utilized in the acquisition of capital items such as transit vehicles as needed.

TABLE 3-5 ACRTA ACTUAL REVENUE EXPENSES – ENDED DECEMBER 31, 2020 BY FTA CLASS					
Operating Expense			Revenues		
Vehicle Operations	1,751,594.19	60.6%	Fares	395,831.23	8.3%
Vehicle Maintenance	503,537.80	17.4%	Other Revenues	347,867.15	7.3%
Facility Maintenance	164,715.97	5.7%	Sales Tax	1,626,546.92	33.9%
Administration	384,212.26	13.3%	State	218,180.00	4.5%
Planning	37,694.54	1.3%	Federal	206,777.00	46.0%
Non FTA Items	48,584.49	1.7%	Total	2,795,202.30	100%
Depreciation	901,966.83	N/A			
Total	3,792,306.08	100%			

TABLE 3-6 REVENUE PROJECTIONS 2020-2024						
Revenues	2019	2020	2021	2022	2023	2024
Passenger Fares	156,349	135,658	141,978	159,818	163,014	166,274
Organization Fares	508,011	266,775	271,950	337,389	344,137	351,020
Other Revenue	342,160	241,997	232,270	238,026	242,787	247,643
Sales Tax Funds	455,020	1,599,082	1,562,188	1,600,000	1,700,000	1,750,000
Local Funds	121,721					
State Funds	468,736	278,593	150,000	153,000	156,060	159,181
Federal Funds	1,498,330	1,079,379	563,849	528,000	1,200,000	1,200,000
Cares		1,005,597	1,740,000	1,739,231		
Total	3,550,327	4,607,081	4,662,235	4,755,464	3,805,998	3,847,118

TABLE 3-7 EXPENSE PROJECTIONS 2021-2024				
Expenses	2021	2022	2023	2024
Labor & Fringes	2,245,291	2,290,197	2,336,000	2,382,720
Services	451,098	460,120	469,322	478,709
Materials & Supplies	561,700	572,934	584,393	596,081
Casualty & Liability Ins.	130,000	132,600	135,252	137,957
Utilities	47,688	48,642	49,615	50,607
Taxes	29,900	30,498	31,108	31,730
Miscellaneous	112,600	114,852	117,149	119,492
Depreciation	893,506	911,376	929,604	948,196
Contingency-New Service	180,000	180,000		
Total Expenses	4,651,783	4,741,219	4,652,443	4,745,492

ACRTA began new routes in the city of Delphos and Village of Bluffton in 2022. ACRTA began Micro transit service in 2023 to cover the nights instead of Fixed Routes for cost efficiency. Micro transit covers the fixed routes in the City of Lima from 7:20 pm – 11:20 pm Monday through Friday.

SECTION 4

TRANSIT DEVELOPMENT PROGRAM

The mission of the ACRTA is to provide safe, reliable, and efficient transportation services to ensure that everyone may have access to work, health care and quality-of-life opportunities. Section 4 of this report works to provide an overview of the principal components of the TDP including: a Management Plan complete with goals, objectives and measures as well as a status update regarding the same; a Financial Management Plan with current and Proposed Annual Budgets; and a Capital Improvement Program. Such components reflect the goals and respective programming of the ACRTA for the FY 2023-2027 time period.

4.1 Management Plan

To optimize resources and operationalize the services necessary to accomplish ACRTA's quest to provide high-quality public transportation services, a management plan was developed to support the ACRTA's interest in improving its efficiency and effectiveness while furthering mobility and mode choice across the community in the near term. To achieve operational efficiencies and increased effectiveness organizational decisions were made to improve service and balance budgets. Successful fiscal management reflects the balancing of competing capital, planning and operating activities, therefore, successful management must rely on established goals that guide decisive actions. Management plans rely upon specific goals to provide a measured level of direction and accountability. Transit management plans typically identify several broad goals and then continue to propose general objectives that need to be met for such goals to be realized.

Goals are general, long-range oriented statements that are based on accepted values and shared desires and used as guides to direct the continuity of decisions. Whereas, objectives work to define specific, quantifiable, and achievable actions that allow for a certain measurement of progress toward a goal. Such goals and objectives inevitably must depend upon targets for defined performance measures. Taken collectively, they form an agency's vision, the basis for strategies, and an overall management plan. And when coupled with public input and effective performance measure reporting – they provide the guidance and transparency necessary to ensure a consistent direction and equitable allocation of programming and services.

The goals adopted by the ACRTA have been developed to support the delivery of high-quality public transit services built upon the recognition of, and compliance with Federal Transportation Bills, the policies and standards of FTA and FHWA, ADA mandates, and, ODOT regulations and reporting requirements. The goals of the TDP have been constructed in such a manner not only to provide a direction but also to address the system's ability to meet changing demands, shifting funding concerns, and the need for sustainability. The goals reflect the:

1. Delivery of Convenient, Reliable, & Cost-Effective Public Transportation Services;
2. Optimal Operational Safety & Security;
3. Effective Employment of Public Transportation Services that Maximize Mobility & Choice;
4. Support of the Local Economy & Preservation of the Environment;
5. Ensure Full Compliance with the ADA;
6. Use of Effective Communication, Coordination & Public Outreach to Ensure Public Transparency & Customer Satisfaction; and,
7. Development of an Institutional Awareness & Use of All Available Funding Sources.

The following tables are offered to provide a glimpse into each of the aforementioned goals by presenting their respective objectives, measures, and targets being used to

assess interim accomplishments towards full attainment. Subsequent subsections will offer a more detailed synopsis of actions taken to meet each of the respective goals.

Goal 1: Deliver Convenient, Reliable & Cost-Effective Public Transportation Services				
Objective		Measure	Target	Strategy
1.1	Improve accessibility to major healthcare facilities, employment clusters, schools & educational facilities, retail centers, and recreational & cultural attractions	Percent coverage of the urbanized area Amount of FR transit service route miles within ¼ miles of major health facilities, social service facilities, education, employment, cultural and, recreation attractions	Provide a minimum of 65% transit coverage to the urbanized area Provide FR service to 65%: of health care and medical facilities/offices; social service agencies; schools & educational facilities; employment clusters; retail centers; and cultural-recreational attractions	Evaluate achievement of service coverage and route design standards to improve transit access to major destinations in these categories
1.2	Improve services to transit dependent population	Ensure service coverage to the transit dependent areas to include: zero car households, low-income households, those households with persons 18 years old and under and those age 65 years and over, minorities, and high population density areas	Provide a minimum of 65% transit coverage to these areas	Evaluate achievement of service coverage and route design standards to improve transit access to major destinations in these categories
1.3	Improve transit service reliability and on time performance	On-time performance of transit by service type: Percentage of missed/late trips Mean distance between road calls	FR – 95% ADA – 95% DR – 95% ADA – 0% & 5% DR – 1% & 5% FR - 10,000 miles ADA – 10,000 miles DR – 10,000 miles	Evaluate achievement of transit reliability target levels
1.4	Improve service accessibility for nonmotorized modes (e.g., bicycle & pedestrian)	Identification of bike/ped access deficiencies on FR system Enhancement of access to non-motorized paths within FR transit service area		Utilize planning process to encourage the integration of bike & pedestrian elements in all capital projects Support/Adopt Complete Streets Policy
1.5	Match transit service coverage with passenger demand	Hours of transit service/service population Miles of transit service/service population	Provide a minimum hour of service to meet demand Provide a minimum mile of service to meet demand	Evaluate achievement of passenger demand measures
1.6	Improve customer satisfaction	Number of Informal customer complaints per 100,000 boardings Number of formal complaints as a percent of total trips per month	FR - 50 ADA - 10 DR - 50 FR – .5% ADA – .5% DR – .5%	Evaluate achievement according to annual performance measure
1.7	Upgrade technology that can improve the customer experience	Number of on-line bookings with mobile app Introduce new rider tools		Monitor historical complaints and public feedback on existing apps with ODOT

Goal 2: Optimize Operational Safety & Security				
Objective		Measure	Target	Strategy
2.1	Reduce accident involvement of all transit vehicles	Bus accident rate per 100,000 miles Bus preventable accident rate per 100,000 miles	0.5 per 100,000 miles 1.5 accidents per 100,000 miles	Annual reporting of number of accidents per 100,000 miles and work to promote safety awareness to reduce number of accidents
2.2	Enhance site safety at Intersections within the Lima CBD including the transit facilities	Improvements by type made	Assess warranted lighting, crosswalks and audible cues in the Lima CBD at intersections/islands serving busy locations including transit terminal facility	Work with local stakeholders to undertake such an assessment in coordination with the delivery of local ADA Transition Plans, Active Transportation Plans and site development plans

Goal 3: Effective Employment of Public Transportation Services that Maximize Mobility & Choice				
Objective		Measure	Target	Strategy
3.1	Continue as hub for intermodal services including support for Greyhound Bus Services, passenger rail services and Hyperloop technologies	Number of passengers	Ridership increases of 1% per annum	Work with local Chamber of Commerce, governments, as well as the MPO and ODOT to define and support local market opportunities
3.2	Support and implement the best available technologies and innovations to improve the efficiency of the transportation system	Number of transportation improvement projects that result in the deployment and operation of new technologies	Installation of real time signage at terminals and high ridership locations Integration of scheduling app to provide real time information on transit and paratransit vehicle arrivals Integration of electronic swipe cards	Monitor the IT and ITS Architecture/Strategic Plans being developed around the country and by ODOT for local consumption and application

Goal 4: Support of the Local Economy & Preservation of the Environment				
Objective		Measure	Target	Strategy
4.1	Apply transportation and land use planning techniques, such as transit oriented development (TOD), best practices in architecture and landscape architecture that support intermodal connections, and promote placemaking strategies	Identify potential TOD opportunities with local stakeholders Encourage opportunities for access to healthy food options near transit facility including farmers markets. Promote Complete Streets	Number of healthy food options and/or farmers market events held at transit facilities Ensure 100% of transit projects integrate complete street design standards	Conduct formal and informal inquiries with stakeholders to initially identify and then study TOD opportunities near transit properties Initiate ongoing planning to better integrate Complete Streets design standards in all transit projects
4.2	Promote projects and services that support urban infill and FR densification	Number of transit service miles within Community Reinvestment Areas (CRAs), Economic Opportunity Zones (EOZs), or other similar target areas for community development	Ensure that 100% of such target areas receive transit services and programs	Utilize service planning process and evaluate achievement of route and schedule design standards to increase transit service to targeted CRAs/ EOZs areas

Goal 4: Support of the Local Economy & Preservation of the Environment				
Objective		Measure	Target	Strategy
4.3	Reduce fossil fuels consumption through the consideration of alternative fuel vehicle technology	Number of hybrid technology vehicles in transit fleet Increase number of alternative fuel vehicles Increase multiplicity of vehicle fueling/charging capabilities	Complete study electric and diesel/electric hybrid vehicles by 2023 Complete study of vehicle fueling/charging needs and capabilities by 2023	Initiate planning to procure alternative fuel vehicles and fuels necessary to integrate hybrid vehicles as replacements for traditional all gasoline or diesel vehicles
4.4	Facilitate and support connections between all transportation modes	Add additional bike storage amenities at transit terminal Number of public parking lots, parking garages served by transit service Support first and last mile needs of transit ridership		Utilize planning process to encourage better integration of transit, bike & pedestrian elements into landscape

Goal 5: Ensure Full Compliance with the ADA Mandates				
Objective		Measure	Target	Strategy
5.1	Maintain a transit fleet that is 100% wheelchair accessible with working lifts and/or level boarding and working securement devices	Complete daily pre-trip inspections (including wheelchair/ramp/tie down inspection) Adherence to preventative maintenance program (including inspections of wheelchair/ramp/tiedowns)	100% adherence 90% adherence	Inspections to identify any operational issues with wheelchair lifts or securement devices
5.2	Upgrade areas within quarter (¼) mile of the FR system to ensure that these areas are 100% wheelchair accessible	Completion of ADA Pedestrian Improvement Plan	Completion of ADA Plan by 2023	Work with local governments, businesses and home owners regarding the construction of sidewalks, ramps and crosswalks to improve mobility and ADA accessibility within a ¼ mile of the FR system
5.3	Continue and promote travel training program to teach passengers with disabilities how to use FR service	Train staff, develop promotion and implement training	Ensure that 3 transit staff persons are trained and promotional materials are developed and updated continuously Post some training materials to the website.	Assess training process and assistance provided to disabled during their transition to FR service
5.4	Meet ADA Service Requirements	Document restrictions based upon: number of trips, trip purposes, service area, service hours & days, eligibility, scheduling, fares, & capacity constraints	Full Compliance	Ongoing monitoring and testing must be undertaken by the Transit Authority
5.5	Support improved wayfinding system	Ensure that audible and visual information is clear and consistent throughout the transit system	Assessment to be completed by 2022	Utilize stakeholders and MPO planning process to facilitate pedestrian wayfinding system

Goal 6: Use of Effective Communication, Coordination & Public Outreach to Ensure Public Transparency & Customer Satisfaction				
Objective		Measure	Target	Strategy
6.1	Enhance outreach opportunities to educate the community on transportation issues and highlight transit service benefits such as service reliability, passenger cost savings, and environmental benefits	Number of community stakeholder outreach events held to address each issue	Conduct a minimum of 2 public outreach events for community stakeholder per year	Maintain coordination with county and municipal planning staffs as well as elected officials
		Number of social media endorsements	Monitor number of social media endorsements	Market outreach efforts with civic organizations, employers and other community stakeholders
		Number of transit dependent outreach events per year	Conduct a minimum of 2 public outreach events for transit dependent population per year	
6.2	Support coordination efforts between local transportation service providers to increase cost-effectiveness and ensure more service is available to the transportation disadvantaged	Number of trips coordinated by Mobility Manager	Monitor number of passenger trips provided	Monitor and maintain regional coordination activities facilitated by ODOT and Regional Mobility Manager
		Fully allocated costs and reimbursements of passenger trips provided	Monitor costs of passenger trips provided	
		Fully allocated costs per mile of trips provided	Monitor costs per mile of passenger trips provided	
		Transportation coordination activities supported		

Goal 7: Develop an Awareness & Use of All Available Funding Sources				
Objective		Measure	Target	Strategy
7.1	Develop an institutional awareness of available Federal, State, local and philanthropic funding streams to advance warranted public transportation services	Catalog and research available funding to establish a sustainable financial path for transit	Underwrite an assessment of all funding opportunities by type and eligibility by 2021	Conduct assessments of available funding that lead to the implementation of warranted services, programs or capital projects
7.2	Achieve a sustainable transit financial plan that maximizes existing & new funding sources	Implement a sustainable financial path for transit	5-year balanced budget projections with sustained funding levels needed to meet planned systemwide operating and capital needs	Monitor and evaluate fiscal resources and needs
7.3	Optimize operational & maintenance costs	Decrease systemwide cost per revenue mile	Maximum FR & DR costs per revenue mile not to exceed \$10	Continues to monitor and implement bus service efficiency measures to optimize the delivery of services
		Decrease systemwide cost per revenue hour	Maximum FR & DR costs per revenue hour not to exceed \$10	
7.4	Increase passenger fare revenue	Annual Fare Box Recovery Ratio	Maintain a systemwide minimum farebox recovery ratio of 25%	Monitor & evaluate passenger fare revenues
7.5	Identify possible alternative project development/delivery methods	Evaluate the potential to advance the mission of the Transit Authority using alternative delivery methods (e.g., Public-Private Partnerships (PPP), Transportation Infrastructure Finance and Innovation Act (TIFIA), State Infrastructure Bank Loans, Design, Build, Operate and Maintain, and Concession agreements etc.)	Underwrite an assessment of all funding opportunities by type and eligibility by 2023	Monitor progress of transit development partnerships at the State level

4.2 Status of Transit Development Goals & Objectives

In order to cultivate and realize the aforementioned goals, the proposed management plan of the ACRTA addresses the following specific objectives that need to be dealt with if the identified goals are to be accomplished. The objectives should be considered milestones toward reaching the set goals. This section provides a summary of actions taken on behalf of realizing each goal with reference to the status of specific objectives.

4.3 Financial Management Plan

In keeping with the ACRTA's goal of providing transit service in an efficient, economical, and effective manner, the ACRTA will continue to:

- Refine its in-house capacity to conduct all financial functions in order to pursue a more active and productive role in developing the system's fiscal security and to monitor year-to-date expenses;
- Actively pursue communication with ODOT, the City of Lima and Allen County officials to discuss and evaluate the financial condition of the ACRTA; and,
- Continue to develop a fiscal policy aimed at minimizing operating expenses and maximizing all available local funding.

In order to improve its public transit services, the ACRTA intends to assess and resolve financial development barriers by:

- Establishing stable funding based on an adequate ridership fare structure and services/benefits as provided to the community's various political subdivisions;
- Evaluating and analyzing each ACRTA route to propose improvements that will increase ridership and frequency;
- Selling its transit services and reaffirming the general public's faith and interest in public mass transit as a community service.

The tasks need to be completed in a timely manner in order to resolve the perception that public monies used in subsidizing public transit services are utilized wisely.

In order to present the ACRTA's financial management plan, a projection of costs and revenues is presented in Table 4-1. It is important to understand that under the income section of Table 4-1 the federal income is only available once ACRTA has local match funds at 50 percent for operating and 20 percent for capital items. Because of this financial restraint, ACRTA made two attempts to campaign the community for a sales tax and was successful with a .10% sales tax in May of 2019 which will take effect 2020. This estimated \$1.6M per year for ten years will assist with the Federal and State Grant match and provide enough financial gain to bring back the reduced services in 2018.

**TABLE 4-1
ALLEN COUNTY RTA FIVE YEAR PLANNING**

Allen County RTA Five Year Planning Document	Audited 2021	Pre-Audit 2022	Budgeted 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	2024-2027 Totals
Capital Projects								
Facilities & Land								
240 North Central (Garage)	8,981	10,720	132,639	2,900,000				3,068,190
216 North Central (Garage)	220,252			271,700				
218 East High (Transfer Center)	21,141	11,629	-	783,888				834,592
200 East High (Admin. Bldg.)	33,728	28,961	42,816	527,525				670,791
235 North Central (Parking)		989,251	31,000					1,030,051
311 North Central (Wayne St. Fuel)			94,934					94,934
Revenue Vehicles								
Large Transit Buses	(2)					(6)		
	966,390					4,320,000		5,286,390
Small Buses	(5)				(9)		(6)	
	351,390				1,050,000		640,000	2,435,956
Accessible Vans			(2)					
Trolleys			92,038					92,038
Support Vehicles								
Service Vehicles				80,000				80,000
Service Trucks				180,000				180,000
Equipment & Furnishings								
Shop Equipment	62,839	1,871	-	25,000	10,000	10,000	10,000	125,607
Office Furnishings	2,364	1,497	210	5,000	5,000	5,000	5,000	51,952
Office Equipment	11,808	24,601	21,444	5,000	5,000	5,000	5,000	78,857
Fare System								-
Security		49,404	16,192	13,000	13,000	13,000	13,000	226,606
Transit Amenities		8,508			300,000		300,000	608,508
Total Capital Projects	1,678,893	1,126,442	431,273	4,791,113	1,383,000	4,353,000	973,000	14,864,472

4.4 Capital Improvement Program Planning

In order to comply with federal mandates within the ADA and the Rehabilitation Act, and to support ACRTA's responsibility to service the local citizenry, including the mobility limited of Allen County, a capital improvement program (CIP) has been prepared and included herein. This CIP necessarily reflects needed rolling stock as well as specific actions and associated capital outlays to sustain the Transit Authority's infrastructure (including buildings, yards, etc.), maintenance capabilities, and vehicle fleet. The ACRTA has worked with the MPO to prioritize needed rolling stock and infrastructure improvements required to support local transit operations. The MPO has cooperated to fiscally support specific items and program necessary items in the region's Transportation Improvement Program (TIP) using the rationale and justification outlined herein.

ACRTA has grown dependent upon the MPO for funding capital improvements before the tax levy. The MPO's increased fiscal commitment to transit as FTA 5307 monies were required to support operations, and state and local funding diminished. The lack of local fiscal commitment has increasingly become more problematic for continued ACRTA operations. It is readily evident that only because of the decisions to allow the use of MPO/CMAQ funds at 100 percent federal has ACRTA obtained needed capital items over the past several years. In lieu of such, the ACRTA will find it problematic to support capital improvements without increased local funding or developing optional funding streams.

The ACRTA and MPO prepared this section of the report cognizant of the fact that: (1) some needed capital items are expected in CY 2020; and, (2) ODOT/FTA policies demand a fiscally constrained Transportation Improvement Program. Given the limited local funding currently available, the capital improvement schedule shown here (Table 4-2) cannot be included in any other documents for presentation until local funding can be obtained.

While the MPO intends to fund specific capital items with MPO/CMAQ and/or MPO/STP funds in each FY 2020 thru 2025, with 100% Federal, this opportunity is only short term. Given the lack of local funding available to support capital items, the replacement and specification details for fixed route and/or complementary paratransit vehicles becomes moot. Barring the infusion of local capital and/or an extension/modification of federal/state policies eliminating local match requirements the ACRTA had to cut back its operational services to reflect the limited nonfederal local funding available in 2018. The lack of necessary local match dollars makes ACRTA's current situation precarious in the short term and untenable with respect to the midterm considerations.

With optimistic hopes, ACRTA personnel constructed a CIP based on existing levels of service. And while future fixed route buses are being evaluated against possible policy/funding options, for planning purposes, based on industry standards and cost/benefit assessments, the ACRTA expects to purchase thirty-one (31) passenger heavy-duty buses, low-floor and mid-sized vehicles to continue fixed route and requisite complementary paratransit services. Table 4-2 reflects those CIP items deemed necessary to fulfill the ACRTA's public transportation responsibilities.

The acquisition of needed capital items and their respective financing have been reviewed in earnest and recommended by ACRTA to the MPO for subsequent consideration and programming within current and future Transportation Improvement Programs (TIP's) should federal, state, and local funding become available.

**TABLE 4-2
PROJECTED FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**

Item	2025	2026	2027	2028
Low Floor LTV	\$1,144,377 ¹			\$1,161,612 ¹
35' Gillig Bus		\$6,108,760 ²		
Garage Service Vehicle	\$140,000			
Island Canopy	\$650,000			
Total	\$1,934,377	\$6,108,760		\$1,161,612
¹ - 9 each of the two years ² - 8 total				